



Shaping a sustainable future

Accenture AS | Sustainability Report fiscal year 2021
(September 1 2020-August 31 2021)



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A letter to our stakeholders

As terrible as the COVID-19 pandemic has been over the past years, we are now seeing a world awakened to an incredible opportunity to reimagine and rebuild responsibly and sustainably and, in turn, transform our global economy into one that works for the benefit of all.

Our strategy at Accenture is to deliver 360-degree value. That means that we build into our own business a commitment to deliver the value our clients need, beyond the financial business case. We are embedding sustainability by design into our core business—into everything we do and for everyone we work with: our clients, people, shareholders, partners, and communities. We believe sustainability is the new digital—it is a truly powerful force of change; transforming how we live and work.

Even though it has been a completely different year, I am proud that we can look back at a number of activities and improvements related to our sustainability commitment. Let me just mention as examples our Responsible Business Team

initiatives which have engaged with local partners like Børneriget Fonden at Rigshospitalet and The Association for the Blind as supplements to our global partners like Save the Children and UNICEF.

As this report demonstrates, we continue to raise the bar for what we can accomplish—and the speed at which we act. Thanks to our incredible partners, and to our 700 people in Denmark who continuously dedicate themselves to our clients and stakeholders. Through their personal commitments and passion, we are able to drive positive change and deliver on the promise of technology and human ingenuity every day.

Carsten Sachmann
Country Managing Director, Denmark



Goals & Progress at a glance

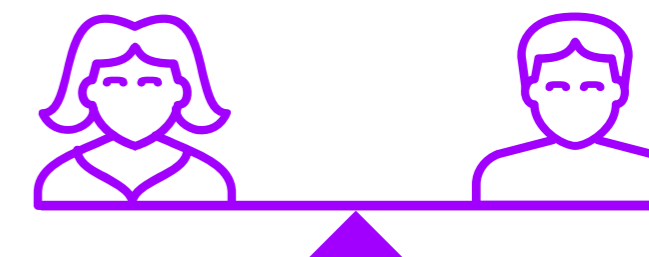
3070

hours of participation in Accenture-sponsored Time & Skills program in Denmark 2021 *

50,9% of new hires
42,9% of our total workforce
27,1% of our executives **
20,8% of our managing directors



By the end of fiscal 2021 in the Danish organization, women accounted for:



Setting ambitious goals to achieve 50/50 global gender balance by 2025



0,06 ton

carbon emissions per employee in Denmark from air travel in fiscal 2021



88% reduction

in air travel per employee in Denmark from prior year



92% electricity

from renewable sources in Denmark in fiscal 2021



97% completion

rates for Accenture in Denmark on our ethics & compliance trainings in fiscal 2021



* Accenture-sponsored "Time & Skills Programs" comprise Accenture Development Partnerships, pro bono consulting and paid volunteering projects
** Executives (Managers and above so CL7 - MDs)

Our commitment to the Sustainable Development Goals

Our global business model provides a multi-dimensional form of value based not only on the financial performance of the entity, but also on the differentiating experience delivered; a focus on sustainability goals, including our commitment to the Sustainable Development Goals; and the benefits for our people, our communities, our shareholders and key partners. This approach ensures a link between our commercial strategy, our culture, and to sustainability and social impact areas.

The health, economic and social crises of 2020 have set back progress against the Sustainable Development Goals (SDGs), with one comprehensive analysis suggesting the pandemic will drive a highly or moderately negative impact on 13 of the 17 SDGs.*

Now, more than ever, we are committed to playing our part in accelerating change. This year, Accenture has continued to partner with the United Nations—alongside SAP and 3M—to launch [SDG Ambition](#) to challenge and support companies everywhere to raise the bar in driving progress on the SDGs.

As part of the SDG Ambition Accelerator, we are helping to drive adoption among more than 600 companies across 65 countries, including 31 Nordic companies (see case story [SDG Ambition Accelerator Program](#)).

Shared action and collaboration remain crucial to our strategy. Increasingly, we use SDGs as a universal language to galvanize action with our clients, ecosystem partners, suppliers and other stakeholders. For example, we use Accenture's SDG prioritization to inform our clients and suppliers about our most important SDGs. Against this backdrop, we have continued to focus our efforts against our top-priority SDGs.

Globally, we have also refreshed our SDG analysis against our ESG materiality matrix in 2020 as part of our standard annual review, further strengthening the link between our ESG materiality matrix and the SDGs we are prioritizing. Our goal was to understand emerging issues—including the effects of the global pandemic—and potential changes to

how we prioritize our ESG topics. In addition, we have set several important new goals relating to SDGs and ESG material issues, particularly around climate, waste, water, and inclusion and diversity. For more details on the materiality matrix and how the ESG Materiality topics match to the SDGs, see our global sustainability report [United Nations Global Compact: Communication on Progress 2020](#).

We recognize that we can increase our impact by thinking about the ripple effect of outcomes we can generate. For example, we know that action on gender (SDG 5) helps reduce inequalities (SDG 10), and that strong, ethical institutions (SDG 16) foster the conditions for innovation to thrive (SDG 9), thereby enhancing work opportunities and economic growth (SDG 8).

Accenture’s Environmental, Social and Governance materiality matrix

We continue to capture the importance of our highest-priority ESG topics to our stakeholders and our business in our ESG materiality matrix. This serves as a consistent framework for articulating our priorities and engaging with our stakeholders about the journey we are taking. At the summary level, the process we undertook was:

Inputs to the stakeholder axis

We used specialist third-party software to conduct detailed benchmarking and analysis of recent and emerging ESG issues across peers, competitors and others. We also reviewed the latest insights on ESG materiality from relevant nongovernmental organizations (NGOs), industry bodies and academics; new frameworks and good practices, such as the universal ESG metrics from the World Economic Forum; and the SDG Ambition benchmarks.

We worked with our Investor Relations team to understand emerging investor requirements captured through our annual shareholder outreach process, and analyzed our clients’ ESG requests and emerging priorities using our client request tool, where we log and respond to clients’ requests for ESG information (e.g., as part of proposals or supplier compliance reviews).

Inputs to the business axis

We reviewed our business prioritization in light of Accenture’s new purpose and governance changes, our new ESG targets, our Enterprise Risk Management program, and other related impacts on our people and global operations. We also worked directly with a number of our senior leaders to identify possible changes to our issues or how we prioritize them.

Importance to stakeholders

VERY HIGH			<ul style="list-style-type: none"> • Data Privacy & Cyber Security • Ethics & Integrity • Climate Change & Carbon Emissions • Responsible Technology & Innovation • Inclusion, Diversity & Equal Opportunity • Enabling Clients’ Sustainability • Employee Well-being & Engagement
	<ul style="list-style-type: none"> • Community Giving 	<ul style="list-style-type: none"> • Human Rights • Responsible Buying • Societal Impact • Public Policy & Advocacy • Water • Waste, including e-waste 	<ul style="list-style-type: none"> • Working Conditions • ESG Management • Talent Attraction, Retention & Development
	<ul style="list-style-type: none"> • Nature, Biodiversity & Wildlife 		
	MEDIUM	HIGH	VERY HIGH

Importance to business

Notes

- Topics not included on this matrix are not considered relevant for our non-financial disclosures.
- For GRI purposes, the outlined sections of the above matrix contain the most material non-financial topics in scope for reporting with the GRI Standards that are included in our [GRI Content Index](#). For each topic, our list of [definitions of material topics](#) references the specific Standards used as well as Management Approach information. This report has been prepared referencing the GRI Standards. For more information about these Standards, please visit the [GRI website](#).
- To view the high priority SDGs mapped to Accenture’s ESG material issues, please [see page 65](#), Global report “United Nations Global Compact: Communication on Progress 2020”.



17

Most relevant SDG targets for Accenture in Denmark's operations

3.8 Achieve universal health coverage... access to quality essential healthcare services...

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

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

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

8.4 Improve progressively... global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation...

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

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

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

9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries... encouraging innovation...

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

12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

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

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

16.5 Substantially reduce corruption and bribery in all their forms.

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

17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries...



CASE | **SDG Ambition Accelerator program**

In 2015, all United Nations’ member states accepted the 2030 Agenda for Sustainable Development, which is a shared plan for current and future harmony and wellbeing for people and the planet. The 17 Sustainable Development Goals (SDGs) are at the core of this agenda. Everyone must act together to reach the SDGs, however, the world, and especially the business community, is not progressing towards the goals at the pace and scale that is needed. According to recent research by Accenture and the United Nations Global Compact, only 21% of CEOs believe business is playing a critical role in contributing to SDGs.

SDG Ambition Accelerator seeks to change this. The initiative was launched in January 2020 by the UN Global Compact in partnership with Accenture and SAP, and joined by 3M

as Patron Sponsor, as a practical response to an urgent call for action. SDG Ambition’s purpose is to challenge and support thousands of companies in more than 65 countries to accelerate their level of sustainable ambition to meet both the society’s and the planet’s needs by fully incorporating the SDGs into business strategy and operations.

Following the SDG Ambition Accelerator launch, Accenture and SAP have released concrete guidance to help businesses accelerate action to achieve the SDGs. Accenture has led development of program materials which included insights from the CEO Study and Progress Report and, furthermore, the team has created in-country curriculum and workshop materials and assisted with in-country program delivery.



“To be a part of the UN SDG Ambition program, has been a true inspiration. To engage with so ambitious and action-oriented companies, that embed the SDGs into their business strategies and daily operations have been a privilege to experience. I am impressed by their continuous commitment, and it is amazing to be a part of this sustainable journey.”

Amanda Viuf
Accenture, UN Global Compact Lead



“The need for SDG Ambition today is clear, and the SDG Ambition Accelerator is one of our key initiatives to support companies in accelerating their progress towards the 17 SDGs. Accenture has a vital role as a key partner in running the program in Denmark and across the world. Throughout the accelerator, participating companies are accompanied by a talented Accenture team of sustainability and technology specialists that provide hands-on guidance and support. We are thrilled

to partner up with Accenture on this important agenda to challenge and support participating companies of the UN Global Compact Network Denmark in setting ambitious corporate targets and accelerating integration of the 17 SDGs into core business.”

