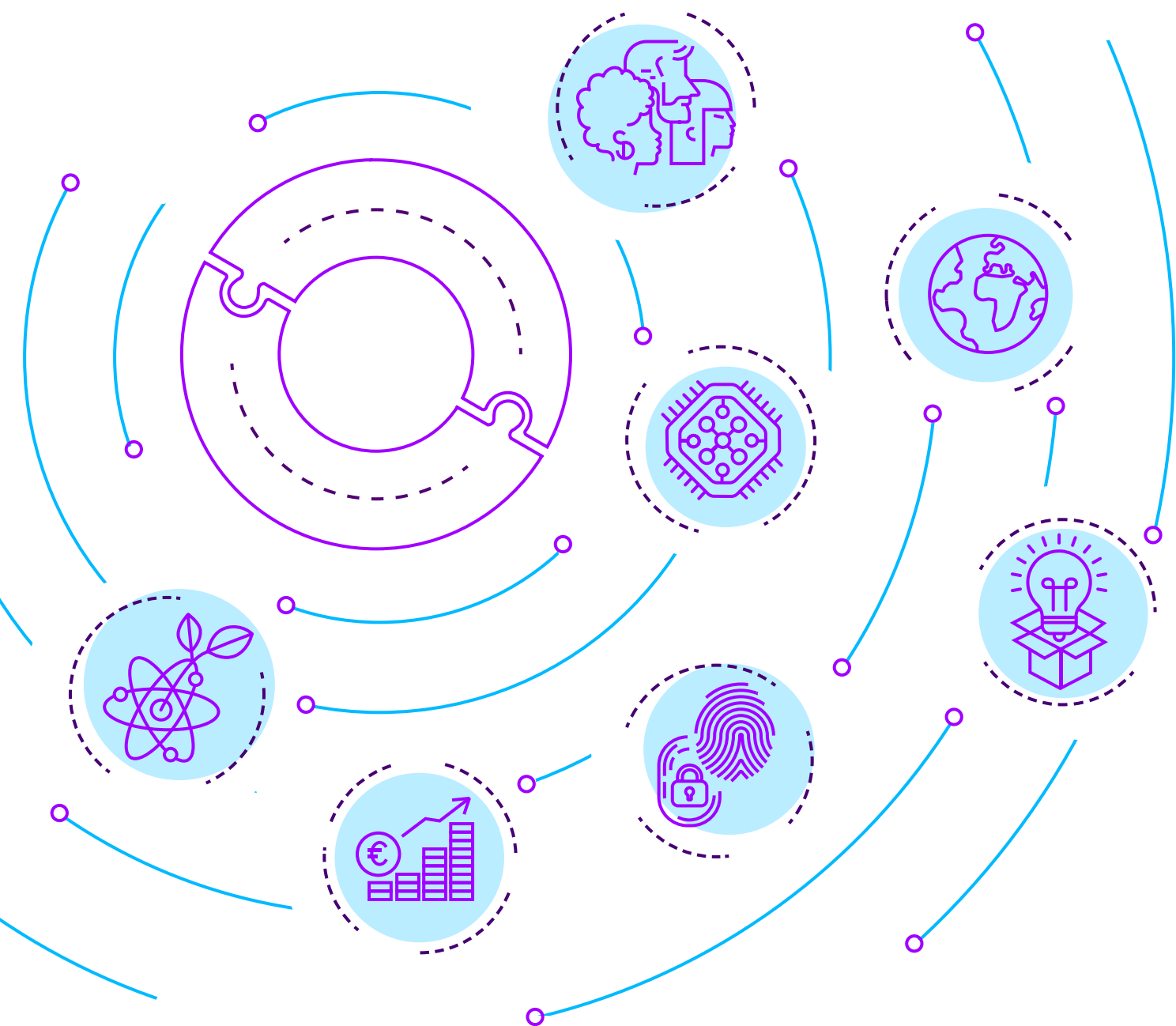


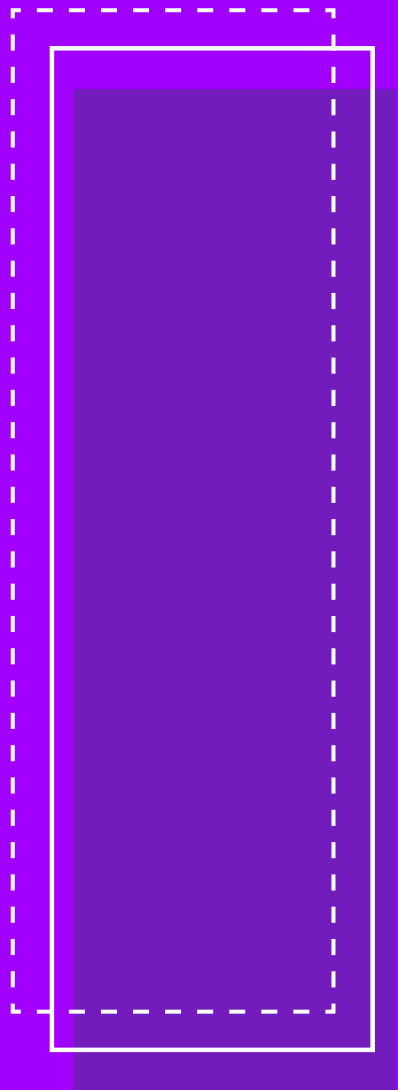
COMMITTED TO RESPONSIBLE BUSINESS AND SUSTAINABILITY

SPAIN 2019



**SUSTAINABILITY AND NON-FINANCIAL
INFORMATION REPORT OF ACCENTURE IN
SPAIN FOR THE FISCAL YEAR 2019**

accenture



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LETTER FROM THE PRESIDENT

Over this past year, I have had the privilege of representing Accenture in different national and international forums, aside prominent directors of major national companies. I was able to observe the **admiration they all felt for Spanish talent**, for how we understand business and how we address challenges, by applying our creativity and innovation as differential features we should be very proud of.

As is the case of these directors, **Accenture in Spain** is also a byword for success at Accenture on a global scale: we are one of their **main markets and a key country** for finding new ways of helping our clients negotiate their digital transformation and technology processes.

We have also taken the lead when defining our **Responsible Business model**, in perfect alignment with the UN Sustainable Development Goals (SDG) in order to realize our objective: **improve how the world lives and works**. And it is not only States but companies that have an inevitable responsibility to drive the development social and environmental sustainability. To this end, we must work together to achieve a greater goal than mere economic growth, by fostering a culture of responsibility and transparency to highlight its impact. It is time, therefore, for **responsible innovation, sustainability and social commitment to form a key part of all organizations' corporate models, by integrating them naturally into our strategy** as the aim of every company and into the day-to-day work of our professionals.

The pages of this report set out our contribution to the SDG, focusing especially on those directly related to our business: number 5 (gender equality), number 8 (decent work and economic growth), 9 (industry, innovation and infrastructure) and 16 (peace, justice and robust institutions).

Fiscal year 2019 has thus been the starting point of our **Strategic Plan 2019-2021** in Spain. Our turnover has grown by 3.2% compared to the previous year and now totals **1,151 million euros**. Of these, over 64% derive from Digital, Cloud and Security services (54% at end of 2018).

Our **343 clients in Spain**, who include 86% of the IBEX-35 companies and 57 of the 100 largest companies in our country, continue to place their trust in us. We have worked together to help

them transform their businesses, thanks to our capability for scaled, speedy innovation, creation and execution of digital and technological solutions that change the industries or economic sectors they operate in and which increase their bottom line.

This growth has been bolstered by a sound, ambitious **policy of opening centers and acquisitions**, incorporating great value to our **Innovation Architecture** to help our clients capitalize on technological disruptions, thus generating value and a real impact on their results. Our determined commitment to innovation takes shape with the support of the almost 3,200 Accenture professionals in Spain who devote a large part of their time to innovation and its realization.

The inauguration of the **Centers in Bilbao** (Industry X.O, Intelligent and Cybersecure Industry) and Alicante (Pierre Nanterme Advanced Technology Center) enable us to continue expanding the service to our clients in such priority areas for the growth of their business as **industry X.O, artificial intelligence, big data, extended reality, blockchain, internet of things, robotics and cloud**.

Both are integrated with the global network of **Accenture Innovation Centers** and work closely with local innovation ecosystems in developing business solutions.

Furthermore, we have agreements with leading universities and vocational training centers for the hiring of professionals.

The Pierre Nanterme Advanced Technologies Center in Alicante pays tribute to our former global president who passed away in January 2019. In this way, his leadership and continued support for Spain are forever acknowledged in our country.

The acquisition of Shackleton, Pragsis Bidoop and Insitum were another three great moments of 2019. **Shackleton** and its integration with Accenture Interactive was the most important operation in the history of creative advertising in Spain.

Accenture Interactive, our experiences agency and today the largest digital marketing agency in the world, has also increased its design and

strategic research services in Spain with the global acquisition of **Insitum**. **Pragsis Bidoop** has boosted our capabilities in Big Data, Artificial Intelligence and Machine Learning in our area of Applied Intelligence.

In fiscal year 2020 we will continue to help our clients with their transformation plans, thanks to our experience and industrial knowledge, to our strategic capabilities and our leadership and our knowledge in the application of new technologies to **grow their businesses**: Industry X.O, Security, Big Data, Digital Marketing, Cloud, Technology Platforms, etc.

And to realize it, we will need to continue investing in our greatest asset: **our professionals**. Over the past year we have continued to increase our workforce to over 12,000 professionals in Spain, 97.4% of whom have an indefinite contract. Thus, we continue to contribute to the **sustainable development** of our country, creating **quality employment** year after year.

Accenture in Spain combines **diverse talents** that reflect our society: there are currently 4 generations, 71 nationalities and 419 different qualifications working together. And for the second consecutive year we have been acknowledged as the **most diverse and inclusive global company in the world** in the prestigious international ranking Refinitiv. **Women** account for 40.2% of our professionals and we remain committed to reaching **equality between men and women** by 2025.

Over 2,750 professionals have joined Accenture in Spain over the past year, 52.5% of whom had no experience. One example of the success of this model is our strong **commitment to Vocational Training**: 20.6% of our employees possess this qualification and in 2019 we hired 559 employees who had completed these studies.

I should like to also highlight our framework agreements with the educational ecosystem whose aim is to offer training programs that combine theory and practice to familiarize students with the latest technologies on the market: the UAM-Accenture Master's on Business Transformation and Consulting, the el Digital Business Administration Master's with ISDI, together with the chairs we hold in the Universities of Oviedo, UAM, UPM and other agreements with ESADE and IESE.

And, to conclude, I should like to underline the work carried out by the **Accenture Foundation**, a key player in our Responsible Business model, our channel for carrying out our social activities.

In 2019, we have donated over 6,900 hours of volunteer work, more than 91,000 hours of free consulting and almost 700,000 euros.

Our initiative "Together for the Employment of the most vulnerable" has trained over 515,000 beneficiaries and helped in the job placement of over 99,000 beneficiaries since it launched in 2013.

This report is therefore our triple accountability (economic, social and environmental) to all our stakeholders, not only for what we achieve but also for how we do so. Here you will find success cases that illustrate the real impact of our business, which is only possible thanks to the collaboration of our clients, suppliers and, in general, all our stakeholders.

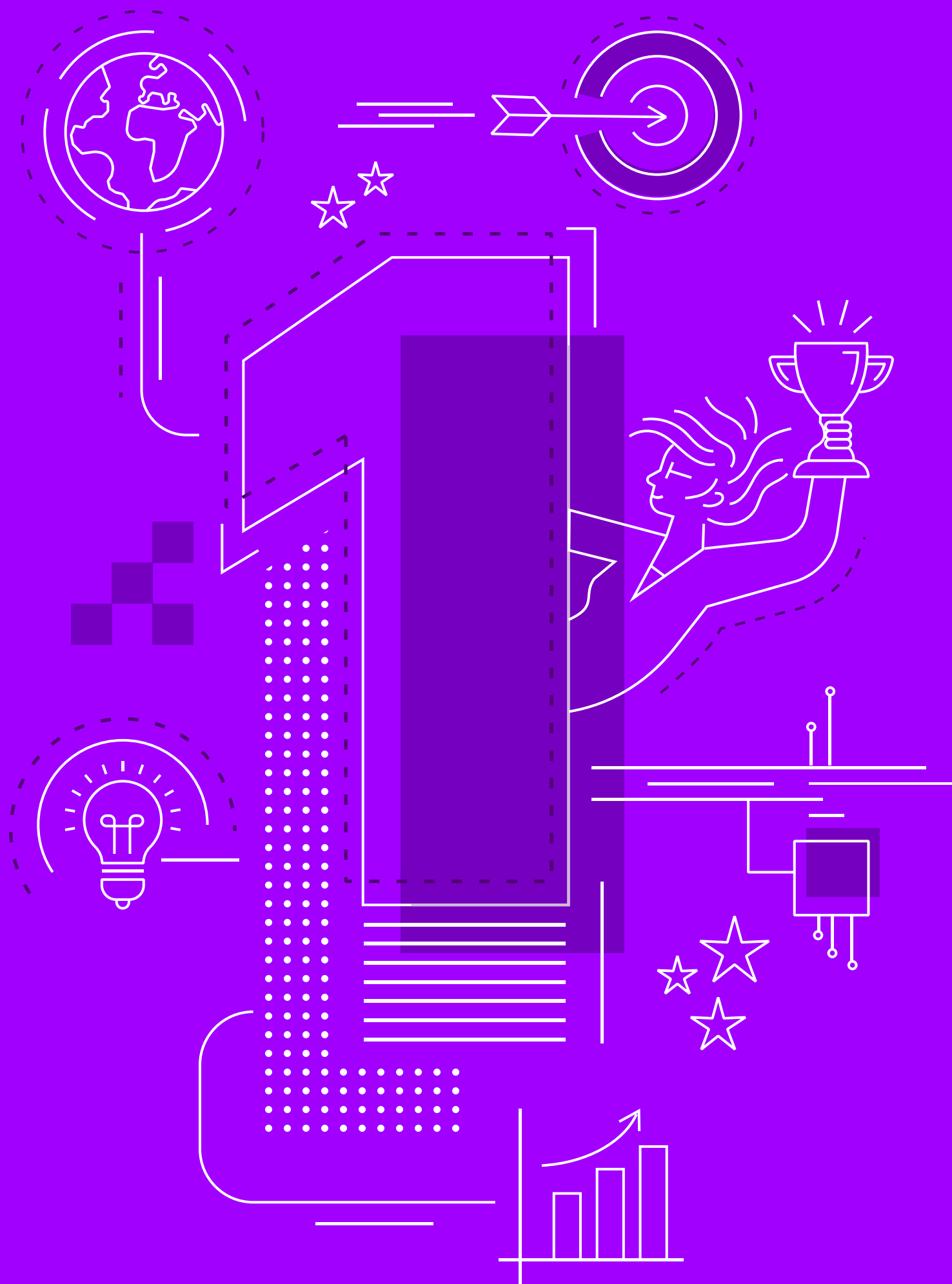
As a sign of transparency and credibility, this report was verified by external auditors, obtaining the level of GRI, "thorough compliance" and the "Advanced" level for our support for the ten principles of the United Nations Global Compact.

I should like to thank our clients, our professionals and society in general for their trust in Accenture in achieving these results in 2019. The implementation of our Strategic Plan 2019-2021, with the support of the enormous talent of our professionals and ground-breaking technology, will enable us to continue creating the future together, with a vision inspired by the SDG and which rests on our corporate objective to improve how the world lives and works.

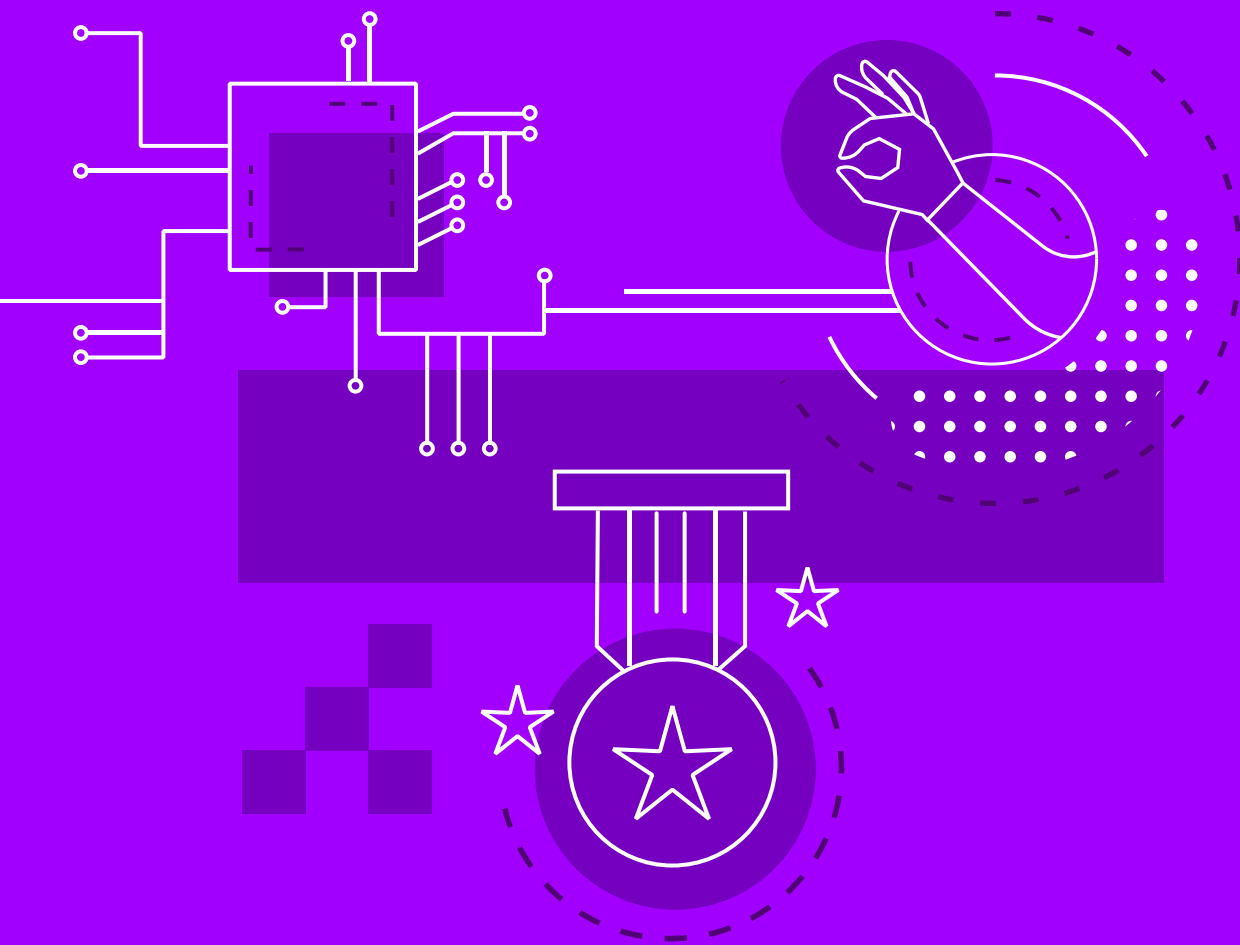


A stylized handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke at the end.

Juan Pedro Moreno
President of Accenture in Spain.



PRESENTATION, SCOPE AND ACKNOWLEDGEMENTS



1.1 Introduction and scope of this report

This report was prepared in accordance with the Exhaustive option of the GRI (Global Reporting Initiative) Standards.

It has also been subjected to the GRI "Content Index Service". To obtain this recognition, GRI Services has checked that the GRI Content Index is clear and that the references of all the contents correspond to the sections indicated in the report.

The reports referred to by Law 11/2018 dated 28 December, on non-financial information and diversity, are incorporated into the relevant management reports of each of the reporting companies proceeding in accordance with the steps set forth in the Law as regards the approval and registration procedure.

This report includes all the relevant information for Accenture in Spain and its stakeholders. We have conducted the relevant materiality analysis to identify the key areas in terms of sustainability.

The report offers a full overview of Accenture in Spain and in particular the performance as regards sustainability.

The information reported refers to fiscal year 2019 which covers the year from 1 September 2018 to 31 August 2019.

It includes all the relevant information for Accenture in Spain and its stakeholders. We have conducted the relevant materiality analysis to identify the key areas in terms of sustainability.

The qualitative and quantitative information contained in this report conforms to the GRI standards and has been externally verified by KPMG Asesores S.L.

Likewise, we have again achieved the **Advanced level of the UN Global Compact** in the field of human, work and environmental rights and in the battle against corruption.

Accenture fosters compliance with the 17 Sustainable Development Goals (SDG) approved by the United Nations and is accountable for the performance of its activity in relation to these goals in this sustainability report. For the SDG Mapping Service, GRI Services has confirmed that the contents included in the table of contents have been compared to the SDG.

The scope of this sustainability and non-financial information report

As regards the information for the group's sustainability report, we have combined the information of the companies Accenture, S.L; Tecnológica Ecosistemas, S.A; Accenture Outsourcing Services, S.A.; Accenture Holding Iberia, S.L; Energuia Web S.A; Customer Works Europe S.L; Informática de Euskadi S.L and ITBS Servicios Bancarios de Tecnología de la Información S.L.

As regards the **information on the net turnover**, in addition to the above we incorporate Shackleton S.A. and Avande Spain S.L.

The Sustainability department is responsible for the entire contents of this report to Management and stakeholders.

1.2 Corporate reputation, acknowledgements, presence in indexes and certifications

The chief market analysts and some of the most renowned entities and publications both in Spain and worldwide have highlighted our work.



Analysts

We know we are on the right path when the chief market analysts acknowledge us as leaders in different business areas and specializations.

International acknowledgments

**LEADERS IN
IT SERVICE
PLATFORMS FOR
THE BANKING
AND FINANCIAL*
SECTOR**

Everest Group

**LEADERS IN
SALESFORCE
IMPLEMENTATION**

Forrester Research

**ACCENTURE
INTERACTIVE,
LARGEST DIGITAL
AGENCY IN THE
WORLD**

Ad Age Agency
Report 2019

**LEADERS IN
INTEGRATION
OF BIG
DATA AND
ANALYTICS**

Magic
Quadrant
(Gartner)

National acknowledgments

**LEADING
INTEGRATOR
OF SAP HANA
SOLUTIONS 2018**

Universo Penteo

**LEADERS IN
PUBLIC CLOUD
SERVICES
MANAGEMENT**

Universo Penteo

**LEADERS IN
WORKPLACE
SERVICES**

Penteo



Business and innovation

Leading organizations at local and global level together with our technology partners recognize the quality of our services and the consolidation of our innovation capabilities.

International acknowledgments

AMONG THE LARGEST COMPANIES IN THE WORLD

Forbes

ACCENTURE INTERACTIVE, PARTNER OF THE YEAR IN DIGITAL EXPERIENCE SOLUTIONS

Adobe

“DIGITAL TRAILBLAZER”

SAP Innovation Awards 2019

MOST INNOVATIVE PROJECTS IN FINANCIAL SERVICES AND CONNECTED PARTNER

Salesforce Partners Awards

GLOBAL TECHNOLOGY LEADER

Thomson Reuters

TWO AWARDS FOR GLOBAL INNOVATION IN INSURANCE

Efma & Accenture Awards 2019

National acknowledgments

ACCENTURE INTERACTIVE, AWARD FOR INNOVATION

MMA Smarties 2018

AWARD FOR INNOVATION

Oracle Partner of the Year FY19



Social action, diversity and equality

Our priorities include fostering diversity and inclusion both within and outside Accenture while also contributing to the transformation and digitalization of society, focusing on the most vulnerable people regarding employment.

International acknowledgments

MOST DIVERSE AND INCLUSIVE COMPANY IN THE WORLD*

Refinitiv Diversity and Inclusion Index (formerly Thomson Reuters)

COMMITTED TO GENDER EQUALITY

Bloomberg Gender Equality Index 2019

AMONG THE MOST ETHICAL COMPANIES IN THE WORLD

Ethisphere Institute

LEADERS IN 'PRIDE WORKPLACE'

International Platform for LGBTI Inclusion in the Workplace

National acknowledgments

AWARD FOR FURTHERANCE OF YOUNG PEOPLE'S EMPLOYMENT

Mahou San Miguel Foundation and Excellence Club in Sustainability

CONTRIBUTION TO EMPLOYMENT PLAN

Red Cross

BEST PRACTICES IN DIVERSITY

Intrama Awards 2018

GO!ODS ACKNOWLEDGEMENT

Spanish Network for the Global Compact and Rafael del Pino Foundation

TOP 10 COMPANIES WITH LGTBI INCLUSION POLICIES*

Estudio EMIDIS



Preferred workplace

In Accenture, people come first. Our goal is to be chosen by the finest professionals for their professional career; that is why we are proud to appear among the top places in some of the most prestigious rankings as the best companies to work in.

International acknowledgments

AMONG THE 100 BEST PLACES TO WORK

Fortune Magazine

AMONG THE 100 BEST PLACES TO WORK

Great Place to Work

National acknowledgments

N° 36 IN THE RANKING

Merco Talento

AMONG THE MOST INNOVATIVE COMPANIES IN HR
Expansión N° 26

AMONG THE MOST ATTRACTIVE EMPLOYERS
Universum



Reputation and leadership

Accenture is a consolidated world leader both for its brand value and in terms of reputation. The chief economic publications, institutions and organizations acknowledge this publicly every year.

International acknowledgments

AMONG THE 10 MOST FOLLOWED BRANDS*
LinkedIn

N° 36 AMONG THE MOST VALUABLE BRANDS IN THE WORLD
Forbes

N° 28 AMONG THE MOST VALUABLE BRANDS IN THE WORLD
BrandZ

MOST VALUABLE BRAND IN IT SERVICES
Brand Finance

BEST RUN COMPANIES
The Wall Street Journal and the Ducker Institute

N° 31 AMONG THE MOST VALUABLE BRANDS IN THE WORLD*
Interbrand

National acknowledgments

AMONG THE COMPANIES WITH THE BEST REPUTATION
N° 47 - Merco Empresas

JUAN PEDRO MORENO, AMONG THE LEADERS WITH THE BEST REPUTATION
N° 37 - Merco Líderes

ACCENTURE DIGITAL CONFERENCE, BEST EXTERNAL EVENT
Dircom Awards

JUAN PEDRO MORENO, MASTER DE ORO 2018
Real Fórum de la Alta Dirección

JUAN PEDRO MORENO, AMONG THE MOST INFLUENTIAL
Forbes



Information Security

International acknowledgments

**GOLD WINNERS
CIRCLE:
BEST IN L&D**
Learning Elite

**AWARD FOR THE
BEST PROGRAM
OF SOCIAL
ENGINEERING
TESTS**
CSO50 Award

**GLOBAL
EXCELLENCE
GOLD**
Info Security

**EXCELLENCE IN
TRAINING**
HCM Excellence
Award

**VOICE OF THE
EMPLOYEES**
ACE Awards

ONLINE MEDIA
Cannes
Corporate

**AWARD FOR LEADERSHIP, EXCELLENCE,
TRANSFORMATION AND INNOVATION
DATA PRIVACY**
Nad Pop datos privados award

Certifications

We guarantee the quality and reliability of our processes and activities via the following certifications:

ISO 20000 certification, Information Technologies Services Management System CMMI®

Maturity Level 5 for the Tecnológica Spain Delivery Center

ISO 27001 certification, Information Security Management System

ISO 27701 certification, Privacy* Systems Management

ISO 9001 certification, Quality Management System

ISO 14001 certificate, Environmental Management System

ISO 45001 certificate, Occupational Health and Safety

Family Responsible Company Certificate in recognition of our flexibility and work-life management

Healthy Company Certificate

PLUS level Bequal Seal, certifying us as socially responsible with the disabled*

More information on awards and acknowledgements obtained in reputation and leadership, best places to work, corporate responsibility, ethics, social and environmental action at www.accenture.es/premios.

*These acknowledgements and certifications were obtained after 31 August 2019.



DISCOVER ACCENTURE



2.1 Accenture's purpose, vision and values

Our purpose reflects how we confront major economic, social and environmental challenges and how we address the expectations of our stakeholders. In addition, it defines Accenture's role in society as an agent for change and transformation.



Our purpose:

"Improve the way the world lives and works"

Thus, we are reflecting Accenture's commitment to carry on, via technology and innovation, a responsible business that also cares for people and the planet.

This commitment to sustainability, already apparent in our purpose, naturally aligns with the Agenda 2030 of the United Nations.

In the spirit of this purpose, Accenture's vision is to be one of the leading world companies, offering innovation to improve how the world lives and works.

In addition, our values underpin our culture as an organization and define its character. These materialize in our conduct on an individual level and how we make decisions.

To achieve this end, Accenture has defined six values:

1

Client value creation

Accenture's mission is to help our clients become high-performance businesses and governments. We seek to understand our clients' expectations and strive to meet or exceed them. We collaborate with our clients to shape exceptional opportunities of value that can be predicted, measured and repeated.

2

One global network

Our combination of deep industry and business process knowledge and broad global resources enables us to mobilize the right people, skills and technologies to help clients achieve high performance. We value teams with diverse viewpoints. By focusing on sharing our knowledge and expertise across our entire network, we build differentiated thought leadership and a competitive edge.

3

Respect for the individual

Our work environment encourages people to raise concerns without fear. We welcome and encourage different views and opinions because inclusion generates innovation and diversity. By treating others as we would like to be treated—for instance, by recognizing each other's accomplishments and respecting vacation and training schedules—we create opportunities to balance work and personal needs.

4

Best people

Best People means creating a positive, energetic environment to enable our employees to grow, succeed and build confidence from what they achieve, both inside the company and in the community. It means searching out the best talent, seeking opportunities to develop leading-edge skills and taking time to integrate new people into the company.

5

Integrity

Integrity means recognizing right from wrong and understanding the ethical implications of our choices. It means saying openly that we are acting on that understanding, even if our opinion is unpopular. It means giving credit to those who deserve it, admitting our mistakes and turning them into learning opportunities. We meet our commitments, however small, and take a stand when we see a problem, asking for help when we are in doubt.

6

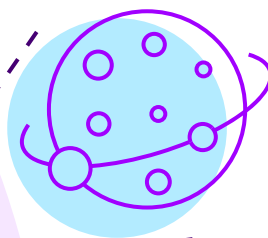
Stewardship

Stewardship means helping to build a stronger organization for the future by protecting our assets, investing in the future and using Accenture resources as if they were our own.



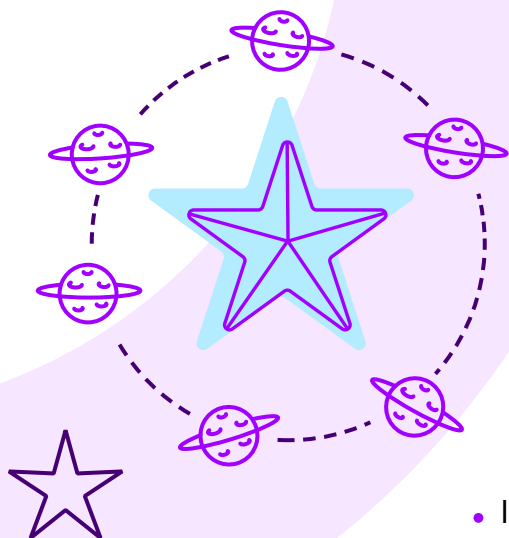
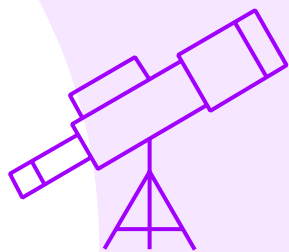
OUR PURPOSE

To improve the way the world lives and works.



OUR VISION

To be one of the leading world companies, offering innovation to improve the way the world lives and works.



OUR VALUES

- Client value creation
- One global network
- Respect for the individual
- Best people
- Integrity
- Stewardship

2.2 Corporate Governance

On a global scale

We have a corporate governance model that ensures the strictest standards of ethics and integrity are abided by in every aspect and every situation. To this end, a set of guides and policies has been prepared that contain the basic principles that govern everything from management's decision-making to the roles, composition and performance of the maximum governing body and its committees.

The **Board of Directors**, the highest level of Accenture's corporate governance globally, is responsible for formulating, developing and overseeing the operations strategy and management. It also oversees the company Management, in which it has delegated the authority to manage the day-to-day operations of the company. It comprises a majority of external and independent members of whom 42% are women, who carry out their corporate activity worldwide. Since 1 September 2019, Julie Sweet is our new Chief Executive Officer (CEO).

To adapt to current needs, the skills and profile of its members are regularly reviewed.

They are expected to act with integrity and honesty, to acquire a deep knowledge of the company's business to correctly determine the fulfilment of their responsibilities and to respect the corporate culture and values.

They must also familiarize themselves with the organization, the management team and operations of Accenture with regard to the discharge of their responsibilities and be up to date on those matters that affect the company and its activity.

All the members of the Board of Directors, be they Accenture professionals or external to the organization, must act in accordance with the Code of Business Ethics, which signifies strict adherence to the policies on conflicts of interest, confidentiality and ethical conduct.

Chief among its chief functions, performed in conjunction with the steering committees, are the following:

- Review and approval of the strategic and financial plans aimed at achieving the medium to long term success of the company.
- Analysis of the progress and evolution in executing the plans, or their modification, in response to the changing external conditions of the business.
- Evaluation and definition of the remuneration and compensation of the chief executive officer and other executive members.
- Detecting and analysis of the chief risks facing Accenture and developing an adequate strategy to address and manage them.
- Review and approval of the changes necessary for sound management of the business.
- Certification that the financial information published by Accenture is trustworthy and complete and that it complies both with current laws and standards and the ethical commitments of the business.

For more information, see the Corporate Citizenship Report at www.accenture.es/corporate-citizenship-report

The Board of Directors comprises four standing committees (Audit Committee, Compensation Committee, Financial Committee and Appointments and Governance Committee), which are defined and described below:



Audit Committee

Chief among its functions and responsibilities are oversight of the accounting of Accenture and reporting the internal controls and financial statements; legal and regulatory compliance; control and oversight of the auditors and the independence of the latter and the internal audit.

More information at:

www.accenture.es/comite-auditoria



Financial Committee

This is the committed charged with oversight of the capital structure and financial corporate activities of Accenture, the share buyback philosophy and strategy, cashflow and management of financial risks, pension plan management, the most important acquisitions and insurance plans.

More information at:

www.accenture.es/comite-financiero



Compensation Committee

Among others, this committee is responsible for matters relating to the remuneration of the Accenture executive team, administration and management of benefit plans and compensation of the Board of Directors.

More information at:

www.accenture.es/comite-compensacion



Nominating and Governance Committee

This committee develops the principles of corporate governance including evaluation of its members and management of the appointments process.

More information at:

www.accenture.es/comite-nombramiento

At Accenture, we have a flexible corporate governance structure which brings together at its boards and committees both internal and external highly experienced professionals.

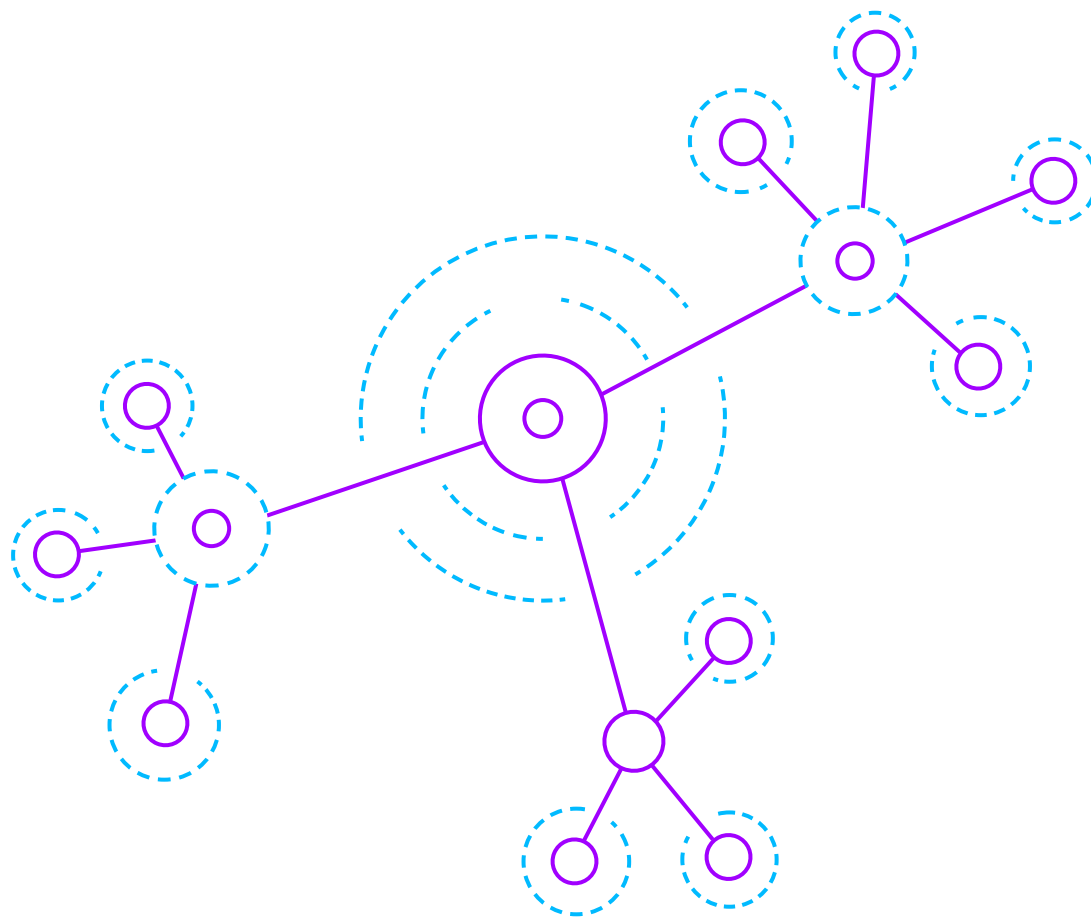
We attach special emphasis to fostering an ethical environment and a relation of trust with stakeholders and ensure compliance with the legal regulatory requirements of all the countries in which the organization operates and in keeping with internationally agreed on standards.

Lastly, we should note that as Accenture is a multinational company listed on the New York Stock Exchange, all the competences relating to corporate governance described affect the company globally. Each global manager is responsible for relaying to their local teams the guidelines to be implemented by geographic area and country.

