

A large, stylized orange chevron pointing to the right, serving as a background for the text.

High performance. Delivered.

# Our Journey Forward

2010–2011 Corporate Citizenship Report Summary

## About this photo

Huiyan Zhang is learning metalwork skills at the Fengxian Technical School in Shanghai. She is one of many students supported by Accenture and Save the Children, who are working to help migrant urban youth learn skills to secure jobs in their communities

► [Download Report Summary](#)

► [Visit \[accenture.com\]\(http://accenture.com\)](#)

► [Send Feedback](#)

# Table of Contents

Letter from our Leaders	02
Q&A with Bill Green	04
Accenture at a Glance	05
Corporate Governance	18
Skills to Succeed	23
Environment	30
Our People	39
Supply Chain	47
Performance & Reporting	53

With our core values at its heart, corporate citizenship is an ongoing journey for Accenture—and we are committed to making a sustainable, measurable difference to the world in which we work and live.

In these pages, we highlight the impact we made in 2010 and 2011 across each of the five pillars of our corporate citizenship strategy: Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain.

Going forward, we will continue to team with our people, our strategic partners, our suppliers, clients and other stakeholders so that together we can make an even greater impact in the years to come.

# Letter from Our Leaders

## Pierre Nanterme and Adrian Lajtha

*With the development of this report, we have taken the opportunity to pause and reflect on the last few years at Accenture. Among many things that stand out for us is the fact that, against the backdrop of today's increasingly complex, fast-changing and interconnected global business environment, Accenture remains a company committed to making a sustainable, measurable difference to the world in which we work and live. We believe profoundly that a company's business purpose is most powerful when it aligns with the company's potential for broader societal impact.*

Accenture's long-standing involvement in corporate citizenship means that, as we help our clients achieve high performance, we also focus on our people and the communities in which we live and work. Guided by our strong culture and enduring core values, we take thoughtful actions to bring positive change—for today and for the future.

For us, corporate citizenship is an ongoing journey, and we are proud of our progress in the last few years: from the impact of our **Skills to Succeed** initiatives, to our innovative use of Telepresence, to the collective efforts of our people—our more than 246,000\* men and women around the world, who bring our corporate citizenship goals to life in the marketplace.

At Accenture, we are making a measurable impact across the five pillars of our corporate citizenship strategy: Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain. Here are some highlights of what we've accomplished since we published our last corporate citizenship report in 2010:

**Corporate Governance.** We have put in place a number of new policies and practices to ensure that all of our employees, contractors and suppliers follow the highest ethical standards. For example, our refreshed Code of Business Ethics includes 58 “action statements” that synthesize the conduct we expect of our employees and our leadership.

**Skills to Succeed.** In 2010, we set an overarching goal for our **Skills to Succeed** impact: By 2015, we will equip 250,000 people around the world with skills to get a job or build a business. Today, we are proud to report that we are nearly two-thirds of the way toward achieving this goal. Our people are involved in more than 200 initiatives aimed at building skills that will enable people around the world to participate in and contribute to the global economy.

**Environment.** Our environmental strategy spans the entire business—from internal operations, to the sustainability services we provide clients, to how we engage with suppliers and employees. In our 2011 Team Eco Challenge, more than 160 teams, representing more than 1,400 employees, committed to reduce more than 3,300 metric tons of carbon. As part of our ongoing efforts to reduce Accenture's environmental footprint, we are working closely with our global network of employees, clients and suppliers to accelerate our journey toward more sustainable operations and a smaller environmental footprint.



Pierre Nanterme,  
Chief Executive Officer  
(left)

Adrian Lajtha,  
Chief Leadership Officer  
(right)

**Our People.** We know that our people are the key to our differentiation in the marketplace. We remain focused on building a strong, diverse and dynamic workforce with the experience, skills, passion and energy to deliver high performance. In our last fiscal year, which ended August 31, 2011, we invested more than US\$800 million in training and developing our people. Accenture has long been recognized as a great place to build a career in nearly every major country in which we operate, and we continue to be a highly attractive career choice to prospective employees around the world—we receive more than 2 million resumes annually.

**Supply Chain.** As a global company, Accenture has a responsibility to encourage sustainable business practices, as well as inclusion and diversity, among our thousands of suppliers around the world. In fiscal 2011, 98 percent of Accenture Procurement-issued RFPs included environmental questionnaires. Additionally, the percentage of our total US procurement spend with diverse suppliers in fiscal 2011 rose to 23 percent from 21 percent the previous year.

On a final note, as we prepared this report we sought feedback from a number of our stakeholders—clients, employees and third-party organizations with whom we work closely on our corporate citizenship agenda. In addition to many specific suggestions, they consistently asked that we be realistic about our goals, achievements and potential roadblocks. We've tried to do just that in providing a thorough and transparent summary of our activities.

We hope this report provides a sense of our deep and unwavering commitment to corporate citizenship. We are on a journey—and we recognize that we must continue to examine how we can raise our game, challenge ourselves and ask the questions that we must address together as businesses, employees and stakeholders. Our ability to make an even bigger impact depends on it.

Pierre Nanterme  
Chief Executive Officer

Adrian Lajtha  
Chief Leadership Officer

# Q&A

## with Our Executive Chairman Bill Green

*Since we published our last corporate citizenship report, Bill Green has been named Accenture's Executive Chairman, with Pierre Nanterme having succeeded Bill as Chief Executive Officer. Among his other responsibilities, Bill remains actively involved in our corporate citizenship agenda, and here, he talks about it.*



Bill Green, Executive Chairman

Bill, why is it important for a company to be a good corporate citizen?

Being a good corporate citizen is essential to doing business today. People look at Accenture not only for the service we provide, the products we deliver and the results we achieve, but also for who we are as people and our character. They want to know if we're a company with integrity and honesty. Going forward, I think that one of the measures of a high performance business will be its commitment to corporate citizenship and its measured progress toward goals and outcomes. It's as simple as that.

Tell us why Accenture's commitment to corporate citizenship is so important to our people.

When I host a town hall meeting with Accenture people anywhere in the world, corporate citizenship is one of the first topics that usually comes up. Our people want to be involved with efforts in their communities, and their values are very much aligned with corporate citizenship. And they want to be part of something special—which is often more about what you learn and do than how much you make. I am incredibly proud of our impact, and I am grateful to the men and women of Accenture who have devoted their time and talents to it. Together we have set the stage to achieve our goal of educating people around the world and bringing positive change to the lives of others—for today and for generations to come.

What role does a company's leadership play in this?

Good corporate leaders “walk the talk.” I believe they must define the outcome and be part of the process that drives it, rather than simply initiating the process or writing a check. We're moving away from an era of “corporate philanthropy,” which had more to do with giving than with outcomes. I think we need more evidence-based philanthropy: we need to have measureable outcomes. This starts with what you give—time or money—but it ends with an improvement in the community or someone's life.

You've always been involved in corporate citizenship, particularly in community involvement. What is it about Skills to Succeed that speaks to you?

As a professional services company, developing talent is at the heart of what we do each and every day. With **Skills to Succeed**, we have put a stake in the ground to help a quarter million people develop skills and confidence to find jobs. We focus on attracting, training and deploying them to make bigger contributions, raise their personal game and learn, grow and develop. Beyond that, **Skills to Succeed** has become an important source of pride for our people, and it has also had a positive impact on our clients and our business. We've made a very strong commitment to harnessing our resources and the talent of our people, so aligning **Skills to Succeed** with our core competence has had a multiplier effect on the difference we make in communities around the world.

# Accenture at a Glance



246,000+

We have more than 246,000 people serving clients in more than 120 countries

200+

Offices and operations in more than 200 cities in 54 countries

\$25.5B

Net revenues for fiscal 2011

Accenture is a global management consulting, technology services and outsourcing company, with more than 246,000\* people serving clients in more than 120 countries. Our clients span the full range of industries around the world. In fiscal 2011, we served 92 of the FORTUNE Global 100 and more than three-quarters of the FORTUNE Global 500, while 99 of our top 100 clients have been clients for at least five years.

We are committed to being a good corporate citizen—fostering environmentally sustainable growth across

our operations and helping to equip 250,000 people around the world with skills to get a job or build a business through our **Skills to Succeed** initiative.

Since our inception, Accenture has been governed by its core values. They shape the culture and define the character of our company, guiding how we behave and make decisions: Client Value Creation, One Global Network, Respect for the Individual, Best People, Integrity and Stewardship.

\*As of February 29, 2012

# Our Journey

Review the progress and milestones of our corporate citizenship journey to date.



## 2000

Launched employee Charitable Activities Policy  
Initiated Board and Management Membership Policy



## 2007

Created corporate citizenship curriculum for local-market leads  
Issued global Environmental Responsibility Policy



## 2001

Established Code of Business Ethics  
Chartered Ethics & Compliance Program  
Established Global Giving Program



## 2008

Established Environmental Steering Group  
Set targets for energy-efficiency improvement  
Signed UN Global Compact  
Introduced formal global Pro Bono Policy  
Established Accenture Diversity Advisory Forum  
Joined the Business Call to Action initiative in support of the UN Millennium Development Goals  
Became a member of the World Business Council for Sustainable Development



## 2002

Created Corporate Citizenship Council  
Launched Supplier Diversity Program



## 2003

Founded Accenture Development Partnerships



## 2004

Launched global business partnership with Voluntary Service Overseas



## 2009

Launched Skills to Succeed  
Received global ISO 14001 Certification for Environmental Management System  
Held first global environmental employee engagement program (the Eco Challenge)  
Issued Supplier Standards of Conduct  
Issued targets aimed at reducing per capita carbon emissions 40 percent by the end of fiscal 2012 from our fiscal 2007 baseline  
Updated Environmental Responsibility Policy  
Signed World Economic Forum's Partnering Against Corruption Initiative



## 2005

Launched annual celebration of International Women's Day



## 2006

Implemented Voluntary Service Overseas Leave-of-Absence Program Policy  
Strengthened Code of Business Ethics  
Launched Diverse Supplier Development Program  
Achieved ISO 14001 certifications in Spain and India





## 2010

Set our Skills to Succeed goal: By 2015 Skills to Succeed initiatives will equip 250,000 people around the world with skills to get a job or build a business

Committed to contribute more than US\$100 million over three years to support our corporate citizenship efforts

Published our 2008-2009 Corporate Citizenship Report, "Our Journey, Our Progress," which included our first Communication on Progress to the UN Global Compact

Included for the first time on the Carbon Disclosure Project's Global 500 Carbon Disclosure Leadership Index

Published the joint UN Global Compact and Accenture CEO Study—"A New Era of Sustainability"

Joined the Carbon Disclosure Project's Supply Chain program

Signed the UN Global Compact's CEO Statement of Support for the Women's Empowerment Principles

Added sexual orientation and gender identity and expression information to our nondiscrimination policy

Implemented Transgender Transition Guidelines in the United States

Enhanced our Code of Business Ethics, to include a set of 58 "action statements," which describe a broad spectrum of behaviors expected of our people



## 2011

Joined the UN Global Compact LEAD program

Equipped more than 160,000 people with skills to get a job or build a business through Skills to Succeed programs

Reduced our per employee carbon emissions by approximately 30 percent from our fiscal 2007 baseline

Collaborated on the research and publication of the Carbon Disclosure Project's Supply Chain Report

Worked with the UN Global Compact to develop its Sustainable Energy For All initiative

Introduced training courses focused on lesbian, gay, bisexual, transgender equality in the workplace and valuing persons with disabilities

Teamed with The Gender Equality Project to develop a cloud-based web portal that supports equal opportunities for men and women in the workplace

Launched a next-generation employee portal to create a performance workspace that integrates knowledge, learning and performance management into a single virtual desktop

# Winning Facts

## Corporate Governance

**370,000+**

Number of hours of ethics and compliance training completed by our people in fiscal 2011

**58**

Number of "action statements" in our Code of Business Ethics that describe a broad spectrum of behaviors expected of our people

## Skills to Succeed

**250,000**

Number of people **Skills to Succeed** initiatives will equip by 2015 with skills to get a job or build a business

**\$100M+**

Amount Accenture and the Accenture Foundations will contribute to support corporate citizenship efforts between fiscal 2011 and 2013

**358,000+**

Number of hours Accenture people participated in corporate citizenship efforts in fiscal 2011



Students of the Don Bosco Tech program in India receiving skill-based training in business process outsourcing.

## Environment

**99%**

Percentage of Accenture e-waste that avoided landfill in fiscal 2011

**30%**

Percentage of per employee carbon reduction in fiscal 2011 against our fiscal 2007 baseline

**3,300+**

Number of metric tons of carbon reduction committed by more than 160 teams, representing more than 1,400 employees during our 2011 Team Eco Challenge



Accenture women network as they celebrate International Women's Day in Malaysia.



Accenture uses Telepresence as an alternative to travel in more than 85 Accenture locations.