Karoline Kjærgaard Hansen
Network Manager, UN Global Compact Network Denmark

Highest priority SDGs for Accenture in Denmark's operations

In 2020, Accenture in Denmark updated our framework for the Sustainable Development Goals (SDGs) by identifying the top prioritized SDGs and key targets for our business—those where we consider we can make the most significant contribution from our operations. The prioritized SDGs are a result of thorough analysis from a wide selection of input and perspectives: direct and indirect stakeholders, economic market development, technology factors, competitor analysis and civil society.

The process included conducting market research of our top 20 clients in the Nordics. The results showed that our top three business facing SDGs are within industry, innovation and infrastructure (SDG 9), and responsible consumption and production (SDG 12), and climate action (SDG 13). SDG 13, climate action, responds to one of the most pressing issues of our time, and is a top priority among our stakeholders.

Although we have categorized the prioritized SDGs in business facing and stakeholder facing, there are overlaps—what is important to our business is also important to our stakeholders and vice versa.

BUSINESS FACING



Sustainability is business for us



STAKEHOLDER FACING



Sustainability is fundamental in everything we do





Path to Net-zero

Working towards a path to net-zero

Working towards a path to net-zero

The UN Global Compact has designated this the “decade to deliver” on the UN SDGs and the promise of a greener, more equitable future. Meaningful climate action requires collaboration between businesses, individuals, governments, and nongovernmental organizations. We are committed to enabling global cooperation among business leaders to achieve a low-carbon future. The calls for business action grew louder in 2020, as the world navigated unprecedented challenges, including the ongoing, intensifying climate crisis, as well as the global pandemic.

At this unique moment when the world is reimagining how to work and live, we have an opportunity to change the business of business by incorporating sustainable practices into the design of operations.

Through our own actions and our work with clients and ecosystem partners, we are helping to transform the global economy into a more sustainable marketplace. In this context

we announced three new industry-leading environmental goals in October 2020: achieve net-zero emissions by 2025, move to zero waste and plan for water risk.

Our environmental strategy focuses on three areas:

- Helping our clients achieve their goals, including transitioning to low-carbon energy, migrating to greener IT and responsible value chains.
- Reducing our own footprint, including carbon emissions, waste generation and water impact.
- Engaging our people to innovate to address key environmental issues.

Reducing our environmental impact is built into our [Code of Business Ethics \(COBE\)](#) and our core values, specifically Stewardship. These inform our [Environmental Responsibility Policy](#), which was established in 2007 and is reviewed annually by our Environment [governance group](#).

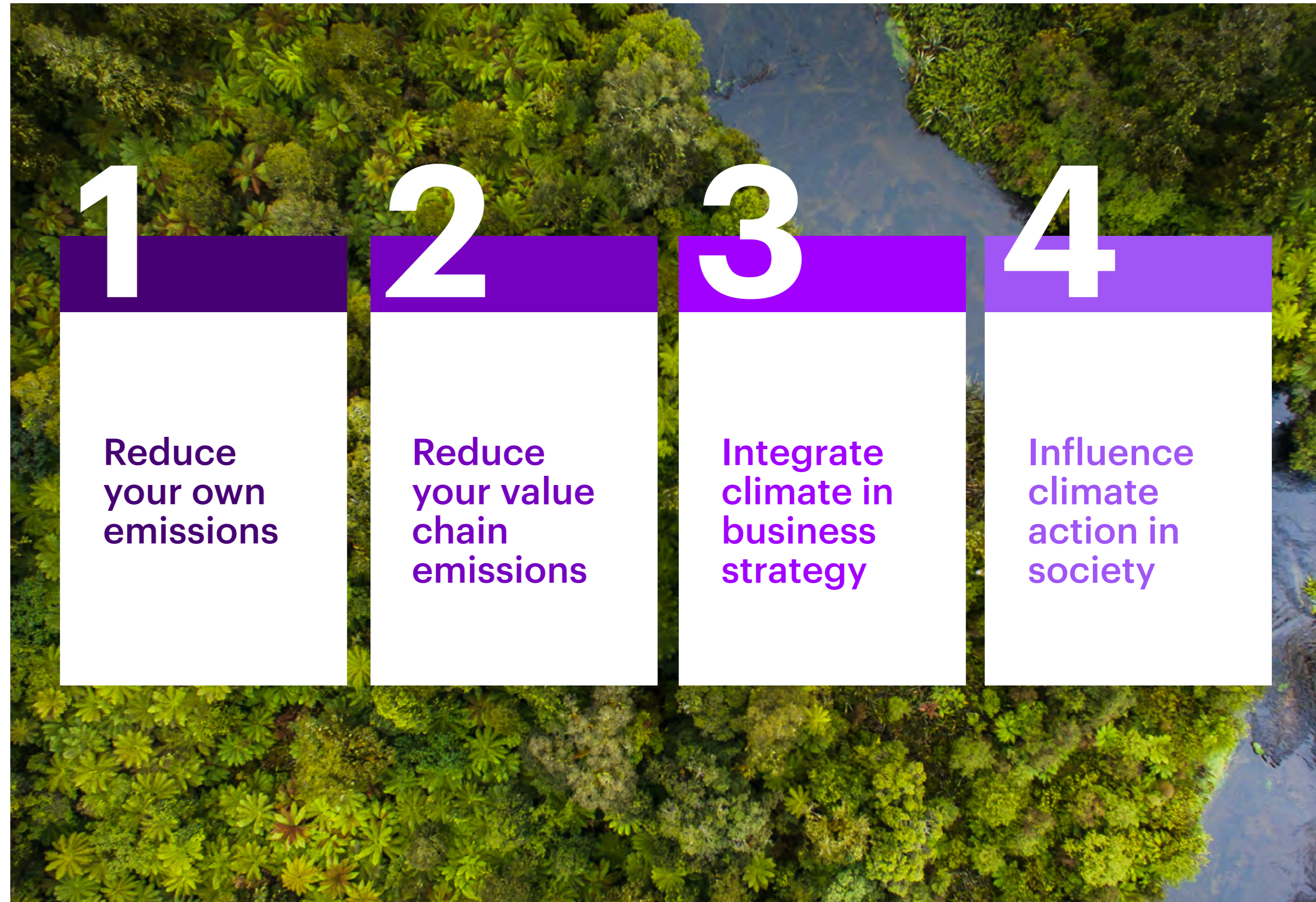
High priority SDG targets relevant for this chapter:



- 8.4** Improve progressively... global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation...
- 9.2** Promote inclusive and sustainable industrialization...
- 9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries... encouraging innovation
- 12.2** By 2030, achieve the sustainable management and efficient use of natural resources
- 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- 12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
- 13.3** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
- 17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries...

Accelerating our 1.5°C climate ambition in Denmark

Accenture in Denmark is a member of the Exponential Roadmap Initiative. The initiative has developed the [1.5°C Business Playbook](#), a framework supporting companies to halve their CO2 emissions each decade to meet the 1.5°C climate ambition. It focuses on strategy and action to accelerate climate action results and is built upon the four pillars. At Accenture in the Nordics, we have a dedicated environment cross-functional core team who are working across all four pillars to reduce our CO2 emissions and achieve [net-zero](#) by 2025.



Pillar 1

Accelerating the reduction of our own emissions

Over the last decade, Accenture has continually set bigger and bolder environmental goals, innovating our approach to environmental sustainability, and making strategic investments. Our new, industry-leading climate action goals take an ambitious approach to addressing energy, waste and water management. By 2025, we have committed to:

Achieve net-zero emissions

- We'll focus first on actual reductions in our emissions by powering our offices with 100% renewable energy, engaging key suppliers to reduce their emissions and equipping our people to make climate-smart travel decisions.
- To address remaining emissions, we will invest in nature-based carbon removal solutions that directly remove carbon emissions from the atmosphere.

Move to zero waste

- We'll reuse or recycle 100% of our e-waste, such as computers and servers, as well as all our office furniture.
- We're committed to eliminating single-use plastics in our locations at the conclusion of the COVID-19 pandemic.

Plan for water risk

- We'll develop plans to reduce the impact of flooding, drought and water scarcity on our business and our people in high-risk areas.
- We'll also immediately begin to measure and reduce water use in these locations.

In alignment with the Paris Climate Agreement, we've also pledged to do our part to keep global warming below 1.5° Celsius by joining more than 400

companies that have signed the UN Global Compact's Business Ambition for 1.5° Pledge to date.

Multiple industry-wide external certifications, such as [ISO® 14001](#), demonstrate our commitment to running our business responsibly and sustainably and to integrating robust environmental practices into our operations. Accenture's Environment Management System is ISO® 14001-certified globally—to see our ISO®-certified locations, locations that use smart metering and where we're powering our offices with renewable energy, visit our [Environmental Impact Map](#).

Emissions and energy

To reach our net-zero goal by 2025, we will reduce emissions by powering offices with 100% renewable electricity, engaging key suppliers to reduce their emissions and equipping Accenture's people to make climate-smart travel decisions.

Because we do not own our office buildings, our plans to increase renewable electricity are not heavily focused on on-site renewable generation. Rather, we are engaging market based renewable electricity purchase opportunities. In locations where Accenture owns electricity procurement decisions, we can move fast to make changes. In locations where energy is purchased on our behalf, we are collaborating with building management and others to improve our renewable electricity mix. In Denmark, 92% of our electricity consumption came from renewable sources in fiscal 2021.



Our absolute reductions

By 2025, Accenture globally aims to reduce our absolute greenhouse gas emissions by 11%, our scope* 1 and 2 greenhouse gas emissions by 65% and scope 1, 2 and 3 emissions per unit of revenue intensity by 40%. Our progress against those goals in 2020:

- Total emissions—reflecting short-term impacts of the pandemic—decreased by 32% from our baseline, exceeding one aspect of our 2025 target.
- Scope 1 and 2 were reduced by 39%.
- Emissions per unit of revenue were reduced by 45%.

