

Accenture A/S  
Statutory Sustainability Report  
Fiscal 2019

## Preface

The global economic and social uncertainties of the post-digital era, coupled with ongoing technology disruption, continues to upend markets and intensify competition. The power of intelligent technologies is radically disrupting long-standing paradigms and eroding trust, and in times of disruption, trust is paramount. Organizations have an opportunity to create and maintain trust by responding to growing demands for inclusive and responsible business—and by innovating with integrity.

Sustainability has always been fundamental to the way Accenture operates. We use our understanding of technology and its impact to help create more inclusive societies that offer opportunities for more people. We are working to improve the lives of millions, now and for the next generation.

Thanks to our 810 people in Denmark and an ecosystem of diverse partners, we are living our vision to improve the way the world works and lives and we look forward to the possibilities ahead, as we continue to make a difference to our people, clients, communities and the environment.



Philip Wiig  
Country Managing Director, Accenture in Denmark

## Accenture at a Glance

Accenture solves our clients' toughest challenges by providing a broad range of services in strategy, consulting, digital, technology and operations.

Accenture Strategy is where we shape our clients' future combining deep business insight with the understanding of how technology will impact industry and business models. In Accenture Consulting, we transform, by bringing together the very best of Accenture to help our clients transform their businesses to compete in today's digital world. In Accenture Digital, we digitize, enabling our clients to unleash the power of digital through Accenture Interactive, Industry X.0 and Applied Intelligence. Accenture Technology is where we power our clients' businesses with "best in class" established and emerging technologies. And Accenture Operations is where we operate function- or industry-specific business processes as-a-service on behalf of our clients.

We are the only company with the ability to combine and integrate these end-to-end capabilities—strategy, consulting, digital, technology and operations—in an industry context.

<b>accenture</b> strategy	<b>accenture</b> consulting	<b>accenture</b> digital	<b>accenture</b> technology	<b>accenture</b> operations
<b>SHAPES</b>	<b>TRANSFORMS</b>	<b>DIGITIZES</b>	<b>POWERS</b>	<b>OPERATES</b>
Business Strategy	Management Consulting	Interactive	Technology Services	Business Process Services
Technology Strategy	Technology Consulting	Industry X.0	Cloud	Function- and Industry-Specific
		Applied Intelligence	Labs	
			Ecosystem Alliances	

We serve more than three-quarters of the FORTUNE Global 500, driving innovation to improve the way the world works and lives. With expertise across more than 40 industries and all business functions, we deliver transformational outcomes for a demanding new digital world. As we rapidly rotate our business to "the New"—digital-, cloud- and security-related services, enabled by new and innovative technology—we are helping clients create sustainable value for their stakeholders. We also continue to build strong, long-term relationships with our clients: 97 of our top 100 clients have been with us for 10 years or more. At Accenture in Denmark, we work with some of the largest companies in Denmark, driving innovation to improve the way the world works and lives.

## Our Reporting Approach

Our 2019 Corporate Citizenship Report details the impact we made across our corporate citizenship reporting framework in two areas: Innovating For Society and Shaping Responsible Business. The report explores our corporate citizenship goals, progress and performance in our Danish operations during fiscal 2019 (ended August 31, 2019), unless otherwise noted, and is based on our [global Corporate Citizenship report](#) in structure. In our global report we align with the [GRI Standards](#) as a basis for disclosure. For more information, please see the Reporting Prioritization section and our [GRI Content Index](#).

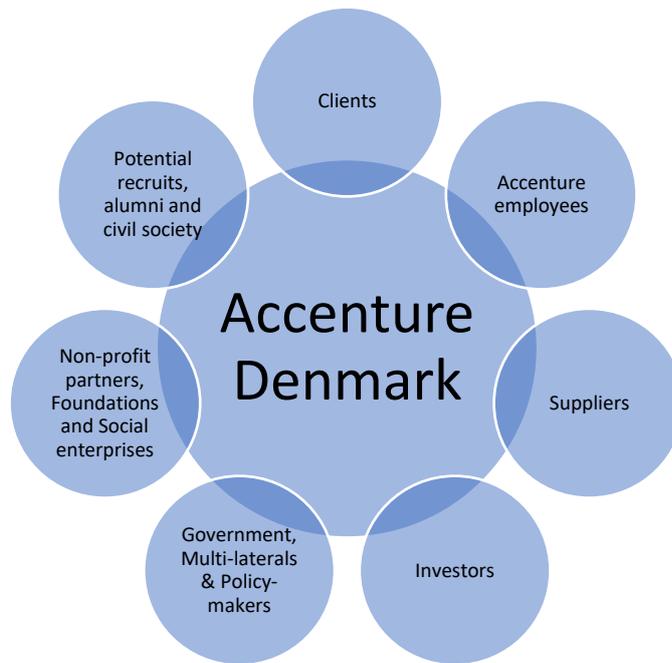
Our [global Corporate Citizenship report](#) 2018 served as our tenth Communication on Progress to the United Nations Global Compact (UNGC) that we signed in January 2008, and it documents our progress to implement the [10 Principles](#) as a member of [Global Compact LEAD](#), which focuses on raising sustainability performance. For a detailed look at our progress toward addressing the 10 Principles, see our global [UNGC Index](#).

As a global LEAD member, we are committed to working toward implementing the [Blueprint for Corporate Sustainability Leadership](#) and sharing related outcomes and learnings with the broader universe of companies in the Global Compact. As part of our ongoing commitment, we actively engage with the UNGC's UK Network's Modern Slavery Working Group and its Diversity & Inclusion Network and are participants in the [UNGC's Decent Work in Supply Chains Action Plan Program](#). We also aim to align our global Environment, Social and Governance (ESG) goals with the Sustainable Development Goals.

Globally, we disclose our key non-financial metrics in our [Performance Data Table](#), including data from the last three years. More information about our global corporate citizenship activities, including our most recent [CDP response](#) on [accenture.com](#). Additionally, Accenture holds a range of industry-wide external certifications that are relevant to corporate citizenship, including [ISO® 14001](#), [ISO® 27001](#) and [OHSAS 18001](#). Current financial information about Accenture can be found in our 2019 [Annual Report](#) and [2019 Proxy Statement](#).