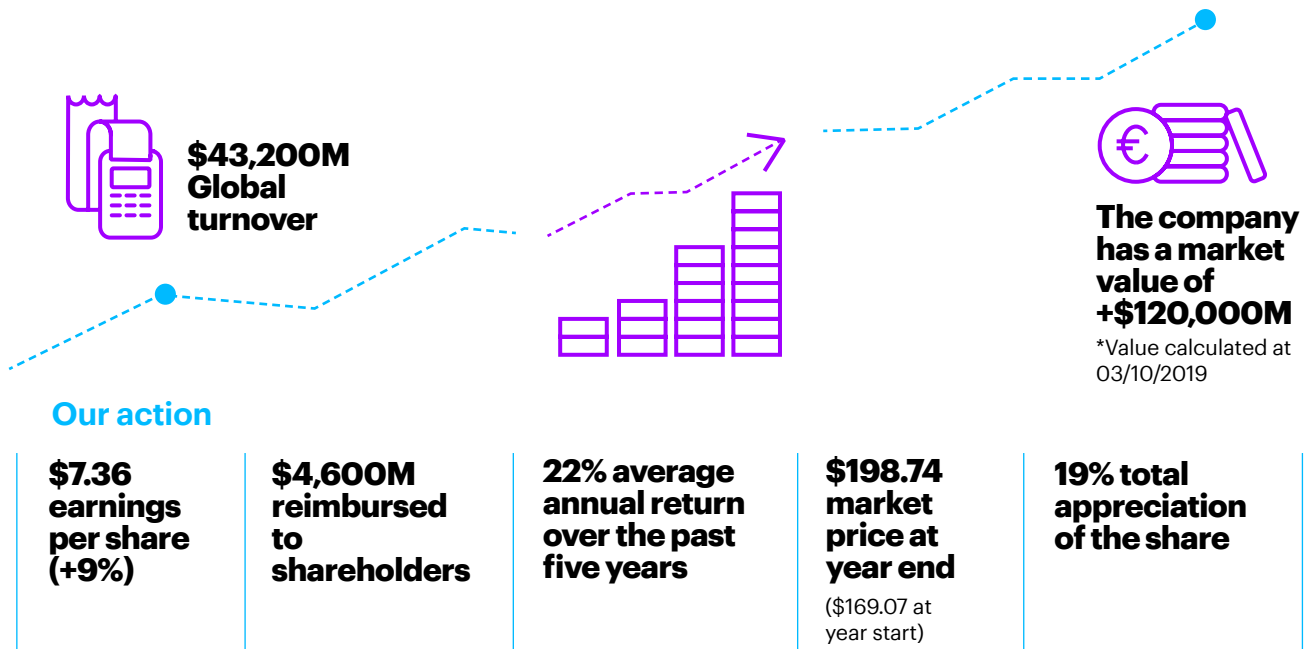
You can find all the information on the governing body and its committees charged with ensuring transparency and integrity in the management of Accenture in the section «Corporate Governance» of the webpage: www.accenture.com

In Spain

The Governance Body of Accenture S.L., Accenture Outsourcing Services S.A. Tecnológica Ecosistemas S.A., and Accenture Holdings Iberia is Sole Director, Energuia Web S.A., Customer Works Europe S.L. and ITBS Servicios Bancarios de Tecnología de la Información, S.L. have a Board of Directors.



2.3 The shareholders and the share



Accenture results

In 2019, globally, Accenture billed 43,200 million dollars, a growth of 8.5% in local currency. This increase was led by the Emerging Markets (14%) and growth was recorded in Europe (5%) and North America (9%).

Globally, growth is strengthened across every industry, especially Communications and High-Tech, Products and Resources. Growth was balanced across the different business areas, especially the double-digit growth of Accenture Technology and Operations.

Services related to new technologies in Digital, Cloud and Security now account for approximately 65% of turnover, with a 20% growth in local currency.

Our excellent results reflect the power of our growth strategy which commences with our clients and their need to transform their business in today's digital world.

We consider our technological capabilities as the most powerful and innovative in the industry, impacting all the areas of importance for our clients.

Our investment strategy reflects our commitment to driving existing technologies to create value, while also exploring the potential of the progress in artificial intelligence, blockchain, augmented reality, quantum computing and cybersecurity, amongst others.

At the same time, this year we invested 1,200 million dollars globally in different acquisitions to obtain essential skills and capabilities in strategic areas and market growth, the majority in "the New" - digital, cloud and security services -. We continue to invest in our Innovation Architecture that combines research, ventures, labs, studios, innovation centers and delivery centers.

Our business style aims at maintaining the necessary profitability to promote wealth creation across the entire value chain.

Our aim is to generate value for all our stakeholders, as a responsible business, via our work with our clients, the support of society and our professionals and the value we bring to our shareholders. Our professionals and our culture are and will be our chief competitive advantages.

The Accenture share

As a company listed on the New York Stock Exchange, one of our chief responsibilities is to create value for shareholders in the medium to long term. For this reason we are transparently and strictly accountable to our shareholders and investors together with market analysts via a powerful communication plan.

The Accenture share trades under the symbol ACN on the NYSE (New York Stock Exchange).

Accenture provides its shareholders with:

Financial and stock market reporting

Chief figures on economic, social and environmental performance

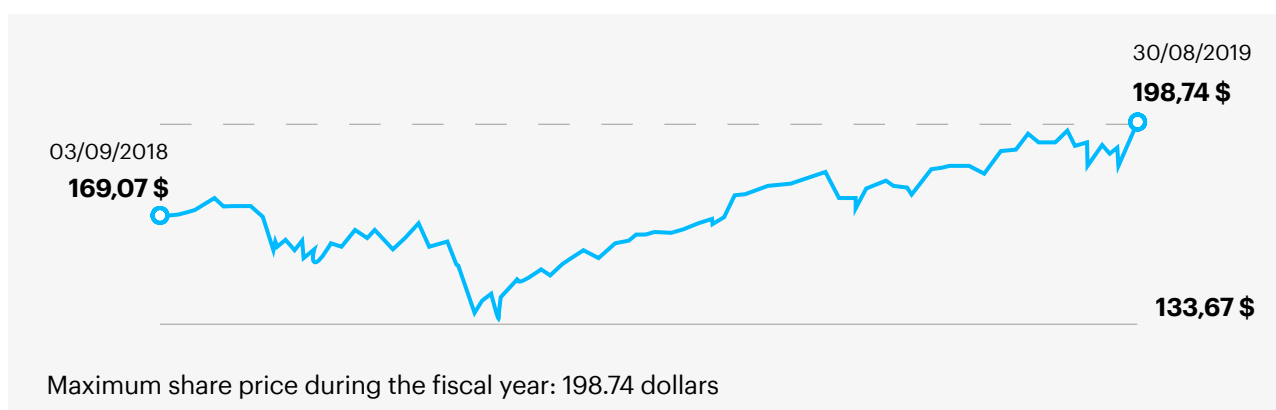


Full information on corporate governance

Transcriptions of meetings held with shareholders and investors

Evolution over the past year

At 31 August 2019, Accenture's share price was 198.17 dollars. Thus, the price has appreciated a total of 19% vs. 3% of the S&P 500 index.



The dividend per share reached 2.92 dollars, 10% up over previous years.

Accenture had a Market value at 3 October 2019 of +120,000 million dollars.

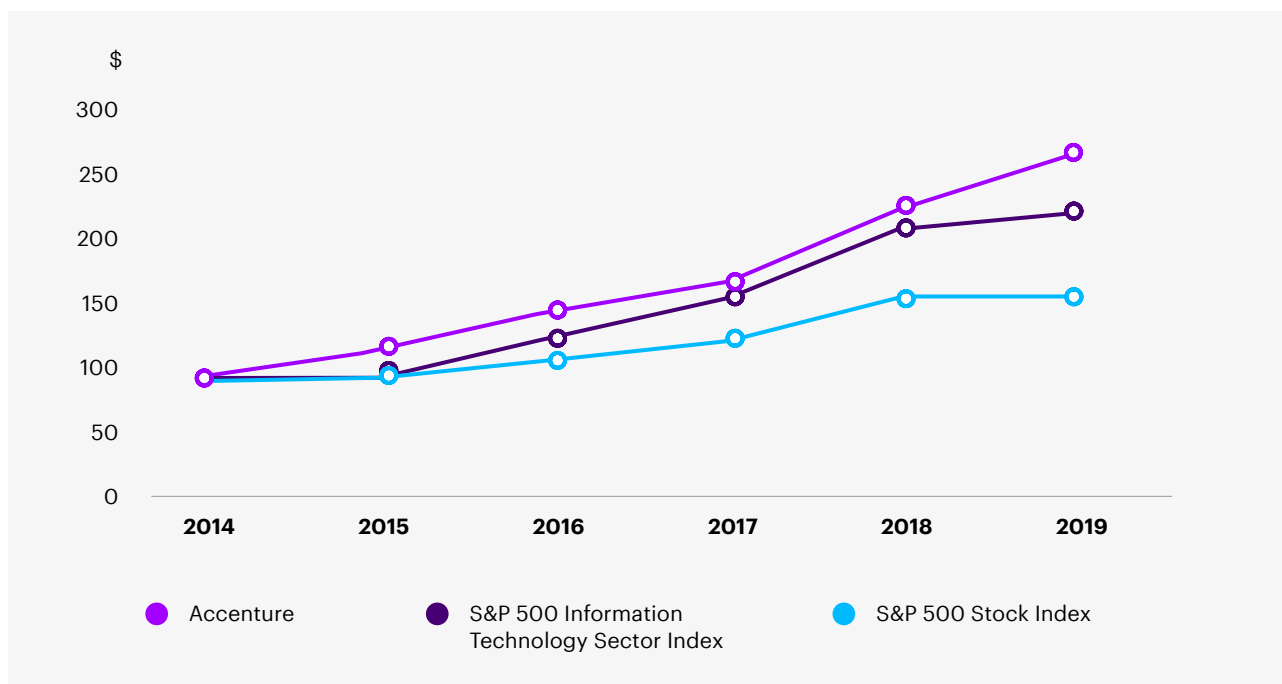
Accenture offers its employees an interest in a corporate share acquisition scheme with a 15% discount on the market price.

Evolution over the last five years (2014-2019)

The total annual return for shareholders over the past five years was 22% vs. 15% of companies in the Standard & Poor's 500 Index (S&P500) and 18% of the sector index of Information Technologies of S&P500.

The total return for the shareholder during the past five years was, on an annual average, 22%.

The chart shows the total accumulated return for shareholders during the period between 31 August 2014 and 31 August 2019, the end of fiscal period 2019. This compares with the return over the same period of two indices: the S&P500 Stock Index and el S&P500 Information Technology Sector Index. This assumes the investment of 100 dollars invested at 31 August 2014 in our Class A share and 100 dollars invested in each of the other indices, with a reinvestment of the dividends obtained and without payment of fees. This past return should not be considered indicative of future returns.



Nota: the economic data offered in this report correspond to the Financial Information of Management and is in accordance with the generally accepted US accounting principles (USGAAP) as provided in the standards of the Accounting Oversight Committee of companies listed on the Market in United States and audited by KPMG. The companies of the Accenture Group in Spain file their annual accounts, also audited by KMPG Auditores SL, with the Companies Registry in accordance with trading standards and the General Chart of Accounts applicable in Spain. Both sets of data may therefore differ.

www.accenture.com/us-en/about/company/2019-letter-shareholders

For further information, you can visit www.investor.accenture.com where you will find the global report on the annual accounts published as stipulated by the SEC (United States Securities and Exchange Commission).

2.4 Responsible business

At Accenture in Spain, we implement a responsible business model that combines economic sustainability with social and environmental sustainability.

This sustainability-based business model lies at the heart of our goal, our corporate governance and our corporate strategy and is inspired by the 10 principles of the United Nations Sustainable Development Goals.

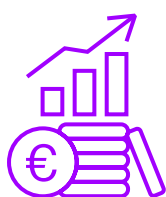
Across all our activities and in all our relations with the different stakeholders we introduce responsible business practices and at all levels within the organization we foster responsible conduct.

Thanks to our innovation and technological capabilities, we also promote across all our activities the development of new ways of helping to realize our purpose of improving how the world lives and works, while furthering the Agenda 2030.

Accenture's sustainability policy in Spain

Our sustainability responsible policy helps us to materialize our responsible business model. Our responsible commitments are those that encourage us to work together with our clients on innovative solutions, to create value for our **shareholders** when they demand results, to pursue the development and wellbeing of the **employees who make up Accenture in Spain**, to involve our **suppliers** in responsible practices and work for **society** and the **environment**.

In addition, in our policy we integrate the concerns of all our stakeholders and remain aware of the trends and demands that may represent an opportunity or a risk.



ECONOMIC DEVELOPMENT

We ensure the generation of wealth and value as an essential factor for the sustainability of the business and the organization.



SOCIAL INCLUSION

Wellbeing, diversity and development of our professionals and the inclusion of other collectives we interact with and for whom we create value is one of our purposes.



ENVIRONMENTAL SUSTAINABILITY

We reduce the environmental impact of our activity by means of eco-efficient habits and the awareness of our stakeholders.

Committed to our clients

We help our clients to lead their markets and stand out from their competitors by means of innovation and technological transformation, creating a real impact on their results. In this way we also drive economic growth and wellbeing.

Committed to shareholders

To continue to be an attractive investment, we must sustain our profitability over time. To this end, we efficiently and responsibly manage our resources, paying special attention to the principles of transparency and ethics.

Committed to our employees

People are our chief assets. We have competent, motivated and innovated professionals with a responsible vision of the business. We apply diversity, universal accessibility, non-discriminatory policies and equal opportunities for all throughout all our processes. We make technology a tool for the placement of the disabled and other vulnerable collectives.

Committed to innovation

Innovation, together with research and development of knowledge, helps to ensure the competitiveness and sustainability of Accenture in Spain and allows us to transform ideas into value for our clients and professionals. Innovation is the essence of the business and imbues the entire ecosystem in which we operate.

Committed to the supply chain

We promote a sound relation with those suppliers who are consistent with our sustainability strategy and integrate good practices into our supply chain from the sustainability viewpoint.

Committed to the environment

Respect for the environment forms part of our corporate culture via the mitigation of our impact on our surroundings and the awareness of stakeholders.

Committed to society

Via the Accenture Foundation we channel our social action and pay special attention to social organizations that focus on training the most disadvantaged to help their personal and professional development as a means to find employment. Likewise, we collaborate with the chief academic, cultural and corporate institutions to further the progress of the economy and Spanish society.

We subscribe to the United Nations Global Compact

Accenture maintains a clear commitment to the sustainable development of society and complies with the sustainability requisites promoted both by the World Business Council for Sustainable Development and Forética or as required by indexes such as the Dow Jones Sustainability Index or the FTS4 Good via different initiatives.

For this reason, **we subscribe to the United Nations Global Compact** and are members of Global Compact Lead. Accenture in Spain also adheres to the Spanish Network for the Global Compact.

The Global Compact comprises ten principles we assume throughout our policies and actions both in the field of human rights and labor rights, environment rights and the fight against corruption. And we not only comply with it but ensure compliance on the part of those who make up our supply chain.

Accenture has also subscribed to the **seven UNGC Women's Empowerment Principles**, under the auspices of the UN Global Compact and Development Fund of the United Nations for Women (UNIFEM) whose objective is to promote gender equality in the workplace, in the market and in communities.

Dialogue with our stakeholders

For Accenture, it is essential to maintain bidirectional communication with each and every one of our stakeholders so as to identify their expectations and concerns and for them to be aware of our economic, social and environmental efforts.

The ultimate goal is to take them into account in our decision-making processes.

We consider stakeholders to be all those people, companies or collectives we may in some manner influence in their results or who may be affected by our actions and decisions.

In order to determine who they are, we conduct both an internal and external analysis taking into consideration the principles of inclusivity, relevance and response capacity.

For Accenture in Spain, its chief stakeholders are clients, professionals, shareholders and suppliers.

We also consider social organizations, the innovative ecosystem, the candidates for Accenture professionals and Alumni to be stakeholders.

The aim of the participation of the different stakeholders via different channels is that each collective should find the answer to their expectations, interests and concerns. The Sustainability area also maintains direct contact with different collectives (clients from the different business areas and different industries, employees of different professional categories and responsibilities, etc.).

All stakeholders are represented during the process of preparing and verifying the report so as to ensure they receive the information they expect from Accenture.

CHIEF COMMUNICATION CHANNELS WITH OUR STAKEHOLDERS

	Clients	Professionals	Shareholders	Suppliers	Soc. Orgs.	Innovative ecosystem	Candidates	Alumni
Corporate Citizenship Report (Accenture in Spain)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Webpage www.accenture.es	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Own specific website			<input type="radio"/>		<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
External work tools				<input type="radio"/>				
Other external websites		<input type="radio"/>					<input type="radio"/>	
Portals and Internal Accenture sites		<input type="radio"/>			<input type="radio"/>			<input type="radio"/>
Social Media channels: Facebook, LinkedIn, Twitter, YouTube and Instagram	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal social channels: Circles, Collections, Yammer, The Stream and People		<input type="radio"/>						
Satisfaction management systems	<input type="radio"/>	<input type="radio"/>						
Mobile Apps	<input type="radio"/>	<input type="radio"/>						
Presentational channels: events, training, forums, fairs, meetings, breakfasts, conferences, seminars, committees and communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digital communications: releases, newsletters, webcasts, screens, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical mail: publications, invitations, etc.	<input type="radio"/>	<input type="radio"/>						
Media (content and advertising)	<input type="radio"/>		<input type="radio"/>			<input type="radio"/>	<input type="radio"/>	
Internal messaging system: Skype and Teams		<input type="radio"/>						
Online contact mailboxes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Specific contact tel.	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>				

What matters to our stakeholders

We are committed to helping all our stakeholders to generate value and to do so we must win over and maintain their trust in the long term. A fundamental part of this process is understanding what concerns them and what their needs are.

The method we have applied is materiality analysis. We determine what issues may impact our activity and the sustainability of our business. To this end, we have applied the guidelines set out in the GRI standard (Global Reporting Initiative).

Materiality analysis by Accenture in Spain aims to determine and prioritize those relevant aspects which, if not taken into consideration, might affect the sustainability of the business, its viability, market positioning or reputation. These are matters which must be dealt with and monitored to prevent any undesirable consequences for any of our stakeholder.

To do so, the expectations of the different stakeholders have been analyzed and interpreted, the matters that may impact our activity, market trends and the opportunities in our sector together with the results of the materiality study of previous years.

The relevant information sources for this materiality assessment are the clients, professionals, investors and shareholders, suppliers, competitors, sector and social influencers, the analysis of the media and public administrations.

In this process we take into account the expectations of those stakeholders who may be affected. This is carried out in three stages:

1

Identification of the aspects and key issues for Accenture in Spain, taking as a reference those that inform the non-financial information report of the company globally. Thus we can prepare a preliminary list of relevant aspects.

In addition, to verify whether these issues are consistent with the reality of Accenture in Spain, we have reviewed the publications from 2019 on the sustainability of our sector and social influencers, the media and public administrations.

2

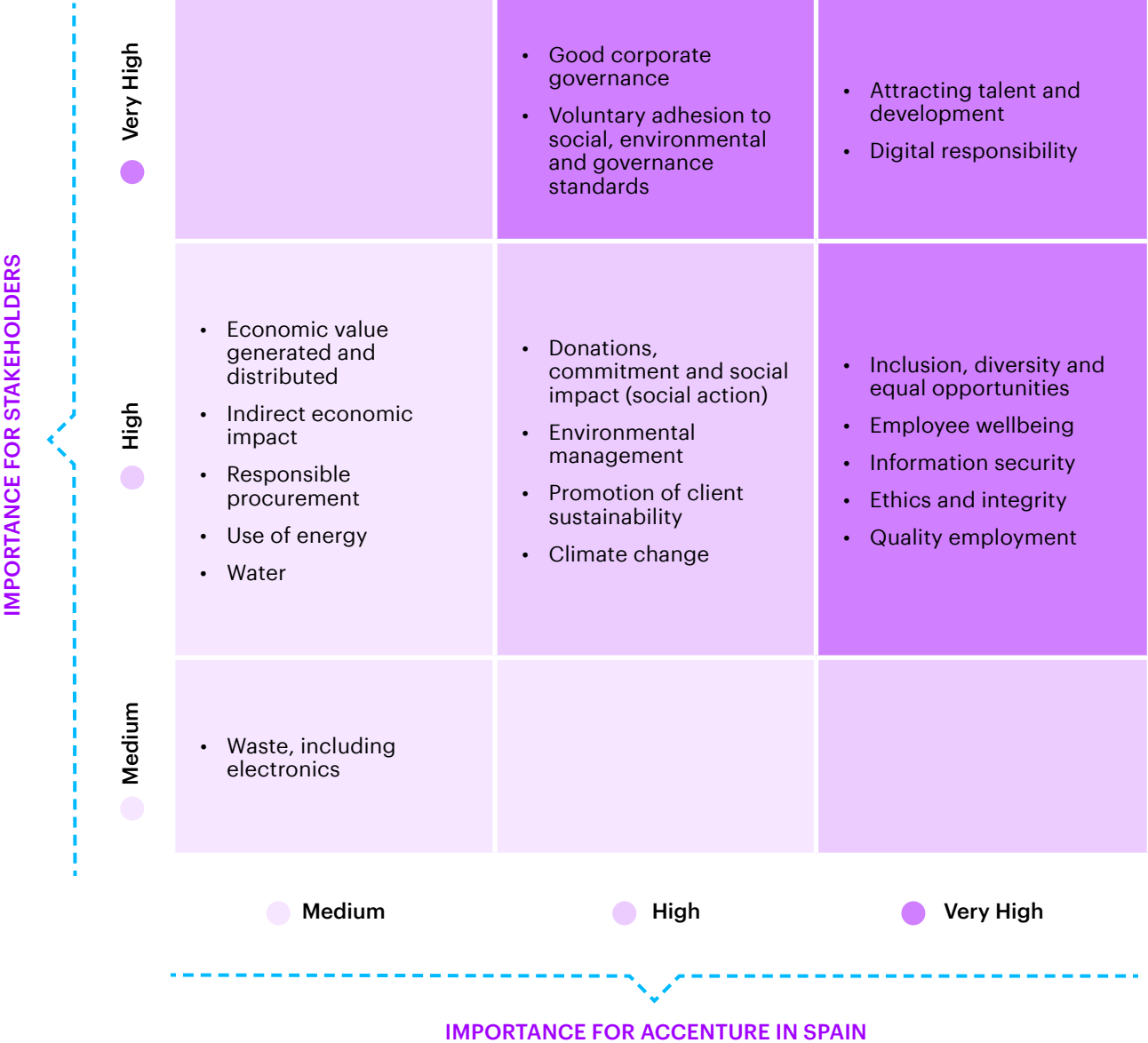
Evaluation to determine the importance of each aspect via the economic, social and environmental impacts. The above is carried out in accordance with factors such as the probability and gravity of the impact, the risks and opportunities, the long-term performance, the influence on competitiveness, etc.

3

Assessment of material matters by external stakeholders via an analysis of the sustainability of clients and competitors.



As a result of this analysis, we established the prioritization of serious issues in accordance with their importance for our business and for external stakeholders:



2.5 Our contribution to the SDG and goals of the Agenda 2030

In 2015, the Member States that form the General Assembly of the United Nations approved an “action plan in favor of people, the planet and prosperity” which materialized in the 17 Sustainable Development Goals (hereinafter, SDG) as part of the Agenda 2030 for Sustainable Development.

With the 2030 horizon in mind, these goals are designed to put an end to poverty, ensure inclusive education, achieve gender equality, promote sustained, inclusive and sustainable economic growth, attain full employment and decent work for all, build resilient infrastructures and foster innovation, reduce inequality and injustice and address climate change.

In the four years since approval of the 17 SDG, major steps have been taken: for example, the world population lives better and infant mortality in the under-fives has fallen. However, progress in the majority of the Global Goals is slow and has even reverted: 700 million people still live in extreme poverty, over 170 million continue unemployed and over 70 million seek refuge.

In this context, the effort of the administrations and society is key, but for the first time, companies have been included in this leadership for change given their role as promoters of innovation and creators of wealth, economic development and employment.

According to the conclusions of our study **“The Decade to Deliver: A Call to Business Action”** (prepared in conjunction with the United Nations Global Compact), the contribution of companies to the Sustainable Development Goals is not achieving the expected results. Only 21% of CEOs surveyed stated that the activity of companies is contributing to achieving the SDG and that fewer than half (48%) are integrating sustainability into their operations.

At Accenture, we firmly believe that it is time leaders make sure that the Sustainable Development Goal be integrated with the corporate strategy and the purpose of their companies.

At Accenture in Spain, we are committed to leading this agenda and incorporating a new vision imbued with the SDG. This is a magnificent opportunity to align our strategy and expectations with those of our clients, shareholders, professionals, suppliers and society in general.

The Sustainable Development Goals are a global challenge to which we are fully committed and aligned. Our **Responsible Business Model** is designed for the digital world and makes a significant contribution to the shared effort of fulfilling this commitment in a timely fashion.

Accenture in Spain's Policy of Responsible Sustainability (developed in section 2.4 of this report) sets out the general principles and bases that must govern the company's sustainable development strategy.

Its objective is to ensure that our activity is conducted by promoting sustainable value creation for our stakeholders, with a long-term vision, to seek out a better future without compromising current results, ensuring achievement of the SDG and rejecting any actions that contravene or hinder them.

Our commitment to the SDG is supervised by the President's Office and the managing bodies that monitor the company's contribution to their achievement.

Since 2015, we conduct an analysis of our contribution to the SDG and update it annually, adapting the priorities and courses of action. Our aim is to contribute to achieving the 17 Sustainable Development Goals; however, given the nature of our activity, we consider we may have greater

influence on the SDG explained below. Two levels have been established in accordance with our potential impact: Strategic and relevant. The details of our contribution to the SDG is shown in Annex 1 of this report.

Strategic SDG



Goal 5.5

Full participation and equal opportunities



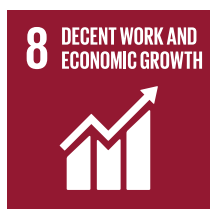
Goal 5.B

Improve the use of technologies and ICT



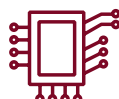
Goal 5.C

Equality policies and laws



Goal 8.1

Maintenance of economic growth Goal



Goal 8.2

Diversification, technology and innovation



Goal 8.3

Fostering small and medium companies



Goal 8.5

Full employment and decent work



Goal 8.6

Employment and studies for young people



Goal 8.8

Safe labor law protection



Goal 9.2

Inclusive and sustainable industry



Goal 9.5

Scientific research technological capability



Goal 16.5

Reduce corruption and bribery

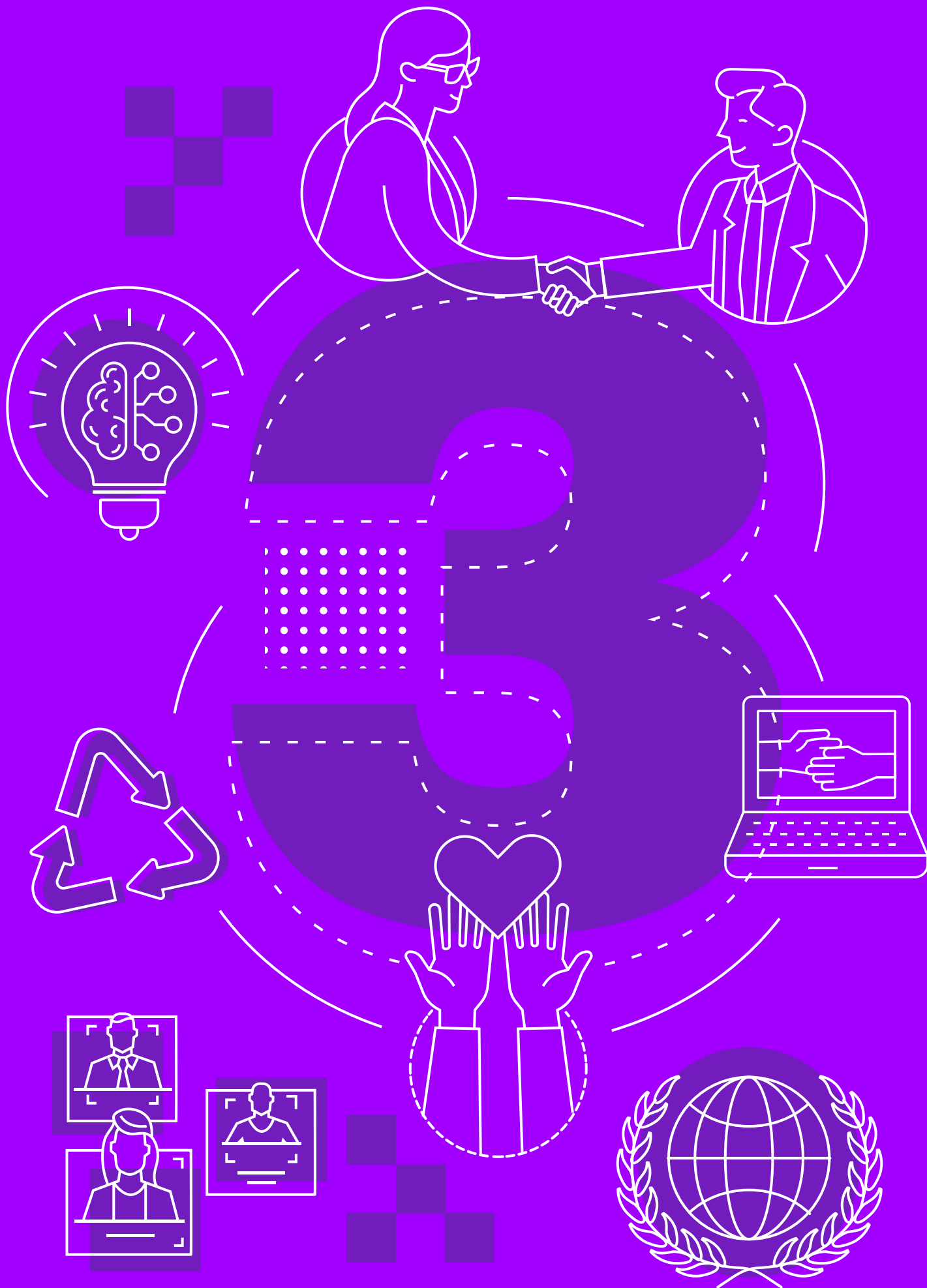


Goal 16.10

Access to information and fundamental freedoms

Relevant SDG





COMMITTED

TO OUR CLIENTS

TO INNOVATION

TO OUR PROFESSIONALS

**TO GOOD GOVERNANCE
AND TRANSPARENCY**

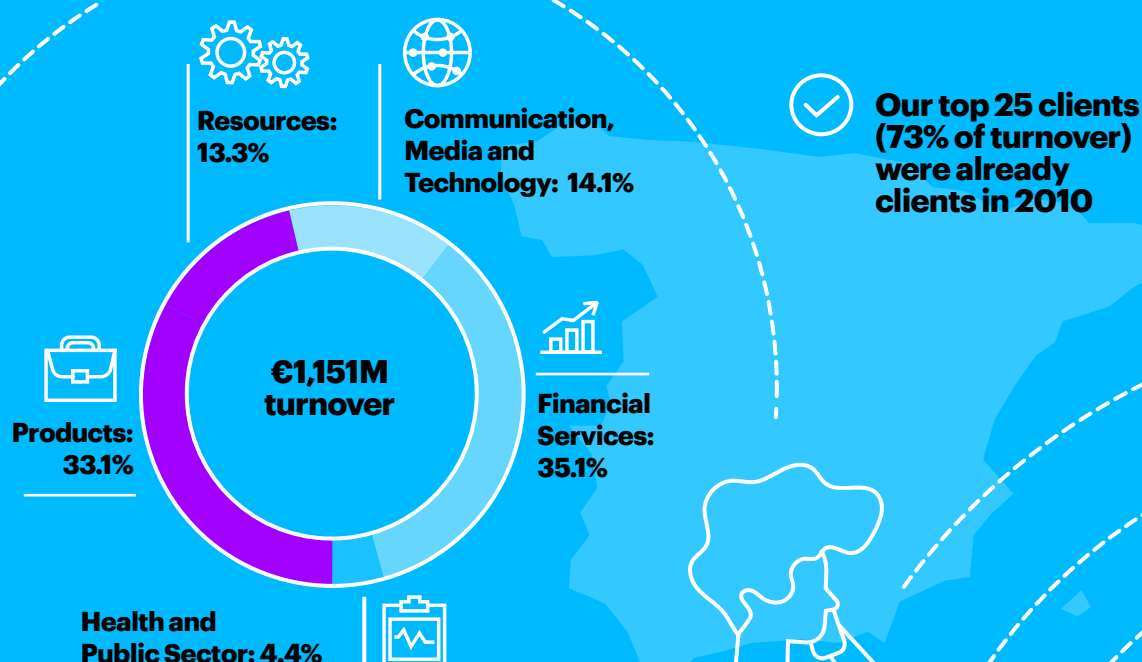
TO SOCIETY

TO THE ENVIRONMENT

TO THE SUPPLY CHAIN

COMMITTED TO OUR CLIENTS

In Spain



Technology	706 M euros
Operations	115 M euros
Strategy&Consulting	330 M euros

✓ 343 clients

✓ +2,800 projects

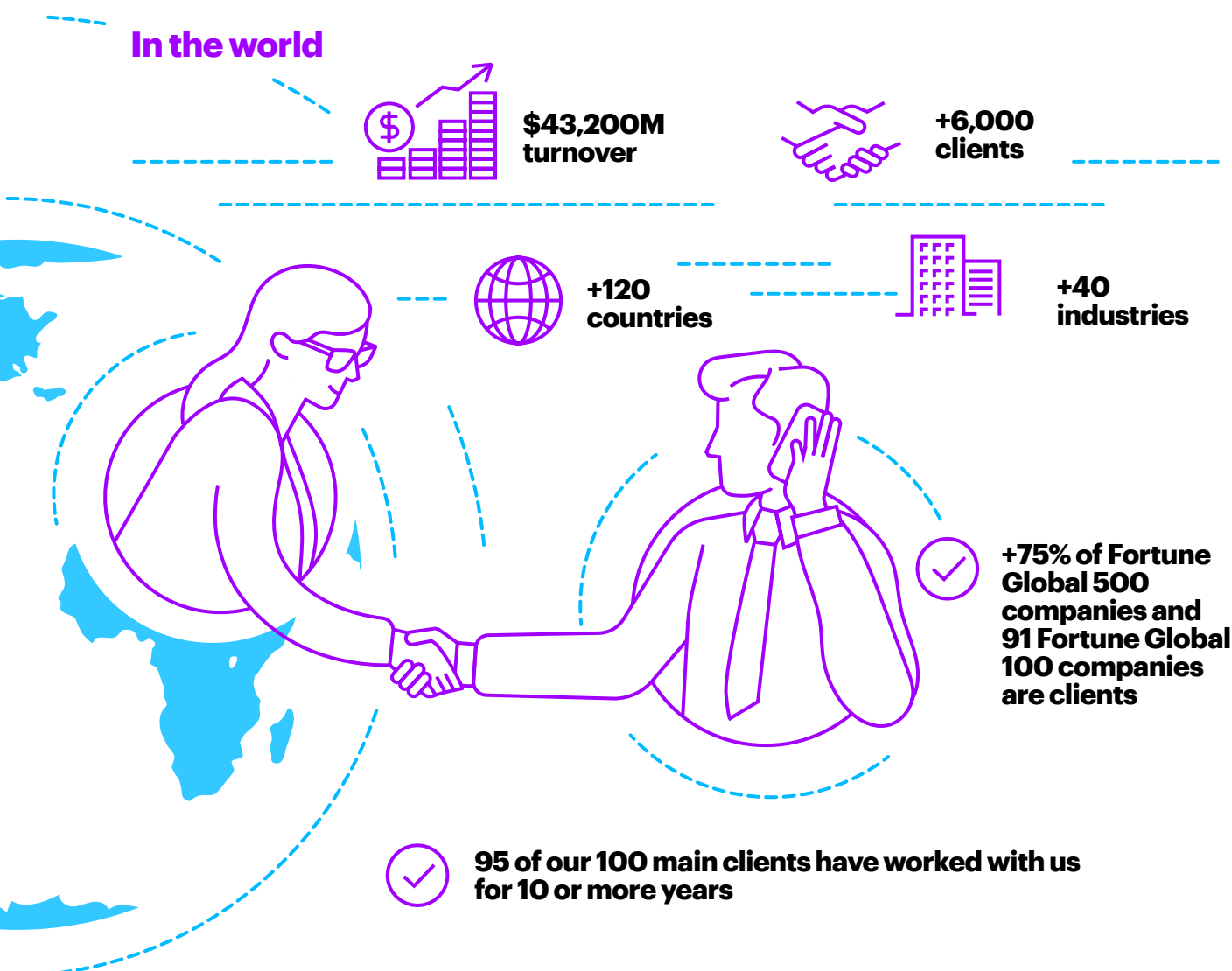
✓ +1,200 new projects

✓ 86% of Ibex-35 and 57 companies of the 100 largest enterprises are clients

Our clients are raising their expectations in an age of unprecedented disruption in which new technologies are transforming the market. The consequences of this change we are witnessing seem endless and the need to combine new ideas with smart technologies has never been so acute.

At Accenture, as a global leader in professional services, we work with over 6,000 clients worldwide and 343 in Spain across a wide range of services and solutions in strategy, consulting, digital, technology and operations. We combine our deep experience in all our business areas with specialized knowledge in over 13 economic sectors to help them optimize their performance and generate sustainable value for their shareholders.

Our commitment is to innovate to enable organizations to obtain tangible results via our extensive network of centers, while focusing on the trends and technologies we consider a priority. So as to offer the latest market capabilities, we trust in our ecosystem of alliances and build our strength via acquisitions. All the above is based on a responsible business model that helps to improve the way the world lives and works.





How we work with our clients

We work with our clients in over 120 countries to enable them to continue growing and improving their results via innovation and the transformation of their organizations.

We have offices in the chief Spanish cities: Madrid, Barcelona, Bilbao, Malaga, Seville, Alicante, La Coruña, Zaragoza, Leon and Gijón.

Five business areas and deep industrial knowledge

Our 12,000 professionals in Spain provide services to our clients organized into five business areas and specializing by economic sector.

BUSINESS AREAS	Specialization by economic sectors: Accenture Consulting				
	 Communications, Media and Technology	 Financial Services	 Health and Public Service	 Products	 Resources
Accenture Strategy	Services to over 6,000 clients worldwide and 343 in Spain				
Accenture Digital					
Accenture Technology					
Accenture Operations					

Our business areas

1. Accenture Strategy

Accenture Strategy combines deep industry expertise, advanced analytics capabilities and design methodologies to help leaders in the C-suite envision and execute strategies that drive growth and digital transformation. We provide a range of strategy services to enable competitiveness and innovation, including new business and operating models, mergers and acquisitions, talent and organization, technology strategies, sustainability, security, advanced customer services, supply chain strategies and enterprise-wide strategies to realign resources for growth.

Competitive agility: To stay agile in a world dominated by change, the C-suite must keep the core business running while simultaneously identifying and investing in the new. Accenture Strategy consulting enables leaders to act quickly and confidently as they pivot to the future.

Business and technology: advanced strategy services for clients, financial management and the creation of corporate value, digital strategy, corporate architecture and application, industry, information technologies, mergers and acquisitions, supply chain, operations and sustainability, growth strategy and client knowledge, talent and organization.

2. Accenture Digital

Accenture Digital brings together our global digital capabilities to help clients unlock value and transform their businesses.

We operate via three different areas (Interactive, Applied Intelligence and Industry X.O) to innovate with our clients and help them to rethink, redesign and reinvent their businesses while discovering new growth opportunities by applying the latest technologies on the market.

