

# 360° Value Report 2023

Driving reinvention, delivering value

accenture

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## A letter to our stakeholders

I am writing to share our 360° Value Report for fiscal 2023, which along with our online [360° Value Reporting Experience](#) brings to life how Accenture delivers value to our clients, people, shareholders, partners and communities.

We define 360° value as delivering the financial business case and unique value a client may be seeking, and striving to partner with our clients to achieve greater progress on inclusion and diversity, reskill and upskill our clients' employees, help our clients achieve their sustainability goals, and create meaningful experiences, both with Accenture and for the customers and employees of our clients.



This report provides an in-depth view of the value we track across our organization. This year, among other achievements, we hit a significant milestone on the road to net zero by purchasing 100% renewable electricity across all our offices. We also continued our progress toward several ambitious targets, including our goals to move toward zero waste, reach gender parity and increase race and ethnicity representation in our workforce.

We appreciate each of our talented people for the innovation, insight and incredible talent they bring to their work. They continually raise the bar for what we can accomplish for our clients, the industries we serve and the communities where we live and work.

We are grateful for your ongoing trust and support. We hope that you share our belief that making meaningful commitments for positive change—and taking action on them—can create value and contribute to a better future for all.



**Julie Sweet**  
Chair and CEO

# Our approach to 360° value reporting

Our reporting captures how we deliver unique value across the six vital dimensions of our 360° Value Meter—Client, Experience, Talent, Inclusion & Diversity, Sustainability and Financial—and offers a comprehensive view of our financial and our environmental, social and governance (ESG) measures, along with our goals, progress and performance for each.

We continue to underscore our commitment to delivering and reporting on 360° value by publishing our annual 360° Value Report in tandem with our online 360° Value Reporting Experience. We detail our environmental, social and governance (ESG) goals, progress and performance across our global operations during fiscal 2023 (ended August 31, 2023), unless otherwise noted.



CLIENT

We help our clients  
seize the opportunity  
for reinvention



In this dimension



## CLIENT

Our goal is to deliver 360° value with our clients so they can reach new levels of performance.

### Highlights

Client-centricity strengthens our relationships

9,000+

clients

300

Diamond clients (+33 from FY22)

106

clients with \$100M+ quarterly bookings

We bring the scale our clients need

We serve clients in

120+

countries

733,000

people

We serve

75%+

of the Fortune Global 500 and the Fortune 500 (U.S.)

Our impact is being recognized

#1

in Tech Services according to Everest

#22

BrandZ Most Valuable Global Brands, with a brand value of \$73.6 billion

#30

Interbrand Best Global Brands, with a brand value of \$21.3 billion

# Helping our clients reinvent

Organizations across industries are navigating complex challenges, creating a greater sense of urgency to accelerate business transformation and reinvention. All strategies continue to lead to technology, particularly cloud, data, AI and security.

We have a proven approach to help our clients reinvent, enabling us to anticipate and harness ongoing waves of technology innovation while delivering 360° value, including how we:

**Lead with innovation:** We embed innovation in what we do, working with our clients across the world to imagine their future, including at our network of more than 100 innovation hubs. Building on 35 years of innovation, our Accenture Labs continue to incubate new concepts and apply the latest technologies to deliver breakthrough solutions for business and society.

**Invest at scale:** In fiscal 2023, we made approximately \$5 billion in investments—\$2.5 billion across 25 acquisitions; \$1.3 billion in research and development (R&D); and \$1.1 billion in the learning and professional development of our people.

## Invested \$1.3 billion in research and development.

**Drive ecosystem leadership:** We are one of the world's leaders in helping drive technology change through our strong ecosystem partnerships—we are the No. 1 partner for our top ecosystem partners. Our more than 55 investments in Accenture Ventures help emerging technology companies realize their full potential and our clients harness the leading innovation of startups globally.

**Offer a depth and breadth of services:** Our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Song enable us to deliver tangible outcomes and help our clients succeed. In fiscal 2023, we were named a leader among Forbes' World's Best Management Consulting Firms; No. 1 in Tech Services, by Everest; and the No. 1 digital agency in all disciplines by Ad Age.

**Bring industry expertise:** Our deep expertise across 13 industry groups and our cross-industry expertise enable us to accelerate value as our clients transform their products and customer experiences and optimize their operations. We have worked with our top 100 clients for over 10 years. In fiscal 2023, we reached 300 Diamond clients, our largest client relationships, an increase of 33 from last year.

**Nurture our brand:** In 2023, we achieved our highest brand rankings to date on key lists. On BrandZ's Most Valuable Global Brands, we rose from No. 26 to No. 22, with a brand value of \$73.6 billion. And on Interbrand's Best Global Brands, we rose from No. 31 to No. 30, with a brand value of \$21.3 billion.

Together, these strengths position Accenture as the leader in harnessing technology and innovation as a force to help our clients reinvent every part of their enterprise. By working with our clients as their trusted advisors, we help them navigate change.

## We help clients adopt a reinvention strategy

Every day, we aspire to be at the center of our clients' business and help them reinvent—drawing on the depth and breadth of our services and our industry expertise.

Our clients are asking us to help them optimize costs, drive growth, address supply chain disruption, digitize manufacturing, create new sources of growth and manage risk.

We help our clients use technology to drive enterprise-wide transformation, which includes:

- **Building a strong digital core:** Moving to the cloud, leveraging data and AI, integrating custom applications and platforms, and embedding security across the enterprise;
- **Optimizing operations:** Digitizing faster, accessing digital talent and reducing costs, as well as (where relevant) digitizing engineering and manufacturing;
- **Accelerating revenue growth:** Using technology and creativity to create personalized connections, experiences and targeted sales at scale; leveraging data and AI; transforming content supply chains and marketing and commerce models; and helping create new digital services and business models.

Reinvention gives clients a competitive advantage, along with the ability to achieve breakthrough innovation and increased resilience in the face of disruption.

## We are investing in data & AI to help accelerate our clients' reinvention

In June 2023, we announced an industry-leading \$3 billion [investment in our Data & AI practice](#) over the next three years to help our clients across all industries rapidly and responsibly advance and use AI to achieve greater growth, efficiency and resilience.

As part of this investment, we are doubling our AI talent to 80,000 people, and we are equipping more than 250,000 people with skills to use new AI tools equitably, sustainably and without bias.

The investment builds on our work in AI for more than 15 years, including more than 1,500 patents and pending patent applications.

Our AI Navigator for Enterprise is a generative AI-based platform designed to help our clients reinvent responsibly with AI, and the Accenture Center for Advanced AI is designed to give clients confidence to move their business forward into the AI era and better navigate extraordinarily rapid change and uncertainty.

In addition to bringing generative AI innovation to our clients, we are embedding it into how we deliver our services and in how we operate—all underpinned by our Responsible AI compliance program.



# Industry analyst recognition

We believe these analyst recognitions acknowledge the value we provide through inclusion as a leader in fiscal 2023.

Examples include:

## Artificial Intelligence Services

IDC named Accenture a Leader in its MarketScape Worldwide Artificial Intelligence Services 2023 Vendor Assessment for our ability to showcase and co-develop relevant use cases for AI solutions, our use of next-generation tools and methodologies to deliver AI services, and our AI Center of Excellence services.

## Multicloud Managed Services

Forrester gave Accenture the highest score in the strategy category in The Forrester Wave™: Multicloud Managed Services Providers, Q1 2023. Forrester noted our enormous scale and breadth of capability, along with the depth of our relationships with the major cloud hyperscalers, our practice of building hyperscaler-specific-go-to-market units, and our significant certifications across major cloud platforms.

## Supply Chain Services

HFS named Accenture a Market Leader in the 2023 Horizons Report: Supply Chain Services. Our scalable platform, digital talent and ability to deploy data- and AI-driven solutions, along with our commitment to embedding sustainability and delivering to the entire value chain, were spotlighted as differentiators.

## Healthcare Data and Analytics

Everest Group named Accenture a Leader in its 2023 Healthcare Data and Analytics Services PEAK Matrix® Assessment. We were highlighted for leveraging the power of technology, particularly in our data, AI and cloud solutions, with human innovation to help clients improve healthcare access, experience and outcomes.

## Identity and Access Management

Everest Group's 2023 Identity and Access Management (IAM) Services PEAK Matrix® Assessment gave its highest score to Accenture, outranking 20 other leading IAM providers. With IAM essential for cybersecurity, we were recognized for market adoption, client value delivered, vision and strategy, innovation and investments, and delivery footprint.

## Custom Software Development Services

Gartner® named Accenture a Leader in its inaugural 2022 Magic Quadrant™ for Custom Software Development Services report. We were positioned highest for our ability to execute and furthest for completeness of vision. We were also the highest ranked vendor in all three Use Cases in the companion research 2022 Critical Capabilities for Custom Software Development Services, Worldwide, which are the Unique User Experience (tied with another vendor), Unique Operational Processes and Unique Products Use Cases.\*

\* see page 114

# Client success stories



## BBVA puts innovation to work for customers

Banco Bilbao Vizcaya Argentaria (BBVA), a global bank, has embraced digital innovation by investing in cloud, data and AI technologies to create seamless and data-driven customer experiences. This strategic approach has resulted in remarkable growth, increased efficiency and improved profitability for BBVA. By leveraging advanced technologies such as facial recognition, text analytics and real-time data connections, BBVA has achieved 150% growth in new customers and reduced its cost-to-income ratio to 43%.

The bank now offers personalized and contextual pre-approved loans with same-day funding, and its digital sales and marketing operations have significantly enhanced customer interactions.

BBVA's commitment to continuous learning and agile transformation has empowered its workforce to adapt to evolving technologies and foster a culture of innovation. With a strong digital core and a people-first approach, BBVA is well-positioned to drive breakthrough innovations and meet the evolving needs of its customers.

[Learn More](#) 🔍

## Be our guest: Marriott International's new global HR hub

Imagine if you could instantly sift through 6 million candidates, ensuring you had the right person for the right job, and then rapidly onboard more than 200,000 new hires. Thanks to a collaboration with Accenture and Oracle, Marriott International is doing exactly this across 30 brands, 8,600 properties, 139 countries and in 15 languages.

Determined to overcome the challenges of a complex network of legacy systems, Marriott International completely reimagined its HR technology by adopting a new Human Capital Management (HCM) system powered by Oracle Fusion and focusing its attention on the associate experience.

The new platform, dubbed mHUB, enabled quick, easy and personalized access to associate information, learning and training details, internal job opportunities and other critical HR resources across 15 different languages.

What's more, mHUB put control of data back into the hands of associates by allowing them to update their personal information, ensuring both security and accuracy. To date, this remains the largest implementation of the Oracle Recruiting and Oracle Learning solutions.

[Learn More](#) 🔍





## Eni harnesses the power of data for energy transition

We have been working with Eni, a global energy company, for more than 30 years. Now, we are helping them as they continue their hybrid cloud transformation and embark on a Total Enterprise Reinvention strategy with a focus on sustainability, digital transformation and security.

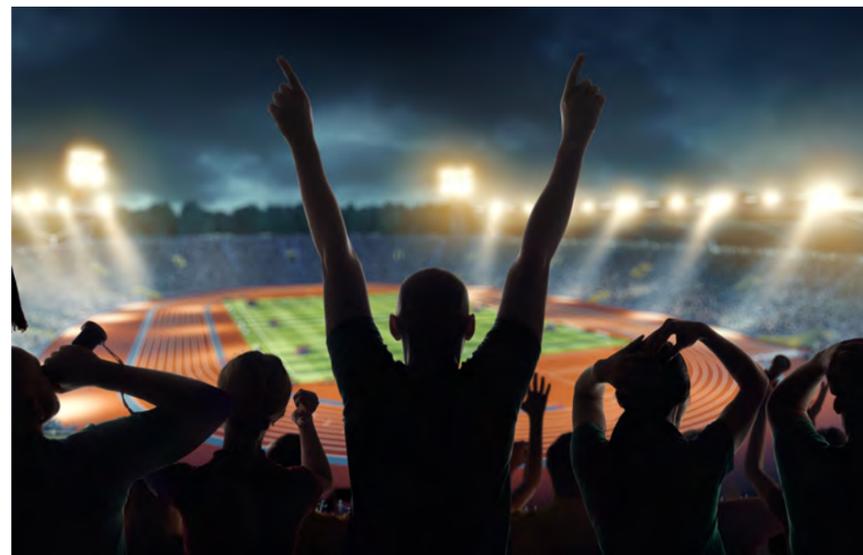
We are managing their IT infrastructure and telecommunications integration and helping implement new operating models—all hosted in the Eni Green Data Center, one of the largest data centers in the industry to securely hold the company’s data.

The Eni Green Data Center houses one of the of the most powerful non-governmental supercomputers in the world, enabling the best use of data across Eni's value chain, from exploration and production to the energy of the future. New operating models will enable faster adoption of new business processes and will be an accelerator for innovation and Eni’s digital transformation towards energy transition.

## Leading sports media company engages customers with generative AI

We are working with a leading sports media company to explore how generative AI can be used to drive audience engagement and growth through deeper and more personalized customer experiences.

Together, we recently launched testing that leverages generative AI and large language models to explore how we can automatically create content for the company’s customer-facing platforms. The content will help enhance engagement, growing the consumer base across new coverage areas and channels. It will demonstrate how generative AI can be used to create content at scale for a wide variety of experiences and events.



## Shionogi & Co. Ltd. increases agility through compressed transformation

We are helping Shionogi & Co. Ltd., a Japanese pharmaceutical company, with a compressed transformation to improve its business process efficiency and create a more agile organization.

We will enter into a joint venture with the company that will provide a managed services capability to oversee back-office functions such as human resources, finance and accounting, public relations, facility management, procurement and marketing.

The joint venture will also be charged with management of the pharmacovigilance function, from safety management operations to post-marketing operations to regulatory compliance. As part of this transformation, we will also upskill about 350 employees, enabling them to play a greater role in the growth and development of the wider business.

EXPERIENCE

We create experiences  
that help build trust

In this dimension

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## EXPERIENCE

We create meaningful experiences for our clients, people and partners that are designed to build trust and strengthen our relationships, our work and our impact in our communities.

### Highlights

Building trust with our clients helps drive reinvention

We have partnered with our top

**100**

clients for 10+ years

**650+**

clients engaged with 360° Value Meter

Meaningful experiences inspire our people

**91%**

believe they can work to their potential

**85%**

of our people feel empowered to work flexibly

Strong partnerships create new possibilities

**#1**

partner for our top ecosystem partners

Approximately

**2X**

the market share of our closest competitor

# Clients

## Trusted relationships drive value for our clients

We are privileged to serve clients that turn to us as a trusted partner for the 360° value we deliver. Client-centricity is the foundation on which we build trust, collaborate and deliver reinvention for our clients, and we take pride in creating exceptional experiences for them.

Our clients' satisfaction with the results and impact we deliver in our work together—including our proven track record for delivering on programs that drive tangible value—is reflected in the length and depth of our relationships.

## Measuring 360° value for our clients

Our 360° Value Meter helps our clients become the next and best versions of themselves by having more complete and meaningful conversations on value.

In fiscal 2023, we used this framework with more than 650 Accenture clients worldwide to monitor and measure the value we are creating together.

The 360° Value Meter reflects our multi-dimensional approach to value and helps us create a shared vision with clients by exploring what value means to them.

We start by measuring the value we can drive for our clients' business across six vital dimensions: Financial, Experience, Talent, Inclusion & Diversity, Sustainability and Custom.

We then commit to measurable outcomes to drive together and align on how we can continually share and assess the progress toward our shared goals and achievements across these dimensions.



### Financial

Meeting financial expectations and outcomes for resilience and growth



### Experience

Creating better experiences for people using technology, data, creativity and innovation



### Talent

Attracting talent, upskilling people and unlocking people's potential for a resilient workforce



### Inclusion & Diversity

Accelerating equality to unleash innovation and drive business results



### Sustainability

Embedding environmental and social responsibility from the beginning



### Custom

Personalizing value with a custom dimension to measure client-specific priorities

## Listening creates better experiences

We are listening more, and more often, to our clients, using surveys and project-based feedback tools to augment our daily interactions. We want to understand our clients' perceptions across key performance areas such as loyalty, relationships, value generation, innovation, delivery and ease of doing business. We then communicate our assessment, including data and insights, to inform our work together.

We believe this approach creates deeper partnerships and ongoing opportunities to make a profound positive impact on our clients' business, their employees and customers, and the communities where they operate.

## Collaborating with our clients

We co-create with our clients to help drive 360° value, including aligning on the list of value outcomes they are seeking to achieve. We also co-invest with our clients to help maximize business outcomes. This can include establishing an innovation fund; creating a new asset; identifying opportunities for value-sharing; supporting training for our clients' people in new skills and capabilities; and staffing additional Accenture resources.

## We collaborate to make a greater positive impact on the world

Our focus on shared success with our clients extends to our shared values. Our clients and partners are also committed to skilling, and we are proud of the ways we amplify our impact when we team with them to do more, together. Examples include:

**Beauty for a Better Life:** In collaboration with L'Oréal India and the Sambhav Foundation, we are supporting women in India to build digital literacy skills, alongside technical skills needed to access jobs in the beauty industry. Together, we have collectively created sustainable livelihoods for 2,500 women across India, accelerating equality and creating social impact in the community.

**Joburg Centre for Software Engineering:** In South Africa, we are working with Microsoft and the Joburg Centre to offer professional application developers the chance to grow their skills through advanced digital courses and open up new career opportunities. In fiscal 2023, this collaboration skilled 37 professionals in Microsoft Dynamics ERP and CRM technologies.



# What our clients are saying

"Our unwavering collaboration with Accenture and shared passion for our mission enabled us to use technology in unprecedented ways in support of children's rights and their well-being across the globe."

Jose Alba, Supporter Experience Lead,  
Private Fundraising and Partnerships, UNICEF

"Throughout our partnership, Accenture has demonstrated a strong commitment to our vision of creating a world-class data and AI ecosystem in KSA (Kingdom of Saudi Arabia) as we continue to advance our national data and AI agenda."

H.E. Dr. Abdullah Alghamdi, President,  
Saudi Authority for Data and Artificial Intelligence

"Having a truly global platform to support our associates' growth and development is a tremendous competitive advantage for Marriott International. The invaluable insights we gain from this global foundation are helping to shape our talent programs worldwide."

Ty Breland, Executive Vice President and Chief Human Resources Officer, Marriott International

# Partners

## Innovating with our ecosystem partners

We collaborate with our ecosystem partners to push the boundaries of what technology can enable, empowering new ways of working and transforming at speed for our clients.

We co-create and co-invest with our clients and look to our ecosystem and strategic partners as we develop industry-relevant solutions to address our client's most critical business needs, including in Cloud, ERP, Data & AI, and Security.

We are proud to be the No. 1 partner with our top ecosystem partners, all leaders in the technology industry, with approximately two times the market share of our closest competitor.

We have more than 350 partners and suppliers in our ecosystem, and as of the end of fiscal 2023, our people held more than 370,000 credentials in cloud or industry platforms.

In tandem with our \$3 billion investment in our Data & AI practice over the next three years, we are working across our partnerships to develop innovative AI-led solutions that address specific industry and client needs.

## Creating community impact together

We also work with our ecosystem partners to make a positive social impact in our communities.

For example, with ServiceNow, we are supporting the TechBridge Technology Career Program, which provides career development training and industry-recognized certifications. At no cost to participants, the part-time programs teach unemployed and underemployed adults technology and communication skills to make them career-ready.

[Learn more in Community impact section.](#) 



# Partner awards

Our partners recognized the power of our relationships in delivering business value for our clients, including:

|   |   |   |  |
|---|---|---|--|
|    | <p>Digital Experience Partner of the Year (Americas, APAC, EMEA and Western Europe)</p>                                       |   | <p>4 Pinnacle Awards:</p>  |
|    | <p>Federal Government Partner of the Year, APJ and NAMER<br/>Public Sector Partner of the Year, EMEA</p>                      |   | <p>Customer Success   Intelligent Enterprise Value Realization</p>   |
|   | <p>Global Services Partner of the Year</p>  |    | <p>Customer Success   Cloud Business Transformation   Sales Success</p>  |
|  | <p>Global System Integrator Partner of the Year</p>   |   | <p>Intelligent Enterprise Innovation   SAP Business Technology Platform   Customer Success Strategy</p>                          |
|  | <p>Global Services Partner Award for Business Impact</p>  |  | <p>Sustainability and Social Impact   Sustainability</p>   |
|   | <p>ASEAN Consulting Partner of the Year<br/>Partner Innovation Award for Healthcare &amp; Life Sciences Consulting Winner</p> |  | <p>Global Partner of the Year<br/>Partner Innovation Awards for Education and Nonprofit, Government and Technology and Media</p> |

## Industry analyst recognition

Analysts acknowledged the value we provide through inclusion in rankings, including:

**Adobe:** A leader in Everest Group PEAK Matrix® Adobe Services assessment

**AWS:** A leader in the Everest Group PEAK Matrix for system integrator capabilities on Amazon Web Services assessment

**Google:** A leader in Everest Group PEAK Matrix System Integration (SI) Capabilities on Google Cloud Platform (GCP) assessment

**Oracle:** A leader in the Forrester Wave™: Oracle Cloud Apps Implementation Services Partners, Q2 2022 assessment

**Microsoft:** A leader with Avanade in Everest Group PEAK Matrix Microsoft Dynamics 365 assessment

**SAP:** A leader in Global Everest Group PEAK Matrix SAP Business Application Services assessment

**Salesforce:** A leader in capioIT Salesforce Global Systems Integration and Services Providers Capture Share report

**ServiceNow:** A leader in HFS Horizons: ServiceNow Services assessment

# What our partners are saying

"We're excited to bring over 20 years of experience with AI technologies to our expanded relationship with Accenture to help organizations of all sizes realize the benefits of generative AI. AWS and Accenture will empower customers with new, advanced AI technologies."

Adam Selipsky, CEO, Amazon Web Services

"Together with Accenture, we will provide businesses with the advanced technology and expertise they need to help transform their organizations and realize value from their generative AI deployments."

Thomas Kurian, CEO, Google Cloud

"In collaboration with Accenture, we're proud to expand our longstanding partnership with Unilever. From embracing the industrial metaverse across its factories to reimagining how its lines of business can do more with tools like Azure OpenAI Service, Unilever's digital-first approach will empower it to grow resiliently and exceed the industry's pace of innovation."

Judson Althoff, Executive Vice President and Chief Commercial Officer, Microsoft

"Our partnership with Accenture allows us to bring SAP Business AI and SAP BTP together to create AI-enabled solutions and tools personalized to our customers' needs to accelerate their realization of business value in the cloud."

Juergen Mueller, Chief Technology Officer and member of the Executive Board, SAP SE

"The Salesforce and Accenture partnership continues to reach new heights. Our recently expanded collaboration on generative AI is a testament to the powerful combination of our technology and industry experience that is helping clients transform the ways they interact with customers and drive growth. We are proud to continue working with Accenture in this space building on our decades of success enabling transformative business outcomes for our customers."

Steve Corfield, EVP & GM of Global Alliances, Channels & Emerging Products, Salesforce

"Our Oracle and Accenture partnership helps organizations quickly transform to create new value. With Oracle's unified cloud that includes enterprise and industry applications, infrastructure to harness data, and our joint focus on AI solutions, we can help organizations adapt at speed and scale to accelerate value over the long term."

Mark Hura, Executive Vice President, North America Cloud Infrastructure, Oracle

# People

## Great experiences for our people begin with listening

We create meaningful experiences for our people to help them achieve their aspirations both personally and professionally. This starts by listening deeply to our people to help us understand what matters most to them, using data and insights to advance initiatives, adjust policies and make decisions. We believe that listening strengthens our culture and builds trust, which drives greater business value.

We rely on a variety of tools and channels to gain data-driven insights into our people's experiences at the team, country and global levels; help us benchmark their perceptions around transformation, change, engagement and well-being; and to evolve our people's experience. Our listening tools and channels include:

### Transformation GPS

This proprietary survey helps us understand how our people perceive our ability to sustain business performance and our transformation, which began in fiscal 2020. By collecting data and analyzing results against a comprehensive set of benchmarks, we can better plan, manage and guide our change journey.

### Conduct Counts

Our Code of Business Ethics and extensive training help our people make informed and ethical decisions, act responsibly, and strengthen our workplace culture so that our people feel respected and supported. Our Conduct Counts survey helps us measure our progress. Our most recent survey, in November 2022, showed that 91% of our global respondents believe they can work to their potential because they are in an environment where they are treated with respect and in an appropriate manner.

### Gallup Q<sup>12</sup>®

This team-level survey is a key way we listen to our people across four essential pillars: basic needs, individual contributions, teamwork and growth. These surveys enable data-driven conversations and action planning to improve engagement. Anyone at Accenture, at any time, can launch a Gallup Q<sup>12</sup>® engagement survey to support data-driven conversations about engagement. We are the only company to offer on-demand Gallup Q<sup>12</sup>® surveys in this way.

Along with feedback captured through our Employee Resource Groups and focus groups across our markets, these tools help drive greater business value and shape our outstanding employee experiences.



## We are living the future of work

Our people help inform many facets of what we do, including how and where we work. We have made the shift from “always connected” to “omni-connected” ways of working, so that our people experience connection and belonging in ways that transcend spaces and places.

Omni-connected experiences level the playing field so everyone can participate fully, regardless of their physical location. Through these experiences, our people can forge relationships, create both personal and business value, and grow their careers. We strengthen human connection through our behaviors, digital tools, and collaborations at client sites and in our offices.

Instead of focusing on one dimension of a person's experience—where they physically work—omni-connection is activated through a combination of everyday and signature experiences.

## Everyday and signature experiences

Our employee experience approach focuses on everyday experiences which our people have as they interact with each other, and signature experiences which are distinctive experiences across the employee journey. Examples of signature experiences encompass our exceptional onboarding, best-in-class learning, robust well-being offerings, and the people leadership credential.

Our aspiration is for all experiences to embody care, kindness and connection. This is made possible by a culture where people care deeply for each other, demonstrate allyship, and work as part of a team that makes purpose and authenticity priorities.

## In-person connections foster community and collaboration

In-person connection is part of every role because we know the value of connecting and collaboration to learn, share, ideate and celebrate with each other and our clients.

To elevate meaningful in-person connection further, in fiscal 2023, we focused on leveraging our offices as platforms for great experiences and spaces to build strong relationships with both our clients and teams. We create “stacked experiences” in offices so that teams can plan in-person collaboration with clients to overlap with training, networking and volunteering events.

Examples of these experiences include employee resource group sessions, leader office hours, networking sessions with new joiners, and community giving projects.

Our clients are eager to collaborate with us in our spaces. We reimagined our offices to facilitate greater collaboration and ways for virtual and on-site team members to work seamlessly together.

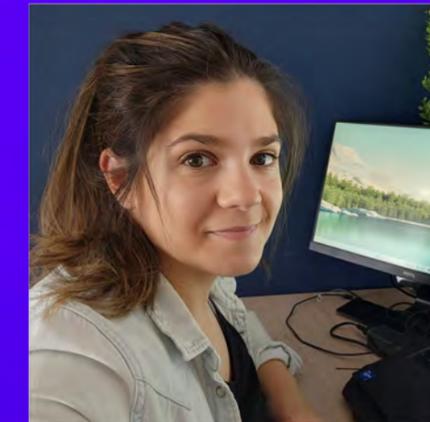
We also strengthen human connection through collaborations with clients at their office locations.

## Working with flexibility

We sought input from our people on how they work best and learned that flexibility is a priority. This input helped shape our approach to how we work, and in our most recent survey, approximately 85% of our people said they felt empowered to work flexibly.