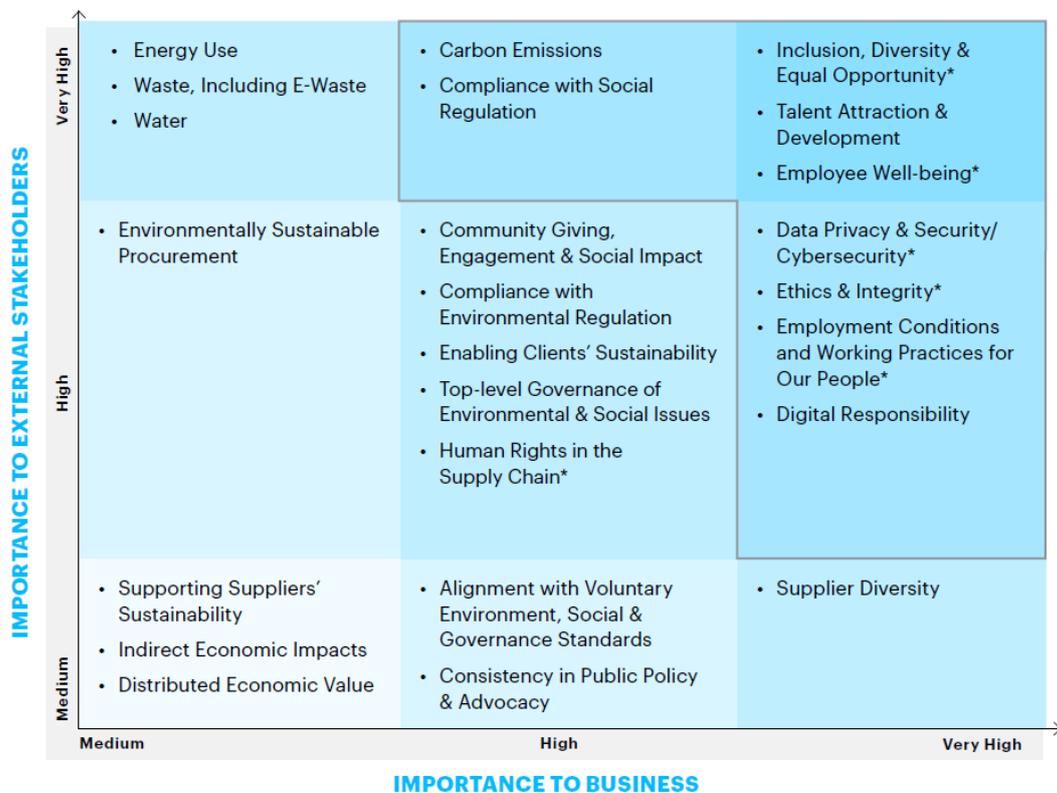
### Key stakeholder groups to Accenture in Denmark

Fostering a dialogue with key stakeholders is an important part of our reporting process. It helps us understand and communicate the topics most important to our stakeholders. And it steers the way we manage our business. On a global level, we regularly engage internal and external stakeholders in discussions regarding our goals, our progress and performance to improve our reporting. At Accenture in Denmark, the following stakeholder groups have been identified as key to our sustainability reporting.



### Reporting prioritization

We review our global non-financial materiality matrix annually to ensure the topics remain accurate and relevant. The picture below shows the prioritization of Accenture in Denmark. All highly prioritized topics are potential risks to our business if not managed actively.



\*Potential human rights impact

## INNOVATING FOR SOCIETY

### Strategy and approach

With the passion of our people, our technology expertise and a broad ecosystem of partners, we develop and scale innovations and programs that help address society's pressing problems. We believe as a global business, it is our responsibility to help create societies that offer more opportunities to more people. Nearly a decade ago, we took a defining step in our corporate citizenship journey. We launched our Skills to Succeed initiative to focus Accenture's expertise in growing talent to address the global need to close skills gaps and prepare individuals to get a job or build a business. This set a meaningful precedent for our company and for our people—a commitment to taking the best of Accenture and applying it in a concentrated, strategic way to address complex social issues. Today, our focus on innovating for society has grown well beyond what we envisioned when we launched Skills to Succeed.

### Accenture social innovators: ideas can change the world

Accenture is applying the passion and expertise of their people, our deep knowledge of technology and its impact, and our strategic partnerships to create innovations that help address urgent social issues. We believe that ideas can change the world— and that individuals can inspire a movement. Our new Social Innovators initiative brings to center the passion of Accenture people for discovering and creating new solutions with a positive impact on society. Our ambition is to provide opportunities for social innovators from across Accenture to learn together, to make real-world impacts. By designing responsibly, we are considering the extended consequences of each new innovation, both positive and negative, for our people, our planet and the economy.

*“At Accenture in Denmark, sustainability is central to the way we operate. As social innovators, we are using our understanding of innovation and new technologies, and its impact on people and society, to develop inclusive, responsible and sustainable solutions to complex business and societal challenges”* Catrine Magnusson, Head of Corporate Citizenship, Accenture in Denmark

With opportunities ranging from sustainability projects with clients and partners in the development sector, to social innovation hackathons with the ecosystem around societal challenges, all our people can be a part of the journey towards a sustainable future. We are proud to introduce some of our social innovators throughout this report. We celebrate their ingenuity, their creative spirit and their contributions to the greater good, as well as those of all their teammates and colleagues around the globe.

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## Case study: Hus Forbi

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Through their newspaper, Hus Forbi is bringing a strong voice to the homeless and awareness to homelessness by facilitating a debate and conversation and selling the paper is a chance to earn money and have something to get up to for the homeless but the dropping sales of the paper are indicative of some gaps. Our collaboration with Hus Forbi aims at supporting them to invest where and how they can invest their efforts in the future and find ways to optimize their use of resources.

Over the summer our team collaborated with Hus Forbi to uncover societal perspectives on Homelessness and modern-day content consumption patterns. The team took to the streets and conducted guerilla research along with deeper conversations with the Hus Forbi employees and registered vendors. The learnings were crafted into potential opportunity areas with underlying concepts for Hus Forbi. To bring maximum value to Hus Forbi, the team took the concepts to various people around the city to validate and gathered actionable feedback. Moreover, we created an experience room to paint a picture of today and the opportunities in the future for Hus Forbi to address the challenge “How might we find opportunities and create new revenue streams to highlight the mission of Hus Forbi and further empower the homeless?” We invited everybody in the house (Accenture) and the stakeholders to participate in a dialogue around the homeless and homelessness.