Accenture Interactive

Our end-to-end marketing solutions help clients deliver seamless multi-channel customer experiences and enhance their marketing performance. Our services span customer experience design, digital marketing, personalization and commerce, as well as digital content production and operations.

Accenture Applied Intelligence

We embed analytics, automation and artificial intelligence into functions and processes at the core of our clients' businesses to realize new cost efficiencies and create new value from process, product and business transformation.

Accenture Industry X.O

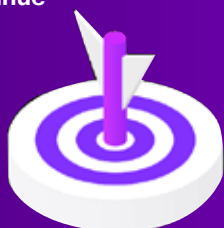
We help clients across industries digitally reinvent their design, engineering, manufacturing and production to create smart, connected products and services faster and at lower cost. We use advanced technologies including the Internet of Things, connected devices and digital platforms to unlock new revenue streams and create new efficiencies.

CASE STUDY

EXPLORING A WORLD OF NEW POSSIBILITIES

The challenge

Given the growing demand for new services and immersive experience, Telco's have understood the importance of reinventing themselves. Telefónica, with million customers worldwide, needed to understand their needs individually to attract new users, build loyalty and continue to grow.



The solution

Telefónica worked with Accenture on the design of a secure digital environment to help anticipate the expectations of the client and swiftly adapt to the needs of a changing market. Telefónica started to offer products via all its channels and to interact in a manner tailored to the preferences of each client.

The results

On a business level, this effort in transformation has helped to reduce costs and increase website visits (especially among new users), and doubling the conversion of potential clients into new clients.

It also drove its growth, generating over a million digital purchases by enhancing the customer experience on online channels in the United Kingdom, Spain, Brazil, Mexico and Chile.

3. Accenture Technology

At Accenture Technology we drive our clients' businesses using the latest technologies and focusing on two subareas: technology services and the technological innovation ecosystem. We combine innovation with business intelligence and a deep knowledge of the different economic sectors and latest technologies of our ecosystem of partners to help companies to reinvent themselves as intelligent enterprises and innovate to scale.

Our capabilities include Intelligent Platforms (SAP, Oracle, Microsoft, Salesforce, etc.), IES (intelligent software engineering systems), infrastructure and cloud services, scaled technological innovation and technology consulting.

4. Accenture Operations

Accenture Operations provides business process services for specific functions, including finance and accounting, procurement and supply chain, marketing and sales, as well as industry-specific services, such as platform trust and safety, health and utility services. We operate business processes on behalf of clients, through a combination of our talent powered by data, artificial intelligence, analytics and digital technologies, to help improve their productivity, customer experience and performance.

CASE STUDY

AIR-E: THE INTELLIGENT RECYCLING SYSTEM OF ECOEMBES

The challenge

The growing production and generation of waste is a real threat for the sustainability of the planet. Citizenship collaboration is key to boosting recycling and Ecoembes, the leading environmental organization of the sector in Spain is aware of this.



The solution

At Accenture, we developed AIR-e, the first recycling chatbot in Spain. It includes interactive information about the different bins and answers questions in writing, voice or by taking a photograph of a container or object the person has doubts about. It is a multiplatform development that can be used in its mobile app version, website version, the instant messaging services of Facebook Messenger, on Twitter or via the Alexa voice devices of Amazon. It can also answer in Catalan, Basque, Galician in addition to Spanish.

The results

Since it launched in November 2018 and to September 2019, a total of 517,332 inquiries have been answered. Fewer than 1% of these inquiries were referred for human resolution with the remainder being resolved by the chatbot. Most inquiries are made using the app, which at September 2019 had almost 30,000 downloads (18,180 on Android and 11,380 on iOS).

5. Accenture Consulting

Accenture Consulting provides industry experts with the insights and management and technology consulting capabilities to transform the world's leading companies.

Our consulting capabilities, including advanced analytics and design expertise, enable our clients to develop and implement transformational change programs, either for one or more functions or business units, or across their entire organization. We provide industry-specific consulting services, as well as functional and technology consulting services.

Our functional and technology consulting services include finance and enterprise performance; supply chain and operations; talent and organization; customers and channels; applications and architecture advisory; and technology advisory. We help our clients with the digital transformation of industries, enhancing our consulting services with digital, cloud, cybersecurity, artificial intelligence, blockchain and other capabilities.

Our consulting, focused on the different industries, is split into the following specialty lines:

Communications, Media and Technology

- Communications and media
- High technology
- Software and platforms

Professionals in this operating group help clients accelerate and deliver digital transformation, developing comprehensive, industry-specific solutions to seize new opportunities and enhance efficiencies and business results.

Financial Services

- Secure Banking and capitals market
- Insurance

Professionals in this operating group work with clients to address growth, cost and profitability pressures, industry consolidation, regulatory changes and the need to continually adapt to new digital technologies. We offer services designed to help our clients increase cost efficiency, grow their customer base, manage risk and transform their operations.

CASE STUDY

ZURICH KLINC: A NEW GENERATION OF INSURANCE

The challenge

The insurance sector is also affected by the need companies have to address the challenges and opportunities of digitalization to reach new publics and continue to grow. At Zurich, they know that the millennials (those born between 1981 and 1993) prioritize flexibility over price and needed to adapt their service offering to these new demands.

The solution

Klinc was the Zurich solution to this challenge, launched onto the market with the support of Accenture. It is a new digital generation of insurance that gives the user control over their policies. The customer can activate and deactivate online the product to be insured (electronic devices such as mobiles, tablets or smart watches) and use an app to manage the aspects of the service, from the form of payment to reporting any claim via a chatbot.

The results

Zurich achieved its objective of reaching a new public and grew sales by double-digits. "For the first time we have in portfolio 22-year olds as customers", they stated. And thanks to its warm reception, the project has continued to grow and become the digital store of Zurich for individuals' insurance.



Health and Public Service

- Health
- Public service

Our Health & Public Service operating group serves healthcare payers and providers, as well as government departments and agencies, public service organizations, educational institutions and non-profit organizations around the world. The group's research-based insights and offerings, including consulting services and digital solutions, are designed to help clients deliver better social, economic and health outcomes to the people they serve.



CASE STUDY

TRANSFORMATION OF JUSTICE IN CANARY ISLANDS

The challenge

The Government of the Canary Islands wanted to adapt its justice system to make it more open and transparent to the public, in addition to making it more agile, efficient and produce quality results. And to do so using modern technological and digital methods and standardized procedures.

The solution

Together with the Government of the Canary Islands we analyzed the needs, and transformed the entire process experienced by those using the system. Thus, among others, we implemented the digital signature in the court bodies, and offices to help save time and we automated the digital notification of professionals in the Justice system.

The results

We achieved a 65% reduction in the average case registration times and the quality of the data registered increased by 70%. The number of digital activities has increased 60% and the average time for processing on a daily basis was reduced by one hour. In short, the degree of satisfaction of those working in the Justice system of the Canary Islands has risen, but especially among the public



Products

- Consumer goods, Retail and Travel services
- Industrial
- Life Sciences

Our Products operating group serves a set of increasingly interconnected consumer-relevant industries. Our offerings are designed to help clients transform their organizations and increase their relevance in the digital world. We help clients enhance their performance in distribution and sales and marketing; in research and development and manufacturing; and in business functions such as finance, human resources, procurement and supply chain while leveraging technology.

Resources

- Natural resources and chemicals industry
- Energy
- Utilities

Our Resources operating group serves the chemicals, energy, forest products, metals and mining, utilities and related industries. We work with clients to develop and execute innovative strategies, improve operations, manage complex change initiatives and integrate digital technologies designed to help them differentiate themselves in the marketplace, gain competitive advantage and manage their large-scale capital investments.

CASE STUDY

MADRID METRO: INTELLIGENT TEMPERATURE FOR TRAVELERS' COMFORT

The challenge

Making passengers feel comfortable on public transport during the hot summer months is no easy task. To keep the ventilation systems operating and refresh the atmosphere large quantities of energy are necessary, something that Madrid Metro knows very well.

The solution

The experts in ventilation of Madrid Metro worked with Accenture Applied Intelligence to develop a system that uses an optimization algorithm capable of mobilizing large quantities of data to obtain all the possible combinations as regards air temperature, architecture of the station, frequency of the trains, number of passengers and price of electricity throughout the day. In addition, using automatic learning, the system improves at predicting the optimal balance for each station of the network over time.

The results

The system, based on artificial intelligence (IA) has enabled Madrid Metro to reduce energy consumption by 25% - energy consumption in ventilation is the second highest after traction energy – and 1,800 tonnes a year of CO₂ emissions.



Strategic growth priorities

At Accenture, we are experts in anticipating new technologies and market trends. That is why we especially focus on subjects we consider strategic and a priority, both for our own growth and that of our clients.

Cloud

Our studies show that nearly two thirds of companies have not attained the results they expected with their Cloud initiatives. At Accenture, we help our clients to design intelligent Cloud solutions – public, private or hybrid – that maximize the value of their business and drive innovation.

Intelligent Platforms

We live at a time when companies must continuously reinvent themselves while also applying “business intelligence” to drive their growth. Using the Corporate Platform of Accenture, a platform based on data and digitally integrated to transform organizations, companies can obtain continuous improvements.

Cyber Resilience / Security

Cyber resilience is the combination of cybersecurity and business continuity. Accenture Security implements strategies that can respond swiftly to threats, minimize the damage and continue to operate despite a cyber-attack. Thus, cyber resilient companies can continue to innovate with their business models while improving the trust of their customers and obtain secure growth.

Intelligence Experience Center

The Call Center is transformed into the Intelligence Experience Center, a more customized and real way of relating to the client, based on empathy. It applies high tech and cognitive engines to learn from the experience by managing the data to anticipate the client's needs and create unique experiences that close the ties and increase trust.

Intelligent Engineering Software

This is our new software engineering services platform for developing solutions tailored to our clients, based on new technologies and architectures, using new intelligent development models.

We also prioritize the following market trends and technologies on which we provide our services via the areas described above: New IT (Accenture Technology), Intelligent Operations (Accenture Operations), end-to-end Marketing (Accenture Interactive as part of Accenture Digital), Industry X.0 as part of Accenture Digital) and Applied Intelligence as part of Accenture Digital.



Our network of centers

Each sector and even each company have challenges and different, unique concerns; but we are convinced that innovation, supported by technology, is key to obtaining solutions whose results are often surprising.

For this reason an essential part of our Innovation Architecture (comprising six capabilities that cover generating the idea, developing it and launching it onto the market and scaling the solution) is our international network of centers, designed to develop and scale specialized, technological solutions at the different centers. For more information, see the chapter “Committed to innovation” of this report.

In Spain we have different centers where our clients can access the latest technologies, the most specialized talent and our deep industrial knowledge to transform not only their business but also their sector. Chief among these are the Accenture Digital Hub and the Accenture Liquid Studio.

This year we have opened two new centers, the **Industry Center X.O, Intelligent, Cybersecure Industry** in Bilbao and the **Pierre Nanterme Advanced Technologies Center**, in Alicante.

Industry Center X.O, Intelligent and Cybersecure Industry

A space of over 2,000 square metres located in the Parque Tecnológico de Zamudio (Bilbao) designed to facilitate the digital reinvention of the industry via the transformation of core industrial processes (engineering, production and maintenance), the enhancement of the worker experience and creation of new digital business models.

Technologies



Artificial Intelligence



Big data



Extended Reality



Blockchain



Internet of Things



Advanced Technologies Center Pierre Nanterme

The center, located in the Digital District of Alicante works on developing intelligent software on the most advanced innovative technologies. It has over 2,700 square metres and is intended to create the applications of the future, accelerating the transformation of businesses, companies and society in general.

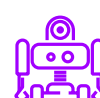
Technologies



Artificial Intelligence



Big data



Robotics



Blockchain



Internet of Things



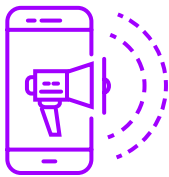
Cloud



Strengthening the business

Our latest acquisitions

Accenture's commitment to its clients is to always offer them the latest capabilities and technologies in the market. Anticipate the future for them to apply it now. That is why, over the past year, we have strengthened the business with the acquisition of three companies in Spain.



Shackleton: the most important integration of creative advertising in Spain

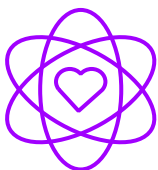
The acquisition of the advertising and communication group Shackleton represented the most important integration in the history of Spanish creative advertising in terms of volume, range of services, awards and value of the company. With 176 employees and offices in Madrid, Barcelona and Santiago de Chile, it joined the firm in April to increase and supplement the creative capabilities of Accenture in Spain, Portugal and Latin America within Accenture Interactive.

This operation gave a significant boost to combine strategy, technology, design, consulting and creativity to create brand experiences that drive the relation between these and their clients.



Pragsis: strengthening our big data and artificial intelligence capabilities

Pragsis Bidoop, a Spanish company with a long record in big data, artificial intelligence and machine learning, based in Madrid and with offices in Barcelona and United Kingdom, joined Accenture Applied Intelligence in August. This enables us to enhance even further our position as market leaders to help our clients in the transformation into data-oriented enterprises.



Insitum: focus on experience

Insitum, a design and strategic research services company focused on innovation with an approach centered on human beings joined Accenture in August. This acquisition strengthens Accenture Interactive's position among the leading experience agencies by expanding the services of its design and innovation unit, Fjord, in Latin America and other countries such as Spain.

Our network of alliances

We have an ecosystem of over 180 alliances with leading enterprises in their respective sectors that supplement our capacity to offer new services and technologies. These alliances are a key factor for generating added-value solutions for our clients.

Alliance with Idneo to enrich products with services

Digital reinvention allows the enrichment of products with customized, innovative and efficient services. For this reason, this year we have announced a collaboration agreement with the engineering company Idneo to integrate the services into

products and generate joint value for customers. Thus, we reinvent the traditional models so that the manufacture and design of products progresses together with the provision of services.

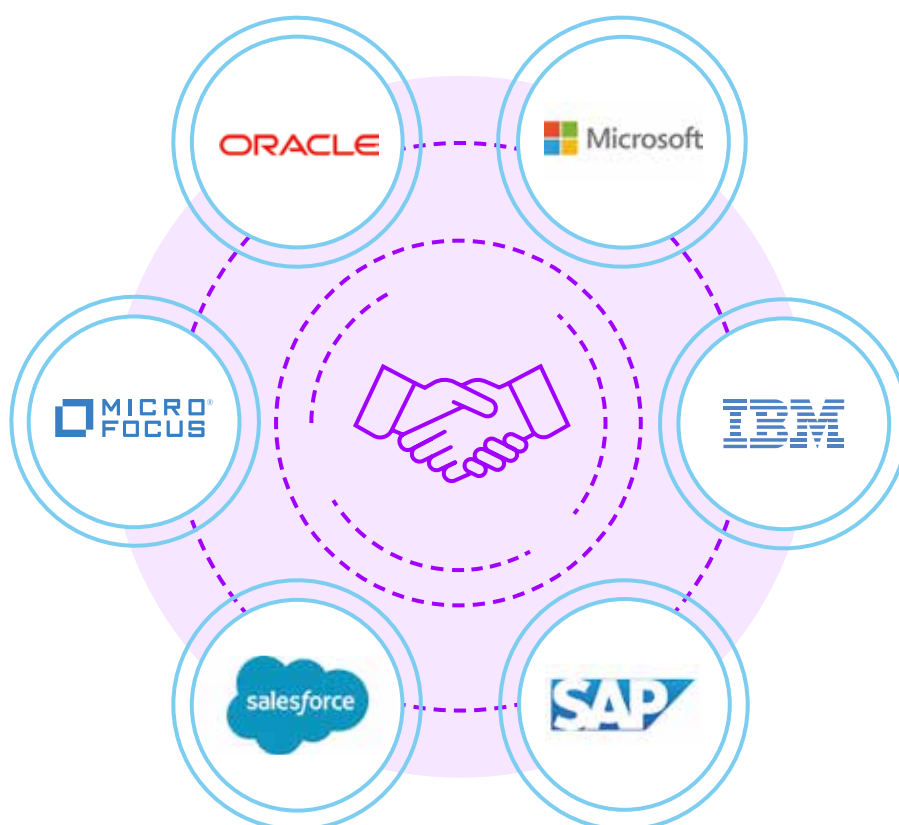
Digitalizing spaces with Trison

We signed a collaboration agreement with Trison for the joint development of digitalization projects of physical spaces and points of sale using real time information technologies.

The agreement focuses on creating and developing innovative hybrid experiences to offer business sales results that impact sales, margins and the customer experience.

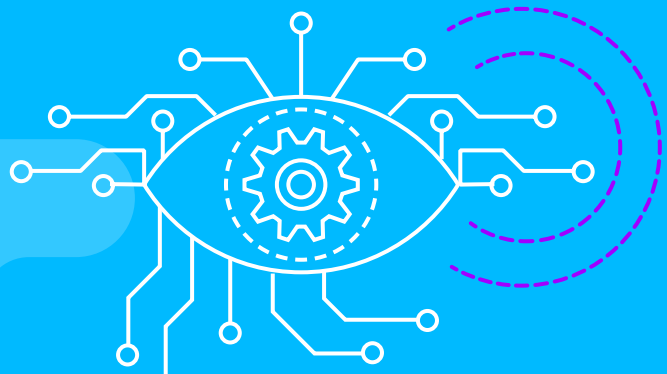
At our Accenture Liquid Studio in Madrid, we work shoulder to shoulder with our technology partners (which have their own spaces within the center) to build innovative solutions swiftly and flexibly, to obtain prototypes in a matter of days or weeks.

We have also signed collaboration agreements with Google Cloud, Microsoft and Oracle to co-create technological solutions and new services in digital transformation for our clients.



COMMITTED TO INNOVATION

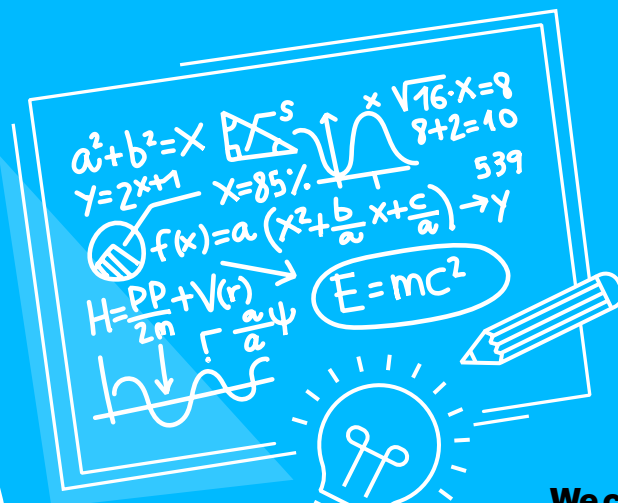
**+9.5M euros
investment in
innovation**



**Near 3,200 employees
dedicated to innovation
(Almost 3.7M hours)**



Ai

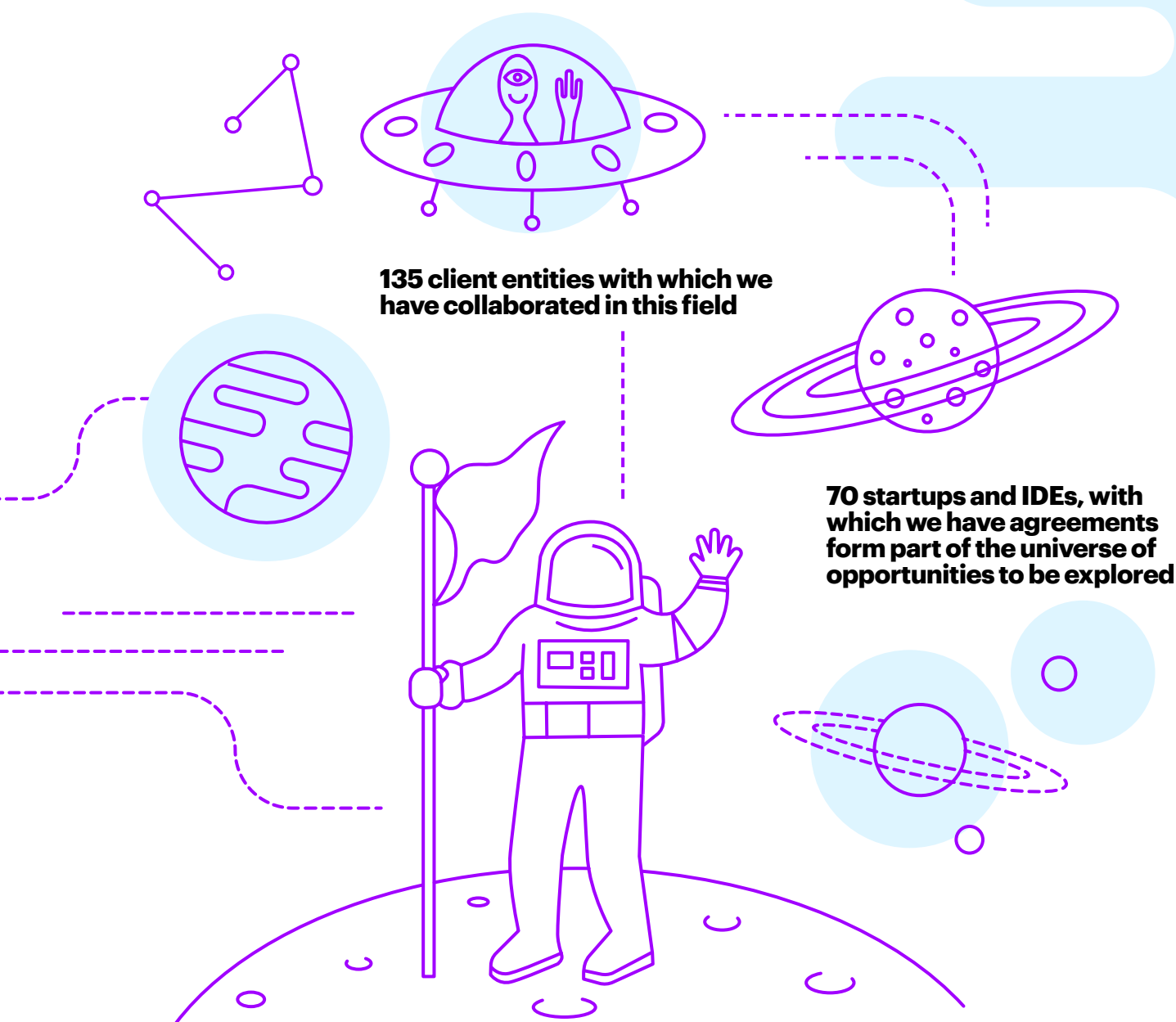


**We create value
for the scientific and
technological community
with the application for +
670 new patents worldwide**

For Accenture in Spain, innovation is the star which is orbited by every one of its functions, activities and initiatives – presented in this report– that make the organizational system possible. The right balance between all of them and the specific distance to innovation explains what the real impact is on the future of each one.

From technology to digital transformation, clearly closely related, to legal functions at a greater distance. All are correctly positioned to create the mass balance and orbital movements such that those closer condition those that are farther. However, we are not buried in our system;

we know we are not alone and that we form part of a galaxy and, at the same time, a universe brimming with opportunities and threats; the cosmos we cannot cease to admire and explore always.



"Houston, Tranquility Base here, the Eagle has Landed". 50 years separate us from probably the most Quixotic adventure of humanity to date. Man's arrival on the moon was an event that marked our lives and has been riddled with doubts, controversies and even denials. Because it is difficult to believe that, with a technology that falls far behind the intelligent devices we enjoy today we have been able to travel so far.

What enabled us to achieve this? And why haven't we returned? Basically, because technology is not the only factor for reaching the next stage of evolution. Other additional factors are also important. Let's call them Enhancing Characters: Competence, Collaboration, Purpose and Sponsorship.

In the Sixties, there was an escalation of the Cold War. The conflict between the two major blocs, the United States and former USSR forced competition to exceed the limits of geopolitics.

The battle was no longer on Earth; it was the space race. Today, the tension of the system causes ferocious competition and we are experiencing our own "cold war": the digitalization race. In the year we commemorate half a century since this mission, at Accenture in Spain we have strived to make our innovations a competitive advantage, expanding our innovation capabilities and connecting innovation with business results.

Our innovation capabilities are encompassed within what we call the **Accenture Innovation Architecture**. As with a space mission, many disciplines and efforts must be combined to build a value chain. Our architecture enables a value chain of innovation, from conception to industrialization. These capabilities are:



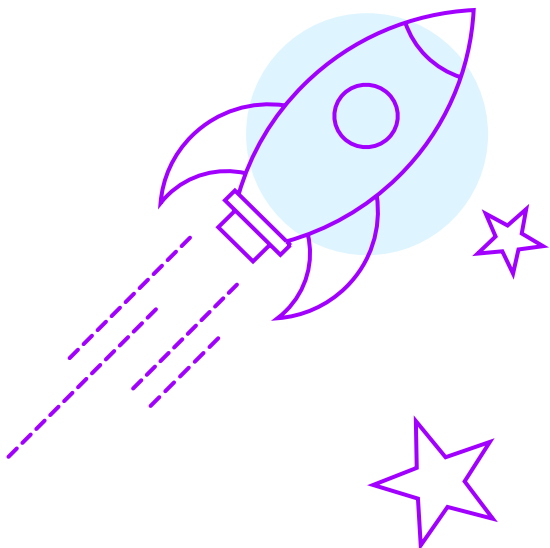
Accenture Research, where we observe

Accenture Research identifies and anticipates game-changing business, market and technology trends through provocative thought leadership. Our 300 researchers partner with world-class organizations such as MIT and Singularity to discover innovative solutions for our clients.



Accenture Ventures, where we collaborate

Accenture Ventures partners with and invests in growth-stage companies that create innovative enterprise technologies using an open innovation approach.





Accenture Labs, where we research

Accenture Labs incubate and prototype new concepts that will have a near-term impact on business. Our technologists and researchers deliver breakthrough technologies that lead to innovative products and services for our clients.



Accenture Studios, where we accelerate

Accenture Studios focus on a range of specializations from rapid application development to service design and digital project creation to mobile apps and digital services.



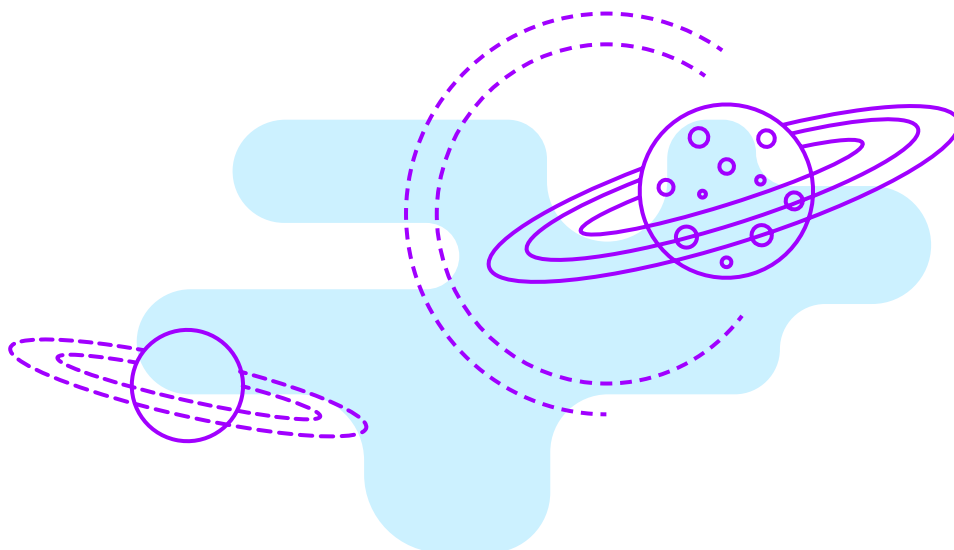
Accenture Innovation Centers, where we solve

Accenture Innovation Centers are located strategically worldwide, building and scaling solutions across technologies and industries.



Accenture Delivery Centers, where we industrialize

Accenture Delivery Centers industrialize the delivery of our innovations to unlock the power of New IT and transform business processes through our unparalleled network across more than 50 locations.

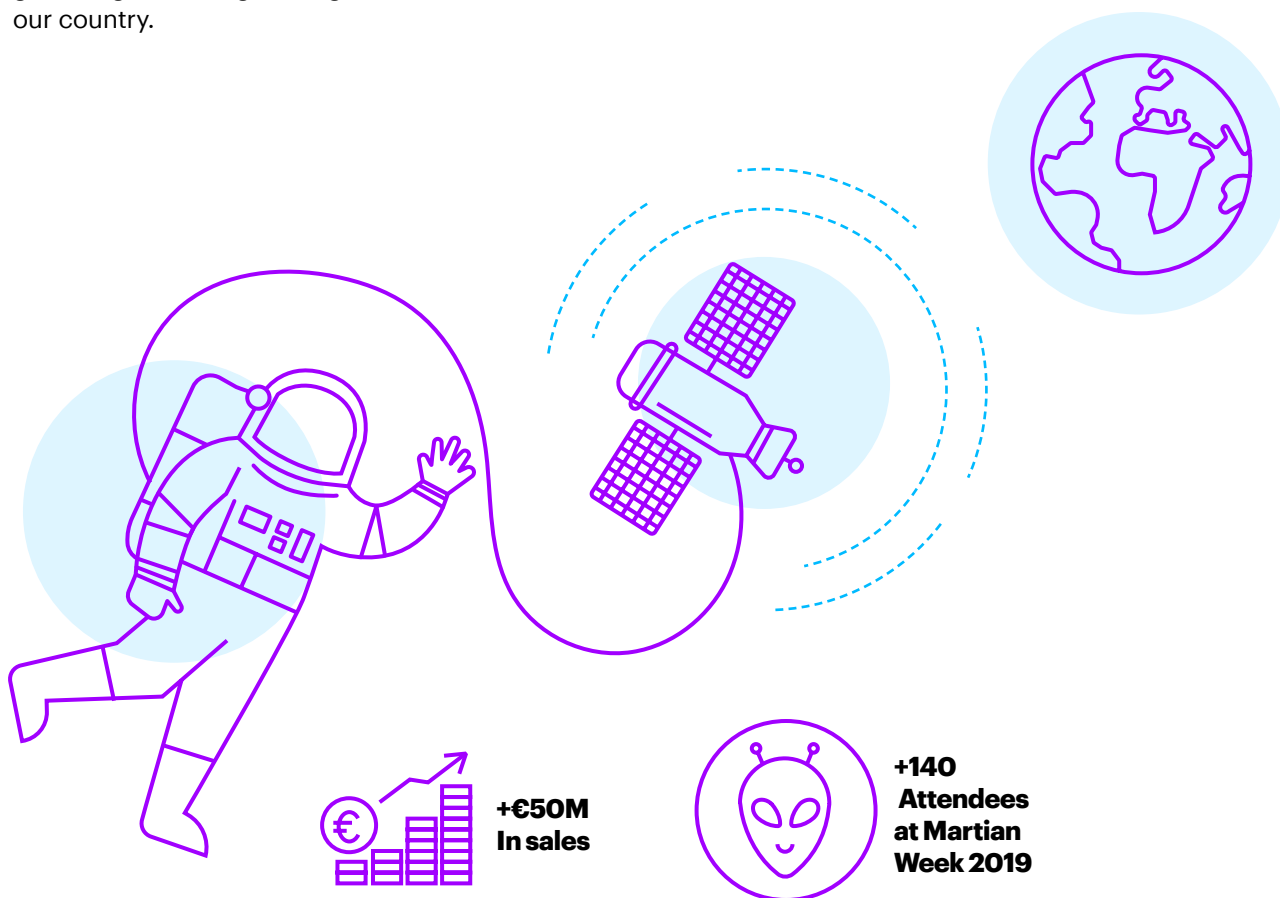


This Architecture allows us each year apply for patents. This year has been more than 670 new patents worldwide.

Connection with the business is essential to avoiding losing the sense of our mission. Thus, the activities of our local innovations centers (**Digital Hub, Liquid Studio and Industry Center X.O**) have led to over 50 million euros in sales and inspired our clients and other stakeholder via over 200 workshops and 200 visits/events held at these centers.

But our annual race does not end here, and every year, with the same spirit as NASA had then, we celebrate Martian Week, a unique event combining technology and design in perfect symbiosis. Martian Week this year was attended by **over 140 people and presented 14 new projects** and is now a leading gathering on the digital stage of our country.

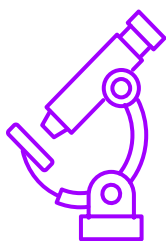
However, as a result of this military tension, the Cold War imposed an unprecedented international collaboration from the US side. A team formed by over 400,000 professionals and several countries, among them Spain, made the success of this mission possible. Perhaps that is the main reason it was successful and also why we have not returned. Therefore, at Accenture in Spain, we know that collaboration is necessary for systematic innovation and for us to promote and participate intensely in different programs to **maximize talent wherever it is.**





Corporate talent

In 2019, Accenture Liquid Studio has developed technological collaboration frameworks with Amazon, Google, IBM, Microsoft, Oracle, Salesforce and SAP, among others.



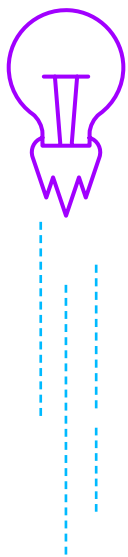
Research talent

- **UAM Chair – Accenture in “Innovation Economy and Management”**, with reaching, research and dissemination activities. A research award is presented every year.
- **UAM – Accenture Agreement in BiDA Lab** (*Biometrics and Data Pattern Analytics*): this establishes technological collaboration in the recognition of patterns, artificial intelligence, digital processing of signs and biometric security.
- **AI.Innovation Space**: this is the benchmark site in the application of science and innovation to real business cases in the field of artificial intelligence, located at the Escuela Técnica Superior de Ingenieros Informáticos (ETSIINF) of the UPM.
- **Advanced Analytic Intelligence Chair (IA2 Chair)**: joint collaboration with Accenture professionals from basic research.



Young talent

- **UAM-Accenture Master’s in Business Transformation and Consulting**: postgraduate in keeping with the times and demands of current society as a clear example of an innovative academic offering.
- **Digital Master Business Administration (ISDI – Accenture)**: the first MBA type master’s oriented toward the digital economy, offering an approach needed both by those entering the labor market and the companies hiring them.
- **Accenture Chair of the IED Madrid**: a collaboration effort open to different initiatives and projects ranging from the award of specific prizes to participation in the academic program.
- **Analytics & Beers**: a meeting with STEAM students aimed at showing them the professional possibilities and types of projects at Accenture.
- **MatemagIA**: a workshop aimed at children aged between 8 and 13 focusing on how artificial intelligence, mathematics, big data and machine learning are changing the world we live and work in.



Entrepreneurial talent

- **South Summit:** one of our chief partners in promoting the entrepreneurial ecosystem in the field of innovation. As we do each year, we participate in the governing council on the different evaluation panels and speakers and are physically present at the fair.
- **Atelier:** the first accelerator of FashTech startups, with the assistance of ISEM. We collaborate in our capacity as Metapartner, offering comprehensive advice on the different areas of specialized partners who take part in every edition of the program.
- **INSEAD Entrepreneurship Forum:** an annual meeting of entrepreneur speaks from the world of INSEAD. We participate in the contents of part of the program.
- **Startup Olé:** an acceleration program of European startups, promoted and organized by the University of Salamanca, aimed at making entrepreneurship one of the chief planks of academic activity.
- **Barcelona Tech City:** a project driven by local entrepreneurs who currently represents over 800 companies and which aims to position Barcelona as one of the main international technology hubs.

In addition, we maintain an ongoing activity with the startups and IDEs. Every year some 3,000 new ones are analyzed and our local Platform currently has over 600 integrated with the 390,000 of the global APIX (Accenture Platform Innovation eXchange).

Our framework is based on the co-innovation of solutions and this year we chose solutions in the field of Industry X.O.

All this is possible thanks to the 70 collaboration agreements signed, to the commitment of senior management which, via the Startup You program adopts a startup or IDE to help it in its relations with the rest of Accenture – there are now over 60 which have benefited from this program – and to the organization of the Startup Cocktails and Creative Mornings which bring together Accenture professionals in Spain with this ecosystem.

And in the same way as Spain had an important role in transmitting the signal of Apollo XI, the space complex of Robledo de Chavela in Madrid was the first to receive the magical words written at the start of this chapter and relayed them to the control center at Houston, across the bottom of the Atlantic via an underwater cable.

At Accenture we are also bearers of innovation initiatives, not just locally but also globally. This year we have organized over 15 additional events to those of our centers and initiatives such as “**Cooking up innovation**” (elconfidencial.com/tags/empresas/cocinando-la-innovacion-20198), in which gastronomy and innovation come together via meetings between our president and the executives of our chief clients at which they explain how their enterprise is innovating and addressing the challenges of the digital age in a scenario where avantgarde recipes are created.

None of this is possible without the firm determination to be the leader in innovation and digital transformation and the support of senior management, which, to paraphrase

Kennedy in 1962 when he proclaimed that America chose to go to the Moon, stated: “We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are hard”.

We hope that, like Neil Armstrong, our imprint remains inalterable over the course of the decades. And we can always say: “we don’t have to innovate again because we never stopped”.

We have almost 3,200 professionals innovating and in 2019 we have made a direct investment of €4,034,017.16 and indirect investment of €5,593,492.93, a 65% increase over the previous year.

CASE STUDY

HELPING HEALTH PROFESSIONALS TO MAKE BETTER DECISIONS

The challenge

Health organizations, to increase healthcare quality and guarantee that health professionals know the different therapeutic alternatives, resort to preparing and constantly reviewing clinical guides. However, adherence to these healthcare protocols can be improved, something which can be seen both in the variability of clinical practice vis-à-vis health problems and similar patients when it is not for clinical reasons, and in the management of health organizations.

The solution

A multidisciplinary Accenture team and the startup SAVANA designed a clinical decision-making support tool based on artificial intelligence and big data, natural clinical language processing and automatic learning algorithms. The solution is able to analyze in real time the information doctors describe in the Electronic Clinical Record and show the professional the healthcare processes or protocols best suited to the pathology and characteristics of the patient being attended to.

The results

This decision-making support system was successfully implemented in the Health Service of Castilla La Mancha (SESCAM) as part of the SAPIENS project in over 200 health centers and 1,100 doctors' offices. It has already helped over 3,500 health professionals in consultations with 2 million inhabitants. Following its introduction, significant improvements were seen in the adherence to protocols relating to the consumption and rational use of medicines and diagnostic tests in highly common illnesses such as urine infections, depression or osteoporosis.