In fiscal 2023, we took flexibility further—focusing not only on where but also when and how people work. Our approach is tailored to each market and carefully balances our clients' and our people's needs.

## SPOTLIGHT



### JAINEN

Associate Manager - Operations, Functional Operations, Buenos Aires, Argentina

"After returning from maternity leave, Accenture provided me the opportunity to have flexible hours plus an omni-connected experience. This arrangement not only lets me cherish precious family moments and fulfill my role as a mother, but also empowers me to continue my professional journey. I also have the pleasure to occasionally visit the Argentina office, fostering in-person connections during our 'Let's Connect' meetings with the team."

TALENT

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

In this dimension

## TALENT

We access, create and unlock people's potential and help them achieve their professional and personal aspirations.

### Highlights

We invest in development

**\$1.1 billion**

invested in the learning and professional development of our people

Approximately

**40 million**

training hours

Approximately

**600,000**

people already trained in data and AI fundamentals

We unlock people's potential

**123,000**

promotions celebrated

Expanded

**Well-being Hub**

for physical, emotional and financial health offerings

We are recognized for our commitment

**#10**

on the World's Best Workplaces™

by Great Place to Work® and Fortune

Brandon Hall Group in Human Capital Management Excellence Awards

Top winner for 8 consecutive years

# Our talent strategy

Our talent strategy powers our business and is based on three pillars—how we:



**Access talent**



**Create talent**



**Unlock people's potential**

## Access talent

### Finding the best and most diverse people

Our ability to lead with skills—matching the right people with the right projects at the right time—is essential to delivering results. As a talent- and innovation-led organization, we anticipate our talent needs through skills data and signals from the market, allowing us to proactively identify the skills we need today and tomorrow.

Using core technologies and strategic sourcing, we identify untapped talent pools to help build teams of exceptional people, and we expand our access to new and diverse talent through apprenticeships and other opportunities.

We also have the agility to source talent internally to meet our clients' needs and to give our people new opportunities to grow vibrant careers. By bringing together people with technology, data and AI, we can access talent at the speed of business and at scale.

[Learn more in Inclusion & Diversity section.](#) 

## Attracting exceptional people

People are drawn to our purpose, the cutting-edge work we do with industry leaders, and our talent brand. We have been able to expand our access to diverse candidates because we look for people with high learning agility from different backgrounds, and we hire for skills over credentials. For example, approximately half of our U.S. positions do not require a four-year degree.

Our top source of hires in fiscal 2023 came from referrals, representing 26% of our overall hires.



## Welcoming our new people

Our award-winning global onboarding program is a year-long experience that immerses new joiners in our culture, core values and purpose. Our New Joiner Experience (NJX) is a robust, end-to-end journey that helps new joiners feel supported, empowered and confident in their decision to join Accenture.



New joiners meeting in the metaverse through NJX

In fiscal 2023, we welcomed new joiners from 52 countries who were [onboarded with NJX](#).

NJX begins before Day 1, with the signed acceptance letter followed by an invitation to an engaging portal that offers a taste of what it's like to work at Accenture.

Once on the job, NJX provides onboarding programs ranging from interactive storytelling and activities with a small "start group" cohort to in-person gatherings and a virtual reality experience at One Accenture Park, part of our Nth Floor metaverse.

There, new joiners connect with each other and play learning games to help them understand how Accenture is organized and how we help clients.

## Anticipating tomorrow's skills today

We put skills at the heart of everything we do. We have a robust library of skills that our people can acquire, based on their work experience and through certifications and learning opportunities.

We use technology responsibly and transparently to help identify our people's skills, which they can verify and adjust. That skills data helps with staffing—for clients and our own business—and career mobility, while flexibly responding to shifting client needs.

We closely monitor the market to identify emerging skills before they are needed—then find and quickly train people with related skills.

In fiscal 2023, we introduced our Talent Orchestration Console to put data at our leaders' fingertips and break down silos across functions. The console enables smarter, faster, more accurate workforce planning for our clients, holistically assessing impacts across demand, skills, revenue, payroll and more. We now can see market and client needs at the earliest stages of our sales pipeline, allowing us to be agile, predictive and ramp up or rebalance our skills footprint. The console is part of Accenture's 360° Value Navigator, a data and analytics platform that measures how we deliver 360° value across our business.

## We discover the best talent with "high touch through high tech"

By using AI-based tools to search our talent database and match keywords or job descriptions to candidates—and vice versa—recruiters are freed up to develop relationships and quickly connect the right people, skills and roles.

This helps us proactively seek candidates globally, prioritizing skills reflecting our clients' needs along with our own strategic priorities and culture.

## Apprenticeships open vibrant career pathways

We continue to invest in our communities to reach and empower previously untapped pools of talent, and to innovatively create career pathways and opportunities.

We partner with governments, nonprofits, community colleges and other organizations to educate, train and support the workforce through apprenticeships and other roles at Accenture.

Our apprenticeship program remains pivotal to boosting our diversity by widening our talent pool to include underrepresented groups.

Our fiscal 2023 apprenticeship and other work-based learning programs include the following examples:

### North America

Since 2016 we have hired, trained, coached and provided career opportunities for untapped talent through our North America Apprenticeship Program. We exceeded our goal for apprenticeship hires to make up 20% of our entry-level hiring in North America.

A majority of apprentices stay at Accenture after completing the program. We have also engaged 177 companies to launch or scale their own apprenticeship programs.

### United Kingdom

Our U.K. apprenticeship programs provide career opportunities to entry-level talent with little or no experience across technology, consulting and human resources. For example, we offer an apprenticeship for people who have a degree in a non-technical subject, are underemployed or are returning from a break in learning and who are looking to gain the skills needed for a career in technology.

This year we had 238 apprentices in our U.K. apprentice program. We have also seen strong diversity across these apprentice hires—overall, more than 58% were female and over 63% were from low socio-economic backgrounds—and for our London cohort, 38% of hires were Black and 78% were from ethnically diverse backgrounds.

We have also seen strong diversity for our hires across the Organisational Management and Leadership Apprenticeship, a U.K. program that launched in London in September 2022. In fiscal 2023, 64% were females, 32% Black, 64% from ethnically diverse backgrounds and 60% from low socio-economic backgrounds.

## SPOTLIGHT



### YUAN

Analyst - Accenture Song, Development Program, Toronto, Canada

"The apprentice program really enabled me to explore deeper into the consulting world. I enjoyed all the trainings that were available to me—that really helped me to be ready for what I'm doing today on my projects. I received guidance and hands-on learning that honed my skills and helped me to find my career direction, paving the way for an exciting future."

## Germany

In our Dual Study Program in Technology, students alternate between working at Accenture and studying at the Cooperative State University. After completing the program—a balance of theoretical foundation and practical application—students earn a bachelor’s degree in informatics, business informatics or digital business management.

## Switzerland

Apprenticeships are integral to the Swiss educational system, with more than two-thirds of students pursuing an apprenticeship after compulsory studies. The four-year Apprenticeship Accenture Switzerland program, launched in 2017, trains compulsory school graduates in software development.

## India

The Tech Expressway Academy enables entry-level engineers in our Advanced Technology Centers across India to develop in-demand skills across technologies, industries and delivery methods while having access to accelerated growth opportunities. Transforming how we hire, engage and develop entry-level talent, the program combines work, learning and on-the-job practice, building large pools of client-ready, multi-skilled technology analysts.

Approximately 57,000 people have completed the two-year program, with approximately 13,000 fast-tracked promotions in fiscal 2023.

# Create talent

## Learning for growth

We continuously prepare our people to meet new demands and in turn, help ensure they remain highly relevant with vibrant career pathways, inside or beyond Accenture.

Creating talent means investing in our people’s capabilities so they can work with purpose, and boldly and innovatively solve problems.

## Continuous learning is our superpower

To help our people discover new opportunities and expand their skill sets, we invested \$1.1 billion during fiscal 2023 in the learning and professional development of our people. With our digital learning platform, we delivered approximately 40 million training hours, consistent with fiscal 2022.

Our award-winning programs include job-specific, digital and industry skills training through 24/7 learning created by our subject matter experts and informed by neuroscience-based principles; leading providers of digital learning content; key industry certifications; and partnerships with universities around the globe.

Our people at all levels have opportunities to build leadership capabilities and grow their careers. To help deliver significant value to our clients, we also certify our people in key technologies from our ecosystem partners, from the largest players in tech to smaller, specialized providers.

As of August 31, 2023,  
our people held  
more than 370,000  
credentials in cloud or  
industry platforms.



## Building our TQ

Our Technology Quotient (TQ) program—an ongoing technology skills curriculum and learning program—helps our people learn about the emerging technology needs of our digital world.

As of August 31, 2023, approximately 637,000 of our people participated in TQ and approximately 528,000 had completed at least 10 of the 12 current TQ topics, which include cloud, AI, extended reality, and quantum computing.

## Strengthening leadership skills

In fiscal 2023, we created the People Leadership Credential, a multi-level learning journey designed to cultivate the skills, mindsets and behaviors expected of anyone who leads others at Accenture.

The program is a result of our employee listening data, which showed we had an opportunity to be more intentional about how we build leadership skills at all levels.

Available to all our people, the new credential includes self-paced learning, live practice, learn-by-doing exercises, coaching, mentoring and self-reflection opportunities.

[Learn more in the Inclusion & Diversity section.](#) 

## Accenture Leadership Essentials

Our Leadership Essentials are the foundation for our People Leadership Credential, set the standard for what we expect of each leader, and enable us to successfully create 360° value. Our eight Leadership Essentials are

- Always do the right thing, in every decision and action.
- Lead with excellence, confidence and humility, as demonstrated by being a learner, building great teams and being naturally collaborative.
- Exemplify client-centricity and a commitment to client value creation.
- Act as a true partner, to each other, our clients, our ecosystem and our communities—committed to shared success.
- Care deeply for all our people to help them achieve their aspirations professionally and personally.
- Live our unwavering commitment to inclusion, diversity and equality, as demonstrated by personal impact and overall results.
- Have the courage to change and the ability to bring our people along the journey.
- Actively innovate—seeking new answers, applying a tech, AI and data first mindset, looking internally across Accenture and outside—to partners, competitors, startups, clients, academia and analysts—to learn, respectfully challenge our assumptions and apply the innovation, and cultivate and reward our people for doing the same.

## Better skilling through data

Besides helping us access talent, skills data also helps us create talent. When we help our people identify, grow and track the development of their unique skills, we can provide a more personalized employee experience while also flexibly responding to client needs.

Using skills data, we tailor learning recommendations and offer staffing opportunities that align with an individual's interests and our clients' needs—often ahead of the marketplace. Our ability to identify emerging skills lets our people develop in-demand capabilities, which can help them enhance their careers.

As new skills emerge, we integrate them into our skills architecture, making it possible for our people to signal their aspirations in these areas and grow and chart their proficiency through staffing, learning and networking. In fiscal 2023, approximately 22,800 people obtained at least one intermediate or higher-level skill in a Metaverse specialization. In the past year we also added 16 skills in generative AI to our skills library.

## Skills development for the age of AI

As part of the [\\$3 billion investment](#) in our Data & AI practice over the next three years that we announced in fiscal 2023, we plan to double our AI talent to 80,000 people through hiring, training and acquisitions.

Our AI learning programs are helping us expand our deep AI and generative AI specialists, with a focus on using new AI tools equitably, sustainably and without bias. In our Strategy & Consulting practice, our people are learning how to guide clients across industries to accelerate reinvention through the power of generative AI.

We have trained approximately 600,000 of our people in the fundamentals of data and AI.

## SPOTLIGHT



### ROBERT

Managing Director - Strategy & Consulting,  
Data & AI LATAM Lead, São Paulo, Brazil

"I was part of a cohort of senior Accenture executives who participated in the Computer Science and Artificial Intelligence (CSAIL) program, where we learned and debated about AI and Generative AI. The program was intensive and engaging, and we explored advanced AI concepts, practical applications and real-world case studies. This was a valuable, eye-opening experience that provided new ideas on how and where to leverage Gen AI, some of which I am already testing with my clients."

# Unlock people's potential

## Striving to help people feel Net Better Off

We are uniquely positioned to help drive positive change by unlocking people's potential with our clients and in communities around the world through partnerships, community impact, skilling and employment opportunities.

Unlocking people's potential starts with a fundamental question: Are they "Net Better Off" working here? Leaving our people Net Better Off means that we meet their fundamental human needs so they feel they are:

- Healthy and well—physically, emotionally and financially
- Connected, with a strong sense of belonging
- Doing work that has purpose and makes a meaningful difference
- Building market-relevant skills that lead to vibrant careers

Our [Net Better Off research](#) shows that meeting these human needs can unlock up to two-thirds of a person's potential at work.

## Improving through listening

Listening to the voices of our people provides the input to help ensure that they have the tools and resources to do their jobs and the right learning opportunities, and that they experience a positive, respectful and inclusive work environment.

[Learn more in the Experience-People section.](#) 

## Growing vibrant careers

Our vibrant career paths are flexible by design, so that our people are encouraged to develop their skills, bring new ideas, suggest creative solutions, and lend their bold, authentic voices to their work.

Our people are empowered to share their career interests and be supported in charting a vibrant career that aligns with their interests and ambitions. Throughout the year, people leads and mentors guide individuals on how to develop and grow to achieve their ambitions. People can request and give feedback to their colleagues anytime, and this year we made it even easier with our Fast Feedback tool in Teams and generative AI-powered Feedback Coach in Workday.

We hold annual talent discussions to help our people reflect on their performance and to identify meaningful development opportunities and actions to support their career growth.

These actions help enable career pathways, including opportunities for promotion based on each person's readiness and skills. In fiscal 2023, we promoted approximately 123,000 people.

Our proprietary Careers Marketplace app supports our people to pursue new opportunities. Our people use it to explore and apply for open roles within our company.



## Aspiration-led staffing

Our people are most successful when they work at the intersection of their strengths and what they love to do. For example, our Advanced Technology Centers in India use an aspiration-led approach to staffing, effectively balancing client demand with our people's aspirations. This initiative aims to drive greater retention, improve pyramid efficiency, and lower recruiting costs.

As of August 31, 2023, approximately 44,000 of our people with access to the program have defined their aspirations on the platform.

## Recognition moments

We recognize our people throughout the year for who they are, what makes them unique and the valuable contributions they make through their work. To help make recognition a daily opportunity, we offer a social recognition tool that our people can use to recognize and express gratitude to their colleagues—for a job well done, a meaningful collaboration or simply displaying grace under pressure. In fiscal 2023, an average of seven recognition moments every minute were enabled.

## Total Rewards

Our Total Rewards program is designed to reward our people's skills, contributions and career progression. Our total rewards consist of cash compensation, equity and benefits, and are tailored to the market where our people work and live. Certain rewards, like equity and bonuses, are opportunities for our people to share in the overall success of our company. As our people advance in their careers, they have expanded opportunities to be rewarded. Our equitable rewards go beyond financial rewards and include health and well-being programs that care for our people.

## Equal pay for equal work

We are committed to pay equity and have processes in place to help ensure that our people—across gender, race and ethnicity—are compensated fairly. Pay equity at Accenture means that our people receive pay that is fair and consistent when considering similarity of work, location and tenure at career level.

We conduct an annual pay equity review; as of our last review, which reflected pay changes effective December 1, 2023, we had dollar-for-dollar, 100% pay equity for women compared to men in every country where we operate (certain subsidiaries and recent acquisitions, countries with de minimis headcount, temporary employees and interns were excluded from the analysis). By race and ethnicity, we likewise had dollar-for-dollar, 100% pay equity in the U.S., the U.K and South Africa, which are the locations where we currently have the data available to use for this purpose.

Additionally, we have a regular review process to validate living wages in the local country context and help ensure we pay 100% of our people a living wage or more, which is above the legally required minimum wage in those countries. Accenture is accredited as a Living Wage employer in both the United Kingdom and the United States, the two countries where such accreditation is currently offered.

## We are recognized for our commitment to our people

We are honored that for the second year in a row Accenture was named one of the World's Best Workplaces™ by Great Place to Work® and Fortune, rising to No. 10 from No. 17. This recognition is especially noteworthy because it is determined by our people.

Additionally, Accenture is recognized as a top 10 place to work in nine countries, representing more than 70% of our people: No. 1 in Argentina, No. 2 in Brazil, Mexico and the Philippines, No. 4 in Singapore, No. 5 in Indonesia and the U.S., and No. 10 in Chile on the Great Place to Work® list of Best Workplaces™, and No. 2 on Business Today's Best Companies to Work For in India.

In fiscal 2023, the Brandon Hall Group recognized Accenture with a record 182 Human Capital Management Excellence Awards for a wide range of programs, making us its top winner for eight consecutive years. We received awards in all eight areas: Diversity, Equity and Inclusion; Future of Work; Human Resources; Leadership Development; Learning and Development; Sales Performance; Talent Acquisition; and Talent Management.

## We make well-being a priority

We offer and curate programs and practices to meet our people's fundamental needs. In fiscal 2023, we continued to elevate our support of well-being, led by our Chief Health Officer and through a range of digital tools and initiatives.

We provide our people and their dependents with a comprehensive range of health benefits, from medical, dental and drug coverage to supplemental programs tailored to individual countries.

Across Accenture, our people have access to employee assistance programs, public health systems, company-sponsored health programs and mental health and wellness programs, where relevant.

We enhance this commitment with customized local support. For example, in India we introduced a program called Benefits YOU, which enables people to personalize programs to support diverse needs that include their families, including gym memberships and supplemental outpatient services.

And in Canada, in fiscal 2023 we launched inclusive family-building services such as infertility, adoption and surrogacy, giving our people access to care navigators, support networks, resources and reimbursement. We also added specialized support to promote healthy pregnancies and babies.



## Workplace health and safety

Our Occupational Health and Safety policy defines the responsibilities of all our people and contractors to keep our work environment healthy and safe, wherever they work; drives compliance with applicable laws and regulations; and fosters adoption of health and safety management standards across our company.

We have received ISO® 45001 certification—a globally recognized standard for occupational health and safety—in countries including Australia, Brazil, India, Ireland, Italy, Spain and the United Kingdom. Our goal is to bring all our countries to a baseline standard equal to ISO® 45001.

In fiscal 2023, we enhanced our Global Health and Safety program with new training and tools, building on our global governance model. Our Global Assistance and Protection (GAP) team continues to provide crisis management and security advice and assistance to our people. The GAP team maintains a 24/7 Global Watch program to assist our people with security risks, health advice and security alerts covering where they live, work and travel.

We continue working to meet our goal that all our locations are physically accessible. Our Accessibility Centers also offer enablement and advisory services, collaborative technology research, recruiting and other support for our people with disabilities.

[Learn more in the Inclusion & Diversity section.](#) 

We have received ISO®  
45001 certification—a  
globally recognized standard  
for occupational health and  
safety—in countries  
including Australia, Brazil,  
India, Ireland, Italy, Spain  
and the United Kingdom.

## Emotional health and well-being

We strive to create an environment and provide the tools, programs and practices for the emotional health and well-being of our people. We continue working to help break the stigma surrounding emotional health by fostering a workplace environment where people feel comfortable engaging in open, honest dialogue.

We also continue to elevate proactive support for the well-being of our people, particularly with the compounding stresses of the post-pandemic environment, macroeconomic challenges and humanitarian crises around the world through enhanced digital tools and initiatives.

For example, we provide:

**Peer-to-peer support:** Through our Mental Health Ally network, approximately 14,000 of our people are equipped to help colleagues facing emotional health challenges find the support they may need. We offer training to help our people understand the signs that a colleague needs help, how to have a conversation about emotional health, and the steps they can take to support someone in need.

[Learn more in the Inclusion & Diversity section.](#) 

**Holistic well-being resources:** Our corporate partnership with Thrive Global, a behavior change platform offering science-based solutions to lower stress and enhance well-being and productivity, has enabled us to deliver customized programs to help our people achieve a sense of belonging and purpose.

In fiscal 2023 we introduced "Thriving Caregivers," a holistic learning curriculum designed to support the needs of our people and their families. Collectively, approximately 121,000 of our people have completed Thrive Global programs in fiscal 2023—"Thriving Mind" (skills to support emotional resilience), "Thriving Together" (learning to build resilience and belonging) and "Nourish to Thrive" (nutritional strategies for cognitive health).

**The Accenture Well-being Hub:** We provide all our people with a single online source for our global emotional health and well-being offerings including Thrive Global, Calm, Wysa, RethinkCare, Mental Health Ally network and our Employee Assistance Program (EAP)—and offers confidential assistance, via a chatbot or live EAP specialist, in choosing the programs that best serve their specific needs. Additionally, our people in Canada and in the U.S. can access Talkspace and medical plans via the Hub.

## Financial well-being

In fiscal 2023, we enhanced our Well-being Hub with new resources to equip our people to make informed personal financial decisions that will support their financial security and resilience. We launched a tool globally in partnership with nudge, a global financial education platform that provides all our people—and their dependents—with financial literacy and educational programs including interactive learning modules, access to localized financial news and budgeting tools. In addition, we worked with our employee assistance vendors to help ensure that all our people have access to financial advisory support.

## Foundational benefits standards

We are on a journey to be a leader in offering a unique set of foundational benefits to all our people, regardless of where they live and work, so they can be their best selves—professionally and personally—and achieve their aspirations.

Our foundational benefits allow our people to optimize their health and know they are truly cared for through each stage of life. By working to provide equal access to these benefits and creating an opportunity for all to thrive, we also demonstrate how inclusion and diversity is a business priority.

Our goal is to provide the following level of minimum benefits globally, where legally allowed or available in the market.\* We realize these are standard offerings in some markets; however, where not standard, our intention is that providing the following benefits will improve access and parity:

### Telehealth services

To provide convenient and accessible health care, we offer telehealth services to approximately 98% of our people—including virtual access to non-emergency medical services for common ailments. Our people can access this care through Accenture-sponsored plans or government-provided plans.

### Preventative health care

We offer approximately 85% of our people a range of preventative health care services—such as exams and immunizations—through Accenture-sponsored plans or government-provided plans. These services help to identify potential risks or conditions early on and prevent their development or minimize their impact. They also go beyond market standards in countries such as China, India and Indonesia.

\*Excludes Avanade, a joint venture between Accenture and Microsoft; Accenture Federal Services; and recent acquisitions.

## LGBTIQ+ medical plans

To foster an inclusive environment for our lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) people around the world—and all other sexual orientations, gender identities or gender expressions—we have made the following commitments:

- Equal access to medical plans for same-sex partners and/or recognized domestic partners is offered to 100% of our people where currently provided to spouses.
- Coverage for transgender-inclusive health care benefits is accessible to 99% of our people through Accenture-sponsored medical plans or government-provided plans.

## Vacation

To give our people space to refresh, re-energize and enjoy time away from work, we offer a minimum of 15 days of paid vacation, inclusive of vacation entitlements, non-statutory holidays and additional paid time off.

## Maternity leave

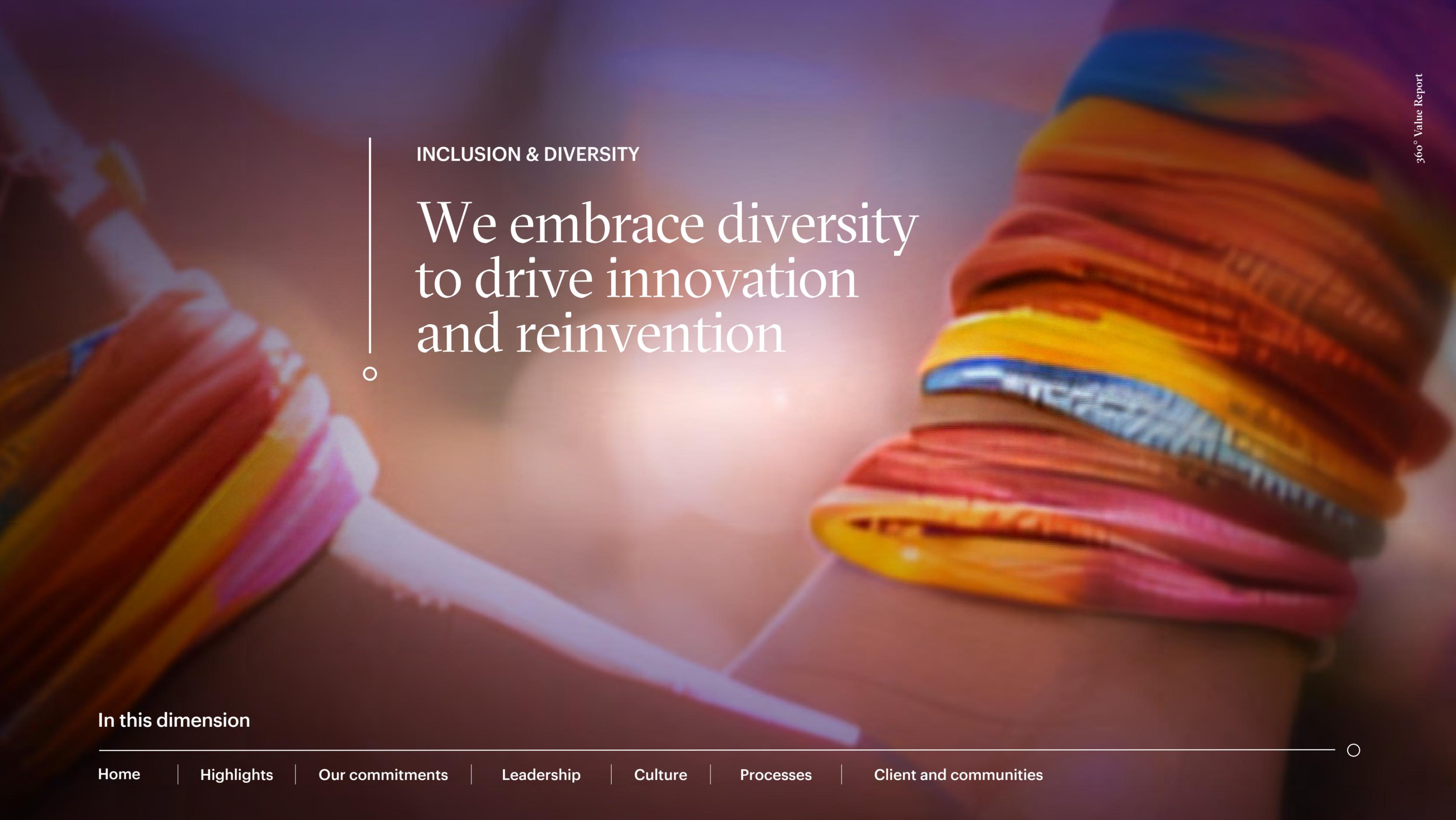
We aim to provide a minimum of 16 weeks of paid maternity leave or the equivalent paid time away to all birth parents, inclusive of dual parental benefits and social subsidies, where available. This benefit is offered to approximately 97% of our people. In addition, we are working to expand our parental, adoption and surrogacy leave standards globally.

## Bereavement leave

Mourning the loss of a loved one is a very personal journey that looks and feels different to each individual. To give all our people time to grieve, no matter where they work or live, we provide paid bereavement for the loss of a family member, specific to each country's local norms.

We strive to provide a minimum of four weeks of paid leave to our people who experience the loss of a spouse or a partner, or child(ren), including a stillbirth. This paid leave extends to a spouse or partner who experiences a stillbirth. This benefit is offered to approximately 80% of our people, inclusive of statutory requirements and parental leaves.

In addition to providing time off to grieve, we are working to reduce the stigma around miscarriage with paid bereavement leave that goes above local market standards. We strive to provide a minimum of 3 days of paid bereavement leave to our people who experience a miscarriage or have a partner who experiences a miscarriage. This benefit is offered to approximately 93% of our people, inclusive of statutory requirements.