While we celebrate the temporary reductions in emissions seen in fiscal 2020/2021 and the important possibilities this represents, we remain committed to keeping our sights set on exceeding all the elements of our science-based target on a long-term basis following the end of the pandemic and its related impacts. This includes how we power our offices, taking a cloud-first approach to improve energy efficiency. In some offices around the globe,

during the early stages of shelter-in-place due to the global pandemic, we saw energy reduction of more than 80%. We are able to track this because Accenture uses precision monitoring tools that automate energy measurement and feed into cloud-based energy management systems, enabling us to rapidly consolidate and understand our energy use. As we return to our offices, we are committed to implementing more AI technology to capture data and continuously improve our energy efficiency.

However, as a professional services company, the most significant aspects of our environmental footprint are the greenhouse gas emissions related to travel and electricity used in our locations. To help reduce carbon emissions from air travel, Accenture in Denmark has committed to reduce air travel by 50% per employee by 2023, with 2018 as the baseline. As the impacts of the pandemic led to travel restrictions for our people, Accenture in Denmark saw a drop of 96% per employee since 2018 and with 89% over the past year. Although the effect of the COVID-19 pandemic has significantly reduced our air travel impact in fiscal 2021, we will continue to focus on reducing carbon emissions from air travel going forward.

Assessing and disclosing climate-related risks

We agree with the industry-led Task Force on Climate-related Financial Disclosures (TCFD) that enhanced disclosure of climate-related financial risks improve financial impact assessments and support the transition to a low-carbon economy. Beginning in 2017, in accordance with TCFD guidelines, we updated our financial filings to strengthen our language on climate-related risks, and we include the financial impact in our annual CDP response. These include the increasing frequency and severity of adverse weather conditions, which may have a negative impact on our people, facilities and operations.

Since 2007, Accenture has [reported our environmental performance to CDP](#) annually, including our environmental risks, opportunities and methodologies on climate change mitigation and adaptation. We are proud to be included in CDP's Climate Change A List of top-performing global companies for the sixth time since 2014. More than 270 companies—less than 3% of the 9,600 companies that disclosed—received an A grade.

*The GHG Protocol Corporate Standard classifies a company's GHG emissions into three 'scopes'. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy. Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions. Greenhouse Gas Protocol. [FAQ.pdf \(ghgprotocol.org\)](#)

Pillar 2

Reducing our value chain emissions

At Accenture, we expect our suppliers to provide updates around their environmental initiatives, goals and impact. Since 2010, we have invited selected global suppliers to respond to CDP's Supply Chain self-assessment questionnaire. Overall, our suppliers are collectively seeing more opportunities to use emission-reducing energy sources, minimize the footprint of their goods and services, and align with shifting customer preferences in their reporting.

As a corporate member of [CDP's Supply Chain Program](#), we use CDP tools to promote engagement, transparency, and sustainable business practices with our suppliers. As part of our new global goal to reach net-zero emissions by 2025, we have set an ambitious target requiring 90% of our key suppliers, which account for 75% of our scope 3 emissions, to disclose their impact and actions being taken to reduce emissions through channels like CDP. As a company, this comprises three-quarters of our scope 3 emissions—an important and often overlooked metric in addressing climate change.

At Accenture, we know that being a responsible business requires taking responsibility for all our supply chain touchpoints, which is why we developed this new goal.

Out of the more than 8,000 companies that participated in CDP's 2020 program, we earned an "A" rating. Of the 154 CDP supply chain member companies inviting suppliers to participate, we were recognized on the Supplier Engagement Leaderboard for the fourth consecutive year—an honor given to only the top 7% of the companies assessed. More information is available in CDP's Global Supply Chain Report 2020, "[Transparency to Transformation: A Chain Reaction](#)."

To accelerate our global ambition in the Nordics, we rolled out a sustainability upskilling program to the Accenture Nordic Procurement team in fiscal 2021. The purpose of the program was to equip the team with deepened sustainability skills that enables meaningful conversations with Accenture's suppliers in the Nordics.



Pillar 3

Integrating sustainability by design in our business strategy

At Accenture, we believe that sustainability is the new digital. Just as the digital revolution transformed how we live and work, so too will sustainability, driving new value and growth and permeating everything that we do. Accenture's purpose is to deliver on the promise of technology and human ingenuity. And there are fewer things with greater promise than sustainability—it unlocks new opportunities for our clients, our partners, and our people, and for the places where we do business. We are determined to deliver on our promise to our clients by embedding a sustainability mindset into everything we do.

Sustainability by design

We have put sustainability at the heart of our business—building our capabilities and integrating sustainability into everything we do. Integrating sustainability means meaningfully redefining how we think, create and measure value and sustainability impact:

- We think differently about everything from evaluating risk to improving brand value.
- We collaborate with our network of partners to develop new ways to uncover and create value through revenue growth and cost reduction opportunities.
- Lastly, we help our clients measure every single component of the value and impact created on their sustainability agenda.

As an important step to integrate sustainability by design, Accenture in the Nordics is developing a capability to identify CO₂ savings in our client projects; the climate business case.

Going forward, this will be part of our proposals to give our clients guidance on the estimated carbon emissions for the proposed projects, together with guidance on how to reduce the emissions.



Creating a sustainable future with our clients

As stakeholders demand more environmental, social and governance (ESG) efforts, regulations tighten and consumers increasingly expect brands to take action, organizations must demonstrate that they are purposeful about sustainability, hold strong ethical standards and operate responsibly in everything they do.

Increasingly, companies and brands are turning to their partners—and to technology and innovation—to integrate sustainability and create meaningful change that’s good for their business, the society, and the planet. That is why our dedicated teams bring deep experience and industry expertise to develop and implement strategies,

operating models, processes, and technologies to help businesses achieve their sustainability goals. At Accenture, we make a difference for the environment and our societies through our work with clients, who are some of the world’s leading companies and governments. Accenture’s sustainability value promise: through technology and human ingenuity, we are making sustainability a force for change. We infuse sustainability into every aspect of what we do and design from the start with sustainability in mind.

By engaging our ecosystem partners, we develop innovative solutions to help our clients reach their goals. Our priority areas include industry transitions to low-carbon energy; migrating to more sustainable IT, cloud and software; and driving responsible value chains.



“In 2025, we’ll be talking about how every business is a sustainable business.”

Julie Sweet
CEO of Accenture

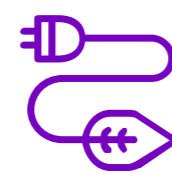


Our suite of six services is designed to help our clients tackle their greatest sustainability challenges and realize the competitive advantage and impact that sustainability brings:



1. Net -zero industry transitions

Net-zero carbon targets are no longer optional. The challenge is making them real and visible. Accenture can rapidly activate achievable progress towards those goals. We unleash the potential of digitization to transform business models for the better.



2. Sustainable IT and technologies

Digital technology is a true enabler of sustainability—but its energy consumption and ecological footprint is vast. Accenture addresses a twofold imperative: to use technology more sustainably, and to use technology as a vehicle for being more sustainable. [Read more.](#)



3. Responsible, circular value chains

If organizations want to make an impact on the sustainability agenda, they need to rotate to responsible and circular value and supply chains. Accenture designs for impact by embedding sustainability into every phase to deliver trusted, net-zero and circular value chains. [Read more.](#)



4. Sustainable measurement, value creation and impact

What an organization measures shapes what it does. Accenture provides the tools, technology, and methodologies to help businesses create the sustainability ledger alongside the financial ledger, from CEO and CFO dashboards to operational decisions. [Read more.](#)



5. Leadership development, talent & organization

Committing to sustainability is not just about one-off actions. It is about creating the mechanisms and cultures that bake sustainability into everything an organization does. Accenture uses the latest insights in organization design to transform the way people work with lasting impact.



6. Sustainable brand, design and customer experience

Today's consumers—and B2B customers—demand sustainability. This is not just lip service—it's a refusal to compromise. Accenture combines deep insight and experience with technology to help clients deliver experiences that meet consumers where they are on their sustainability journeys.

An example of a recent sustainability project:

We embedded sustainability principles within the software ecosystem of a leading access solutions provider in the Nordics. Accenture visualized a typical software architecture at the client showing the flow of information across software layer, infrastructure, cloud and end-user device and peripherals to identify key decisions that a software developer or a product

designer takes. We drew upon extensive research conducted by Accenture to develop a set of customized sustainable software principles for the client and transformed the client's existing hardware focused "sustainability compass" by embedding sustainable software principles to identify, measure and track the sustainability impact of software development practices.





CASE

H&M Foundation Billion Dollar Collection

More than ever, people are demanding sustainable fashion. However, many start-ups struggle to receive the required support to truly transform the fashion industry beyond capsule collections and pilots. It has been estimated that billions of dollars are needed to change the fashion industry and to highlight this issue, the non-profit H&M Foundation launched 'The Billion Dollar Collection' in June this year.

Since 2015, the H&M Foundation, in collaboration with Accenture and KTH, has supported early-stage innovation through the Global Change Award, recognizing ideas that can make the fashion industry circular. 'The Billion Dollar Collection' presents 10 of the previous Global Change Award Winners with potential to create multi-dimensional value with the industry's support. The selected

sustainable innovation start-ups come from across the globe and encompass elements from materials to traceability, and each start-up is showcased as a garment in a virtual fashion collection.

The collection has been exclusively created in computer-generated imagery by Mackevision, part of Accenture Interactive. Accenture also brought its 360-degree value approach to the collection with the timeframe of 2030 in mind, as a reference to the 2030 UN Sustainable Development Goals. The model shows how each innovation could have a significant, positive impact for the planet. And we are talking no small gains—for instance, one of these companies is estimated to have the potential to achieve an annual net reduction of 720,000 metric tons carbon dioxide emissions by 2030.



"There are many sustainable tech innovations out there with great potential to realize value in multiple dimensions. With this being the decade to deliver in order to reach the Sustainable Development Goals, it is essential that we do everything we can to support these innovations to fuel a sustainable shift."