### Our People

# \$800M+

Invested in training and developing our people in fiscal 2011

# 80,000+

Number of women in our workforce in fiscal 2011

# 2M+

Number of resumes we receive per year globally

### Supply Chain

# 98%

Percentage of RFPs issued by Procurement including environmental questionnaire in fiscal 2011

# 88%

Percentage of Procurement-issued agreements including Accenture's Supplier Standards of Conduct in fiscal 2011

# 23%

Percentage of total US procurement spend with diverse suppliers in fiscal 2011

# Skills to Succeed Impact Map

Skills to Succeed initiatives are making a sustainable difference to the long-term economic vitality and resilience of individuals, families and communities around the world. Click through the map to learn more about the impact we're making and how our people are contributing.



## Fundación ProEmpleo Productivo

Mexico (Mexico City area)



In Mexico, we are working with Fundación ProEmpleo Productivo to promote self-employment and support the creation and

improvement of small enterprises, through business and employment workshops.

## Alicia D'Urso

Fundación ProEmpleo Productivo beneficiary, and owner, D'Urso, Mexico



“With high hopes of creating something of my own, I started from zero, selling my products at my children’s

school. I now have formalized my business. With support, knowledge, capacity and commitment, I have been guided to learn and turn into reality all we dream of. I’m grateful for the confidence they give us entrepreneurs, with which we can accomplish a great deal out of nothing. Now I’m an entrepreneur who aspires to position my business, D’Urso, as a solid company in the market, without losing its essence and quality offering a different kind of menu.”

## Susanna Broekhuizen

Accenture, Mexico



“For some it is fulfilling a lifelong dream, for some it is taking advantage of a spotted opportunity, and for others it is a

way to make ends meet. Whatever their reasons to enter ProEmpleo, it has been wonderful to see people succeed in their journey to start or improve their own business. I have really seen a change in people’s lives after they complete the Entrepreneur workshop and/or participate in the Incubator program. There are a lot of people with really great ideas and talent that just need a bit of help showing them the right direction.”

Find out more:

► [Visit their website](#)

[accenture at a glance](#)

## Genesys Works

United States



In the United States, we are working with Genesys Works to provide high school seniors with job training and job internships during their senior year.

during their senior year.

## Hector Avellaneda

Genesys Works beneficiary, United States



“The fact that they believed in me really made a difference in my life. Now, I’m a project manager at a Fortune 50 company.

Within the next 10 years, I’ll be running my own company.”

## Scott Pharr

Accenture, United States



“A huge part of the Accenture culture is all about developing talent, nurturing talent. Part of Skills to Succeed is how

do we take that talent development and actually bring that to Genesys Works. It’s all about arming people with the right skills to be able to find jobs, to be successful, in whatever economic situation they’re in.”

Find out more:

▶ [Visit their website](#)

## NetHope

Haiti

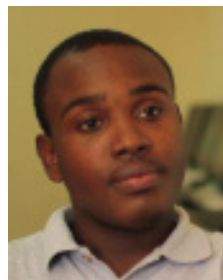


In Haiti, we are working with NetHope to develop and provide IT skills internships to local students so they can secure jobs

with nonprofits and others working to develop the country.

## Jude Anténor

NetHope beneficiary and intern with CHF International, Haiti



“Technology is my passion. Since I was very young, I have wanted to know how technology works.

NetHope gives me the practical experience that I can use to help nonprofits. I fix computer problems, troubleshoot the network, do maintenance and install software. NetHope Academy inspired me to continue learning about technology. My main objective is to have my own business and to create more jobs for people in Haiti.”

## Lisa Obradovich

Accenture, United States



“Technology is my passion. Since I was very young, I have wanted to know how technology works.

NetHope gives me the practical experience that I can use to help nonprofits. I fix computer problems, troubleshoot the network, do maintenance and install software. NetHope Academy inspired me to continue learning about technology. My main objective is to have my own business and to create more jobs for people in Haiti.”

Find out more:

▶ [Accenture Awards NetHope US\\$1.4 Million to expand IT Training Academy](#)

[accenture at a glance](#)

▶ [Watch the video](#)

▶ [Visit their website](#)

[Back to Map](#)

## Conexão

Brazil

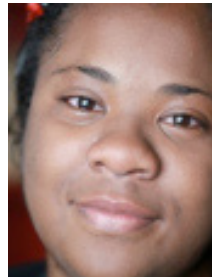


In Brazil, we are working with Conexão to help disadvantaged people join the world of work by providing professional

training and job search support and by providing small social businesses with valuable business mentoring.

## Mariana Araujo da Silva

Conexão beneficiary, Brazil

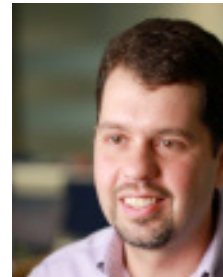


“I recently got my first real job. I’m a shop assistant and I help out in other areas as well. The training that Conexão made

possible has really helped me in my first job.”

## Luis Bonilauri

Accenture, Brazil



“They want to succeed. They want to be professional. So why don’t we apply our skills to help them? We bring new people to

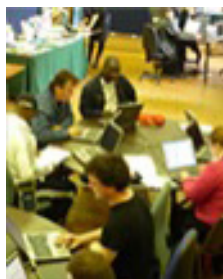
this initiative, and by the end of the day, we always ask, are we making the difference? I think we are.”

Find out more:

▶ [Accenture Awards Conexão Additional US\\$1.1 Million to Equip Young People in Brazil with Business Skills.](#)

## Jobcare

Ireland



In Ireland, we are supporting Jobcare’s efforts to help the long-term unemployed gain the confidence, skills and

knowledge necessary to find and keep meaningful employment. Together we developed and help run a course that gives participants the opportunity to identify their skills, prepare a professional resume, develop interview skills and take part in networking sessions, which help to restore their self-confidence.

Find out more:

▶ [Accenture Ireland Creates €100,000 Skills to Succeed Fund to Support Partner Groups](#)  
[accenture at a glance](#)

## Laura Rossney

Jobcare beneficiary and owner, Taste and See Cakes, Ireland



“Since becoming a single parent, my career had gone off track. I was working part-time but not achieving my

full potential. Jobcare was a crucial lifeline for me. The support they gave in training and networking opportunities was at first challenging, but ultimately effective. It gave me the confidence to take the next step. As a result, I am now running my own cake-making business.”

## Karen Stevenson

Accenture, Ireland



“Jobcare’s ethos of treating each person as an individual, building confidence and providing practical

assistance is exactly right. It really works for those in the program. I feel we get as much benefit from volunteering with the Jobcare participants as they do from working with us. I am so proud of the work we do together, which today, more than ever, is vital to Ireland’s economic stability.”

[Back to Map](#)

## Bright Ideas Trust

United Kingdom



In the United Kingdom, we are working with Bright Ideas Trust to help the organization support young, disadvantaged

people in London who wish to set up their own businesses. Together, we have developed a package of training and support materials, which includes access to finance, mentoring and professional services. Our work supports young people, as well as those at risk of unemployment, particularly in the public sector, boosts employment and rejuvenates the local economy.

Find out more:

► [Visit their website](#)

## Fabien Soazandry

Bright Ideas Trust beneficiary and CEO and Founder, VOGraphics



“I came to Bright Ideas Trust with an idea; the course systematically and logically transformed my idea into a business

proposition. The training was thorough and appropriate to my learning style. The Accenture trainers were excellent. This great foundation will enable me to progress further and further.”

## Dr. David Miller

Accenture, United Kingdom



“I’ve found working with Bright Ideas Trust to be a fantastically rewarding experience. I’ve supported them on

strategy, sales and learning and collaboration. I’ve learnt a lot about the voluntary sector and the challenges they face, which is knowledge I’ve put to work at my clients. I’ve also developed some great friendships.”

## Ashoka

France



In France, we are helping Ashoka support its network of entrepreneurs, who develop innovative and sustainable solutions to

address social issues such as education and unemployment. We are working to expand Ashoka’s operations and helping them design innovative business models for these entrepreneurs.

Find out more:

► [Accenture Grants Ashoka France US\\$962,000 to Equip People Across Europe with Job Readiness and Entrepreneurial Skills](#)

## Said Hammouche

Ashoka beneficiary and Mozaik RH Founder and Executive Director, France



“We wanted to maximize our social impact, by consolidating and restructuring our organization. The support offered by Accenture was

a real opportunity for us. Their consultants have challenged our processes and tools to improve our development activities and grow with confidence. The result has enabled us to help a greater number of young people looking for jobs.”

## Jérémy Rolland

Accenture, France



“Working in the nonprofit sector is a real difference to what I am used to but the key concerns remain the same: global

strategy, business development, organization and marketing. It’s a real chance for me, not only to leverage my skills and to be an agent of social change, but also to develop new skills and new perspectives.”

► [Visit their website](#)

## Enblis

Africa



In Africa, we are supporting Enblis' efforts to equip and support entrepreneurs, so they can run successful businesses. We

are also helping to expand Enblis' operations across Africa and into Latin American countries such as Argentina.

## Marlene Sathekge

Enblis beneficiary and owner, Cherry Blossom Communications, South Africa



"Enblis gave me the confidence to realize that everybody starts this way. Through Enblis' support I managed to add

40 percent to my sales last year."

## Trip Allport

Accenture, South Africa



"We take people out of our core business and channel our skills, our capabilities, into organizations like Enblis.

Management consultants, business people, really work side by side with Enblis' beneficiaries. You know from there, the fire of ambition will take over."

Find out more:

▶ [Accenture Foundations Grant Enblis Additional US\\$348,000 to Support Entrepreneurs in Africa](#)

## VSO

Africa



Across Africa, Latin America and South East Asia, we support VSO's "Secure Livelihoods" program.

This initiative

aims to create sustainable income-generating opportunities for poor communities, increase understanding and participation in markets and enhance the support available to marginalized groups. In addition to financial support, we have helped set up five regional learning centers to maximize knowledge sharing from the project.

Find out more:



[accenture at a glance](#)

## Sada Juma

VSO beneficiary and member of the crab farming Kisasasaka Women's Group, Tanzania



"We learnt that if we buy a small crab for 500 shillings, and then fatten him with fish scraps until he weighs about two kilos, we

can sell him to a hotel for up to 5,000 shillings... Now that I have an income, if my baby gets sick I don't have to wait for my husband to get back from the sea. I can pay to take her to the clinic and buy medicine myself."

## Roshni Venkatesh

Accenture, Singapore



"I have worked on the "Secure Livelihoods" project since its inception. I was lucky enough to visit a project base in Tanzania. The

impact we are having with VSO is huge. I met some of the crab farmers and hearing them speak with such pride about their lives was hugely moving. I know we can multiply the success we have had in Tanzania across the world and help more people find economic security."

[Back to Map](#)



## Dr. Reddy's Foundation

India



In India, we are using our core skills to train disadvantaged young people in business process outsourcing and other IT skills

through classroom workshops.

## Jessy Ruth Mary

Dr. Reddy's Foundation beneficiary, India



“My family, they thought, ‘wow this girl has changed a lot.’ They gave me the confidence to get my job, and now I have to go higher and higher.”

## Hari Bharadwaj

Accenture, India



“**Skills to Succeed** is an initiative taken by Accenture where we would enable at least about a quarter million people

across the globe to getting a job or enhance their skills. We act as a catalyst for them to get jobs. So in other words, we make them employable in the marketplace.”

Find out more:

▶ [Visit their website](#)

## Leonard Cheshire Disability

India



Across South East Asia and India, we are supporting Leonard Cheshire Disability's efforts to expand its

“Access to Livelihoods” program into South and East Asian locations. This program helps thousands of disabled people gain access to meaningful employment through training, life skills and placement services.

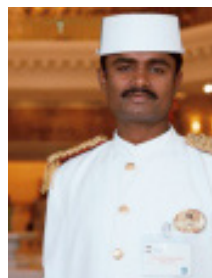
Find out more:

▶ [Accenture Foundations Provide Leonard Cheshire Disability Additional US\\$2 Million to Expand Training Programs to the Philippines and South Asia](#)

[accenture at a glance](#)

## Kumar

Leonard Cheshire Disability (LCD) beneficiary, India



“The journey from my home to my work takes me two hours each way, but I do not mind. I have worked at the Windsor

Hotel for the past two months. I am a doorman. I have a hearing disability, and I got this job with the help of training from LCD. Because of my impairment, it was very difficult to get a proper job. I like this job and I would like to continue here, as the staff is sensitive toward disability. My ambition is to one day be a supervisor. LCD helped me to get this job and I am very grateful to them.”



## Praneet Gupta

Accenture, India



“The LCD experience has been incredibly rewarding as well as inspiring. Working on this initiative has given me

the opportunity to have a tangible impact on the lives of persons with disabilities. By sharing my skills and imparting my knowledge, the people I have helped are being economically independent. Their zeal for learning and indomitable will to succeed motivates me to do more, and I hope that this program can continue to add value to their lives.”

[Back to Map](#)

## Plan International

Vietnam



In Vietnam and India, we are supporting Plan International's work to provide training and career opportunities to underprivileged

young people to prepare them for jobs in industries such as information technology, customer relations, business process outsourcing and electronic repair.

Find out more:

▶ [Accenture Grants Plan International an Additional US\\$3.65 Million to Equip Young Adults in Thailand and Indonesia with Skills](#)

## Nguyen Thi Thu Trang

Plan International beneficiary and Nail Art student, Vietnam



"In 2020, I will open my own nail salon to create work for other Nail Art students like me. I will follow a business management

course. I do not want to get married before having a good career."