INCLUSION & DIVERSITY

We embrace diversity  
to drive innovation  
and reinvention

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## INCLUSION & DIVERSITY

We strive to foster a culture and workplace in which all our people feel a sense of belonging and are respected, which empowers them to do their best work.

### Highlights

Our I&D journey continues

48%

of our global workforce are women, compared to our global goal of gender parity by 2025

30%

of our managing directors are women, in line with our global goal of 30% women by 2025

We are building an inclusive culture

approximately

118,000

new joiners completed unconscious bias training

approximately

141,000

Allies in Action participants

90

Pride networks

We are recognized as an I&D leader

#1

Refinitiv Global Diversity & Inclusion Index (4th time in six years)

Top-scoring company

Bloomberg Gender Equality Index (2nd consecutive year)

Among highest-scoring companies

Workplace Pride Global Benchmark (8th consecutive year)

Hall of Fame

Fair360 Top 50 Companies for Diversity

# Our goals & progress

## Gender equality

Women now represent 48% of our workforce,

compared to our global gender parity goal—for those whose gender is binary—by 2025.

30% of our managing directors are women,

in line with our global goal of 30% women by 2025.

## Race and ethnicity

Increase our race and ethnicity representation by 2025\*

### United States

African American and Black colleagues represent 11.9% of our workforce, in line with our goal to increase African American and Black colleagues from 9% to 12%.

African American and Black colleagues represent 4.2% of our managing directors, compared to our goal to increase managing directors from 2.8% to 4.4%.

Hispanic American and Latinx colleagues represent 10.5% of our workforce and 4.5% of our managing directors, compared to our goal to increase Hispanic American and Latinx colleagues from 9.5% to 13% and managing directors from 3.5% to 4.7%.

### United Kingdom

Black\*\* colleagues represent 5.6% of our workforce and 12 of our managing directors, compared to our goal to increase Black colleagues from 4% to 7% and more than double the number of our Black managing directors to 16 or more.

### South Africa

African Black colleagues represent 45.3% of our workforce, compared to our goal to increase African Black colleagues from 45% to 68%.

Coloured\*\*\* colleagues represent 10.8% of our workforce, compared to our goal to increase Coloured colleagues from 6% to 10%.

African Black, Coloured and Indian managing directors represent 53.2% of our managing directors, compared to our goal to increase African Black, Coloured and Indian managing directors from 39% to 70% with a focus on African Black and Coloured representation.

\* Data in goal statements is reflective of announcement date—for the U.S., September 1, 2020, and for the U.K. and South Africa, October 1, 2020. Progress data is as of December 1, 2023. It includes our people who have self-identified their race and ethnicity through our internal channels.

\*\* Black includes Black/Black British colleagues who have self-identified as being of African and Caribbean heritage or with dual heritage of White and Black African or White and Black Caribbean.

\*\*\*Coloured is a multiracial ethnic group native to Southern Africa who have ancestry from more than one of the various populations inhabiting the region, including Khoisan, Bantu, Afrikaner, Whites, Austronesian, East Asian or South Asian.

# Our commitment

Our purpose is to deliver on the promise of technology and human ingenuity. Our strategy is to deliver 360° value for all our stakeholders by helping them continuously reinvent. To drive reinvention, innovation must be at the forefront, which requires us to attract, develop and inspire top talent. Talent is one of our most important areas of competitive differentiation.

As part of our talent strategy, we hire and develop people who have different backgrounds, different perspectives, and different lived experiences. These differences ensure that we have and attract the cognitive diversity to deliver a variety of perspectives, observations, and insights which are essential to drive the innovation needed to reinvent.

To help achieve this diversity we set goals, share them publicly, and collect data to measure our progress, continuously improve, and hold our leaders accountable for ensuring we have the most innovative and talented people in our industry. This approach is a key driver of our progress.

We recognize that some people come to Accenture having faced obstacles as an aspect of their identity or lived experience. We are committed to harness these perspectives and ensure that all of our people have the opportunity to thrive and unlock their full potential. We are a meritocracy.

Our intention is to foster a culture and a workplace in which all of our people feel a sense of belonging and are respected and empowered to do their best work and to create 360° value for all our stakeholders.

We are committed to helping all our people thrive, which includes [advancing inclusion and diversity](#) for women; people of different races and ethnicities; persons with disabilities; lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) people; people from different cultures; people with different religious and faith-based traditions; and people from different age and social groups.

## Transparency builds trust

We treat inclusion and diversity like every other business priority. We share the progress toward our goals because we believe transparency builds trust.

# Inclusion & diversity begins with leadership

We expect our leaders at all levels to help cultivate and sustain a culture of equality, where everyone can achieve their professional and personal aspirations.

This commitment starts at the top—with our Chair and CEO, our Board of Directors and our Global Management Committee.

Our Leadership Essentials set the expectation that our leaders consistently demonstrate their commitment to inclusion, diversity and equality, and continuously build their inclusive leadership skills.

[Learn more in the Talent section.](#) 

**Our Board reflects our commitment, with 45% of director nominees from racially and ethnically diverse backgrounds\* and 45% women, including our Chair and CEO Julie Sweet.**

\* For the purposes of this report, racial and ethnic diversity of our directors is based on self-reported United States EEO-1 categories. See our 2023 Proxy Statement for more information.

# We are strengthening our inclusive culture

We take a broad view of diversity that encompasses the spectrum of diversity of our people, and we are committed to ensuring everyone feels connected, with a strong sense of trust and belonging. We focus on fostering allyship, learning, inclusive ways of working, vibrant employee groups and networks, and accessibility, along with marking meaningful cultural observances with our people. These and other actions help to strengthen our inclusive culture.

## The power of allyship

Allies are essential for creating a culture of inclusion and fueling positive change. This year, we introduced Allies in Action, a global experience that brings together all our existing and new allies to learn what it means to be an ally, practice inclusive behaviors in a continual learning journey, and be role models for others.

We held our first Global Ally Summit in the metaverse, which was livestreamed and supported with in-person office experiences. Our allies are activated through learning programs, events and community-building. Our five essential ally behaviors are: activate awareness, practice presence, say something, have humility and inspire inclusion.

As of August 31, 2023, our network included approximately 141,000 Allies in Action, who advocate for cross-cultural inclusion, disability and neurodiversity inclusion, gender equality, mental health and well-being, racial and ethnic inclusion, and LGBTIQ+ inclusion.

Being an ally is an ongoing journey, so we equip our people with skills to demonstrate allyship in everyday small moments that make a big difference toward inclusion and belonging.

## SPOTLIGHT



### ANNITH

Manager - Human Resources  
Bengaluru, India

"I found my voice finally, thanks to the unconditional acceptance I received from an ally—my supervisor at Accenture. She was the first person I came out to. Today, I am happy, visible and doing work I love."

## Zero tolerance for discrimination

We have a zero-tolerance policy for any form of discrimination, regardless of age, disability, race and ethnicity, gender identity or expression, sexual orientation or religion. We take all concerns seriously and provide resources and training to help our people understand the actions they can take in the event of any disrespectful, inappropriate, fraudulent, unethical or illegal behavior.

Our leaders are expected to exemplify this commitment to meritocracy and non-discrimination. Our employment decisions are based on merit, considering a person's qualifications, contributions, capabilities and potential to grow. We also gather our people's feedback to evaluate our progress.

In the U.S. and the U.K., we have created an Employee Investigations Advocate role. These advocates are trained to support our people who report—or are the subject of—race and ethnicity-related concerns. They also provide confidential post-investigation support for up to 18 months to assist in monitoring for retaliation and to reduce the feeling of isolation that our people who report may experience.

[Learn more in the Experience - People section.](#) 

## We are fighting racism globally

Our goal is to educate and empower our people to have productive conversations and be active allies who advance equality, inclusion and belonging wherever they live. Our people engage in robust learning, employee network events and community conversations to advance inclusion for people of all racial and ethnic backgrounds.

Our online We Stand Against Racism course—which is required\* in the U.S., Canada, U.K., Ireland, South Africa, Australia, New Zealand and Europe—includes local perspectives and storytelling to help people identify, speak up and address issues such as racial bias and microaggressions.

In Europe, we serve as a founding member of Business for Inclusive Growth (B4IG), where we have played a key role co-leading a task force on ethnic diversity. We also helped develop B4IG's operational recommendations toolkit, which provides a comprehensive understanding of what ethnic and racial diversity entails in the workplace, including sharing best practices from member companies on how to address issues and accelerate progress.

\*Excludes Avanade, a joint venture between Accenture and Microsoft, and recent acquisitions.

## Learning that increases understanding

We provide our people with a robust catalog of learning opportunities to build greater understanding and help foster an inclusive workplace.

In fiscal 2023, we introduced 10 neurodiversity training modules for our global workforce, people leads, HR business partners and recruiters. In addition, members of our autistic community co-developed a new autism learning module to educate and raise awareness of inclusive behaviors.

Ongoing courses include: “Thriving Together—Building Resilience and Belonging,” which supports feeling seen, safe, connected and courageous and was completed by approximately 66,000 of our people in fiscal 2023; “Unconscious Bias: Mitigating It Together,” which more than 118,000 new joiners completed in fiscal 2023; and training on identifying, speaking up and reporting racism.

To empower our people to work more effectively and inclusively across their diverse teams, we offer with Aperian (formerly GlobeSmart), an online learning platform that helps bridge work-style, communication and cultural difference, to help our people learn about cross-cultural diversity and cultural styles.



## Our vibrant networks

Our employee networks create a sense of belonging, so all of our people can show up equally and be authentically themselves. Our networks nurture trusted relationships, mentorship opportunities and avenues for growth, benefiting participants across all career levels and fostering community and inclusion at both the global and local levels.

Our global networks represent the spectrum of diversity of our people and include networks for women, persons with disability, LGBTIQ+ people, neurodiverse people, and people from various racial, ethnic and cultural backgrounds. Network members also collaborate with clients and external partners to advance inclusion and diversity.

We are committed to supporting all our people in feeling safe and comfortable in expressing their faith or non-faith beliefs, and we have a vibrant interfaith and religion-based employee resource group (ERG) and employee network community across our company.



### Pride at Accenture

90+ networks across 45 countries



### Neurodiversity

Employee Network 1,780 people



### Gender-based network

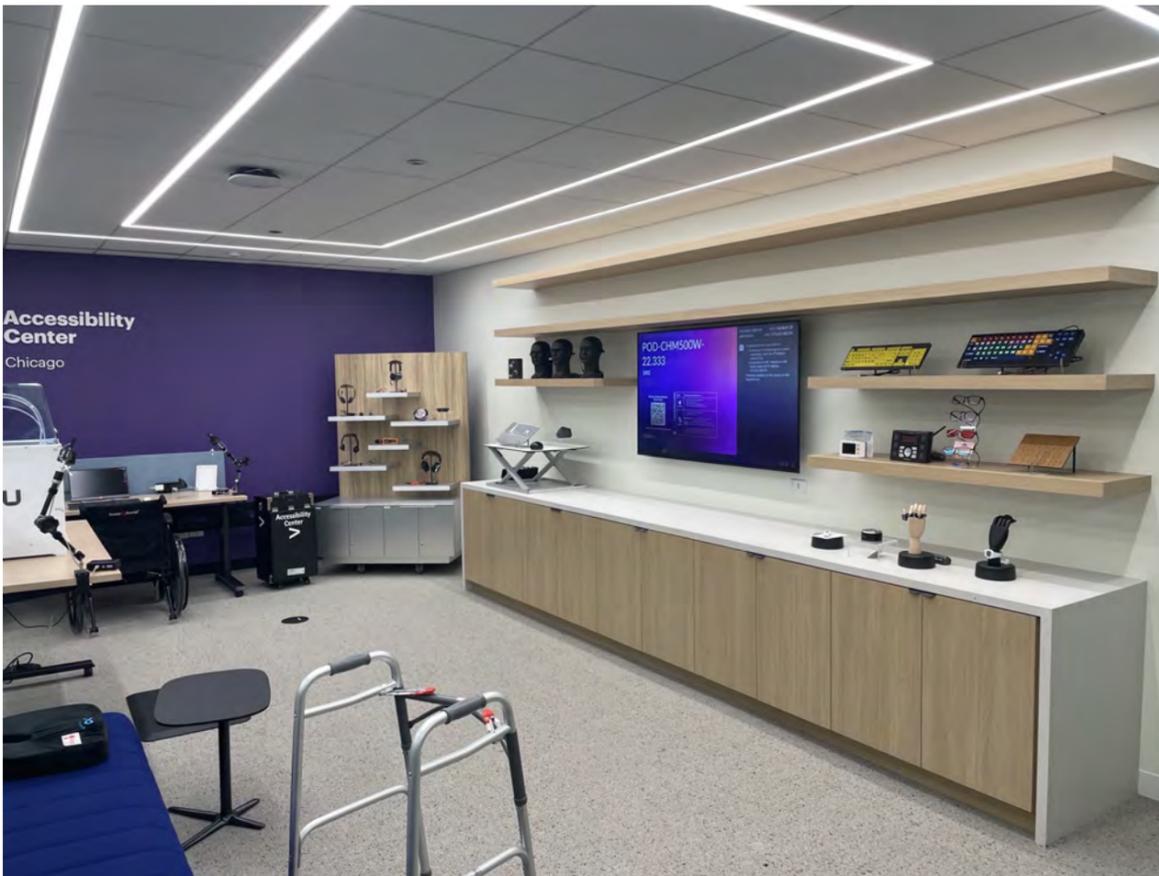
120+ vibrant communities in 37 countries



### Disability-based networks

29 countries

We also have networks for Race & Ethnicity, Interfaith and Veterans where locally relevant.



## Workplace accessibility and inclusivity by design

We strive to create a safe and welcoming environment where all our people can thrive. Across our physical spaces, this includes:

- **Accessibility Centers**—available in 36 locations, these interactive spaces support our people to try and test accessible technology and solutions to ensure they have the tools that best support their individual needs. Our Centers also serve as hubs for education, collaboration and exchanging ideas, including with our clients and local communities
- **Accessible design**—automated doors, ramps, elevators and wide corridors accommodate wheelchairs and other mobility aids, while we also provide braille signage, sound reduction surface treatments, adjustable desks and seating zones for different needs
- **Private and supportive spaces**—wellness rooms, interfaith rooms, lactation rooms and all-inclusive restrooms
- **An inclusive dress code**—enabling people to express their individual identity
- **Expressive environments**—we celebrate different cultures, backgrounds and perspectives including through art, programming and signage

And to support our people whether they are working in person or virtually, we provide an Accommodation Support Tool—available in 44 countries for requesting assistive technology, flexible work arrangements, sign language interpreters, screen readers and more.

## SPOTLIGHT



### MADZ

Senior Manager - Technology, Industry X  
Taguig, Philippines

"Having lived with hearing loss since high school, I am both proud and grateful that I joined Accenture—a company that champions Inclusion & Diversity. I feel valued. I've had the opportunity to lead an accessibility testing project and be an advocate for others. The accommodations that I receive improve my quality of life at work and help me to live without limits."

## Commemorating cultural observances

We embrace, recognize and celebrate the diverse cultures of our people to create an environment where everyone is deeply valued for who they are. Through the voice of our people and our brand, we can help raise awareness and inspire people to act. The publicly recognized observances we marked this year provided opportunities to celebrate, connect, have open and honest conversations, and proudly show support for all our people, including our colleagues from underrepresented communities.

These observances reinforce the message and importance of allyship and include these examples of globally celebrated moments:

### International Women's Day

We celebrated our 19th annual IWD with 171 virtual and face-to-face events for our people, clients and partners in 43 countries.

### International Day for Persons with Disabilities

We participated in PurpleSpace's global Purple Light Up initiative at 60 of our locations to celebrate the contribution of disabled people around the world.

### International Day for the Elimination of Racial Discrimination

We encouraged our people to gain a better understanding of the ramifications of racial and ethnic discrimination and to take action for meaningful change.

## World Day for Cultural Diversity for Dialogue and Development

Our people were given the opportunity to learn about the importance of intercultural dialogue for achieving peace and sustainable development.

### Pride celebrations

Our Pride at Accenture network hosted approximately 100 events around the globe. We took a bold step to "remove the colors" from our Pride flag to pause and [reflect on the meaning of Pride](#) and commit to accelerating a more equal future. We asked our people to convey what Pride means to them by sharing artwork that brought the colors back to our Pride flag and displayed it in a virtual art gallery.



## We are advancing equality in our processes

We use a data-driven approach to measure our progress on inclusion and diversity, proactively monitoring our processes for equity and working to ensure our people have the right skills, roles and behaviors to successfully advance in their careers at Accenture.

### We expanded voluntary self-identification

When people choose to voluntarily self-identify, they help advance our culture of equality. In fiscal 2023, we expanded the reach of our self-ID programs, where legally permitted, to provide our people with the option to voluntarily share information about themselves—such as their legal gender, gender identity, sexual orientation, ethnicity and race, military service or veteran status, and disability status.

Gaining a deeper understanding of our people helps us to tailor our inclusion and diversity programs based on data, allowing us to identify and address any gaps in recruitment, retention and advancement.

We continue to create a safe environment for our people to self-identify and, as of August 31, 2023, more than 13,000 of our people have self-identified as a person with a disability.

Our people can also share their pronouns via their profiles in our HR information system and can customize how their name is presented, empowering all our people to express their authentic identities.

Approximately 82% of our people can now share their sexual orientation and gender identity.\*

\*Excludes Avanade

## We are expanding access to new and diverse talent pools

We take expansive and innovative approaches to candidate sourcing to build diverse recruiting pipelines so we can hire the best talent. Our inclusive approach to recruiting, skilling programs and targeted candidate marketing enable us to attract the talent we need.

We invested in SocialTalent, a recruitment learning platform, to support how we hire, engage and lead teams. The platform enables us to blend structured learning paths with our own materials to create bespoke learning experiences for hiring-focused roles. More than 3,500 of our people in these roles have begun their learning journey on topics such as sourcing diverse candidates, mitigating bias in the recruiting process, inclusive language, and more.

This year, nearly 680 people in India joined our flagship programs—Aarambh and the Inclusive Internship Program—for qualified, underserved people, helping to make them future-ready and employable. Through experiential internships that offer training and on-the-job learning, transgender people, people with disabilities and women from low-income backgrounds can create pathways to careers. Accenture hired 51% of the participants who completed the internship.

In addition, we launched a partnership with myGwork, the largest talent platform and professional network for the global business community of LGBTIQ+ professionals, to reach new talent pools in key growth regions and drive talent acquisition globally. Through myGwork we showcase our commitment to allyship and the importance of visible LGBTIQ+ leadership with the aim to foster inclusivity.

In the U.S., our hiring teams review a diverse group of candidates through our inclusive slate process before they conduct interviews for any role—a systematic way to reduce bias and increase equitable outcomes based in meritocracy.

## We provide equitable and inclusive benefits

We want all our people to feel healthy and well—physically, emotionally and financially. Through equitable and inclusive benefits, we strive to cultivate an environment where all our people feel supported and have equitable access to the care they require.

For example, where legally allowed or available in the market, we have LGBTIQ+ inclusive plans that provide coverage for same-sex partners and/or recognized domestic partners, and expanded transgender-inclusive health care benefits. We also provide paid bereavement leave for the loss of family members including partners and their children, and for those who experience a miscarriage.\*

\*Excludes entities acquired in the last 18 months.

[Learn more in the Talent section.](#) 

## We are creating a more diverse leadership team

Our Inclusion & Diversity leadership development programs are designed to strengthen our pipeline for advancement and representation. Participants are guided to envision their career growth, gain skills to be successful and feel supported along their journey.

Our Inclusion & Diversity leadership programs\* include:

### Women

Our Insight and Developing Our Women programs help senior analysts to senior managers and above navigate their careers with confidence, supported by leaders, peers and HR along their journey.

### Racial and ethnic groups

In the U.S., our Shift and Drive programs proactively focus on skill building, coaching and self-development activities for African American, Black, Hispanic American, Latinx and Asian Pacific American employees and allies; Engage! is a leadership journey for U.S. and U.K. participants, their direct managers and sponsors that focuses on culture change and inclusive behaviors across the employee ecosystem.

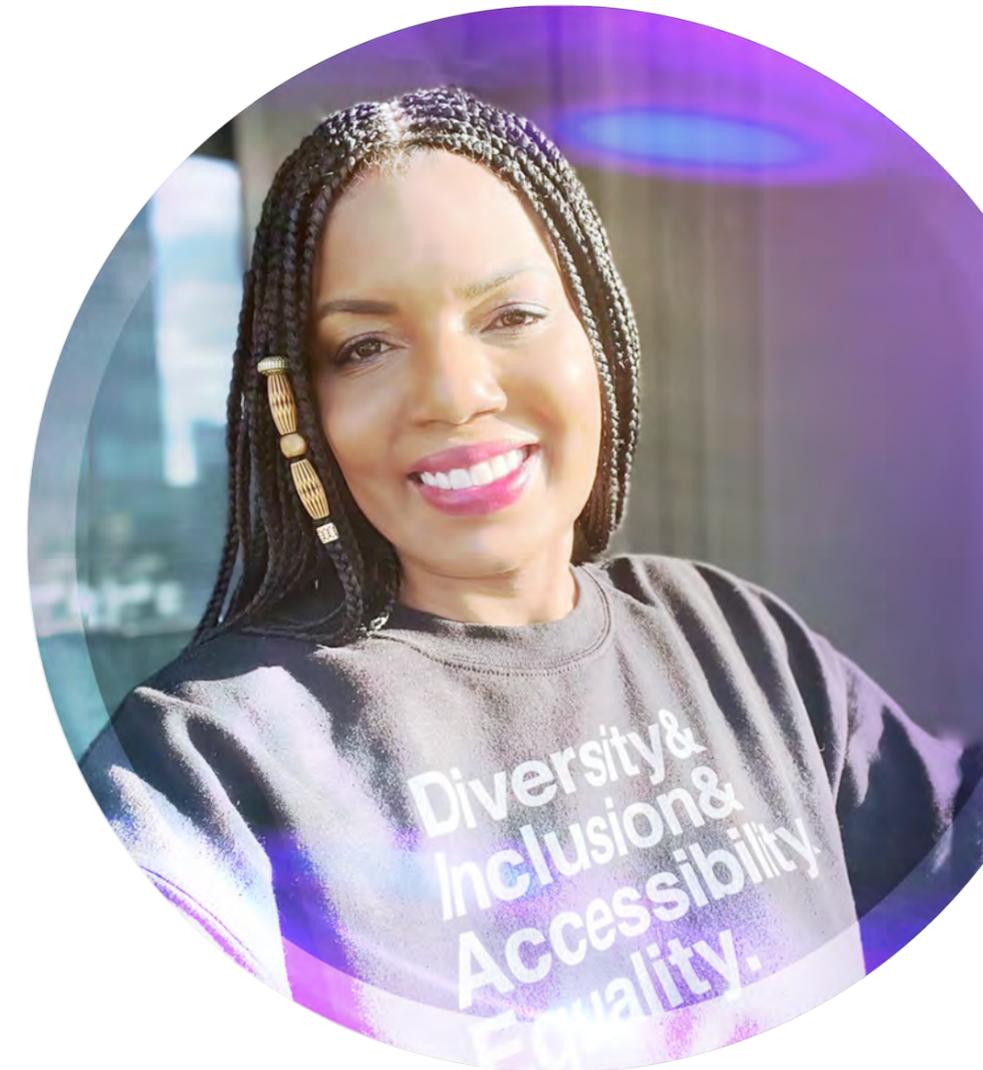
### LGBTIQ+ people

Our LGBTIQ+ Leaders Learning, or L3 program, provides the tools, skills, insights and enhanced self-confidence for our people to advance their careers and become role models for our LGBTIQ+ communities. The L6 program extension for senior managers and associate directors creates opportunities to connect with leadership and peers to consciously drive career growth and clearly define next steps towards leadership positions.

### Persons with disabilities

The award-winning Abilities Unleashed program provides opportunities for consultants and above to build confidence, plan career journeys, expand networks and collaborate across functions.

\* Our I&D leadership development programs are available globally unless noted. Participation is not limited by protected class or other personal characteristics.





## We support all career journeys

Mentoring, sponsorship and returnship programs are critical drivers for the development, engagement and retention of our diverse talent and complement our leadership development programs.

### Mentoring

Mentors promote holistic personal and professional development, connecting our people with a shared interest, experience or passion for advancing our culture of equality for all. Participants can grow their global network and learn from diverse perspectives. These programs are open to all our people where legally available and include LGBTQ+, women, persons with disabilities and race and ethnicity mentoring.

### Sponsorship

Our senior leaders advocate for and actively promote the career advancement of our people, including high-visibility programs such as WEL (Women's Executive Leadership) which supports individuals who have been nominated by senior leaders with personal coaching and access to our leadership.

### Returnship

These programs focus on clearing barriers to workforce re-entry through mentoring, training and skilling opportunities, and other support such as:

- In India, the Returning Mothers Program pairs new mothers with experienced mentors who have successfully transitioned from maternity leave back to work. This program helps new mothers navigate flexible hours and update their skills or training.
- In the U.S., the Accenture Technology Returnship Program supports professionals, such as working mothers, who have taken career breaks and are returning to the workforce. This 16-week paid program offers training in the latest technologies and project-based assignments. Participants can refresh existing skills and develop new ones, while forming connections and gaining exposure to opportunities at Accenture.

# We collaborate with clients and communities to accelerate progress

## Clients

By fostering a culture where all our people feel a sense of belonging and that they are respected and empowered to do their best work, we can more effectively help our clients reinvent their businesses.

We build inclusive and diverse teams because we believe they can create better, more innovative solutions that reach more people and reflect the needs of our clients' customers and stakeholders.

To achieve mutual progress, we share strategies and practices, collaborate on programming and learning events, and celebrate key cultural observances together for greater impact and engagement.

We also strive to build accessibility practices into our work and provide our clients with the tools and knowledge to implement these practices themselves. For example, our Accessibility as a Service offering encompasses a broad portfolio of services—including accessibility strategy, testing and remediation, assessments and multidisciplinary training—to help our

clients operate and optimize user experiences to deliver breakthrough growth at scale.

## Communities

We work to promote equality and foster employment and advancement for underrepresented communities globally and locally, partnering to address specific challenges and needs and advocate for change. Examples include:

### Disability inclusion

We partner with the International Labour Organisation Global Business and Disability Network to help enterprises achieve business success while simultaneously creating equal opportunities for people with disabilities. And we also partner with Disability:IN, a global network of over 500 corporations focused on expanding opportunities for people with disabilities across enterprises, lending our voice and expertise to multiple committees and work streams with Accenture leaders chairing the Mental Wellness committee, Procurement committee, the APAC Regional Council and serving on the board of directors.

### LGBTIQ+ equality and inclusion

Accenture is a founding member of the Partnership for Global LGBTI Equality (PGLE), a coalition of 22 leading multinational companies and six nonprofit organizations in

partnership with the World Economic Forum and the United Nations Office of the High Commissioner for Human Rights. Our Global Chief Diversity Officer is co-chair of the PGLE Steering Committee.

### Racial and ethnic inclusion

We participate in Business for Inclusive Growth, a global CEO-led coalition of major companies that, in partnership with the Organization for Economic Co-operation and Development, are fighting against inequalities of income and opportunity, and we have co-created recommendations to drive racial and ethnic inclusion with a specific focus on Europe.