Sara Rahiminejad
Technology Strategy Consultant, Accenture



"With 'The Billion Dollar Collection' we wanted to highlight the impact in supporting, cooperating with, and adopting these and other game-changing solutions. Together we can create a shift in the fashion industry, where sustainability and innovation is implemented as default practices in time for 2030."

Diana Amini
Global Manager, H&M Foundation



Pillar 4

Influencing climate action in our society and with our people

At Accenture in the Nordics, we are driving several initiatives to influence climate action, both in our society and with our people.

Engaging our people

Accenture people are passionate about learning and applying their skills to help the environment. Our internal, global network of eco champions promotes emissions reduction, climate mitigation, circular economy and biodiversity through a mix of virtual and in-person events, challenges and volunteer opportunities.

We're also embedding a sustainability mindset across our business, by building the 'Sustainability Quotient' of all Accenture people across the globe, so that they always ask: How can this

have a better, more sustainable outcome? How does this drive change to solve for the SDGs?

During 2021, we introduced an upskilling program for all our people in Accenture in the Nordics, a 30-day Sustainability Challenge, offering a new action every day for 30 days, with the aim to increase knowledge and application of sustainability in the daily work of our employees.

We also launched the Nordic Sustainability week in June 2021, a full week of online events and a digital hub, where we enabled our employees to share their experiences, learn from experts, and get a better understanding of how to build a better future for all. As a part of the Sustainability Week, all employees were invited to calculate their own personal emissions, with guidance on what specific actions they can take to reduce their emissions.





Supply Chain

Securing responsible procurement

Securing responsible procurement

One of our key objectives as a responsible business is to help build supply chains that are more sustainable and more inclusive. By encouraging a mindset of responsible buying both inside and outside Accenture, we are helping to generate long-term value for our clients, supplier partners and communities.

Beyond transactional procurement with our partners and suppliers, Procurement Plus addresses four thematic pillars to advance responsible buying: the environment, human rights, supplier inclusion and sustainability, and the future of work. This approach informs every aspect of our supply chain, building stronger partnerships and making us more transparent, agile and ethical. Our buying program influences key initiatives such as our award-winning [Global Supplier Inclusion & Sustainability program](#). Part of that initiative involves working within our ecosystem to identify, develop and work with small/diverse and adaptive suppliers. We also require suppliers to provide information and data on how they are improving their business performance to reduce their environmental impact, which, in turn, helps us improve our performance.

High priority SDG targets relevant for this chapter:



- 5.b** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
- 8.8** Protect labour rights and promote safe and secure working environments for all workers...
- 9.2** Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product...
- 10.2** Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- 12.2** Achieve the sustainable management and efficient use of natural resources
- 13.2** Incorporate measures to fight climate change into policies, strategies and planning
- 16.5** Substantially reduce corruption and bribery in all their forms.
- 16.6** Develop effective, accountable and transparent institutions at all levels.
- 17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships...

Pillars of Responsible Buying



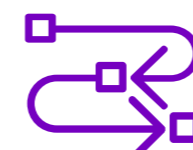
Environment

- CO2 emission
- e-waste
- Water
- RE100
- Carbon strategy



Human Rights

- Labor conditions
- Modern slavery
- Child labor
- Health & safety



Supplier Inclusion and Sustainability

- Diverse supplier development
- Advance equality of opportunity/ spend
- Accessibility



Future of Work

- Consequences of digitalization & automation
- Business resilience



Ethics & Integrity

Anticorruption, conflict of interest, ethical business, etc.



Global Sustainable Procurement Hub

For supplier Environmental, Social & Governance (ESG) due diligence, reporting, collaboration and co-innovation for responsible buying and social impact

Our ethical procurement strategy

Our ethical procurement strategy directs our key employee training, how we select our suppliers and the development of our [high standards for conducting business](#) with our suppliers. To continue encouraging broader transparency within our supply chains, we require all suppliers—regardless of category or size—to adhere to our [Supplier Standards of Conduct](#) or to make an equivalent commitment. We bring this to life by frequently hosting open discussions with suppliers across the business and have a strong [Global Diverse Supplier Development Program](#) (DSDP).

As with our [Code of Business Ethics \(COBE\)](#), our Supplier Standards of Conduct reflect our [core values](#) and our commitment to the 10 Principles of the United Nations Global Compact (UNGC). As an active Global

Compact LEAD participant and signatory to the 10 Principles, we strive to lead by example in upholding its principles. At Accenture in Denmark, suppliers need to accept our Supplier Code of Conduct, which sets out the labor standards, human rights principles, and other legal and ethical standards we require our suppliers to meet. In the spirit of continuous improvement, we continue to evolve our global Supplier Standards of Conduct in line with our commitment to responsible business. Additionally, we annually review our supply chain strategy through the lens of our COBE and the UNGC Principles as part of our efforts to set industry standards for maintaining an ethical supply chain. This is particularly important as part of our continuing efforts to encourage our suppliers to pay a living wage.



Human rights commitment

At Accenture, we have a long-standing commitment to supporting and respecting human rights, including the elimination of modern slavery, child labor and human trafficking in our supply chains and business operations. Given the nature of our business, and the risk assessments we have undertaken to date, we believe the risk of modern slavery, child labor and human trafficking in our business is low. But we are not complacent and frequently review how we can improve and evolve in response to changing circumstances such as COVID-19. Our intention always is to be thoughtful and targeted in how we select and engage our suppliers, particularly in relation to higher-risk sectors and countries. We do not compromise when it comes to doing business ethically and legally, and we leverage our global buying power to advance human and labor rights.

We seek to encourage a culture of transparency within our supply chains and provide a mechanism to enable employees of our suppliers to speak up about legal or ethical concerns, including slavery and human trafficking. Employees of Accenture suppliers may report concerns or violations (anonymously where permitted by local law) through the Accenture Business Ethics Helpline.

To promote a high quality of life for the communities we touch, Accenture continues to drive the adoption of a living wage. Through our Supplier Standards of Conduct, we strongly encourage all our suppliers to pay a living wage or higher to those who provide services directly to our company and/or our clients. This was particularly important in 2020/2021 as the pandemic exposed societal and financial inequities all over the world. Likewise, we have a robust regular

review process in place to validate living wages in the local country context. We continue to take targeted actions and support advocacy in our supplier ecosystems to work toward the elimination of modern slavery as part of our commitment to maintaining an ethical supply chain that respects human rights.

Our [Modern Slavery Act Transparency Statement](#) provides more information about our efforts in this area. This statement is identified as higher risk for slavery and human required by law, but it describes our efforts beyond the United Kingdom, particularly in key geographies that we identified as higher risk for slavery and human trafficking. Given the significant growth in AI, respecting human rights across our supply chain also includes responsible use of this technology to grow our business the right way. We are building on our

ethical procurement philosophy by adopting new AI tools to help simplify the contracting process, implement digital solutions, and identify and eliminate human rights risks within our supply chains. As part of our efforts, Accenture has invested in a new blockchain-enabled global Sustainable Procurement Hub. This Hub will help to better assess and drive transparency around our suppliers' ESG performance, including in relation to slavery and trafficking.

Through our compliance programs and related policies we have not recorded any human rights breaches in fiscal year 2021 at Accenture in Denmark. We are determined to continue the journey of driving human rights agenda for all people and setting up high standards for conducting business with our suppliers, accordingly to our [COBE](#) and [Supplier Standards of Conduct](#).



Social Impact

Creating social impact

Creating social impact

At Accenture, we use human ingenuity and the latest technology to help create a more inclusive society. Through the ingenuity of our people, clients, ecosystem partners and nonprofit partners, we develop and scale innovative solutions to help create a more inclusive society where everyone can thrive. Over the past year, these initiatives were tested like never before as the world faced new challenges and the exacerbation of existing challenges due to the global health, economic and social crises.

Innovating to help our clients and communities tackle societal issues has always been an important part of what we do as a responsible business. In 2020, this mindset informed our response to COVID-19, while we also continued to evolve and expand our social innovation program, our work through Accenture Development Partnerships and supporting our people to make a difference in our communities.

We are committed to support our progress towards sustainable development. In our Danish Responsible Business strategy and operations for the coming fiscal year (FY22), we are specifically focused on creating Partnerships for the Goals (SDG 17), through which we drive our global SDG Ambition program together with local companies to help them drive and realize their corporate

ambitions for sustainable development. In our partnerships, we will be focusing on Industry, Innovation, and Infrastructure (SDG 9), concentrated around open innovation in collaboration with our partners, while applying innovation approaches and leveraging the potential of intelligent technologies. Like in previous years, we will be working together with our partners to improve environmental and societal impact through common projects with Responsible Consumption and Production (SDG 12) and Climate Action (SDG 13).

With the focus on the above SDGs, Accenture is committed in achieving this with respect for good health and well-being and reducing inequalities. Pivotal in our Responsible Citizen efforts is our global [Skills to Succeed program](#), where we will be focusing on our continued efforts on supporting social entrepreneurs and driving inclusion and diversity. In the light of good health and well-being, a reality that has become more visible and transparent during the COVID-19 pandemic, is the challenges associated with missing education, impact of feeling isolated, and missing out of general development of soft life-skills among children and adolescents. In connection with this, we will continue our inclusion and diversity efforts with particular attention to life-skills for people with disabilities and chronic medical conditions.

High priority SDG targets relevant for this chapter:



- 5.5** Ensure women’s full and effective participation and equal opportunities for leadership at all levels...
- 5.B** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
- 8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation...
- 8.5** Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 9.2** Promote inclusive and sustainable industrialization...
- 9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries...encouraging innovation...
- 10.2** Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- 16.6** Develop effective, accountable and transparent institutions at all levels.
- 17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize...



Sparking innovation for society with our people and ecosystem

At Accenture, we believe that ideas can change the world—and that individuals can inspire a movement. The Social Innovators initiative is inspired by two fundamental beliefs: that anyone can be a social innovator if they are equipped with key skills and mindsets—and that tackling the complex challenges facing society can only be done in collaboration across businesses, sectors and industries. The program has three elements to spark and sustain social innovation with our people, clients and other ecosystem partners.