*“It’s important that Accenture collaborates with organizations such as Hus Forbi, as it offers us the opportunity to work with and learn about real societal challenges and create value where it is needed the most.”*

**Sara Brunvoll**

Program & Project Manager

Fjord

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## Skilling for the future

Together with our partners and people, we develop solutions that address a wide-range of complex societal challenges. The dedication and passion of our people in driving change, that is evident in their daily work, is also evident in their support of our community-impact initiatives. We help our people maximize their impact by providing a variety of opportunities to make a difference through volunteer activities, pro bono work at our nonprofit partners and through Accenture Development Partnerships projects across the globe.

Volunteering is one of the many ways our people are encouraged to bring their whole selves to work. In fiscal 2019, Accenture people participated in volunteering activities such as Hour of Code, we helped redistribute and sort two tons of food with Foodsharing Copenhagen, we provided strategic coaches for the NGO ECOespiral and participated in workshops with VonPlast on how to recycle plastic waste into new products.

In turn, our pro-bono projects enable our people to use their skills while leveraging disruptive technologies to solve some of the society's greatest challenges together with our nonprofit partners. Using their skills in strategy, innovation, digital and emerging technologies, our people act as a positive force for organizations that works for the greater good in society. In fiscal 2019 we have conducted a handful of pro-bono projects in Denmark in corporation with some of our partners such as the Social Capital Fund (SKF), Hus Forbi, Ashoka, and Save the Children. For example, in a project with Hus forbi we helped to uncover societal perspectives on homelessness and modern-day content consumption patterns. The learnings were crafted into potential opportunity areas with underlying concepts for Hus Forbi, and is estimated to impact 1500 homeless people in Copenhagen.

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## Case study: Den Sociale Kapitalfond (SKF)

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In FY19 Accenture Corporate Citizenship supported our partner “Den Sociale Kapitalfond” (SKF) with three exciting pro-bono projects helping them on three different SKF initiatives ongoing. SKF’s ambition is to invest and support Danish businesses that drives a social impact, helping marginalized citizens in Denmark. In addition, SKF drives a number of initiatives together with municipalities, local businesses and start-ups to further impact the agenda of including marginalized citizens into the job market.

Three Accenture people has been involved for around two weeks per activity.

**Logistikkompaniet** (LK) is part of SKF’s business investment portfolio and has ambitious growth targets, which will mean more than 100 new employees for LK, who all has a background as marginalized in society. Accenture helped review LK’s CFO role and how it must evolve together with key financial outsourcing partners to support the growth ambition.

**SKF has been granted** 60+ million DKK from EU to execute a two year program. The program will impact 140+ marginalized citizens in a targeted attempt to bring this group of people into the job market in Denmark. Accenture was brought in to help map out the SKF employee & partner companies journey of working with these 140+ citizens on a day-to-day basis.

**SKF is initiating** a Danish initiative called “social impact bonds” which focuses on making a sustainable economical business model combining municipality, business partners and investors to drive services targeted to marginalized citizens, e.g. due to criminal history, education, mental challenges etc. Accenture helped with an outside-in view on SKF’s current work on the due diligence process required to scan partner companies on their ability to delivery on the services to the marginalized citizens. This is a key ingredient in the sustainable model and a top priority for investors to buy into.

*“SKF helps energize and power businesses that understands how to combine individual marginalized citizens, the society and the business itself into one successful company that proves all of these parties can co-exist to generate a healthy business. SKF is doing a fantastic job in investing and coaching these businesses and social start-ups to ensure they are profitable and continue to do good. By helping SKF through our partnership, Accenture can reach and impact a much larger group of marginalized people and thereby also work towards our global skills to succeed vision. This is what our partnership is all about!”*

### Social Innovator

Jens Lindemann

Management Consultant, Products

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## Accenture Development Partnerships

[Accenture Development Partnerships](#) brings Accenture capabilities and experience to help the international development sector address the most complex social, economic and environmental issues of our time. Globally, our teams have delivered more than 1,500 engagements spanning more than 90 countries since 2003. Eligible Accenture people can apply for assignments with the program, which undertakes projects within the nonprofit sector in the developed and developing world, providing access to our highly skilled talent at significantly reduced rates. These projects are also an investment in our people, offering them the opportunity to stretch their proven skills and experience in a unique work environment. In fiscal 2019, 14 of our Danish people contributed to the greater good through Accenture Development Partnerships.

## Skills to Succeed

Through Skills to Succeed we are addressing—at scale—the global need for skills that open doors to employment and economic opportunity. In Denmark, the Corporate Citizenship team is collaborating with the Social Capital Fund (SKF) to help marginalized people in society to equip them with the skills they need to get a job or start a business. During fiscal 2019 the Corporate Citizenship team had three pro-bono projects with SKF.

## Hour of Code: Bringing coding to classrooms around the globe

For four consecutive years, we have partnered with [Code.org](#) to help children around the globe learn about computer science through [Hour of Code](#). As part of our commitment to prepare young people for the digital economy, nearly 4,000 Accenture people reached an estimated 100,000+ students around the world December 2018. In Denmark, volunteers have helped nearly 100 children at the Accenture office and at client sites to learn how to code during fiscal 2019. The Hour of Code learning material provides a fun and engaging way to learn to code, and it helps students understand how humans and technology work together—an important first step in preparing for a digital future.

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### Case study: Hour of Code

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Hour of Code is an initiative that was adopted at Accenture DK 4 years ago and following the global initiative. In December 2018 we had the first session in our office inviting kids and that was a huge success. Among the sessions for adults (wish were done in collaboration with WonderCoders), the kids session in Copenhagen was streamed and done parallel with Umbraco and Coding Pirates. So it was a partnership network and setting our VR station for learning and entertainment that made this a great event. A total of 50 kids have participated in the sessions that have involved 10 volunteers from Accenture.

*“It is really great to see how the kids engage in Hour of Code. Obviously they can learn a lot – but we also learn a lot about how humans and technology work together.”*

**Catrine Magnusson**  
Corporate Citizenship Lead

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## Technology & Society

In addition to designing innovative workforce solutions, Accenture is using the power of new technologies such as AI, blockchain and extended reality to address a variety of complex societal challenges in areas including health, human rights, inclusion and environmental sustainability. We believe through these technologies we can create solutions that make a positive, lasting impact for people and communities in ways that were not previously possible.

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### Case study: HumAInity Challenge

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#### Case study: HumAInity Challenge

The Nordic countries are ranked as the 7th happiest region in the world and local surveys confirm that 70% of the Nordic population are in a good or very good mental state. At the same time there is a negative trend amongst youths and adults in the Nordic countries, they are experiencing mental health issues to a larger extent. Stress-related issues are currently the most common reasons for sick-leave. Whereas there are many theories about the root cause, digitalization and increased screen-time are often stated as contributing factors.