In the United States, we invested in Praxis Labs, a software-as-a-service immersive learning platform that embeds equity and inclusion throughout the employee lifecycle, enabling learners to navigate authentic workplace scenarios and practice key human skills that better equip them to show up as inclusive leaders in the workplace. Funded through Accenture's Black Founders Development Program, this investment reflects Accenture's ongoing commitment to providing black entrepreneurs with funding, connections with Accenture clients and ecosystem partners, and community engagement to help support a new generation of innovators in growing their companies.

[Learn more in the Sustainability section.](#) 

SUSTAINABILITY

We believe every  
business must be a  
sustainable business

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SUSTAINABILITY

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## SUSTAINABILITY

We help our clients advance their environmental, social and governance goals by connecting sustainability to their transformations; operate our business with a strong commitment to the environment, ethics and human rights; and work to create value in communities around the world.

### Highlights

We achieved key environmental goals

**100%**

renewable electricity across our offices

Met our **2025** science-based target

Eliminated **single-use plastics**

in our office locations by purchasing reusable and plastic-free items

We encourage responsible buying through our supply chain

**82%**

of our key suppliers\* have disclosed emissions targets

**93%**

of key suppliers\* have disclosed actions to reduce their emissions

**22**

countries in our Supplier Inclusion & Sustainability Program

\*Key suppliers are defined as vendors that represent a significant portion of our 2019 Scope 3 emissions.

We create value in communities around the world

**4.3 million**

people equipped with skills toward employment or entrepreneurship

**28,000**

young innovators in our Sustainability Innovation Challenge

Committed to help skill and support

**16,000**

refugees and migrants in Europe

# Our goals & progress

## UNGC Business Ambition for 1.5°

In 2020, we signed the United Nations Global Compact Business Ambition for 1.5°C Pledge, joining leading companies in **pledging to do our part to keep global warming below 1.5° Celsius**, in alignment with the Paris Agreement and the criteria and recommendations of the Science Based Targets initiative (SBTi).

## Climate change mitigation

### Carbon reduction

#### Met our science-based target aligned to 2025

- Achieved **57% reduction in total emissions** from our 2016 baseline, surpassing our 2025 target to reduce absolute greenhouse gas (GHG) emissions by 11%
- **Scope 1 and 2 GHG emissions reduced by 91%**, surpassing our goal of a 65% absolute reduction against our 2016 baseline
- **Total emissions per unit of revenue reduced by 77%**, surpassing our goal of reducing Scope 1, 2 and 3 emissions per unit of revenue intensity by 40% against our 2016 baseline

In October 2023, we received approval from SBTi for **a new near-term science-based target aligned to 2030**, which we plan to begin reporting against next year.

**Achieved our goal of 100% renewable electricity** across our offices by the end of 2023.

**82% of our key suppliers\* disclosed targets and 93% disclosed actions** toward our requirement that 90% of our key suppliers disclose their environmental targets and actions to reduce emissions by the end of 2025.

### Carbon removal

**Invested in nature-based carbon removals** expected to remove millions of metric tons of carbon over the next 20 years to address remaining emissions.

\*Key suppliers are defined as vendors that represent a significant portion of our 2019 Scope 3 emissions.

## Climate change adaptation

### Planning for water risk

**Developing water resiliency action plans** by the end of 2025 to safeguard our people and operations, and to reduce the impact of climate-related flooding, drought and water scarcity on our business and our people in high-risk areas.

### Moving to zero waste

**Nearly 100%** of our electronic waste relating to **computers, servers and uninterruptible power supply devices was reused or recycled** toward our goal to reuse or recycle 100% of our e-waste, as well as all our office furniture, by the end of 2025.

**Eliminated** **single-use plastics in our office locations** by purchasing reusable and plastic-free items, during fiscal 2023.

## Supplier diversity

**256**

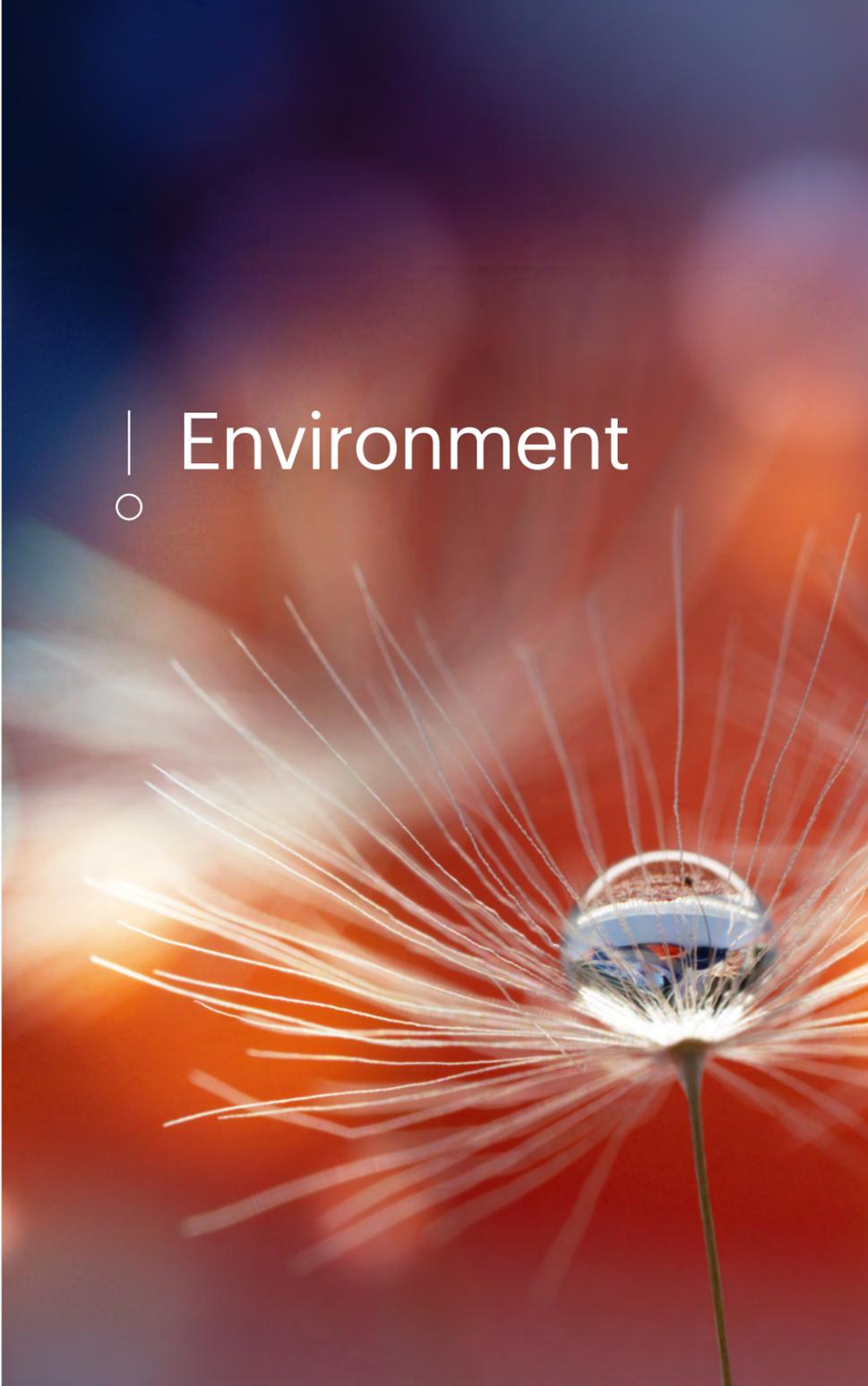
**graduates of our Diverse Supplier Development Program** as of November 2023, meeting our goal of 250 graduates by the end of fiscal 2023.

## Ethics & compliance

**99%**

**of our people\*\* completed Ethics & Compliance training**, achieving our annual goal to maintain 90%+ completion rates.

\*\*Excludes Avanade, a joint venture between Accenture and Microsoft; Accenture Federal Services; and recent acquisitions.



# | Environment

We began to measure and disclose our environmental impact in 2007, and we continue to hold ourselves accountable to clear, measurable goals that are aligned with climate science.

## Our external commitments

In 2020, we signed the UN Global Compact Business Ambition for 1.5°C Pledge, joining leading companies in pledging to do our part to keep global warming below 1.5° Celsius, in alignment with the Paris Agreement and the criteria and recommendations of the Science Based Targets initiative (SBTi).

We are continuing to work toward our goal of net-zero emissions by 2025 by first focusing on reductions across our Scope 1, 2 and 3 emissions and then removing any remaining emissions through nature-based carbon removal projects. We are also establishing new goals to align with the SBTi’s criteria, guidance and recommendations for setting science-based net-zero targets. In October 2023, we received approval from SBTi for our new, near-term target aligned to 2030, and in fiscal 2024 we plan to set a new long-term science-based target.

Our new fiscal year 2030 target is to:

- Reduce our absolute Scope 1 and 2 greenhouse gas (GHG) emissions 80% from our fiscal year 2019 base year.
- Reduce our Scope 3 GHG emissions per unit of revenue 55% from our fiscal year 2019 base year.

We remain focused on our core principles of carbon reduction, nature-based carbon removal, and collaborating with our clients, partners and suppliers.

## Our environment goals span three areas:



**Climate change mitigation: reduction and removal**



**Climate change adaptation: planning for water risk**



**Moving toward zero waste: e-waste, furniture and single-use plastics**



# Climate change mitigation: reduction and removal

## Carbon reduction

We are focusing first on actual reductions across our Scope 1, 2 and 3 emissions. Our most significant aspects relate to indirect emissions from Scope 2 electricity usage in our locations and Scope 3 emissions from business travel and purchased goods and services.

### Renewable electricity

In 2019, we committed to procuring 100% renewable electricity across our offices globally by the end of 2023. We achieved this goal in fiscal 2023.

As we do not own our office buildings and procure most of our energy from the grid, we increase our renewable electricity by purchasing renewable electricity contracts equivalent to the amount of electricity we consume, in line with the guidelines set by RE100, the global consortium of businesses committed to 100% renewable electricity.

We plan to maintain 100% renewable electricity for our offices on an annual basis through continued purchase of renewable electricity contracts. As we purchase renewable electricity, including through power purchase agreements, we support the generation of more renewable sources of electricity.

**We achieved our goal of 100% renewable electricity in 2023.**

We also continue to drive energy efficiency. In fiscal 2023 we expanded our use of smart meters, which provide benefits including increased speed of data collection and analytic insights to inform our energy management decisions.

### Responsible travel

We continue to use technology to facilitate more cost- and carbon-efficient delivery for our clients and our business, and we have implemented an internal carbon price on travel to encourage climate-smart travel decisions. We are one of the largest enterprise users of Microsoft Teams in the world—using more than 19 billion minutes of audio and more than 2 billion minutes of video calls in fiscal 2023—hosted on Microsoft Azure Cloud and powered with renewable energy.

## Using technology to drive environmental excellence

Measurement capabilities are important enablers in helping us meet our goals. After all, you won't know if your efforts are working unless you measure them.

Salesforce Net Zero Cloud is helping us evolve data management capabilities in line with the latest technology available, delivering a single place for internal stakeholders to record environmental impact.

[Learn More](#) 🔍



When travel is necessary, we are equipping our people to make climate-smart travel decisions. For example:

- We use analytics and reporting to help travelers and business runners estimate future travel or use less carbon-intensive modes of travel. This includes measuring the carbon savings by switching from air to less carbon-intensive rail travel, where practical, and encouraging our people to do so.
- Our climate-smart travel toolkit shares policies, resources, ideas and templates to support project teams in their carbon reduction journey.
- An aviation carbon calculator highlights actual emissions differences between flights to inform booking decisions.

Our air, hotel and ground transport suppliers are a key resource in reducing the carbon associated with travel, and we are working together to increase the availability of lower-carbon choices for our travelers.

### Enabling low carbon client delivery

Just as we engage with our key suppliers to understand how their actions affect our emissions, our clients engage with us to understand our impact on their emissions.

To support transparency with our clients, we have developed detailed analytics focused on our business travel emissions. This enables us to share emissions data with our clients as part of our delivery activities.

### Responsible buying

Our suppliers contribute to our own Scope 3 emissions, and so we expect them to make sustainability a priority and provide updates on their environmental initiatives, goals and impact.

Our goal is that 90% of our key suppliers\* disclose their environmental targets and actions being taken to reduce emissions by 2025. We are making progress—82% of our key suppliers have disclosed targets and 93% have disclosed actions to reduce their emissions.

\*Key suppliers are defined as vendors that represent a significant portion of our 2019 Scope 3 emissions.

[Learn more in the Supply Chain section.](#) 

### Green IT

Accenture's global IT organization takes a cloud-first and sustainability-focused approach to the way we operate, develop new applications, and innovate to run our business. With our journey to cloud complete, we are focused on new, more sustainable capabilities from cloud providers while further embedding our Green IT practices into our operations.

We created a CO<sub>2</sub> calculator to measure an estimation of Accenture's public cloud energy consumption. The calculator, which is embedded in our Intelligent Cloud Management Dashboard, enables us to manage energy consumption, lower energy usage, and estimate carbon emissions.

In fiscal 2023, we focused on Green Software best practices and design principles, embedding them into our software development lifecycle.

Building on the measurement of our public cloud carbon footprint, we continue to focus on measuring our overall IT carbon footprint. By expanding the calculator to include devices and their usage patterns, we now better understand reduction opportunities and make more data-driven decisions. This includes offering an optional extended laptop refresh cycle to our people to increase the useful life cycle of their device and reduce e-waste.

Our other green IT actions include:

- Managing device fleet energy consumption
- Using digital cleanup best practices
- Maintaining green software engineering practices
- Developing analytics models to optimize the sustainability of device life cycle
- Introducing more devices designed with circularity in mind
- Working with our IT suppliers to understand how we can collaborate to accelerate our journey.

## Carbon removal

To address remaining emissions, we are investing in nature-based carbon removal solutions.

## Nature-based carbon removal

Our nature-based carbon removal solutions are generally expected to reforest land, improve biodiversity and the resilience of ecosystems, make agriculture more sustainable, and help create green jobs—all while removing CO<sub>2</sub> from the atmosphere.

Over the next 20 years, this program is expected to physically remove millions of metric tons of carbon from the atmosphere. At the end of fiscal 2023, our nature-based carbon removal portfolio included projects in Indonesia, the Philippines, the United Kingdom and the United States.

Our nature-based carbon removal projects are designed to support and respect the universal principles of the United Nations Global Compact (UNGC) in the relevant areas of human rights, labor, environment, anti-corruption and the UN Sustainable Development Goals (SDGs). We have established reporting procedures to provide oversight of activities on the ground, quality control, and alignment to the universal principles of the UNGC.

Where technically feasible, our projects will be registered under the Sustainable Development Verified Impact Standard, verifying SDG benefits along with carbon removals.

## SPOTLIGHT



### ANTHONY

Environment Marketplace Lead  
London, England

"I have worked on our nature-based carbon removal projects for many years, and it was truly transformational to visit a couple of our locations in Scotland to see the real on-the-ground impact. We worked with the planting partners to monitor and measure tree growth and spoke with the landowner, who sees this as an intergenerational endeavor benefiting the planet."



## Climate change adaptation: planning for water risk

To safeguard our people and operations, by the end of 2025 we are developing water resiliency action plans to reduce the impact of climate-related flooding, drought and water scarcity on our business and our people in high-risk areas. We proactively analyze our water risk using the World Resources Institute Aqueduct tool, and we also measure, monitor and report water use for locations in high-risk areas.

While we do not have water-intensive operations, we continue to minimize our use of water wherever feasible.



## Moving toward zero waste: e-waste, furniture and single-use plastics

**Reuse or recycle 100% of our e-waste**, such as computers and servers, as well as reusing or recycling all our office furniture, by the end of 2025.

During fiscal 2023, we expanded our digital asset tracking to include monitors, servers and uninterruptible power supply devices in addition to computers and workstations. In fiscal 2023, we reused or recycled nearly 100% of our e-waste relating to these items.

### Circular furniture

Our asset tracking system also includes our furniture assets. In fiscal 2023, we made enhancements to the system and processes to improve tracking and reporting capabilities. The resulting data allows us to continue to refine our methods of landfill avoidance by extending the life cycle of our office furniture through reuse in our own spaces, donation, and optimization of our partnerships with vendors that can help us with resale and recycling.

## Eliminate single-use plastics in our locations

During fiscal 2023, we eliminated single-use plastics in our office locations by purchasing reusable and plastic-free items.



## Supporting a low-carbon future

To unlock shared value for business and society, we are supporting the development of solutions that aim to help create a low-carbon future.

Examples include:

### Direct air capture

We are helping support development and scaling of carbon dioxide removal technology using direct air capture (DAC) with Climeworks and 1PointFive. We [contributed to the design](#) of the first-ever DAC plant, which Climeworks opened in Iceland in 2017, and are continuing to help the company use strategy, design, digital engineering, IT and cloud in its operations. We have also engaged Climeworks to explore how its innovative technology-based carbon dioxide removal solution may be used to help advance our environmental commitments.

## Sustainable aviation fuel

To help facilitate the growth of sustainable aviation fuel (SAF) supply and demand, we are collaborating with cross-industry ecosystem partners.

We are a signatory of the World Economic Forum's Clean Skies for Tomorrow sustainable aviation fuel pledge, which includes an aviation industry goal of flying on 10% SAF by 2030. In addition, we are a member of United Airlines' Eco-Skies Alliance of corporate SAF buyers and are committed to purchasing SAF only from socially and ethically beneficial sources.

In collaboration with Shell, American Express Global Business Travel and the Energy Web Foundation, we launched Avelia, a leading blockchain-powered book-and-claim solution that securely allocates the environmental attributes of SAF. With Avelia, airlines and business customers can simultaneously reduce emissions while allowing transparency of attribute allocation to avoid issues such as double counting. At launch, the platform offered an estimated one million gallons of SAF—enough to power almost 15,000 individual business traveler flights from London to New York. We are also a customer of the Avelia platform.

## Nature and biodiversity

We recognize the importance of nature and biodiversity restoration and remain committed to managing our impact. We have taken steps in our own operations and we are engaging with our clients, our suppliers, our people and our communities to take action.

- **Our operations:** We are taking action for nature through our climate, waste and water goals—including our nature-based carbon removal solutions. We are also reviewing our dependencies and operational impact on nature and biodiversity.
- **Our clients:** We are helping clients prioritize nature-related risks and opportunities, develop strategic roadmaps with actionable targets, and tech-enabled monitoring to embed nature considerations into their business models.
- **Our suppliers:** We are continuing to engage with suppliers around nature and biodiversity through our Sustainable Procurement Hub and in events such as our Eco Summit.
- **Our people:** We provide opportunities for our people to learn, commit, volunteer and innovate. This includes nature and biodiversity training, acting as environmental citizen scientists and teachers, and participating in the Sustainability Innovation Challenge in partnership with clients.

- **Our communities:** We are also engaging with our communities to create positive impacts on nature by collaborating with partners and investing in projects to support innovation, education and digital solutions.

We support the call for nature and biodiversity targets, grounded in science and based on clearly defined guidance and frameworks, in collaboration with leading standards-setting organizations.



### Terra Carta Seal

In January 2023, we were one of 19 companies awarded the Sustainable Market Initiative's Terra Carta Seal. The Seal recognizes global companies driving innovation and demonstrating their commitment to, and momentum towards, the creation of genuinely sustainable markets.

## Planting trees to celebrate our people

In support of our overall commitment to sustainability, and to recognize the importance of each of our people around the world, [we are planting 674,000 trees](#)—one to represent each person at Accenture at the time of our announcement in December 2021.

Approximately 590,000 of our trees have been planted around the world to date, in 14 countries across six continents in regions where our people live and work.

Impact from these projects includes:

- **Australia:** We are funding a tree grant for farms and landholders who sign up for the Bee Friendly Farming program and plant trees on their property to enhance habitat for bees and other pollinators. This certification program works with land managers to help protect, preserve and promote pollinator health.
- **Brazil:** Through the planting of seedlings and conducting natural regeneration, we are supporting the restoration of areas in the Mantiqueira Mountains that are facing degradation.

- **The Philippines:** We are supporting bamboo plantings on the island of Mindanao, which has over 750,000 acres of barren, deforested land due to logging. Bamboo is regenerative, as it grows faster the more it is harvested, and the bamboo processing facility benefits the local community as farmers can generate additional revenue and have access to fair and stable employment.



## Environmental Responsibility Policy

Reducing our environmental impact is built into our Code of Business Ethics and our core values, specifically Stewardship. These inform our [Environmental Responsibility Policy](#), which was established in 2007 and is reviewed annually. In addition, industry-wide external certifications, such as ISO® 14001, demonstrate our commitment to running our business responsibly and sustainably and to integrating environmental processes into our operations. Accenture's Environment Management System is ISO® 14001 certified globally, with approximately 80 office locations in scope across our operations. Our ISO® 14001 certified locations are listed on Accenture's ISO® 14001 certificate.



# Ethics & governance

Our commitment to ethics, human rights and strong corporate governance is a key driver of our business strategy and is essential to safeguarding our people, clients, brand and financial performance. It is the foundation on which we build trust.

Our clear corporate governance structure and Ethics & Compliance program—grounded in our core values and [Code of Business Ethics \(COBE\)](#)—guide our strategic business decisions and actions as we strive to foster a culture of integrity, transparency, inclusivity and respect for all people.

We believe that our shared ethical culture is critical to our growth in a competitive marketplace. Our clients involve us in some of the most sensitive areas of their business, in part because of our integrity and commitment to the highest ethical standards, as evidenced by our long-term client relationships around the world. This is reflected in the fact that we have long-term relationships and have partnered with our top 100 clients for more than 10 years.

[Learn more in the Client section.](#) 

## We are building a strong ethical culture

Making the right decision in the moment when it matters is essential in today's fast-changing business, legal and regulatory landscape. To help our people make ethical choices and consider the full impact of their decisions, we rely on our core values and our COBE to inform our behavior.

We offer a broad range of resources to help our people better understand and fully engage with our COBE, including annual required Ethics & Compliance training, a Making Good Decisions tool, our COBE toolkit with downloadable job aids, and internal and external platforms for raising concerns, including anonymously.

In recognition of these efforts, Accenture has been named to Ethisphere's World's Most Ethical Companies list for 16 consecutive years—a testament to our dedication to ethical conduct, compliance practices and sustainability.

## Ethics & Compliance training

All our people, including part-time employees and contractors, are required to complete our Ethics & Compliance training each year. This is fundamental to promoting a shared understanding of ethical conduct across our organization. In fiscal 2023, we achieved completion rates of 99% for Accenture people,\* including our managing directors and Global Management Committee.

Continually updated to feature interactive and visually engaging courses on current topics such as protecting information and data and AI, the training promotes knowledge and support for inclusion and diversity. It also conveys information on identifying and reporting racism for our people in the United States, Canada, South Africa, Australia, New Zealand and all of Europe, including the United Kingdom and Ireland.

As part of our Ethics & Compliance training, we also offer a module on anticorruption, which is required for all executives (managers and above) and people at all levels in certain corporate functions. We had a 99% completion rate for this module in fiscal 2023.

Our goal is to maintain our high completion rates for training globally and to continue to evaluate our training (including through user feedback) to make sure it remains relevant and effective. People in higher-risk roles and markets receive additional anticorruption and other compliance training, including training led by our local Legal teams in high-risk markets.

\*Excludes Avanade, a joint venture between Accenture and Microsoft; Accenture Federal Services; and recent acquisitions

## Our core values

Our values shape our culture and define our character. We live our core values through individual behaviors that guide how we act and make decisions.

### Client value creation

Enabling clients to become high-performance businesses and creating long-term relationships by being responsive and relevant and by consistently delivering value.

### One global network

Leveraging the power of global insight, relationships, collaboration and learning to deliver exceptional service to clients wherever they do business.

### Respect for the individual

Valuing diversity and unique contributions, fostering a trusting, open and inclusive environment and treating each person in a manner that reflects Accenture's values.

### Best people

Attracting, developing and retaining the best talent for our business, challenging our people, demonstrating a "can-do" attitude and fostering a collaborative and supportive environment.

### Integrity

Being ethically unyielding and honest and inspiring trust by saying what we mean, matching our behaviors to our words and taking responsibility for our actions.

### Stewardship

Fulfilling our obligation of building a better, stronger and more durable company for future generations, protecting the Accenture brand, meeting our commitment to stakeholders, acting with an owner mentality, developing our people and helping improve communities and the global environment.

## Anticorruption policies and compliance

Our COBE and related anticorruption policies, which are both part of our global Ethics & Compliance program and human rights efforts, require our people, business partners and business intermediaries (and suppliers through our Supplier Standards of Conduct) to comply with anticorruption laws everywhere we do business, including:

- U.S. [Foreign Corrupt Practices Act \(FCPA\)](#)
- Organization of Economic Cooperation and Development (OECD) [Convention on Combating Bribery of Foreign Public Officials in International Business Transactions](#)
- United Nations [Convention against Corruption](#)
- U.K. [Bribery Act](#)
- Other applicable anticorruption laws

As the business environment continues to evolve, we remain focused on assessing and mitigating our risk profiles. In fiscal 2023, we continued to work with outside counsel to conduct a compliance review to evaluate our anticorruption program. A goal of this review is to reconfirm that the program continues to be among the most advanced and forward-thinking in the world.

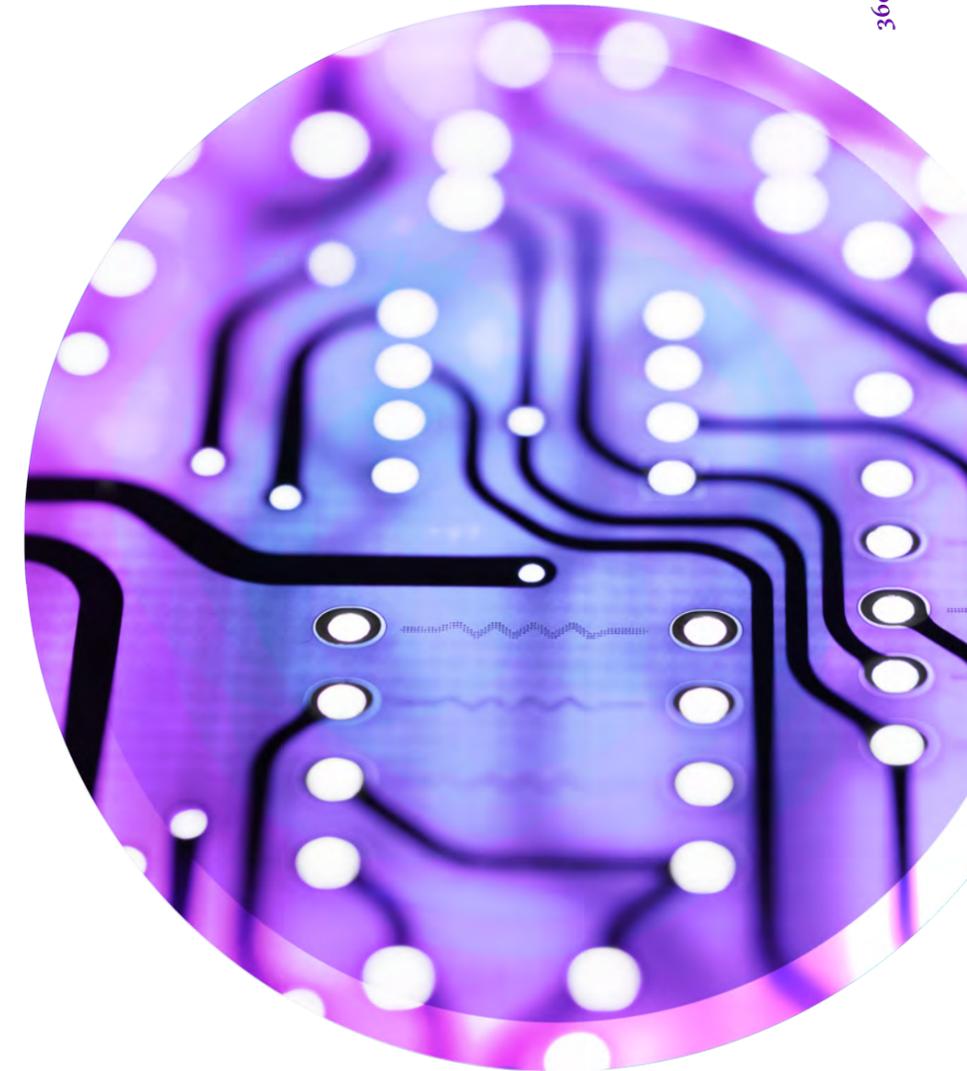
## Reporting concerns and transparency

We encourage and empower our people and third parties to speak up safely and confidently if they experience, see or become aware of any inappropriate behavior, including any form of disrespect, harassment, racism, discrimination or retaliation—or have any concerns about unethical, illegal behavior or breaches of human rights. And we have zero tolerance for retaliation.