▶ [Accenture Grants Plan International US\\$1.93 Million to Provide Young Adults in Vietnam and India with Business Skills](#)

## Sjoerd van Gendt

Accenture, Netherlands



"The work our teams are doing to support Plan International's skill-building projects in Vietnam will help thousands

of young people to get trained and find a job. Working alongside so many passionate and skilled people was a rewarding experience for me.... And it is what will make this project a success."

▶

## Save the Children

China



In China, we are partnering with Save the Children to train migrant young people in vocational and life skills. Utilizing a

social media platform, we provide them with the information and skills needed to find employment and enable them to be active members of society. We have successfully reached almost 1200 migrant young people in vocational schools.

Find out more:

▶ [Accenture Grants Save the Children an Additional US\\$1.8M to Provide Young Adults in Egypt, Indonesia and the Philippines with Business Skills](#)

## Qiangqiang

Save the Children beneficiary, China



"The first feeling I had when I came to Shanghai was that it is massive and makes me feel afraid. I didn't think I

could find a job after graduation. I still remember the first day of training, I was asked to recall good experiences from my childhood to help know what my strengths are. I realized that I am patient, easy to get along with, responsible and willing to learn new things. During one job interview, I used this and introduced myself confidently. I think my introduction impressed them. I clearly noted that they marked a tick on my application form."

## Wang Yuheng

Accenture, China



"Before working on the project, I rarely noticed there lived such kind of children, whose parents migrated from far-away places and contributed

a lot to the city development. Although they grew up in big cities, the migrant students encounter plenty of difficulties. Doing something for them is valuable and meaningful. Hopefully more and more migrant young people can benefit from the project. No doubt the experience was cool."

▶ [Visit their website](#)

## Junior Achievement

Japan



In Japan, we are supporting Junior Achievement's TTBiz (Travel and Tourism Business) program, which gives high

school students the opportunity to develop the skills essential to succeed in a global economy. Over six months we build skills such as communicating with culturally diverse groups and understanding team dynamics. The program also includes travel between Korea and Japan.

Find out more:

[Watch the video](#)

[Visit their website](#)

## Hiroya Sato

Junior Achievement beneficiary, Japan



“Junior Achievement's TTBiz (Travel and Tourism Business) program was a very special experience for me. Working with

Korean people was very interesting and taking part in the training over the six months was tough, but there were many things to learn. I realized how hard teamwork is and how important making schedules are in a project. I learned many things, not only about Korea but Japan too. The research for the travel plan taught me about the many cultures of Japan. By exchanging information between Japanese and Korean members, we understood each other, which I think was the most important goal in this project.”

## Kanae Kawashima

Accenture, Japan



“Working with the students was one of the most exciting moments in my life. Of course it was tough to motivate and guide

them, but some of their significant achievements told me that 'motivation brings joy and success.' Highly motivated students achieved an unexpected level, which actually moved me to tears! I appreciate students for giving me such a special gift in my life.”

## Beacon Foundation

Australia



In Australia, we are working with the Beacon Foundation to help address youth unemployment by equipping disadvantaged

students with the skills required to find employment opportunities. The program works with young people before they leave school to help them transition successfully into future earning or learning.

Find out more:

[Visit their website](#)

[accenture at a glance](#)

## Christopher Stouhan Jovicic

Beacon Foundation beneficiary, Australia



“I've had a lot of interaction with business people and learnt a lot about ethics and understanding what an

employer wants. All of the programs run by Beacon have made me a better person, increased my confidence and outlook on life, what I want and what I need to do in the future.”

## Richard Clarke

Accenture, Australia



“I am extremely pleased with the effort and commitment of our Accenture volunteers, and with the overall impact I'm witnessing us

having first-hand. The students are clearly benefiting and gaining the skills they need to succeed.”

[Back to Map](#)

A person in a dark jacket and light-colored pants stands on the crest of a grassy hill, looking towards the right. The sky is a clear, bright blue. The overall scene is peaceful and expansive.

# Corporate Governance

Accenture believes that strong corporate governance is critical to long-term value creation, and we strive to make certain that every aspect of our business—from financial practices to environmental stewardship—operates according to the highest standards of ethics and integrity.

## guide

"Applying a business ethics mindset every day is critical for our success. Business ethics build trust and transparency, which in turn create the right environment for our people, our clients and our stakeholders."

**Julie Sweet, General Counsel, Secretary & Chief Compliance Officer**

# Anchoring Guidelines and Principles

Operating ethically and in compliance with all laws is not only the responsible thing to do, but is sound business strategy, a key component to operating as a high-performance business and critical both to Accenture's culture and to helping our clients meet their own business and performance objectives. We work to stay ahead of the market, be proactive and act with courage and foresight to provide direction to our clients—and we apply this same first-mover mentality to our Ethics & Compliance initiatives.

Our **core values**—Client Value Creation, One Global Network, Respect for the Individual, Best People, Integrity and Stewardship—form the foundation of every aspect of our corporate Ethics & Compliance programs and are essential to our success as a high-performance business, a corporate citizen and a global employer.

By maintaining these values and vigorously enforcing consistent principles on a global basis, Accenture strives to ensure that our corporate governance meets the highest standards for accountability, independence and transparency.

Our **Corporate Governance Guidelines**—describe the functions, composition, performance and operation of the board of directors, as well as its committees, leadership and performance. The Guidelines also address the means for communicating concerns to the board. The Guidelines specify that our board—which is responsible for providing governance and oversight regarding the company's strategy, operations and management, including our five corporate citizenship pillars—should have a majority of independent directors, that those directors must not have any other direct or indirect material relationship with Accenture, and that each director's continued independence should be verified in an annual review.

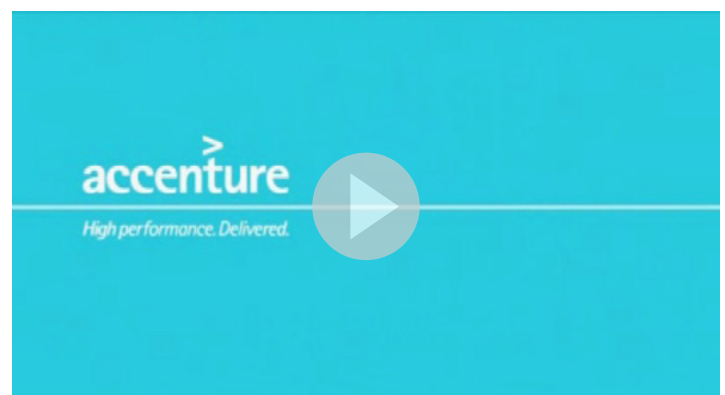
Our core values align well with the 10 universally accepted principles—in the areas of human rights, labor, environment and anticorruption—of the world's largest voluntary corporate citizenship initiative. We have been a **UN Global Compact** signatory since 2008.

Recognized on Ethisphere's "World's Most Ethical Companies" list for four years running

Accenture treats business ethics, corporate governance and operational transparency as top management priorities, and our **Ethics & Compliance program** aims to foster the highest ethical standards among our people. In fact, 2011 marked our fourth consecutive year on Ethisphere's "World's Most Ethical Companies" list in the Business Services category.



Our Corporate Governance Guidelines describe the functions, composition, performance and operation of the board of directors, as well as its committees, leadership and performance.



Watch our core values video

# Accenture Code of Business Ethics



We rely on our people to live our Code and core values every day, in every interaction with each other, our clients and our other stakeholders.

One visible aspect of our **Ethics & Compliance** program is our **Code of Business Ethics**, with which all our employees must comply. Currently available in 16 languages, the code emphasizes critical areas particular to our organization and business model, and highlights aspects of conduct that are imperative for all employees.

We rely on our people to live our Code and **core values** every day, in every interaction with each other, our clients and our other stakeholders. To further ensure its ongoing relevance to our business and our people, in 2010 we enhanced the Code with a set of 58 “action statements,” which describe a broad spectrum of behaviors expected of our people. Additionally, we help our employees improve their decision-making through guidance from leadership, our Ethical Fitness® Decision-making Model and a variety of other tools.

To support the new version of our Code of Business Ethics, in 2011 we launched a refreshed, dynamic Code of Business Ethics website, which provides access to a vast set of resources, including scenarios depicting ethical dilemmas, policy information, FAQs for each action statement, training, key terms, subject matter experts, collaboration tools and much more.

## 370,000+

Number of hours of ethics and compliance training completed by our people in fiscal 2011

## 58

Number of “action statements” in our Code of Ethics that describe a broad spectrum of behaviours expected of our people

The Accenture Portal brings our core values alive through the eyes of Accenture employees.

### • Client Value Creation

**“Client Value Creation feels good—when they win, we win.”**

-Monique, a senior manager in our Technology group, on her unwavering commitment to client trust and the advancement of the health care industry

### • Integrity

**“It is critical...to keep our clients happy and dutifully manage the bottom line. I believe we cannot get there without treating our employees respectfully, fairly and honestly—and that’s where our core values come in.”**

-Craig, a deputy program manager and communications lead for accounts

### • Stewardship

**“I’ve always viewed Stewardship as my commitment as a member of the Accenture community to embody the core values and ideals set forth by the company—in my attitude, my actions and interactions every day.”**

-Jonathan, a manager in our Technology group

To provide our people with a solid foundation in our Code, we require all employees to complete a minimum of one to three hours of Ethics & Compliance training annually, based on their function, location and level. In fiscal 2011, Accenture people completed more than 370,000 hours of Ethics & Compliance training, covering a wide range of topics, including personal responsibility, data privacy, information security, competition and antibribery.

# Zero Tolerance Policy

Monitoring and enforcement are integral to our corporate governance program. We have a publicly stated formal policy of zero tolerance for corruption or serious violations of our [Code of Business Ethics](#). This policy supports our commitment to work against corruption in all its forms, including bribery and extortion. We actively encourage reporting of suspected Code violations through multiple channels, including through management, Human Resources, Legal and our 24/7 confidential Business Ethics Line, all without fear of retaliation.

As a global company, we acknowledge that we have a higher risk in doing business in certain industries and locations. Therefore, we focus on having a robust compliance program to enable corporate-wide compliance with both the spirit and letter of all antibribery and anticorruption laws everywhere we conduct business. Our internal compliance, training and awareness programs are designed to prevent, detect and remedy policy and Code violations worldwide.

Our senior management is responsible and accountable for implementing our policy. Our director of Anticorruption Law reports to an associate general counsel, and ultimate program oversight resides with our general counsel and compliance officer. Our [Global Management Committee](#) provides management oversight to the anticorruption program and the [Audit Committee](#) of our board of directors oversees the [Ethics & Compliance](#) program as a whole.

To ensure that our anticorruption compliance program and our business practices are up to date, we review them annually, both at the geography level and, for high-risk countries, at the global level.

We are also involved in a number of industry initiatives designed to combat corruption, including the World Economic Forum's Partnering Against Corruption Initiative, which brings together companies through a universal commitment to having a zero-tolerance policy toward bribery and to developing, implementing and maintaining broad-based anticorruption programs.



We provide a confidential, 24/7 global Business Ethics Line that enables anyone to report suspected ethics violations without fear of retaliation.

## Data Privacy and Information Security

Protecting privacy and ensuring the security of personal and business data, for our clients and for ourselves, is a cornerstone of Accenture's business. In part, this is a commitment to our clients that we will behave appropriately when we access their strategic and other key corporate data. We use data responsibly in accordance with numerous laws and client agreements, which determine how we use and share data when we deliver our services.

Our Data Privacy policy demands that we access and use personal data only when access to that data is necessary and when we have a legitimate business purpose. Our Acceptable Use and System Security policies demand that we implement and use technology in an appropriate and defensive manner in order to protect data. To help our people understand the importance of data privacy and information security, each Accenture employee must complete our "Data Privacy—What It Means and Why It Matters" and "Information Security" training courses.



Protecting privacy and ensuring the security of personal and business data, for our clients and for ourselves, is a cornerstone of Accenture's business.

# Corporate Citizenship Governance

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

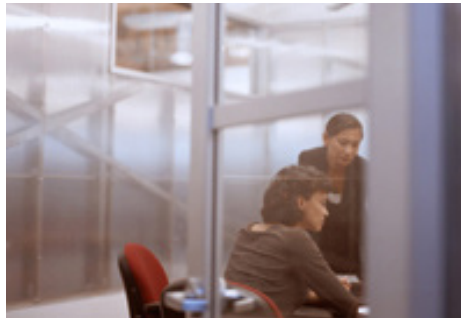
Accenture's corporate citizenship and environmental strategies are governed by a dedicated subcommittee of our Global Management Committee, our most-senior management group. This subcommittee meets three times each year to consider policy and guide the work of the [Corporate Citizenship Council](#) and the [Environment Steering Group](#).