The AI team in Accenture Nordics had observed this trend and asked themselves “Is there a way to apply Artificial Intelligence and new technology to enhance our mental health in the Nordics?”. In search of the answer they launched an open innovation competition, **HumAInity Challenge** as a call to action to everyone in the Nordics.

The purpose of the HumAInity Challenge was to source unique, impactful and scalable ideas that can find ways to improve the mental health in the Nordics. The competition did just that, more than 50 innovative contributions were received. The winning team, **Deptective** pitched a clinical AI-based tool for suicide detection as suicide is the second leading cause of death globally and in the Nordics alone there were 3.000 victims in 2017. Deptective’s tool is intended to support clinicians in identifying suicide risk by analysing journals and flag high-risk patients by use of cutting-edge Machine Learning technology.

*“Seeing people in my close surrounding suffer from stress-related health issues, I honestly felt that there must something we can do to broadly address this epidemic and for new tech to be a part of the solution instead of the problem”*

#### Social Innovator

Sandy Sandhu

Management Consultant Analyst, Products

Member of the AI team, Accenture Nordics

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## Innovation with an impact

Accenture is also proud founding partners to SingularityU Nordics, a global learning and innovation community using exponential technologies to tackle the world’s challenges. As a catalyst for change, SingularityU runs education, innovation, and impact programs to help leverage rapidly accelerating technologies — such as AI, nanotechnology, blockchain, and digital biology — in innovative ways. Accenture is also a sponsor to the Gather festival, a cross sectorial meeting point for tech, science, innovation, culture and creativity. These partnerships demonstrate the importance for Accenture to contribute to shaping a better world through innovation and new technologies.

## Client Innovations for Societal Impact

Sustainability is the new normal when driving innovation that improves the way the world work and lives. In today's world companies, cities and economies must urgently rethink traditional systems and shift towards more sustainable models. Both public and private sector decision makers now need to manage the complex connections between environmental, social and economic factors. A global sustainability transformation is underway, where issues that once lingered on the periphery now form core elements of corporate strategy and public policy. Accenture advise the world's leading companies and policy makers on sustainability strategy, solutions and innovation. We help our clients put sustainability at the heart of their strategies, policies and activities.

Climate action is one of the most pressing issues of our time and the shift to a low-carbon economy will require collaboration between businesses, governments and nongovernmental organizations around the world. Accenture is committed to working side by side with our clients and other key stakeholders as responsible stewards of the environment. In addition to reducing the environmental footprint of our own operations, we also help our clients define and achieve their sustainability goals through integrating sustainable approaches into their strategies, operating models, processes and technologies.

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### Case study: ECOespiral

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Accenture has had a strategic coaching partnership on a volunteering basis with the Swedish NGO ECOespiral. The partnership has involved 3-4 people from June to December. ECOespiral is organizing activities in a small village in Guatemala. The focus has been to:

- Establish a sustainable business model through a co-creation workshop in Copenhagen in August with focus on leaving a minimal environmental food print and a self-sustaining business
- Coach and develop the product development and go-to-market strategy in co-creation sessions throughout the Fall.
- Establish the right organizational procedures and process for the organization to go an execute on strategies.

*"It has been great getting this opportunity to help establish a sustainable business model for this Swedish NGO."*

#### **Frederik Pedersen**

Management consulting analyst

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## SHAPING RESPONSIBLE BUSINESS

### Strategy and approach

Global economic and social uncertainties, coupled with ongoing technology change, continue to upend markets and intensify competition. In times of disruption, trust is paramount. Organizations have an opportunity to create and maintain trust by responding to growing demands for inclusive and responsible business—and by innovating with integrity.

At Accenture, we have always believed that a responsible approach to business is fundamental to success, protecting our people, our company and clients, while differentiating us in the marketplace. The size and scale of our business gives us the opportunity to help shape business practices and society for the better, whether by creating innovative solutions with our clients or by working alongside our partners to support the communities in which we live and work. Guided by our [core values](#), we develop technology solutions to help clients transform their businesses and address some of the world's most pressing problems. We hold ourselves to the highest standards, and we act with the principles of transparency, foresight and inclusion to address all stakeholders' interests in the pursuit of ethical innovation and inclusive growth.

As part of our commitment to responsible business, we operate by the same values and principles wherever we have a presence, enabled by our core values, our [Code of Business Ethics](#) (COBE), and our global policies and procedures. This includes supporting and respecting the principles of internationally recognized human rights (as part of our continuing LEAD membership of the United Nations Global Compact) in every aspect of our business and operations. Our commitment to running our business responsibly is reflected in how we serve our clients and deliver our work to clients and within our ecosystem. We bring this commitment to life through our policies and initiatives related to our people, the environment, our supply chain, and ethics and governance. These policies specifically relate to how we design and deliver our services and how we operate our business. Our policies also include efforts to develop the most diverse and inclusive workforce in the world, address climate change, and support and respect human rights. Our policies are intended to promote the responsible adoption of new technologies, including through responsible use of artificial intelligence (AI), data security and more.

### Our people

**A total of 38 percent women in the workforce, and 41 percent female new hires in fiscal 2019**

A critical part of our talent strategy is continuously investing in developing and growing each of our 492,000 people globally, and 810 people in Denmark, as they work together solving industries' and organizations' most challenging issues. From engaging employee experiences to providing an environment where everyone feels like they belong—our commitment to equality for all starts at the top with our Executive chairman, CEO and Board of Directors, and we expect leaders at all levels to help create and sustain a culture of equality where everyone can advance and thrive.

## Developing our people: Critical skills for the constantly disrupted world of work

The story of each Accenture person—their whole, authentic self—drives how we help our people discover and develop their talents. We provide opportunities for our people at all levels to challenge themselves professionally, collaborate with and learn from diverse teams, and enhance their personal growth—in ways that work for them. Equipped with leading-edge technology, opportunities for continuous learning and a tightly knit global community, our people are well prepared for today's constantly changing world of work, innovating together to solve industries' and organizations' most challenging problems.

The way work gets done—inside and outside Accenture—is constantly being disrupted. Career paths are no longer linear, and time to focus on professional development outside of work is limited. We provide our people with the tools and skills to provide flexibility, so they can discover new talents and build new skills, as the workforce keeps pace with the digital revolution.