We offer our people many ways to raise a concern—through our leaders, through any of our people in Human Resources or Legal, and anonymously through our [Accenture Business Ethics Helpline](#)—and once they do, we make it clear what to expect.

We also encourage our people to escalate a concern—without fear of retaliation—if they do not receive an acceptable response from their first point of contact. We take all concerns raised seriously, including allegations of retaliation.

We investigate 100% of concerns reported to HR, Legal or the Accenture Business Ethics Helpline, and seek to confirm the facts in a professional, methodical, thoughtful and balanced manner. Upon completing our investigation, we determine appropriate outcomes and endeavor to apply them fairly and consistently on a global basis—regardless of seniority, position or contribution to Accenture.



Greater transparency—from what happens after our people raise a concern to the resulting outcomes—is an important element in helping them speak up. We promote greater transparency through a dedicated internal site where our people can find out:

- How to raise a concern.
- How to find support once they raise a concern.
- How the investigation process works.
- How we protect reporting parties.
- How we have zero tolerance for any form of retaliation against anyone who raises a concern.

This site also reports aggregated internal data on a global percentage basis about the types of conduct-based matters investigated in the previous fiscal year and their outcomes.

Further increasing transparency, we make public our policy on Speaking Up and Zero Tolerance for Retaliation, which outlines how our people can raise a concern (including formal grievances if required) and reporting and escalation procedures.

## Clear standards of behavior

The first fundamental behavior in our COBE is “Make Your Conduct Count.” It articulates five locally relevant yet globally applicable standards to guide how our people think and act across our unique and diverse culture:

- We speak up about concerns, knowing Accenture never tolerates retaliation.
- We treat each other with respect.
- We are proud to be ambassadors of Accenture, and we act accordingly.
- We apply our principle of meritocracy when we make decisions about our people.
- We ensure our personal interests and relationships do not create conflicts for Accenture.

This framework is our foundation for creating a positive, respectful and inclusive work environment.

We continue to highlight our standards of behavior in our required Ethics & Compliance training. We also monitor our ethical environment through anonymous surveys of our people at regular intervals.

## Data privacy and information security

Safeguarding data is one of our most important responsibilities in building and maintaining trust, not only with our people but also with our clients and other stakeholders. The Audit Committee of our Board continues to have oversight of our information technology risk exposures, including cybersecurity, data privacy and data security.

Beyond adhering to specific regional legal requirements, we apply strict data privacy and security standards to all information, everywhere. All our people have a personal responsibility to practice effective and responsible data management in accordance with our policies, including our Data Privacy Policy and procedures, our Binding Corporate Rules, as well as new and changing global regulations and jurisprudence.

While many of our people have returned to working in our office spaces, others continue to work in remote and hybrid work environments. This complex work model, partnered with potential business risks associated with ongoing geopolitical tensions, reinforces the need for a proactive, cyber-resilient approach to keep data safe across our business, our people and our clients.



**For example:**



We adhere to the highest and strictest information protection and privacy standards for handling and protecting personal data, as evidenced by our global certifications for Information Security (ISO® 27001:2013) and Data Privacy (ISO® 27701:2019). These certifications acknowledge our compliance and accountability. We were the first global organization to be ISO 27701-certified by the British Standards Institution (BSI) globally, across both our Enterprise and Client Service Business.



Through our globally consistent data privacy and data protection programs, we work hard to uphold global data protection and privacy requirements, including the European Union's General Data Protection Regulation (GDPR) and other data privacy laws in countries where we do business.



Our Enterprise and Client Data Protection programs define the stewardship of Accenture and client information. They define our management processes and controls, in accordance with relevant information protection and privacy laws. Accenture has been externally assessed as operating industry-leading cybersecurity systems at the Highest NIST Cyber Security Framework (CSF) Implementation Tier by BSI.



We take security seriously, with extensive training and learning assets. All Accenture people regularly participate in required and targeted data privacy training. Further, our global awareness campaign, Protecting Accenture: Live Smart to Stay Safe, equips our people with the latest best practice learnings and behaviors necessary to maintain safe data security hygiene. Beyond completing our required data security training, our people participate in our Information Security Advocate program, a self-paced training program designed to strengthen awareness and adoption of secure behaviors.

In addition to keeping Accenture, our people and our clients protected through advanced internal security practices, technologies and controls, we serve as a global provider of managed security services, helping our clients with comprehensive security solutions that span strategy development, risk management, cyber defense, digital identity, application and managed security services.

## Responsible AI

For any enterprise, Responsible AI means taking intentional actions to design, deploy and use AI to create value and build trust by protecting from the potential risks of AI. Responsible AI begins with a set of AI governing principles, which each enterprise adopts and then enforces.

### Accenture's Responsible AI principles

**Human by Design:** Understand the impact on humans every time you deploy AI and ensure that potential negative impacts are identified and managed consistent with our purpose and core values.

**Fairness:** All models should treat all groups equitably, and action must be taken to mitigate the potential for unwanted bias and other negative unintended consequences (e.g., unfair impact to gender, race, and ethnicity).

**Transparency, Explainability & Accuracy:** Disclose the use of AI where appropriate and all should be able to understand and appropriately evaluate AI outputs and decision-making processes. We will use relevant and high-quality data responsibly so that outputs are reliable.

**Safety:** Evaluate potential safety concerns and take action to mitigate harm (e.g., with respect to human life, health, property, and the environment) when deploying AI.

**Accountability:** Document enterprise-wide governance structures, with clear roles, policies, and responsibilities.

**Compliance, Data Privacy & Cybersecurity:** All use of AI will comply with relevant laws, we will secure data with appropriate privacy protection and secure AI from cyber-attack.

Our respective compliance programs for data privacy and security will be integrated where relevant to ensure compliance with these AI governing principles.

**Sustainability:** Deploy AI taking into account the impact on the planet, with appropriate steps taken to mitigate negative impacts. Our sustainability program will be integrated where relevant to ensure compliance with these AI governing principles.

### Accenture's Responsible AI Compliance Program

Our Responsible AI Program is grounded in our Code of Business Ethics and core values, has CEO sponsorship and has been scaled to over 700,000 people worldwide.

To do this, we:

- **Set up the AI governance** and raised senior leadership awareness, governance and principles.
- **Conducted AI risk assessment** and made a detailed assessment of high risk AI.
- **Enabled a systematic RAI program** and institutionalized our RAI approach into a compliance program.
- **Conduct ongoing monitoring and compliance of AI** and develop monitoring and enforcement.

We are also helping clients implement their Responsible AI compliance programs.





## Business continuity

Our approach to managing disruption is based on years of experience, preparation and adapting the way we manage and deliver services.

Our business resilience strategy supports how we operate as a company, starting with our global client base, underpinned by internal functions and technology, and supported by the collaborations of our third-party ecosystem.

Accenture's business resilience program is aligned to industry standards and practices (ISO® 22301 across all India and Philippines locations and China and UK Advanced Technology Centers).

For more information, see our [business continuity case study](#). As society continues moving to a digital-first reality, promoting human rights and setting industry standards are top of mind as we adapt our offerings to reflect this new collective consciousness.

## Corporate governance: practices and policies

We have a history of strong corporate governance and believe that good governance is critical to achieving long-term shareholder value. We are committed to governance practices and policies that serve the long-term interests of Accenture and our stakeholders.

Accenture's corporate governance matters are described in our 2023 Proxy Statement as well as our [Corporate Governance Guidelines and committee charters](#), which are all found on our corporate website.

These documents outline the role of our Board and its committees and our key governance practices, as well as the experience, qualifications, attributes and skills of our directors.

## Our practices and policies

Our corporate governance practices and policies include:

- Annual election of directors
- 100% independent Board committees
- Shareholders holding 10% or more of our outstanding share capital have the right to convene a special meeting
- 10 of our 11 director nominees are independent
- Strong independent Lead Director, elected by the independent directors
- Annual Board, committee and individual director evaluations and self-assessments
- Active shareholder engagement
- Proxy access right
- No shareholder rights plan ("poison pill")
- Regular executive sessions, where independent directors meet without management present
- Robust director selection process resulting in a diverse and international Board in terms of gender, race, ethnicity, experience, perspectives, skills and tenure
- Policy on political contributions and lobbying
- Board takes active role in Board succession planning and is committed to Board refreshment
- Active Board oversight of strategy, risk management and environmental, social and governance (ESG) matters
- Committee oversight of ESG performance, disclosure, strategies, goals, objectives, risks and opportunities, as well as strategies related to our people, including pay equity, inclusion and diversity, leadership succession and risks
- Board diversity policy to actively seek out women and underrepresented candidates
- Director policy limiting service to three other public company boards or two other public company boards if the director is a public company chief executive officer

## Our Board of Directors

We believe strong independent leadership is essential for the Board to effectively perform its functions and to help ensure independent oversight of management.

Currently, our Board leadership structure consists of an independent Lead Director, a chair (who is also our chief executive officer) and strong independent committee chairs. Ten of our 11 director nominees are independent; our Chair and CEO Julie Sweet is not independent. We are especially proud that this mix contributes to our 11 director nominees being 45% racially and ethnically diverse\* and 45% women.

Among other things, the Board is responsible for providing governance and oversight of ESG.

## Oversight of ESG

The core of our strategy is delivering 360° value to our clients, people, shareholders, partners and communities by helping them continuously reinvent. To drive change for our clients, and for our business, we work across a spectrum of ESG priorities—and help our stakeholders do the same—contributing to the creation of a more sustainable world for all.

\*For the purposes of this report, racial and ethnic diversity of our director nominees is based on self-reported EEO-1 categories. See our 2023 Proxy Statement for more information.

At Accenture, responsibility for ESG matters starts at the top, with our Board actively overseeing our ESG strategies and progress in meeting our ESG-related commitments, and cascades throughout the business. As part of this, we have implemented a clear and comprehensive governance structure designed to help us achieve our goals and reflect our objectives throughout the organization while guiding our strategic approach.

The Nominating, Governance & Sustainability Committee is responsible for overseeing our overall ESG performance, disclosure, strategies, goals and objectives, and monitoring evolving ESG risks.

In carrying out its responsibilities, the Nominating, Governance & Sustainability Committee receives periodic reports throughout the year from management on key ESG matters, including the sustainability services we provide to clients, our actions around being a responsible company and citizen, our progress in meeting our ESG-related commitments, and our integrated reporting, which demonstrates our commitment to transparency and accountability of our goals and progress.

In addition, the Compensation, Culture & People Committee is responsible for overseeing our strategies related to our people, including matters such as pay equity, inclusion and diversity, leadership succession and culture; and the Audit Committee oversees our approach to the quality of ESG-related data and controls.

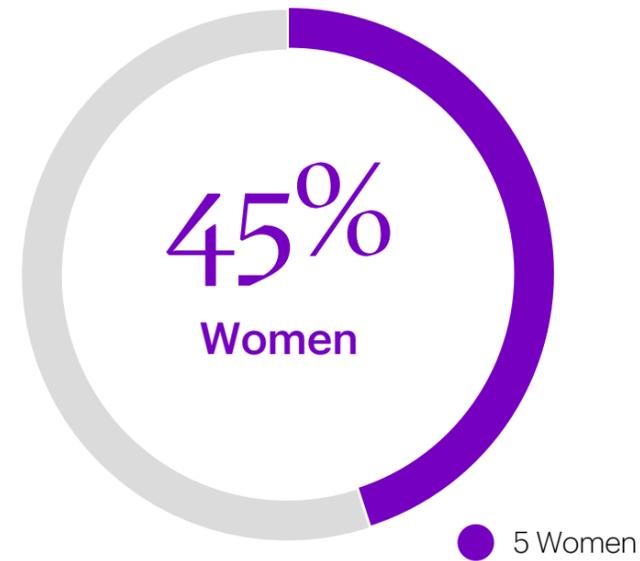
Our Global Management Committee (GMC) sponsors our responsible company strategies. These senior leaders, spanning multiple corporate functions, industries, services and geographies, engage on these topics and are responsible for implementing strategies, goals and policies. Together, they make strategic recommendations and decisions on our ESG initiatives, including sponsorship of our non-financial goals.

Our ESG Executive Committee, made up of a subset of the GMC, is accountable for approving strategic global decisions aligned with Accenture's corporate sustainability commitments. Our ESG Executive Committee and steering committee (which is comprised of leaders across Accenture) meet regularly to monitor our sustainability performance, identify improvement areas and elevate matters to the Board as appropriate through the GMC.

[Learn more in our 2023 Proxy Statement.](#) 🔍

# Board diversity

## Gender

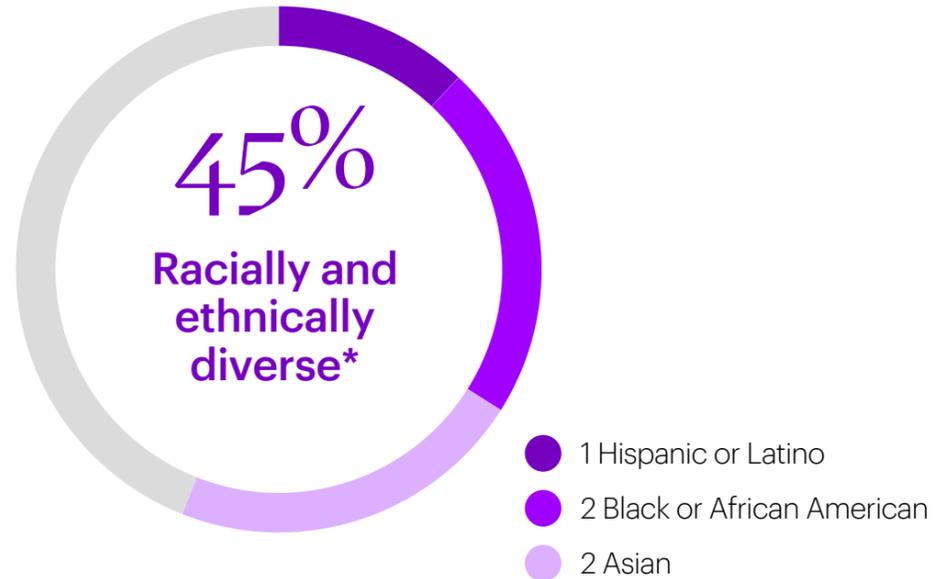


Board committees chaired by women

# 50%

of committees

## Diversity



Board committees chaired by racially and ethnically diverse directors\*

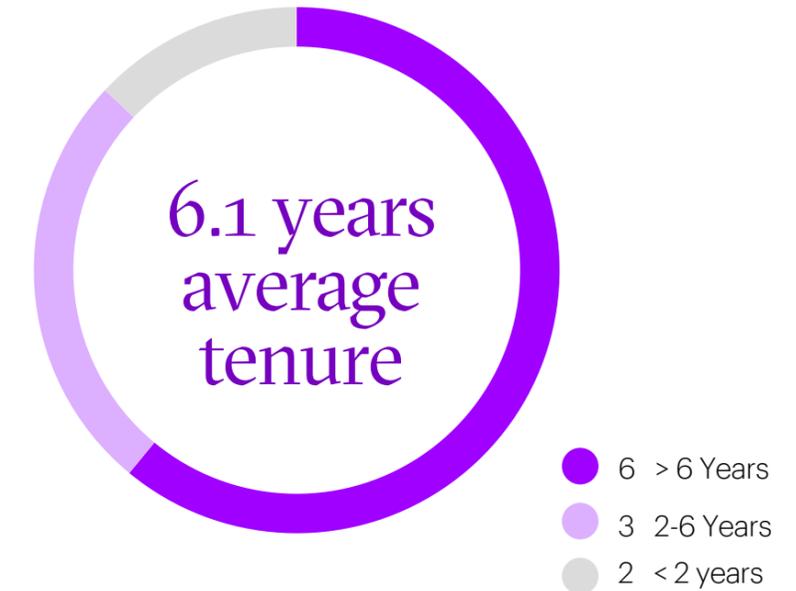
# 75%

of committees

\*Racial and ethnic diversity is based on self-reported EEO-1 categories

# Board tenure

## Tenure



Significant board refreshment

# 4

new directors over past 5 years

Age distribution

# 63

Average age of director nominees  
Age range: 56-69



# | Human rights

## Accenture Global Human Rights Statement

### Our commitment

Accenture has been a signatory to the United Nations Global Compact since 2008.

As stated in our Code of Business Ethics (COBE), we seek to align to the [UN Guiding Principles on Business and Human Rights](#). We therefore focus our human rights efforts on those areas that are most relevant to our business and operations in terms of potential human rights impacts. We also recognize that our clients and other stakeholders increasingly seek visibility into our human rights practices and policies.

We continue to review our human rights efforts, as well as best practices in the marketplace, to understand how we can further strengthen our commitments. If it is unclear how to apply the law consistent with our human rights principles, we are guided by our core values and COBE to support and respect the principles of internationally recognized human rights.

We also adhere to relevant international instruments and documents, including the International Labour Organization's (ILO) [Declaration on Fundamental Principles and Rights at Work](#), in addition to the UN Guiding Principles.

### Our human rights governance

We recognize that support and respect for human rights is an integral part of our sustainability commitments. Our ESG steering committee, which is comprised of leaders across Accenture, has responsibility across all operational sustainability topics, including human rights governance.

This committee is chaired by our Senior Managing Director and Executive Director—Corporate Services & Sustainability and Business Operations.

We have also appointed select Accenture managing directors to act as named officers with accountability for compliance with human rights legislation including the UK Modern Slavery Act, the Australia Modern Slavery Act and the German Supply Chain Due Diligence Act.



## Our human rights priorities

We focus our human rights efforts on areas most relevant to our business and operations in terms of potential human rights impacts:

- Diversity and equal opportunity
- Health, safety and security
- Employment conditions and working practices
- Supply chain
- Data privacy
- Anticorruption

## Human rights and our supply chain

Because of the global scale and diversity of our business, we focus our supply chain due diligence efforts on areas that align with our human rights priorities; areas where we can appropriately make the most impact; and areas of heightened concern or in higher-risk geographies.

We recognize the importance of assessing potential risks to rightsholders. We continually review, adapt and incorporate human rights due diligence across our enterprise risk management systems and legal compliance processes, in addition to across our supply chain.

### Supplier Standards of Conduct

Our relationships with our suppliers help us embed and amplify our human rights commitments. Published in 20 languages, [our Supplier Standards of Conduct \(SSoC\)](#) sets out the standards and practices that Accenture suppliers are required to uphold in respect of human rights and reflects our core values, our ethical principles, and our commitment to human rights, and supplements our COBE. In turn, Accenture expects our suppliers to apply our SSoC to their own suppliers, thereby continuing to scale the impact of our ethical procurement strategy.

## Living wage

Accenture is committed to paying a living wage and continues to drive the adoption of a living wage with our suppliers around the world. Our Supplier Standards of Conduct strongly encourages our suppliers to pay a living wage (or higher) to people who provide services directly to our company and/or our clients.

### Supporting human rights through our Sustainable Procurement Hub

We are committed to doing business ethically and legally, and we seek to leverage our global buying power to support human rights. As part of this commitment, we continue to invest in new technology and processes to help us have greater visibility into our suppliers' ESG performance, including human rights.

For example, our Sustainable Procurement Hub (the Hub), which is available in more than 50 countries and continues to be deployed globally, provides greater transparency from our direct suppliers about their own human rights policies, due diligence and inclusive practices.

[Learn more in the Supply Chain section.](#) 

## Human rights reporting

As part of our commitment to transparency and human rights we assess our human rights risks and report on them.

### Modern Slavery

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

However, we are not complacent and frequently review how we can improve and evolve in response to changing circumstances and our evolving business. Our [Modern Slavery Transparency Statement](#) provides more information about our efforts. While this statement is required by law in the United Kingdom and Australia, it also covers our commitment beyond these jurisdictions.

### Conflict Minerals

As our business evolves, we recognize the need to continuously adapt our human rights due diligence strategies. We work to be thoughtful and targeted in how we select and engage our suppliers, particularly in relation to higher-risk sectors and countries.

For example, as part of our human rights strategy, we have established a multidisciplinary 3TG minerals (tin, tungsten, tantalum or gold working group that works with a third-party specialist to implement our 3TG compliance strategy and prepare our annual [Conflict Minerals Report](#) by reviewing our supply chain for products that contain 3TG minerals.

Our Supplier Inclusion & Sustainability team has a dedicated focus on conflict minerals in our supply chain and leverages tools like our Sustainable Procurement Hub to better understand our suppliers' ESG performance, including whether any products our suppliers provide to Accenture contain 3TG. Given the expansion of our Industry X business into hardware manufacturing, this work is a vital part of how we address human rights, including modern slavery, across our global supply chain.

### German Supply Chain Due Diligence Act

We promote transparency, accountability and responsible business practices by conducting due diligence assessments on our own business and our supply chain to identify risks related to human rights. To this end, we have published our first [German Supply Chain Due Diligence Act Policy Statement](#) (LkSG Grundsatzklärung) and will report to the Federal Office for Economic Affairs and Export Control (Bundesamt für Wirtschaft und Ausfuhrkontrolle or "BAFA") as required in early 2024.

While this statement is required by law in Germany, it also covers our global commitments and processes.

### Raising concerns

We encourage our people, suppliers and subcontractors to raise ethical and legal concerns, including potential human rights issues, and we provide a range of secure channels for them to do so confidentially, and, where allowed by law, anonymously.

Whether internal or external, we treat all concerns seriously and in strict confidence. We protect anyone who raises, in good faith, a concern about a human rights issue or who assists us, or a law enforcement authority, by providing information to address such a concern.

We provide a mechanism to enable our suppliers' employees to speak up about legal or ethical concerns. Concerns or violations can be reported (anonymously, where permitted by local law) via the web or through a country-specific number available on the [Accenture Business Ethics Helpline](#). All queries are handled by an independent team confidentially—and, where allowed by law, anonymously.



# Supply chain

To drive our culture of responsible buying, we leverage our size and scale to advocate for supply chains that are more sustainable and inclusive, both inside and outside of our company. We consider this part of our responsibility to deliver long-term value to society.

## Procurement Plus

Our overarching buying approach, Procurement Plus, informs every aspect of our supply chain, and helps us build stronger partnerships based in ethical behaviors, transparency, agility and inclusivity. By working with our suppliers through key initiatives such as the Supplier Inclusion & Sustainability (SI&S) Program to drive positive change, we can leverage our purchasing power for social impact.

### Our ethical procurement strategy

One of our top priorities is to foster an ethical procurement strategy that is reflective of our core values and our Code of Business Ethics (COBE). Our ethical procurement commitment is an underlying component of our business practice and influences applicable training for our people, selection criteria for suppliers and the development of our standards for conducting business with our suppliers.

To encourage broader transparency within our supply chains, we require our suppliers to adhere to our Supplier Standards of Conduct (SSoC), which supplement our COBE, or to make a commitment that is equivalent to our SSoC.

We review our SSoC annually and communicate these standards through a range of mechanisms, including contractual terms and conditions, the [Supplier's Guide to Doing Business with Accenture](#), as well as our purchase order process. We continue to reiterate our commitment to our standards through communication to the 100% of suppliers that are included in our supplier management program.\* We also expect our suppliers to apply these standards to their own suppliers, thereby extending the impact of our ethical procurement strategy in the supply chain.

Our SSoC reflects our support of the Ten Principles of the UNGC—and we have continued to lead by example in upholding these principles since we committed to the UNGC in 2008. These standards are published in 20 languages and set out the labor standards, human rights principles, and other legal and ethical standards we require our suppliers to uphold when conducting business.

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

We continue to evolve our global SSoC in line with industry and market conditions. For example, we recently modified our SSoC to include our expectations related to responsibly using new technologies like generative AI.

Additionally, we review our supply chain strategy annually through the lens of our COBE and the UNGC Ten Principles as part of our efforts to set industry standards for maintaining an ethical supply chain. This is particularly important as part of our continuing efforts to encourage our suppliers to pay a living wage.

## Payment certainty

We realize the economic certainty that prompt payments can provide a supplier, whether a Fortune 500 company or a small- or medium-sized enterprise. Our Payment on Time Centre of Excellence and technology investment drive continuous improvements in this area. We are proud to be leaders in shifting the payment culture to be more efficient and fairer.

In the United Kingdom, we are a signatory to the Prompt Payment Code, which requires a continual focus on ensuring that we pay our suppliers on time, within the payment terms agreed. We consistently make more than 95% of our U.K. payments within 60 days, as required by the code.

## Supplier Inclusion & Sustainability

Our award-winning [Supplier Inclusion & Sustainability](#) (SI&S) Program guides how we work with suppliers to promote environmental sustainability, human rights and supplier inclusion & diversity. The program was developed to promote the inclusion of companies owned by people who have been historically excluded from the labor market. The program scope includes minority-, ethnic- and women-owned businesses; the LGBTIQ+ community; persons with disabilities; veterans; refugees; and people living away from economic centers. We categorize diverse suppliers as minority; women; small- and medium-sized; service-disabled veteran; veteran; historically underutilized; people with disabilities; and LGBTIQ+ enterprises.

Through our SI&S Program, we are able to advocate for supply chains that are more sustainable and inclusive within our company as well as with our suppliers, clients and communities. This program is delivered by a dedicated team of subject matter experts in sustainability, human rights, and supplier inclusion & diversity. The program's global scope includes 22 countries in fiscal 2023 and we plan for continued growth of the program.

We continue to drive innovation in supplier inclusion & sustainability by leveraging technology tools such as our Sustainable Procurement Hub to digitize our suppliers' environmental, social and governance performance.

## Sustainable Procurement Hub

Our continued investment in the Sustainable Procurement Hub (the Hub) allows us to assess and track our suppliers' performance in environmental sustainability, human rights, supplier inclusion & diversity and ethics and compliance. We have also implemented operating model and change management initiatives to support the Hub.

These due diligence processes support our buyers on selection decisions and ongoing supplier relationships, while also giving us the insights to identify any critical gaps that may require actions from suppliers. The Hub is now live in more than 50 countries and continues to be deployed to new markets with new features and enhancements including integration with other operating systems.

In fiscal 2023, we conducted approximately 5,000 sustainability assessments. We continue to actively engage with our suppliers to gain better visibility of ESG performance in our supply chain and outline paths forward for increased social impact.

## Promoting supplier engagement

We believe supporting our suppliers in their own sustainability journey is a key element of our responsible buying culture and our responsibility towards our suppliers. To help drive value to our suppliers' sustainability journey, our SI&S and Supplier Relationship Management teams have launched an initiative to encourage sustainability collaboration with suppliers leveraging insights from the Hub.