COMMITTED TO OUR PROFESSIONALS



**+12,000
professionals**

**40.2% of women
on staff**

**31% of women in
executive roles**



**383,000 hours
training
(31.9 per professional)**

**11.4 million euro
invested (+17%)**

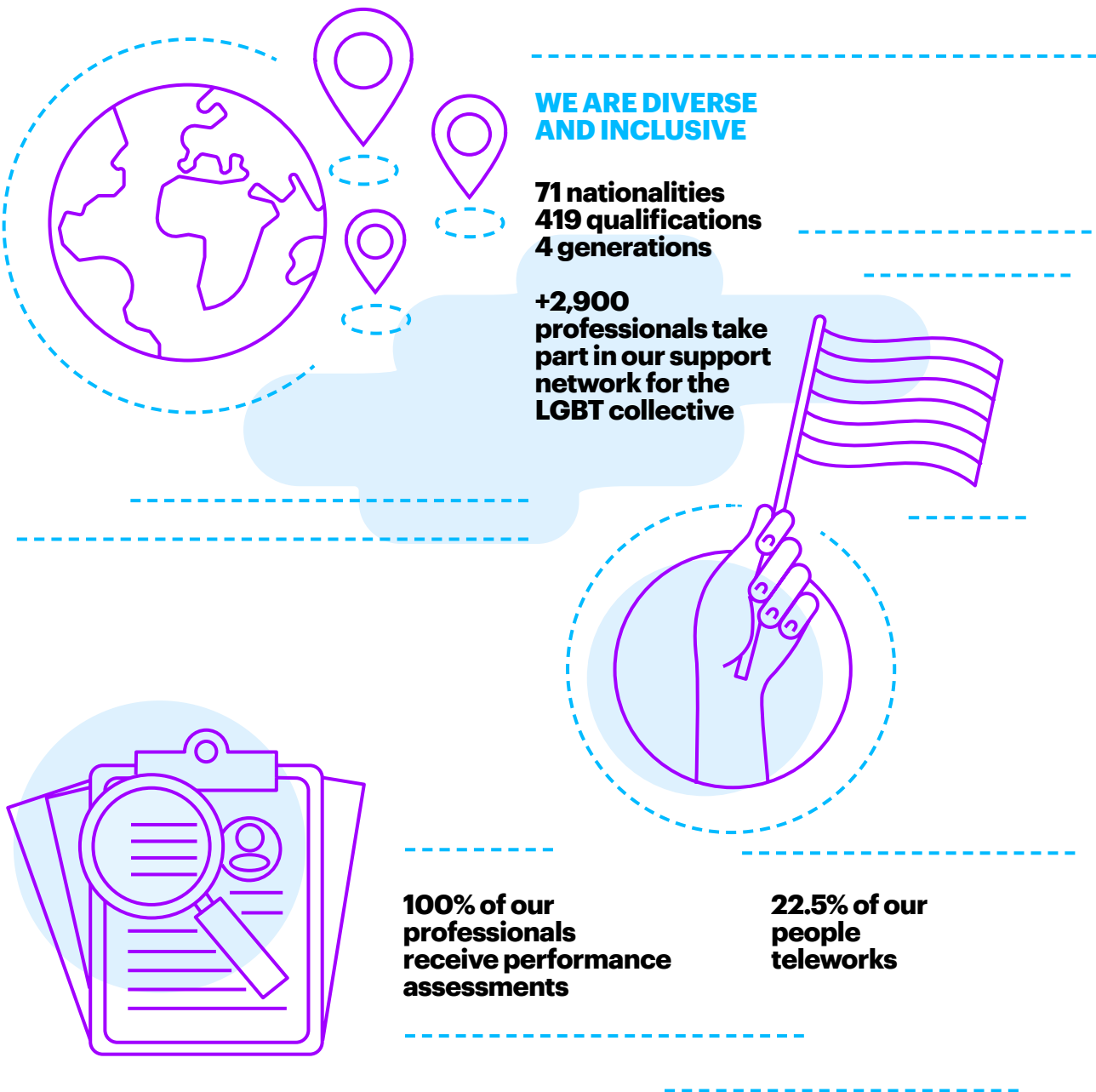


**97.4% of our
professionals have
an indefinite contract**

**We hired +2,700 employees
last year**

**+1,300 student interns of
which almost 500 study VT**

At Accenture, people are at the core. We foster the development of our professionals and strive to build a healthy working environment that enhances their physical and psychological wellbeing. We do so by placing special emphasis on diversity, in the broadest sense, which we consider both a social and business requirement. Neither do we forget to return to society everything it has given us and act accordingly, supporting quality education that improves the employability of young people and offers opportunities to the most vulnerable groups.



A new work culture

At Accenture we want to be at the forefront in adopting new ways of working. That is why one of our priorities is to advance and improve our policies and initiatives aimed at fostering the development and wellbeing of our professionals. At the same time, we are convinced that leading organizations must rest on common principles and values that shape their conduct. To that end, we have created our leadership DNA comprising the following links:



Innovation

Our way of operating places people at the core: our professionals, our clients and our ecosystem.

Our professionals are curious and restless, always up to date with the latest trends. We understand that innovation and experimentation must be present from the initial contact with our company via **new recruiting models** based on neuroscience, artificial intelligence, analytics and gamification in a responsible manner. Innovative experiences offer us a deep understanding of the motivations of the profiles of those persons who come to work with us, analyze them more effectively and hire the talent we want for the future.

We attach great importance to the training of our professionals throughout their professional career because we never cease to learn.

Our ongoing focus on innovation helps us to update our training curriculum on an annual basis. Our wide range covers the latest technology contents and the **latest trends in training**, such as hackathons, Project Based Learning or Learning Boards, that enable learning using itineraries based on training pills or learning and interest

communities.

We have a solid training portfolio in technological competencies, soft skills and a deep knowledge of each industry and sector in which we operate. All this enables us to implement agile work methodologies to offer added value in each and every one of our projects. Our holistic approach to the individual, our professionals, also addresses the development of techniques that **foster a balanced development**, which this year is by placing special emphasis on the practice of mindfulness.

Our training method is configured in accordance with the different segments that form our collective of professionals. We conduct customized sessions for new joiners and the different times for promotion (Consultant -RISE-, Senior Managers -RISE / Developing Leaders- and Managing Directors -MD Momentum-).

In 2019, we have developed a pilot project that introduces a production model based on artificial intelligence which will enable us to **anticipate the training each person needs** to maintain their skills up to date, by discovering the Employee Genome. This is an identification tool which, as a company, enables us to train our professionals to the

In 2019, we invested over 383,000 hours training and a total of 11.4 million euros (17% up on the previous year), which represents an annual average of 31.9 hours per person.

highest level.

In addition, we have launched the Engagement Lab, which enables us to ascertain via the use of analytic-predictive tools the key factors of our professionals' length of service in the company. This is ultimately to enhance the satisfaction of our people.

Inspiration

At Accenture, as a global company that employs over 12,000 professionals in Spain, we are aware of our responsibility to society and act accordingly, fostering **quality education** and striving for decent employability for the new generations.

One of the obstacles we encounter when hiring young people on the labor market is the existing mismatch between regulated education and corporate requirements in terms of innovation. That is why we collaborate with members of the education ecosystem (universities, Vocational Training centers, business schools, technology partners, etc.) via framework agreements to offer training programs combining theory and practice to enable students to approach

the latest market technologies. Once they have completed the training period, many join our company and the rest improve their employability for acceptance into the labor market.

We believe that **Vocational Training (VT)**, in its traditional or dual version, is a splendid opportunity for young people to be trained in the skills that companies demand, together with the latest market technologies (IoT, blockchain, big data, java or cloud, among others). We are convinced that this educational option will help to reduce the school dropout rate and improve their employability while at the same time contributing specialized professionals to many economic sectors which do not require solely graduate profiles.

In both cases (traditional and dual vocational training), young people's entry into the labor market is facilitated. This is shown by the data on Vocational Training, which indicate the high placement rates of this type of training with the perspective this will continue.

In this respect, our commitment to Vocational Training is evident. We currently have 2,478 professionals on staff with studies in Vocational Training, which represents 23.09% of the total and this year we have hired 559 employees (an increase of 20.4%).

We have hired +2.700 people this year, of whom 52.5% had no prior experience, from both universities and Vocational Training Centers.

In 2019, we had almost 1.400 student interns, 51% up over the previous year.

75% of the participants in this program chose to stay on with us after their internship.

All this was possible thanks to the educational cooperation agreements we have with over 130 centers nationwide, which assist Vocational Training students to become interns in our company. This year, 441 students (more than double than in 2018), from centers in Madrid, Malaga, Barcelona, Seville, Bilbao, Zaragoza, Alicante and Murcia, were able to work on real projects together with our professionals during their internship in Accenture in Spain.

Another of the focuses of our commitment to VT is training teachers in the latest technologies or collaborative methodologies (big data, cybersecurity, robotics, AI, Agile, Design Thinking or DevOps) for them to apply this knowledge to their classes and use the content in their training program.

We are already working on this with government officials from the Community of Madrid or the Junta de Andalucía, among others.

We also teach masterclasses on subjects in high demand both for students and for teachers and invite them to visit our innovation centers in Madrid (Liquid Studio), Malaga (Accenture Technology Center) and those opened this year in Bilbao and Alicante (Industry X.O Center and Advanced Technologies Center, respectively) for them to know first-hand how we work with new technologies in real projects.

Our most immediate plans are to continue opting for young people with Vocational Training and expanding our agreements with centers and autonomous communities.

CASE STUDY

ADVANCING THE EMPLOYABILITY OF VOCATIONAL TRAINING STUDENTS

The challenge

The incorporation of young people into the labor market is one of the main challenges we face as a country. However, there is a major gap (which must be addressed as soon as possible) between the training the students receive and the real needs of companies, which are constantly changing due to the changes seen in the markets.

The solution

Vocational Training has high placement rates while at the same time allowing students to be trained using the practical approach so demanded by companies.

At Accenture in Spain we have succeeded in involving the company as a whole (from our presidents to the HR department) in a joint initiative that supports this type of training and by its students.

Our activity is based on three lines of action: advice in reviewing syllabuses in accordance with the market context, the teaching of masterclasses in new trends aimed at students and lastly the commitment to accept as interns at least 50% of the students taking part in this project and their subsequent hiring. Thus, we work on training the teaching staff and the practicality of the training.

The results

We have signed collaboration agreements with the Education Department of several autonomous communities. 23 public and subsidized VT centers have taken part in this initiative and a total of 362 students and a further 81 in dual training. Over 100 teachers have been trained in the latest market trends and we have used 11 different technologies.

All of this has enabled us to enhance our relation and image in VT centers both among the students and the teachers, and therefore to further our capacity for attracting talent.



CASE STUDY

SOCIAL TALENT CAMPUS: SUPPORTING THE MOST VULNERABLE PEOPLE USING TECHNOLOGY

The challenge

One of the difficulties encountered by the most vulnerable segments of society to enter the labor market is the lack of knowledge and experience in using the latest digital technologies which are in increasing demand in different economic sectors. That is why we believe Accenture's commitments must be to contribute to close the gap between societies and emerging technologies.

The solution

As an evolution of our Technology Talent Campus (TTC), aimed at training recent graduates in the latest technologies and methodologies of the market to contribute to their entry into the labor market, we developed the Social Talent Campus (STC), aimed at the disabled and other vulnerable groups.

We develop an internal course
- In face-to-face format over six weeks, aimed at initiating attendees in the basic concepts of object-oriented programming. The HR team (capture, follow-up, occupational risk prevention, hiring and assignment) and the Accenture Foundation participated in the design and development together with different Foundations that supported us in capturing and assisting students (Asperger Foundation, Spanish Red Cross and Romani Foundation). Lastly, between all of us and with our business practice we worked on the awareness, welcome and integration of these persons into our company.

The results

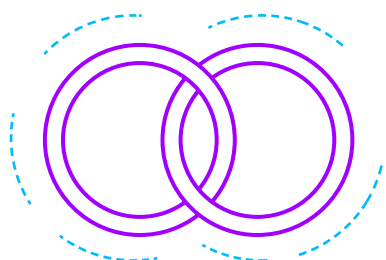
15 participants joined our first Social Talent Campus: 10 disabled persons and 5 from other vulnerable groups.

Of these, 11 participants passed the initial training, subsequently receiving specific training in Java technology, following which they were hired.



Collaboration

At Accenture in Spain, we believe it is fundamental to establish connections and alliances, both internal and external, to achieve our goal of generating value for our stakeholders (including our professionals). Thus, our workplaces are designed for collaboration and our work tools are increasingly accessible for persons with different abilities.



- **Referral Program:** via this program our employees can refer possible candidates to the positions we open and receive compensation. Last year, 18% of new hires reached us through our professionals under this program.
- **We have a local innovation ecosystem** comprising over 500 startups. Every year our network expands via programs such as South Summit (we form part of its Governing Board) or Barcelona Tech City.

Another example of our collaboration is with those parts of the **education ecosystem** (universities, VT centers, business schools, technological partners, etc.) via programs in which students can put into practice in Accenture the knowledge they have acquired. Once they have completed their internship, we are one of the few companies that offer an indefinite contract with a **hire rate of between 70 and 80%** of the students.

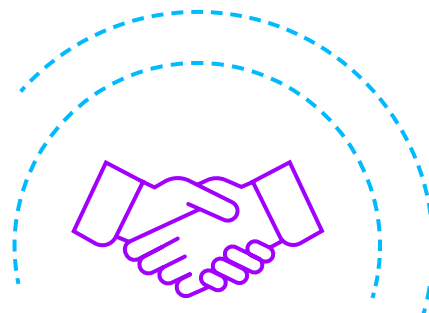
- UAM – Accenture, master in Business Transformation and Consulting
- Polytechnic University of Madrid – Polytechnic University of Catalunya, expert course in intelligent Organizations in the digital society
- University of Oviedo, Chair program in Advanced Analytic Intelligence
- UAM-Accenture, master's in Economics and Innovation Management
- Accenture Digital Chair -UPM in Big Data
- ISDI and Accenture, Digital Master Business Administration
- ESADE-Accenture Collaboration

The results of our collaboration with different Spanish universities with which we have organized Master's programs are as follows:



93 students

38 students have completed their Master's degree and 53 are pending completion



Of those who completed the course, 100% are working with us

Our collaborative approach extends to technological partners via the program we call **Accenture Academies**:

- **Accenture-AWS Academy**, a pioneering cloud technologies training program, aimed at young students of the last year of Graduate studies and VT who can obtain the AWS Certified Solutions Architect and AWS Certified SysOps Administrator certificates.
- **Accenture-Google Academy**, a training program in cloud technologies aimed at professionals with experience in obtaining Google certifications.
- **ServiceNow Academy**, a training program in CSA, ITSM, ITIL for students who have completed their studies. Once the training is completed, they commence work on Service Management projects.

- **CISCO Academy**: collaboration as partners in the CISCO master's in which they cover four areas of training (Routing and Switching – CCENT, Network Programmability – Python, Cybersecurity– CCNA CyberOps, IoT –).
- **Partnership with KeepCoding**, in which we encourage the learning of new technologies as part of the Acelera España program.

In addition, we have close ties with our professionals even after leaving the company to continue their professional career in other organizations. Our ALUMNI Program has been operating for over 10 years and currently has over 6,000 persons.

CASE STUDY

AI.NNOVATION SPACE: WHERE THE UNIVERSITY AND THE COMPANY MEET

The challenge

Universities must adapt to the changes in their environment (including the trends that affect the company) while the business system must take advantage of all the talent and knowledge the education centers possess. Advancing university-company collaboration is an important challenge we all must contribute to.

The solution

We have created the AI.nnovation Space Technology Center of Accenture and the Polytechnic University of Madrid, a space for collaboration in which students, teachers and professionals work together to incubate and develop artificial intelligence projects. It is the first combined European center located in a Spanish university.

The results

The AI.nnovation Space has become the benchmark in the application of science and innovation to real business cases in the field of artificial intelligence.



Flexibility

For companies to start moving towards the new technologies and trends of the market and for us to adapt to the needs of today's world, it is essential we change our way of thinking and work towards being swifter, more flexible and open.

This means addresses challenges in a different way: thinking big, using data to create ideas and working together with clients and the ecosystem to take full advantage.

To prepare our teams in this new collaboration model, Accenture has launched **FORM**, an innovative methodology of consulting created in conjunction with teams of world experts in new ways of working.

FORM is based on listening to the user in the form of storytelling, on ways of working in "Agile" and on the value of the data, with intelligent functions based on results, dynamics and collaboration. This new methodology aims to implement new work behavior based on innovation, the design of experiences, co-creation, invention and iteration with a collective purpose.

We are convinced that with these elements our professionals can develop more innovative solutions for our clients and help them to generate value more swiftly.

9,700 of our professionals in Spain have adopted the FORM methodology in their work.

Customization

At Accenture, professionals take the reins of their future. We offer them the possibility of developing and designing their own professional career and to do so we have a transparent, flexible model with different levels aimed at different profiles. This enables our professionals to know what is expected of them in their role and what are the specific goals of their business area.

We offer them **three key tools**: our Performance Achievement development model, our platform for internal Career Marketplace positions and our Specialization at Scale software, to identify the skills of each one and recommend those that will most help them to progress professionally if they were to acquire them. Thanks to these three programs, each professional can choose their own professional career based on what we call the **"Employee Genome"**.

At the same time, we foster a culture in which people can give their best. This starts with the **selection process**, which is approached as an exercise in mutual self-understanding in which we want to know the persons who are interested in working at Accenture in Spain and also for them to know our values and culture, such that their hiring is simple and enables them to develop a successful career with us.

Part of our selection process is carried out in hyper-customized interactive spaces such as the **selection centers in Madrid and Barcelona**, which facilitate the relation with the future professionals.

Flexibility is important to us but also the acceleration and planning of the careers of our professionals. The persons who come to work with us receive a customized map that sets out what their first months in the company will be like. The digital journey of the professional starts with their onboarding and continues with personal follow-up via different technological tools such as the **Employee Connect or Buddy Program**, with a colleague who guides them during their initial weeks in the company.

Diversity

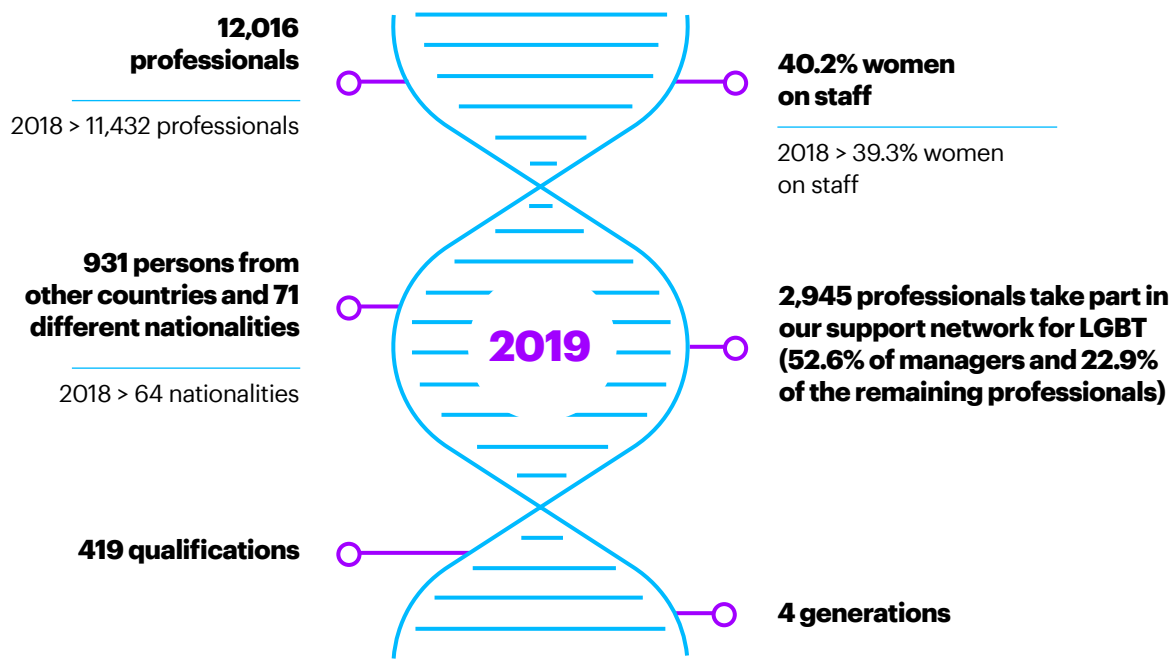
We are a company with a pronounced human character not just due to the nature of our business but also to our concern for our people, their professional development and physical and emotional wellbeing.

Diversity is essential from the social viewpoint but also from the business perspective.

It is a key factor for the success of the company, for its creativity, its capacity for innovation and for reflecting the society in which we operate. We strive to make our teams diverse in every sense: gender, age, disability, sexual orientation, culture of training.

A diverse, inclusive DNA

We are a diverse company; this is confirmed by Refinitiv (formerly Thomson Reuters), which has acknowledged us for two consecutive years as the most diverse and inclusive company in the world.



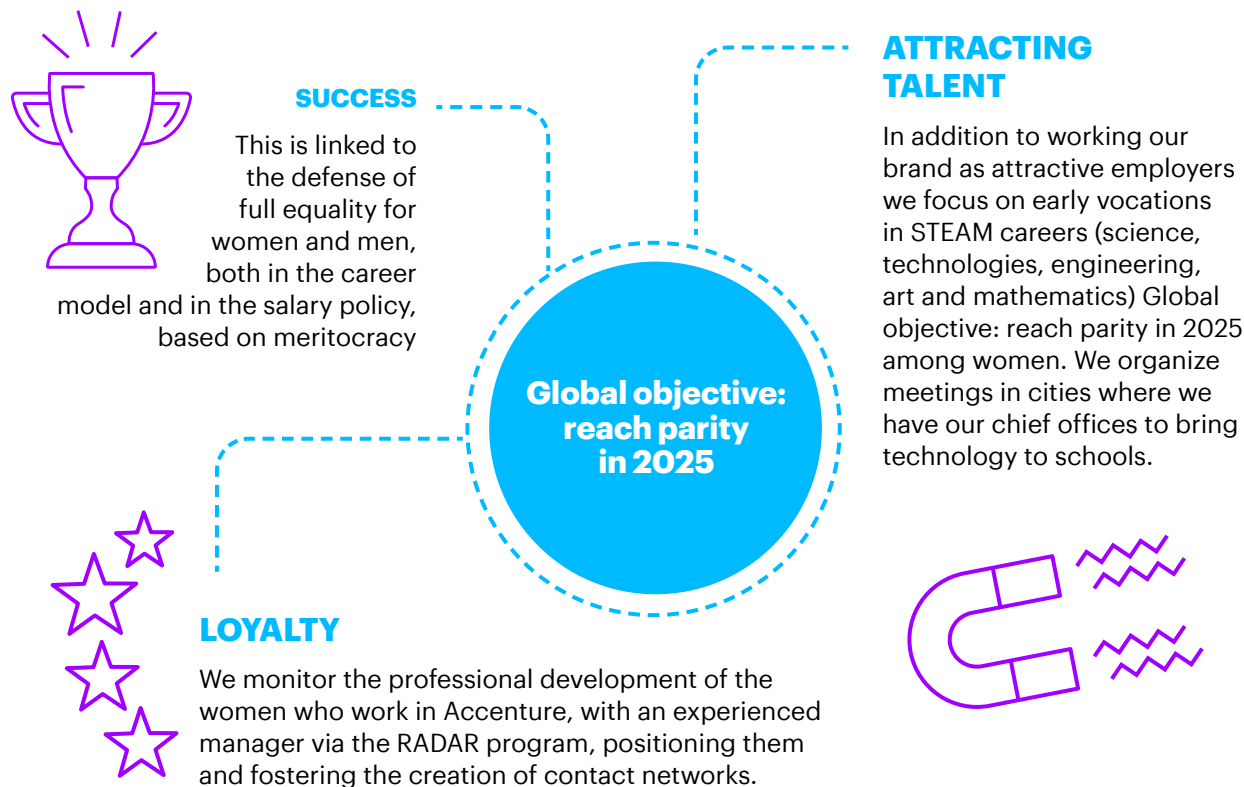
To further diversity within the organization to enrich our vision and generate value for our business, we have a Diversity Committee formed by professionals from the different areas and by

representatives of the different collectives (LGBT, women, disabled, foreigners, etc.).

This Committee addresses the different areas of diversity in our company.

Woman

Accenture in Spain has an Equality Plan for each of the companies it is responsible for:



Disability

We work to ensure that everyone lives and works in an inclusive space, where equal opportunities for all are guaranteed. Persons with different abilities are also a key component of our company and to this end we develop support programs for their daily needs:

- **PwD Champion Program (People With Disability)**, to show the support and integration of this collective. In 2019 we had over 750 PwD Allies.
- **Flex Ability Program**, that provides economic assistance to the disabled or relatives, in addition to offering technical advice or contact with different associations and foundations. In 2019 the economic funding for this program was 64,641.
- **INSERTA Agreement** with the ONCE Foundation to continue working for the job placement of disabled persons.
- At the **Accenture Foundation**, via the program "Together for the Employment of the most

vulnerable", new training programs are taught on using digital technologies for the new digital environments to train the disabled and other vulnerable collectives.

- **Prevention of Occupational Risks** The Medical Service performs exhaustive follow-up of persons with disability, providing them with the technological infrastructure and support for them to perform their daily work in a normal fashion.
- **Awareness courses for the rest of the professionals.** In 2019 all our professionals have received ad hoc training on disability to help them identify with those persons with some degree of disability to be able to understand the obstacles they face.

In addition, as an example of our commitment to the disabled, we have been awarded the **Sello Bequal in the Plus category**, which certifies us as socially responsible as regards disability.

LGBT Collective

Accenture has a network of LGBT allies which in Spain totals 22.9% of employees and 52.6% of managers. We are also recognized by associations (REDI) and with prestigious awards (EMIDIS).

We design internal events that aim to create relations between persons committed to inclusion and make diversity visible (the “We are” program, in which a relevant speaker shares their experience and vision). We also actively support guidance during the transsexuality process.

Generations

At Accenture in Spain are four generations working together, as a true reflection of the population pyramid. The average age is 36. This situation obligates us to design programs that integrate capabilities and talents, the best of each generation, as an incentive to create maximum value.

Multiculturality

One of our greatest assets is that in Spain there work over 12,000 professionals of 71 nationalities. This wealth of diversity hugely enriches our universe and the innovative value we create.

One of our main focuses is on the professional and personal development of women. We have made great progress but aspire to even more. For this reason, our global objective for 2025 is to achieve job equality.

During the year, we launched both internal and external initiatives to enhance sensitivity towards these diverse collectives: Forbes Diversity Summit, International Women’s Day, International LGBT Pride Day, Inspiring Women with the World, etc.

CASE STUDY

RADAR PROGRAM: LANDING STRIP FOR MANAGERS

The challenge

One of our chief objectives is to create an open and inclusive working environment in which all our professionals can give them best version of themselves and develop a full professional career, together with reaching a balance as regards gender in executive positions.

The solution

We have developed RADAR, an innovative follow-up program that analyzes the positioning of our professionals in executive posts to track a development plan to enable them to reach executive posts. Continuing with the simile of air-traffic control tools, the program works like a radar that tracks both planes on the ground and those that act as a guide for a soft landing with a 360° vision.

The results

This program has led to 43% of promotion to managing director

(the maximum level in our organization) in 2019 being women.



Development and physical and emotional wellbeing

We are convinced the lifestyle and environment in which we live has a direct effect on our quality of life. For this reason our aim is to make professionals aware that they can improve their physical and psychological wellbeing and create a health work environment which also positively affects the operation of the company and their professional development.

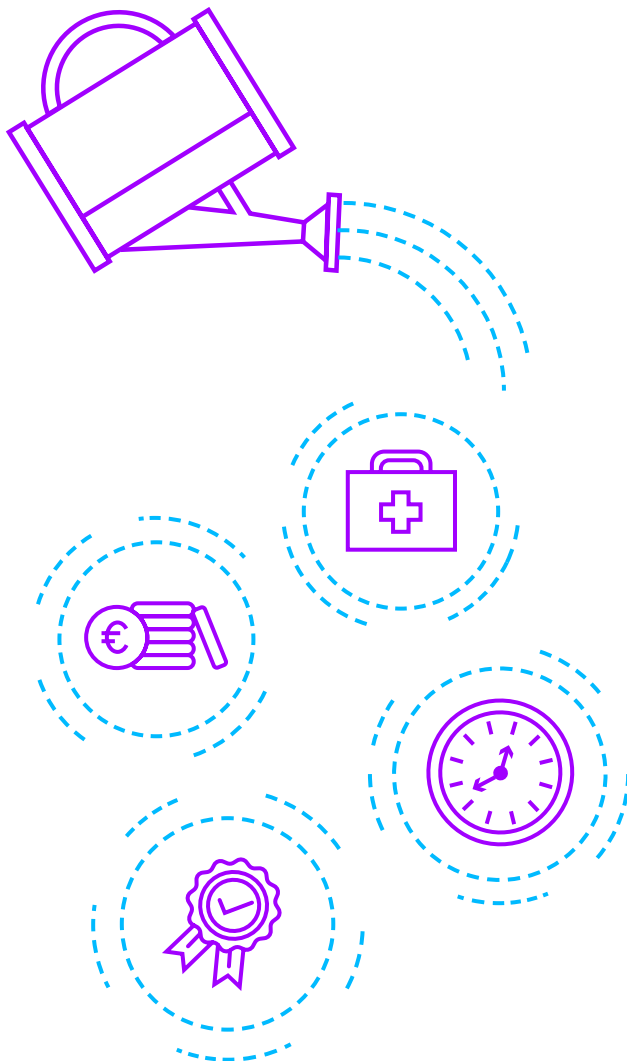
Company benefits

We offer a wide range of benefits aimed at each collective so that every professional can enjoy those that best suits their needs and circumstances:

- **Medical insurance:** virtually all our professionals have private medical insurance and preferential cover for their families.
- **Life and accident insurance:** all our professionals have life and accident insurance from the moment they are hired.
- **Own medical service:** we have our own Medical and Prevention Service department that monitors the health of all our employees.
- **Flexible remuneration:** our professionals have the possibility of buying with their salary (before tax, charged to their fixed or variable salary) a catalog of products, by categories, that includes those fiscally accepted in law (restaurant card, transport card, nursery, training, family medical insurance, retirement plan, renting, etc).
- **Accenture Privilege:** this is the shopping club of Accenture professionals in Spain and includes interesting offers on different services, products and brands (travel, movie theaters, shopping in general, etc.).
- **Purchase of discounted shares:** all our people have the option of purchasing Accenture shares (which are listed on the NYC Exchange) at a 15% discount on the market price.
- **Celebrating Performance acknowledgment program:** a system of incentives in which swappable points are awarded to persons who have made a special effort or stood out in their role.
- **Referral Bonus Program:** our professionals can recommend friends or acquaintances to join Accenture provided there exist vacancies for their profile. If the candidates recommended join Accenture, having undergone the selection process as does any other candidate and meets the requisites of the program, the employee receives economic compensation or a prize if they are profiles that are published on our systems. To make this process more independent, the Human Resources team and Managing Directors are excluded from the target public for receiving this compensation or prize.
- **AMEX Card:** all our people can use the corporate American Express card without a monthly fee for their professional expenses.

Flexibility and reconciliation

Work flexibility and reconciliation are key points in improving the satisfaction and commitment of both our professionals and those aspiring to a new job. They are, without a doubt, the cornerstone that determines the best experience for the employee and therefore each year we strive to improve and develop our **flexibility programs** in response to these demands and the numerous advantages of their implementation. We can highlight improvements to the motivation and environment of satisfaction, the encouragement of empathetic workplaces, increased productivity or the enhanced talent retention among the many key points both for the employer and the employee.



At Accenture in Spain we try to increase our flexibility via the **Flex Place to Work** program that offers our professionals a range of possibilities:

- Flexible working hours
- Purchase of extra holidays
- Leave to take care of relatives during hospitalization
- Economic support for employees or disabled children
- Longer breastfeeding leave (by accumulation)
- Equal treatment in marriage leave in the case of common law couples
- Teleworking: there exist different formulas to allow teleworking between 2 and 5 days a week
- Special working hours for parents, so as to favor their work balance with caring for small children.
- Salary supplement during all days of sick leave (Accenture pays 100% of the salary).

These measures are designed to respond to the needs of our professionals, in accordance with their lifestyle, personal needs and clearly committed to a better working environment. For these reasons Accenture in Spain has the **Family-Friendly Company** certificate since 2013, an award from the More Family Foundation we have renewed in 2019 for the next three years.

Health and safe work environment

We provide a safe and healthy work environment which fosters the development, participation and wellbeing of the professionals and the continuous improvement of the work culture and organization. To this end, we place at their disposal our own Medical Service comprising a team of 17 doctors and nurses in our main offices to offer:



Medical examination

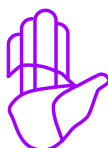
Our people can take full health checks. We have performed 15,000 such health checks.



Medical consultations

We conduct tests, common medical consultations, nursing or specialized consultations. This represents a cost saving due to the time we avoid with our professionals traveling to medical centers and it has a positive effect on the quality of life of our professionals.

And we have an application for completing the health questionnaire, arrange appointments and receive recommendations to improve the health of our professionals.



Sports medicine

We teach how to prevent sports injuries and when they have already occurred, we explain how to address them to be able to recover in the shortest time possible. And we offer advice on customized training plans and sports nutrition. There are over 300 persons currently in treatment.



Psychology service

'Mens sana in corpore sano' is our motto. That is why we provide our professionals with a new service with professional psychologists who come to the main offices: Madrid, Barcelona, Malaga and Bilbao.



Physiotherapy

In addition to preventing and treating injuries, our physiotherapists offer our professional advice on ergonomics and which postures to avoid.



Pregnancy and breastfeeding

Pregnant women can perform checkups at the office without having to travel. And they receive specialized consultations related to their maternity.



Health advice when traveling

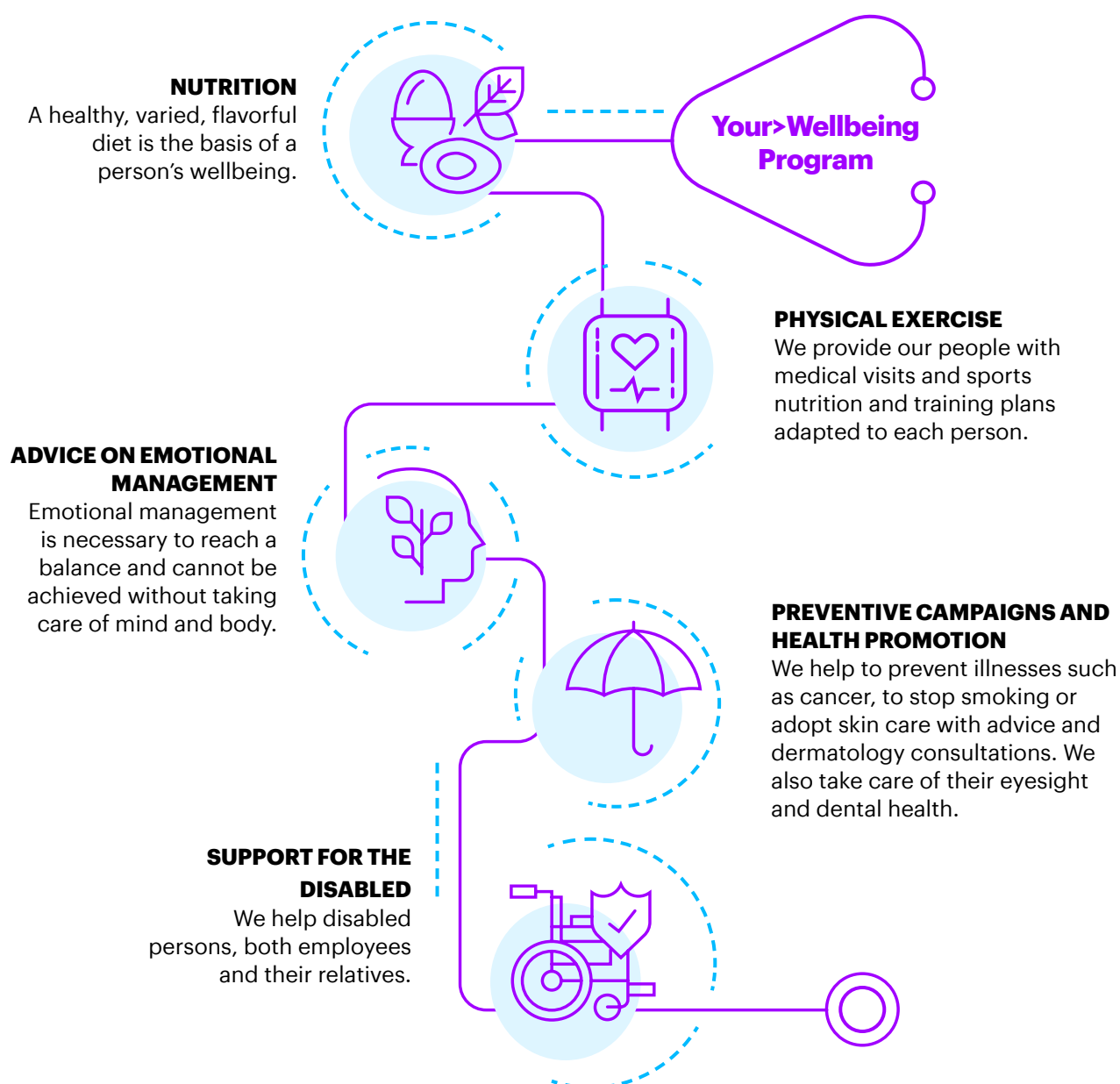
Those on international travel can request information about the relevant vaccinations and the necessary information.

And we have an ISO 45001:2018 certified Occupational health and safety management systems. This supports our commitment to provide both our professionals and other stakeholders:

- A policy that represents a reference framework for establishing the objectives and continuous improvement of the Health & Safety in the Workplace Management System in compliance with the current legal requisites in Occupational Risk Prevention.
- Safe and healthy working conditions to prevent injuries and work-related health conditions to eliminate hazards and reduce the risks to Health & Safety in the workplace.
- An environment that encourages consultation and participation of workers and their representatives.

Your>Wellbeing Program

The Your >Wellbeing Program cares for the health and overall balance of our professionals to improve their health indicators with the following approach and results:



At the 4th Meeting of the Spanish Network of Healthy Companies, the National Labor Health & Safety Institute (INSST), in conjunction with the European Network for Workplace Health Promotion (ENWHP) where our good practices in promoting health and wellbeing were acknowledged.

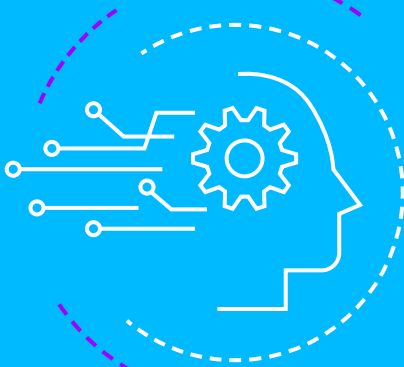
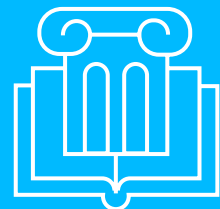
COMMITTED **TO GOVERNANCE** **AND** **TRANSPARENCY**



**Among the most
ethical companies
in the world**



**+21,300 hours
training in ethics**



**We help our clients to adopt
new technologies including
artificial intelligence in a
responsible manner**

Ethics and integrity

In an uncertain environment for our clients, our employees and the public in general, trust is increasingly a valuable asset for organizations. Ethics has thus become a decisive factor for the present and future of companies, which must strive to shape increasingly responsible businesses.