## Performance Achievement: A human-centric approach, built on strengths and in-the-moment feedback

Accenture is committed to helping our people achieve their best performance every day. Introduced in fiscal 2016, the Performance Achievement experience, supported by patented technology, helps our people bring the best of who they are to what they do. The Performance Achievement experience is designed not only to elevate individual performance, but also the performance of a team. Team leaders regularly discuss the priorities, strengths and engagement of the team, using data from an engagement survey they can distribute autonomously, and incorporating ongoing real-time feedback shared within the team. By the end of fiscal 2019, more than 67 percent of Accenture's people in Denmark completed individual strengths assessments. Additionally, in Denmark, our people have provided more than 4,590 instances of feedback to each other 6,8 instances in average per employee—critical to enabling a culture of performance. The chief priority of Performance Achievement in fiscal 2020 is embedding the everyday habits that will drive great performance in the context of the work environment. These include asking for and sharing feedback, as well as habits such as taking care of our bodies and minds, checking in and listening, and saying thank you. We are establishing these habits by connecting them to our Leadership DNA (see below) and embedding them in the initiatives we drive to build Inspiring Leaders at All Levels and enabling a Truly Human Performance Environment.

## Developing leaders at all levels: Cultivating our Leadership DNA

Through our Leadership DNA, we continue to define what it means at Accenture to be a leader at all levels by focusing on the outcomes that represent a new kind of leader—one who experiments, inspires others, works across boundaries and adapts to the constant change around us. Since its launch in 2017, we have evolved the program to be more tailored for our various businesses and geographies and have further embedded the Leadership DNA practice into a leader's career journey at Accenture. In fiscal 2019, we infused the Leadership DNA in Talent Discussions with a guide, created in collaboration between HR and our leaders in the business, that defines expectations per career level. We also launched Leadership DNA self-awareness assessment for 44% of our most senior leaders.

## Creating Truly Human employee experiences: Helping our people be their best selves, professionally and personally

Accenture is on a journey to become the most truly human organization in the digital age. To accomplish this goal, we are helping our people maintain and enhance their physical energy, mental focus, value and purpose amid disruptions produced by today's relentless technological pace of change and 24/7 connectedness. We are changing the ways we work, taking advantage of technology and empowering our people. To ensure our people are their whole, best selves, we are improving the way they work and live. We are also working to infuse truly human at some of our largest client accounts (certification etc.).

### Fostering employee well-being

We are committed to provide our people with programs that enable them to take care of themselves and their families, that fit with their lifestyles. It is important that our people are healthy and that their work and life are in sync. For example, we developed our global Truly Human workshop, based on scientific health and well-being research, in partnership with wellness company Thrive Global. Accessible to all our people, the workshop includes self-assessments, journaling and science to help teams to think about how they work and agree to make small changes to improve their daily routines. We are also working to create truly human experiences across our offices, introducing different workspace configurations for seating, standing and lounging as well as healthy snack options and providing spaces for relaxing and meditation.

### Accelerating equality for all: Ensuring our people feel like they belong

Our ambition is to be the most inclusive and diverse company in the world. We are committed to finding the right people who embrace our "culture of cultures" and provide an environment where all can experience a true sense of belonging, where they can be their best, professionally and personally.

*"For us at Accenture in Denmark, diversity is fundamental. It is the source of innovation and creativity, effectively creating an environment where we all feel accepted and a sense of belonging"*

Marianne Fischer-Rasmussen, Head of Human Resources, Accenture in Denmark

Creating an open, inclusive culture means cultivating a place where people can feel comfortable engaging in honest, open dialogue about difficult topics—such as bias and inclusion—without judgment or career limitation. In 2018, we launched our first-ever interactive documentary video-style training, "Unconscious Bias—Mitigating It Together," which explained how to identify micro-aggressions in the workplace. To date globally, more than 40,000 of our managers and above have taken the mandatory course with resoundingly positive feedback. At the end of the course, we provide a set of actionable steps for both individuals and teams to mitigate unconscious bias.

Many Accenture people participate in cross-location initiatives or work in global teams. At Accenture, we believe the future workforce is an equal workforce and gender diversity is essential for an innovation led organization. Understanding how to work in a cross-cultural environment is inherent to the unique way we conduct business at Accenture. Supported by training, best practices and workshops, we provide our people with tools and training to work more effectively cross borders and better understand colleagues and clients from different cultures. One such resource is Globe Smart, which offers 24/7 online access to up-to-date information on global business effectiveness. Training options include an online course titled "Building Cross-Cultural Awareness," which focuses on how to maximize value with a multicultural team. In addition, we offer helpful tools for each country where

we do business, designed to provide at-a-glance tips on regional diversity, including local customs, languages and other important cultural nuances.

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## Case study: Pride

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We continue to foster partnerships between global and local PRIDE networks. Today, more than 40 countries have a local network—all represented by a local lead who acts as the driving force behind the program—and we grew our global community of LGBT allies to more than 110,000 people.

In Denmark we, for the fourth year, participated in the Copenhagen Pride Parade showing our true colors, taking a strong stand in the LGBT+ discussion and supporting the community. Around 130 colleagues, friends and family, came together and made the 2019 participation a big success. Our ambition is to grow even bigger and stronger, strengthening our engagement both internally and externally, and we are looking forward to being an active part of the Copenhagen world pride and Euro Games in summer 2021.

*“Accenture offers a safe place for everyone no matter of the sexual orientation or identification of the employee, what matters the most is that you can bring your whole self to work, every day.”*

### Avigiel Cohen

Business & Integration Arch. Sr. Analyst  
Pride Lead Accenture Denmark

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## Gender equality: Setting bold goals to achieve 50/50

On the path to gender equality, we have set bold goals. For instance, we are well on our way to achieve a gender balanced workforce, with 50 percent women and 50 percent men, by 2025. In fiscal 2019, women comprised 38 percent of our Danish workforce.

In March 2017, we globally announced our intent to increase the proportion of our female managing directors to at least 25 percent worldwide by the end of 2020. Globally, our mentoring, sponsorship and leadership development programs have helped us increase the representation of women among leadership and our promotion rates at the senior levels.

By the end of fiscal 2019, in the Danish organization women accounted for:

- 20 percent of managing directors.
- 25 percent of our executives (manager and above).
- 38 percent of our Danish workforce and 41 percent of our new hires.