The Corporate Citizenship Council is a group of senior executives from multiple disciplines and geographies who implement those policies and supporting programs—assessing strategy, guiding overall programming activity and approving major initiatives. Each of our 15 geographic units has a council member responsible for his or her implementation of Accenture's corporate citizenship priorities within that geography. The Environment Steering Group includes leaders from across Accenture and determines our processes for providing guidance around carbon-emissions disclosure. Also, this group recommended that Accenture pursue global ISO 14001 certification, as well as the employee Eco Challenge.

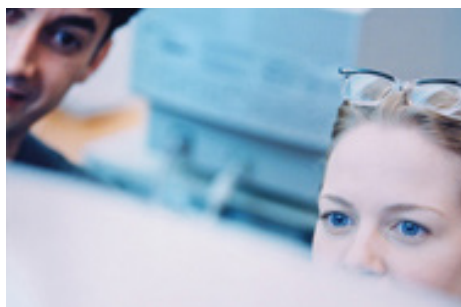
The Corporate Citizenship Council and the Environment Steering Group make strategic recommendations on our sustainability initiatives, and our leadership approves and acts on these recommendations, taking responsibility for driving our objectives through the organization.

## The Path Forward

Our [Ethics & Compliance programs](#) will continue to evolve with our company's growth strategy. Looking ahead, we will continue enhancing our [Code of Business Ethics](#) website and ensuring that each of our Ethics & Compliance programs is relevant to our business, is aligned with Accenture's strategic vision, and provides our employees with practical tools and resources, as well as clear communications and awareness programs, to enable compliance around the world.



Our corporate citizenship and environmental strategies are governed by a dedicated subcommittee of our Global Management Committee, our most-senior management group.



Our Ethics & Compliance programs will continue to evolve with our company's growth strategy.





# Skills to Succeed

Skills to Succeed applies an Accenture core competence—training talent—to the need for skills that open doors to employment around the world. Our goal: to equip 250,000 people by 2015 with skills to get a job or build a business.

## impact

"We have a vision of the difference we can make, the extraordinary talent and organizations we can help build, and the way in which we can help accelerate the growth of markets around the world."

**Jill Huntley, Senior Director, Corporate Citizenship**

# Introduction

Skills have become a key driver of economic empowerment for individuals and communities alike. In a rapidly changing world with competitive workforce pressures, the need is greater than ever to have the right skills to build confidence and capabilities that will open doors to employment in emerging and mature markets. At the same time, this societal need resonates with a key competence and hallmark of our talent-based company: training and developing people to achieve higher levels of performance.

In 2009, we developed and launched a new corporate citizenship initiative, **Skills to Succeed**, which focuses on building skills that enable people around the world to participate in and contribute to the economy.

**Skills to Succeed** has inspired our people and gives us an opportunity to create sustained impact in our communities. In 2010, we set an overarching goal for our efforts. **We announced that, by 2015, Skills to Succeed initiatives will equip 250,000 people around the world with skills to get a job or build a business.** That goal further fueled our employees' determination to create measureable impact, and in 2011 we implemented an enhanced performance measurement framework, which provides a comprehensive approach to tracking and managing progress toward our goal. By the end of fiscal 2011, we had already equipped more than 160,000 people—nearly two-thirds of our goal of 250,000 people—with workplace and/or entrepreneurial skills. Watch our **Skills to Succeed** impact video:



Accenture supports Enblis to equip and support more entrepreneurs to run successful businesses across Africa and Latin America.



This video features our Skills to Succeed initiatives in four countries: Brazil (with Conexão); South Africa (with Enblis); India (with Dr. Reddy's Foundation); and the United States (with Genesys Works).

## 160,000+

Number of people equipped with skills through Skills to Succeed initiatives during fiscal 2010 and 2011—nearly two-thirds of our goal of 250,000 people by 2015

# Building Momentum

Today, **Skills to Succeed** is a singular, globally integrated initiative, and its momentum continues to build with distinct programs across our geographies, in both mature and emerging markets, from Canada to Germany and Haiti to Vietnam. As a result, in collaboration with global and local nonprofit organizations that share our passion for building skills, our pro bono, volunteering and grant-making efforts are making a sustainable difference to the long-term economic vitality and resilience of individuals, families and communities around the world.

Accenture has a long history of community involvement and we have successful partnerships with nonprofit organizations across the globe. Our challenge is to evolve these important relationships so they support skills development. While it will take some time to achieve that, we will continue to mobilize our efforts to increase the impact of **Skills to Succeed**. In our last corporate citizenship report, we stated that we expected to have 80 percent of our overall corporate citizenship activities aligned with **Skills to Succeed** by the end of fiscal 2010—and we achieved that goal during fiscal 2011.

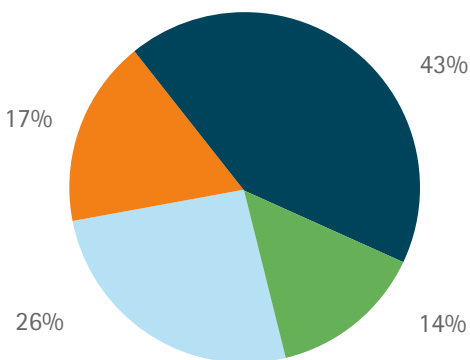
We also announced that Accenture and the Accenture Foundations will contribute more than US\$100 million by the end of 2013 in global and local giving, as well as pro bono contributions of time and Accenture employee skills to support our corporate citizenship efforts.

In fact, in fiscal 2011, Accenture and the Accenture Foundations contributed cash and in-kind support, such as business consulting services and sponsoring our people to volunteer their time, equivalent to US\$44.5 million.



Accenture is working with Nethope to develop and provide IT skills courses and internships to local students so they can secure jobs with nonprofits and others working to develop the country.

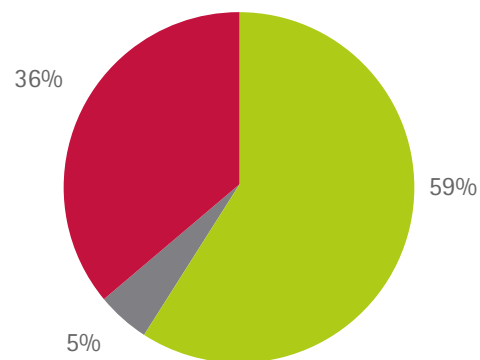
Accenture Contribution Value by Region (Fiscal 2011)



US\$ thousands

Americas	\$ 6,519
Europe, Middle East, Africa	\$ 16,110
Asia Pacific	\$ 5,303
Accenture Development Partnerships—Global	\$ 9,683

Accenture Contribution Value by Type (Fiscal 2011)



US\$ thousands

Cash	\$ 13,516
In Kind	\$ 22,285
Time	\$ 1,815

# Long-term Strategic Partners

We are driving measurable impact through our long-term relationships with strategic partners by increasing marketplace competitiveness and economic resilience, building sustainable businesses and creating employment opportunities. We select our strategic partners based on their shared vision for **Skills to Succeed**; their ability to fully leverage our services and resources; a footprint and reach that enable our employees to engage and support them wherever they are; and their proven track record.

**Skills to Succeed** has seized the imagination of our employees, and their time, skills, advisory services and expertise enhance the impact of our cash giving. In 2010, Accenture people participated in more than 267,000 hours of corporate citizenship efforts; in 2011, that number rose to more than 358,000.

In 2009, we had 80 collaborative initiatives around the world; today, we have more than 200, including:

- **International Federation of Red Cross and Red Crescent Societies (IFRC)**—In China, Haiti, Peru and the Philippines, we are helping IFRC increase its ability to support vulnerable people, enabling them—in the wake of disasters and more generally—to secure livelihoods and play a part in the economy. Through this four-year effort, we will train almost 900 trainers and help almost 1,900 people secure jobs. In 2010, Accenture awarded IFRC US\$3.7 million, US\$1.7 million of which was in-kind consulting and related services.

**Highlight:** In Spain, we have developed an e-learning platform and 15 e-learning courses for **Cruz Roja**, an IFRC member that provides online training. The courses cover soft skills such as managing time, enhancing communications and developing responsibility, and the organization will offer the courses to the 60,000 vulnerable people, including migrants and unemployed young people, who seek its help each year.



Working with the IFRC to help secure livelihoods in the wake of the earthquake in Haiti.

- **Junior Achievement** and Junior Achievement Young Enterprise (JA-YE)—We are involved with Junior Achievement in more than 19 countries around the world, helping to equip young people with workplace and entrepreneurial skills. In Europe, we are working with JA-YE to provide innovative education programs to train young people in employability, entrepreneurship and economics in a practical way. In 2009, we committed US\$735,000 to JA-YE, and our “Accenture Enterprise without Borders High Potential Award” encourages student companies to collaborate and conduct business across borders. By the end of fiscal 2011, nearly 18,000 students in 16 countries had benefited from this program. JA-YE Europe predicts, based on its outcomes approach, that approximately 15 percent of the participants will become entrepreneurs within five to seven years of completing the program.

**Highlight:** In 2011, a team of enterprising students from Italy, Finland, Denmark and Sweden won the award for their joint venture, “In Tour Europe.” The students brought together their local sustainable tourism businesses to offer tourism options across their countries through a single website. Still in operation, the joint venture is seeking to expand to other countries in Europe and Africa.



Accenture people in Japan run a Telepresence meeting with beneficiaries of the Junior Achievement program.



Accenture people use their time and skills to support our more than 200 Skills to Succeed initiatives around the world.

- **Plan International**—In India and Vietnam, we support Plan International’s work to provide training and career opportunities to more than 3,500 underprivileged young people to prepare them for jobs in industries such as information technology, customer relations, business process outsourcing and electronic repair. In 2011, we committed US\$1.93 million over a three-year period to Plan International.

**Highlight:** We provide support and advice to REACH, a local partner organization of Plan, which provides disadvantaged young people with market-relevant skills and training and supports their efforts to find work. More than 80 percent of REACH graduates are placed in stable employment with significantly increased incomes.



A graduate of Plan International’s training program puts her skills to work.

- **Save the Children**—In China, we are teaming with Save the Children to provide migrant young people in Shanghai and Beijing with vocational and life skills, helping them to secure work opportunities that will enable them to become active members of their local communities and find their place in society. In 2010, we awarded Save the Children US\$800,000, and by the end of fiscal 2011, we had helped train 1,200 migrant workers. Our target is to help provide skills to 10,000 workers by the end of fiscal 2013.

**Highlight:** We are providing Save the Children with the technology to include organizations such as government agencies, companies, media, nonprofits and charities into the program, so these groups can provide access to job information.



Migrant young people learn metal working skills in class at a vocational school supported by Save the Children.



An entrepreneur supported by the Canadian Youth Business Foundation meets with her mentor.

- **Youth Business International (YBI)**—We are helping Youth Business International provide its global network with improved tools, funding, mentoring and training to help disadvantaged young people become successful business entrepreneurs. Our support has enabled YBI to train more than 16,000 entrepreneurs and, since 2006, we have given the organization US\$3.6 million.

**Highlight:** We are working with **Canadian Youth Business Foundation** to mentor more than 2,000 entrepreneurs so they can build and scale sustainable businesses across Canada. As part of our grant of US\$420,000, we have also developed an online mentoring orientation program, which will upgrade the skill sets of more than 3,700 mentors.

# Making a Difference in Local Markets

In the last two years, each of our geographies undertook a local market assessment to determine the areas where skills development was needed most. Based on the information they gathered about vulnerable populations, high-growth job sectors and potential nonprofit partners, they shaped strategies for **Skills to Succeed** initiatives that are locally relevant. These strategies take a variety of innovative approaches to ensure our initiatives change the lives of people in need of skills:

- **Cross-sector collaboration**—We are utilizing cross-sector collaboration to encourage job creation in India. Working with the Ministry of Rural Development, Government of India and **Don Bosco Tech**, our nonprofit partner, we are providing skill-based training in business process outsourcing, retail and hospitality to approximately 16,000 young people over the next five years. To date, more than 2,000 young people have been trained, and an additional 2,400 will complete their training by the end of fiscal 2012.
- **Applying our competencies**—We are adapting our eLearning expertise to help **Fundación Entreculturas/Fe y Alegria** train disadvantaged young technical students across Latin America. We have helped the nonprofit organization expand its IT capabilities and develop modules in soft skills, including communication and negotiation, and in technical expertise, including Internet security, electrical engineering and e-commerce. We also provide job search support and mentoring to the students. In the first year of the effort, we helped train approximately 2,750 people in three countries, and in fiscal 2012 we will expand the initiative to eight countries, where we will help train 8,700 people.
- **Meeting a market need**—In the United Kingdom, we are working with **Bright Ideas Trust (BIT)**, a nonprofit organization, to help young, disadvantaged people become entrepreneurs. With BIT, we have developed an intensive eight-day training course that gives participants the skills to turn an idea into a coherent business plan, and we are now rolling it out to approximately 2,000 unemployed young people. Additionally, we are helping participants gain access to finance, extensive business skills training and one-on-one mentors to help them start and run their own businesses.



Students of the Don Bosco program in India learn BPO skills.



Bolivian beneficiaries of the Fundacion Entreculturas program learn mechanical engineering skills.

# The Path Forward

We look to fiscal 2012 knowing that we are better prepared to increase the impact of our corporate citizenship efforts.