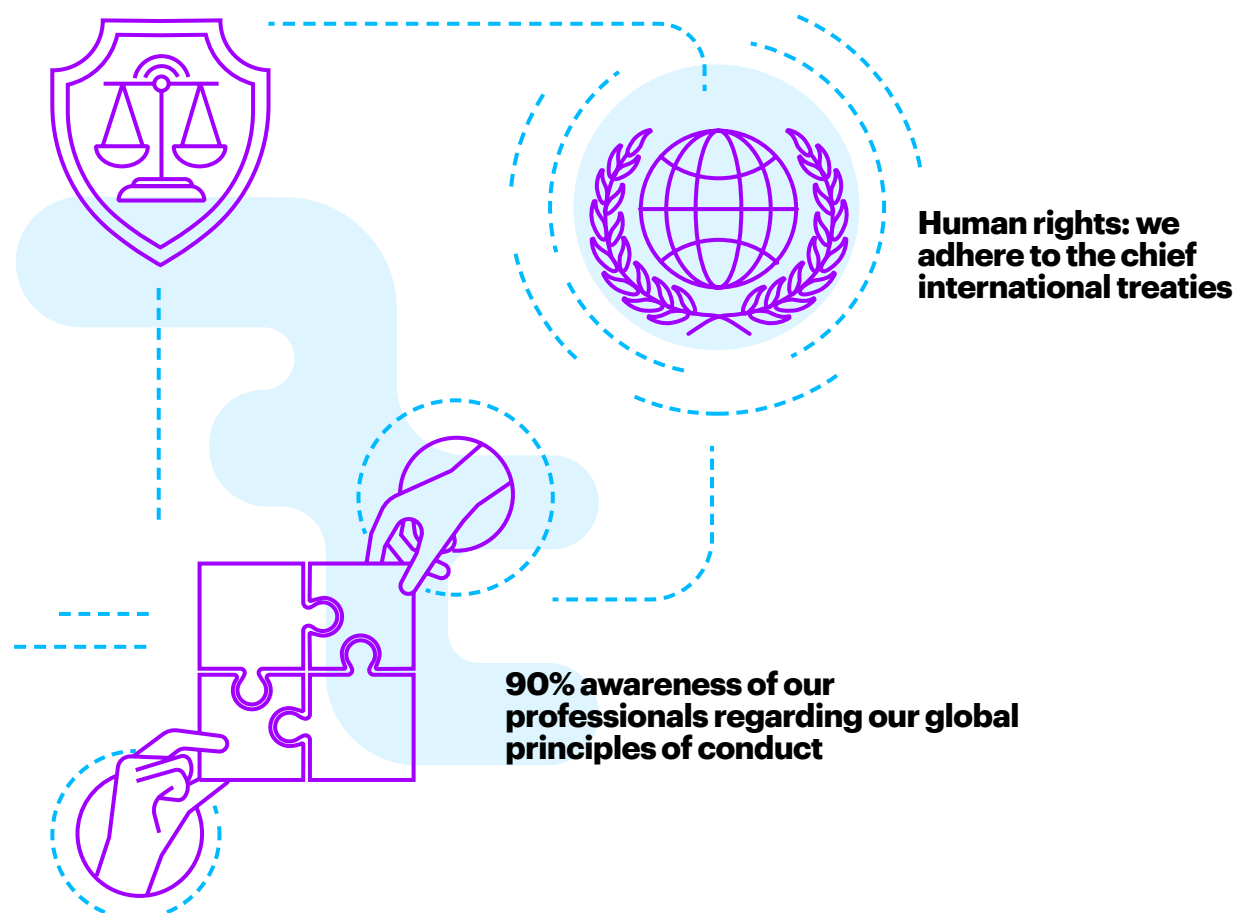
At Accenture, we know on what basis to build trust: ethics, human rights and sound corporate governance to drive our future growth, our differentiation in the market and to protect our people, our clients, our brand and our results.

This trust manifests itself in the robust relations we establish with our clients: 95 of our main 100 clients have been with us for a decade or more.

As members of the UN Global Compact since 2008, we adhere to the Guiding Principles of the UN on Companies and Human Rights, while at the same time demonstrating every day our ethical commitment, defending human rights and those of the workers in all our processes and business areas.

At Accenture, we also strive to lay the bases of a responsible business and to foster a culture of ethics. Thus, for the 12th consecutive year, we are on the **Ethisphere list of the most ethical companies in the world**, thanks to our Ethics and Compliance Program.

32,481 hours training on data privacy and information security



Creating a culture of ethics: leading with integrity

In the current, constantly evolving regulatory context, to make good decisions it is necessary to consider a series of complex factors and take into account the possible consequences of the actions we take. To do so, it is essential to have a Code of Business Ethics (COBE) which is well defined and helps people to access the information they need to take ethical decisions.

To enable our professionals to understand and comply with our Code of Business Ethics (www.accenture.com/us-en/company-ethics-code), we carry out different trainings in ethics and compliance (especially short courses which are visually attractive, interactive and frequent) and have an ethics helpline.

In 2019, we achieved completion rates of our ethics training courses of almost 98% which signifies 21,343 hours of training in ethics and compliance, a 2% increase over the previous year.

And we also encourage our employees to speak out about disrespectful, inappropriate, unethical or illegal conduct of any type and show zero tolerance to possible retaliation against anyone acting in good faith. At Accenture, we take all the concerns we receive very seriously, either via a supervisor, a mentor, one of our managing directors, a professional from the Legal Dept. or Human Resources.

These concerns can also be reported anonymously when the law allows this, via the **Accenture Business Ethics helpline**, 24 hours a day, seven days a week.

CASE STUDY

CHATBOT COBE: COMBINING ETHICS AND ARTIFICIAL INTELLIGENCE

The challenge

Ensure a business ethics model shared by our over 450,000 professionals worldwide (and over 12,000 in Spain) is no easy task. Neither is it easy to provide them in an accessible and intuitive manner the information contained in our Code of Business Ethics (COBE).

The solution

Since 2017, we have a chatbot (artificial intelligence software that chats with people, responding to their doubts and offering suggestions) which guides them in a simple, intuitive manner so they can find content and resources about our Code of Business Ethics. In 2019, we have added new analysis capabilities, artificial intelligence and automatic learning to enhance how it processes languages and continues learning.

The results

These new capabilities help to reveal trends in real time that enable us to adapt the responses of the chatbot and identify new subjects and training opportunities, while preserving the anonymity of the user.



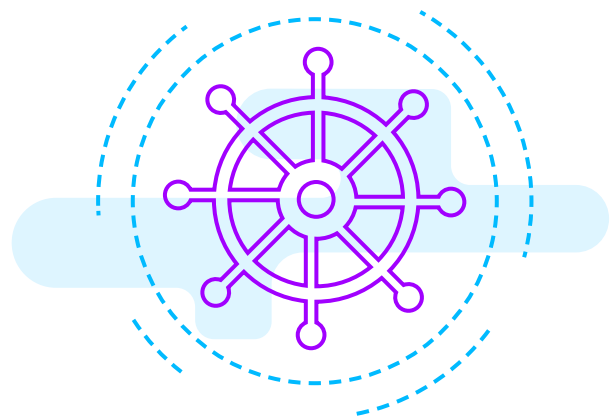
Conduct counts: guiding the behavior of our professionals

A fundamental part of our corporate culture is respect for our corporate values. “Make you conduct count” is the chief motto of our COBE and sets out five principles which should guide the behavior of our people:

- Speak out about our concerns, knowing that Accenture tolerates no retaliation
- Respect for each other
- Being ambassadors for Accenture
- Applying the principle of meritocracy and non-discrimination
- Ensuring our interests do not create conflicts for Accenture

We believe that ethical behavior is critical for the success of our business; for this reason we regularly measure the “ethical feeling” of Accenture via anonymous surveys.

At the start of 2019, we conducted a global survey which revealed 90% awareness of our five global principles of conduct. This survey is held at least every two years in order to drive continuous improvements to the program.



Human rights: we support and respect people's rights

Our corporate values, including our commitment to conduct business in an ethical, legal and upstanding manner, form the basis of our corporate culture.

We are convinced our commitment to human rights has implications across all aspects of our business and requires the involvement of our managers, our professionals and our suppliers. For this reason, as stated in the COBE, we make every effort to improve the impact which, in terms of human rights our business and operations have on aspects such as diversity and equal opportunities, employment and decent work practices – maintaining a respectful environment for our professionals, preventing harassment and respecting their rights, their health and safety, the supply chain, data privacy and anticorruption.

Both our clients and our stakeholders value the transparency we demonstrate when communicating our commitments and policies in terms of human rights. Thus, we have made our global policies on how to raise legal and ethical concerns public

and to prohibit retaliation, (www.accenture.es/accenture-policies-spain-legal-ethical) and person trafficking and child labor www.accenture.es/accenture-policies-human-prohibition).

Accenture also adheres to the chief treaties and international documents on human rights: the Declaration of the International Labour Organization on the Principles and Fundamental Rights in the Workplace and the UN Guiding Principles on Business and Human Rights.

But our efforts to guarantee and promote human rights do not end there. We take an interest in learning the best practices in the market and seek out formulas to improve our commitments even further.

In 2019, at Accenture S.L two cases of inappropriate conduct occurred and one case of sexual harassment at Accenture Outsourcing Services, S.L. In all three cases disciplinary measures were taken. We also received a court claim at Accenture SL about labor harassment which was finally withdrawn.

Digital responsibility: creating trust in the digital age

Trust in the classic business models has decreased due to the major technological changes of recent years. But this trust is fundamental for organizations, persons and societies to innovate safely and grow with trust in the digital economy.

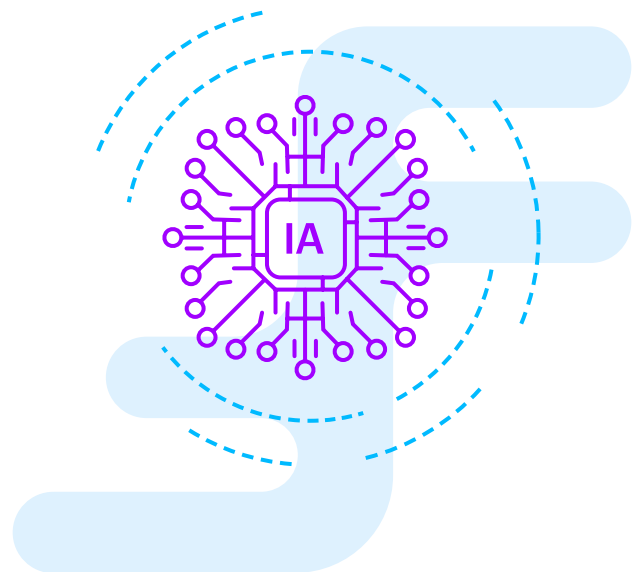
One of our most important responsibilities is to protect the data of our clients, our company, our professionals, our candidates, suppliers, alumni, etc. We constantly evolve our **policies on information security** and data protection, identify new threats and foster appropriate conduct to reduce the probability and impact of any attacks. We also manage data responsibly, in accordance with our internal policies, including our Data Protection Declaration (<http://www.accenture.com/us-en/about/privacy-policy>) and procedures.

Our commitment to responsibility also extends to the digital sphere. Thus, we help our clients to adopt new technologies including artificial intelligence in a responsible manner. Artificial Intelligence, AI (systems that act by detecting, interpreting data, reasoning and taking decisions in the course of their actions) is transforming the relation between persons and technology and creating innumerable benefits for society. However, its swift progress also poses ethical challenges. To protect our professionals, clients and society, companies must establish tools and guidelines to ensure that their AI systems are safe, transparent and verifiable. For this reason, Accenture's COBE includes parameters for its use.

When AI is designed within an ethical framework of collaboration between humans and machines, the potential for achieving responsible collaborative intelligence, where human ingenuity converges with intelligent technology is accelerated. This lays the bases for boosting trust between clients, professionals and society and fosters growth in corporate performance to unleash new sources of growth for enterprises.

We have also developed a set of operational, organizational and reputational principles that can act as a model for those companies that wish to adopt a **responsible AI model**. Basing ourselves on the specific needs of each company, we offer tools that can accelerate their adoption in the different areas of an organization.

At Accenture, we define responsible AI as the well-intentioned use of this technology to enable companies and their employees to have a fair impact on their customers and society, so as to create trust and extend AI in a trustworthy manner.



At Accenture, we have developed a code of ethics and values regarding artificial intelligence (called T.R.U.S.T.) which acts as a guide for any internal initiative or AI-related matter with our clients:

Trustworthy

Trustworthy, secure, honest and diverse AI as regards its viewpoints, to increase the trust of employees, clients and society as a whole.

Reliable

Reliable AI that enables better judgements and decisions based on a diverse set of values integrated into the algorithms of a client.

Understandable

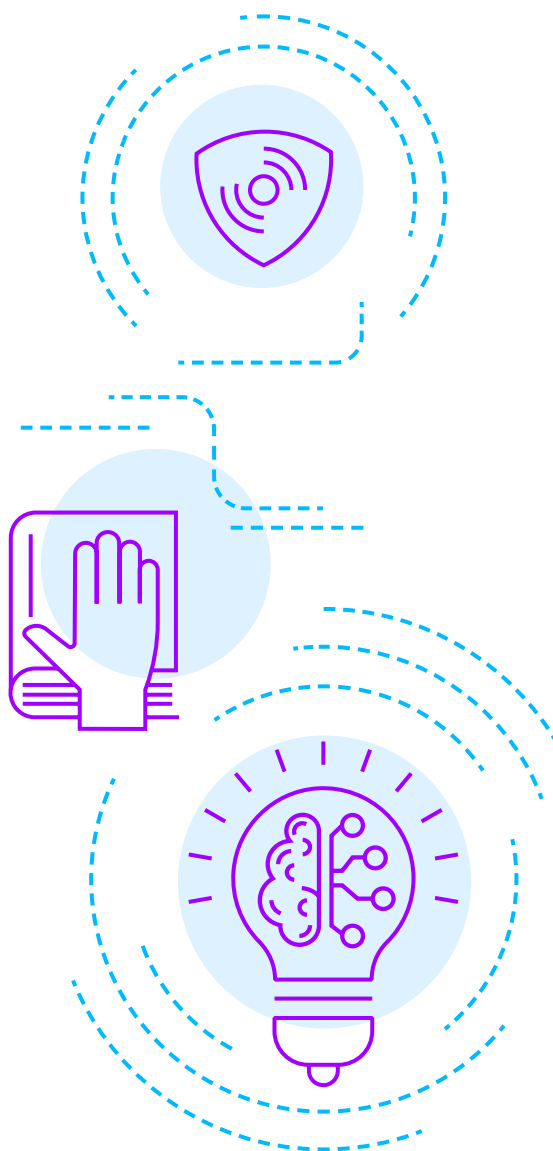
Understandable AI that fosters transparency and interpretability in decision-making.

Secure

Secure AI that preserves the company's privacy and security and the client's data and information.

Teachable

AI that facilitates learning, with a person-centered approach designed such that humans and machines can co-create, be informed and teach each other.



Our compliance program

The importance of anticorruption programs: acting with honesty and integrity

At Accenture, we are committed to doing business ethically. Our COBE and anticorruption policies that form part of our global Ethics and Compliance program and our efforts in protecting human rights require our people and suppliers to comply with the anticorruption laws everywhere they do business (including the Law on foreign corrupt practices act of the USA the OECD Convention on Combatting Bribery of Foreign Public Officials in International Business Transactions, the UN Convention against Corruption or the UK Bribery Act).

We are members of the Alliance against corruption of the World Economic Forum (WEF) that brings together companies with zero tolerance policies on bribery and corruption. In our case, we apply these policies to everyone who works in Accenture regardless of the country they are located in or the specific entity for which they work.

We continuously review and evolve our Ethics and Compliance program and how it is presented to our professionals. Thus, we provide basic information to all our employees and another more advanced information to those in high risk positions.

We also offer face-to-face courses to professionals in the legal department of high risk countries.

We have created a new Center specializing in regulatory compliance where we work with compliance applications to build more efficient platforms and improve collaboration and analysis.

We have an anticorruption portal where our professionals can seek approval before giving presents, lunch invitations or other activities with officials and employees of public companies.

Zero tolerance for corruption: the crime prevention model

We have a zero tolerance policy for corruption and perform follow-up and ongoing control of compliance with internal policies and procedures as an integral part of our Corporate Governance Program.

In our Crime **Prevention Model** in Spain it sets out the "due control" measures put in place by the company together with the investigation and response procedure in the event of any

infringement, pursuant to the law on the criminal liability of legal persons. As part of the Crime Prevention Plan we have a **Compliance Committee** that is ultimately responsible for the management of crime prevention and therefore for the implementation, review, respect and oversight of the Crime Prevention Model. The Compliance Committee meets at least once every two months and whenever deemed necessary by the President, any of its members or the Compliance Auditor.

Chief among the functions of the Compliance Committee are:

- Presenting a Crime Prevention Model to the governing body.
- Review and approval each year of the Risk Map.
- Advancing the Crime Prevention Model.
- Raising Awareness
- To perform an annual follow-up of the proper functioning of the Crime Prevention Model.

All the Members of the Compliance Committee have independent powers of initiative and control, reporting their actions and decisions directly to the Governing Body of Accenture. Our Compliance Committee comprises the highest posts within our company: the president and directors of Finance, Means and Infrastructures, Human Resources and Legal Dept.

We also have a **compliance auditor**, responsible for daily management with regard to crime prevention and the formulation of the risk map. This person does not have independent initiative and control powers and reports directly to the Compliance Committee.

The **compliance ambassadors** work in conjunction with the compliance auditor on the periodic analysis of the risks of their departments or functions and the compliance audits of the Policies and Procedures in said departments or functions.

Accenture is listed on the New York stock exchange and is fully accountable to the SEC (Securities and Exchange Commission). All the regulatory requirements of the SEC are applied to Accenture in Spain even though they are not compulsory. For this reason, and in many related aspects, these standards of compliance are greater than those required voluntarily.

On an annual basis the compliance auditor conducts an internal audit with the support of the ambassadors, the results of which are submitted to the Compliance Committee. In addition, without detriment to the annual internal audits, the Compliance Committee may conduct internal or external audits.

Our six global compliance programs cover our greatest compliance risks:

- Anti-corruption
- Money laundering
- Fight against unfair competition
- Personal Data Protection
- Relations with public officials
- Business compliance

Our COBE prohibits any form of corruption and the giving or reception of bribes. Also, the internal policies and specific procedures provide guidance on the selection and incorporation of third parties and on the giving or acceptance of gifts.

Globally, our internal compliance, training and awareness programs are designed to prevent, detect any infringements of the code of ethics worldwide, conscious that given Accenture's global nature, there are certain sectors and geographic areas in which the risk is higher. We also pay special attention and effort to our compliance program to have all Accenture professionals conform to the anti-bribery standards and laws against corruption in all the regions and sectors in which the firm operates.

In accordance with our Guides on Corporate Governance, the Board of Directors is responsible for governing and overseeing the strategy, operations and administration of Accenture. It is understood that the fiduciary duties of managers include oversight of corporate compliance programs, which are specifically referred to by means of certain rules and guidelines.

The responsibility for overseeing the Ethics and Compliance Program is delegated in the Audit Committee of the Board of Directors.

The Charter of the Ethics and Compliance Program has been adopted by the Audit Committee and sets out the scope

Identifying and managing risks

Among its missions, Accenture ensures the sustainability of the business over time and has a program to anticipate risks and their management. This process commences globally in the Board of Directors which is responsible for overseeing risk throughout the company, both directly and via its standing committees.

In addition, the responsibility for coordinating the risk management program (ERM), designed to identify, evaluate and manage exposure to different types of risk falls to the Chief Operating Officer.

As part of this program, operational, strategic and financial risks of Accenture are identified; and the evaluation and prioritization of the expected impact of each one in accordance with factors such as probability of occurrence and the effectiveness of the mitigation strategy; and the formulation of plans to control, manage and minimize these risks.

In addition, so as to supervise specific areas of risk management, the Board of Directors on a quarterly basis receives reports from the presidents of the four standing committees:

- **Audit Committee:** this reviews both the guidelines and policies of the company with regard to risk evaluation and management and the chief financial risks Accenture is exposed to including their follow-up and control.
- **Compensation Committee:** this analyses the compensation policies and practices of the organization and evaluates whether any of the risks identified has a high probability of occurrence and a negative material impact on the organization.
- **Finance Committee:** this reviews the risks relating to financial management that may affect the organization, from foreign currency exchange rates, the risks related to injections of liquidity and major acquisitions to the insurance and pensions of the company.
- **Appointments and Governance Committee:** this evaluates the effectiveness of the Board of Directors, focusing especially on the most critical issues and risks.

The Corporate Risk Committee (CRC) in Spain

At Accenture in Spain, we have a Corporate Risks Committee (CRC) that was formed with the aim of including both the Audit Committee and the Risks Committee (obligatory committees as provided in Law 31/2014 which amends the Spanish Companies Act for the improvement of corporate governance). This Law is not applicable to the Accenture Group in Spain but the Governance Body has established it together with the Code of together with good governance of listed companies approved by a Resolution of the Board of the Comisión Nacional del Mercado de Valores (CNMV).

The fundamental role of the CRC is to advise and provide specialized assistance to the Governing Body in all matters relating to the external audit, the internal control systems and the preparation of the company's financial reporting and communications with third parties.

Accenture in Spain has a control and management process of direct and indirect risks which is effective and updated:

- Identification of the company's relevant operational and regulatory risks
- Setting the level of risk that the company considers acceptable
- Determining the risk control and management policy
- Oversight of the activities carried out in the company to evaluate the control environment
- Evaluation and assessment of risks previously classed as material
- Determining the measures in place to mitigate the impact of the risks identified should they materialize.

- Analysis and control of significant findings by the internal and external auditors (breaches of legal and regulatory provisions, incorrections, difficulties in carrying it out, lack of transparency, etc.)
- Recommendations and follow-up of the proposed corrective measures

- Information to the Board of Directors on the risks and deficiencies identified






We take into account risks and uncertainties and work continuously to monitor and control them together with the potential modification of the map, as it is not a static element.




Definition of corporate risks and their management

Our risk management system is adequate with regard to the company's profile and our strategy.



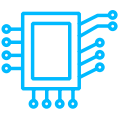



Now we present, for the different risks identified, the most salient aspects with regard to their analysis, monitoring and control.

Types	Definition of corporate risk	Risk management
Alliances 	<p>If we do not manage and successfully develop our relations with key partners and allies or fail to establish new alliances in new technologies, the result of our operations may be negatively affected.</p>	<p>We establish alliances with our key partners, especially in the field of technology and innovation. But also in other fields. We evaluate these alliances continuously.</p>
Compliance/ Reputation 	<p>Our capacity to attract and retain businesses and employees may depend on our reputation in the market.</p>	<p>See the subheading of this chapter “Creating an ethical culture: leading with integrity”.</p>
Economy and geopolitics 	<p>The results of our operations may be negatively affected by adverse or uncertain economic conditions or policies and the effects of these may affect our clients’ businesses and levels of activity.</p>	<p>There is ongoing surveillance of this risk so as to minimize it and prevent it affecting the evolution of the business and its sustainability.</p>
Reliability of financial reporting 	<p>Changes in accounting standards or in the estimations and hypotheses we make with regard to preparing our consolidated financial statements could negatively affect our financial results.</p>	<p>There is ongoing monitoring of this risk.</p>
Legal/ Regulatory 	<p>Changes to our tax level and audits, inspections and tax proceedings or changes in fiscal law or its interpretation or application could have a major negative effect on our effective tax rate, the result of our operations and our financial situation.</p>	<p>There is ongoing monitoring of this risk.</p>
	<p>Our business could be negatively affected if we incur legal liabilities.</p>	<p>See the subheading of this chapter “Our compliance program”.</p>

Types	Definition of corporate risk	Risk management
Legal/ Regulatory 	<p>If we cannot protect or asset our intellectual property rights or if our services or solutions infringe the intellectual property rights of third parties or if we lose our capacity to use third-party intellectual property rights our business could be negatively affected.</p>	<p>We have an intellectual property policy whose aim is to guarantee it.</p>
Legal/ Regulatory Conduct/ Compliance 	<p>Our work with clients in public administration exposes us to additional risks inherent to the contractual environment with governments.</p>	<p>See the subheading of this chapter “Our compliance program”.</p>
Market and competitiveness 	<p>The markets in which we operate are highly competitive and we might not be in a condition to effectively compete.</p> <p>As a result of our different operations in geographic terms and our growth strategy to continue our geographic expansion we are now more exposed to certain risks.</p> <p>Failing to take opportunities to acquire, invest or integrate businesses that may be useful for our company.</p> <p>Many of our contracts include payments that peg our fees to the achievement of business results or objectives and/or require us to comply with specific service levels. This could increase the variability of our revenue or have an effect on our margins.</p>	<p>Our management model is focused on business sustainability in the medium to long term seeking out the efficiency of the resource and full satisfaction of our stakeholders.</p>

Type	Definition of corporate risk	Risk management
Business and market 	<p>Our business depends on generating and maintaining continuous, profitable demand on the part of the clients of our services and solutions, including the adaptation and expansion of our services and solutions in response to the continuous changes in technology and supply and a major reduction of this demand or an inability to respond to the evolving technological environment could significantly affect the results of our operations.</p>	<p>The basis of our business is the satisfaction of the client and other stakeholders. Our activity lies in responsible business and innovation to improve the world people live and work in.</p>
	<p>The utilization rate of our professionals and the results of our operations could be negatively affected if we are unable to maintain a balance between our offering of capabilities and resources and the demand of our clients worldwide and to attract and maintain people with robust leadership skills.</p>	<p>We are exemplary in our selection processes. We train people continuously in the skills required at the time. The basis of our business is sustainability and responsibility and innovation. The systems of rotation, promotion and career are merit based.</p> <p>The mobility or reconciliation plans are differential elements together with the inclusion policies. Acquisition of companies, new talents/skills, etc.</p>
Profitability of the business 	<p>Obtaining results lower than expected, hindering the obtention of non-sustainable profitability.</p>	<p>Our management model is focused on business sustainability in the medium to long term seeking out the efficiency of the resource and full satisfaction of our stakeholders.</p>
Profitability of the business and competitiveness 	<p>Our profitability could be significantly affected if we are unable to obtain favorable prices for our services and solutions, if we are unable to continue to be competitive, if our cost management strategies are unsuccessful or if we undergo inefficiencies in delivery.</p>	<p>Our management model is focused on business sustainability in the medium to long term seeking out the efficiency of the resource and full satisfaction of our stakeholders.</p>
	<p>If we are unable to manage the organizational challenges associated with our size we may not be able to achieve our business goals.</p>	

Type	Definition of corporate risk	Risk management
Financial risk 	<p>Credit Risk. Credit risks arises from cash and cash equivalents, deposits with banks and financial institutions and clients, including accounts receivable pending and transactions undertaken.</p>	<p>Only financial entities with a good rating are accepted. The credit control department evaluates the credit rating of the client, taking into account their financial position, past experience and other factors. The use of credit limits is monitored regularly. We have an agreement with Accenture Finance Limited that offers credit where we receive the necessary credit at market rates.</p>
	<p>Risk of listing of securities.</p>	<p>The risk of listing of securities associated with the listing on the Exchange of our portfolio which are subject to the volatility of market prices is not significant in relation to our consolidated financial position, the result of our operations or cash flows.</p>
Financial risk Liquidity 	<p>Liquidity risk. Failing to obtain at a given time sufficient liquidity to carry on the activity.</p>	<p>Prudent risk management that involves maintaining cash and sufficient negotiable securities and the availability of financing of a sufficient sum via lines of credit. Management monitors the cash plan and expected cash flows. Our chief source of liquidity are the cash flows from operations, our borrowing capacity and available treasury reserves.</p>
Technological risk and cybersecurity 	<p>We could face legal, reputational and financial risks if we fail to protect client and/or Accenture data from security breaches or cyberattacks.</p>	<p>See the subheading of this chapter "Information security and privacy".</p>
Exchange rates 	<p>The results of our operations could be negatively affected by fluctuations in the exchange rates.</p>	<p>The Company operates on an international scale and is therefore exposed to exchange rate risk, especially the US dollar. Exchange rate hedging is managed by the treasury department.</p>

More information on page 8 Fiscal Year 2019 Annual Report-Risk factors
www.acenture.com/annual-report-2019

Information security and privacy

Information security is a priority that Accenture integrates into its policies and processes by means of training, supported by the executive team and a working team that puts security first.

The Information Security team of Accenture comprises globally over 750 professionals whose aim is to protect the data of our clients, the company, our professionals, suppliers, alumni and other stakeholders.

Certifications and guarantees:

Accenture is ISO27001:2013 certified in information security standard by the BSI (British Standards Institution), validating our security processes and controls that provide an effective framework for the information of our clients and our company. The BSI standard covers all our global operations in over 120 countries.

Upon termination of this report we have obtained the ISO 27701 certification in privacy systems management and the processing of personal data.

In addition, our security approach has been verified by other entities:

- Global Data Protection Regulation (GDPR) readiness endorsement by Morrison & Foerster.
- Cyber Essentials Plus guarantee by BSI, required for suppliers of the UK Government.
- Recognition by Gartner- CEB Security Awareness survey for secure behavior of our professionals in the two years it has been carried out.
- Ranked at the highest level, "Role Model" in the 23 categories of the NIST Cybersecurity Framework (CSF) by BSI.
- Evaluated as "Fully Implemented," the highest possible level in the 20 control categories in the SANS Institute Critical Security Controls by Verizon.

Client data protection and response to incidents

Protecting our clients' data is one of the most fundamental and critical responsibilities of Accenture. The Client Data Protection (CDP) program ensures that teams understand and comply with the relevant data privacy and security obligations for each client project, providing a standardized approach to protect the data. It includes:

- Controls to protect the information when accessed, handled, transmitted, stored or saved in addition to specific controls of services associated with risks inherent to certain types of work.
- Technology, which includes the encryption of hard disks, scanning of devices to ensure compliance with the data security and protection requirements and prevention of data losses.
- Specific training of the client team that takes into account the requirements and specific risk factors of the client.
- Support from experts in the field that share the best practices and regularly review the effectiveness of the security controls and processes.

We have an incident response team (CIRT) comprising highly qualified professionals that provide 24X7 cover anywhere in the world. A special group within this team regularly tests the defenses of Accenture by simulating attacks against the digital infrastructure of the company.

To protect our clients' data we have five areas of action:



Training and communication



Incident response



Client data protection



Risk management



Technology Security

Technology, infrastructure and risk management

The Accenture security operations center (SOC) uses some of the most advanced technologies to monitor and detect threats throughout the organization.

This strong commitment to security has strengthened our reputation among risk service companies such that Accenture holds a high position in the evaluation performed by Security Scorecard, UpGuard and BitSight.

The team focuses especially on risk management controls, policies, processes and metrics which are introduced in the organization to establish the expectations, measure the results and manage the changes necessary to minimize the risks identified.

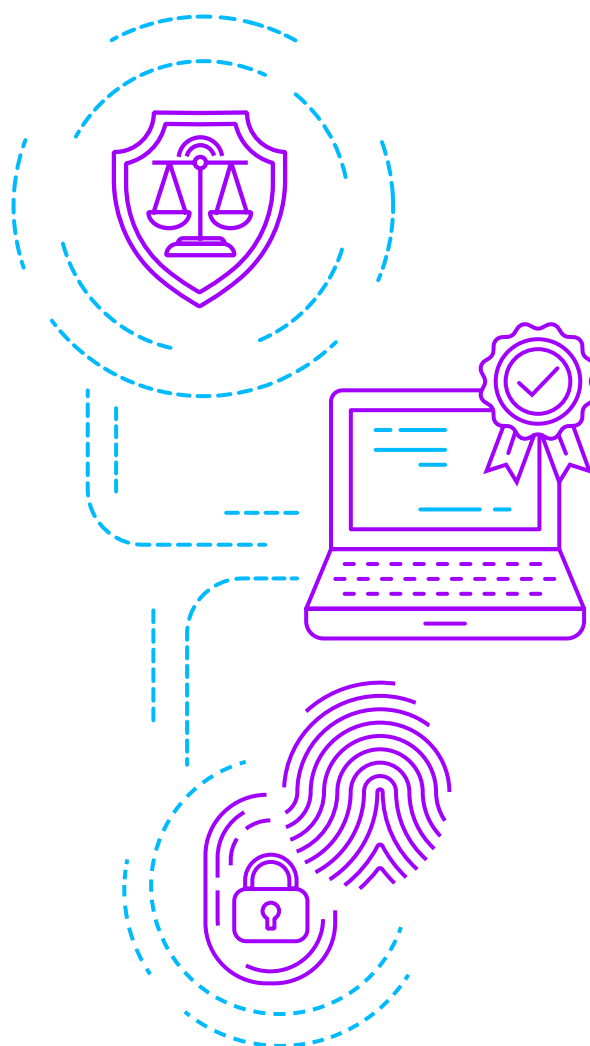
Training and communication in information security

We have a broad obligatory training program for our professionals which is supplemented voluntarily and incentivized training via different global and local channels. The program commences when our professionals join the company, with specific content on information security and data privacy and continues throughout the entire employment relationship with the company.

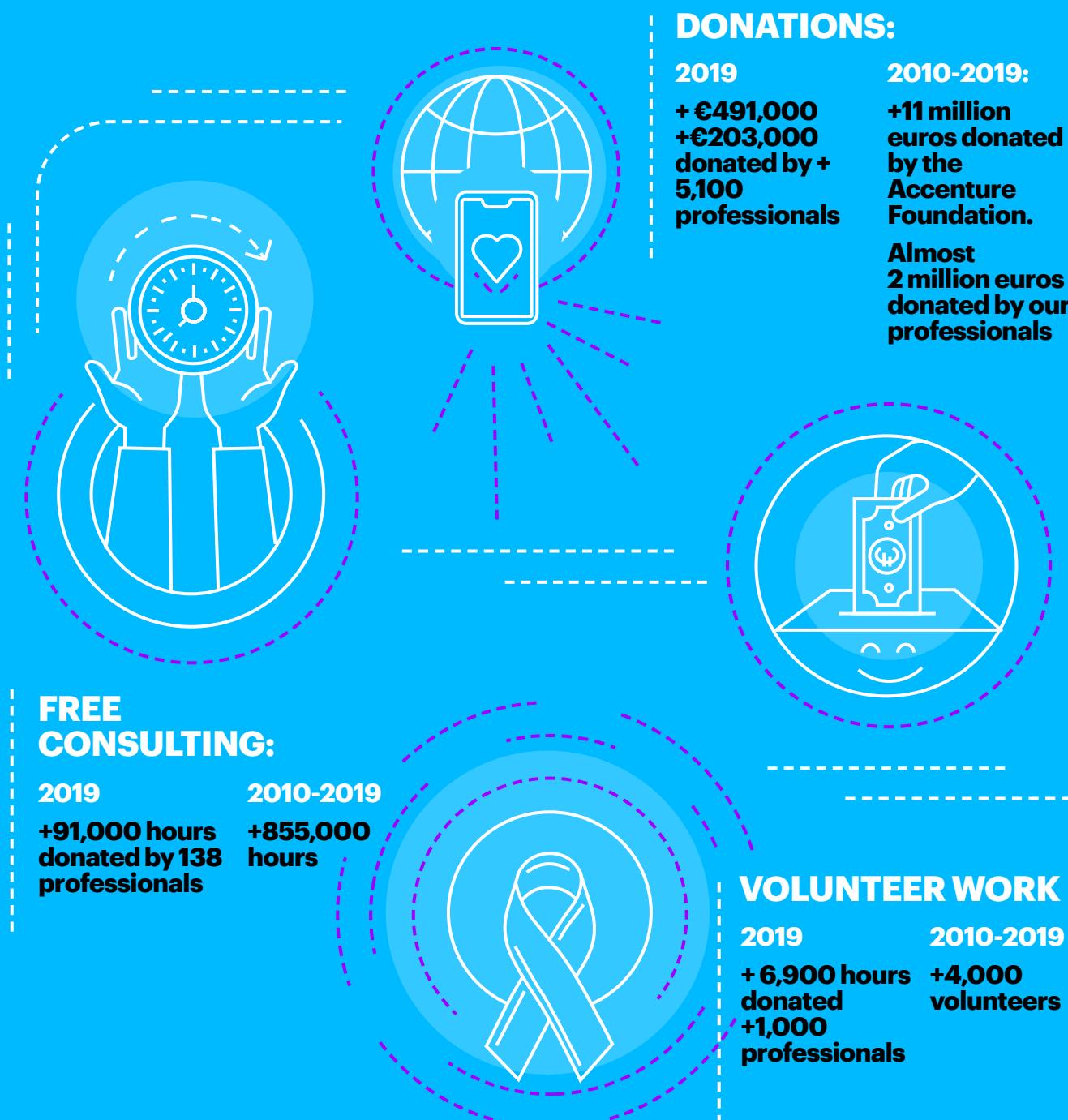
We carry out anonymous two-yearly surveys among our professionals to determine the adoption rate of these practices and to monitor security protocols among our people. This survey is supplemented with quarterly social engineering tests aimed at the organization as a whole.

The information security advocates program includes different voluntary training activities that foster the adoption of the best security practices among our professionals to protect the data of our clients and Accenture. In 2019, 89% of our professionals completed the bronze level of this program (there exist three levels: gold, silver, bronze).

32,481 hours training in data privacy and information security.



COMMITTED TO SOCIETY

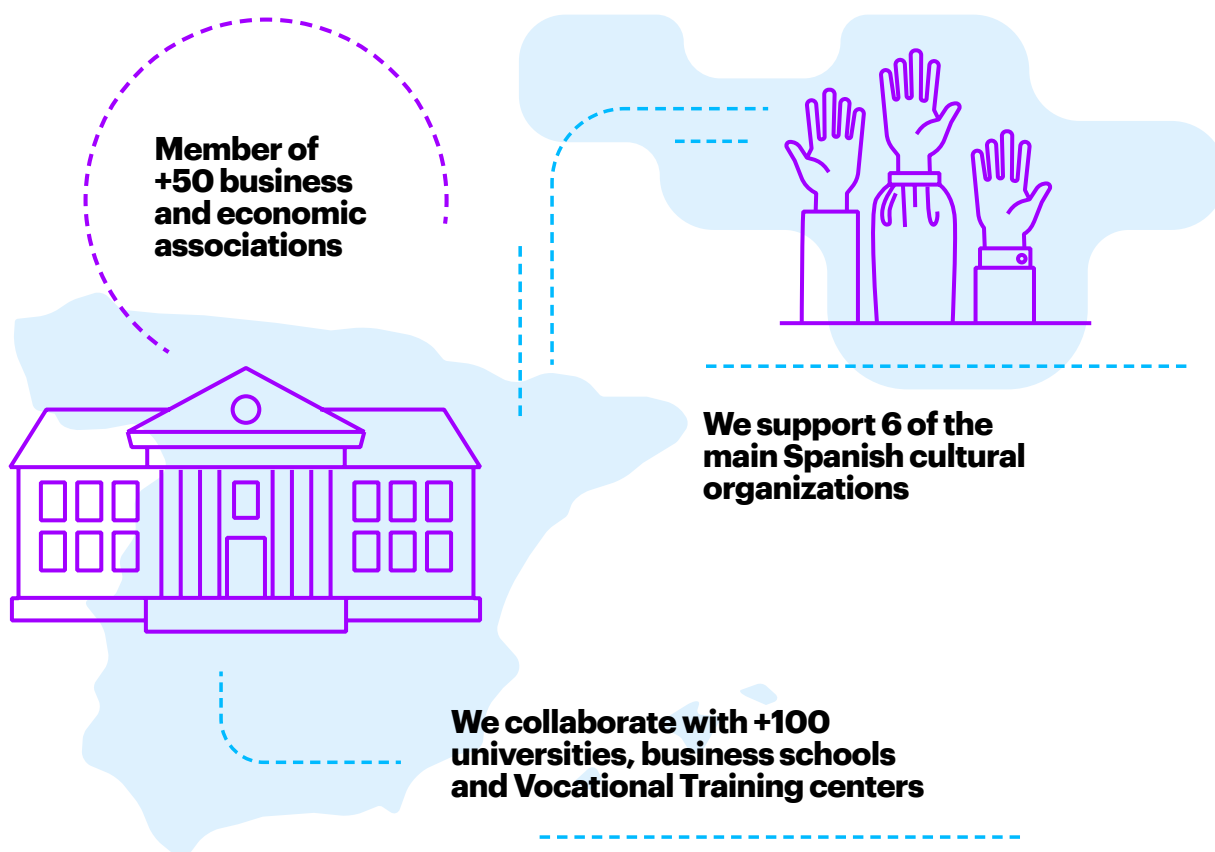


Inactivity, unemployment and work instability are vulnerable situations suffered by four million people in Spain. Digital Transformation is changing how we work and this affects not only technology-related professions. It also impacts the most traditional positions, held by persons with low qualifications and few economic resources who, unless they receive assistance, will not be able to progress.