As part of this initiative, we have developed toolkits and supplier enablement materials, and are planning additional support offerings for both suppliers and our supplier relationship managers.

We are collaborating with the Supply Chain Decarbonization Suite team to pilot an end-to-end solution that enables our suppliers to accelerate and scale decarbonization and other sustainability efforts across their value chains.

Through this pilot, we are supporting selected suppliers in assessing their decarbonization maturity and, depending on the identified maturity, in emissions baselining, target-setting initiative selection and road-mapping.

## Supplier Environmental Sustainability

### Carbon disclosure

We expect our suppliers to prioritize environmental sustainability and provide updates on their initiatives, goals and impact. As a corporate member of CDP's Supply Chain Program, we use CDP tools to promote engagement, transparency and sustainable practices with our suppliers.

Since 2010, we have invited select suppliers to respond to CDP's supply chain self-assessment questionnaire. Our suppliers contribute to our own Scope 3 emissions, and so we expect them to make sustainability a priority and provide updates on their environmental initiatives, goals and impact.

Our goal is that 90% of our key suppliers\* disclose their environmental targets and actions being taken to reduce emissions by 2025. We are making strong progress—82% of our key suppliers have disclosed targets and 93% have disclosed actions to reduce their emissions.

Increasingly, our suppliers are using more emission-reducing energy sources, minimizing the footprint of their goods and services, and adapting to customer preferences in their reporting.

\*Key suppliers are defined as vendors that represent a significant portion of our 2019 Scope 3 emissions.

### Supplier Eco Summit

In May 2023, we brought together climate thought leaders, sustainability practitioners and suppliers at the Accenture Supplier Eco Summit to discuss how to transform value chains by setting goals and initiatives to reduce our collective environmental impact.

[Watch video:](#)



### Sustainable Procurement Pledge

To further advance awareness of the positive impact procurement has on sustainability, we have joined forces with the Sustainable Procurement Pledge (SPP), a global nonprofit community of procurement professionals that aims to embed sustainability in their daily activities.

SPP empowers and equips members with access to the right knowledge, tools and behaviors. Accenture is supporting these efforts and participating in SPP's leadership and advisory panels.

## Human rights in our supply chain

Our commitment to human rights is an integral part of our sustainability commitments, and this informs our supply chain and supplier selection. Our human rights strategies, including conflict minerals due diligence, are an integral part of our responsible buying strategy.

We have dedicated resources to assess human rights risks in our supply chains and carrying out due diligence processes. In addition, we are supporting local compliance programs to help increase awareness within relevant procurement teams.

[Learn more in the Human rights section.](#) 

## Supplier Inclusion & Diversity

We recognize the opportunity that we have to encourage economic growth and social equity through inclusive procurement practices. Our responsible buying practices set an example for our suppliers, clients and partners to incorporate inclusion and diversity in their own supply chain. And, by advocating for inclusive procurement practices, we can drive further impact throughout the supplier ecosystem.

## Global Diverse Supplier Development Program

Since 2006, we have brought our commitment to supplier inclusion and diversity to life through our global Diverse Supplier Development Program (DSDP).

We host DSDP, a formal 12- to 18-month training and mentoring program, to develop and expand relationships with diverse suppliers. DSDP offers one-on-one mentoring partnerships between Accenture mentors and diverse suppliers as well as quarterly symposiums on topics such as marketing, social media, sales, business development, cybersecurity, legal and storytelling. DSDP mentees demonstrate their progress by completing business health assessments and quarterly progress reports throughout the duration of the program.

In FY23, DSDP was offered in Australia, Canada, India, South Africa, the United Kingdom & Ireland, and the United States.

In fiscal 2021, we set a goal to graduate 250 diverse suppliers by the end of fiscal 2023 and as of November 2023, have reached 256 graduates of our Diverse Supplier Development Program.

## SPOTLIGHT



### HOWARD

Senior Manager - Strategy & Consulting  
Charlotte, United States

"Our Diverse Supplier Development Program is woven into my heart and soul. As a DSDP mentor, I've had the privilege to help diverse entrepreneurs go beyond their plateaus of stagnant revenue, unleash captive cash flow, and open doors to strategic innovation. My role is just to facilitate the brilliance they already have by allowing them the time to focus on the future—which is a precious gift to be able to give."

Since 2019, we have partnered with the Henley Business School Africa to deliver the training component of our Diverse Supplier Development Program to support capacity development of participating small and medium-sized enterprises.

We have further developed our partnership through a pilot program with the Henley Business School's Centre for Entrepreneurship. The Centre has a longstanding reputation for accelerating founders and small to medium-sized enterprises through executive education, business clinics and coaching programs. The 6-month pilot is designed to accelerate business growth and concludes with a pitch event where the participants will present their company to Accenture leaders.

To enable the efficient delivery of DSDP programs, we built a [Small Medium Enterprise Digital Ecosystem](#) (SME-DE) platform that facilitates easy interaction between SMEs and Accenture. It supports SMEs through the entire DSDP cycle, from having an automated application selection process, business health assessment for targeted development, providing business tools and exposing commercial opportunities as they mature.

## Diverse spend in key geographies

We monitor our diverse spend\* with suppliers to understand our progress throughout the year, and are industry leaders in this space. In fiscal 2023, our U.S. diverse spend was 45%, and our Canadian diverse spend was 27%.

In South Africa, we continue to lead the way on supplier inclusion, going above and beyond requirements of the Broad-Based Black Economic Empowerment (B-BBEE) Act. We understand the importance and see the value of increasing diverse, inclusive procurement spending for its far-reaching impact. In fiscal 2023, we maintained our B-BBEE Level 1 recognition for the 6th consecutive year.

In fiscal 2023, our procurement spend with Black women-owned enterprises in South Africa increased to 75%, again exceeding the B-BBEE target of 12%. Additionally, our spend with Black-owned SMEs was 95%, against a target of 30%. And our overall procurement spend in South Africa with Black-owned suppliers increased to 98% in fiscal 2023 from 61% in the previous year, surpassing the target of 50%.

Building on our launch of diverse spend reporting in India in fiscal 2022, our fiscal 2023 spend with diverse businesses including small and medium businesses in India was 28%.

This year, we are also reporting diverse spend in Australia, Ireland, the Philippines and the United Kingdom for the first time. In fiscal 2023, our spend with diverse businesses was 4% in Australia, 6% in Ireland, 10% in the Philippines, and 3% in the United Kingdom.

## Partnerships

We actively promote inclusive procurement practices by recruiting diverse suppliers and forming partnerships with organizations in this space. We take pride in collaborating with minority-, ethnic- and women-owned businesses, as well as supporting the LGBTQ+ community, individuals with disabilities, veterans, refugees, and people residing in economically marginalized areas.

Our global reach is reflected through the broad range of organizations we work with in Australia, Canada, Europe, India, New Zealand, South Africa and the United States. Our involvement ranges from corporate memberships to leadership positions on Boards of Directors, Executive Committees and founding teams. For example, we collaborate with WEConnect International, an initiative that connects buyers with women-owned businesses.

\*Diverse spend reported for the United States, South Africa, India and Philippines includes small businesses/SMEs; diverse spend reported for Australia, Canada, Ireland and the United Kingdom excludes small businesses/SMEs.

By serving on the organization's Global Board, Global Executive Committee, Membership Development Committee and local Advisory Councils, we raise awareness and create opportunities for women-owned businesses worldwide.

In the United States, we demonstrate our commitment to supplier diversity through partnerships with organizations like Disability:IN, Women Business Enterprise National Council (WBENC), the National LGBT Chamber of Commerce and other organizations where we hold Advisory Board or Board seats.

We are also a founding partner and hold a board seat on the EGLCC (European LGBTIQ Chamber of Commerce), working to foster collaboration and business opportunities for the LGBTIQ+ community across Europe. Additionally, we support the efforts of the National Minority Supplier Development Council in the United States and participate as founding members of the European Supplier Diversity Program led by Minority Supplier Development UK.

In fiscal 2023, we also joined the Inclusive Workplace & Supply Council of Canada (IWSCC), an organization that advances access and opportunity for businesses owned by veterans and persons with disabilities.

In addition, we became a member of NaVOBA (National Veteran-Owned Business Association) in the United States and actively participate on its Board of Directors, collaborating with other member companies to prepare veteran-owned businesses for procurement opportunities.

Over the past year, we also presented and delivered keynote speeches at national and regional events hosted by our partner organizations, demonstrating our commitment to advocate for supplier diversity and the value of partnerships in driving positive change.

## Working with our clients

Our Global Supplier Inclusion & Diversity (SI&D) offering helps our clients build and scale their SI&D programs, and increase the amount of dollars spent with diverse suppliers.

We help our clients improve the social performance within their ESG agendas by integrating small, medium and diverse suppliers into their supply chains through strategy, consulting, mentorship and technology.

Research cited in Supplier.io's 2022 State of Supplier Diversity Report found that 61% of CEOs are engaged in SI&D, yet corporations are challenged to incorporate it into their supply chains. Our offering provides solutions and intelligence to address these challenges.

Our client offering has been shaped by our own disruptive, award-winning initiatives, such as our longstanding DSDP and strong leadership support, to drive organizational change.





# Sustainability Services and Accenture Development Partnerships

## Sustainability Services

### Every business must be a sustainable business.

To meet the changing needs of our clients and drive progress on environmental, social and governance (ESG) issues, we continue to expand and evolve our portfolio of Sustainability Services. Together with our partners, we are helping the world's leading organizations simultaneously become more sustainable and competitive, and helping build the resilience of their businesses to address climate change and help achieve the United Nations Sustainable Development Goals (SDGs).

We are helping to build more sustainable businesses in three ways:

#### Create

Our comprehensive suite of sustainability-focused services helps our clients not only set goals but also shape and deliver on their transformation roadmap. We continue to develop new solutions, evolve our existing offerings, and co-create with our ecosystem partners to deliver measurable business value and sustainable impact for our clients.

#### Embed

We strive to embed ESG capabilities into our services across our core business. This is what we believe is required to address both the sustainability challenges facing the world, as well as the demands of our clients' stakeholders to demonstrate action beyond ambition.

#### Innovate

We engage our partners to innovate with us by embedding sustainability in the core business tools and processes our clients use daily to steer, run and grow their businesses.

This includes co-developing sustainability-focused products and services that open new growth opportunities, enhance their business, and translate technology from diagnostic, predictive and generative AI into solutions.

In collaboration with our partners, we utilize all parts of our business, including our recent acquisitions, to help our clients reinvent their businesses at scale—creating business value and sustainable impact for all stakeholders.



## We offer a full suite of Sustainability Services to advance our clients toward their sustainability goals



### Sustainability Strategy

We help our clients define their sustainability ambitions, build the business case and develop sustainability roadmaps to deliver transformation at scale. We work with business leaders to design solutions capable of driving systemic change and delivering untapped value and impacts to clients and society.



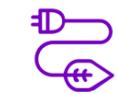
### Sustainability Measurement, Analytics and Performance

As consumers, employees, business partners, regulators and investors increasingly demand businesses to become more sustainable, measuring and reporting ESG performance has become an imperative. We provide the tools, technology and methodologies to help businesses embed sustainability data, decision-making and performance into everything they do to effectively measure business value and sustainable impact for all stakeholders.



### Net-Zero Transitions

Transitioning to net-zero carbon emissions is increasingly a priority for all businesses. Entire industries are now urgently looking at how they can reinvent their end-to-end value chains for a sustainable future. Accenture helps with solutions to reduce carbon emissions from buildings, transport, energy systems and cities—while also driving social and economic benefits.



### Sustainable Technology

Accenture is addressing the threefold imperative for businesses to use technology more sustainably; to use technology as a vehicle for being more sustainable; and to do all of that at scale. We help our clients take sustainable actions in digital technologies—including their underlying infrastructure, software, data and AI—to reduce their negative environmental impact. This includes solving complex client requirements like application carbon estimation and identifying energy reduction opportunities across the software stack.



### Sustainable Value Chain

Organizations are facing a new wave of pressure and urgency to reimagine their value chains to optimize for business value and sustainable impact. We help organizations embed sustainability into every stage of the value chain to deliver trusted, net-zero, circular and nature positive value chains.



### Sustainable Leadership and Organization

Organizations are increasingly pursuing more sustainable business models. Not only is it the right thing to do, this shift also offers financial and competitive value to companies that make ESG issues and sustainability a priority throughout their organization. We help business leaders build sustainability into everything they do, creating intelligent organizations that are sustainable at their core.



### Sustainable Customer Experience and Brand

Accenture combines deep insight and experience with technology, innovation and sustainability to help clients convert their customers' intentions into new behaviors. By delivering sustainable customer experiences that meet consumers where they are on their sustainability journeys, we help to positively shift perceptions about a brand's commitment to sustainability.

## Helping our clients rise to sustainability challenges and opportunities.

Our Sustainability Services portfolio is continually evolving to meet the changing needs of our clients. For example, as awareness of our society's dependency on nature and biodiversity grows, so does the business imperative to protect and restore them, as well as regulatory requirements to report on them. Accenture has helped co-develop the frameworks and standards that are driving this agenda.



# Client Success Stories

We work with our clients and partners, across industries, to innovate and create sustainable solutions, such as:

## Decarbonization

We are working in partnership with a multinational aerospace corporation to support their aviation decarbonization roadmap—from accelerating the use of sustainable aviation fuel to helping design low-emissions aircraft—and finding new ways to help make the supply chain more transparent and ethical.

## Metaverse

We created a digital twin—a virtual representation—of Te Afualiku, a tiny islet in the island nation of Tuvalu, which is expected to be one of the first parts of the country to be submerged as a result of climate change and rising sea levels. This enabled the country's Minister for Justice, Communication and Foreign Affairs [to address the COP27 delegation from the metaverse](#), helping to share a story of urgency on a global stage. This work was awarded a Silver Sustainable Development Goals Lion at Cannes Lions 2023.

## Nature and biodiversity

Accenture supported the Australian Institute of Marine Science and their partners across the Pacific to help protect the future of coral reefs. Harnessing the power of human collaboration and artificial intelligence, [ReefCloud](#) allows the world's coral reef monitoring community to work together in real time to improve the monitoring, reporting and conservation of our reefs.

## Green software & cloud

With help from Accenture, Avanade and Microsoft, a multinational bank set out to build a global marketplace for trading carbon removal units (CRU). Leveraging Microsoft Dynamics 365 CRM, Power Apps and Power BI, the solution is designed to be scaled across geographies and industries—providing enough carbon sequestration to compensate for more than 100 metric tons of carbon dioxide equivalent (MtCO<sub>2</sub>eq per annum across 100 companies or more by 2030).

## E-mobility

We partnered with Liberty Global to identify, validate and launch a new electric vehicle (EV) charging venture, including the creation of a disruptive new brand. [Liberty Global Egg](#) is the U.K.'s first subscription service for EV charging, making EV ownership more affordable and accessible. Our work together helped Liberty Global Egg gain hundreds of new subscribers and the business is now expanding their offering to other clean technology solutions.

## We work to embed sustainability in everything we do

As we help our clients create their own sustainable future, we are advancing sustainability in our own operations in a myriad of ways, including:

- Applying green software principles to our ways of working, enabling our clients to accelerate their transition to a sustainable technology organization by helping them assess, prioritize and mobilize decarbonization strategies. We are also a founding member of the Green Software Foundation.
- Transforming supply chains to consider circularity in the value chain; identifying opportunities to remove waste and obtain net positivity across critical resources such as energy, water and net-zero emissions; keeping materials in productive use for as long as possible with circular consumption; and rethinking the last step of a product's life cycle.
- Advancing Responsible AI by translating ethical principles and research to apply practical, measurable metrics and methodologies, and provide our clients with useful tools across the spectrum of governance, accountability, fairness and explainability. By applying these practices when designing, deploying and monitoring AI, we empower our people and clients to embed Responsible AI in daily operations to engender trust and scale AI with confidence.

- Building and engaging diverse teams and perspectives is essential for a culture of equality. We create more inclusive experiences by considering accessibility design standards when co-creating inclusive tools and solutions with our clients and their customers.

## Embedding a learning mindset throughout our organization

Our company-wide sustainability learning curriculum enables our people to understand and consider how our work can deliver more sustainable outcomes for our clients and drive change in line with the United Nations SDGs.

As of August 2023,  
approximately 500,000  
of our people have taken  
sustainability awareness-  
level training.

We offer a level-based approach to learning—including awareness, foundational and external academic partnerships—to drive SDG fluency and innovation. Our sustainability training provides self-paced opportunities for our people to explore the SDGs and Accenture's focus, building understanding about the importance of sustainability in today's context. Offerings include:

### Sustainability Quotient training

Our Sustainability Quotient (SQ) learning program features expert-curated content from Accenture leaders and received a Gold Brandon Hall Group Human Capital Management Excellence Award for Best Unique or Innovative Learning and Development Program for the second year in a row.

This year, we added new SQ topics including Nature & Biodiversity, Net-Zero Transitions, and Sustainable Leadership & Organization, bringing the total to 10 real-time, right-sized learning modules.

## Oxford University lecture series

We continued to build a strong partnership with the University of Oxford, conducting learning sessions on priority sustainability topics, including CO<sub>2</sub> Removal, Sustainable Finance, and The Energy Transition for Net Zero. This lecture series is led by experts from the Oxford Smith School of Enterprise and the Environment (SSEE) and cohosted by Accenture leaders.

We also ran four cohorts of the “Economics of Climate Change,” a course by the Oxford Business Economics Program. Tailored for Accenture executives and leaders, it focused on the economic fundamentals to advance their understanding the climate crisis and strategies to navigate related business challenges.

## Green software training

We have trained more than 78,000 technology practitioners across Accenture on the fundamentals of green software. We also conduct job-ready virtual instructor-led training sessions for our technology sales leads, technology solution architects, delivery leads, and green software advisors that focus on green software principles and client case stories.

In addition, we deployed a vendor certificate program for green software practitioners, and launched a Green AI self-paced training for our technology practitioners and anyone who is supporting AI solutions.

## Expanding capabilities through acquisitions and strategic investments

Through our ventures and acquisitions, we continue to expand our ecosystem to connect our clients with best-in-class emerging enterprise startups to unlock new opportunities for growth and sustainability innovation.

Over the last four years, we have acquired multiple sustainability specialist organizations, growing our capabilities and talent in areas such as sustainable business transformation, carbon and climate change strategy, nature and biodiversity, ESG measurement and reporting and sustainable design and manufacturing.

In fiscal 2023, we acquired Green Domus, a leading Brazil-based sustainability consultancy, with experience helping clients design and implement a range of sustainability initiatives with a focus on measurable decarbonization strategies.

Through Accenture Ventures, we partner with and invest in growth-stage companies that create innovative enterprise technologies to help drive business value and sustainable impact, using an open innovation approach.

Recent investments and partnerships include:

- **KETOS**, to advance Water Intelligence through real-time visibility, monitoring and reporting, thus enabling organizations to achieve their sustainability goals around water quality, efficiency, compliance, carbon emissions and smarter operations.
- **Pixxel**, which is building one of the highest resolution hyperspectral earth imaging satellite constellations. Its imagery can help monitor emissions, evaluate climate risks, and track natural capital, to name a few.

- **Planet Labs**, a leading provider of daily data and insights about Earth, to help power decision-making at organizations across a myriad of industries including agriculture, consumer packaged goods, energy, forestry, and government.
- **Pulsora**, (previously pulsESG), which offers an integrated, comprehensive and flexible cloud-based software as a service platform that solves the complexity of ESG and Sustainability reporting, planning, management and compliance.
- **Reactive Technologies**, an innovative cleantech company providing grid operators and renewable asset owners with market-leading and mission-critical technology solutions to help accelerate the clean energy transition.
- **SkyHive**, a skills-based artificial intelligence technology that supports rapid workforce reskilling, and now a full-fledged ecosystem partner.

## Recent analyst recognition

### Sustainability Consulting Services

IDC named Accenture a Leader in its MarketScape Worldwide ESG/Sustainability Strategy Consulting Services 2023 Vendor Assessment, highlighting our end-to-end services—spanning strategy, consulting, digital, technology and operations—and integrated service portfolio.

### Sustainability Service Providers

Accenture was named a Leader in The Forrester Wave™: IT Sustainability Service Providers, Q3 2023 report. We were cited for our key strengths in clarity and structure of our offering along with our specialized tools and services.

### Net Zero Consulting

Everest Group’s inaugural Net Zero Consulting Services PEAK Matrix® Assessment 2023 named Accenture as a Leader in recognition of our net-zero consulting services portfolio and ability to support clients' twin transformations in sustainability and digital—driving progress toward their net-zero commitments.



## United Nations Global Compact and The World Economic Forum

Our work with leading organizations, such as the United Nations Global Compact (UNGC) and the World Economic Forum (the Forum), helps our clients and partners engage in global joint action to address pressing societal and business issues, and produce assets to help build industry resilience, reshape the future of industries and countries, and drive collaborative action.

### United Nations Global Compact

Since 2008, we have been committed to the Ten Principles of the UNGC, supporting its efforts to advance sustainability, equality and human rights. We champion the UN Sustainable Development Goals (SDGs). We also collaborate in other ways, including:

#### United Nations Global Compact-Accenture Global Private Sector Stocktake Report

We collaborated to measure the private sector's impact on the SDGs. The report surveyed over 2,800 business leaders and used quantitative SDG measurement tools and macro-economic analysis to appraise private sector contributions to the SDGs and define a clear pathway for businesses to take action over the next seven years.

This was delivered to the UN Secretary-General and leadership team during the High-Level Week of the 78th Session of the UN General Assembly and Climate Week in September 2023.

#### Forward Faster

With only 15% of the SDGs on track to be realized by 2030, the UN Global Compact's Forward Faster initiative is intended to accelerate private sector action in five critical areas that have the power to make the biggest, fastest impact on expediting near-term progress. Our Song Sustainability Studio has provided significant creative support on the campaign.

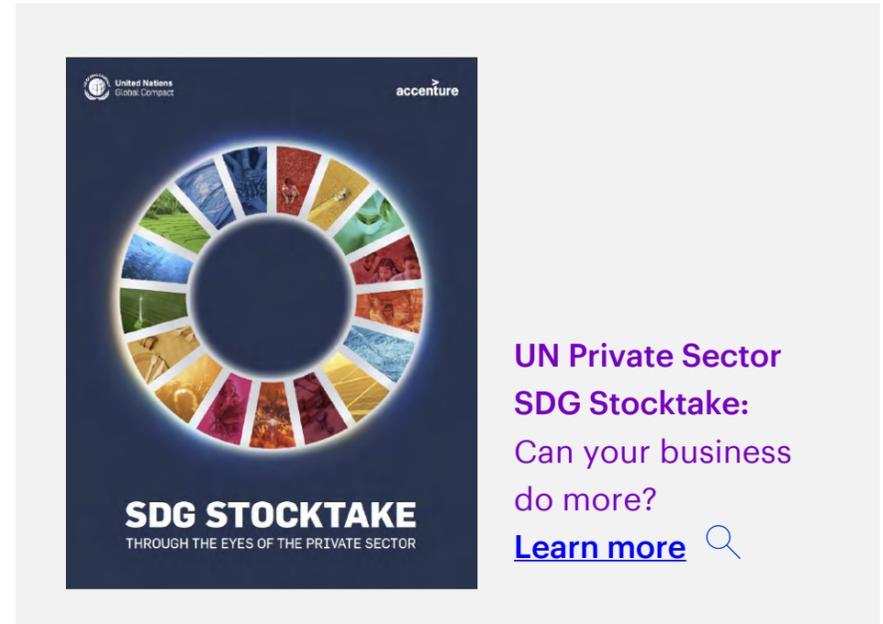
#### The UNGC-Accenture CEO Study

Our [12th annual study](#) (the largest to date) was released at the Forum meeting in January 2023. We gathered and analyzed the perspectives of more than 2,600 CEOs across 128 countries and 18 industries, and the report highlights the urgent challenges and opportunities for business leaders to address the climate crisis.

#### SDG Ambition

We collaborated with the UNGC, SAP and 3M to launch the [SDG Ambition](#) program to help businesses across the world to accelerate embedding their actions on the SDGs into their business operations and planning. Accenture led the creation of the core program thought leadership, designed a global accelerator program, and

facilitated local sessions in countries around the world. We have concluded the third round of this innovative program, which has now reached more than 1,600 companies in over 80 countries.



#### Sustainable Supplier Impact Programme

This collaboration with the UN and multinational enterprises (MNEs) is intended to mobilize their value chains on sustainability, particularly small and medium enterprises. Our teams led the initial program design strategy and subsequently served as the global delivery partner to deliver the initiative's live sessions in local markets. The pilot phase has reached over 1,600 suppliers from approximately 20 MNEs.

## World Economic Forum

Our work with [World Economic Forum](#) focuses on thematic areas including industry decarbonization, defining and building the metaverse, sustainable tourism, cyber resilience, the future of jobs, urban transformation, and nutrition, among other topics. Through this portfolio of work, our teams have developed an array of toolkits and assets that are available for companies to use and are rooted in establishing innovative solutions for a sustainable future. Recent collaborations include:

### Accelerating Urban Transformation

Working in partnership with the World Economic Forum's Centre for Urban Transformation, we launched a series of ground-breaking new digital tools to help cities access global best practice, benchmark progress, and develop customized roadmaps to advance long-term strategic goals on technology governance, decarbonization and the transition to more sustainable urban mobility.

### Global Collaboration Village

This purpose-driven platform, powered by next-generation technology, is bringing world leaders together to catalyze individual and collective action for real-world problem solving and impact. The Village is a World Economic Forum initiative in partnership with Accenture and Microsoft. A community of approximately 140 Village Partners is actively involved in shaping the Village's future.

### Capital Markets

The transformation of global capital markets in the past decade through technology advancements and favorable

economic conditions has led to the emergence of a new group of retail investors. In our work with the Forum, we are helping advance understanding of this new cohort and how the financial services sector, policymakers and other stakeholders can help spur retail investor participation in the capital markets and support long-term economic growth.

Our co-authored [report](#) on how the capital markets ecosystem can strengthen trust with retail investors was followed by a recent [report](#) on private markets and retail investors. This research was discussed on the Radio Davos podcast, in a co-hosted meeting with the IMF and the World Bank, and in a series of [articles](#) on the Forum's Agenda blog.

### Future of Nutrition

We are working with the World Economic Forum's Centre for Health and Healthcare to help accelerate the availability, access and adoption of nutritious food choices to empower holistic health and well-being. The [New Frontiers of Nutrition](#) initiative includes two key platforms—"Frontier Business Models" and "Portfolio Innovation and Measurement"—along with a multi-stakeholder steering committee with representation from the food, health and academic sectors.

In 2023, the initiative produced a consultative brief, published an [article](#) on the Forum's Agenda blog, participated in a session at the UN General Assembly, and collaborated on research that will help build the foundation for a holistic transition to healthy and sustainable diets.

## Global Cybersecurity Outlook

Accenture is a founding member of the Forum's Centre for Cybersecurity. We originated its flagship cybersecurity product, the annual Global Cybersecurity Outlook, of which we are the principal author and sole partner. The Outlook presents business leaders' perspectives on leading cyber issues and examines how these issues affect organizations around the world.

### Defining and Building the Metaverse Initiative

We are collaborating with the Forum and leaders from the public and private sectors, civil society and academia to gather global, multi-stakeholder perspectives on metaverse value creation. Together, we are producing four reports focused on understanding effective governance methods for metaverse environments and to identify ways to create value in the metaverse. The reports explore topics including [Interoperability in the Metaverse](#), [Demystifying the Consumer Metaverse](#), [Privacy and Safety in the Metaverse](#), and [Social Implications of the Metaverse](#).