To further empower our people, we will launch an online tool that will streamline access and registration for upcoming community events and track volunteer hours. Ultimately, the tool will improve our ability to capture our people's volunteer contributions and the impact we are making in our communities worldwide.

While we strive to replicate the quality of our long-standing, mature partnerships with nonprofit organizations across our geographies, we recognize that achieving the same level of consistency in all our relationships may take some time. That process is, however, under way, and all of our geographies have strong foundational relationships from which to build.

Going forward, we will look for ways to extend and deepen our impact, our forms of collaboration and our partnerships. We will continue to bring innovation, as well as the convergence and energy of new players, to the mix, and we will announce a new **Skills to Succeed** goal.



Registration at a Skills to Succeed volunteering event in Atlanta, United States.



# Environment

Environmentally sustainable growth has become central to all high-performance businesses. At Accenture, our efforts to ensure sustainable growth span our entire operations, from how we run our business to the services we provide our clients to how we engage with our employees and suppliers.

## sustain

"Through our combined efforts, we strive to understand and address the environmental impacts—including carbon, e-waste and water—resulting from our operations and to enhance sustainability across our operations and in the communities where we live and work."

**Phil Calcutt, Executive Director, Geographic Services**



# Introduction

Environmental stewardship is ingrained in our **Code of Business Ethics** and our core values, specifically Stewardship. These inform our **Environmental Responsibility Policy**, which we established in 2007 and updated in 2009.

We have a clear governance structure to drive performance toward our goals and to articulate roles and responsibilities for our environmental efforts. For example, the **Environmental Steering Group**, which supports a dedicated subcommittee of our Global Management Committee in making strategic recommendations on our sustainability initiatives, determines our processes for providing guidance around carbon-emissions disclosure. Also, this group recommended that Accenture pursue **global ISO 14001 certification**, as well as the employee Eco Challenge.

Fostering environmentally sustainable growth for our company and our stakeholders is at the heart of our environmental strategy, which comprises four areas:

- **Running efficient operations**
- **Working sustainably**
- **Enabling client sustainability**
- **Providing insights to advance sustainability**



Accenture encourages employees to work sustainably, for example using public transport where possible.

## Accenture's Environmental Strategy

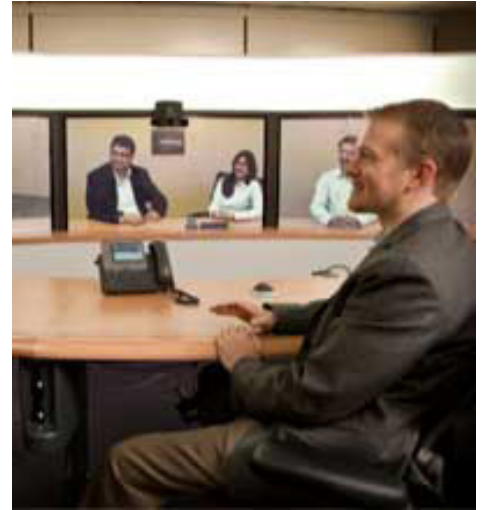


# Running Efficient Operations

We run and grow our business on an environmentally sustainable basis, cultivating eco-efficient practices that include energy management and resource conservation.

Our environmental footprint consists primarily of carbon emissions generated from business travel and office energy use, and we are committed to addressing both of these as we work to improve our environmental performance. We achieved our fiscal 2009 target of a 25 percent reduction of per employee emissions over fiscal 2007 baseline and continue to make significant strides.

In fiscal 2011, we reduced our per employee emissions approximately 30 percent from our fiscal 2007 baseline—but we recognize challenges to meet our robust environmental objectives. The strong increase in demand for our services and our expansion into emerging growth markets over the past year resulted in an associated increase in essential air travel, which has slowed our progress toward our goal of reducing per employee carbon emissions 40 percent by 2012 from our fiscal 2007 baseline. As a result, we are updating our fiscal 2012 goal: we will continue to maintain a per employee carbon reduction of approximately 30 percent against our fiscal 2007 baseline.



Accenture uses Telepresence technologies in more than 85 Accenture locations worldwide, including at a number of client sites.

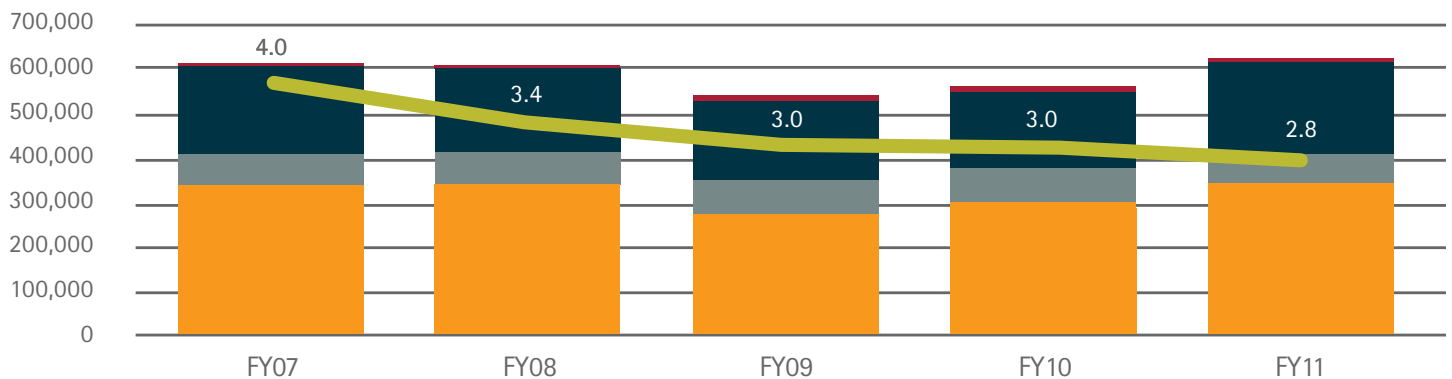
## 30%

Percentage of per employee carbon reduction in fiscal 2011 against our fiscal 2007 baseline

## 85+

Number of Telepresence locations Worldwide

Total and per Employee Carbon Emissions  
(in metric tons of CO<sub>2</sub>-e)



- Other Energy (Natural Gas, Diesel)
- Office Electricity
- Other Business Travel
- Air Travel

— Total Carbon Emissions per Employee

Because more than 80 percent of our overall carbon emissions are derived from electricity for our office locations and air travel, in fiscal 2010 we focused on applying technologies and implementing actions to improve our performance in these areas.

For example, we have increased our use of **Telepresence** next-generation video conferencing technology. Now implemented in more than 85 Accenture locations worldwide, including at a number of client sites, the technology connects our people and our clients. In fiscal 2010, we extended our use of the technology and hosted a meeting via Telepresence that connected **United Nations Global Compact** leadership in New York with member company representatives in Accenture offices around the world. Our adoption of collaboration technology also includes the installation of more than 50 personal Telepresence units, which expands our number of Telepresence facilities to more than 135.

We continue to be transparent in reporting on our environmental performance, responding to the **Carbon Disclosure Project (CDP)**—specifically, to its Investor Program since 2007 and its Supply Chain Program since 2009. We capture our environmental risks, opportunities and methodologies in our **CDP response**. Our disclosure score on the Carbon Disclosure Project's Global 500 jumped to 93, out of a possible 100, in 2011 from 91 in 2010. We were included on **CDP's Global 500 Carbon Disclosure Leadership Index** in 2010 and 2011, which represents the top 10 percent of companies on the CDP Global 500.

## Energy Management

As part of our commitment to reduce our carbon footprint, we adopt “green” building techniques and operations around the world. For example, we have installed smart building technology in three of our facilities in Paris, where over a period of six months in 2011, we saved the equivalent of 620 trees by reducing our energy usage by 14 percent over 2010. Additionally, in Canada we partnered with the **World Wildlife Fund** to implement new energy management programs in our Toronto West office. Installing smart meters enabled us to reduce lighting and heating, ventilation and air conditioning schedules by 42 hours per week, contributing to energy reductions of approximately 31,420 kilowatt-hours (kWh) a year—a saving of approximately 14 percent over 2010.

# 10%

Percentage of our office electricity procured from renewable sources

Accenture has an Environmental Management System (EMS) and holds **global ISO 14001 certification**. In fiscal 2010 and 2011, successful audits of Accenture's ISO 14001 locations resulted in renewal of our global certificate and we expanded our EMS in locations such as Mexico City. We continue to harvest and share innovations from these locations and look for new opportunities to expand our EMS. Additionally, many Accenture offices around the world hold green building certifications, including **Leadership in Energy and Environmental Design (LEED)**, **Building Research Establishment Environmental Assessment Method (BREEAM)** and **Green Star 6**.

To reduce our use of office electricity, in fiscal 2010 we implemented new Remote Energy Monitoring (REM) technologies. We have now connected more than 150 smart meters in 20 locations, transmitting energy data from our locations in South Africa, Spain, Mauritius, UK, the Netherlands, Belgium, India, Philippines, Canada and Germany. As a result, we now feed our electricity consumption data from these locations to a central tool, which records and monitors consumption in real time. The REM technology can accelerate energy-reduction efforts for instance, in our Johannesburg, South Africa, location, it yielded a 10 percent efficiency improvement in only four weeks.

We have also improved our energy efficiency over the last two years. In fiscal 2010, our collective efficiency activities helped us save approximately 36,400,000 kWh compared with our fiscal 2007 baseline. These activities allowed us to avoid 21,000 metric tons of CO2 emissions and approximately US\$4.1 million. In fiscal 2011, our collective efficiency activities helped us save approximately 63,400,000 kWh compared with our fiscal 2007 baseline, thereby avoiding 44,000 metric tons of CO2 emissions and approximately US\$7.8 million.

We also procure more than 10 percent of our office electricity from renewable sources. In several of our locations, including in Germany, Italy and the United States, we have been able to replace nonrenewable

with renewable energy. Based on the successes achieved in those locations, we have developed a global energy procurement strategy that we plan to execute in additional locations over the next two years.

Our people, too, participate in lowering carbon emissions related to electricity. For example, in fiscal 2011, 30 Accenture locations across North America competed in Accenture's Biggest Kilowatt Loser Challenge, a five-month collaborative effort to reduce office energy consumption. The result of the six-month contest: we avoided 912,096 kWh—an overall kWh reduction of 7.2 percent.

## Water and waste management

Although our operations are not water intensive, we recognize the increasing importance of water scarcity and availability. In fiscal 2011, using the [Global Water Tool](#) provided by the [World Business Council for Sustainable Development](#), we performed an analysis of water consumption in our offices located in areas of water scarcity. We estimate that our per-workstation consumption in these locations is less than 10 meters<sup>3</sup> annually.\* We will continue to work with our building management companies to promote the careful use of water, implementing improvements where practical. For example:

- In India we harvest rainwater and treat waste water on-site for use in watering gardens. One office with several thousand employees reduced water consumption by 7 percent.
- Our office in Belgium employs rainwater recycling and other eco efficiencies such as solar panels, sustainable building materials and smart lighting in the Brussels office.
- In Spain we installed aeration rings in bathroom faucets to reduce water pressure and save on water usage.



Accenture manages e-waste across our company through a global tracking application and established relationships with disposal vendors.

# 99%

Percentage of Accenture e-waste that avoided landfill in fiscal 2011

We manage e-waste across our company through a global tracking application and established relationships with disposal vendors. In fiscal 2011, we tracked the disposal of more than 38,000 laptops and desktop computers, comprising more than 173 metric tons of equipment. Approximately 99 percent of these were disposed in a method avoiding a landfill—primarily through management by responsible disposal vendors.

Our local offices also have developed efforts to manage resources:

- In Argentina, our paper recycling efforts saved landfill and more than 1,000 trees in fiscal 2011, while benefitting the Garrahan Foundation and the pediatric hospital it supports. Since 2000, we have recycled more than 100 metric tons of paper in the country, with financial proceeds directed to this local cause.
- In the United Kingdom, we recycle surplus standard office furniture items and composts food waste from the kitchens in Accenture cafeterias via a charity that donates the compost to community garden projects in east London.
- In the Philippines, we implemented a plan to manage our US\$2 million catering supply chain to replace conventional Styrofoam packaging with compostable and recyclable packaging. Currently 100 percent of our more than 40 accredited food vendors are complying with the program.

► [Learn more about Accenture's environmental performance.](#)

\*For the locations identified in water-scarce locations, we estimate a total annualized consumption of 730,000 meter<sup>3</sup>, or around 9.6 meters per workstation.

# Working Sustainably

Our people enthusiastically create and adopt innovative approaches to eco-smart work practices, notably in our global Team Eco Challenge competitions, which encourage embedding eco-smart work practices into Accenture projects.

In Boston, for example, our local eco team, friends and family members participated in seven volunteer events in 2010, including National Volunteer Week and [GreenFest](#). Through the combined events, our employees contributed more than 260 volunteer hours.

In 2010, when we invited teams to submit their environmental-impact-reduction case studies to the first Team Eco Challenge, more than 100 project teams participated. The Bangalore-based winning team changed the pre-set temperature in Accenture in India's data centers, reducing power consumption by 11 percent and carbon emissions by approximately 1,000 metric tons annually. We are now implementing the initiative in 45 data centers around the world.