At Accenture in Denmark, we have a number of local initiatives going through our Social Innovators Accelerator Program, where we are helping build critical skills including beneficiary-centered design, cross-sector collaboration and measuring

environmental and social impact. We are giving our people the opportunity to put these skills into practice taking their ideas to reality with clients, non-profit organizations, public organizations, startups, etc.

As a Responsible Company and Responsible Citizen, Accenture is committed to applying our capabilities from across Accenture to deliver 360-degree value in a truly human way.

This year, our Responsible Business Community at Accenture in Denmark made a difference for the future children at BørneRiget, a new children's hospital in Copenhagen; for people with visual disability exploring voice-based technology together with the Danish Association for the Blind; for companies in

improving their ambition for sustainable development in collaboration with United Nations Global Compact (UNGC); for the Den Sociale Kapitalfond in improving ESG (Environmental, Social, Governance) reporting and transparency; for socially marginalized and vulnerable people supporting Hus Forbi in creating new digital opportunities for generating income; for people in communities vulnerable to disasters by supporting the crowd-sourcing of population and navigation information in collaboration with Humanitarian OpenStreetMaps Team and Doctors Without Borders (MSF—Médecins Sans Frontières); and for a number of other organizations, sustainable stakeholders and passionate people through different kinds of volunteering.





CASE

Børneriget—Children’s Hospital, Copenhagen

Designing the children hospital experience of the future

This year, we initiated a partnership with BørneRiget (meaning “Children Kingdom” in Danish—the new Children’s Hospital in Copenhagen), a new hospital that will set new standards for future treatment and care. As the new hospital is under construction, several teams are focusing on forming the framework for a pioneering interplay between operation, organization, architecture, and sustainability.

In line with the two internal projects at BørneRiget, referred to as “Break the Isolation” and “Digital Universe of Play and Activities (DUOPLAY)”, we had various engagements with experts at Rigshospitalet to gain further insights into adolescent life

during hospitalization. Together, we drove the effort to bring a sense of belonging and normalcy for adolescents during their medical journey, specifically children aged 14-17.

As a result, we have developed a foundation for future development with a clear focus on the patient, considering all steps of the journey and how they might differ from one case to another. We designed a digitally-driven universe consisting of various components to create tools to ensure that they enjoy the journey of being a teenager even though they are undergoing difficult times at the hospital—owning their surroundings, forging new friendships, and creating safe spaces to express and find themselves.



“Working on social challenges comes with immense responsibility and our joint team carefully navigated the problem space to make the research done by the hospital actionable. The quick turnaround on the project was possible only because of the great team at BørneRiget who were always available with support and insights. This engagement helped us unlock opportunities to scale the solution and potentially bring it to other children’s hospitals both nationally and internationally in the future.”

Anoushka Garg
Accenture Interactive, Service & Interaction Designer



“Children and adolescents at the hospital risk being disconnected to their teen life due to their illness. It is harder to stay in contact with friends when you cannot go to school, cannot participate in sports because of your condition, and even more so if you cannot find a way to communicate your hospital experiences to your peers. In many ways this group miss out and risk falling behind their peers, which can have consequences for the rest of their lives. Finding a way to bring “teen life”

to adolescents at the hospital will bring motivation, personal development opportunities and life to a target group who sorely needs it. It is so exciting seeing everyone come together to look for solutions and opportunities to improve the situation for these young adults during their hospital stay.”

Lena Kikko Henriksen
Project Manager for DUOPLAY, Børneriget

Societal response to COVID-19

Exponential changes in technology were already transforming the way we worked and lived before COVID-19. The pandemic accelerated these changes, as companies were forced to reimagine their role in society, and economies and industries needed to rebuild.

At Accenture in Denmark, we continued to unleash the power of our people during 2020, to help our clients, people, and communities to navigate the challenges and knock-on effects of COVID-19. We gave our people the opportunity to participate in impactful and meaningful work that provided tangible results for the most vulnerable people in our society while upskilling our talents for the future. Further, exponential changes in technology were already transforming the way we worked and lived before COVID-19. The pandemic accelerated these changes, as companies were forced to reimagine their role in society, and economies and industries needed to rebuild. We supported our partners in this journey.





CASE | Hus Forbi

Responding to declining income following the pandemic.

The collaboration with our long-standing partner Hus Forbi continues; an organization that acts as a spokesperson for yearly 13,000+ marginalized, socially vulnerable and homeless people in Denmark. Hus Forbi provides homeless people with the opportunity to sell a newspaper on the street and thereby earn their own money. Intensified during the pandemic and multiple lockdowns, Hus Forbi’s vendors have experienced declining sales, reluctance towards physical exchange and no natural societal cash flow which they normally rely upon in their daily life.

With funding from our global Accenture Social Innovator Accelerator program, we helped Hus Forbi on this challenge

in two ways. First, we supported Hus Forbi in automating their administrative processes and improving the time it takes for their vendors to get access to their income. We uncovered pain points for the Hus Forbi organization, the vendors, and buyers of the newspaper to map their user journeys. By facilitating technical conversations with payment service providers and other stakeholders including municipalities, we will continue the design and development of a seamless, simple and safe digital payment solution.

Secondly, we will explore how a new digital platform can help Hus Forbi improve the experience of their 3,500 vendors, their stakeholders and their more than 500,000 dedicated readers by providing inspiring content in line with Hus Forbi’s agenda.



“When Accenture and Hus Forbi pool their efforts and skills, real impact is created! For this project, we’ve come very close to setting up a new digital payment solution that will make it much easier for vendors and buyers to interact, and in the future, it will serve as a brand-new revenue source for Hus Forbi vendors. That’s making a meaningful difference for homeless people in Denmark.”

Mie Mølgaard
Accenture Interactive, Hus Forbi Lead



Accenture Development Partnerships

[Accenture Development Partnerships](#) delivers the power of Accenture's global capabilities and experience to address complex social, economic and environmental issues in the developing world. We are working Workplace teams led across areas such as health, gender, livelihoods and education, financial inclusion, humanitarian response, agriculture, water and environment. Accenture Development Partnerships directly contributes to SDG 17 (partnerships for the goals), one of Accenture's high priority SDGs, as well as generating impact across other goals such as SDG 5 (gender equality) and SDG 10 (reduced inequalities). In fiscal 2021, Accenture in the Nordics delivered 15 Accenture Development Partnerships projects, with 8 clients in international development.



Volunteering

Volunteering is one of the many ways our people can bring their time and skills to make a difference while growing in their careers. In March 2020, our volunteering program shifted to purely virtual volunteering. This allowed our people to continue to make a difference from home and help our partners address real needs during a challenging time. In some cases it has increased the accessibility of volunteering opportunities for our people.

In Denmark we continued to unleash the social innovation power of our people during 2020 and 2021 to help our clients, people and communities in navigating the general societal challenges and knock-on effects of COVID-19. We drove a number of virtual volunteering events engaging our people in Denmark and across the Nordics—as well as a number of various partners.

Virtual volunteering: making a difference from home

Most of our local volunteering initiatives have previously been physical events, but this year we had to think differently. Luckily, Accenture had already partnered up with many organizations offering virtual volunteering opportunities. Most of these opportunities are offered globally and are short-term, meaning they can be completed in one hour or less. This means that our people can participate anywhere, anytime and with minimal training required. We were therefore able to run sessions around lunch time, so the participants could take a break from work and spend that time making a difference with their colleagues.

The missing maps with MSF: crowdsourcing map information using remote technologies

During our Nordic Sustainability Week in June 2021, our people had the opportunity to join a ‘mapathon’ session together with [Doctors Without Borders](#) to hands-on try how technology makes a difference in the outskirts worldwide as a part of the [Missing Maps project](#). Following the Mount Nyirangongo eruption in May 2021 more than 400,000 people in Democratic Republic of Congo has been displaced, and Doctors Without Borders has been responding to a variety of community health needs, provided medical response, and adapting their services. Our people volunteered in mapping different kinds of buildings in South Kivu, Democratic Republic of

Congo, along the route to Bukavu, through digital tools, community input and satellite imaging. These maps support logistics workers on the ground at Doctors Without Borders and other non-profit organisations with a detailed navigation of the area enabling them to respond more effectively. Our Nordic Missing Maps effort was a part of a global support to the pandemic responses together with Doctors Without Borders to actively contribute and make an impact from home; globally, we saw a record turnout from our people across 32 countries, mapping more than 4,000 square kilometers and 230,000 buildings. Together, we mapped an area that is home to approximately 990,000 people for future relief efforts.

Coding Class: upskilling adolescents digitally through creative it

Created by a number of member organisations in [IT-Branchen](#) in collaboration with municipalities across Denmark, [Coding Class](#) is a project that aims to prepare children and adolescents to act responsibly in the digital sphere. By being creative with IT through Coding Class and beyond in elementary school classes, they will be able to participate actively to our future workforce and society. This year, our volunteers supported Sundbyøster elementary school with a real life Accenture challenge that the adolescents had to solve through a digital game; we framed a mission, for which we together with the adolescents prototyped a solution through innovative design-thinking processes. The adolescents coded their gaming-based solution by themselves, and pitched it to our volunteers, reflecting their new understanding and competences within digital problem solving and coding going beyond their everyday skills as digital superusers.

Earth Day: virtually contributing to wildlife research through snapshot serengeti

To celebrate Earth Day 2021, we hosted a virtual volunteering event through [Zooniverse](#) and the project [Snapshot Serengeti](#) which contributes to wildlife research. Snapshot Serengeti is helping the Serengeti Lion Project that has been studying African lions in Tanzania since the 1960's. Today, the team keeps track of about 330 lions in the Serengeti National Park and they are interested in the lions' location, group size, diet, health and reproduction. Our volunteers helped identify and classify different animals seen in photos taken in the National Park which consequently support researchers to study how the entire community of over 30 species interacts. Feedback from our volunteers reflected the initiative as an easy way of contributing to research while having a good time sharing screenshots of the animals.