According to Accenture research, “[Getting to Equal 2018: When She Rises, We all Rise](#),” company culture is key to unlocking gender equality and narrowing the pay gap. Our research found 40 workplace factors that create a culture of equality—including 14 factors that matter the most—and

modeled the potential impact of these factors on the gender balance of the workplace and on women's pay.

We strive to ensure that all our people are compensated fairly and equitably from the moment we hire them through the milestones of their careers. We conduct rigorous analyses country by country, looking carefully at specific roles. Every year, we illustrate our commitment to gender equality by celebrating International Women's Day (IWD). In 2018, our IWD event united 250 Accenture people, recruits, alumni and clients in Denmark to explore how digital technology is helping women advance at work.

## Environment

1,4 ton carbon emissions per employee from air travel in fiscal 2019

13 % increase in per-employee air travel from prior year

75 % electricity from renewable sources in fiscal 2019

### Accelerating the shift to a low-carbon economy

A decade into our quest to lessen our environmental impact, thinking—and acting—sustainably is part of daily life at Accenture. We are committed to doing our part to protect the planet for future generations and to help those around us pursue their environmental goals. By improving the efficiency of our operations, harnessing the innovative spirit of our people and developing new sustainability solutions, we aim to accelerate the global shift to a low-carbon economy and lessen the effects of climate change.

Having achieved two of our global 2020 environmental goals early, Accenture worked with key stakeholders to define the next chapter of our environmental journey. In December 2018, we announced our new global science-based target, approved by the [Science-Based Targets Initiative](#), to reduce our absolute greenhouse gas emissions (GHG) 11 percent by 2025 against our 2016 baseline.

This includes a 65 percent reduction in scope 1 and 2 emissions, and a 40 percent per unit of revenue intensity reduction for scope 1, 2 and 3 GHG emissions over the same time frame. To date, we are the largest professional services company to make this type of commitment.

To meet our target, we will continue to develop responsible solutions for further sustainable growth and intensify our focus on the efficiency of our business operations.

Our environmental strategy focuses on three areas: running efficient operations to reduce emissions and other impacts; engaging our people, leaders, partners and other stakeholders; and enabling client sustainability. Reducing our environmental impact is ingrained in our Code of Business Ethics (COBE) and our core values, specifically Stewardship. These inform our Environmental Responsibility Policy, which our Environment Steering Group established in 2007 and reviews annually.

Accenture in Denmark has been ISO 14001 certified since 2009, as part of the global ISO 14001 certification of Accenture. The Environmental program is driven by a dedicated Environment Lead and is a part of the Global Environment function.

## Running efficient operations

As a professional IT-services company, our environmental footprint consists primarily of the greenhouse gas emissions we generate through travel and electricity use in our locations. We continue to explore innovative technologies and processes to decouple business growth from emissions growth.

Air travel accounts for a majority of our total CO2 emissions in Denmark. To help reduce carbon emissions from air travel we are investing in new virtual collaboration technology and have location-based awareness campaigns. Our total per-employee carbon emissions from air travel in fiscal 2019 was 1,4 tons, and this is an increase on 13 percent from fiscal 2018.

We take a multifaceted approach to driving operational efficiency, with an emphasis on using new technologies to manage our energy consumption, investing in renewable energy sources, harnessing analytics to reduce our impact, decreasing the intensity of travel, and continually assessing and disclosing environmental and climate-related risks. In Denmark, we aim to have 100% electricity from renewable sources, our new office on Bohrsgade will have 100% electricity from renewable sources from end of Q1 FY20.

Life cycle stage and circular economy is considered when running our operations. Old mobile phones and computers are being sold and reused by the disposal vendor.

## Environmental risks

Accenture globally supports the recommendations of the industry-led [Task Force on Climate-related Financial Disclosures](#) (TCFD), urging companies to evaluate and disclose their climate-related financial risks. Timely implementation of these recommendations is a crucial step toward delivering on the commitments of the Paris Agreement and keeping global warming well below 2°C. Enhanced disclosure will allow us to better assess the financial impact of climate change and to support an orderly transition to a low-carbon economy.

Every year since 2007, Accenture global has reported our environmental performance to CDP, including our environmental risks, opportunities and methodologies on climate change mitigation and adaptation.

Beginning in 2017, in accordance with TCFD guidelines, we updated our global financial filings to include the fiscal impact of these and associated risks. These include the increasing frequency and severity of adverse weather conditions, which may have an adverse effect on our people, facilities and operations.

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## Case study: Save the Children

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In our engagement with Save the Children in FY19 we have especially been focused on creating more awareness around our partnership and the different activities we do with Save the Children in Denmark. This inspired us to coordinate and host different activities at our Accenture Office in Copenhagen such as a clothes and toy donation, a Christmas donation and we have also had the Secretary General from Save the Children come and speak at our Town Hall meeting about our partnership and how we as a larger company truly can make a difference for marginalized children all over the world.

Our partnership with Save the Children in Denmark is strong and our ambition for FY20 is to grow even stronger and strengthen our engagement through larger cc projects. We have already had several meetings with the organization around prospects for next year, so we are very excited and looking forward to starting a new fiscal year with a lot of different opportunities in the pipeline.

*“Save the Children Denmark is part of Save the Children International, the world’s largest independent child rights organization. They work in more than 120 countries and secure more than 35 million children’s right to survive, thrive and receive quality education annually so we are of course very proud to be one of their partners and being able to help them achieve their mission.”*

### **Thea Levring**

Business & Integration Architect Senior Analyst, SAP Business Group  
Account Lead on the Save the Children partnership, Corporate Citizenship Denmark

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## Case study: Foodsharing Copenhagen

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This year we partnered up with Foodsharing Copenhagen, one of Denmark's largest anti-food waste organizations. Every week they collect truckloads of food and share it with hundreds of people. We set up a volunteering event in May and one in September, and invited Accenture colleagues to sign up through the volunteering platform. We ended up with a great group of enthusiastic colleagues – nine people in 12 shifts - who helped distribute a lot of food that would otherwise have been thrown away. For each event, about one ton of food was collected to be either redistribute or sent to bio-waste.

*"We have received great feedback from Foodsharing and our volunteers, and we plan for this as a recurring initiative".*

Lisa Marie Skuggen,

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Program and Operations Analyst

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### Our Supply Chains: Driving cultural change and shaping the future of procurement

With a multi-billion-dollar supply chain, Accenture has the purchasing power to drive positive change on a global scale, creating a more economically inclusive world and helping to shape the future of procurement. Our ambition is to shift the culture of buying both inside and outside Accenture, while generating long-term value for our clients, our suppliers and our communities. Because our supply chains are short, with only a few tiers for most of the goods and services we buy, we can work closely with our suppliers to promote shared values.