In 2011, more than 160 teams representing more than 1,400 employees calculated their carbon reduction amount against their starting carbon footprint using an online tool. Together, they committed to reduce more than 3,300 metric tons of carbon—the same amount of carbon emitted by 1,780 round-trip commercial flights between London and Bangalore.\*

Our winners reduced client-related and internal business travel in the United States and India; implemented “Eco Project Wars” between employee teams in India, encouraging some 500 people to switch off electricity and minimize the use of printers and plastic bottles; and conserved resources in China by reducing electrical consumption and travel, including a reduction in monthly air travel of more than 40 percent.

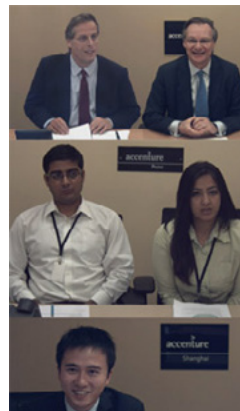
In other locations, employees participated in different ways. For example, employees from locations in São Paulo, Rio de Janeiro, Mexico City and Buenos Aires submitted photos during “Non-CO2 Day” of their efforts to eliminate personal emissions related to their commutes. In Australia, personal commitments to reduce daily shower times were among the activities that helped our people make a collective impact.

Because business travel continues to be at the heart of our delivery model, we are teaming with clients, when appropriate, to implement smart work and alternative travel arrangements so we can stay

environment

connected and deliver value with maximum efficiency, regardless of where our people are located.

- Our Smart Work program promotes eco efficiency by having employees work one or more weeks per month from their local office or home-office locations, as appropriate, and the remainder of the month at the client site. Additionally, it encourages our people to purchase airline tickets and reserve hotel rooms in advance and to use tools and technology, such as [Telepresence](#), web conferencing and other collaboration technologies, to help increase travel efficiency.
- Our local offices develop programs aimed at decreasing carbon emissions through alternative travel arrangements. For example, in fiscal 2011 our employees in India launched a carpool portal aimed at helping colleagues find carpool partners and save substantially on fuel and auto maintenance while reducing carbon emissions. To date, 18,000 employees have registered for the carpool.
- Our offices in Italy have encouraged the use of trains for round-trip travel between Milan and Rome for assignments longer than three days and two nights. As a result, between fiscal 2009 and fiscal 2011, our carbon emissions dropped more than 8 percent overall—a savings of almost 200 tons of CO<sub>2</sub>—and more than 15 percent per person.



Winners of Accenture's 2011 Team Eco Challenge share their eco stories in a Telepresence meeting with Chief Executive Officer, Pierre Nanterme, and Chief Leadership Officer, Adrian Lajtha.

**3,300**  
Number of metric tons of carbon reduction committed by more than 160 teams, representing more than 1,400 employees during our 2011 Team Eco Challenge

\*Based on emissions factors from US Environmental Protection Agency.

# Enabling Client Sustainability

Accenture is committed to helping forward-thinking organizations position sustainability as a key lever to long-term success. We help them leverage their assets and capabilities to drive innovation and profitable growth, while striving for positive economic, environmental and social impacts.

We combine a comprehensive set of sustainability assets, offerings and tools—from market analysis and strategy development through to implementing and managing a sustainability solution—with our insights and deep experience to help clients achieve high performance in four strategic areas:

- **Regulation and Strategy—Developing a sustainability strategy and complying with sustainability regulations**—We helped **Novo Nordisk** develop a model to assess the retrospective business and societal impact of its triple-bottom-line approach when establishing itself as a major force in the Chinese diabetes market. This included short- and long-term risk mitigation for local production facilities. Today, Novo Nordisk is more conscious of how to integrate its triple-bottom-line approach into strategic decision making.
- **Operational Excellence—Improving cost effectiveness and efficiencies in core operations**—Accenture helped **Pão de Açúcar**, Brazil's first green grocery store, become the industry's sustainability leader through operational efficiency and excellence. We analyzed the company's situation, benchmarked local and global retail practices and engaged in a sustainability visioning process. The resulting green retail store tests new business practices and sustainable technologies and disseminates sustainable practices to partners, suppliers and the community at large.
- **Emissions Management—Reducing energy consumption, waste and emissions**—To help **KLM Royal Dutch Airlines** determine the impact of new European carbon dioxide regulations, we assessed the potential financial impact of introducing aviation into an Emissions Trading Scheme, identified the major CO<sub>2</sub> drivers and developed an integrated framework that helped the airline reduce, control and offset its CO<sub>2</sub> emission. With our work, the airline considered building capabilities in CO<sub>2</sub> performance management and began exploring new opportunities to develop aviation biofuels.

- **Sustainable Infrastructure—Improving energy efficiency and reducing emissions through large infrastructure projects that involve energy, transportation and construction**—Working with **Oracle**, we are helping **Baltimore Gas and Electric**, a subsidiary of Constellation Energy, implement a smart meter network for its 1.2 million customers aimed at reducing peak electricity demand, increasing customer service and enhancing operational performance. Our solutions include systems integration services, such as the design, build and management of a customer web portal; a meter data management system; advanced metering infrastructure; and integration of customer care and billing and outage management systems.

Additionally, our relationship with the **Carbon Disclosure Project (CDP)** plays an important part in expanding that organization's reach and helping make robust and meaningful data on climate change and corporate carbon footprints available. The collaboration also furthers our joint ambition of supporting corporations that wish to transform their carbon performance and reduce climate change-related risks.

Our work with the CDP extends to our role as its Global Implementation Partner, working as project manager and solution integrator for its new climate change data and reporting platform and helping define a set of commercial services around emissions reporting.



Accenture is helping clients improve cost effectiveness and efficiencies in core operations through methods such as smart metering.



Accenture is helping clients to build capabilities in carbon performance management.

# Providing Insights to Advance Sustainability

Finally, we strive to contribute to the overall environmental agenda, helping to gain insight into issues and working with other businesses and organizations on solutions that will help make the world a better place. Examples of reports we have provided include:

- **Energy-Smart Buildings: How IT Can Cut Energy Use and Costs**—Co-authored with Microsoft and the Lawrence Berkeley National Laboratory, this report found that innovative use of IT analytics can help companies reduce their carbon emissions and save up to 25 percent of the US\$100 billion that US companies alone spend on energy, without major disruption.
- **A New Era of Sustainability: UN Global Compact—Accenture CEO Study 2010**—In this study, 80 percent of the 766 CEOs surveyed said the global economic downturn actually increased—rather than dampened—the corporate commitment to sustainability. In fact, 93 percent of respondents said sustainability issues will be critical to the future success of their businesses, and 96 percent believe sustainability should be fully integrated into their company’s strategy and operations.
- **Cloud Computing and Sustainability: The Environmental Benefits of Moving to the Cloud**—This report, produced in collaboration with **WSP Environment & Energy**, found that, for large deployments, Microsoft’s cloud solutions can help reduce energy use and carbon emissions by more than 30 percent, compared to corresponding Microsoft business applications installed on-premise.
- **Information Marketplaces: The New Economics of Cities**—Report produced in collaboration with The Climate Group, Arup and Horizon Digital Economy Research at The University of Nottingham, this report provides recommendations to enable city government and business leaders to harness the full value of smart technology.
- **Sustainability Performance Management: How CFOs Can Unlock Value**—Produced with the Chartered Institute of Management Accountants, this report reveals how the finance function can help embed environmental stewardship throughout an organization and drive value across a number of areas, including revenue generation, cost control, risk management and building stakeholder trust.

- **Energy Efficiency Research Report**—This report, developed with the World Economic Forum, focuses on energy efficiency as a widely recognized, scalable, low-cost route to reduce energy consumption; examines where we are today, what works well and does not; and explores the role of each stakeholder group in pursuing energy efficiency to gauge why implementation to date has been so limited.



Accenture is working with other businesses and organizations on solutions that will help make the world a better place.

**93%**  
Percentage of CEOs surveyed who said sustainability issues will be critical to the future success of their business

# The Path Forward

We continue to contribute to the sustainability agenda and are working with the [United Nations Global Compact](#) to develop the private-sector perspective for [Sustainable Energy for All \(SE4ALL\)](#), a strategy on the future of global energy. As part of this effort, we are developing a framework for business action, which will define responsible corporate practices and include an engagement mechanism and supporting analytics. We will present the report at the 2012 [United Nations Conference on Sustainable Development \(Rio+20\)](#).

Looking ahead, our challenge is to maintain progress as our business grows. Working closely with our global network of employees, clients and suppliers, we are on a relentless journey toward more sustainable operations and a smaller environmental footprint. We will refresh our environmental strategy—and we will continue investigating additional sources of renewable energy.



Accenture is on a relentless journey toward more sustainable operations and a smaller environmental footprint.



# Our People

We have set a high bar for what we expect of our people, and they raise that bar every day—stretching to take on new professional roles, contributing to the community and growing with the company.

## achieve

"We have a global team of some of the most, forward-thinking individuals in the business world—and that team comes together every day to deliver the high performance our clients expect."

**Jill Smart, Chief Human Resources Officer**



# Our Human Capital Strategy

At the core of our business are the skills, abilities and knowledge of our people—our human capital. The source of our competitive differentiation both today and in the future, our people enable us to meet current business needs and position ourselves for ongoing market competitiveness and growth.

Our multi-year Human Capital Strategy paints a comprehensive picture of what our talent, leadership, culture and operating model will look like in the future. To ensure that we have the right capabilities in the right places to support the needs of our clients, our Human Capital Strategy focuses on creating a talent advantage by accelerating leadership development and evolving our culture to meet the demands of an increasingly complex marketplace.



Our multi-year Human Capital Strategy paints a comprehensive picture of what our talent, leadership, culture and operating model will look like in the future.

**In the last two years we have made progress toward this goal.**

**Highlights from 2010-2011 include:**

- Defining our talent-management and leadership-development needs—in terms of both size and geography—for the next three to five years.
- Accelerating our leadership-development practices in our priority emerging markets, enabling us to significantly increase our leadership capacity.
- Continuing to enhance talent-management practices so they apply across generations.

# An Inclusive, Diverse Environment

With our **core values**—including Best People, Integrity and Respect for the Individual—as a foundation, Accenture enjoys an authentically diverse culture: our workforce spans countries, cultures, languages, generations, perspectives, backgrounds and educational experiences. We have long been recognized as a great place to build a career in nearly every major country in which we operate, and we receive more than 2 million resumes annually.

We take the widest possible view of diversity and are committed to creating and providing an inclusive, open and equitable environment for individuals with different backgrounds, lifestyles, needs and expectations. This allows us to give our clients access to a rich range of talent, and responsibility for fostering our culture begins with our most-senior leaders. Our global diversity efforts include two governing bodies: the **Accenture Diversity Council**, which makes decisions regarding inclusion and diversity globally; and the **Diversity Advisory Forum**, which recommends innovative approaches to our initiatives.

Additionally, our wide variety of employee resource groups connects individuals who wish to strengthen their support networks. These interest groups include those focused on women, sexual orientation and persons with disabilities.

## Women at Accenture

One global constant is outreach to women, and our support for our more than 80,000 women takes many forms. For example, the “Developing High-Performing Women” course helps female managers develop their skills, and in 2011 we launched two additional training programs, “Maximizing Performance: Women and Client Centricity” and “Maximizing My Senior Executive Career.”

Today, women account for three of the 10 non-management directors on **our board**, 17 percent of our senior executives and 25 percent of our Global Management Committee, our primary governance group.



Accenture enjoys an authentically diverse culture: our workforce spans countries, cultures, languages, generations, perspectives, backgrounds and educational experiences.

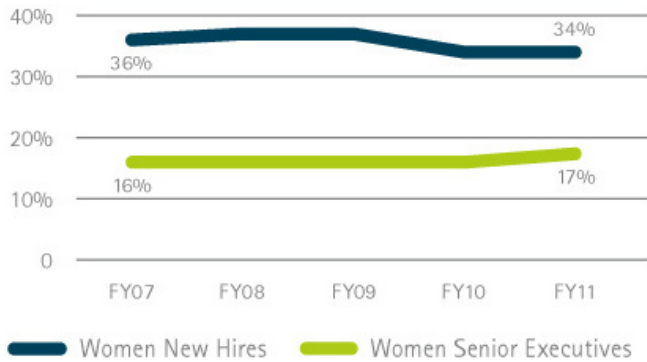
# 2M+

Number of resumes we receive per year globally

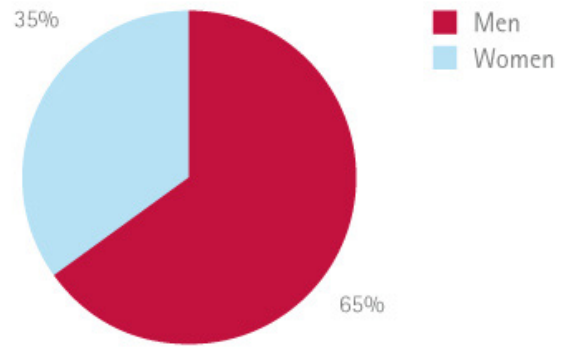


Accenture women celebrate International Women's Day in Abu Dhabi.