At Accenture in Spain we are aware that one of our chief commitments to society is to **improve the employability and work opportunities for people** in these vulnerable situations. For this reason, for the past 16 years via the Accenture Foundation we provide our consulting services free of charge to the social sector together with our corporate donations and we provide our professionals the necessary support to realize their social concerns via voluntary work or financial donations.

Thus, we work with the ecosystem to generate innovative solutions that empower people to prosper in the digital economy.

In addition, we consider that culture, economic, scientific and humanistic progress are fundamental fields to support if we wish to achieve our mission of improving how the world lives and works. For this reason we collaborate with over 150 associations, bodies and institutions via different initiatives.



Accenture Foundation

Our objective is to build an inclusive labor market in which nobody is left out and to contribute specially to meet the UN Sustainable Development Goals (SDGs) as regards full employment and decent work for all (SDG 8) but also those relating to the development of innovation (SDG 9) and collaboration between agents (SDG 17).

Our business forms part of the global Accenture program “Skills to Succeed” and contributes to the global objective to equip over three million people worldwide by 2020 with the skills to find employment or build a business.

Free consulting services

We want to give back to society the best it has given us: the talent of our professionals. We do so by disinterestedly contributing something we are experts in, our consulting services so as to help in training and job placement of vulnerable collectives and their adaptation to the changes produced by digital transformation.

Accenture professionals in Spain annually carry out an average of 80,000 hours free consulting services. Via the Accenture Foundation we manage these projects and ensure the company's social commitment is adhered to.

In 2019, we increased the free consulting hours by 6.4% over the previous year.

We want to give back to society the best it has given us: the talent of our professionals. We do so disinterestedly by contributing something we are experts in: our consulting services.

Driving the initiative “Together for Employment” in Spain

Since 2013, we have channeled our consulting services via a single collective impact initiative: “Together for the Employment of the most vulnerable” By combining human ingenuity and the most innovative technologies, with different public, private and third sector organizations joining forces, we co-create digital solutions free, such as Software as a Service on a platform hosted on the Accenture cloud to help people to prosper in the current digital economy.



+515,000 beneficiaries trained

+ 99,000 beneficiaries placed in jobs



22 solutions for employment and self-employment



In 39 countries and 5 languages

+1,500 organizations

CASE STUDY

VIRTUAL REALITY IN SERVICE TO TRAINING

The challenge

The growing use of digital technologies is causing a reduction of the more manual activities traditionally carried out by employees. Even so, some professionals do not possess the necessary training to transition to the digital economy, thus opening a gap in the labor market.

The solution

So as to help people with the least qualified work profiles not miss the boat of digital employment, we have developed a series of trainings based on virtual reality.

By simulating real working contexts for cleaning agents and waiters, vulnerable people could learn basic skills such as improving customer relations, handling incidents or controlling digital panels.

This was done in conjunction with social entities, hospitality companies and public administrations in seven Spanish cities.

The results

Since November 2018 until year end, 173 cleaning agents and 59 waiters have been trained in 8 entities, including the Madrid Employment Agency, Inserta Empleo or the Romani Foundation.



CASE STUDY

TRAINING WITHOUT BORDERS

The challenge

Improving the employability of the most vulnerable is one of the chief challenges we face as a society. For these persons to be able to join the labor market or improve their working conditions it is essential to move forward in their pre-work skills while adapting the training to the needs of companies to improve the job placement rate.



The solution

At the Accenture Foundation we have created a free e-learning solution with training content in digital and pre-work skills. This is an innovative project based on extending online training to places with little connectivity and progressively broaden their capabilities in accordance with the real needs of the labor market.

This solution was used in two major international projects coordinated with the Education for Employment and the Entreculturas Foundation with a total donation of over 8.5 million dollars.

The results

Thanks to these two projects and to the use of the solution, we have trained over 117,000 young people, trained almost 70,000 and placed almost 50,000. In addition, we have increased the effectiveness of the e-learning platform by combining the technological capabilities of Accenture with the employment activities of the social organizations we collaborate with. Thus, we have reached a total of 16 countries.

Donations

As regards Donations, the Accenture Foundation has two courses of action:

- We contribute financing to numerous social projects focused chiefly on improving the employment situation of vulnerable collectives.
- We channel the voluntary economic support of our employees to social projects that they choose via our “AyudánDONOS” program or making contributions to humanitarian emergencies.

The AyudánDONOS program

With “AyudánDONOS”, Accenture professionals in Spain present the social projects of NGOs with which they collaborate or share interests, decide the amount of their salary they wish to donate to support them and vote to select the eight projects to be funded with contributions from all the donors to the program.

At the third year of the program the following projects were chosen as the winners and are being funded with the contributions of over 4,600 professionals who have participated until the end of 2019 (the funding of these two projects commenced on 1 December 2018 and ends on 30 November 2019):



“Research into new therapies for Childhood Cancer”.



“Help us to improve the conditions at 12 preschools in Turkana (Kenya)”.



“We mobilize for children with cancer! Physical exercise program at the Niño Jesús Hospital”.



“Creating opportunities for marginalized children in Colonia Betania in Honduras”.



“A home for over 300 children in Lamú (Kenya)”.



“Swimming for Smiles, to spread laughter, happiness and magic to children and adolescents hospitalized in Spain”



“Improved cardio-respiratory pathologies in neurological patients”.



“Building a hospital room at the SJD Pediatric Cancer Center in Barcelona”.

At this second AyudánDONOS, the funding of the 8 winning projects totaled over 146,000 euros (it commenced on 1 December 2017 and ended on 30 November 2018).

CASE STUDY

MUSIC CAN CHANGE THE WORLD

The challenge

The Accenture Foundation needed to find new channels to reach all the professionals in the company and increase their participation in the donations program, AyudánDONOS. It also wanted to open up this initiative in general to actively involve social, family organizations and society in general.

The solution

We developed a new campaign on Spotify, with the motto “We believe that music can change everything” together with numerous communication and acquisition actions, both internal and external.

The professionals who presented their projects were able to obtain an additional donation (a minimum of 10,000 euros), if they prepared a playlist on Spotify with their favorite songs and this was the one that registered the most subscribers.

To increase the internal participation we held a draw for 120 AirPods among the employees who participated or signed on to participate. They received 1 point for being donors and if they referred other colleagues to provide donations they received an additional 1 point.

The results

We succeeded in lending visibility to social organizations and the profile of the Accenture Foundation on Spotify with 45 playlists. But we also achieved our internal objective: 4,185 professionals voted for their favorite projects (80% up over the previous year) and 825 donated for the first time or increased their monthly contribution.

The winning playlist, “La Azotea Azul”, obtained a total of 13,854 subscribers which represented a donation of €15,000. This donation helped in the construction of a play and therapeutic area on the rooftop of the Children’s Hospital Virgen del Rocío in Seville, for the recovery and wellbeing of hospitalized children.



Volunteer work

We facilitate and promote the participation of our professionals in volunteer work to collaborate with society.

Some of the activities we promote are mentoring, coaching for the unemployed and entrepreneurs, motivating children with digital and entrepreneurial skills for their success in their future profession, training for the personnel of NGOs and their beneficiaries, activities such as collecting food or toys or international volunteer work during vacations.

This year, we focused on providing volunteer work to more professionals. To do so, we offered virtual opportunities, such as:

- Support for humanitarian emergencies, helping to map areas where they occur and which do not have digital maps.

- Support for entrepreneurs via platforms that facilitate contact, training and follow-up.
- Collaboration in initiatives to mitigate climate change by classifying the information contained in images to help support research.

Thanks to several of these virtual initiatives we have improved the activity of NGOs at times of emergency, providing digital maps that facilitate access to certain areas at risk.

187 professionals have taken part as volunteers supporting humanitarian emergencies and have made over 7,400 buildings visible in areas such as Tanzania.

Supporting education, culture and economic development

We foster economic and social development in Spain, contributing our skills to the most significant academic, corporate and cultural institutions of our country.

Academic institutions

To promote talent, advance research and facilitate the incorporation of young people into the labor market is an aim we propose as a responsible, innovative company. To this end, we collaborate with the major Spanish universities and business schools.

We have **Chairs** at the Autonomous University of Madrid (Economics and Innovation Management), the University of Oviedo (Advanced Analytic Intelligence), the Polytechnic University of Madrid (Big Data), the University of Deusto (Digital Industry) and the European Institute of Design (Innovation in Design).

We have **Master's Programs** to ensure closer collaboration to adapt the needs of the academic world to those of companies in general and Accenture in Spain in particular. Both the Master's in Business Transformation and Consulting (UAM) and the Digital Master Administration (ISDI) are in their second year. Besides in September 2019, the first edition of the Expert Course of Intelligent Organizations in the Digital Society started with the Polytechnic University of Madrid (UPM).

Lastly, **we continue to foster innovation** with the Polytechnic University of Madrid, via the Artificial Intelligence center AI.nnovation Space, and with ESADE, via the Fusion Point located in the Rambla de la Innovación at ESADE. Not to forget the training taught at the "Google Academy" and "Amazon Web Service Academy" both specialized in Cloud services and the "Service Academy" where we specialize our professionals in the workflows digitalization platform.

We also maintain intense activity with the **business schools** IESE, ESADE, IE Business School and Deusto. During the year we have participated as speakers at their forums, meetings and seminars.

Our professionals have also carried out ongoing academic activities at these schools.

The knowledge of our people is extended to universities throughout Spain via teaching assignments at different degrees and postgraduate levels. And also by means of events at these universities where we inform students of the opportunities we can offer them.

For years, At Accenture in Spain we have been committed to Vocational Training and work with training centers so that they can adapt their curriculums to the needs of companies. Our objectives in this respect are clear: on the one hand to attract the best talent on the market; and on the other to advance the careers of young people with these profiles by enabling them to receive training adapted to the needs of the labor market to increase their employability.

We have a collaboration network of over 130 Vocational Training centers in Madrid, Alicante, Barcelona, Malaga, Seville and Zaragoza, the areas from which the 441 students who interned with us came from. Our commitment to Vocational Training also extends to the teaching staff of these centers. Expert professionals from Accenture in Spain have trained over 100 teachers at the centers with which we have special agreements (Community of Madrid, Basque Government, Junta de Andalucía and Generalitat Valenciana).

Business institutions

Accenture is a member of the most representative business institutions of Spain with which we share the need to identify challenges and opportunities for economic development.

- ACEC. Catalan Association of Consulting Firms
- ACT. Association of Corporate Treasurers
- aDigital
- AEC. Spanish Accounting and Business Association
- AECA. Spanish Accounting and Business Association
- AECOC Manufacturers' and Distributors' Association
- AIAL. International Association of Employment Lawyers
- Alastria. Blockchain Consortium of Spain
- American Business Council
- American Chamber of Commerce
- AMETIC.
- Andalucía Smartcity
- APD. Association for Progress in Management
- Association of Oracle Users
- AEF. Spanish Association of Foundations
- Integrating the Healthcare Enterprise of Spain Association
- Spanish Marketing Association
- AUSAPE. Association of SAP Users Spain
- Barcelona Global
- Barcelona Tech City
- Spain-Israel Chamber of Commerce
- CEL. Spanish Logistics Center
- CEOE. Spanish Confederation of Business Organizations
- CIAC. Catalan Automotive Industry Cluster
- Círculo de Confianza (Circle of Trust)
- Economics Circle of the Province of Alicante
- Circle of Business
- Owners Cartuja
- CITIUS. Information Technologies Research Center
- Club Español de la Energía
- Digitales
- DIRCOM
- ECOFIN. TopTen FinTech Circle
- FEEX. Spanish Association for International Mobility
- Forética. Foro para la Evaluación de la Gestión Ética
- Fundación Borredá
- Fundación SERES
- Fundeu
- Health Level Seven HL7
- ICEA. Cooperative Research between Insurance Companies and Pension Funds
- Innobasque
- Instituto para el Desarrollo e Integración de la Sanidad (Institute for Development and Healthcare Integration)
- ISMS.
- IAB. International Advertising Bureau
- Madrid Network – Aerospace Cluster
- MMA. Mobile Marketing Association Spain
- Multinacionales por Marca España (Multinational Companies for the Spain Brand Image)
- United Nations Global Compact Network Spain
- REDI. Business Network for LGBTI Diversity and Inclusion
- SEIS. Spanish Society of IT in Healthcare
- Unió Catalana d'Hospitals

Cultural institutions

Accenture's mission is to improve how the world lives and works and we are convinced that in a world in which artistic, cultural, scientific and humanistic values flourish is a better world.

For this reason we support the following institutions in their respective missions while bringing culture to our employees by giving them the opportunity to obtain tickets or private visits to their facilities.

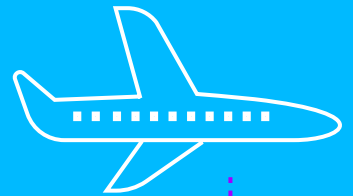


COMMITTED TO THE ENVIRONMENT

**We have reduced
energy consumption
per employee by 23%**



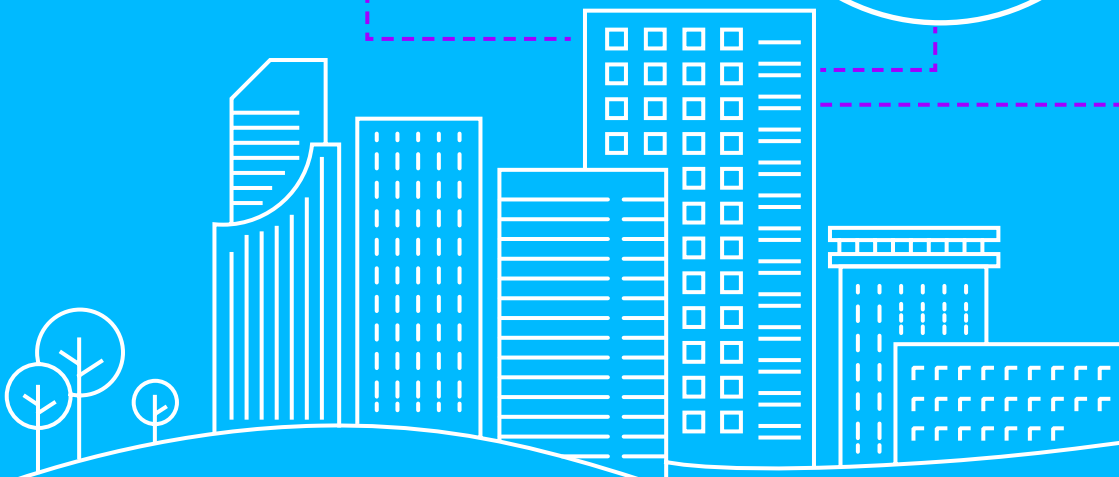
**We have eliminated
100% of plastic cups
and spoons**



**We have
reduced water
consumption
per employee
by 17%**



**We have
separated 55%
of waste for
recycling**



The figures show the environmental behavior of Accenture in Spain over the past three years (2017, 2018 and 2019)

We are aware that climate change, the pollution of the ecosystems and the production of waste are the global challenges of our age that we cannot fail to address.

Our responsible business model and its association with the UN Sustainable Development Goals lay the bases of our commitment to the environment and is thus defined in the company's Environmental Policy.

Efficient consumption of resources and avoiding the degradation of the environment due to our corporate activity are our environmental priorities.

At Accenture in Spain we have an Environmental Management System ISO 14001 certified since 2006, which enables us to minimize and control our environmental impact and risks. Currently nine of our centers are included in the certificate (that covers 85% of our professionals) with a view to extending this to an additional center next year. For those centers not included in the scope of this certification we also perform follow-up of the following environmental aspects.



We have reduced emissions per employee 22% thanks to teleworking

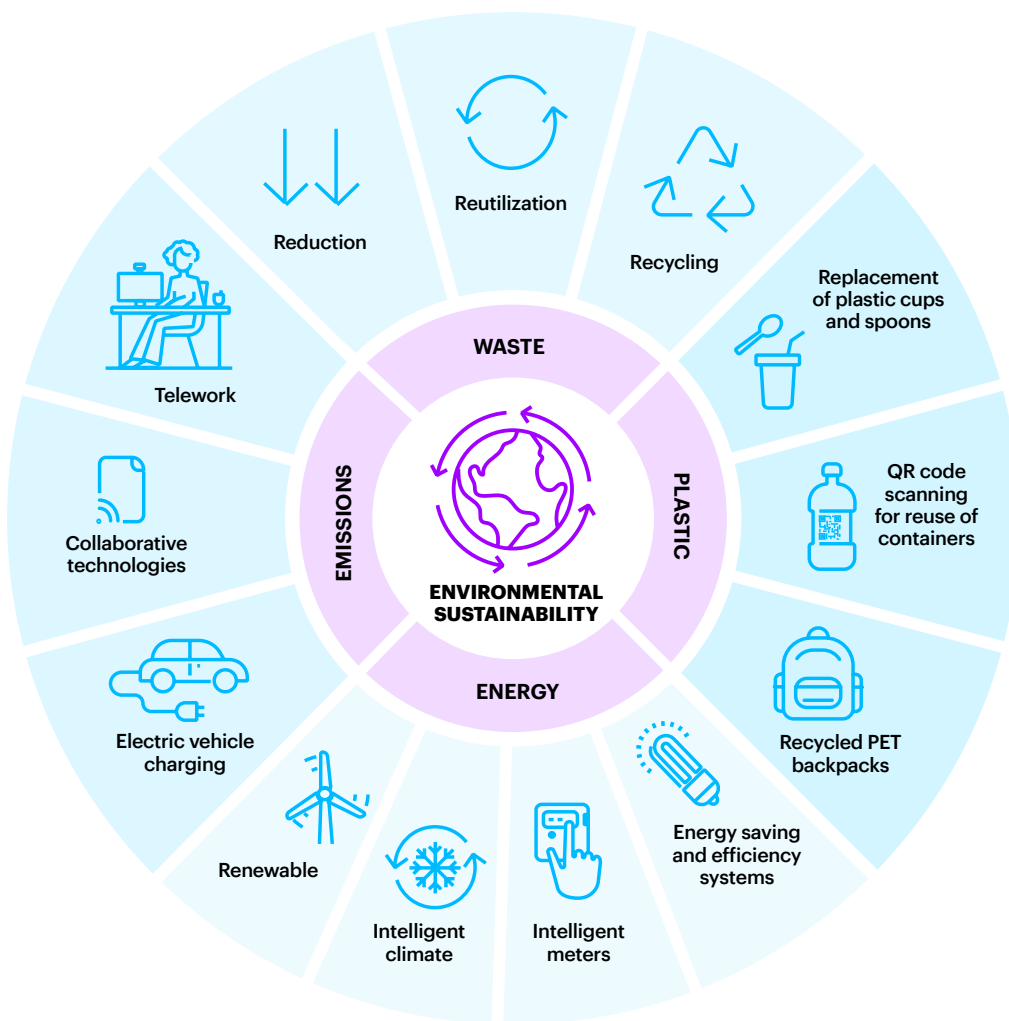
92% of our facilities have a renewable energies supply contract

We have reduced emissions per employee due to travel by 36%



Small acts major changes

We are convinced that the sum of small acts can change the world. For this reason, at Accenture in Spain we promote collaboration between the different areas and departments of our organization to join forces to help us achieve our objectives. People are a fundamental part of our transformation into a more sustainable company and we consider technology as a key facilitator in this change process.



Managing the energy we use

We adopt responsible energy consumption by fitting energy saving systems in our offices such as thermostats, presence detectors and low consumption lighting.

Accenture also monitors in real time the energy use of the offices in different countries, including Spain by using Remote Energy Monitoring technology. Thanks to the installation of almost one thousand intelligent meters, we can correct deviations that may occur in less time.

We consume energy from renewable sources in 92% of our centers in Spain, and expect to reach 100% by next year across the country. And during the Climate Summit in New York, Accenture announced worldwide our commitment to using 100% renewable energy across our global operations by the year 2023.

Reduction of our consumption of plastic

Reducing the use of plastic in our offices has become a priority for Accenture. This material has proved to be highly polluting, takes a long period to degrade and affects every ecosystem, especially our seas and oceans.

At all our offices we have replaced plastic cups and spoons for paper cups and wooden spoons to avoid consuming 1.5 million plastic cups and 850,000 spoons, the equivalent of 5 tonnes of plastic a year.

And the backpacks we provide our professionals are made of recycled PET (high density polyethylene). With this initiative we help the bottles and other containers of this material have a second life in addition to reducing the need for oil-based raw materials, energy consumption and emissions during the manufacturing process.

We have launched a pilot project to promote the reuse of containers. By using gamification and something as simple as scanning a QR code, our professionals track the containers saved every time they fill their bottles to measure their contribution to protecting the environment. The initial results suggest that in just two months, over 200 professionals have avoided using 300 plastic bottles.

CASE STUDY

INTELLIGENT CLIMATE: AT THE SERVICE OF PEOPLE

The challenge

Energy is a scarce asset and comfort in the workplace a duty for organizations. For this reason we needed to find an intelligent solution based on the latest technologies to help us manage and control electricity consumption of our climate control equipment of our offices.

The solution

In 2018 we introduced at the Liquid Studio in Madrid a comprehensive solution that uses the latest Internet of Things (IoT) technologies and artificial intelligence (AI): Intelligent Climate. This is a unique, scalable asset thanks to the use of real time data, the integration with the buildings' control systems, the incorporation of weather predictions and wireless communications together with the use of 100% cloud environments.

The results

The results at the Liquid Studio in Madrid show that after one year we have saved 8% in energy consumption. We are extending the implementation of this system at our offices at La Finca 2 and 10 (Madrid), La Rotonda (Barcelona) and the Industry Center X.0 (Bilbao).



Reducing our emissions

We carry out follow-up and an annual inventory of our direct and indirect greenhouse gas emissions based on international standards from the International Energy Agency (IEA) and the Greenhouse Gas Protocol method.

In December 2018, we announced worldwide our Science Based Target to reduce our greenhouse gas emissions by 11% by 2025 compared to our baseline for 2016.

In Spain we work to achieve this global objective by carrying out different actions such as those described in the previous section on energy. And we have implemented the following measures:



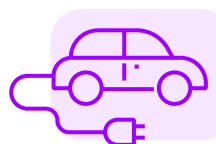
22.5% of employees of the total employee telework. In this way we avoid the emissions of their travel to our offices.

In 2019 we have avoided the emission of almost 5,000 tonnes of CO₂ and over 17M kilometers travel.



We work with **collaborative technologies** that facilitate the connection between our employees and clients to reduce the need for travel. Thanks to these technologies we reduce the emissions of the work travel of our employees.

In 2019 we have used these technologies for over 88M minutes (Skype and Teams), with an increase of 15% since 2017.



We have created places for **charging electric cars** at our main offices.

This initiative is an example of our commitment to the air quality of our cities.

Once again, at Accenture we have achieved an outstanding place in our efforts regarding climate change with our CDP Climate Change program, and remain in the Leadership category.

We promote the Circular Economy

At Accenture in Spain we promote progress toward a circular economic model via the reduction of our consumption of materials and improved separation and reutilization of the waste we produce.

By applying this model we facilitate waste being converted into useful materials, reducing the pressure on the use of raw materials, natural resources, the use of energy and we reduce emissions to help in the fight against climate change.



We have implemented a pilot space of 'eco-corners' at two new offices (the Industry Center X.0 in Bilbao and the Advanced Technologies Center Pierre Nanterme in Alicante). Using this new approach, our professionals have a single point for separating waste into different bins (containers, paper and cardboard, other waste and batteries) that were previously distributed throughout the entire office space.

The evolution of these spaces will be the 2.0 version. They will be equipped with a screen to project sustainability-related content in addition to all the corporate signage. Thus, we contribute to reducing the consumption of paper for posters and their plastic protection.

We are also working to incorporate sensors inside the bins to be alerted in real time how full they are. This enables us to optimize the emptying process and improve the measurements of the waste produced.

This initiative will be gradually rolled out to every office.

In view of our business, we have a special procedure for electrical and electronic appliance waste. In the case of computers and mobiles, when the information contained is certified as erased, they are delivered to a third party for recycling or reutilization or offered as a donation via the Accenture Foundation.

In 2019, 3,411 IT equipment and 1,253 company mobiles were handled.

We exercise great care in collecting and managing hazardous waste in compliance with the law. Waste such as fluorescent tubes, batteries and toner are stored and delivered to authorized agents for transportation and suitable processing.

Bio-sanitary waste generated at those offices equipped with medical services is deposited in special containers for processing by an authorized company.

To reduce food waste we place accurate orders with our catering supplier based on our experience of excess food at different events. The service provider of the cafeteria at three of our offices in Madrid has started to apply a 50% discount on products close to their expiry date. The money collected will be given to various non-profit organizations.

In 2019, we have reached agreements that not only help us to move forward with our commitment to the environment but also help us achieve our objectives for social action.

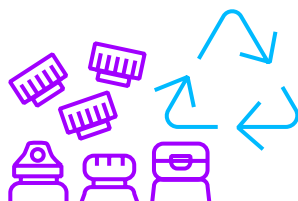
Recycling 84,000 coffee capsules

Five of our offices have containers for capsules. Thanks to our capsule supplier, coffee grounds are used on the rice fields of the Delta del Ebro. The rice is donated to 55 Spanish Food Banks, reaching over a million people.



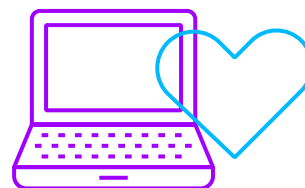
Recycling plastic stoppers

Thanks to an agreement with the SEUR Foundation for recycling plastic stoppers at 16 of our offices we help to finance medical treatment and orthopedics for families without resources.



We have donated 62 portable computers

Via the Accenture Foundation to different non-profit organizations.



Be the change you want to see in the world!

At Accenture, we believe in the strength of collaboration to change the world. This year we have launched different environmental awareness campaigns aimed at our professionals.

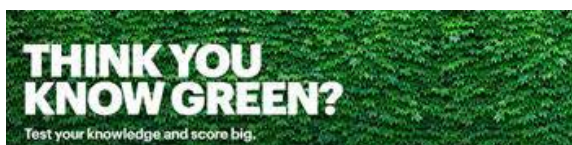


- **Hearth Hour 19 promoted by WWF:** on 30 March all Accenture professionals were invited to take part in this worldwide initiative to put out the lights between 8:30 and 9:30 pm to raise awareness of climate change. They also had the opportunity to share photographs of the moment in an internal collaboration space.

- **World Environment Day:** we celebrate this day by sharing with our professionals a decalogue of good environmental practices for day-to-day life.



- **Greener than Game:** since 22 April (Earth Day) to 5 June (Environment Day), our professionals were able to participate in different games and were invited to propose ideas concerning the environment to implement in our offices with the possibility of winning an economic prize for their introduction.



In addition, Accenture provides custom training sessions to those suppliers working at our facilities with a dual goal: to ensure they comply with the applicable law and explain the procedures of our Environmental Management System. Chief among these providers are the cleaning, catering companies and those carrying out works on our offices.

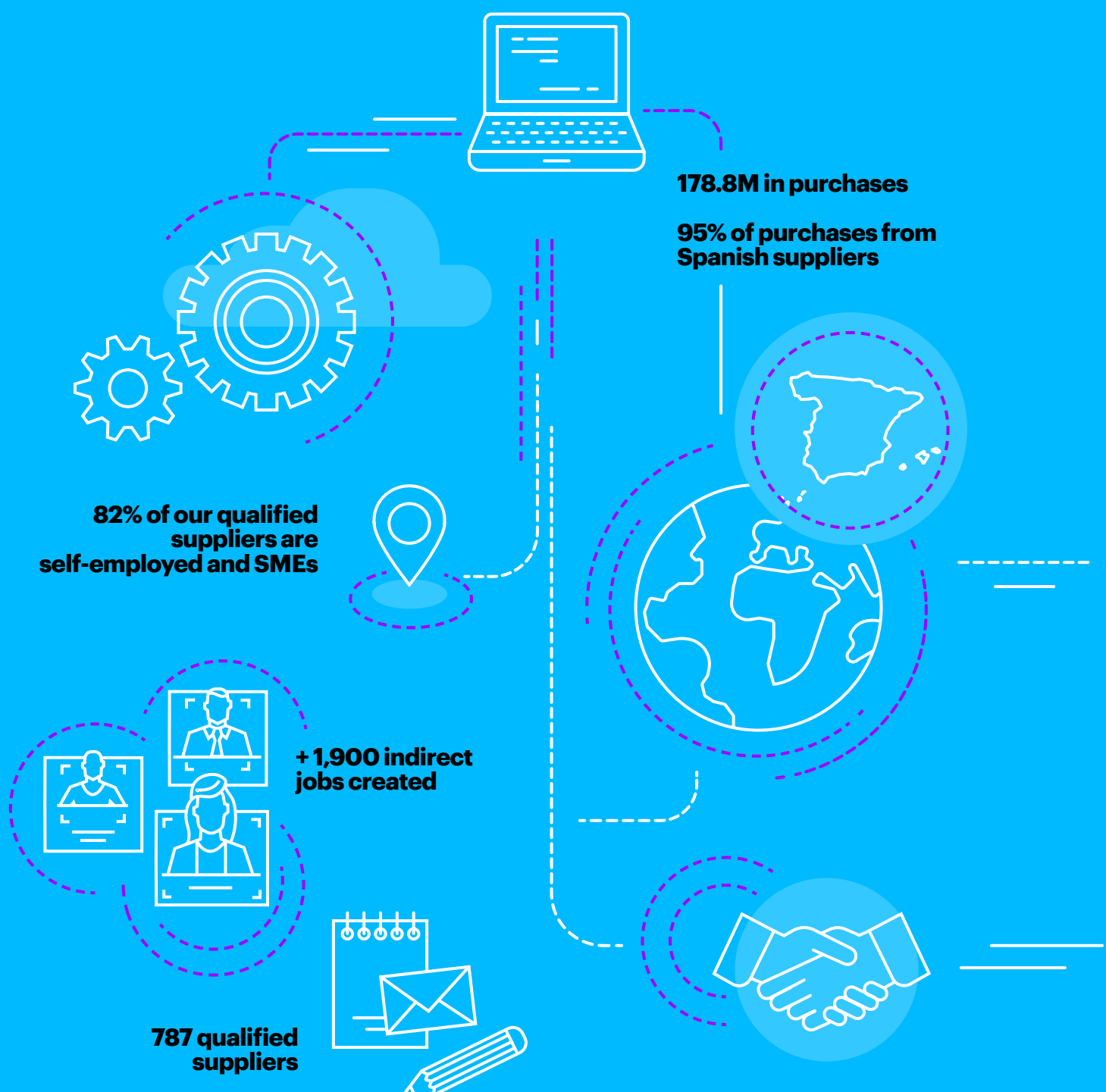
- **Environmental Eco-volunteer work:** via the Accenture Foundation we collaborate with different non-profit organizations with a total of 116 hours work both virtual and presential.



We believe that our cleaning and catering service, ISS, is a key link in the chain of waste separation in our offices.

For this reason, we have held training sessions in conjunction with Ecoembes to work on improving waste management throughout its entire production process.

COMMITTED TO THE SUPPLY CHAIN



In 2019, the volume of purchasing of Accenture in Spain totaled 178.8 million euros. A figure that shows the magnitude of our responsibility when transferring this investment to the Spanish production field and transforming this wealth into opportunities for our society.

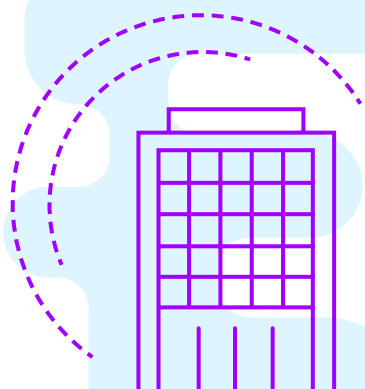
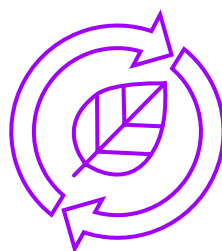
We do so by focusing on sustainability to attempt to mitigate any possible negative impacts on the environment while reducing the risks inherent to the operations of our supply chain.

To address these challenges we have a procurement department with skilled professionals who work with technologies, processes and procedures specifically designed to attain our objectives. Thus, we have a common methodology for the certification, evaluation and hiring of suppliers that inform us whether they comply with all their tax, work, ethical and environmental obligations, among others.



85%: weight of sustainability in qualification suppliers

89% of the spend on procurement is with qualified suppliers



Supplier training:

+3,700 hours in ethics, compliance and information security

+1,800 hours in sustainability



Our contribution to local development

We contribute to the economic and social development of our country by hiring over 1,000 national suppliers (89.6% of the total).

We are also committed to hiring small and medium local companies to create indirect jobs and maintain the business fabric of our country, largely made up of SMES.

82% of our qualified suppliers are self-employed and SMEs

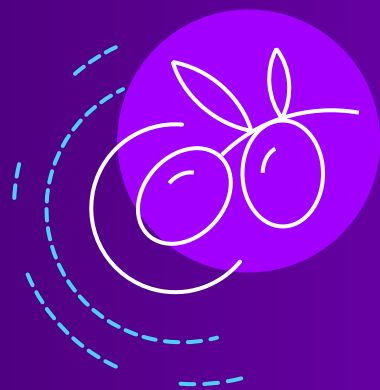
Indirect job creation: 1,951 positions

CASE STUDY

RECOVERING OLIVE TREES IN DEPOPULATED SPAIN

The challenge

The concept of 'Depopulated Spain' grows increasingly stronger in our country. Provinces such as Soria, Cuenca or Teruel top the ranking of most depopulated areas of southern Europe while rural areas and traditional economic activities such as agriculture are dying.



The solution

Every year the Procurement department of Accenture in Spain sources the products to be included in the Christmas basket our professionals will receive at home. For 2019, it opted for bottles of olive oil but not just any oil. The purchase of 9,000 bottles of extra virgin olive oil was made from Mi Olivo, which aims to restore life to the 1,000 hundred year old olive trees of a village with just over 350 inhabitants in Teruel.

The results

Thanks to all the bottles bought for our Christmas baskets we have helped in the recovery of 1,000 olive trees that were abandoned in Oliete (Teruel) and have assured employment for 3 persons at risk of work exclusion for the following year.

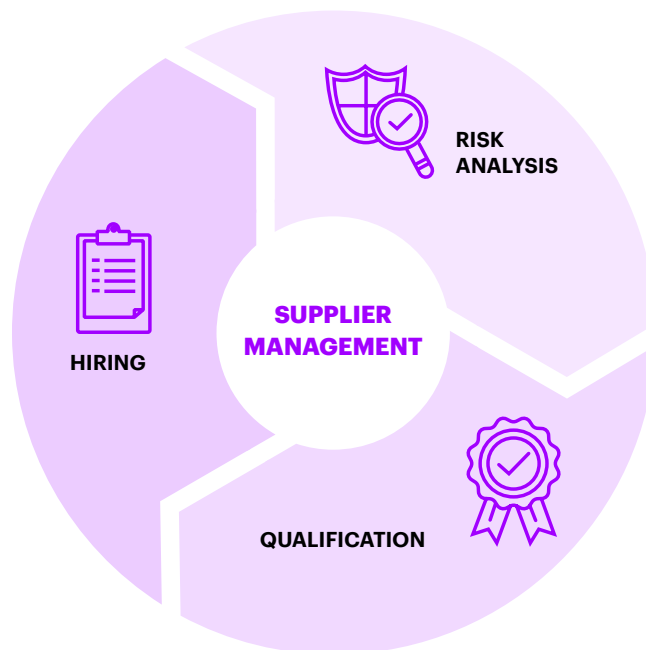


Sustainable management of suppliers

We have three main processes in supplier management:

Qualification

At Accenture in Spain we establish a series of requisites for our suppliers who must undergo a certification process with specific requirements in accordance with their type and size. The entire process is carried out with the help of the digital tool *My Supplier Set Up*, so as to ensure traceability and visibility. In 2019, we have worked with 1,157 suppliers and 182 new suppliers were qualified.



Our qualification process

To pass, suppliers must have a sufficient score in the following aspects:



* The qualification process is under review and this percentage will increase during 2020.

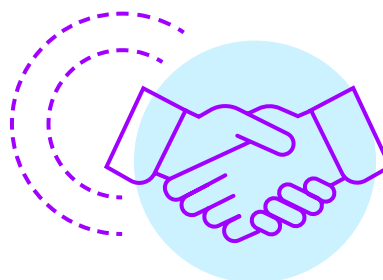
In 2019, 89% of our spending on procurement went to qualified suppliers; these account for most of the strategic and high-risk purchases.

Hiring

To meet our objectives in responsible hiring we have set out ethic and environmental clauses that all our suppliers must comply with to be eligible for managing a service or selling a product. In this way we guarantee decent working conditions, the socio-labor placement of deprived collectives, ideal environmental management and proper data privacy and protection.

All our suppliers are under an obligation and commitment to respect the Standards of Conduct for Suppliers that supplements our Code of Business Ethics such that we can extend our sustainability criteria to the entire supply chain.

Our strict hiring process requires our suppliers to meet responsibility criteria and to sign sustainability clauses. All our contracts include both general and specific environmental requisites and information security requirements.



Our anticorruption program

We combat corruption via a specific program dealing with relations with business intermediaries. Although these providers are independent of our organization, we are responsible for their acts because their activities are visible to our clients.