Through our global Procurement Plus approach, we work with both large and small suppliers at every stage of the procurement process to advance key priorities, such as sustainability, inclusion and diversity, human rights and innovation. Procurement Plus is more than just a responsible buying program; it is the overarching philosophy that informs how we approach every aspect of our supply chain, including key initiatives such as our award-winning Supplier Inclusion & Sustainability Program. Procurement Plus touches each of our six main purchasing categories—contractors; HR and professional services; IT and telecom; marketing and communications; travel and mobility; and workplace and facilities.

We are committed to advancing sustainable procurement practices both within and outside Accenture. In Denmark, we expect our suppliers to provide updates around their environmental initiatives, goals and impact, and we continuously discuss sustainable procurement during in our regular supplier meetings. By educating our suppliers on the benefits of sustainability, we are increasing the number that monitor, measure and communicate their environmental impact.

## Anticorruption and Human Rights

### Ethics and Governance – Conducting business responsibly

A commitment to ethics, human rights and strong corporate governance are key elements of Accenture's business strategy and are essential for growth, market differentiation and safeguarding our people, clients, brand and financial performance. It is the foundation on which we build trust.

Employee completion rates are in 98,5% for our Ethics & Compliance training in fiscal 2019

### Strategy and approach

A commitment to ethics and strong corporate governance are key elements of Accenture's business strategy. The commitments that support our culture are essential for us to grow, differentiate ourselves from our competitors, and safeguard our people, brand and financial performance. They are the foundation on which we build trust with our clients, our people, our investors and other stakeholders. Acting with integrity has always been, and will always be, fundamental to how we operate. We strive to build trust while empowering our people to act with integrity every day. We are guided by an industry-leading governance model that is enabled by digital tools. That model includes:

1. A set of fundamental behaviors anchored in our [Code of Business Ethics](#) (COBE),
2. Specific policies covering anticorruption,
3. Respect for the individual

### Creating an ethical culture: Leading with Integrity through our Code of Business Ethics and Conduct Counts

We continue to evolve our COBE training with short visually engaging interactive and frequent courses. It is the employee's responsibility to complete all their required Ethics & Compliance training and each individual must complete all required Ethics & Compliance training by 31 July each year to be fully eligible for year-end rewards (as permitted by local law).

In September 2017, we reinvented our COBE, transforming it for the digital age and since then we have upgraded our chatbot platform by adding new analytics, AI and machine learning capabilities to improve language processing and ongoing knowledge acquisition. This is an important step to help surface real-time trends and allow us not only to provide responses but also identify new topics and training opportunities and needs. All of this is done while preserving user anonymity.

Our COBE is organized under six fundamental behaviors that apply to everyone at Accenture, every day: Make your Conduct Count; Comply with Laws; Deliver for our Clients; Protect People, Information and our Business; Run our Business Responsibly; and Be a good Corporate Citizen.

Respect, fairness and shared ethical values are at the heart of Accenture's culture and grounded in our [core values](#). Our values shape the culture of our organization and define the character of our company. We live the core values through individual behaviors and the core values serve as the foundation for how we act and make decisions.

"[Make your Conduct Count](#)" is the first fundamental behavior in our COBE and it articulates five locally relevant yet globally applicable standards to guide our people's behavior across our unique and diverse "culture of cultures". Every Accenture person is responsible for fostering a positive, respectful and inclusive work environment. We believe these ethical behaviors are critical to the

success of our business, and we monitor the ethical environment at Accenture by periodically administering anonymous surveys. In early fiscal 2019 Accenture conducted a global survey that showed more than 90 percent awareness of our five global standards. The plan is to run such global survey at least every two years, and thereby driving ongoing improvements to our program.

We strive to build trust while empowering our people to act with integrity every day. We believe local actions create global impact. By visibly modeling good behavior and setting the tone from the top, we continue to create an environment where our people are willing to share their experiences and contribute to an improved situation by speaking up. We are actively working together with our people to shape the workplace of the future (see case study below).

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### Case study: Engaging our people in a truly human journey

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At Accenture, we are committed to fostering an environment where our people can be their most authentic selves every day. We want our people to be at their best—mentally focused, physically energized and filled with a sense of purpose and belonging. Fostering a “truly human” environment is not simply a process, but a mindset shift we are encouraging our people to embrace.

In Denmark, we engage our people in the truly human cultural change journey, creating an environment where everyone can be at their very best personally and professionally. After answering a survey in October 2018, all our people were invited to participate in focus groups and design thinking sessions, ideating concepts that will create a more truly human work environment.

In fiscal 2020 we will continue this journey with a new survey, focus groups, design thinking workshops and implementation of initiatives.

*“I am proud to be part of the work that allows our people to co-create a workplace of the future where we build on who our people already are, and empower them in their professional and personal development!”*

#### Liv Okkels

Human Capital and Diversity Lead

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As we continue to grow our business in a complex digital world, our commitment to integrity and compliance with the law is more important than ever. We encourage our people to speak up about disrespectful, inappropriate, unethical or illegal behavior, and we have zero tolerance for retaliation against anyone who speaks up in good faith. Concerns can be raised to a supervisor, career counselor, any Accenture leader, member of Human Resources or Legal. Concerns may also, where legally permitted, be reported anonymously to the [Accenture Business Ethics Helpline](#) 24/7.

#### The importance of anticorruption and compliance with law

Accenture is committed to conducting business ethically. Our COBE, related anticorruption policies and [Supplier Standards of Conduct](#), which are part of Accenture’s global Ethics & Compliance

Program and human rights efforts, require our people and also our business partners and suppliers to comply with the anticorruption laws, here in Denmark and everywhere where we do business.

One of the most important aspects of our anticorruption compliance program is providing regular training to our people. We continually assess and refine Accenture's Ethics & Compliance program, which also includes how we train our people. All Accenture people are required to take a baseline training in this area, complemented by additional training for individuals in higher-risk roles and markets. The new anticorruption courses are shorter and leverage multimedia content and other improvements to make them more engaging.

Accenture's Business Ethics Helpline is open for employee, third-party and contractor complaints, including reporting allegations of incidents of bribery or corruption, and an investigations team within the legal department dedicated to addressing such allegations.

Through our internal controls function we regularly monitor our anticorruption program, and there have been no significant findings during fiscal 2019.