Hour of Code: empowering students across the globe to build coding capabilities

Since 2018, Accenture in Denmark have partnered with [Code.org](#) to help children learn about computer science through [Hour of Code](#). We believe that by learning to code, children and teenagers will have a powerful tool that will help them achieve success in the future. Previously, the event has taken place at our offices or client sites, but this year we had to do things a bit differently. We invited our local Accenture Parents & Caregivers Network to join us for a virtual Hour of Code event where the kids could learn how to code hosted by a lead mentor and our volunteers. The kids participating in the session had a lot of fun playing around with the different coding games and they proudly received a diploma from Accenture by the end of the session.

Eco Action: cross-nordic wildlife initiative through snapshot hoge veluwe

For [Eco Action](#) this year, we made a joint initiative across the Nordic countries and hosted a virtual volunteering event. Through [Zooniverse](#) and the project [Snapshot Hoge Veluwe](#) the volunteers helped contribute to wildlife research. Our volunteers helped identify and classify different animals seen in photos taken in De Hoge Veluwe National Park in the Netherlands and this will help researchers understand more about how the different animals affect the plant life or how they respond to visitor activity in the park. This event was also a great way for participants to meet colleagues from around the Nordics in an informal setting and have some fun together while making a difference.





People

Focusing on our people

Focusing on our people

Throughout Accenture’s history, our people have embraced constant change. Fiscal 2021 was no different. Facing multiple crises, our top priorities were the overall safety, health and well-being—both physical and psychological—of our people and their families. One of our primary goals is to lead with compassion and humanity—to help our people be their best professionally and personally—and this took on a deeper meaning and sense of urgency this past year.

We supported our people personally with new virtual tools and initiatives to ensure they were seen, heard, connected and productive, as well as to help cope with the demands and

stresses of the compounding crises and to strengthen their mental resilience. We continued to make progress toward becoming a more inclusive and diverse organization and set important new goals to further accelerate these changes.

At the same time, we remain focused on supporting our people professionally, equipping them with leading-edge technologies, continuous learning and a supportive global community to enable them to seize opportunities and resources to successfully manage their careers—and to help themselves, our clients, our communities and one another as we look ahead to a new reality beyond Covid-19.

High priority SDG targets relevant for this chapter:



- 3.8** Achieve universal health coverage... access to quality essential healthcare services...
- 5.5** Ensure women’s full and effective participation and equal opportunities for leadership...
- 5.B** Enhance the use of enabling technology... to promote the empowerment of women
- 8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation...
- 8.5** By 2030, achieve full and productive employment and decent work for all women and men...
- 8.8** Protect labour rights and promote safe and secure working environments for all workers...
- 10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status



Caring for our people

As a talent-led organization, the ingenuity and unique strengths of our people are our most important source of competitive differentiation. To grow our business, we must support our people with deep compassion and care.

After the pandemic was declared, we worked to ensure their safety and well-being. Our commitment to helping our people be their best both professionally and personally has never been stronger than in this time of crisis and disruption.

Supporting our people's resiliency and well-being

Our commitment to fostering a “Truly Human” environment took on greater meaning in fiscal 2021, providing a road map and principles for helping our people to become even more resilient and to maintain and enhance their physical energy, mental focus, value and sense of purpose.

We have demonstrated compassion and shown our people just how deeply we care for them with new or expanded services tailored to the needs of their local markets. In addition to existing programs such as shared best practices for working from home; and extended our benefits where possible, e.g WFH allowance and extended occupational injury insurance. With most of our people working remotely, human and social connections became even more essential.

In response, we created a “home” for our people online, called #moretogethernow. Even though Accenture was uniquely positioned to adapt in virtual environments, it was important that our people had somewhere to turn that addressed their new concerns and fears, supported their entire selves, and helped them to stay safe, seen, connected and enabled.

The Accenture #moretogethernow site offers tools and support for everything from working remotely to mental health to specific topics like parenting and juggling the demands of new “co-workers” (i.e., children). Since launch, the site has been continually refined and updated with relevant content based on the feedback and needs of our people—reinforced with the mantra, “Together, we are better than ever.”

During the pandemic, a new initiative was established at Accenture in Denmark. Our Parent & Caregiver's

(P&C) Network was initiated with a two-fold purpose; to retain talent & to enforce a truly human culture. The P&C Network rolled out a number of new initiatives to support parents and caregivers in their journey throughout Accenture. We hosted a design-thinking workshop with parents coming back from leave to identify new and changed needs; we launched a Parent Portal on our internal site to support parents going/being/coming back from leave; we ensured a new physical setup on our offices to cater to and facilitate visiting parents; and then we created and standardized a ‘going-on-leave’ package for all parents going on leave to support their journey from one everyday to another—in and outside of Accenture's office. The P&C Network was established around a community, and to build, support and knowledge share within this community, we arranged such events as Easter Cookie, Coffee Connect for people on leave, P&C Lunch Club, Hour-of-Code with parents and their children as well as a Tivoli Tour.

Pivoting to remote work and preparing for the future

Building on our decades of experience with remote working, we quickly enabled our workforce to work from home and suspended substantially all business travel. We also shared our expertise in remote working with many clients and community organizations that were doing it for the first time.

We are implementing a comprehensive plan to return to Accenture offices and our clients' offices where permissible. The safety of our people and the needs of our clients will guide how we manage our phased transition. By taking a phased approach, we have been able to prepare our workspaces and monitor and adjust protocols as needed. We have also built in

the flexibility to respond quickly if government directives and local conditions change.

We believe the work environment of the future will continue to evolve, but will include more remote working and be very fluid as we innovate, collaborate and develop personal connections with people working from home, offices and at client sites. Over the longer term, we believe that personal collaboration and engagement will remain essential to maintaining our culture of shared success.

Maintaining a healthy and safe workplace

Supporting our people also includes helping to ensure rigorous health and safety programs for them—at our offices and client sites.

In 2020, we implemented a new, globally consistent Occupational Health and Safety policy to reinforce our commitment and define the responsibilities of all our people and contractors to keep our work environment healthy and safe—whether at an Accenture office, project site or at an alternate location. The new policy drives compliance with applicable laws and regulations and fosters adoption of health and safety management standards across Accenture.

Our Global Asset Protection (GAP) team is responsible for providing crisis management and security advice and assistance to our people. GAP maintains a 24/7 Global Watch program to assist our people with security risks and health advice, and promotes awareness when our people travel to

high-risk locations. GAP provides security awareness training on issues such as workplace violence, travel safety and natural disaster preparation. GAP also maintains a mass notification capability to alert employees to security events in their area based on residential, office and travel data.

In 2021, our Workplace teams led the development of a global Health Champion program, which helps to educate, inform and advocate for our people about health and safety concerns.

Investing in our people

We are committed to continually enhancing the capabilities of our people through training and on-the-job learning opportunities. We continue to make significant progress in helping our people pivot to new, advanced technologies by providing them with the tools, skills and flexibility to discover new talents and keep pace with the digital revolution and our new reality.

When they are equipped for success, not only are they fulfilled in their career journeys, but our clients, our business and our communities reap the benefits.

Performance achievement

Our Performance Achievement experience, supported by patented technology, is another way we invest in our people. Our people identify and apply their strengths, focus on a few vital priorities, ask for and share regular feedback, and take personalized actions to grow and develop.

In a particularly challenging year, we created the capacity to pay meaningful bonuses for fiscal 2021

performance. In Denmark, we also announced 148 promotions during fiscal 2021 and we promoted 7 of our people on managing director levels.

Skilling and specialization at scale

We know how important it is for our people to have a solid grasp of the major technologies that we create, customize, consult on and deploy, such as cloud, AI and cybersecurity. And, crucially, our people must be able to share that knowledge easily with their teams and clients alike.

We believe skills are the common currency that will unlock boundaryless opportunities for our people and power our networks. We continued our focus on Specialization at Scale—a program that provides a robust and agile way to ensure that the right team, with the right skills, is ready to serve our clients. Using the power of AI, we help our people identify their skills and specializations, and then match them with project leaders and career opportunities.



Accelerating equality for all

Our unwavering commitment to inclusion and diversity enables us to attract, develop, inspire and reward the best people. It creates an environment that unleashes innovation, allows our people to perform at their very best, and underpins a culture in which everyone feels they have an equal opportunity to belong, advance and thrive. We approach inclusion and diversity with the same discipline and rigor as any other business priority. We set goals collect data to continuously improve and hold our leaders accountable.

Our commitment starts at the top and we expect leaders at all levels to help create and sustain a culture of equality. Our areas of focus include gender; ethnic diversity; disability inclusion; lesbian, gay, bisexual, transgender and intersex (LGBTI); mental health; cross-cultural diversity.

We also commit to diversity and equal opportunity by eliminating discrimination in employment and applying our principle of [meritocracy](#) when we make decisions about our people.

Gender equality

At Accenture in Denmark, we are committed to actively working towards equality for all. We follow our global goals to achieve a gender-balanced workforce by 2025. This means a workforce that is equally 50 percent women and 50 percent men for those whose gender is binary. In addition, as a part of our diverse leadership agenda, we set a goal of 30% women in managing director positions.

Driven by multiple initiatives to reach a gender-balanced workforce, we are on track to meet our targets. In fiscal 2021, women accounted for 42,9% of our Danish workforce, and 50,9% of our new hires. As for our leadership, women accounted for 20,8% of our managing director positions in Denmark—this represents a +3% jump from fiscal 2020, where we were at 17,8%. By adding gradual acceleration to the current pace, we will be able to meet our targets in 2025.

Fiscal 2021 marked our 17th annual celebration of International Women’s Day for our people, clients and partners. For more than a decade, we have published groundbreaking research in conjunction with these celebrations. Our [global research](#) explored the hidden value of culture makers, the perception gap that exists between leaders and employees on this topic, and how closing this gap will yield substantial benefits for companies and their employees.