### Clean Power and Electrification Initiative

This cross-sectoral program seeks to accelerate energy transition through clean electrification. Accenture, Amazon Web Services (AWS), WindEurope and the World Economic Forum are collaborating on a digital permitting solution to automate workflows, increase accuracy and enhance process transparency for permitting agents working in different public authorities, so that clean energy projects can be built faster.

# Accenture Development Partnerships: Impact through innovation

Working at the intersection of civil society, government and the private sector, we champion and support impactful cross-sector partnerships.

[Accenture Development Partnerships](#) (ADP helps clients—including leading NGOs, private foundations, public donor agencies and the private sector—address society’s most critical challenges. [For 20 years, ADP has led diverse work](#) fostering partnerships, collective impact and social equity to progress the UN SDGs, improving lives around the world.

Our Inclusive Business offering focuses on collaborating with private sector clients to drive sustainable impact at scale to support their environmental, social and governance goals.

## Our impact

In fiscal 2023, ADP led 371 engagements in 42 countries across nine impact areas, including:



### Agriculture

We support clients in solving societal challenges around poverty, food security and livelihoods by improving the value chain to safe, nutritious and sufficient food. In collaboration with the Rainforest Alliance, we have developed a strategy that aims to improve livelihoods for small-holder farmers by providing enhanced market access and better prices for those adopting sustainable practices.



### Climate and Environment

Together with the World Wide Fund for Nature, we are developing policy recommendations to inform the UN Plastic Treaty negotiations. Based on insights from city-level policies and actions that aim to reduce plastic pollution in Asia, recommendations focus on supporting globally binding rules that will catalyze and scale city-level interventions to address waste challenges.



### Energy

By helping to unlock access to affordable and reliable renewable electricity, we are supporting an equitable energy transition. We collaborated with HSBC Bank Middle East, the World Green Economy Organization and the London School of Economics to produce research on enabling a “just transition” in emerging economies, so the benefits of transitioning to a low-carbon economy are equitably distributed across society.



### Gender and Inclusion & Diversity

We leverage an expansive ecosystem to promote the inclusion and empowerment of women, people with disabilities, and communities left behind. In partnership with Sightsavers India, we developed a diagnostic framework to support equality and diversity by integrating gender mainstreaming across the organization, from corporate to programming. Leveraging our experiences in policy analysis and our network of subject matter experts, we developed recommendations for the organization to become a leader in supporting gender equality.



## Global Health and Nutrition

Together with our clients, we are contributing to advancing sustainable, equitable health and nutrition systems globally. We are working with Merck for Mothers (known as MSD for Mothers outside of the U.S. and Canada) and their \$25M Strengthening Systems for Safer Childbirth initiative. We helped design and launch a maternal health Community of Practice to support collaboration and amplify collective impact for maternal health across six coalitions in Kenya, Nigeria, Sierra Leone and India.



## Humanitarian and Refugees

We use our global reach and extensive capabilities to respond to critical human needs in times of emergencies and disasters. We partnered with The Human Aspect to redefine mental health care for refugees and beyond. Our partnership helped create a new platform that provides no- and low-cost digital mental health support.



## Human Rights

Leveraging our Sustainable Value Chain offering, we helped a technology company to define its responsible procurement strategy with environmental and social priorities—encompassing human rights, emissions management, supplier diversity, equity and inclusion, and social impact—to support their corporate sustainability objectives and net-zero commitments.



## Inclusive Finance

We work with our clients to expand the availability of useful, affordable, responsible and sustainable financial products and services, driving sustainable impact at scale. As part of the World Bank Group's International Finance Corporation commitment to help rebuild Ukrainians' economic resilience, we partnered with Women's World Banking to conduct an in-depth market assessment, designed user journey maps to better understand individuals' financial and other needs, and made recommendations for how financial service providers can support this vulnerable population to help advance economic and financial inclusion.



## Livelihoods and Education

Junior Achievement Europe (JA Europe) is the continent's largest provider of youth education programs for entrepreneurship, work readiness and financial literacy. To support JA Europe's ambitious goal of empowering 20 million learning experiences by 2050, Accenture Development Partnerships helped design the governance framework, business model and go-to-market strategy for a new initiative: a venture network and micro-fund to help alumni scale their entrepreneurial ventures.

We helped one of the world's largest human resources technology companies better understand the potential market size of occupational skilling and training ecosystems across four countries (India, Ireland, the United Kingdom and the United States) to position a new skills-based hiring product with the potential to serve millions of job seekers from underserved communities around the world.

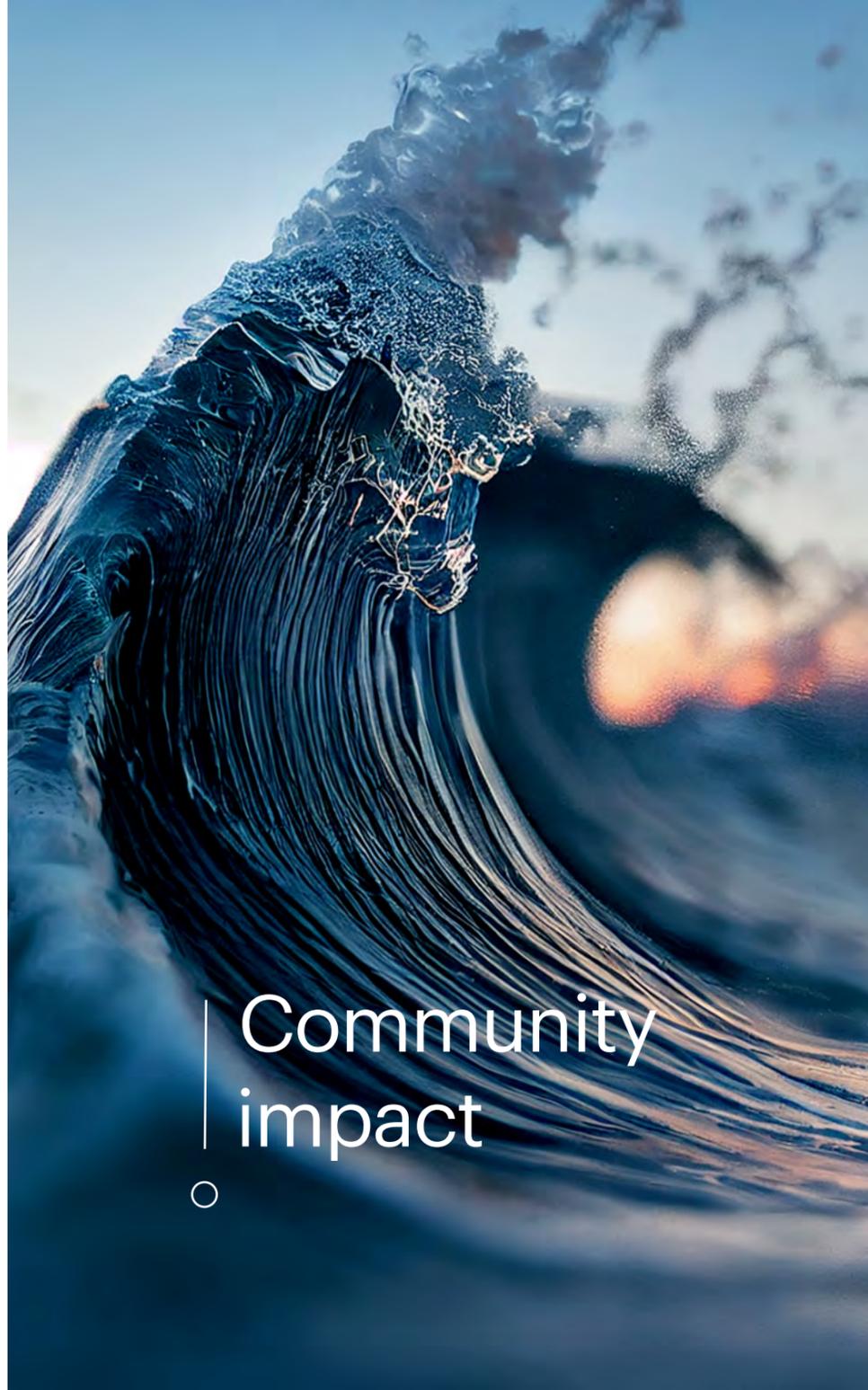
## SPOTLIGHT



### PRAT

Director - Strategy  
New York, United States

"I am part of the Accenture Development Partnerships team that brings Accenture's global capabilities and experience to companies and NGOs around the world. Our work serves to empower marginalized and underserved communities. That's just one way our people are helping to build a more inclusive and sustainable world."



Creating value in communities around the world—from developing skills to supporting refugees—is core to our belief in shared success. We collaborate with our clients, ecosystem and nonprofit partners and others to create positive, lasting change and help build stronger, more vibrant communities.

## Skills to Succeed

Our Skills to Succeed initiative is about supporting and empowering people as they prepare for and navigate their career journeys.

In fiscal 2023, programs supported by Skills to Succeed reported that approximately 4.3 million people worldwide were equipped with skills toward employment or entrepreneurship.

We are also using technology to broaden our reach and impact. Our [Skills to Succeed Academy](#) is a free, immersive online learning program to help young people and others build skills and confidence to succeed in the workplace.

In fiscal 2023, the academy skilled approximately 80,000 people globally, in collaboration with our partners. An example of this was in the Philippines, where we worked with the national Technical Education and Skills Development Authority (TESDA) to reach approximately 15,000 learners via the academy.

## Preparing for employment

### Global Opportunity Youth Network

In August 2023, we committed to invest \$4.5 million over 41 months in support of the Aspen Institute's Global Opportunity Youth Network. This program provides young people in Brazil, Colombia, India, Mexico and South Africa increased access to productive and dignified employment opportunities and skills to help them thrive at work.

### JA Worldwide

We helped JA (Junior Achievement) Worldwide skill more than 1.8 million young people across 18 countries, helping students gain the skills, experience and confidence to prepare for future jobs or entrepreneurship opportunities. Our support enabled JA to enhance the content and functionality of learning experiences and platforms that support youth, teachers, parents and allies around the world.

### UNICEF's Generation Unlimited Passport to Earning

We collaborate with Microsoft and other partners on UNICEF's Generation Unlimited Passport to Earning (P2E) platform to help break down barriers to learning, such as lack of access to relevant skills and opportunities. Accenture's financial and in-kind contributions in collaboration with other partners are expected to help P2E equip millions of underserved youth in India and Brazil with future-relevant digital and employability skills

over the coming years. As of October 2023, more than a million young people have been skilled in and received certifications for financial literacy and digital productivity.

### Goodwill Clean Tech Accelerator

In October 2023 we announced a partnership with Goodwill Industries International to create the Goodwill Clean Tech Accelerator.

Targeting under- and unemployed individuals in the United States, the accelerator will teach employability and technical skills for a range of in-demand roles in the energy sector, including solar and storage, electric vehicle charging, heat pumps and energy efficiency.

## Supporting entrepreneurs

### Youth Business International - Green and social entrepreneurship

As a partner to Youth Business International (YBI), we support and skill young entrepreneurs from disadvantaged backgrounds as they start, grow and sustain businesses—helping to unlock income streams, job creation and inclusive economic growth. Accenture worked with YBI to fund the development of a Green & Social Entrepreneurship Toolkit which brings together 18 tools developed by entrepreneurship support organizations around the

world for startups and existing businesses with a social or environmental purpose.

### Sky's the Limit

Sky's the Limit helps aspiring entrepreneurs chase their business dreams by connecting them with volunteer mentors. As part of this program, our people are providing one-on-one support to help underrepresented entrepreneurs bring their business ideas to fruition. With 80% of Sky's the Limit's entrepreneurs identifying as people of color, and 90% reporting low income, the program aims to help create a more inclusive future of work. In fiscal 2023, we matched approximately 400 entrepreneurs with Accenture mentors.

## Building work experience

### Internships

In the United States, our Skills to Succeed internship and Learning to Lead programs provide early career exposure and work experience to high school and college-aged individuals through summer and year-round internships. This year, approximately 850 high school and post-high school interns participated. After the internship, interns can apply to Accenture for a role as a summer analyst, apprentice or a full-time employee.

## Sustainability Education & Action

To help empower and inspire young people to address critical issues, we have created an action-oriented community impact program to equip them with the mindsets, skills and tools to build a more sustainable future.

### Sustainability Innovation Challenge

Offering a global Sustainability Innovation Challenge through partnerships with UNICEF Generation Unlimited's imaGen Ventures and JA Worldwide, which invites teams to address some of the world's most critical environmental and social issues. This initiative reached approximately 28,000 young innovators across 12 countries in fiscal 2023.

### Sustainability Hour

Collaborating with World's Largest Lesson (an initiative of Project Everyone) to create Sustainability Hour. Available in more than 30 languages, this new volunteering offering enables our people—and employees of other organizations—to host interactive hour-long sessions using design thinking, that inspire children to become change-makers for the Global Goals (UN SDGs).

## Innovating for our communities

As innovators, we have an opportunity to leverage existing and emerging technologies to address critical challenges facing society and the environment.

### Huippula

We developed Huippula with Save the Children Finland to teach digital safety to children through engaging stories, questionnaires, tests, and data analytics that teachers can use to track understanding and progress. Approximately 160 schools across Finland started using Huippula in just two months, with 70% of all Finnish 5th graders expected to be reached by the program by 2025.

### Casa Zero

Casa Zero is a nonprofit in Recife, Brazil that seeks to unite entrepreneurship, culture and education for social impact, offering libraries, studios and coworking spaces. In fiscal 2023 we collaborated on a skilling project focused on increasing digital literacy in vulnerable communities. In September 2023, we launched a Social Innovation Center at Casa Zero that showcases emerging technologies such as generative AI and robotics, offering immersive and collaborative experiences to young people.

## Communities in crisis and refugees

### Humanitarian aid in Israel and Gaza

As a company, we have donated \$1.5 million to Magen David Adom and \$1.5 million to the Palestinian Red Crescent Society, for a total of \$3 million for humanitarian relief. In addition, we matched 100% of our peoples' donations to selected charitable organizations providing relief in Israel and Gaza.

### Supporting refugees

Accenture is helping [welcome refugees](#) in the communities where we work and live, and we recognize how they enrich our communities through their courage, strength and talent. We partner with local and global organizations to help refugees around the world establish new lives, gain meaningful employment and start businesses.

### Welcome.US

[Accenture is partnering with Welcome.US](#) to help lead the movement of mobilizing private sector and community support for refugee resettlement and welcoming newcomers in the United States.

Our Chair and CEO Julie Sweet co-chairs the Welcome.US CEO Council along with Alphabet and Google CEO Sundar Pichai. A network of 38 CEOs, the Welcome.US CEO Council works to accelerate and scale private sector support for people seeking refuge to meet immediate needs for resettlement including housing and home goods, job and training opportunities, and accessible legal assistance for newcomers. To date, the group has contributed more than \$179 million in pro bono, in-kind and financial support.

### Refugee Talent Hub

Founded by our people in the Netherlands, Refugee Talent Hub empowers refugees to grow their network, advance skills and find employment. With the support of the Accenture Netherlands Foundation, Refugee Talent Hub skilled approximately 900 refugees in fiscal 2023, which led to more than 290 employment opportunities.

### Ukrainian Refugees

We are continuing to help to meet the medium- and longer-term needs of Ukrainian refugees and internally displaced people, including learning, skills development and transition into employment.

- As a member of the Tent Partnership for Refugees, Accenture is supporting hiring and skilling of refugees, including Ukrainian refugee women, across Europe. In fiscal 2023, we committed to partner with organizations to help skill and support an estimated 16,000 refugee job seekers and migrants—and to hire 100 refugees—in Europe over the next three years.
- We are also helping Upwardly Global to support the economic resilience of 1,000 displaced Ukrainian refugees with job coaching, job readiness, language and technical skills training. Over the course of the program, Upwardly Global will empower local partners to help place Ukrainian refugees into skill-aligned jobs. Our people are helping support refugee job seekers as mentors in the job search process.

### SPOTLIGHT



### MARIA

Director - Legal  
Chicago, United States

"I consider my immigration pro bono work to be the most meaningful legal work that I've ever done. It can be challenging, emotional work at times, but it's absolutely worth it. As one example, a refugee client from Afghanistan was recently granted asylum, and he can now start the process of reuniting with his wife and children, including a one-year-old that he has never met."

## Purpose and participation

We offer many ways for our people to act for social and environmental impact, including a wide range of local and global volunteering opportunities.

### Global volunteering

Global volunteering efforts enable our people to make a difference at scale—often working virtually alongside colleagues from around the world.

#### Mapping for International Women’s Day

We partnered with the Humanitarian OpenStreetMap Team to help digitally map girls’ school journeys in areas of rural Tanzania that are currently unmapped, and where girls often walk long distances to school.

Improved mapping gives schools and NGOs a better understanding of the girls’ routes, to help them advocate for school housing and prioritize places for the most vulnerable. In March 2023, approximately 1,000 volunteers in 33 countries contributed 1,300+ hours to mapping.

### Every Name Counts

We continue to support the [Arolsen Archives’ Every Name Counts initiative](#) to accelerate the indexing of the world’s largest archive dedicated to victims of Nazi persecution.

Over the course of a 24-hour event on Holocaust Remembrance Day in January 2023, approximately 700 volunteers from 31 countries contributed to the Every Name Counts project, using an AI-based tool that we developed to accelerate archive indexing.

### Local volunteering

We also recognize that our people want to respond to needs in their local communities, and we support them in providing opportunities to create a positive impact.

#### Mentoring by Accenture people

Our volunteers around the world share their skills, knowledge and experience with others. For example, we are participating in the Japanese Women's Leadership Initiative to help women from 20 universities in Japan prepare for leadership roles in a global environment through overseas internships. Nearly 80 Accenture women volunteered with the program as trainers, instructors and mentors.

### Eco Action

Our commitment to environmental stewardship includes our ongoing Eco Action initiative, which encourages our people to nurture their passion for environmental sustainability and act for impact at home, at work and in their communities.

Opportunities to participate include learning, volunteering, innovating and committing to reduce personal impact. This year, more than 186,000 of our people participated in Eco Action.

We offer personal environmental footprint tools to help our people measure their impact. In doing so, we are contributing to the Count Us In movement, which activates citizens to take action against climate change.

## Our people as innovators

Innovation is at the heart of how we serve our clients and how we engage our people on sustainability issues. Together, we work with our clients and ecosystem partners to develop and accelerate fresh ideas and nurture the next generation of innovators.

In fiscal 2023, more than 5,000 of our people participated in our Social Innovators initiative, which includes the Sustainability Innovation Challenge, the Social Innovators Accelerator and a variety of Social Innovation learning opportunities.

### Sustainability Innovation Challenge

Our annual Sustainability Innovation Challenge engaged more than 4,400 of our people, who produced almost 900 ideas in fiscal 2023 on the key themes of: Nature & Biodiversity, Sustainable Systems & Industries, and Equity & Human Wellbeing.

Collaboration is core to our challenge. We engaged Accenture clients including Marriott International, Microsoft, Walgreens, L'Oréal, National Grid Plc and AXA XL, amongst 32 innovation partners including nonprofit, environmental and health-focused social enterprises. They helped to identify innovation spaces, down-select ideas, and provide feedback to teams along the way.

Finalist teams' innovations include using AI to assist with nature-friendly infrastructure and environmentally conscious real estate planning; using data collection tools on cargo ships to help close gaps in existing climate data; and using remote sensing and AI alongside community partnerships to support mangrove restoration.

### Social Innovators Accelerator

With two open calls to our people to apply, the Social Innovators Accelerator provides funding and coaching for projects that are novel and have the potential to deliver clear social and environmental impact. In fiscal 2023, 45 projects received funding to progress innovative solutions with a positive environmental or social objective.

### Social innovation learning

Our social innovation learning activities skilled approximately 550 of our people in fiscal 2023.

In 2023, we launched the Social Innovation Leadership Immersion for Accenture leadership, which includes topics related to ESG measurement, identifying and managing consequences, circularity and responsible leadership infused with innovation.

## SPOTLIGHT



### CARA

Analyst - Technology, Cloud First  
Berlin, Germany

"The Sustainability Innovation Challenge was an exhilarating and motivating experience. The innovation partners shared pointers about their industries and recommended projects where our solution might fit and make an impact. All resources made available to us were exceptional, from roundtable discussions to coaching and skill enhancing workshops. Every moment was perfectly blended with productivity and enjoyment. The experience encouraged me to further focus on sustainability in my career."

FINANCIAL

Our strong financial results enable us to deliver 360° value



In this dimension

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FINANCIAL

In fiscal 2023, we achieved another strong year of financial performance, driving shareholder value with record new bookings, adjusted operating margin expansion and EPS growth, and very strong cash flow—these results allow us to create 360° value for all our stakeholders.

Revenues

\$64.1B

An increase of **8% in local currency\*** and 4% in U.S. dollars from fiscal 2022

New bookings

\$72.2B

A **5% increase in local currency** and 1% in U.S. dollars from fiscal 2022, with a book-to-bill ratio of 1.1

\*Financial results “in local currency” are calculated by restating current-period activity into U.S. dollars using the comparable prior-year period’s foreign currency exchange rates.

Operating margin (Adjusted)

15.4%

An **expansion of 20 basis points** from fiscal 2022, after adjusting fiscal 2023 GAAP operating margin of 13.7% to exclude business optimization costs of 170 basis points. On a GAAP basis, fiscal 2023 operating margin decreased 150 bps from fiscal 2022

Diluted earnings per share (Adjusted)

\$11.67

A **9% increase** from fiscal 2022, after adjusting fiscal 2023 GAAP EPS of \$10.77 to exclude the impact of business optimization costs of \$1.28 per share and an investment gain of \$0.38 per share. On a GAAP basis, fiscal 2023 EPS increased 1% from fiscal 2022

Free cash flow

\$9.0B

Defined as operating cash flow of **\$9.5 billion** net of property and equipment additions of **\$528 million**. The free cash flow to net income ratio was **1.3**

Cash returned to shareholders

\$7.2B

Defined as cash dividends of **\$2.8 billion** plus share repurchases of **\$4.3 billion**. Fiscal 2023 cash dividends paid increased 15% to \$4.48 per share

# Our fiscal 2023 financial performance created value for all our stakeholders

Accenture achieved another strong year of financial performance for fiscal 2023, while continuing to significantly invest in our business and our people. We drove strong revenue and adjusted earnings per share growth, and very strong free cash flow, driving shareholder value creation.

In fiscal 2023, we delivered record new bookings of \$72.2 billion and expanded our largest client relationships. We reported revenues of \$64.1 billion, representing an increase of 4% in U.S. dollars and 8% in local currency. Adjusted operating margin expanded by 20 basis points to 15.4% and adjusted earnings per share increased 9% to \$11.67. Free cash flow totaled \$9.0 billion in fiscal 2023, and we returned \$7.2 billion to shareholders through cash dividends and share repurchases over the course of the year.\*

Our strong financial results reflect our laser focus on creating 360° value for our clients by working hard to be at the center of their success.

With the depth and breadth of our services and industry expertise, and the commitment of our talented people, we remain well-positioned to help organizations reinvent every part of their enterprise using tech, data and AI to optimize operations and accelerate growth. As clients turn to us for large-scale transformation, we believe helping them build a strong digital core and then harnessing it to drive reinvention will enable a platform for sustained growth.

Our ability to advise, shape and deliver value-led transformation, leveraging the breadth of our services from strategy and consulting to technology to our managed services across industries and geographic markets, along with our privileged position with our ecosystem partners—is what makes Accenture unique.

We apply these attributes to how we measure our success: the 360° value we create for our stakeholders.

\*Financial results “in local currency” are calculated by restating current-period activity into U.S. dollars using the comparable prior-year period’s foreign currency exchange rates. After adjusting full-year FY23 GAAP operating margin of 13.7% to exclude business optimization costs of 170 bps. On a GAAP basis, full-year FY23 operating margin decreased 150 bps. After adjusting full-year FY23 GAAP EPS of \$10.77 to exclude the impact of business optimization costs of \$1.28 per share and an investment gain of \$0.38 per share. On a GAAP basis, full-year FY23 EPS increased 1%.



○ In fiscal 2023,  
we continued to  
significantly invest  
in our business and  
our people.

We remain committed to ongoing investments in our business and in our approximately 733,000 people around the globe. With more than 200 offices in 49 countries, these investments help us serve clients every day across more than 120 countries.

In fiscal 2023, we deployed \$2.5 billion across 25 strategic acquisitions to scale our business in high-growth areas, add skills and capabilities in new areas, and deepen our industry and functional expertise.

We invested \$1.3 billion in research and development in our assets, platforms, and industry and functional solutions to extend our capabilities while protecting our innovative and differentiated technology solutions through our global patent strategy.

We invested \$1.1 billion in learning and professional development for our people, delivering approximately 40 million training hours, enabling us to flexibly respond to shifting client needs, anticipate future needs, and upskill people at scale.

Our enduring approach to shareholder value creation continues to guide us as we seek to:

- **Grow faster than the market and take share;**
- **Deliver strong earnings growth with sustainable modest margin expansion while investing at scale; and**
- **Drive strong cash flow and deploy it through disciplined capital allocation, including returning significant cash to shareholders.**

Accenture's purpose—to deliver on the promise of technology and human ingenuity—underlies our lasting commitment to create 360° value in every direction for our shareholders and all our stakeholders, whom we are privileged to serve.

| REPORTING & DATA  
○

In this dimension

## REPORTING & DATA

Accountability and transparency are priorities for Accenture and part of the foundation on which we build trust with our clients, people, shareholders, partners and communities.

This report explores how we are creating 360° value for our stakeholders. We detail our environmental, social and governance (ESG) goals, progress and performance across our global operations during fiscal 2023 (ended August 31, 2023), unless otherwise noted.

We continue to build on our long-standing partnership with the United Nations Global Compact (UNGC) and our commitment to the UN Sustainable Development Goals.

In addition, we report against three ESG reporting frameworks—the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-Related Financial Disclosures (TCFD) and the World Economic Forum International Business Council (Forum IBC) metrics—while continuing to align with the Global Reporting Initiative (GRI) Standards, the Ten Principles of the UNGC, and CDP (formerly known as the Carbon Disclosure Project).

As reporting standards continue to evolve, we are well-positioned to report against regulatory standards, such as those issued by the International Sustainability Standards Board of the International Financial Reporting Standards Foundation.

We also integrate our financial and ESG reporting to show how we create value for our clients and for our company. Our previous reports are available on [accenture.com](https://www.accenture.com).

We disclose our key ESG metrics in our performance data table, including data from the last three years. Additionally, we hold a range of industry-wide external certifications that are relevant to ESG, including ISO® 14001, ISO® 27001, SA 8000 and OHSAS 18001/ISO® 45001.

Current financial and governance information about Accenture is in our [2023 Annual Report](#) and [Proxy Statement](#). More information about how we create 360° value, including our global ESG activities, is in our [360° Value Reporting Experience](#).

# Frameworks

We continue to align with industry-leading reporting frameworks:

## [CDP Climate Response](#)

Founded in 2000, CDP (formerly the Carbon Disclosure Project) is a not-for-profit charity that runs a global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. Accenture has responded to the CDP Climate Change questionnaire since 2007, and we ask our key suppliers to do the same. We are proud to be among the top-scoring companies on CDP's Climate Change A List for seven years.

## [GRI Content Index](#)

We continue to align with the Global Reporting Initiative (GRI) Standards as a basis for disclosure. GRI Standards help businesses, governments and other organizations understand and communicate their impacts on ESG issues. They are regularly reviewed to ensure they reflect global best practices for sustainability reporting and help us respond to the needs of our stakeholders and regulators. Accenture has aligned with GRI disclosures and produced a GRI Content Index since our 2008-2009 Corporate Citizenship Report.