## Women as Percentage of New Hires and Senior Executives at Accenture



## Workforce by Gender (Fiscal 2011)



Our annual celebration of **International Women's Day**—a day designated by the **United Nations** to recognize women's contributions to the world's economy—reaffirms our leadership's commitment to women in our workforce. In 2010, our most-senior women participated in events in 134 locations across 35 countries, and in 2011 we expanded events to 162 locations across 40 countries.

At the same time, the Accenture Women's Network provides a global online resource with local impact for women around the globe. It offers a forum to highlight achievements, share experiences, network and discuss topics ranging from work/life integration to stretch roles.

## Lesbian, Gay, Bisexual and Transgender

In recent years, we have expanded support for our LGBT employees. As local regulations permit, we have introduced policies to ensure the equal treatment of employees regardless of sexual orientation or gender identity. In 2010 we created an LGBT-focused section of the Accenture Portal and in 2011, we introduced a new training course, "LGBT Equality in the Workplace." In fact, Accenture has received a perfect score for five consecutive years on the **Human Rights Campaign's Corporate Equality Index**, and Out & Equal in the United States honored Richard Clark, Accenture's corporate controller, with its Trailblazer award.

# 80,000

Number of women in our workforce in fiscal 2011

## Persons with Disabilities

We also seek to provide assistive technologies and workplace accommodation for our persons with disabilities (PwD). We have augmented our support for PwD, in part through a new training course, "Inclusion & Diversity in Motion: Valuing Persons with Disabilities," and in the United States, United Kingdom and Canada, our PwD employee resource groups meet regularly. Accenture locations develop their PwD efforts based on local interests and needs. For example, in France Accenture works with Association Nationale de Gestion du Fonds pour l'Insertion Professionnelle des Personnes Handicapées on an awareness campaign and sensitivity training for human resources, recruiting and procurement professionals.

# Training and Development

We continue our long-held commitment to ensuring that our people have the necessary skills and capabilities to serve clients at the highest level and to advance in their careers. To this end, in fiscal 2011 we invested more than US\$800 million, or an average of 52 hours per person, in employee training and professional development.

Training begins the first day an employee joins Accenture. Core programs, required for all our professionals, provide foundational skills and focus on culture and our **core values, ethics**, leadership behaviors and industry acumen. The resulting shared “language” allows us to create teams from many countries and disciplines to meet our clients’ needs.

Our training and development then continue throughout each employee’s career. We provide flexible training options—onsite, online, in teams and via mobile learning—and employees can choose courses tailored to their individual skills, experience and areas of interest. In fact, we are meeting the growing demand for deep specialized skills and now have 55 internal certification programs.

We evaluate our courses regularly to ensure that training has the intended impact and meets the needs of our evolving workforce. In 2011, we launched an innovative platform with rich functionality that allows us to make virtual learning—and collaboration—even more accessible to Accenture employees around the world.

Additionally, our focus on knowledge management allows us to bring the full resources of Accenture to our clients. Internal applications—including blogging, an online network, communities of practice and repositories of documents—all encourage seamless collaboration.



Training begins the first day an employee joins Accenture.

## \$800M

Invested in training and developing our people in fiscal 2011

# Supporting Our People

We know how important it is for our employees to strike a balance between their work and personal lives, so we have made a serious commitment to enabling flexibility in the workplace. We tailor a variety of initiatives—from flexible work arrangements and resources to minimize travel to financial management seminars and wellness offerings—on a local basis to ensure they meet the unique wellness and work/life integration needs of our people. Our robust range of benefits provides employees with resources to better manage their personal and professional lives so they can continue to develop and advance their Accenture careers while taking care of personal commitments and responsibilities.

At the same time, the safety and security of our people is critical, and our Global Asset Protection team provides physical security for our people and locations around the world. When needed, it comes to the aid of employees requiring emergency assistance in the course of their work and business travel. Additionally, together with Accenture Business Travel Services, the team maintains an online resource, Global Watch, which offers health advice and information about security risks and business travel restrictions.

Accenture's performance management process requires that all of our people receive a formal annual review from their supervisor or career counselor. Our Career Development Plan and Personal Engagement List foster open dialogue about employee engagement, steps that could be taken to improve job satisfaction, short- and long-term career goals and how to build a robust development plan for the year. Additionally, we encourage real-time feedback and mid-year discussions.

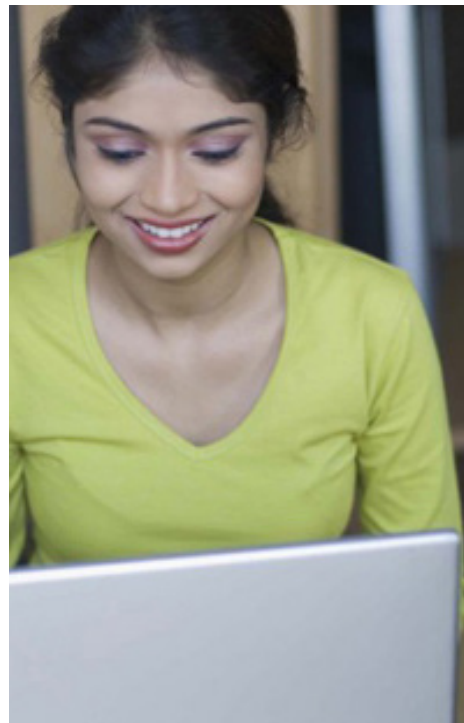
Our people's talent and capabilities help us bring innovative, proven solutions to our clients, and we recognize our employees' contributions through a variety of programs, such as the Accenture Inventor Award Program and the Accenture Technology Labs Innovation Contest. These programs foster employees' imaginative ideas and offer financial awards and recognition for their special contributions to driving our innovation agenda. In 2011, more than 325 Accenture inventors from 18 countries were honored on Accenture patent applications and/or issued patents. Since the program's inception in

2006, we have distributed more than US\$2.15 million in cash awards to nearly 1,350 employees.

Additionally, we make it a priority to listen carefully and respond to our employees.

We leverage a wide variety of channels to keep our employees up to date on our inclusive environment, including e-mail, virtual town halls, in-person meetings, webcasts, conference calls, videos, blogs and virtual collaboration forums. In fiscal 2011, we also redesigned and launched our Accenture Portal, which provides employees with a wealth of information and the ability to customize how they receive their information.

Finally, our annual Global Employee Survey gives all Accenture people an opportunity to share what they believe the company is doing well and what it could do better or differently. In fiscal 2011, 84 percent of employees responded to the survey.



Accenture enables flexibility in the workplace, such as providing technologies to help people telecommute.

# Giving Back to the Community

Accenture employees also regularly give back to people around the globe, and we help them maximize the impact of their personal donations and better assist those in need by providing channels through which to offer time, services, financial assistance or a combination of these. For example, in 2011 following Japan's earthquake and tsunami, we mobilized an employee giving campaign that directed more than US\$700,000 in donations toward the [Japanese Red Cross Society](#) Earthquake and Tsunami Disaster Relief fund. We also joined 12 other companies and the [Japan Association of Corporate Executives](#) to support long-term reconstruction efforts in earthquake-devastated areas of the country.

Similarly, through the [International Federation of the Red Cross](#), Accenture people made personal contributions to relief efforts following the 2010 earthquake in Chile, and they collected supplies, such as diapers and hygienic kits, in response to a public call for such items by the Chilean Red Cross.

We have also established non-traditional ways for our employees to give back, such as through our Celebrating Performance program. This program awards employees points with a monetary equivalent for outstanding work, and we helped interested employees donate their points following the earthquake and tsunami in Japan, as well as the 2011 flooding in Thailand and earthquake in Turkey.

[Accenture Development Partnerships](#) represents another way in which our people give back to the community. This pioneering "corporate social enterprise" employs an innovative not-for-profit business model that makes the core skills and assets of Accenture accessible to the international development sector to help strengthen organizations and build emerging markets from within. Accenture employees who work with Accenture Development Partnerships accept a voluntary salary reduction for the time they are on assignments. This represents a significant personal contribution to the program and to our clients.

Our people also work on long-term Accenture-supported volunteer assignments with [VSO](#), an organization that fights poverty in developing countries through volunteers sharing their skills and experience.



Since 2006, more than 600 employees from 23 countries have taken part in Challenge Events, raising nearly \$4 million for the nonprofit VSO.

# The Path Forward

In the coming years, we will continue to raise the bar in a number of areas. Increasing the representation of women and minorities among our leadership and welcoming all diverse employees will remain ongoing priorities for us.

At the same time, we will continue customizing training to build employee expertise. We will continue to focus on understanding which of our initiatives have been most successful and where we need to develop new programs. Our goal, as always, is to ensure that all our people have what they need to help our clients achieve high performance.



We ensure that all our people have what they need to help our clients achieve high performance.



# Supply Chain

At Accenture, we believe we have a responsibility to encourage sustainable business practices and inclusion and diversity among our thousands of suppliers across the world. Driven by our core values, we strive to ensure that our contractual agreements with those suppliers align with our Code of Business Ethics.

"The relationship between Accenture and its suppliers is an important component of achieving high performance. We are committed to helping our suppliers comply with our standards and we expect them to apply the same same standards to their own suppliers."

*Al Williams, Chief Procurement Officer*

# reach



# Nurturing Supplier Sustainability

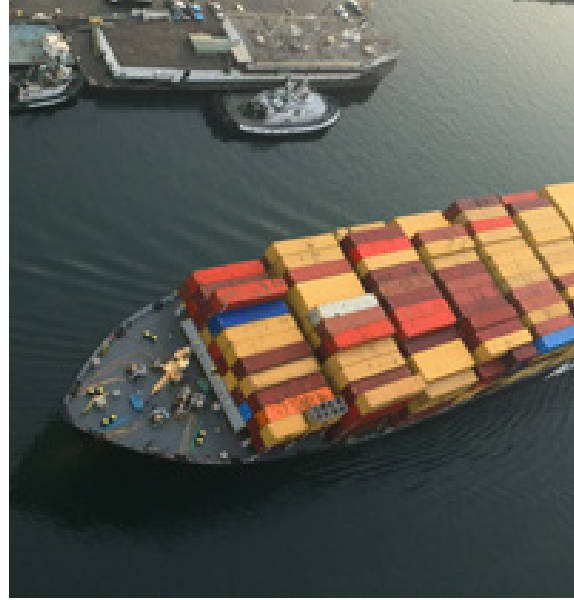
As we strive to improve the sustainability of our own operations, Accenture also seeks to influence our suppliers' business practices. Our goal is to use our knowledge, experience and technologies as examples for our entire supply chain and to provide guidance and encouragement for supplier sustainability efforts.

Since 2007, we have asked all new suppliers that come through our Procurement process questions about their environmental performance, including whether they have undertaken environmental assessments, set targets for reducing their environmental impact and been accredited through an environmental system like **ISO 14001**.

In fiscal 2010 and fiscal 2011, 99 percent and 98 percent, respectively, of the RFPs issued by Accenture Procurement included environmental questionnaires. As we expand our operations we will continue to work toward our fiscal 2012 target of at least 95 percent.

We continue to work with our suppliers to improve environmental practices. For instance, in 2011, **Dell**, a key provider of our personal computers and laptops, began shipping our purchases via ocean freight rather than air freight whenever possible. This change reduced associated shipping-related emissions by 92 percent for Dell's shipments to Accenture in the United States and 93 percent for Dell's shipments to Accenture in Europe.

In 2010, we joined the **Carbon Disclosure Project's (CDP)** Supply Chain Program as a corporate member and asked our top global IT suppliers to respond to the Supply Chain questionnaire on our behalf. We received a 100 percent response rate that year—and again in 2011, even though we doubled the number of suppliers from whom we invited participation. With the information we gleaned from the responses, we can improve our strategic planning and supplier selection. Additionally, we can take a strategic, standardized approach—alongside 50-plus other global corporations—to communicating with our most critical suppliers on their climate change strategies.



Accenture is working with suppliers to improve environmental practices, for example we are working with Dell to ship our personal computers and laptops via ocean freight whenever possible.

## 98%

Percentage of RFPs issued by Procurement including environmental questionnaire in fiscal 2011

# Supplier Standards of Conduct

We expect our suppliers to comply with our **Supplier Standards of Conduct**, which supplement our **Code of Business Ethics** and incorporate the principles of our **core values** and the **United Nations Global Compact Ten Principles**. These Standards are part of our sourcing and contracting process, and we have adapted them for some supplier spend that is not managed by Procurement, such as real estate vendors.

Our intent is to do business only with suppliers who agree to the Standards or provide proof that they have an equivalent document. To that end, in 2010 we began to track and report the number of new Procurement-issued supplier agreements that include the Supplier Standards of Conduct. In fiscal 2011, 88 percent included the Standards; our goal for fiscal 2012 is to achieve at least 88 percent. This goal acknowledges that, while we are pleased with the inroads we are making, we recognize the challenges to institutionalizing consistent procurement procedures as we grow and expand into new geographies.