In fiscal 2018 Accenture built a global innovative "compliance hub" which will centralize Accenture's compliance related applications into one platform. It now serves as the compliance hub for all compliance related matters in Denmark as covered by our anti-corruption policies. As it is a global platform it improves cross-compliance collaboration, enhanced analytics and reporting. During fiscal 2019 additional anticorruption tools were added to the compliance hub, such as the Government Compliance Hub to streamline Accenture's tracking of engagements with government clients. Over time additional applications will be added to this compliance hub, such as the Business Intermediary Portal, which today is a separate portal we use when we onboard certain third parties.

#### Digital responsibility: Building trust in the digital age

At Accenture, we recognize that safeguarding the data of our clients, our company and our people is one of the most fundamental and important responsibilities we have. 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. Examples of areas of significant change include digital- cloud- and security-related offerings, which are constantly evolving. In providing services and solutions to our clients we often manage, utilize and store sensitive or confidential client or Accenture data, including personal data, and we expect these activities to increase, through the use of artificial intelligence, the internet of things and analytics. Unauthorized disclosure of sensitive or confidential client or Accenture data, whether through systems failure, employee negligence, fraud, or other intentional or unintentional acts could damage our reputation and trust in the market and cause us to lose clients and could also result in significant remediation costs, legal liability and have a material adverse effect on our results of operations. Cybersecurity threats are constantly expanding and evolving and thereby increasing the difficulty of detecting and defending against them and maintaining effective security measures and protocols.

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## Case study: Responsible AI

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A commitment to ethics, human rights and strong corporate governance are key elements of Accenture's business strategy. By designing responsibly, we are considering the extended consequences of each new innovation, both positive and negative, on people, our planet and the economy. Accenture's commitment to digital responsibility means ensuring that we adopt—and help our clients adopt—new technologies, including AI, in an ethical and responsible manner. At Accenture, we define Responsible AI as the practice of using AI, with good intention, to empower employees and businesses and to fairly impact customers and society, allowing companies to engender trust and scale AI with confidence.

In addition to securing that the technologies that we are helping our clients build are responsible, we are also helping our clients set up their own Responsible AI governance structure, operating model, training modules, compliance with EU trustworthy AI guidelines.

*“Consumers have made it clear that they are more willing to purchase from companies that are ethical. Now it is up to the businesses to establish themselves in the Responsible AI space. For me personally, it is very rewarding to be a part of shaping an ethical, inclusive and bias-free future together with our clients”*

### Social Innovator

Abhinav Dass

Responsible AI Enthusiast

Strategy Senior Manager, Accenture Strategy

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To that end, we are continually evolving our approach to information security and data protection, identifying new threats and driving appropriate behavior to reduce the likelihood and impact of attacks. Everyone at Accenture has a responsibility to demonstrate effective data management practices in accordance with our company policies (Data Privacy, IT security and Confidentiality), including our [Data Privacy Statement](#) and procedures. We exercise appropriate caution whenever we access the confidential data of clients and our people, safeguarding technology and information through threat identification, risk mitigation and other information security protocols.

Our cross-functional strategy focuses on identifying evolving threats across the technology environment, driving appropriate behavior to reduce the possibility and consequence of attacks, and quickly respond to cyber incidents should they occur. With cybersecurity and data privacy deeply embedded in our operations, including in our Client Data Protection program which dictates how we protect our clients' sensitive information, we maintain resilient and comply with globally recognized privacy principles and best practices such as ISO 27001:2013 certification from the British Standards Institution (BSI). Accenture also applies the General Data Protection Regulation as our worldwide data privacy standard.

In addition to internal policies in information security, system security, data privacy etc. we continue to provide guidance for Accenture people on evolving security threats through a global multi-channel

awareness program called, “Work Smart to Stay Safe.” We provide opportunities to take trainings to become Information Security Advocates and we regularly test our people on how to recognize and avoid falling for social engineering attacks through specialized phishing and social engineering training.

### [Human Rights at Accenture and in Our Supply Chain](#)

As stated in our COBE we focus our efforts on areas most relevant to our business and operations in terms of potential human rights impact. In Denmark that means for example diversity and equal opportunity, employment conditions and working practices and maintaining a respectful environment for our people, through COBE and Conduct Counts, and by respecting the rights of our people relating to health, safety and security.

At Accenture, we view our supply chain both as a critical enabler of our business and as a catalyst for innovation. We are committed to promoting inclusive, ethical and sustainable procurement practices that create long-term value for our clients, our suppliers and our communities.

Across our six main purchasing categories— contractors, HR and professional services, IT and telecom, marketing and communications, travel and mobility and workplace and facilities—we apply strategic priorities for responsible supply chain management, by ensuring that our suppliers adhere to [Accenture’s Supplier Standard of Conduct](#) and by driving supplier sustainability. Like our COBE, Accenture’s Supplier Standards of Conduct reflect our core values and our commitment to the [10 Principles of the United Nations Global Compact](#).

Working with Accenture means adhering to our high standards of conduct which are fundamental to any partnership. However, we go beyond strong compliance procedures, leveraging our global reach and scale to maximize value for our clients and to drive meaningful change across our ecosystem.

Our leaders, people, clients and partners want to know that we manage our procurement process responsibly, including where and how we create or source our goods and services. We set high standards for [the way we conduct business](#), and we require suppliers across all procurement categories and stages to adhere to our Supplier Standards of Conduct or to make an equivalent commitment.

As with our Code of Business Ethics, our Supplier Standards of Conduct reflect our core values and our commitment to the 10 Principles of the United Nations Global Compact to advance human and labor rights. These standards specify the labor criteria to which our external suppliers must adhere and require compliance with all applicable laws and regulations.

We continue to evolve our global Supplier Standards of Conduct in line with our approach to continuous improvement. Accenture has recently globally enhanced our Supplier Standards of Conduct to provide more clarity around our expectations for suppliers in areas such as human trafficking, slavery, servitude, forced or compulsory labor and child labor. For example, we updated our Supplier Standards of Conduct to reference the International Bill of Human Rights and International Labor Organization’s Declaration on Fundamental Principles and Rights at Work. We also added specific requirements regarding how to define human trafficking, as well as new language regarding child labor and at-will termination of employment.

### [Human Rights in Our Communities](#)

Aligned to the human rights agenda, Accenture in Denmark is also committed to work against discrimination in our communities. Regardless of where you live, all citizens should have the same opportunities to a decent livelihood.