It should be noted that before commencing a contractual relation with them, they must pass a thorough evaluation process in which certain high-level authorizations are necessary in accordance with the potential risk they present. This program is governed by a series of internal policies whose ultimate goal is to avoid any risks that may affect our reputation and thereby compromise the sustainability of our business.

In addition, there are internal policies that require subcontracted personnel acting on behalf of Accenture and who have access to the organization's internal systems, to take mandatory courses on data protection, information security and ethics. We ensure that subcontracted personnel are aware of the importance of this training and the consequences arising in the event of any breach.

Training and awareness

We have designed a set of training activities both for our suppliers and for the Procurement dept.

Among others, in 2019 we have had environmental training for our cleaning and catering suppliers at all our offices with the collaboration of Ecoembes together with our contractors of the Btek building works in Bilbao.

We have also trained the Procurement team in different subjects, many of which are related to sustainability with a total of 272 hours training.

Supplier training:

3,734 hours
in ethics, compliance and
information security

1,823 hours
in sustainability



Risk analysis

At Accenture in Spain we identify strategic suppliers who present the greatest risk for our business and reputation. In accordance with our activity we have identified as strategic suppliers the procurement category we call "contractors". In an increasingly digitalized world the focus on information security is essential and the employees of these companies may need access to information or areas that are confidential or restricted.

To verify these levels of demand in information security, this year audits were carried out for 27 main suppliers included in this category. And to protect our clients and help suppliers to achieve a quality that enhances their competitiveness guidelines were defined for those who without undergoing the audit are interested in implementing the necessary measures to continue working with us.

The risk analysis conducted by Accenture in Spain includes the contingency of interrupting collaboration with those who do not comply with our standards.

As an example of our commitment to continuous improvement in the year 2020, we will conduct second-party audits of 28 new suppliers.

In addition, in 2019, the sustainability department conducted an internal audit of the supplier qualification and hiring procedure as regards sustainability. The aim was to identify potential sustainability risks in the supply chain and different types of supplier were analyzed and the traceability of the process reviewed. Thanks to this audit, different proposals for continuous improvement were identified. These steps will be carried out by a work team formed for this purpose, comprising technicians from the Procurement and Sustainability departments.

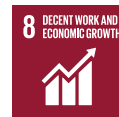


APPENDICES

APPENDIX I

OUR CONTRIBUTION TO THE SDGS AND GOALS OF AGENDA 2030

Strategic SDGs



SDG 5: Gender Equality

Goal 5.5

Full
Participation
and Equal
Opportunities



We encourage full participation and equal opportunities across all our processes and businesses

We are clearly focused on the equality we express in our corporate policies

- We have an Equality Plan with commitments, measures and specific goals. Our aim is to ensure real, effective equal opportunities for both men and women within the company.
- We have a diversity and inclusion Committee that represents every level within the company. Its aim, amongst others, is to work toward full equality between women and men.
- There exists no salary difference between men and women in our selection processes and remuneration policies.
- Our code of ethics and compliance systems are zero tolerant to any form of violence in the workplace, including verbal and physical abuse.
- We work together with social organizations that focus on empowering women through employment and training; Inspiring Girls, Fundación Integra, Fundación Mujeres, etc.
- Our equality policies have earned us recognition in 2019 by the Bloomberg index of gender equality.

We have a clear goal: the presence of women on staff and in managerial positions

- The percentage of women on staff totals 40.2% in 2019 (global target: to reach 50% by 2025).
- The percentage of women in managerial positions at year end was:
- For managing directors, 24.3% (global target: to reach 35% by 2025) For the executive team, 32.5% (global target: to reach 37.5% by 2025)
- We have developed RADAR, an innovative follow-up program analyses the positioning of our professionals in executive posts to set out a development plan to enable them to fill executive posts. This program has led to 43% of promotions to Managing Director (the maximum level within our organization) in 2019 being women.
- We have a program called INSIGHT which is a nine-month experiential training program aimed at female senior managers for their promotion to managing director.

We educate our professionals and suppliers on equality

- By means of compulsory courses on ethics and compliance, we train our professionals and suppliers in equality between men and women. Any failure to complete these courses directly affects the evaluation and promotion process.
- We have a course in our training catalog named "Zero Tolerance for Sexual Harassment" which has been followed this year by 18.25% of professionals of which 60.2% were men.
- We carry out communication and marketing activities to promote gender equality and the awareness of our professionals and ecosystem. Some examples: Women in power, Inspiring Women, Inspiring Girls, Agile Story told by agile women and Global Mapathon to minimize violence against women in Tanzania.

Goal 5.5

Full
Participation
and Equal
Opportunities



Internally we introduce and promote instruments to foster equality and conciliation

- We have the “Flex Place to Work” plan that offers different possibilities, many of which are designed for work-life balance:
 - Flexible working hours
 - Purchase of extra holidays
 - Leave to take care of relatives during hospitalization (Flex Care Program)
 - Financial support for employees or disabled children (Flex Ability Program)
 - Longer breastfeeding leave (by accumulation)
- Equal treatment in marriage leave for common law couples
- Teleworking: there exist different formulas to allow teleworking between 2 and 5 days a week (currently 22.5% of our professionals telework).
- Special working hours for parents, so as to favor their work balance with caring for small children (Flexkid). 42% of the professionals using this program are men.

Goal 5.B

Improving
the use of
technology
and ICT



Technology at the service of equality

Science and technology help us in our processes

- We emphasize awakening early vocations in STEAM careers (science, technology, engineering, art and mathematics) in girls. We organize meetings in cities where our head offices are located to take technology to schools.
- We have developed RADAR, an innovative follow-up program that analyzes the positioning of our professionals in executive posts to track a development plan to enable them to reach executive posts. This program has led to 43% of promotions to Managing Director (the maximum level within our organization) in 2019 being women.
- By using collaborative platforms, we participate in the global, virtual mentoring program to support entrepreneurial women in poor and developing countries (Charie Blair initiative).

Goal 5.C

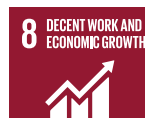
Equality Policies
and Laws



We support policies and laws that promote equality

- We have subscribed to the seven UNGC Women’s Empowerment Principles, under the auspices of the UN Global Compact and Development Fund of the United Nations for Women (UNIFEM) whose objective is to promote gender equality in the workplace, in the market and in communities.
- We have signed the general protocol with the Department of State and Equality to foster the balanced participation of women and men in pre-managerial, executive posts and Steering Committees as part of the initiative “More women, better companies” (Ministry of the Presidency).

Strategic SDGs



SDG 8: Decent work and economic growth

Goal 8.1

Maintaining economic growth



We contribute to the economic growth per capita and the Spanish GDP with:

Our clients

- In Spain, we work with over 340 clients
- 86% of the Ibex-35 companies and 57 of the 100 largest companies in the country are clients
- In the world, 95 of our 100 chief clients have been working with us for 10 years or more

Our turnover: in 2019 it reached €1,151m

By business area:

- Technology: €706m
- Strategy&Consulting: €330m
- Operations: €115m

By industry:

- Financial Services: 35.1%
- Products (consumer goods, retail, tourism, industry and pharmaceutical industry): 33.1%
- Communications, Media and Technology: 14.1%
- Resources, (natural resources, and chemicals industry, energy and utilities): 13.3%
- Health and Public Sector: 4.4%

The economic results total €122m attributed to the group

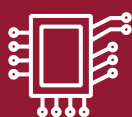
Share results:

- Earnings per share were \$7.36
- \$4,600m were reimbursed to shareholders
- The dividend per share reached 2.92 dollars, 10% up over previous years
- 19% total appreciation of shares
- Market value exceeded \$120,000m (at 3 October 2019)

€445m paid in taxes collected from third parties and other contributions

Goal 8.2

Diversification, technology and innovation



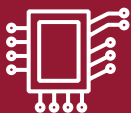
We contribute to attaining higher levels of economic productivity via technological modernization and the innovation of our clients.

Our business strategy

We are experts in anticipating new technologies and market trends: that is why we especially focus on subjects we consider strategic and a priority, both for our own growth and that of our clients. Our investment strategy reflects our commitment to driving existing technologies, while also exploring the potential of the progress in artificial intelligence, blockchain, extended reality, quantum computing, cybersecurity, cloud, intelligent platforms or cyber-resilience, amongst others. And we do all this to create value for our clients.

Goal 8.2

Diversification,
technology
and innovation

**Our innovative activity**

- In 2019 over 64% of our work in Spain focused on what we call “The New”: digital, cloud and security services.
- We have implemented over 2,800 projects and over 1,200 new projects in 2019.
- We have over 3,200 professionals who dedicate more than 3,700,000 hours to innovation.

Our network of centers

In Spain, we have different centers where our clients can access the latest technologies to transform not only their business but also their sector. This year we have opened two new centers: the Industry Center X.O, Intelligent, Cybersecure Industry in Bilbao and the Pierre Nanterme Advanced Technologies Center, in Alicante.

Goal 8.3

Promoting
small and
medium size
companies



We promote policies aimed at development to support productive activities, the creation of decent employment and the growth of micro-companies and small and medium size companies

We create direct and indirect employment

- Our activity with suppliers generates over 1,950 jobs indirectly.

Our purchases from our suppliers totaled 179m Euros

- 95% of purchases are from Spanish suppliers.
- 90% of our suppliers are Spanish.
- We apply a common methodology for supplier certification processes which ensure their compliance with their ethical, work and fiscal obligations, etc.
- During the contract, over 3,700 hours are taught on information security and ethics, and over 1,800 hours on sustainability.
- 82% of our certified suppliers are self-employed and SMEs

We have strengthened our business with the acquisition of three companies

Shackleton, Pragsis and Insitum enable us to supplement our capabilities in strategic areas and grow in these markets.

We combine our capabilities with those of innovators

- By signing collaboration agreements with 70 startups and IDEs.
- By contributing to the economic and social development in Spain with the most outstanding academic, business and cultural institutions of our country which we support economically (€715m in direct monetary contributions).

We contribute to the creation of indirect employment in the depopulated Spain by supporting our farmers

For our Christmas basket we have bought 9,000 bottles of oil from a town in Teruel which is virtually abandoned, thus ensuring the employment of three people next year and the survival of one thousand hundred-year old olive trees.

Goal 8.5

Full
employment
and decent
work



We contribute to full and productive employment and decent work for all men and women, including young people and the disabled, together with equal remuneration for work of the same value

Our employment is inclusive and high quality

- 97.4% of our professionals work under an indefinite contract.
- 4 generations, 71 different nationalities and 471 qualifications working together.
- In our company we integrate persons with differing degrees of disability (the average disability being greater than 55%) and we have been awarded the Bequal Plus seal this year for our policies for the inclusion of this collective. We also provide economic support via our flexibility program (€65k in 2019) to improve the personal and professional quality of life and that of their families.
- Across every level of our organization we are committed to creating an inclusive environment for the LGBT collective: over 2,900 members of the allies' collective (53% of managing director and 22% of professionals as a whole).
- We are recognized by several of the most prestigious rankings in the best places to work: Fortune, Great Place to Work, Merco Talento, Expansión and Universum, among others.

We are committed to quality training

- We have invested in Spain over 11.4 million euros in training and our professionals have received over 383,000 hours, an average of 32 hours per person.
- We include leading technological content and opt for the latest trends in teaching and for the development of techniques to achieve the personal balance of our professionals (for example, mindfulness practices).
- We conducted our first workshop on the Sustainable Development Goals with the heads of the corporate areas of Accenture in Spain so as to raise awareness and make them part of their day-to-day life.

We are committed to the training and employment of the most vulnerable

- Our "Together for the Employment of the most vulnerable" is an Accenture Foundation initiative with a collective impact in conjunction with social entities, companies and private associations which seek to help the persons with the most barriers to employment to prosper in the digital age. To this end, by combining human ingenuity with the most innovative technology we have created digital solutions for human employability diagnostics, digital training, etc. which are freely used by over 10,900 employment agents from over 1,000 entities. Thanks to these, since the program started in 2013:
 - Over 550,000 employability diagnoses have been carried out
 - Over 515,000 beneficiaries have been trained
 - More than 99,000 have found work
- Via our educational programs we bring technology to the disabled and other vulnerable collectives and engage, as employers, those who pass the selection and training process under the same conditions as any employee. By way of example, our Social Talent Campus 2019 where 100% of those persons trained were hired by Accenture in Spain.
- Our professionals carry out volunteer work teaching training courses to vulnerable persons to enable them to seek work. They can also practice the type of conduct assessed in actual selection processes by the use of simulated job interviews.

Goal 8.6

Young people
with work and
education



We contribute to promotion the skills and employment pf young people

Our commitment to young people via universities

- We have hired 1,453 young people (in 2019, 12.09% of the workforce; in 2018, 8%).
- We have supported the university by promoting our internship program “Accent on you”, to a total of 648 students (a 73.16% increase over two years).
- We collaborate with different universities with Chairs in Economics and Innovation Management (U. Autónoma de Madrid), Advanced Analytics Intelligence (Univ. of Oviedo), Big Data (Univ. Politécnica of Madrid), Digital Industry (Univ. of Deusto and Innovations (European Design Institute).
- We work with different universities and business schools by teaching masters’ courses. Students completing these masters’ courses have had the opportunity to joining Accenture in Spain.

Our commitment to the employment of young people by fulling supporting Vocational Training

- We work with 130 Vocational Training Centers to increase the employability of young people.
- We have signed agreements with various Autonomous Communities for the training of teachers and students.
- We have committed to Vocational Training by advancing our internship program and dual teaching programs with 441 students (a 156% increase in two years).
- There are currently 2,478 professionals with Vocational Training studies, 20.6% of the workforce.
- This year we have hired 559 people with a Vocational Training qualification, an increase of 23.09%.

Our commitment to young people’s employment and support for recent graduates

We support the program “Talent Rescuers” of the Princess of Girona Foundation, via which we offer opportunities for training and employability for young people aged 20 to 30 from all over Spain to help their employment mobility between autonomous communities. As a result of this collaboration we have already hired 20 of these young people and, under a mentoring program by our managing directors, almost 60 young people have been mentored and received professional advice which will open up the labor market for them.

Goal 8.8

Protection
Secure Labor
Laws



We protect labor rights and promote safe workplaces, with no risks and healthy for all our professionals

We have our own Medical and Prevention Service

- We provide our people with their own Medical Service comprising 17 doctors and nurses in our offices to care for and improve our health, tailored to us and attending to the needs of every employee.
- Our Occupational Risk Prevention Management System is ISO 45001:2018 certified.
- 100% of our professionals are covered by an occupational health and safety system and we pay 100% salary throughout the sick leave of our professionals.
- Virtually all our professionals have private medical insurance and preferential cover for their families.
- The National Institute of good health (INNSST) in conjunction with the European Network for workplace health promotion (ENVHP), afforded us recognition in good promotional practices.

Your > Wellbeing Program

We comprehensively care for our professionals' health by means of different campaigns:

- Nutrition and diet recommendations
- Fitness and physical exercise
- Emotional management
- Preventive campaigns and health promotion
- Support for the disabled and their families

Strategic SDGs



SDG 9: Industry, innovation and infrastructure

Goal 9.2

Inclusive, sustainable industry



We contribute to the development of reliable, sustainable, resilient and quality businesses to support economic development and human wellbeing, with special emphasis on available and equal access for all

We help our clients to grow and improve their performance via the innovation and transformation of their organizations:

- We seek out the best way of accelerating their competitive flexibility and support them in their design and execution of strategies to grow in the current scenario of digital transformation.
- We help them to reimagine, redesign and reinvent their businesses to discover opportunities for growth via the application of the latest technologies.
- Using our capabilities, we help our clients to reinvent themselves into intelligent companies and innovate to scale: Intelligent Platforms (SAP, Oracle, Microsoft, Salesforce, etc.), IES (intelligent software engineering systems), infrastructure and cloud services, innovation and technology consulting.
- We manage their infrastructures and business processes by leveraging the data, artificial intelligence, analytics and digital technologies via an as-a-service model to help them boost their productivity, experience and results.
- We offer two service lines in consulting: consulting specialized in the different economic sectors and in the different business functions and technology.

We anticipate new technologies and market trends:

- We design intelligent cloud solutions — public, private or hybrid — which maximize the value of our clients' business.
- We offer ongoing improvement via our intelligent, digitally integrated, data-based platforms.
- We implement cyber-resilience strategies that can respond swiftly to threats, minimize the damage and continue to operate despite a cyber-attack.
- We transfer the Call Center into an Intelligence Experience Center by incorporating high technology and cognitive engines that close ties and increase trust.
- We develop solutions tailored to our clients via the IES based on new technologies and architectures.

Goal 9.5

Scientific
research,
Technological
capability



We continue to improve the technological capabilities of industrial sectors and foster their innovation

Our architecture enables a value chain of innovation, from conception to industrialization.

- Our innovation capabilities fall under what we call Innovation Architecture with which we help our clients to maximize technological disruptions to grow, create value and improve their bottom line.
- We have a network of centers where we design and develop innovative solutions. We could underline several, such as the Accenture Digital Hub, focused on digital business or the el Accenture Liquid Studio, centered on digital platforms in Madrid. And we have recently opened the Industry Center X.O, Intelligent, cybersecure Industry, specializing in new solutions and digital businesses for the industrial sector, in Bilbao and lastly the Pierre Nanterme Advanced Technologies Center in Alicante.

We help startups and IDEs by co-innovating solutions to drive their entrepreneurial talent

- We have signed collaboration agreements with 70 startups and IDEs.
- Every year we analyze some 3,000 new startups. Our local Platform currently has over 600 integrated with the 390.000 of the global APIX (Accenture Platform Innovation eXchange).

Scientific research and technological capability

- We have over 3,200 professionals working full time on innovation for a total of +3,700,000 hours.
- We invested + € 9.5 million in R&D&i, which represents an increase of almost 65% compared to the previous year.
- We apply for 670 patents worldwide.
- We have chairs and research programs with the leading universities and business schools to generate, transfer and disseminate innovation.
- We have created the AI.nnovation Space Technology Center of Accenture and the Polytechnic University of Madrid, a space for collaboration in which students, teachers and professionals work together to incubate and develop artificial intelligence projects. It is the first combined European center located in a Spanish university.
- Accenture Research is our company's study center where over 250 professionals from around the world work there, generating research reports on emerging technologies, consumer trends or sector innovations, among others. This team generates the "raw materials" the other Accenture professionals need to define our own innovation strategy and that of our clients.
- At local level, we have conducted two sector studies: 'Digital Consumer Survey' and 'The new pace of Retail'.

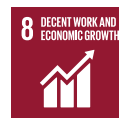
Goal 9.5

Scientific
research,
Technological
capability

**We apply the latest technologies and innovate to optimize our internal processes**

- Innovation is present from the initial contact with our company via new selection models based on neuroscience, artificial intelligence, analytics and gamification.
- Our Employee Genome pilot project develops a predictive model based on artificial intelligence which will enable us to anticipate the training each person needs to maintain their skills up to date. This is an identification tool which, as a company, enables us to train our professionals to the highest level.
- The Engagement Lab program helps us to discover using analytical-predictive tools which key factors will help us to retain our professionals within the company.
- Our training program covers the latest technological content and latest trends such as hackathons, Project Based Learning or learning and interest Communities.

Strategic SDGs



SDG 16: Peace, justice and strong institutions

Goal 16.5

Reducing corruption and bribery



We contribute to reducing corruption and bribery

We are an ethical company in strict compliance with the Law and Human Rights

- Anticorruption policies that form part of our global Ethics and Compliance program and our efforts in protecting human rights require our professionals and suppliers to comply with the anticorruption laws everywhere they do business.
- The programs and zero tolerance programs with corruption represent an obligation for all our professionals to act with integrity and honestly and ethically. At Accenture we apply the most restrictive laws of all the countries where we operate and have the full commitment of Senior Management.
- We apply the code of ethics, standards of conduct and anticorruption norms for our supply chain.

We adhere to the chief treaties and international agreements on human rights and ethics and compliance

- We signed the Declaration of the International Labor Organization on the Principles and Fundamental Rights in the Workplace and the Guiding Principles of the UN on Enterprises and Human Rights.
- We are members of the Alliance against corruption of the World Economic Forum (WEF) that brings together companies with zero tolerance policies on bribery and corruption.

We raise awareness, train and advise our professionals on the subject of ethics and compliance

- We have an anticorruption portal where our professionals can seek approval before giving gifts, lunch invitations or other activities with the officials and employees of public companies.
- We raise awareness and train our professionals from the moment they join our company. We have taught over 21,000 hours in ethics training to all our professionals in Spain.
- We have a chatbot with artificial intelligence as an anonymous, accessible system for enquiries on matters of ethics.
- We train agents involved in our value chain in ethics and compliance from the moment they join us and throughout the duration of the contractual relation.

Goal 16.10

Access to
information
and fundamental
freedoms



We guarantee public access to information and protect it under national and international law

Security and information privacy: a priority we embed in all our policies and processes

- All our processes and systems have been adapted to the GDPR Law.
- We have ISO 27001 certified information security.
- We have ISO 27701 certified privacy systems management and processing of personal data
- There exist internal policies setting out the obligations of all professionals as regards data privacy.
- The incident response team (CIRT) comprises highly qualified professionals who provide 24X7 cover anywhere in the world.
- We regularly test the defenses of Accenture by simulating attacks against the digital infrastructure of the company.
- The Accenture security operations center (SOC) uses some of the most advanced technologies to monitor and detect threats throughout the organization. Accenture holds and outstanding position in the evaluations of Security Scorecard, UpGuard and BitSight.
- We have provided 32,400 hours training on data privacy and information security. 89% of our professionals have completed the Advocate Program (maximum security range) that includes several voluntary training activities to foster the adoption of best information security practices among our professionals to protect not only our data but also that of our clients.

We help our clients to adopt new technologies including artificial intelligence (AI) in a responsible manner

- We have also developed a set of operational, organizational and reputational principles that can acts as a model for those companies that wish to adopt a responsible AI model.
- We have developed a code of ethics and values regarding artificial intelligence (called T.R.U.S.T.) which acts as a guideline for any internal initiative or one with our clients with regard to AI.

Relevant SDCGs



SDG 12: responsible production and consumption



We are responsible in our management of the energy we consume

- We consume energy from renewable sources in 92% of our centers, expecting to reach 100% next year. Accenture's worldwide commitment is to use 100% renewable energy by the year 2023.
- We use energy-saving systems throughout all our offices.
- We apply the latest technologies for energy control in our offices' climate-control systems.
- Over the past three years we have reduced energy consumption per employee by 23%.

We are reducing our CO₂ emissions

- We have set out global, Science Based Target to reduce our emissions by 11% by 2025 compared to our 2016 baseline.
- Thanks to teleworking, since 2017 we have reduced by 22% the emissions per employee from commuting to our offices. And in 2019 we have avoided the emission of almost 5.000 tonnes of CO₂ and over 17M kilometers commuting.
- We work with collaborative technologies that facilitate the connection between our employees and clients. Over the past three years the use of these technologies has increased by 15% and we have reduced the emissions from traveling per employee by 36%.
- We have created places for charging electric cars at our main offices.
- Accenture has achieved an outstanding place in its efforts regarding climate change with our CDP Climate Change program, and remain in the Leadership category.

We promote the Circular Economy

- Since 2006 we have had an ISO 14001 certified environmental management system.
- We have replaced plastic cups and spoons at our offices for paper cups and wooden spoons to avoid consuming 1.5 million plastic cups and 850,000 spoons, the equivalent of 5 tonnes of plastic a year.
- To reduce food waste we place accurate orders with our catering supplier based on our experience of excess food at different events. The service provider of the cafeteria at three of our offices in Madrid has started to apply a 50% discount on products close to their expiry date. The money collected will be given to various non-profit organizations.
- We have implemented a pilot of "eco-corners" for our professionals to have a one-stop point for recycling waste. And we are working on incorporating sensors inside recycling bins to issue real time alerts when full to optimize the disposal process.
- Over the past three years we have separated 55% waste for recycling.
- We manage our mobiles and computers responsibly together with any hazardous waste produced at our offices. In 2019, 3.411 IT equipment and 1.253 company mobiles were handled.
- We recycle coffee capsules and plastic stoppers (in conjunction with the SEUR Foundation) thus contributing to our goals in social action.

We promote our environmental commitment to our supply chain

- Our supplier certification process includes compulsory environment clauses.
- We provide customized training sessions to those suppliers working at our facilities with the goal of ensuring they comply with the applicable law and explain the procedures of our Environmental Management System.

SDG 17: Alliances to achieve these goals



Fostering and promoting the building of effective alliances in the public, private-publics sector and civil society to contribute to sustainable development

Accenture Foundation

- We advance the “Together for Employment” program led by the Accenture Foundation which has over 1,500 organizations (companies, NGOs and Public Administrations) offering solutions to the issue of unemployment in over 35 countries:
 - Over 515,000 beneficiaries have been trained.
 - Over 99,000 beneficiaries have been placed in jobs.
- International Volunteer Work Program in developing countries.
- Corporate and employee donations from their salaries.
- We have conducted a study on job vulnerability to quantify and define the population which is particular vulnerable to unemployment.
- We provide economic support to the Emergencies Committee and other social organizations to address humanitarian emergencies occurring in the most vulnerable locations. This year, Accenture and Accenture Foundation professionals donated almost 25 thousand euros to provide humanitarian aid for the catastrophe in Indonesia.
- We form part of the Spanish Association of Foundations together with over 800 Spanish Foundations of different sizes, goals and areas of action that work to promote and develop the sector.
- We are members of the “Talent with impact” Network where we share best practices in volunteer work with other companies committed to social action.

Advancing and promoting the building of effective alliances in the public, private-public spheres and that of civil society, taking advantage of the experience and strategies for obtaining resources from these alliances

We have an ecosystem of over 180 alliances with leading enterprises in their respective sectors that supplement our capacity to offer new services and technologies.

We have developed collaboration frameworks with Amazon, Google, IBM, Microsoft, Oracle, Salesforce and SAP amongst others, to co-create technological solutions for our clients.

We support education, culture and the economic development of our country by combining our capabilities and those of academic, business and cultural institutions.

Alliance with organizations that focus on the “New Generations” and their entire ecosystem

- We join the global “Hour of code” movement to bring new technologies to children aged 7 to 12.
- We have created two Programming Clubs (DOJOS) in Madrid and Bilbao aimed at boys and girls aged 7 to 17 where they learn to program in an open, informal environment in line with their own interests and at their own pace.
- We support the Create Foundation in its different projects in classrooms where our professionals contribute as mentors.
- We collaborate with Junior Achievement Spain via the initiative “Partners for a day” for young people and inspire them to seek out their personal and professional motivation.
- We hold workshops for children to share the importance of new technologies and their responsible use, MatemagIA and the Martian Week being just some examples.

In the field of sustainability:

- We are members of the Spanish Global Compact Network.
- We subscribe to the principles of human rights and the empowerment of women of the Global Compact and those of the Alliance against Corruption of the World Economic Forum.
- We are members of Forética in Spain and of the World Business Council for Sustainable Development worldwide.
- We form part of the company network of the SERES Foundation and together with collaborate to foster the social contribution of companies to build a healthier, stronger society with competitive and long-lasting companies.

APPENDIX II


NON-FINANCIAL INDICATORS

ANEXO 2.1

ENVIROMENTAL MATTERS

TABLE 1: WATER CONSUMPTION

Law 11/2018 GRI 303-1




	2019	2018	2017
Water consumption (m ³)	10,776	11,160	11,445
Consumption per professional	0.99	1.08	1.20
Variation 2019-2017 (per professional)	-17%		


Note: Water consumption refers to those areas where we control the process. This accounts for 63% of the scope. The remainder has been estimated in accordance with the number of employees.

TABLE 2: MATERIALS PURCHASED

Law 11/2018 GRI 301-1


Purchase of IT equipment and mobiles


	2019	2018	2017
Computers (Units)	4,249	4,980	4,924
Mobiles (Units)	3,050	2,731	2,856

Purchase of paper


	2019	2018	2017
Paper (Kg)	13,031	7,426	8,154
Purchase of paper per professional	1.19	0.72	0.85
Variation 2019-2017 (per professional)	40%		

Note: This increase in purchases is the result of a specific supply policy. We will change the measurement system based on real consumption.

Plastic materials no longer consumed


	2019	2018	2017
Plastic cups (Units)	1,500,000	-	-
Plastic spoons (Units)	850,000	-	-
Consumption of plastic avoided per employee	215.42	-	-

Note: Plastic cups and spoons ceased consumption in 2019.

TABLE 3: INDIRECT ENERGY CONSUMPTION

Law 11/2018 GRI 302-1, 302-3, 302-4



	2019	2018	2017
Electricity consumption (gigajoules)	39,173	39,938	44,540
Electricity consumption per professional	3.59	3.86	4.66
Variation electricity consumption 2019-2017	-12.05%		
Variation consumption per professional 2019-2017	-22.89%		

Notes:

- Buildings with electricity bills account for 81% of the scope; the remainder was estimated in accordance with the m².
- Accenture has no significant direct energy consumption. This year only some 330 liters of fuel were consumed for maintenance of the generator sets.



	2019	2018	2017
Renewable energy¹ (gigajoules)	4.988	-	-
Renewable energy per employee	0.46	-	-
Percentage of renewable energy acquired (refers to July and August)	13%		
Percentage of offices with renewable energy²	92%		


Notes:

¹ Renewable energy: figure refers to electricity consumption in the months of July and August of offices with a renewable energy contract, as in July the supply contract was signed for 92% of the offices.

² Percentage calculated of total buildings where Accenture is the holder of the electricity contracts (81% of the total).

TABLE 4: GENERATION OF INDIRECT EMISSIONS OF CO₂

Law 11/2018 GRI 305-1, 305-2, 305-3, 305-4, 305-5



	2019	2018	2017
Indirect emissions (scope 2: electricity) (tonne)	2,738	2,727	3,613
Emissions of Scope 2 per professional	0.25	0.26	0.38
Variation emissions of Scope 2 per professional 2019-2017	-34%		
Indirect emissions (Scope 3: travel) (tonne)	7,006	7,257	9,527
Emissions Scope 3 per professional	0.64	0.70	1.00
Variation emissions Scope 3 per professional 2019-2017	-36%		
Total indirect emissions (tonne)	9,743	9,984	13,140
Total emissions per professional	0.89	0.96	1.37
Variation emissions 2019-2017	-26%		
Variation emissions per professional 2019-2017	-35%		

Notes:

- Scope 3 (travel): these emissions were directly calculated by our travel agency.
- Accenture produces no significant direct emissions of greenhouse gases. Only 0.88 tonnes of CO were produced due to the diesel consumption used to maintain the transformers.


CO₂ emissions avoided due to telework


	2019	2018	2017
Kilometers not traveled (thousands)	17,263	13,629	12,445
Emissions avoided by telework (tonne)	4,991	3,941	3,598
Emissions avoided per professional (kg)	458	381	376
Variation per professional 2019-2017	22%		

Note. Figures estimated for the whole Group in accordance with number of days' telework (2, 3, 4 or 5), round trip travel per professional and type of transport (Bus, metro, train or private car) per professional.

TABLE 5: USE OF COLLABORATIVE TECHNOLOGIES (MINUTES)


Law 11/2018 GRI 305-5



	2019	2018	2017
Skype	82,733,492	82,461,071	67,524,369
Teams	5,721,981	-	-
Total minutes use of collaborative technology	88,455,473	82,461,071	67,524,369
Minutes per professional	8,108	7,963	7,060
Days a year per professional (9-hour day)	15.02	14.75	13.07
Variation per professional 2019-2017	15%		


TABLE 6: WASTE BY TYPE

Law 11/2018 GRI 306-2

Non-Hazardous waste


	2019	2018	2017
Containers (Kg)	5,336.98	5,094.52	4,335.20
Paper (Kg)	3,174.97	3,206.97	5,428.40
Rest (Kg)	8,134.15	7,376.19	6,655.20
Total waste (Kg)	16,646.10	15,677.68	16,418.80
Waste separated vs. rest waste	51%	53%	59%
Percentage of waste separated 2019-2017	55%		


Note: Waste from containers, paper and remainder refer to weighing of this waste in the areas we control. The generation of waste is not a material issue for the company.

Other Non-Hazardous waste


	2019	2018	2017
Destruction of confidential paper (Kg)	17,229	11,060	31,265
Batteries (Kg)	100	284	171
Coffee capsules (units)	84,000	-	-
IT equipment (units)	3,411	3,626	3,555
Mobiles (units)	1,253	1,358	1,253
Toner (units)	483	857	727

Notes:

- Waste from destruction of confidential paper, IT equipment, mobiles and toner pertain to the whole group.
- Battery waste is that produced in the offices of La Finca, San Cugat and Diagonal.
- Waste from coffee capsules refer to different offices in Madrid and Barcelona.
- The reduction in toner waste in FY19 is due to the reduction in the number of printers. The production of waste is not a significant issue for the company.

Hazardous Waste


	2019	2018	2017
Bio sanitary waste (Kg)	311.15	313.98	302.30

Note: Bio sanitary waste produced in the medical service of Accenture. The production of waste is not a significant issue for the company.

TABLE 7: OTHER INDICATORS

Law 11/2018 GRI 103-2

Resources used in the prevention of environmental risks


Type	2019	2018	2017
Expense: Management of Hazardous Waste¹ (€)	3,328.03	3,319.79	2,943.59
Investment: Intelligent Climate² (€)	44,000	-	-


Note:

¹ The expense included in hazardous waste management refers to the management of the bio sanitary waste in Table 6.² See case study in the chapter "Committed to the Environment".

A total of 5 persons are engaged in the Sustainability area responsible for the company's environmental management.

TABLE 8: QUANTITY OF PROVISIONS AND GUARANTEES FOR ENVIRONMENTAL RISKS

Law 11/2018 GRI 103-2

Economic amount by type of insurance


	2019
Professional Civil Liability Insurance¹ (USD)	10,000,000
Property insurance² (USD)	10,000,000

Note:

Although Accenture does not identify environmental risks, it has civil¹ and property² liability insurance which covers the acts of the companies vis-à-vis third parties, together with the buildings and contents of the properties where we operate.

APPENDIX 2.2

INFORMATION ON SOCIAL AND PERSONNEL-RELATED MATTERS



EMPLOYMENT

AE: Accenture in Spain W: Women M: Men

TABLE 1: TOTAL NUMBER OF EMPLOYEES BY GENDER

Law 11/2018 GRI 102-8, 405-1

2019			2018		2017	
	AE	%	AE	%	AE	%
W	4,831	40.2	4,488	39.3	4,002	38.0
M	7,185	59.8	6,944	60.7	6,537	62.0
Total	12,016	-	11,432	-	10,539	-

TABLE 2: TOTAL NUMBER OF EMPLOYEES BY AGE AND GENDER

Law 11/2018 GRI 102-8, 405-1

2019				2018		2017	
		AE	%	AE	%	AE	%
Up to 30	W	1,353	41.9	1,270	40.5	969	35.2
	M	1,875	58.1	1,863	59.5	1,780	64.8
	Total	3,228	-	3,133	-	2,749	-
Between 30 and 50	W	3,216	39.2	3,017	38.4	2,883	38.7
	M	4,997	60.8	4,841	61.6	4,558	61.3
	Total	8,213	-	7,858	-	7,441	-
Over 50	W	262	45.6	201	45.6	150	43.0
	M	313	54.4	240	54.4	199	57.0
	Total	575	-	441	-	349	-
Average age	W	36.3	-	36.0	-	36.1	-
	M	36.1	-	35.7	-	35.3	-
	Total	36.2	-	35.8	-	35.6	-
% of average age by age bracket	< 30	26.9	-	27.4	-	26.1	-
	30 ≤ x ≤ 50	68.4	-	68.7	-	70.6	-
	> 50	4.8	-	3.9	-	3.3	-



EMPLOYMENT

TABLE 3: TOTAL NUMBER OF EMPLOYEES BY PROFESSIONAL CATEGORY AND GENDER

Law 11/2018 GRI 102-8, 405-1

2019				2018		2017	
		AE	%	AE	%	AE	%
Managing Directors (M.D.)	W	59	24.3	48	20.2	43	19.4
	M	184	75.7	190	79.8	179	80.6
	Total	243	-	238	-	222	-
Senior Manager and Managers (S.M.& M.)	W	540	32.5	509	32.5	465	31.8
	M	1,124	67.5	1,055	67.5	998	68.2
	Total	1,664	-	1,564	-	1,463	-
Consultants (C.)	W	1,350	38.8	1,274	39.0	1,173	38.8
	M	2,130	61.2	1,993	61.0	1,850	61.2
	Total	3,480	-	3,267	-	3,023	-
Analysts (A.)	W	2,882	43.5	2,657	41.8	2,321	39.8
	M	3,747	56.5	3,706	58.2	3,510	60.2
	Total	6,629	-	6,363	-	5,831	-
% of employees by professional category	M. D.	2.0	-	2.1	-	2.1	-
	S.M.& M.	13.8	-	13.7	-	13.9	-
	C.	29.0	-	28.6	-	28.7	-
	A.	55.2	-	55.7	-	55.3	-

TABLE 4: CONTRACTS

Law 11/2018 GRI 102-8

4 A. Number of contracts and type

2019					2018		2017	
			AE	%	AE	%	AE	%
Indefinite	Full time	W	3,845	-	3,526	-	3,098	-
		M	6,792	-	6,529	-	6,078	-
		Total	10,637	88.5	10,055	88.0	9,176	87.1
	Part time*	W	837	-	808	-	750	-
		M	235	-	205	-	195	-
		Total	1,072	8.9	1,013	8.9	945	9.0
Temporary	Full time	W	129	-	121	-	134	-
		M	144	-	180	-	254	-
		Total	273	2.3	301	2.6	388	3.7
	Part time*	W	20	-	33	-	20	-
		M	14	-	30	-	10	-
		Total	34	0.3	63	0.6	30	0.3
Total employees			12,016	-	11,432	-	10,539	-
% indefinite contracts			97.4	-	96.8	-	96.0	-
% temporary contracts			2.6	-	3.2	-	4.0	-
% full time contracts			90.8	-	90.6	-	90.7	-
% part time contracts			9.2	-	9.4	-	9.3	-

(*) Part time also include employees with reduced working hours



EMPLOYMENT

4 B. Annual average of contracts by gender

2019				2018	2017
AE				AE	AE
Indefinite	Full time	W	3,750	3,206	2,877
		M	6,688	6,008	5,848
		Total	10,438	9,214	8,725
	Part time*	W	857	755	769
		M	237	195	186
		Total	1,094	949	955
Temporary	Full time	W	146	108	176
		M	169	189	271
		Total	314	297	446
	Part time*	W	27	28	22
		M	24	23	9
		Total	51	52	31

4 C. Annual average of contracts by age

2019				2018	2017
AE				AE	AE
Indefinite	Full time	< 30	2,751	1,983	1,306
		30 ≤ x ≤ 50	7,156	6,772	6,947
		> 50	531	459	472
	Part time*	< 30	65	47	19
		30 ≤ x ≤ 50	992	879	913
		> 50	38	24	24
Temporary	Full time	< 30	166	128	138
		30 ≤ x ≤ 50	142	163	298
		> 50	6	6	11
	Part time*	< 30	44	45	15
		30 ≤ x ≤ 50	7	7	15
		> 50	0	0	1

4 D. Annual average of contracts by professional category

2019			2018	2017	
AE			AE	AE	
Indefinite	Full time	M.D.	242	229	218
		S.M. & M.	1,543	1,385	1,334
		C.	2,994	2,589	2,513
		A.	5,660	5,011	4,243
	Part time*	M.D.	4	5	2
		S.M. & M.	108	105	103
		C.	446	393	418
		A.	537	447	432
Temporary	Full time	M.D.	0	0	0
		S.M. & M.	0	1	2
		C.	6	9	14
		A.	308	287	431
	Part time*	M.D.	0	0	0
		S.M. & M.	0	0	0
		C.	0	0	0
		A.	51	51	31

M.D.: Managing Directors

S. M. & M.: Senior Managers and Managers

C.: Consultants

A.: Analysts

(*) Part time also includes employees with reduced working hours



EMPLOYMENT

TABLE 5: NUMBER OF DISMISSALS BY GENDER

Law 11/2018 GRI 103-2

	2019	2018	2017
	AE	AE	AE
W	131	140	107
M	236	141	144
Total	367	281	251
% dismissals (*)	3.1	2.5	2.4

(*) Percentage of dismissals out of total number of employees dismissed by the company and group

TABLE 6: NUMBER OF DISMISSALS BY AGE

Law 11/2018 GRI 103-2

	2019	2018	2017
	AE	AE	AE
Up to 30	90	61	46
Between 30 and 50	228	186	182
Over 50	49	34	23
Total	367	281	251

Currency: euro

TABLE 7: NUMBER OF DISMISSALS BY PROFESSIONAL CATEGORY

Law 11/2018 GRI 103-2

	2019	2018	2017
	AE	AE	AE
Managing Directors	20	10	13
Senior Managers and Managers	68	36	57
Consultants	81	45	53
Analysts	198	190	128
Total	367	281	251

TABLE 8: AVERAGE REMUNERATION BY AGE AND GENDER

Law 11/2018 GRI 103-2, 405-2

		2019	2018	2017
		AE	AE	AE
Up to 30	W	25,260	24,183	24,135
	M	25,141	24,259	23,243
Between 30 and 50	W	37,988	37,476	37,210
	M	44,503	44,035	44,483
Over 50	W	52,237	55,467	57,769
	M	87,265	104,598	109,715

TABLE 9: SALARY GAP, REMUNERATION OF EQUAL OR AVERAGE JOB POSITIONS IN THE COMPANY

Law 11/2018 GRI 103-2, 405-2

		2019	2018	2017
		AE	AE	AE
Analysts	13	2.6%	2.8%	1.5%
	12	-0.7%	-0.9%	-1.1%
	11	-2.5%	-1.8%	-2.8%
	10	-0.9%	0.2%	0.5%
Consultants	9	1.2%	2.0%	2.2%
	8	1.9%	1.4%	0.3%
Senior Managers and Managers	7	1.6%	2.1%	1.5%
	6	4.2%	3.9%	3.5%
	5	3.7%	4.1%	1.7%
Managing Directors	4	6.8%	3.4%	2.1%
	3	5.7%	14.9%	13.0%
	2	13.1%	8.1%	7.3%
	1	5.2%	7.6%	11.8%

The data indicate the salary gap ratios.