Accenture expects our suppliers to comply with our Supplier Standards of Conduct.

**88%**  
Percentage of Procurement-issued agreements including Accenture's Supplier Standards of Conduct in fiscal year 2011

# Advancing Supplier Diversity

We believe we can make a powerful difference by creating marketplace opportunities for enterprises that have historically experienced barriers to participation. Through our **Supplier Diversity Program**, Accenture demonstrates our commitment to unleashing entrepreneurial potential and promoting economic growth in the communities in which we do business. We continually strengthen our ability to find, develop and work effectively with small- and medium-sized enterprises.

We are a co-founder and shaping force of **WEConnect International**, and we received its 2011 Corporate Advocacy Award—the highest accolade possible for corporate commitment to supplier inclusion and diversity in markets outside the United States. We are also a member of the **Women's Business Enterprise National Council**, which in 2011 recognized Accenture as one of its Top Corporations for Women's Business Enterprise for the third consecutive year.

Additionally, we strategically support other corporate membership organizations promoting supplier diversity and economic empowerment, such as the **National Gay and Lesbian Chamber of Commerce** and the **National Association of Minority and Women-Owned Law Firms**. We also work with affiliates of the **National Minority Supplier Development Council** around the world to expand inclusion of ethnic minority-owned businesses in supply chains globally. For example, in 2011 we supported the establishment of the **South African Supplier Diversity Council** through a mission to that country.

Our Supplier Diversity Program develops and expands relationships with minority-owned, women-owned, small and other diverse businesses. In the United States, the percentage of our total Procurement spend with diverse suppliers was 21 percent in fiscal 2010 and 23 percent in fiscal 2011.

This support of diverse suppliers extends to our **Diverse Supplier Development Program (DSDP)**, which saw its third launch in 2011. In this formal, 18-month mentoring program, Accenture executives team with diverse suppliers to help them grow their businesses. This latest class included a record 26 protégé companies and two Accenture senior executive mentors per company.



Accenture works with affiliates of the National Minority Supplier Development Council around the world to expand inclusion of ethnic minority-owned businesses in supply chains globally.

We are now extending our DSDP to geographies outside the United States, starting with Canada, where the inaugural class of six suppliers started in April 2010. Future plans for an increased class size totaling 10 suppliers in Canada are under way now.

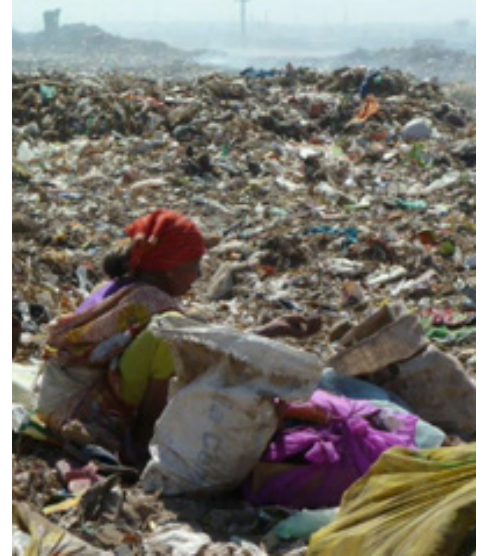
Our supplier inclusion and diversity programs in India, Canada, Europe and Asia Pacific are the pillars of our expanding global commitment. Our activities in these geographies focus on marketplace advocacy for supplier diversity, including small- and medium-sized enterprises in our sourcing events wherever possible—and encouraging our prime suppliers to do the same—and accelerating growth of our programs via internal and external collaboration.

**23%**  
Percentage of total US  
procurement spend with  
diverse suppliers in  
fiscal 2011

# Expanding Our Scope

We are also expanding our support for diverse suppliers within emerging markets. In India, we are working with **WEConnect International**, the **UN International Trade Center** and the **World Bank** to help the **Self-Employed Women's Association of India (SEWA)**, a group of women who were formerly waste-pickers, strengthen their business, which focuses on producing stationery items from recycled paper. In 2011, we trained the women and helped them achieve productivity improvements through assembly line work, sourcing lower-cost and higher-quality materials, reducing waste and opening market linkages. As a result, earnings of the SEWA production team members have increased dramatically, and SEWA now supplies stationery to Accenture.

Additionally, we are active members of La Pietra Coalition's "A Breakthrough Initiative to Advance Women and the World"—including co-chairing La Pietra's Entrepreneurship Working Group, which expands women entrepreneurs' access to markets and the expertise they need to grow their businesses. Integral to this is our support of the organization's Third Billion Campaign, which aims to enable one billion women in developing, emerging and industrialized nations to participate more fully in the global economy.



Waste pickers in India are helped by the Self-Employed Women's Association of India (SEWA).



Watch a video on our work with the Self-Employed Women's Association of India.

# The Path Forward

We will continue to embed sustainability in our procurement practices and actively engage our global supply chain, working closely with our suppliers to achieve sustainability goals. Our goal for fiscal 2012 is to include environmental questionnaires in at least 95 percent of our Procurement RFPs. Over the next two years we plan to review the environmental, social and ethical business practices of global suppliers representing at least 70 percent of our procurement spending with critical global suppliers in key categories such as information technology and telecommunications.

We will also continue to invest in our supplier inclusion and diversity programs and increase our reach, thereby strengthening our supply chain, extending our market penetration and supporting our commitment to more-inclusive and sustainable business models.



Accenture continues to review the environmental, social and ethical business practices of our global suppliers.

# Performance & Reporting

Transparency and accountability are priorities for Accenture, and this 2010–2011 Corporate Citizenship Report, "Our Journey Forward," details our global corporate citizenship goals and performance for that period. We use Global Reporting Initiative (GRI) G3 Guidelines as a foundation for our reporting approach, and we report annually to the United Nations Global Compact.

## direct

"Our commitment to the 10 principles of the United Nations Global Compact, which we signed in 2008, and to the organization's efforts to advance corporate citizenship and sustainability, while promoting the social legitimacy of businesses and markets, is well aligned with our core values and our corporate vision. It is simply part of how we act and operate each day, and it matters deeply to our leadership team, our board and our people."

**Pierre Nanterme, Chief Executive Officer**





# Reporting Approach

Since publishing our [2008–2009 Corporate Citizenship Report](#), we have taken steps to formalize and strengthen our reporting approach.

## Global Reporting Initiative (GRI)

We use [GRI G3 Guidelines](#) as a foundation for our reporting approach and self-declare this report at Application Level B, as checked by GRI. Our comprehensive GRI Index can be found on [Accenture.com](#). Additionally, we are a member of [GRI's Organizational Stakeholder Program](#), a network of more than 600 organizations from more than 60 countries, committed to advancing sustainability reporting.

## Carbon Disclosure Project (CDP)

We continue to be transparent in reporting our environmental performance, responding to the [CDP](#) annually—specifically, to its Investor Program since 2007 and its Supply Chain Program since 2009. In 2011, we were included, for the second time, on [CDP's "Carbon Disclosure Leadership Index,"](#) representing the top 10 percent of companies. We received a score of 93 (out of 100)—up from 91 in fiscal 2010 and 76 in fiscal 2009—and were named a leader in the Information Technology sector. Our 2011 CDP report is available on [Accenture.com](#).

## Performance Metrics

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

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

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

Further, as part of Accenture's global [ISO 14001](#) approach, our Environment Management system is audited and certified annually by [BSI Management Systems](#).



Since publishing our 2008–2009 Corporate Citizenship Report, we have taken steps to formalize and strengthen our reporting approach.

# Stakeholder Engagement



Fostering a dialogue with key stakeholders is an important part of Accenture's reporting process.

Fostering a dialogue with key stakeholders is an important part of our reporting process. In our last Corporate Citizenship Report we committed to further formalizing our stakeholder engagement process, and we have taken a number of steps to do so. We engaged internal and external stakeholders in discussions regarding our journey, our progress and our performance in an effort to improve our reporting.

In 2011 we conducted a series of in-depth interviews with clients and nonprofits, focus groups with employees and recruits, and a survey of senior leadership. This process provided valuable information and insight to focus this report, and the results are summarized in our [Reporting Prioritization chart](#).

We also conducted a one-year analysis of RFPs from our clients and prospective clients, as well as a detailed review of our submissions to sustainability rating agencies, to assess how our efforts align with key stakeholder priorities.

Prior to publication in early 2012, we engaged a multi-stakeholder panel, including representatives from commercial and nonprofit clients, to review a detailed outline of this report. This discussion was helpful in validating our reporting prioritization and in sharing feedback about the goals and metrics we have established and on which we report.

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

# Reporting Prioritization

The following Reporting Prioritization chart is a visual representation of what we learned from our stakeholder engagement process. In 2011 we conducted a series of in-depth interviews with clients and nonprofits, focus groups with employees and recruits, and a survey of senior leadership, which provided valuable information and insight to focus this report. We prioritized these topics based on their importance to our stakeholders and the current or potential impact to our business.



Accenture's Corporate Citizenship Reporting Prioritization chart is a visual representation of stakeholder feedback conducted in 2011.

## Low

Lower priority for disclosure

- Waste Management and Resource Use
- Public Policy

## Medium

Information tracked by management for performance improvement and disclosed to stakeholders where appropriate

- Energy Efficiency and Carbon Emissions
- Sustainable Procurement
- Community Giving, Engagement and Impact
- Health, Safety and Security

## High

Important topics prioritized for disclosure

- Impact of Services and Solutions
- Inclusion and Diversity
- Corporate Governance
- Ethics and Compliance
- Innovation
- Talent Development

# United Nations Global Compact

“Our Journey Forward” follows guidance from the **United Nations Global Compact (UNGC)**, which we signed in 2008, and serves as our third Communication on Progress against the UNGC’s 10 principles.

In January 2011, we became a member of **Global Compact LEAD**. As a LEAD member, we are committed to work toward implementing the **Blueprint for Corporate Sustainability Leadership** and share related outcomes and learnings with the broader universe of companies in the Global Compact.

A detailed look at our progress toward implementing the Blueprint and addressing the 10 principles can be found on [accenture.com](http://accenture.com). Below please find additional examples of our progress not otherwise covered in our 2010–2011 Corporate Citizenship Report.

- Accenture is actively involved in UNGC Local Networks in numerous countries, including Germany, Australia, the Netherlands, Spain and the United Kingdom, through attending meetings and sharing experiences with other network participants. Through Accenture’s close collaboration with **Save the Children Sweden**, as well as our global commitments with the UNGC, our Swedish Country Managing Director, Carl-Peter Thorwid, was invited to participate in a panel discussion on the UNGC Child Rights Business Principles at the World Child & Youth Forum in November 2011.
- Additionally, we recently surveyed 44 of our countries, and 16 expressed interest in becoming involved in UNGC local networks going forward, both sharing their experience and hosting local meetings. Out of our 15 geographies, seven are non-Organization for Economic Cooperation and Development (OECD) member countries.
- Further, Accenture is playing a leadership role in the development of the UNGC’s **Sustainable Energy for All Initiative**, a strategy on the future of global energy. We provide advisory support to the UN Secretary General, and our Executive Chairman, Bill Green, is a member of the Secretary General’s High-level Advisory Group. We are also working with the UNGC to bring a business perspective to the Sustainable Energy for All Initiative and structure the engagement process for the broader business community through:

- Program management support, leading one of the Secretary General’s. High-level Advisory Group taskforces on business action.
- Conducting industry research related to the contributions different businesses can make to the three Sustainable Energy for All objectives.
- Conducting interviews and focus groups with UNGC member companies, industry associations and sector leaders to capture the voice of the private sector and help shape the development of the initiative going forward.
- In addition to being a signatory of the UNGC, Accenture also supports the **UNIFEM (part of UN Women) and UNGC Women’s Empowerment Principles** and, in fiscal 2010, signed the Women’s Empowerment Principles CEO Statement of Support. These principles provide a set of considerations to help the private sector focus on key elements that are integral to promoting gender equality in the workplace, marketplace and community. Informed by business policies and practices collected from around the world, the principles are very much in line with our own leadership and accomplishments on these issues.
- We have been deeply involved with the UNGC taskforce for developing guidelines to assist companies with reporting on the UNGC’s 10th principle; see Accenture’s detailed report, **United Nations Global Compact Communication on Progress Report—Supplemental Report on Principle 10**, based on that guidance. We continue to be an active member in the UNGC Working Group on the 10th principle and have been a co-chair for the UNGC 10th Principle Taskforce, which is responsible for developing anticorruption reporting guidelines.

Lastly, in 2010, we partnered with the UNGC to produce a CEO study on sustainability and business. Titled “A New Era of Sustainability: UN Global Compact-Accenture CEO Study 2010,” The study found that 80 percent of the 766 CEOs surveyed said the global economic downturn actually increased—rather than dampened—the corporate commitment to sustainability.



“Our Journey Forward” follows guidance from the United Nations Global Compact (UNGC), which we signed in 2008, and serves as our third Communication on Progress against the UNGC’s 10 principles.

Copyright © 2012, 2015 Accenture  
All rights reserved.

Accenture, its logo, and  
High Performance Delivered are  
trademarks of Accenture.