At Accenture in Denmark, we have a number of initiatives to support our female workforce, one of them is Female Leaders of Tomorrow Network, and the FLOT Network, that exist to inspire and promote women. We aim at creating a safe environment for an open discussion around discrimination, gender equality, and work-life integration among other topics. As part of our initiative, we have executed one event almost each quarter. This year our events reflect diversity in the topics that we touch upon: Among others, we have hosted a panel debate on how to balance your personal life and professional life with three inspiring Accenture colleagues,

and we have had external speakers like the Danish founded female-driven organizations Female Invest and Karrierekvinder, who inspire and teach their audience about how to obtain financial success. These sessions provided insightful statistics, examples, and context on why it is necessary to speak about equality and diversity in our workforce. We will continue to inspire and engage employees at Accenture in Denmark and increase awareness on possible hidden behavioral patterns.

We continue to participate in the Employers for Pay Equity consortium with other companies that understand the importance of ensuring all individuals are compensated equitably for equal work and experience and have the same opportunity to contribute and advance in the workplace. Additionally, we have a regular review process to validate living wages in the local country context and ensure we pay 100% of our employees a living wage or more.

Mental health and wellness

We have made mental wellness a cornerstone of our commitment to helping our people be their best every day. We continue to break the stigma surrounding mental health by fostering a workplace environment where people feel comfortable engaging in open, honest dialogue about mental illness and mental well-being, including in response to external stresses such as the pandemic, natural disasters and other world events.

Through our Mental Health Ally network, Allies serve as ambassadors and advocates who can help colleagues facing mental health challenges find the support they may need. In 2020, our Mental Health Ally network expanded to nearly 7,000 members across every country where we operate. Our new

Mental Health Essentials training helps our people understand the signs that a colleague needs help, how to have a conversation about mental health and the steps to take to support someone in need.

Nearly five years ago, we became one of the first corporate partners of Thrive Global, a behavior change technology company on science-based solutions to lower stress and enhance well-being and productivity. Thrive has enabled us to deliver customized workshops that help our people not only achieve a sense of belonging and purpose, but also stay physically energized and mentally focused in our hyper-connected, digital world.

In February 2020, we began offering Thriving Mind, a voluntary, whole human well-being program

developed in partnership with Thrive Global to help our people learn about the science behind their brain's response to stress, and provide tools and techniques to help them recharge wherever they are. Available in eight languages, Thriving Mind had more than 125,000 participants as 2020 ended. We are expanding the program in 2021, including launching an app that will provide easier access and new tools for our people. It will include an e-learning course, Thriving Together: Building Resilience and Belonging.

Disability inclusion

According to our [global research](#), companies that fully include employees with disabilities grow faster than their peers. Yet, employees with disabilities around the world say they often feel excluded and unsupported. Our findings uncovered eight

important factors that leaders can consider to build more inclusive cultures for all employees to unlock their—and their companies'—full potential.

We continue to create a safe environment for our people with disabilities. . In the Nordics our Disability Inclusion Champion network of over 150 people brings our people, supporters and friends together for networking, collaborating and mentoring.

Abilities Unleashed, our new, award-winning disability inclusion leadership development program, enables our people with disabilities to feel empowered, plan their career journeys, build their network and collaborate across the company. The program began in Europe and is expanding to Asia and North America, bringing additional aspiring leaders into its fold.



CASE

Dansk Blindesamfund—The Danish Association of the Blind

Applying artificial intelligent voice-based services for blind and visually impaired.

With estimates as high as 20,000-25,000 people in Denmark fulfilling the membership criteria of Dansk Blindesamfund (The Danish Association of the Blind (DAB)) having 10% or less of normal vision, the organization is determined to ensure that people who are blind or visually impaired can contribute and participate on equal terms in society.

Together with DAB, we are exploring how voice-based digital assistants enabled by Artificial Intelligence (AI) can

help improve everyday experiences of people, who are blind or partially sighted, in what is incurred in their daily life by helping acquire and apply these technologies and support sharing learnings from these experiences.

Through this, DAB will be able to share insights across various use cases among their members, which can be applied both in private and professional contexts, for instance using and integrating with online services, control appliances and equipment, as well as supporting everyday practical tasks, saving time and helping people gain further personal independence.



“Our collaboration with DAB has truly challenged us in jointly discovering innovative ways to apply technology for people for whom it can make a significant positive difference in everyday life. Through this, we are confident in the application of solutions utilizing these types of artificial intelligence, both now and even more in the future, to help overcome some of the challenges we see related to blindness and visual impairment.”

Anders Schmidt
Accenture Technology, Corporate Citizenship & Responsible Business Lead Accenture Denmark



“We clearly see opportunities for utilizing new emerging technology in improving life quality of blind and partially sighted people. This initiative allows us to gain insights and understand the use—both in terms of opportunities and challenges—of voice-based digital assistants. Our members gather experience in the use

without the need to invest, and through knowledge sharing workshops, we will be able to carry this exploration on.”

Jesper Holten
Member of Business Association, Danish Association for the Blind



Pride

Ensuring an inclusive environment for all our people—including LGBTI and all other sexual orientation, gender identities and expressions—is a key part of our belief that equality drives innovation.

We strive to provide identical employee benefits to same-sex and opposite-sex partners in all countries as law permits.

We are proud to be recognized as a corporate leader that supports LGBTI people and the broader community. Accenture is a member of the Partnership for Global LGBTI Equality, a consortium of 19 leading multinational companies and six civil society partners. The initiative provides a platform to accelerate LGBTI workplace inclusion globally. In 2020, the initiative partnered with OutRight and the World Economic Forum to respond to COVID-19 by launching the COVID-19 Global LGBTIQ Emergency Fund and made significant progress on the UN Standards Gap Analysis Tool.

During fiscal 2021 our focus has been to raise awareness about the situation for the LGBTQ+ community in the Nordics, engaging in collaborations with local organizations, taking a clear stance for equal human rights and showing our people that not even a pandemic can stop us from showing our commitment to inclusion.

At Accenture in Denmark, we showed a strong presence in both the virtual Nordic Pride week in June 2021 and in Copenhagen during World Pride 2021 in August. For the Nordic Pride Week, we hosted a number of virtual sessions; Awareness sessions on transgender training, diversity fueled innovation and the importance of the ally, storytelling sessions on the state of pride business in the Nordics and personal stories like hunted for being gay. Our Nordic leadership engaged in a panel discussion to inform and engage our people to make a difference.

During World Pride 2021 in Copenhagen, Accenture in Denmark was an official partner supporting the strong Human Rights agenda that the World Pride organization had chosen to drive. We arranged and hosted a well-visited panel discussion within the Human Rights Conference program on the topic of “Supporting Human Rights Across Global Businesses”, inviting clients, partners and our people to join the discussion. The discussion evolved around our own mission to develop better conditions for both our people as well as for the communities where we operate in a conversation together with Fabrice Houdart, former UN Human Rights Officer. We truly believe that businesses have a great role to play in driving and developing society and policies to improve the conditions for the LGBTQ+ community, not only in the Nordics but also globally.





Ethics and Governance

Living our core values

Living our Core Values

Integrity is always top of mind

Doing business responsibly, in compliance with laws and with integrity is the foundation of Accenture’s culture, reflecting our [core values](#), inclusiveness and the highest ethical standards.

Conducting business with integrity

We believe an ethical culture is critical to our growth and differentiates us in a competitive marketplace. Clients choose to involve us in some of the most sensitive areas of their business in part because of our integrity and commitment to the highest ethical standards.

One way we demonstrate our commitment to behaving ethically is by supporting labor and human rights, locally in Denmark, as well as across our global business and operations. We also uphold this commitment as Rights at Work (which we signed in January 2008) and by adhering to the United Nations Guiding Principles on Business and Human Rights.

Our commitment to ethics, human rights and strong corporate governance is a key driver of our business strategy and is essential to safeguard our people, clients, brand and financial performance. It is the foundation on which we build trust and is evident in our long-term relationships with our clients.

High priority SDG targets relevant for this chapter:



- 5.5** Ensure women’s full and effective participation and equal opportunities for leadership at all levels...
- 5.b** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- 8.8** Protect labour rights and promote safe and secure working environments for all workers...
- 9.2** Promote inclusive and sustainable industrialization...
- 10.2** Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- 16.5** Substantially reduce corruption and bribery in all their forms.
- 16.6** Develop effective, accountable and transparent institutions at all levels.



Building a strong ethical culture

In today's evolving business, legal and regulatory landscape, determining what the right decision is can be difficult. To help our people make ethical choices and consider the full impact of their decisions, we rely on our core values and [Code of Business Ethics \(COBE\)](#) as guides.

At Accenture, our people care deeply about doing the right thing. Together, we have proven that we can succeed—providing value to our clients and shareholders and opportunities for our people—while being a powerful force for good. Our shared commitment to operating with the highest ethical standards and making a positive difference in everything we do is what makes Accenture special.

In today's environment, we go beyond mere compliance; we innovate with integrity by using our understanding of technology and its impact on people to develop inclusive, responsible and sustainable solutions to complex business and societal challenges. To get this right, we must empower our people to make good decisions, act responsibly and speak up with confidence.

With our Code of Business Ethics, we want to help our people make ethical behavior a natural part of what we do every day—with each other, our clients, our business partners, and our communities.

Our Code is more than just a document, it's what we believe, how we live and how we lead. It's embedded in all we do. It's how we improve our business performance and build on Accenture's reputation in the marketplace. It's how we put our clients and our people first. It's our way of putting integrity into action...every one of us, in every moment, every day.

We offer a broad range of resources to help our people better understand and fully engage with our COBE, including annual required Ethics & Compliance trainings, a Making Good Decisions tool, our COBE toolkit with downloadable job aids, an ethics helpline, an on-demand anonymous chatbot, and internal and [external](#) platforms for people to raise concerns, including anonymously.