## [SASB Index](#)

The Sustainability Accounting Standards Board (SASB) aims to produce information that is decision-useful for investors. This index reflects our alignment with the Software & IT Services industry standards from the SASB framework.

## [TCFD Index](#)

We have reported in alignment with The Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD) since 2018 to CDP's climate change program. The Financial Stability Board established TCFD in 2015 to move the climate disclosure agenda forward by emphasizing the link between climate-related risk and financial stability.

## [UNGC Communication on Progress](#)

Accenture has been a signatory to the United Nations Global Compact (UNGC) since January 2008. This year we transitioned to the UNGC's new reporting questionnaire to communicate the progress we have made during the prior fiscal year (Accenture's fiscal 2022) in implementing the Ten Principles of the UNGC and supporting the United Nations Sustainable Development Goals.

## [World Economic Forum IBC Index Progress](#)

The International Business Council of the World Economic Forum developed the Stakeholder Capitalism Metrics in 2020. The framework is intended to help companies to align their mainstream reporting on performance against ESG indicators, with the near-term objective of bringing greater comparability and consistency to the reporting of ESG disclosures. Accenture has been involved in the initiative since its launch and signed the CEO "Letter of Commitment" in support of the Stakeholder Capitalism Metrics, which was showcased at the Davos Dialogues in January 2021.

# Assessing our ESG priorities

## Our process

We continually assess our ESG priorities based on their importance to our business and our stakeholders.

### Analysis

We reviewed the latest insights on ESG issues from relevant nongovernmental organizations (NGOs), industry bodies and academia; frameworks and good practices, such as the universal ESG metrics from the World Economic Forum; and the SDG Ambition benchmarks.

We analyzed our clients' ESG requests and emerging priorities (e.g., as part of proposals or supplier compliance reviews).

### Benchmarking

We used specialist third-party software to conduct detailed benchmarking and analysis of recent and emerging ESG issues across peers, competitors and other organizations.

## Business input

We worked directly with our business leads and subject matter experts across each ESG area to identify and assess the actual and potential impacts Accenture may have on ESG issues. We also assessed the actual and potential risks and opportunities that ESG issues present for Accenture.

## Stakeholder input

We collated the voice of our key stakeholders—being our clients, suppliers, investors, our people and communities—to determine the ESG issues most important to each stakeholder group. We achieved this through a combination of specialist third-party software analyses and stakeholder engagement.

## ESG priorities

We combined our business and stakeholder inputs to determine our ESG priority issues.

## Stakeholder engagement examples

To inform our approach, align more closely with stakeholder expectations and improve our reporting, we regularly seek input on our goals, progress and performance from a variety of internal and external stakeholder groups.

### Clients

Satisfaction surveys, client account lead relationships, project quality assurance processes, conferences and events, responses to ESG assessments and information requests (e.g. CDP Supply Chain, EcoVadis, IntegrityNext)

### Suppliers

CDP's Supply Chain program, Sustainalytics, Supplier Standards of Conduct, Global Diverse Supplier Development Program, supplier summits, training and mentorship

### Investors

Quarterly earnings calls, investor and analyst conferences, responses to investor questionnaires (e.g. CDP Climate Change, Institutional Shareholder Services, MSCI, Sustainalytics), Investor Relations team outreach

### Our People

Surveys (e.g. Conduct Counts), internal memos and webcasts, accenture.com, social media, Business Ethics Helpline, focus groups, employee networks, content on our portal, internal communications channels and our Sustainability Quotient training program

### Communities

Long-term, strategic nonprofit partnerships in support of Skills to Succeed, employee volunteering and giving, grantee relationships via Accenture Foundations, advocacy and societal change through cross-sectoral coalitions, national and international forums

# Environmental



## Enabling Client Sustainability

- Contributing to clients’ progress on environmental, social and governance (ESG) performance through innovative services that deliver sustainable impacts for our clients.
- Fostering clients’ broader action on ESG imperatives as an extension of our own operational commitments on ESG progress.
- Working to embed ESG capabilities into our services across our core business.

## Climate Change & Carbon Emissions

- Addressing carbon emissions and air pollution from Accenture’s business operations (predominantly energy use), business travel, and purchased goods and services, including procuring renewable energy.
- Tracking and disclosing greenhouse gas (GHG) emissions and fostering reductions among suppliers and other value chain partners.
- Considering risks posed by natural disasters, such as floods, droughts, wildfires and storms, occurrences of which may increase in frequency and severity on Accenture’s operations as a result of climate change.

## Waste (including e-waste)

- Responsible management of materials and products, including plastics, that are no longer of direct use to Accenture, resulting from business operations.
- Adherence to all relevant legal requirements for disposal of these, such as e-waste.
- Reducing our waste to landfill as far as practically feasible and optimizing and exploring new ways to recycle.

## Nature & Biodiversity

- Committing ourselves to a nature positive future with our people, clients, suppliers and broader ecosystem.
- This includes the integration of biodiversity considerations into our environmental sustainability actions (e.g., our goals on climate, water and waste), in recognition of the importance of biological diversity for resilient livelihoods, businesses and sustainable development.

Note, the impact of certain priorities may extend across environmental, social and governance

# Social



## Inclusion, Diversity & Equal Opportunity

- Provision of equal dignity, accessibility, voice and opportunities over and above those required by law, independent of age, gender, gender identity or expression, ethnicity, religion, disability, sexual orientation, national/ regional or ethnic origin, and other relevant characteristics, including at the board level.
- Our principle of meritocracy means that employment decisions, including hiring and remuneration decisions, are based on an individual’s demonstrated contributions, skills and abilities, and their potential to grow and develop, within the context of meeting Accenture’s business needs.

## Talent Attraction, Retention & Development

- Attracting the right talent to meet our clients’ needs; developing and training our people, and reskilling them flexibly and responsibly for an inclusive future of work.

## Employee Well-being & Engagement

- Fostering a culture that supports and prioritizes the mental and physical well-being of employees.
- Providing meaningful work and experiences and engaging our people to succeed.
- Complying with labor legislation, meeting international labor standards around acceptable working conditions and ensuring a safe and healthy workplace for all employees, including automation and mental health support for content moderation work.

## Human Rights

- Supporting and respecting internationally recognized human rights, as demonstrated by our long-standing support of the United Nations Global Compact, and our intent to align to the United Nations Guiding Principles on Business and Human Rights.
- Acknowledging that rights-holders include our people, our clients, our partners and suppliers, and individuals in wider society.

## Responsible Buying (incl. Supplier Diversity)

- Going beyond transactional procurement to embrace our overarching philosophy, Procurement Plus, which aims to create long-term value for our clients and our communities.
- Working with our suppliers and wider ecosystem to advance key priorities, including environmental sustainability, human rights, child labor, modern slavery, conflict minerals compliance, inclusion, diversity, equality and social innovation.
- Includes efforts to support suppliers’ ability to improve social and environmental performance and compliance through training, guidance, tools, etc.
- Monitoring our diverse procurement spend with suppliers to understand our progress.

## Community Giving & Societal Impact

- Supporting communities and generating direct and indirect economic impacts and societal benefits where Accenture operates through corporate giving, training and education, skilling/upskilling opportunities to foster employment opportunities and technological developments, employee volunteering to promote employee engagement.
- Accenture has corporate citizenship programs in all significant locations of operation and customizes its initiatives—particularly Disaster Relief efforts and the Skills to Succeed program—dependent on the local context.

Note, the impact of certain priorities may extend across environmental, social and governance

# Governance



## ESG Governance

- Oversight by committees (including Board committees) that define and manage Accenture’s ESG strategy, objectives and goals.
- Advancing our ESG strategy and commitments through governance structures including, risk management, internal controls, policies, reporting and data assurance.
- Compliance with relevant environmental and social legislation, including within both our own operations and our suppliers.

## Ethics & Integrity

- Complying with legal requirements.
- How values, principles, standards and norms are promoted and upheld with integrity within our global operations, business partners and suppliers.
- This includes approaches to avoid unfair market distorting practices, and requiring our people, business partners and suppliers to comply with corruption laws everywhere we do business.

## Data Privacy & Cybersecurity

- Addressing our legal and ethical responsibilities with regard to the privacy and security of personal and business data—for our clients, employees, global operations and other business partners.
- Considering security as a means to enable privacy, protect data and continually address evolving data and product-related concerns such as safety, as technology evolves.

## Responsible Technology & Innovation

- Innovating with the aim of delivering value to society and the environment, in addition to commercial value for businesses and consumers, while supporting human rights in accordance with the United Nations Global Compact.
- Innovating ethically and exploring the extended and potentially unintended consequences of new technologies, including AI evolutions, and solutions for multiple stakeholder groups including clients, global operations and business partners.
- Considering inclusion and access to technologies for groups including persons with disabilities.

## Public Policy & Advocacy

- Using our platform to advocate for progress across ESG issues (including inclusion, diversity and equal opportunity) and other issues where appropriate, including in the aftermath of geopolitical events that have a global reach.
- Partnering with governments, the private sector and civil society to advance principles and values, a shared vision, and/or shared goals that place people and the planet at the center at the global, regional, national and local level.
- Avoiding political activities that contradict Accenture’s public positions, including political donations and lobbying.

Note, the impact of certain priorities may extend across environmental, social and governance

# Our priority SDGs

## Highest priority SDGs for Accenture's operations



## Second priority SDGs for Accenture's operations



## SDGs we may impact more indirectly



# Most relevant SDG targets for Accenture's operations

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels...

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation...

8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

8.8 Protect labour rights and promote safe and secure working environments for all workers.

9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product.

9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries...encouraging innovation and... public and private research and development spending.

10.2 Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

12.2 Achieve the sustainable management and efficient use of natural resources.

12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse.

13.1 Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries.

13.2 Incorporate measures to fight climate change into policies, strategies and planning.

16.5 Substantially reduce corruption and bribery in all their forms.

16.6 Develop effective, accountable and transparent institutions at all levels.

17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals.

# Awards & recognition

## **AVTAR & Seramount Best Companies for Women in India**

Top 10 for 8 consecutive years; Hall of Fame since 2020

## **AVTAR & Seramount Most Inclusive Companies Index in India**

"Champions of Inclusion" for 5 consecutive years

## **Bloomberg Gender-Equality Index**

Top-scoring company for 2 consecutive years

## **Brandon Hall Group Excellence in Human Capital Management Awards**

Top winner for 8 consecutive years

## **BrandZ Most Valuable Global Brands**

No. 22 with a brand value of \$73.6B; marking 18 consecutive years on list

## **Brand Finance Most Valuable IT Services Brands**

No. 1 for the 5th consecutive year with a brand value of \$39.9B

## **Business Today's Best Companies to Work For in India**

No. 2, marking 12 consecutive years among the Top 10

## **Cannes Lions**

Accenture Song won 9 Lions, including the prestigious Titanium Grand Prix

## **CDP Climate Change A List**

Among top-scoring companies for 7 years

## **Disability:IN Disability Equality Index**

Among top-scoring companies for 7 consecutive years

## **Ethisphere World's Most Ethical Companies**

16 consecutive years

## **Fair360 Top 50 Companies for Diversity in the U.S.**

Hall of Fame; No. 1 in 2022; 16 consecutive years on list

## **Forbes Global 2000**

No. 160, marking 20 consecutive years on list

## **Fortune Global 500**

No. 220, marking 22 consecutive years on list

## **Fortune Most Powerful Women**

Chair & CEO Julie Sweet No. 2 for the 2nd consecutive year

## **Fortune World's Most Admired Companies**

No. 1 in our industry for 10 years, No. 32 overall, marking 21 consecutive years on list

## **Great Place to Work® Best Workplaces™**

No. 10 on World's Best Workplaces™; No. 15 in Asia and Latin America; Top 10 in Argentina, Brazil, Chile, Indonesia, Mexico, Philippines, Singapore and U.S.

## **Human Rights Campaign Corporate Equality Index**

Among top-scoring companies in Argentina, Chile, Mexico and U.S.

## **Interbrand Best Global Brands**

No. 30 with a brand value of \$21.3B, marking 22 consecutive years on list

## **JUST Capital America's Most JUST Companies**

No. 1 in our industry, No. 4 overall, 7 consecutive years on list

## **LATINA Style 50 Best Companies for Latinas to Work for in the U.S.**

No. 3, marking 11 consecutive years on list

## **Minshu Top Employers in Japan**

No. 1 in our industry, No. 21 overall, 8 consecutive years on list

## **Refinitiv Global Diversity & Inclusion Index**

No. 1 for the 4th time in 6 years, 8 consecutive years on list

## **Social Mobility Employer Index in the U.K.**

No. 5, marking 5 consecutive years on list

## **Stonewall India Workplace Equality Index**

Gold Employer for 4 consecutive years

## **The Times Top 50 Employers for Gender Equality in the U.K.**

8 consecutive years

## **Wall Street Journal Best-Managed Companies**

No. 1 in social responsibility, No. 15 overall, 7 consecutive years on list

## **Workplace Pride Global Benchmark**

Among highest-scoring companies for 8 consecutive years

# Performance data table

The following table quantifies our progress since fiscal 2021 on key non-financial indicators. Unless specified, all metrics are global in scope, reported on a fiscal year basis, consistent with previously reported figures and cover those of our consolidated entities. All data are consolidated from performance management systems across multiple Accenture teams and vetted through an internal controls process, which includes senior leadership, to confirm they provide an accurate representation of Accenture's non-financial performance.

| <b>Accenture at a Glance</b>                         | <b>FY23</b>   | <b>FY22</b> | <b>FY21</b> |
|--|---------------|-------------|-------------|
|  | US\$ billions |             |             |
| Revenues   | \$64.1        | \$61.6      | \$50.5      |
| Operating Expenses                                   | \$55.3        | \$52.2      | \$42.9      |
| Operating Income (Adjusted) <sup>1</sup>             | \$9.9         | \$9.4       | \$7.6       |
| <b>Global Headcount at Fiscal Year End (rounded)</b> | 733,000       | 721,000     | 624,000     |

#### Footnotes

1. FY 23 GAAP operating income of \$8.8 billion has been adjusted to exclude the impact of \$1.1 billion in business optimization costs.

## Our People

|  | As of December 1,<br>2023                | As of December 1,<br>2022                | As of December 1,<br>2021                |
|--|--|--|--|
| <b>Gender Equality<sup>1</sup></b>                         |  |  |  |
| <b>Employee Workforce Percentage by Gender</b>             |  |  |  |
|  | Percent of Total                         |  |  |
| Women  | 48 %                                     | 47 %                                     | 46 %                                     |
| Men  | 52 %                                     | 53 %                                     | 53 %                                     |
| <b>Executives Percentage by Gender<sup>2</sup></b>         |  |  |  |
| Women  | 33 %                                     | 32 %                                     | 32 %                                     |
| Men  | 67 %                                     | 68 %                                     | 68 %                                     |
| <b>Managing Directors Percentage by Gender<sup>3</sup></b> |  |  |  |
| Women  | 30 %                                     | 29 %                                     | 27 %                                     |
| Men  | 70 %                                     | 71 %                                     | 72 %                                     |
|  | For the period ended<br>December 1, 2023 | For the period ended<br>December 1, 2022 | For the period ended<br>December 1, 2021 |
| <b>New Hires Percentage by Gender<sup>4</sup></b>          |  |  |  |
| Women  | 52 %                                     | 50 %                                     | 47 %                                     |
| Men  | 48 %                                     | 50 %                                     | 52 %                                     |

### Footnotes

- Accenture's gender equality and race and ethnicity data as of and for the period ended December 1, 2023, has been reviewed by an independent third-party accountant. Refer to the [Independent Accountants' Review Report](#) for more information. Gender metrics reflect people who have self-reported as binary in our enterprise management system. Metrics do not include Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture and recent acquisitions.
- "Executives" comprises our managers, senior managers, associate directors, managing directors, senior managing directors and members of our Global Management Committee.
- "Managing Directors" comprises our managing directors, senior managing directors and members of our Global Management Committee.
- New Hires reflect employees hired during the twelve months ended December 1, 2023, the twelve months ended December 1, 2022, and the eleven months ended December 1, 2021. In 2020, Accenture reported new hires for the twelve months ended December 31.
- For U.K. metrics, Black includes Black/Black British colleagues who have self-identified as being of African and Caribbean heritage or with dual heritage of White and Black African or White and Black Caribbean.
- For South Africa metrics, Coloured is a multiracial ethnic group native to Southern Africa who have ancestry from more than one of the various populations inhabiting the region, including Khoisan, Bantu, Afrikaner, Whites, Austronesian, East Asian or South Asian.

## Our People

|   | As of December 1,<br>2023 | As of December 1,<br>2022 | As of December 1,<br>2021 |
|---|---------------------------|---------------------------|---------------------------|
| <b>Race and Ethnicity<sup>1</sup></b>           |                           |                           |                           |
| <b>U.S. Workforce</b>                           |                           |                           |                           |
|   | Percent of Total          |                           |                           |
| African American and Black                      | 11.9 %                    | 12.1 %                    | 10.9 %                    |
| Hispanic American and Latinx                    | 10.5 %                    | 11.1 %                    | 10.6 %                    |
| <b>U.S. Managing Directors</b>                  |                           |                           |                           |
| African American and Black                      | 4.2 %                     | 4.2 %                     | 4.0 %                     |
| Hispanic American and Latinx                    | 4.5 %                     | 4.5 %                     | 4.2 %                     |
| <b>U.K. Workforce</b>                           |                           |                           |                           |
| Black <sup>5</sup>                              | 5.6 %                     | 5.1 %                     | 4.1 %                     |
| <b>U.K. Managing Directors</b>                  |                           |                           |                           |
| Number of Black Managing Directors <sup>5</sup> | 12                        | 12                        | 10                        |
| <b>South Africa Workforce</b>                   |                           |                           |                           |
| African Black                                   | 45.3 %                    | 44.4 %                    | 45.2 %                    |
| Coloured <sup>6</sup>                           | 10.8 %                    | 9.8 %                     | 7.5 %                     |
| <b>South Africa Managing Directors</b>          |                           |                           |                           |
| African Black, Coloured <sup>6</sup> and Indian | 53.2 %                    | 55.5 %                    | 50.0 %                    |
| <b>Training</b>                                 |                           |                           |                           |
|   | <b>FY23</b>               | <b>FY22</b>               | <b>FY21</b>               |
| Total Training Spend (US\$ billions)            | \$1.1                     | \$1.1                     | \$0.9                     |
| Average Training Hours per Employee             | 56                        | 61                        | 60                        |

| Community Impact   | FY23                  | FY22             | FY21             |
|--|-----------------------|------------------|------------------|
| <b>Skills to Succeed</b>   |                       |                  |                  |
| People equipped with skills toward employment or entrepreneurship <sup>1</sup> | 4,344,000             | 1,637,000        | 1,280,000        |
| <b>Accenture and Accenture Foundations Contributions</b>                       |                       |                  |                  |
| <b>Accenture Contributions by Region</b>                                       | <b>US\$ thousands</b> |                  |                  |
| North America  | \$48,235              | \$49,464         | \$42,239         |
| Europe   | 27,821                | 26,915           | 24,976           |
| Growth Markets   | 26,262                | 25,253           | 23,947           |
| Cross-Region   | 25,666                | 28,949           | 74,717           |
| <b>Total Accenture Contributions</b>   | <b>\$127,984</b>      | <b>\$130,581</b> | <b>\$165,879</b> |
| <b>Accenture Contributions by Type</b>   |                       |                  |                  |
| Cash   | \$39,820              | \$52,379         | \$97,319         |
| In-Kind (Accenture Development Partnerships and pro bono consulting)           | 82,870                | 74,239           | 66,611           |
| Time (Paid volunteering)   | 5,292                 | 3,963            | 1,949            |
| <b>Total Accenture Contributions</b>   | <b>\$127,982</b>      | <b>\$130,581</b> | <b>\$165,879</b> |
| Accenture Foundations Contributions <sup>2</sup>                               | \$22,121              | \$21,322         | \$10,838         |
| <b>Total Accenture and Accenture Foundations Contributions</b>                 | <b>\$150,103</b>      | <b>\$151,903</b> | <b>\$176,717</b> |

**Footnotes**

1. Skills to Succeed includes people skilled to get a job or build a business including those in the Next Generation cohort (people between the ages of 8-14), as reported by our Skills to Succeed partners during our fiscal year.

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

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

| Community Impact   | FY23      | FY22      | FY21      |
|--|-----------|-----------|-----------|
| <b>Community Engagement</b>  |           |           |           |
| Hours of participation in Accenture-sponsored "Time & Skills" Programs <sup>3</sup>  | 1,495,906 | 1,255,678 | 1,047,729 |
| Employees participating in Accenture-sponsored "Time & Skills" Programs <sup>3</sup> | 13,459    | 9,463     | 6,895     |
| Employee Donations (US\$ thousands)  | \$12,909  | \$19,522  | \$20,345  |

| Environment   | FY23                                  | FY22           | FY21           |
|---|---------------------------------------|----------------|----------------|
| <b>Percentage Change in Scope 1, 2 &amp; 3 Carbon Emissions compared to FY16 Baseline</b> | -57%                                  | -66%           | -70%           |
| <b>Carbon Emissions per Employee (metric tons of CO<sub>2</sub>e)</b>                     | 0.7                                   | 0.6            | 0.7            |
| <b>Carbon Emissions by Scope<sup>1</sup></b>  | <b>Metric Tons of CO<sub>2</sub>e</b> |                |                |
| Scope 1   | 22,038                                | 17,804         | 9,250          |
| Scope 2   | 4,786                                 | 8,356          | 70,659         |
| <b>Scope 1 &amp; 2 Emissions</b>  | <b>26,824</b>                         | <b>26,160</b>  | <b>79,909</b>  |
| <b>Scope 3</b>  | <b>515,371</b>                        | <b>405,352</b> | <b>297,067</b> |
| <b>Carbon Emissions</b>   | <b>542,195</b>                        | <b>431,512</b> | <b>376,976</b> |
| <b>Carbon Emissions by Source<sup>2</sup></b>   | <b>Metric Tons of CO<sub>2</sub>e</b> |                |                |
| <b>Scope 1 &amp; 2 Carbon Emissions by Source</b>   |                                       |                |                |
| Leased Cars   | 16,163                                | 11,804         | 8,060          |
| Office Electricity  | —                                     | 3,572          | 66,811         |
| Other   | 10,661                                | 10,784         | 5,038          |
| <b>Scope 1 &amp; 2 Carbon Emissions</b>   | <b>26,824</b>                         | <b>26,160</b>  | <b>79,909</b>  |
| <b>Scope 3 Carbon Emissions By Source</b>   |                                       |                |                |
| Purchased Goods & Services  | 218,240                               | 180,314        | 154,667        |
| Capital Goods   | 31,068                                | 38,524         | 27,516         |
| FERA  | 28,164                                | 24,489         | 40,576         |
| Business Travel   | 195,246                               | 132,533        | 55,657         |
| Employee Commuting  | 42,653                                | 29,492         | 18,651         |
| <b>Scope 3 Carbon Emissions</b>   | <b>515,371</b>                        | <b>405,352</b> | <b>297,067</b> |
| <b>Carbon Emissions</b>   | <b>542,195</b>                        | <b>431,512</b> | <b>376,976</b> |

**Footnotes**

- In fiscal 2023, we elected to present Fuel and Energy-related activities (FERA) as part of our reported carbon emissions and enhanced our methodology for calculating Scope 3 emissions to include well-to-tank emissions for personal car travel and taxi under Business Travel and Employee Commuting. Prior periods have been revised to reflect these changes. Emissions related to Office Electricity reflect a market-based accounting approach which includes the impact of renewable electricity contracts and residual mix factors. Accenture's carbon emissions for fiscal 2023 have been reviewed by an independent third-party accountant. Refer to the [Independent Accountants' Review Report](#) for more information.
- In fiscal 2023, we changed the presentation for Scope 3 emissions to separately report emissions from Capital Goods, which were previously included in Purchased Goods & Services. Prior periods have been revised to reflect this change.
- Electronic waste (e-waste) includes computers, servers and uninterruptible power supply devices and excludes Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.

| Environment   | FY23                                  | FY22           | FY21           |
|---|---------------------------------------|----------------|----------------|
| <b>Carbon Emissions By Region</b>   | <b>Metric Tons of CO<sub>2</sub>e</b> |                |                |
| North America   | 201,847                               | 156,020        | 122,894        |
| Europe  | 157,102                               | 118,280        | 85,184         |
| Growth Markets  | 183,246                               | 157,212        | 168,898        |
| <b>Carbon Emissions</b>   | <b>542,195</b>                        | <b>431,512</b> | <b>376,976</b> |
| <b>Office Energy By Source</b>  | <b>MWh</b>                            |                |                |
| Renewable Electricity   | 336,682                               | 297,224        | 147,260        |
| Non-Renewable Electricity   | —                                     | 9,020          | 132,311        |
| Natural Gas   | 21,162                                | 21,726         | 16,854         |
| Diesel  | 3,129                                 | 2,415          | 2,994          |
| <b>Office Energy</b>  | <b>360,973</b>                        | <b>330,385</b> | <b>299,419</b> |
| % Electricity from Renewable Sources  | 100 %                                 | 97 %           | 53 %           |
| Office Electricity Efficiency (kWh/square meter)                              | 109                                   | 98             | 93             |
| <b>Electronic Waste by Disposal Method<sup>3</sup></b>                        | <b>Metric Tons</b>                    |                |                |
| Reused or Recycled  | 429                                   | 512            | 320            |
| Landfill  | <1                                    | <1             | <1             |
| <b>Total</b>  | <b>429</b>                            | <b>512</b>     | <b>320</b>     |
|   | <b>Cubic Meters</b>                   |                |                |
| <b>Total Water Consumption</b>  | 1,442,861                             | 1,100,707      | 1,019,067      |
| Water Consumption per Employee  | 2.0                                   | 1.6            | 1.9            |
| % Water Consumption in High or Extremely High Baseline Water Stressed Regions | 37 %                                  | 37 %           | 37 %           |

## Supply Chain

|   | FY23             | FY22             | FY21             |
|---|------------------|------------------|------------------|
|   | US\$ thousands   |                  |                  |
| <b>Diverse Procurement Spend North America (U.S. and Canada)<sup>1</sup></b>                    | <b>\$880,634</b> | <b>\$997,549</b> | <b>\$534,524</b> |
| <b>Diverse Procurement Spend By Type (U.S. Only)<sup>1</sup></b>                                |                  |                  |                  |
| Minority-Owned Business   | \$419,552        | \$543,829        | \$360,210        |
| Women-Owned Business  | \$153,971        | \$135,422        | \$95,194         |
| Small Business  | \$226,056        | \$219,081        | \$43,312         |
| Other Business <sup>2</sup>   | \$27,546         | \$38,352         | \$5,335          |
| <b>Total Diverse Procurement Spend (U.S. only)</b>  | <b>\$827,125</b> | <b>\$936,684</b> | <b>\$504,050</b> |
| Diverse Procurement Spend as a Percentage of Total Procurement Spend (U.S. only) <sup>1</sup>   | 45 %             | 47 %             | 32 %             |
| Diverse Procurement Spend as a Percentage of Total Procurement Spend (Canada only) <sup>1</sup> | 27 %             | 34 %             | 25 %             |
| <b>Global Diverse Supplier Development Program Graduates (cumulative)</b>                       | <b>256</b>       | <b>217</b>       | <b>196</b>       |

### Footnotes

1. FY 21 balance excludes Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.
2. "Other" consists of the following diverse organizations: Veteran, Disabled Veteran Business Enterprise, Historically Black Colleges and Universities and LGBT.

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