We continue to evolve our required Ethics & Compliance training with shorter, interactive and visually engaging courses. Accenture employees

(including part-time) must complete all required Ethics & Compliance training by July 31 each year to be fully eligible for year-end rewards (as permitted by law). In fiscal 2021, we achieved completion rates of more than 97% in Denmark.

Contractors are also required to complete Ethics & Compliance training within 60 days and may face revocation of access to systems or even termination if they fail to do so. Our goal is to maintain our high completion rates for trainings globally and to continue to evaluate our trainings (including through user feedback) to make sure they remain relevant and effective.

We are committed to providing a positive, respectful and inclusive work environment to all our people. This means we prohibit disrespectful behavior and have zero tolerance for sexual harassment, harassment or discrimination based on personal characteristics (such as race, color, ancestry, national/regional or ethnic origin, religion, sex, gender identity, sexual orientation, pregnancy, age or disability), retaliation, workplace violence or threats.

We understand that it is not always easy or comfortable to raise concerns. As a result, we provide multiple reporting channels for our people to raise those concerns in order to minimize potential unease in reporting an issue that may involve a colleague, an Accenture Leader, a client, supplier or contractor, or anyone else.

We strongly encourage our people to raise concerns to a manager or trusted advisor, an Accenture Leader, Human Resources or Legal and make it clear that they can always escalate concerns without fear of retaliation if they do not receive an acceptable response from their first point of contact.

Concerns may also be reported anonymously to the [Accenture Business Ethics Helpline 24/7](#). We encourage our people to contact Human Resources or Legal for guidance if they are unsure whether an issue should be reported. We take all good faith concerns seriously and all steps necessary to ensure that those who raise concerns do not experience any form of retaliation.

Guiding our people's behavior

The first fundamental behavior featured in COBE is “Make Your Conduct Count,” which articulates five locally relevant yet globally applicable standards to guide how we think and act across our unique and diverse culture. This framework creates a foundation for a positive, respectful and inclusive work environment that can inspire our people, reflect who we are and who we want to be as a company, and guide how we work with clients, our partners and each other.

We believe these ethical behaviors are critical to the success of our business, and we continue to monitor the ethical environment through anonymous surveys. We conducted our global Conduct Counts survey across all eligible countries at the end of fiscal 2020 and will continue to conduct the global survey at regular intervals.

Because we are part of a global organization, Accenture in Denmark can leverage scale to establish and improve efficient programs for our workforce. We are pleased to see continued adoption of Conduct Counts, with local leaders embracing the program and setting the “tone from the top,” further enhancing our professional environment by visibly modeling good behavior and holding themselves and others accountable.

As the program continues to grow and incorporate insights gained through local learning sessions and focus groups, we see positive individual and workplace changes. Survey data is driving our training and development programs, as well as local initiatives, to make sure we are meeting the needs of our people. One direct result of data-driven training is our interactive, scenario-based course for supervisors focused on handling feedback and concerns, which we introduced this year to ensure they have the tools they need to properly approach and elevate incoming feedback.



Increasing transparency

For many years, we have communicated frequently and effectively with our people about how to raise a concern. In fiscal 2021, we increased transparency with our people about how they can find support once they raise a concern, how the investigation process works, and where to find aggregated internal data about the types of conduct matters we investigate and their outcomes.

Supporting and respecting the rights of all people

Our commitment to supporting and respecting internationally proclaimed human rights is a common thread connecting our business and requires the support of our leaders, people and suppliers.

As stated in our [COBE](#), we focus our human rights efforts where they are most relevant to Accenture. For Accenture in Denmark that means for example;

- Diversity and equal opportunity by eliminating discrimination in employment and applying our principle of [meritocracy](#) when we make decisions about our people;

- Employment conditions and working practices and respecting the right to form and freely join legally constituted representative bodies and working in good faith with them;
- Maintaining a respectful environment for our people, through COBE and Conduct Counts, by respecting the rights of our people relating to health, safety and security.
- It also means protecting the privacy and security of personal data and using personal data responsibly.
- Complying with all anticorruption laws without exception, regardless of local business culture or practices and respecting human rights in our supply chain in a manner consistent with our Supplier Standards of Conduct.

Our clients and other stakeholders increasingly look to us for visibility into our human rights commitments and policies. Some of our key global policies are publicly available through our [Modern Slavery Transparency Statement](#) to show how we drive human rights within our organization.

These include: Speaking Up and Zero Tolerance for Retaliation, and Prohibition on Human Trafficking, Forced Labor and Child Labor.

We also adhere to relevant international instruments and documents, including the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights.

Anticorruption principles

We are committed to conducting business ethically and leading by example. Our COBE and related anticorruption policies, both part of our global Ethics & Compliance program and human rights efforts, require our people, business partners and suppliers to comply with the anticorruption laws here in Denmark and everywhere we as a Global organization do business, including:

- The U.S. Foreign Corrupt Practices Act (FCPA).
- The Organization of Economic Cooperation and Development Convention on Combating Bribery of Public Officials in International Business Transactions.
- The United Nations Convention Against Corruption.
- The U.K. Bribery Act.

Our relevant anticorruption policies apply to all Accenture people working for any Accenture entity, in any country, and to the many ways we handle our broad-based Anticorruption program. Through our internal controls function we regularly monitor our anticorruption program, and for Accenture in Denmark there have been no significant findings during fiscal 2021.

We continually assess and refine our Ethics & Compliance program, including how we train our people. Our approach provides a baseline of training to all Accenture people, including our part-time employees and contractors. Individuals in higher-risk roles receive additional anticorruption and other compliance training.



Digital responsibility

As technology becomes ubiquitous, trust becomes paramount. To build—and maintain—trust in today’s digital age, businesses must use data and artificial intelligence (AI) ethically across customer information, product development and workforce training. Security and AI are among the topics within our Technology Quotient (TQ) training available to all Accenture people. In fiscal 2020, Accenture introduced TQ—a new training program to make tech fluency table stakes for everyone. The more our people can discuss technology in plain language, the more our clients can, too—and the easier it will be for them to adapt to changes and explain them to their customers,

shareholders and employees. At the end of the fourth quarter of fiscal 2021, 89% of Accenture’s people in Denmark had started their TQ journeys.

By using technology responsibly, we are considering the extended consequences of each new innovation—both positive and negative—on people, the planet and the economy.

As society continues moving to a digital-first reality, promoting human rights and setting industry standards are top of mind as we adapt our offerings to reflect this new collective consciousness.



Data privacy

Safeguarding data is one of our most important responsibilities. We are continually evolving our approach to information security and data protection, identifying emerging threats and driving appropriate behavior to prevent and mitigate attacks. Everyone at Accenture has a personal responsibility to practice effective data management in accordance with our company policies, including our Data Privacy Statement and procedures, as well as changing global regulatory policies, such as GDPR.

We are dependent on information technology networks and systems to securely process, transmit and store electronic information and to communicate among our locations not only in Denmark but around the world and with our people, clients, alliance partners and vendors. Our success depends, in part, on our ability to continue to develop and implement services and solutions that anticipate and respond to the rapid and continuing changes in technology and offerings to serve the evolving needs of our clients.

Facing the unique challenges created by COVID-19 and large employee populations working remotely, we took additional steps to protect sensitive health data while operating safely and effectively. With a goal to stabilize, normalize and optimize our approach to the changing environment, we strengthened our processes and privacy controls already in place to enable a secure and safe mobile workforce, and enhanced information security and data protection training to include guidance on how to securely work from home. For example:

- Work-from-home users received specific guidance and job aids. Advanced Technology Centers and Intelligent Operations Centers received increased levels of guidance.
- Accenture quickly amended—and continues to update—our dedicated internal information security websites and communications with up-to-date work-from-home guidance and COVID-19 scam awareness.
- We generated global awareness of our guidance around work-from-home security practices

and increased participation in the [Information Security Advocate program](#).

- Accenture applied our Client Data Protection (CDP) controls across the enterprise and acquisitions, as well as collaborated with CIO to strengthen our app and cloud security.
- Further, we updated our required Ethics & Compliance training to include enhanced work from-home guidance.

We adhere to the highest and strictest standards for handling and protecting global privacy requirements. Our robust data privacy management program is acknowledged through receipt of both Enterprise and Client Service Business ISO® 27001:2013 and ISO® 27701 certifications.

We take security seriously, with extensive training and learning assets. All Accenture people regularly participate in required and targeted data privacy trainings. Further, our global awareness campaign, Protecting Accenture: Live Smart to Stay Safe, equips our people with the latest

best practice learnings and behaviors necessary to maintain safe hygiene of data security.

Beyond our required, comprehensive training tracks, approximately 65% of our people in Denmark have completed one tier of our Information Security Advocate program, which is a set of self-paced courses, designed to strengthen employee awareness and adoption of secure behaviors.

Employees who complete the Information Security Advocate program are significantly less likely to contribute to an incident and outperform non-Advocates in identifying phishing email indicators and passing phishing tests.

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



A look ahead

Working to ensure a sustainable future for our communities, our clients, our people and our business, is one of our biggest commitments. As we look ahead to a future where we are starting to recover from the COVID-19 pandemic, we are dedicated to keep envisioning and actualizing the possibilities of sustainability. We have an unprecedented opportunity to embrace change and reimagine and rebuild responsibly.

Building upon the interdependencies across regions and industries and the integration of the supply chain around the world that were highlighted during the pandemic, we will continue to help our clients on their sustainable journey. Sustainability is multi-dimensional, and so is our approach.

One particular activity we looked forward to, was our participation at the COP26 summit in Glasgow, where Accenture in Denmark together with 25 other Danish companies was part of the Danish Pavilion to demonstrate how companies can help drive the global sustainability agenda.

As we transform Accenture for all of our stakeholders, we will work tirelessly until we reach the day when, for our clients and their communities, sustainability is not just good business—it's business as usual. Together with our 700 people in Denmark, our clients and all our ecosystem partners, we are committed to building a future of shared success to achieve sustainable, long-term growth that benefits everyone.



About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world’s largest network of Advanced Technology and Intelligent Operations centers. Our 624,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities. Visit us at www.accenture.com.