EMPLOYMENT

TABLE 10: RATIO OF STANDARD INITIAL CATEGORY SALARY VS. LOCAL MINIMUM SALARY

GRI 202-1

Consolidated	2019	2018	2017
Accenture Minimum salary	12,600	10,813	10,500
Minimum inter-professional salary	12,600	10,303	9,908
Ratio	100.0%	104.9%	105.9%

TABLE 11: EMPLOYEES WITH DISABILITIES

Law 11/2018 GRI 405-1

2019			2018		2017	
	AE	%	AE	%	AE	%
W	33	27.3	22	23.2	20	27.0
M	88	72.7	73	76.8	54	73.0
Total	121	-	95	-	74	-
% of total employees	-	1.0	-	0.8	-	0.7

The percentage of compliance with the Law on Disability is supplemented by direct and indirect hiring and alternative measures



WORK ORGANIZATION

TABLE 12: NUMBER OF ABSENTEEISM HOURS

Law 11/2018 GRI 403-2

	2019	2018	2017
	AE	AE	AE
W	373,488	330,120	308,010
M	275,328	225,105	184,222
Total	648,816	555,226	492,232

TABLE 13: ABSENTEEISM RATE (%)

Law 11/2018 GRI 403-2

	2019	2018	2017
	AE	AE	AE
W	4.3	4.3	4.5
M	2.1	1.9	1.7
Total	3.0	2.8	2.7



WORK ORGANIZATION

TABLE 14: NUMBER OF EMPLOYEES USING PATERNITY/MATERNITY LEAVE

Law 11/2018 GRI 401-3

2019				2018		2017	
		AE	%	AE	%	AE	%
Maternity	W	240	-	251	-	243	-
	M	1	-	10	-	4	-
	Total	241	2.0	261	2.3	247	2.3
Paternity	W	0	-	0	-	1	-
	M	384	-	340	-	293	-
	Total	384	3.2	340	3.0	294	2.8
Maternity + Paternity	Total	625	-	601	-	541	-
	% (*)	5.20	-	5.26	-	5.13	-

(*) Percentage of maternity / paternity leaves out of total number of employees and group

TABLE 15: NUMBER OF EMPLOYEES RESUMING WORK AFTER ENDING THEIR MATERNITY/PATERNITY LEAVE

Law 11/2018 GRI 401-3

2019				2018		2017	
		AE	%	AE	%	AE	%
Maternity	W	239	-	251	-	241	-
	M	1	-	10	-	4	-
	Total	240	2.0	261	2.3	245	2.3
Paternity	W	0	-	0	-	1	-
	M	384	-	339	-	293	-
	Total	384	3.2	339	3.0	294	2.8
Maternity + Paternity	Total	624	-	600	-	539	-
	% (*)	5.19	-	5.25	-	5.11	-

(*) Percentage of maternity/paternity leaves out of total number of employees by company and group



WORK ORGANIZATION

TABLE 16: PERCENTAGE OF EMPLOYEES RESUMING WORK AFTER ENDING THEIR MATERNITY/PATERNITY LEAVE

Law 11/2018 GRI 401-3

2019			2018	2017
AE			AE	AE
Maternity	W	99.6%	100.0%	99.2%
	M	100%	100.0%	100.0%
	Total	99.6%	100.0%	99.2%
Paternity	W	na	100.0%	100.0%
	M	100.0%	99.7%	100.0%
	Total	100.0%	99.7%	100.0%

(*) Not applicable (na) because in 2019 the IT system was changed and this only distinguished between maternity leave (including only women) and paternity leave (only men)



HEALTH & SAFETY

TABLE 17: NUMBER OF ACCIDENTS

Law 11/2018 GRI 403-2

2019				2018		2017	
AE %				AE	%	AE	%
Sick leave	W	8	-	6	-	8	-
	M	7	-	4	-	3	-
	Total	15	50.0	10	35.7	11	40.7
W/O sick leave	W	12	-	13	-	11	-
	M	3	-	5	-	5	-
	Total	15	50.0	18	64.3	16	59.3
Fatal	W	0	-	0	-	0	-
	M	0	-	0	-	0	-
	Total	0	0.0	0	0.0	0	0.0
Total		30	-	28	-	27	-



HEALTH & SAFETY

TABLE 18: OCCUPATIONAL ACCIDENTS, FREQUENCY RATE

Law 11/2018 GRI 403-2

2019		2018	2017
		AE	AE
Occupational accidents (*)	W	20	19
	M	10	8
	Total	30	27
Frequency rate	W	0.17	0.23
	M	0.11	0.05
	Total	0.13	0.12
Average personnel	W	4,780	3,794
	M	7,117	6,222
	Total	11,897	10,016

(*) Number

Note: The formula used for this calculation is: Number of accidents divided between no. of hours worked x 200,000

TABLE 19: OCCUPATIONAL ACCIDENTS, GRAVITY RATE

Law 11/2018 GRI 403-2

2019		2018	2017
		AE	AE
Occupational accidents (*)	W	20	19
	M	10	8
	Total	30	27
Gravity rate	W	9.10	7.70
	M	5.30	2.68
	Total	6.78	4.58
Average personnel	W	4,780	3,794
	M	7,117	6,222
	Total	11,897	10,016

(*) Number

Note: The formula used for this calculation is: Number of days lost x 200,000 divided between no. of hours worked

TABLE 20: NUMBER OF DAYS LOST DUE TO OCCUPATIONAL ACCIDENTS AND ILLNESS

Law 11/2018 GRI 403-2

2019				2018		2017	
				AE	% (*)	AE	% (*)
Number of days lost due to illness	W	46,686	-	40,237	-	37,391	-
	M	34,416	-	27,497	-	22,371	-
	Total	81,102	0.38	67,734	0.36	59,762	0.33
Number of days lost due to occupational accidents	W	392	-	120	-	263	-
	M	340	-	22	-	150	-
	Total	732	0.03	142	0.00	413	0.02

(*) % of number of days lost compared to total number of days worked



COMPANY RELATIONS

TABLE 21: PERCENTAGE OF EMPLOYEES COVERED BY COLLECTIVE AGREEMENT

Law 11/2018 GRI 102-41, 407-1

2019		2018	2017
AE		AE	AE
Percentage of employees	100%	100%	100%

TABLE 22: PERCENTAGE OF TOTAL WORKERS REPRESENTED ON HEALTH & SAFETY COMMITTEES

Law 11/2018 GRI 403-1

2019		2018	2017
AE		AE	AE
Average employees represented. Total	5,904	4,824	4,133
Total employees (Average workforce)	11,897	10,986	10,016
Ratio (%)	49.6%	43.9%	41.3%



TRAINING

TABLE 23: TOTAL NUMBER OF HOURS TRAINING BY PROFESSIONAL CATEGORY

Law 11/2018 GRI 404-1

2019					2018			2017		
Accenture Spain					Accenture Spain			Accenture Spain		
		Training hours (A)	Total employees (B)	A/B (*)	Training hours (A)	Total employees (B)	A/B (*)	Training hours (A)	Total employees (B)	A/B (*)
Managing Directors	W	2,471	59	41.9	2,733	48	56.9	2,195	43	51.0
	M	7,094	184	38.6	9,545	190	50.2	9,399	179	52.5
	Total	9,565	243	39.4	12,278	238	51.6	11,594	222	52.2
Senior Manager and Managers	W	23,435	540	43.4	19,546	509	38.4	18,706	465	40.2
	M	45,767	1,124	40.7	40,636	1,055	38.5	44,000	998	44.1
	Total	69,201	1,664	41.6	60,182	1,564	38.5	62,706	1,463	42.9
Consultants	W	36,081	1,350	26.7	33,904	1,274	26.6	31,200	1,173	26.6
	M	61,211	2,130	28.7	55,823	1,993	28.0	48,121	1,850	26.0
	Total	97,292	3,480	27.9	89,727	3,267	27.5	79,321	3,023	26.2
Analysts	W	97,824	2,882	33.9	99,156	2,657	37.3	63,653	2,321	27.4
	M	109,493	3,747	29.2	120,671	3,706	32.6	118,507	3,510	33.8
	Total	207,316	6,629	31.3	219,827	6,363	34.5	182,160	5,831	31.2
Total	W	159,810	4,831	33.1	155,339	4,488	34.6	115,754	4,002	28.9
	M	223,564	7,185	31.1	226,675	6,944	32.6	220,027	6,537	33.7
	Total	383,375	12,016	31.9	382,014	11,432	33.4	335,781	10,539	31.9

(*) A/B Hours training between total number of employees



LENGTH OF SERVICE

TABLE 24: LENGTH OF SERVICE BY GENDER

GRI 102-8

GRUPO	2019	2018	2017
Women	8.1	7.8	8.1
Men	7.4	7.1	7.2
Total	7.7	7.5	7.5

Length of service in years

TABLE 25: LENGTH OF SERVICE BY PROFESSIONAL CATEGORY

GRI 102-8

GRUPO		2019	2018	2017
Managing Directors	Women	19.5	20.0	19.4
	Men	20.8	21.2	21.2
	Total	20.5	20.6	20.8
Senior Manager and Managers	Women	13.5	13.6	13.7
	Men	11.9	11.7	11.9
	Total	12.4	12.7	12.5
Consultants	Women	11.8	11.3	11.2
	Men	9.6	9.3	9.4
	Total	10.5	10.3	10.1
Analysts	Women	5.1	4.8	5.2
	Men	4.1	3.9	4.0
	Total	4.5	4.4	4.5

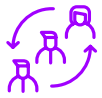
Length of service in years

TABLE 26: LENGTH OF SERVICE BY AGE BRACKET

GRI 102-8

GRUPO		2019	2018	2017
Up to 30	Women	1.7	1.5	1.6
	Men	1.8	1.7	1.8
	Total	1.7	1.6	1.7
Between 30 and 50	Women	9.9	9.8	9.7
	Men	8.9	8.7	8.9
	Total	9.3	9.2	9.2
Over 50	Women	18.9	17.9	18.6
	Men	17.9	17.2	17.5
	Total	18.4	17.6	17.9

Length of service in years



TURNOVER

TABLE 27: ROTATION OF EMPLOYEES

GRI 401-1

Average Rotation (%)		2019	2018	2017
		AE	AE	AE
% rotation	Total	18.2	18.6	14.2
By gender	Women	16.0	16.8	11.9
	Men	19.7	19.7	15.5
By age bracket	Up to 30	28.1	29.9	21.9
	Between 30 and 50	15.1	14.6	11.6
	Over 50	11.3	11.6	10.1

TABLE 28: ROTATION OF NEW HIRES

GRI 401-1

Average Rotation		2019	2018	2017
		AE	AE	AE
% rotation	Total	9.8	9.9	10.0
By gender	Women	9.5	8.8	9.3
	Men	9.9	10.6	10.4
By age bracket	Up to 30	10.3	11.0	11.3
	Between 30 and 50	9.6	8.7	8.2
	Over 50	4.8	0.0	10.0



PERFORMANCE

TABLE 29: PERCENTAGE OF EMPLOYEES WHOSE PROFESSIONAL PERFORMANCE AND DEVELOPMENT ARE REGULARLY ASSESSED

GRI 404-3

GRUPO		2019	2018	2017
Managing Directors	Women	100%	100.0%	100%
	Men	100%	100.0%	100%
	Total	100%	100.0%	100%
Senior Manager and Managers	Women	100%	100.0%	100%
	Men	100%	99.9%	100%
	Total	100%	99.9%	100%
Consultants	Women	100%	99.9%	100%
	Men	100%	99.8%	100%
	Total	100%	99.8%	100%
Analysts	Women	100%	100.0%	100%
	Men	100%	99.8%	100%
	Total	100%	99.9%	100%
Total	Women	100%	100.0%	100%
	Men	100%	99.8%	100%
	Total	100%	99.9%	100%



No. TRAINEES

TABLE 30: NUMBER OF TRAINEES

GRI 102-8

GRUPO		2019	2018	2017
Universities	University Internship	852	683	492
Occupational Training Centers	Vocational training	458	274	178
	Others	39	9	11
	Total Trainees	1,349	966	681



SUBVENCIONES

TABLE 31: SUBSIDIES IN TRAINING

GRI 201-4

	2019	2018	2017
	AE	AE	AE
Income	851,966.8	580,514.3	792,340.9
Expenses	145,702.9	62,737.7	116,274.7
Total	706,263.9	517,776.5	676,066.3

In euros



NEW HIRES

TABLE 32: NEW HIRES

GRI 401-1

		2019		2018		2017	
		AE	%	AE	%	AE	%
W	With experience	661	-	795	-	550	-
	W/O experience	455	-	384	-	320	-
	Total	1,116	40.3	1,179	40.7	870	35.05
M	With experience	792	-	866	-	844	-
	W/O experience	862	-	854	-	768	-
	Total	1,654	59.7	1,720	59.3	1,612	64.95
Total		2,770		2,899		2,482	

APPENDIX 2.3

INFORMATION ON ECONOMIC MATTERS

AE: Accenture in Spain



TABLE 1: DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

Law 11/2018, GRI 201-1

	2019	2018	2017
	AE	AE	AE
Direct generated economic value:			
Local turnover Spain	1,785	1,703	1,519
Profit obtained in Spain:			
After-tax profit	184	165	51
Economic value distributed: operating costs, salaries and employee benefits, payments to capital providers, payments to government (by country) and investments in the community	1,662	1,574	1,476
Tax paid on profits	20	13	0.4

Millions of euros



TABLE 2: PUBLIC SUBSIDIES RECEIVED

Law 11/2018, GRI 201-4

	2019	2018	2017
	AE	AE	AE
Tax deductions and tax credits	590,195	4,388,442	4,260,064
Subsidies			
Subsidies for investments, subsidies for research and development...	906,869	598,524	827,083
Awards			
Financial incentives			

In euros



TABLE 3: REVENUES BY INDUSTRIES

GRI 201-1

	2019			2018			2017		
	Revenues	Incrover 18	% Total	Revenues	Incrover 17	% Total	Revenues	Incrover 16	% Total
Communication, Media and Technology (CMT)	162,189	-5.9%	14.1%	172,335	11.0%	15.4%	155,234	6.9%	15.2%
Financial Services (FS)	404,566	3.4%	35.1%	391,122	4.8%	35.0%	373,041	1.0%	36.5%
Health & Public Sector (HPS)	50,603	2.4%	4.4%	49,431	17.0%	4.4%	42,262	-4.3%	4.1%
Products (PRD)	380,545	3.9%	33.1%	366,285	12.2%	32.8%	326,391	19.5%	32.0%
Resources (RSC)	153,085	12.0%	13.3%	136,626	9.9%	12.2%	124,347	18.2%	12.2%
Others	233	121.5%	0.0%	105	141.5%	0.0%	43	3.9%	0.0%
Totals	1,151,220	3.2%	100.0%	1,115,904	9.3%	100.0%	1,021,318	9.0%	100.0%

Thousands of euros

**TABLE 4: REVENUES BY BUSINESS AREA**

GRI 201-1

2019					2018			2017		
Business Areas	Sub-areas	Revenues	Incr over 18	% Total	Revenues	Incr over 17	% Total	Revenues	Incr over 16	% Total
Technology	Application Outsourcing	365,703	-3.3%	-	378,053	5.3%	-	358,922	11.1%	-
	Infraestructura Outsourcing	129,083	29.6%	-	99,563	-4.8%	-	104,599	8.4%	-
	System Integration	211,495	7.3%	-	197,023	17.5%	-	167,644	30.5%	-
	Technology	706,281	4.7%	61.4%	674,639	6.9%	60.5%	631,164		61.8%
Operations	Business Process Outsourcing	114,803	0.8%	10.0%	113,870	1.8%	10.2%	111,902	-1.5%	11.0%
Strategy & Consulting	Consulting	289,084	2.6%	-	281,750	16.4%	-	242,070	0.9%	-
	Strategy	41,052	-10.1%	-	45,645	26.2%	-	36,182	1.0%	-
	Strat & Consult	330,136	0.8%	28.7%	327,395	17.7%	29.3%	278,252		27.2%
Totals		1,151,220	3.2%	100.0%	1,115,904	9.3%	100.0%	1,021,318	9.0%	100.0%

Thousands of euros

Data at extended group level. See section 1.1. of this report "Scope"

**TABLE 5: CONTRIBUTIONS TO ACADEMIC, CORPORATE AND CULTURAL INSTITUTIONS**

Law 11/2018 GRI 102-13, 203-2

2019			
	Type of entity	Number	Contribution
Accenture	Entities	57	621,956
	Non-profit	2	93,000
Accenture Foundation	Non-profit	50	491,314
		109	1,206,270

In euros

**TABLE 6: COMPANY PAYMENTS FOR TAX, RATES, SS CONTRIBUTIONS...**

Law 11/2018, GRI 201-1

2019	2018	2017
Items	AE	AE
Tax withholdings on personnel	127	118
Social Security payments (withholdings + company cost)	145	134
Indirect Tax (VAT)	150	149
Taxes, local taxes and rates paid	3	6
Corporation Tax	20	13


Millions of euros

APPENDIX 2.4

INFORMATION ON SUPPLY CHAIN

TABLE 1: NUMBER OF SUPPLIERS


Law 11/2018 GRI 102-9, 201-1, 204-1



	2019	2018	2017
Active suppliers	1,157	1,226	1,193
National	1,037	1,081	1,075
Foreign	120	145	118
% national	89.6	88.2	90.1
% foreign	10.4	11.8	9.9

TABLE 2: SUPPLIER EXPENDITURE

Law 11/2018 GRI 102-9, 201-1, 204-1



	2019	2018	2017
Expenditure on suppliers (€)	178,851,012	174,890,464	156,159,365
National	169,943,251	165,307,190	148,192,132
Foreign	8,907,761	9,583,274	7,967,233
Expenditure on suppliers (%)	100.0	100.0	100.0
National	95.0	94.5	94.9
Foreign	5.0	5.5	5.1

APPENDIX III

CONTENT OF NON-FINANCIAL INFORMATION STATEMENT

Explanatory note for this appendix: The information contained in this Appendix refers to Accenture, S.L., Tecnológica Ecosistemas, S.A. and Accenture Outsourcing Services, S.A.

INFORMATION REQUESTED UNDER LAW 11/2018 DECEMBER 28 th	PAGE OF THE REPORT PROVIDING THE RESPONSE *	REPORTING CRITERIA: SELECTED GRI
GENERAL INFORMATION		
A brief description of the business model that includes its corporate environment, organization and structure	19, 32, 33,34, 35, 36, 37, 38, 42	GRI 102-2 GRI 102-7
Markets in which it operates	32, 33, 34, 41, 152	GRI 102-3 GRI 102-4 GRI 102-6
Objectives and strategies of the organization	2, 3	GRI 102-14
Chief factors and trends that may affect its future evolution	40, 76, 77, 78, 79, 80, 81	GRI 102-14 GRI 102-15
Reporting framework used	6	GRI 102-54
Materiality principle	24 to 27	GRI 102-46 GRI 102-47
ENVIRONMENTAL MATTERS		
Management approach: description and results of the policies on these matters and the chief risks related to same and the group activities	22, 76, 77, 92, 93	GRI 102-15 GRI 103-2
General detailed information		
Detailed information on current and estimated effects of the company activities on the environment and health and safety	76, 77	GRI 102-15
Evaluation procedures or environmental certification	93	GRI 103-2
Resources dedicated to the prevention of environmental risks	129	GRI 103-2
Application of principle of precaution	93	GRI 102-11
Amount of provisions and guarantees for environmental risks	129	GRI 103-2
Pollution		
Measures to prevent, reduce or repair emissions that seriously affect the environment; taking into account any form of specific atmospheric pollution of an activity, including noise and light pollution	93, 96, 163	GRI 103-2 GRI 305-7
Circular economy and waste prevention and management		
Measures for the prevention, recycling, reutilization, other forms of recovery and disposal or waste	92, 97, 128	GRI 103-2 GRI 306-2
Actions to combat food waste	Non-material. Given the activity carried out by Accenture in Spain, this indicator is not considered material.	GRI 103-2 GRI 306-2
Sustainable use of resources		
Consumption and supply of water in accordance with local limitations	92, 125	GRI 303-1
Consumption of raw materials and measures adopted to improve efficient use of same	92, 95, 125, 159	GRI 301-1 GRI 301-3
Consumption, direct and indirect, of energy	93, 94, 126	GRI 302-1 GRI 302-3
Measures adopted to improve energy efficiency	94, 126	GRI 103-2 GRI 302-4
Use of renewable energy	126	GRI 302-1

INFORMATION REQUESTED UNDER LAW 11/2018 DECEMBER 28 th	PAGE OF THE REPORT PROVIDING THE RESPONSE *	REPORTING CRITERIA: SELECTED GRI
Climate change		
Greenhouse gas emissions generated as a result of the company's activities, including the use of goods and services it produces	127	GRI 305-1 GRI 305-2 GRI 305-3 GRI 305-4
Measures adopted to adapt to the consequences of climate change	96, 156	GRI 103-2 GRI 201-2
Goals for voluntary medium and long-term reduction to reduce greenhouse gas emissions and means implemented to this end	96, 127	GRI 305-5
Protection of biodiversity		
Measures taken to conserve or restore biodiversity	Non-material. None of the facilities of Accenture in Spain is located in protected areas.	GRI 304-3
Impacts caused by activities or operations in protected areas	Non-material. None of the facilities of Accenture in Spain is located in protected areas.	GRI 304-1 GRI 304-2
COMPANY AND PERSONNEL-RELATED MATTERS		
Management approach: description and results of policies regarding these matters and chief risks related to them and associated with group activities	22, 52, 53, 76, 77	GRI 102-15 GRI 103-2
Employment		
Total number and distribution of employees by country, gender, age and professional classification	130, 131	GRI 102-8 GRI 405-1
Total number and distribution of types of employment contract and annual average of indefinite contracts, temporary contracts and part time contracts by gender, age and professional classification	131, 132	GRI 102-8
Number of dismissals by gender, age and professional classification	133	GRI 103-2
Average remuneration and evolution disaggregated by gender, age and professional classification or equal value	133	GRI 103-2 GRI 405-2
Salary gap, the remuneration of equal or average company jobs	133	GRI 103-2 GRI 405-2
Average remuneration of officers and directors, including variable remuneration, per diems, compensation, payment into long-term saving schemes and any other collection disaggregated by gender	-	GRI 102-35 GRI 103-2 GRI 405-2
Implementation of job disconnection policies	65	GRI 103-2
Number of disabled employees	134	GRI 405-1
Work Organization		
Organization of working hours	65	GRI 103-2
Number of absenteeism hours	134	GRI 403-2
Measures designed to enable work-life balance and foster co-responsible exercising of same by both parents	65, 135, 136	GRI 401-3
Health & Safety		
Workplace health and safety conditions	66, 67, 134, 136, 137, 138, 166	GRI 403-1 al 403-3

INFORMATION REQUESTED UNDER LAW 11/2018 DECEMBER 28 th	PAGE OF THE REPORT PROVIDING THE RESPONSE *	REPORTING CRITERIA: SELECTED GRI
Occupational accidents, in particular their frequency and severity, together with occupational diseases; disaggregated by gender	136,137	GRI 403-2
Company relations		
Organization of social dialog including procedures to inform and consult personnel and negotiate with them	52, 53	GRI 103-2
Percentage of employees covered by national collective bargaining	138	GRI 102-41
Assessment of collective agreements, especially in the field of workplace health and safety	166	GRI 403-4
Training		
Policies implemented in training	60	GRI 103-2 GRI 404-2
Total number of hours training by professional category	138	GRI 404-1
Integration and universal accessibility for the disabled	62	GRI 103-2
Equality		
Measures adopted to promote equal treatment and opportunities between women and men	62	GRI 103-2
Equality plans, measures adopted to promote employment, protocols against sexual harassment and by reason of gender	61, 62, 63	GRI 103-2
Policy against any form of discrimination and diversity management	61, 62, 63	GRI 103-2
RESPECT FOR HUMAN RIGHTS		
Management approach: description and results of the policies on these matters and the chief risks of these matters with regard to group activities	22, 71, 76, 77	GRI 102-15 GRI 103-2
Application of due diligence procedures		
Application of due diligence procedures in human rights and prevention of the risks of infringing human rights and, if applicable, measures to mitigate, manage and redress possible abuses committed	70, 71, 103	GRI 102-16 GRI 102-17 GRI 410-1 GRI 412-1 GRI 412-2 GRI 412-3
Complaints from human rights infringements	71	GRI 103-2 GRI 406-1
Measures implemented to promote and comply with the provisions of the fundamental conventions of the OIT regarding respect for freedom of association and right to collective negotiation; the elimination of discrimination in the workplace and employment; elimination of forced or compulsory labor; effective abolition of child labor	71, 138, 166	GRI 103-2 GRI 407-1 GRI 408-1 GRI 409-1
FIGHT AGAINST CORRUPTION AND BRIBERY		
Management approach: description and results of the policies relating to these matters and the chief risks related to same and associated with group activities	22, 74, 75, 76, 77	GRI 102-15 GRI 103-2
Measures adopted to prevent corruption and bribery	74, 75, 104, 158	GRI 103-2 GRI 102-16 GRI 102-17 GRI 205-2 GRI 205-3

INFORMATION REQUESTED UNDER LAW 11/2018 DECEMBER 28 th	PAGE OF THE REPORT PROVIDING THE RESPONSE *	REPORTING CRITERIA: SELECTED GRI
Measures to combat money laundering	74, 75, 104, 158	GRI 103-2 GRI 102-16 GRI 102-17 GRI 205-2 GRI 205-3
Contributions to foundations and non-profits	84, 85, 144, 171	GRI 102-13 GRI 201-1 GRI 415-1
INFORMATION ABOUT THE COMPANY		
Management approach: the policies relating to these matters and the chief risks related to same and associated with group activities	22, 76, 77, 84, 100, 101	GRI 102-15 GRI 103-2
Company commitments to sustainable development		
The impact of the company activity on employment and local development	52, 84, 85, 86, 88, 100, 101, 144	GRI 103-2 GRI 203-2 GRI 204-1
The impact of the company activity on local populations and the territory	85, 86, 87, 89, 169, 170	GRI 411-1 GRI 413-1 GRI 413-2
Relations with agents in local communities and types of dialog with same	24, 25, 85, 86, 87, 89	GRI 102-43 GRI 413-1
Associative or sponsorship activities	91, 144	GRI 103-2 GRI 102-13 GRI 201-1
Subcontracting and suppliers		
Inclusion in the procurement policy of social, gender equality and environmental matters	103	GRI 103-2
Consideration of their social and environmental responsibility in relations with suppliers and subcontractors	103	GRI 102-9 GRI 308-1 GRI 414-1
Supervisory systems and audits, and results of same	103, 105	GRI 102-9 GRI 308-2 GRI 414-2
Consumers		
Measures for consumer health and safety	Non-material. The services we offer have no significant negative impact on the health and safety of clients as the business model is B2B and there exist no direct relations with consumers.	GRI 103-2 GRI 416-1
Claims, complaints received systems and resolution of same	In fiscal year 2019, no legal claims were received from any client via the formal claims channels established by the Legal Department.	GRI 103-2
Tax Information		
Profits obtained country by country	143	GRI 201-1
Tax on profits paid	144	GRI 201-1
Public subsidies received	143	GRI 201-4

* Note: the paging is common to the three Non—Financial Information Statements referring to Accenture, S.L., Tecnológica Ecosistemas, S.A. and Accenture Outsourcing Services, S.A.

APPENDIX IV

GRI CONTENT INDEX

GENERAL CONTENTS



For the Content Index Service, GRI Services has confirmed that the GRIIndex is clear and that the references for each item correspond to the sections indicated in the report.



For the SDG Mapping Service, GRI Services has confirmed that the contents included in the index has been compared with the SDG

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
GRI 101: Foundations 2016					
GRI 102: General contents 2016	PROFILE OF THE ORGANIZATION				
	102-1 Name of the organization		Pages 6, 18		✓
	102-2 Activities, brands, products and services		Pages 32, 33, 34, 42		✓
	102-3 Location of head office		Head office is located in Madrid (Torre Picasso)		✓
	102-4 Location of operations		Page 41		✓
	102-5 Ownership and legal form		Pages 6, 18		✓
	102-6 Markets served		Pages 32, 33, 34 / www.accenture.com/es-es/industries-index		✓
	102-7 Size of organization		Page 19		✓
	102-8 Information on employees and other workers	Goal 8	Pages 52, 130, 131, 132, 139, 141		✓
	102-9 Supply chain		Pages 100, 103, 105, 145		✓
	102-10 Significant changes in the organization and its supply chain		Page 42		✓
	102-11 Precautionary principle or approach		Pages 76, 78, 79, 80, 81, 93		✓
	102-12 External initiatives		Pages 24, 49, 50, 56, 57, 58, 59, 86, 87, 88, 89, 90		✓
	102-13 Membership of associations		Pages 24, 43, 90, 91, 144		✓
	STRATEGY				
	102-14 Declaration of senior-executive decision-makers		Pages 2, 3		✓
	102-15 Chief impacts, risks and opportunities		Pages 22, 23, 40, 76, 77, 78, 79, 80, 81, 105		✓
	ETHICS AND INTEGRITY				
	102-16 Values, principles, standards and codes of conduct	Goal 16	Pages 14, 68, 69, 70, 71, 72, 73, 74, 75, 83, 104		✓
			Code of business ethics		✓
			Corporate values		✓
			Codes of conduct for suppliers		✓
	102-17 Advisory systems and ethical concerns	Goal 16	Pages 69, 70, 71, 74, 75, 104 24/7 Business Ethics Line website		✓

GENERAL CONTENTS (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
GRI 102: General contents 2016	GOVERNANCE				
	102-18 Governance structure		Pages 16, 17		✓
	102-19 Delegation of authority		Functions of the Board of Directors (page 1)		✓*
	102-20 Responsibility of executive level for economic, environmental and social issues		www.accenture.es/leadership-global		✓*
	102-21 Consultation with stakeholders on economic, environmental and social issues	Goal 16	www.accenture.es/investor-relations		✓*
	102-22 Composition of highest governing body and its committees	Goal 5 Goal 16	www.accenture.es/leadership-governance		✓*
	102-23 President of highest governing body	Goal 16	Page 16		✓
	102-24 Appointment and selection of highest governing body	Goal 5 Goal 16	www.accenture.es/leadership-governance		✓*
	102-25 Conflicts of interest	Goal 16	Pages 16, 70		✓*
	102-26 Role of highest governing body in selecting objectives, values and strategy		Pages 16, 17		✓*
			www.accenture.es/ethics-compliance		✓*
	102-27 Collective knowledge of highest governing body		Pages 16, 17		✓*
			www.accenture.es/corporate-governance-guidelines – Characteristics of Board Members. (pages 2-3)		✓*

* Note: The review consists of confirming the information on the corporate governance of Accenture on a global scale referred to is public and responds to the relevant content.

GENERAL CONTENTS (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
GRI 102: General content 2016	102-28 Evaluation of performance highest governing body		www.accenture.es/corporate-governance-guidelines – Performance Evaluation (page 5)		✓*
	102-29 Identification and management of economic, environmental and social impacts	Goal 16	www.accenture.es/corporate-governance-guidelines – Functions of the Board of Directors (page 1)		✓*
	102-30 Effectiveness of risk management processes		2018 Proxy Statement and Notice of Annual Meeting – Risk Oversight (page 5)		✓*
	102-31 Review of economic, environmental and social issues		2018 Proxy Statement and Notice of Annual Meeting – Board Meetings and Committees of the Board (page 6)		✓*
	102-32 Role of highest governing body in preparing sustainability reports		Page 6		✓
	102-33 Communication of critical concerns		www.accenture.es/company-contacts		✓*
	102-34 Nature and total number of critical concerns		investor.accenture.com/		✓*
	102-35 Remuneration policies		www.accenture.es/corporate-governance-guidelines		✓*
	102-36 Remuneration calculation process		2018 Proxy Statement and Notice of Annual Meeting – Process for Determining Executive Compensation (pages 31-33)		✓*
	102-37 Involvement of stakeholders in remuneration	Goal 16	Summary of the 2019 Annual General Meeting of Shareholders of Accenture plc – Voting Results (page 1)		✓*
	102-38 Ratio of total annual remuneration			Confidentiality problems. The internal data confidentiality policies of Accenture do not allow disclosure of this information.	✓
	102-39 Ratio of the percentage increase in total annual remuneration			Confidentiality problems. The internal data confidentiality policies of Accenture do not allow disclosure of this information.	✓

* Note: The review consisted of confirming that the information regarding the corporate governance of Accenture globally referred to is public and responds to the relevant content

GENERAL CONTENTS (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
GRI 102: General content 2016	PARTICIPATION OF STAKEHOLDERS				
	102-40 List of stakeholders.		Page 25		✓
	102-41 Collective bargaining agreements	Goal 8	Page 138		✓
	102-42 Identification and selection of stakeholders		Page 24		✓
	102-43 Approach for the participation of stakeholders		Pages 24, 25		✓
	102-44 Issues and key concerns		Page 27		✓
	PRACTICES IN DRAFTING REPORTS				
	102-45 Entities included in the consolidated financial statements		Page 6		✓
	102-46 Process for defining contents of report.		Page 26		✓
	102-47 List of material issues		Page 27		✓
	102-48 Restatement of information		The information presented in this sustainability report follows the criteria of Law 11/2018, 28 December on non-financial information and diversity.		✓
	102-49 Changes to report drafting		The information presented in this sustainability report follows the criteria of Law 11/2018, 28 December on non-financial information and diversity.		✓
	102-50 Period review by the report		Fiscal year 2019 (from 1 September 2018 to 31 August 2019).		✓
	102-51 Date of last report		Fiscal year 2019 (from 1 September 2018 to 31 August 2019).		✓
	102-52 Cycle of report presentations		Anualmente		✓
	102-53 Point of contact for questions on the report		Page 6		✓
	102-54 Declaration of drawing up in accordance with GRI Standards		Page 6		✓
	102-55 GRI Table of Contents		Pages 152-173		✓
	102-56 External verification		Pages 6, 177-180		✓

MATERIAL ISSUES

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
ECONOMIC PERFORMANCE					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its limitations		Pages 26, 27		✓
	103-2 Management approach and components	Goal 8	Pages 19, 32, 33		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	Goal 5 Goal 8 Goal 9	Pages 19, 20, 21, 84, 85, 86, 88, 91, 143, 144, 145		✓
	201-2 Financial implications and other risks and opportunities from climate change			Not applicable. The activities carried out by Accenture are not directly affected by climate change nor contribute to it with the direct emission of greenhouse gases. Therefore, no financial consequences nor significant risks for the business are identified as a result of climate change.	✓
	201-3 Obligations of defined benefits plan and other retirement plans		www.accenture.com/es-es/careers/your-future-rewards-benefits		✓
	201-4 Financial assistance received from the government		Pages 142, 143		✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
PRESENCE IN THE MARKET					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 32, 33		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 202: Presence in the market 2016	202-1 Ratio of standard initial category salary by gender vs. local minimum salary	Goal 5 Goal 8	Page 134		✓
	202-2 Proportion of senior executives hired from local community	Goal 8	Irrespective of the person's local community Accenture promotes equal opportunities based on merit in the selection and promotion processes.		✓
INDIRECT ECONOMIC IMPACTS					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 32, 33, 44, 52, 53, 84, 100		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 203: Indirect economic impacts 2016	203-1 Investments in infrastructures and services rendered	Goal 5 Goal 9	Pages 32, 33, 34, 41, 82, 83, 85, 86, 88		✓
	203-2 Significant indirect economic impacts	Goal 8 Goal 17	Pages 52, 55, 56, 57, 58, 59, 85, 86, 88, 100, 102, 144		✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
PROCUREMENT PRACTICES					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 74, 75		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 204: Acquisition practices 2016	204-1 Proportion of expenditure on local suppliers	Goal 12	Pages 100, 101		✓
ANTICORRUPTION					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 74, 75		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 205: Anticorruption 2016	205-1 Operations evaluated by corruption-related risks	Goal 16	Page 74		✓
	205-2 Communication and training in anticorruption policies and procedures	Goal 16	Pages 74, 104		✓
	205-3 Confirmed cases of corruption and measures taken	Goal 16	In fiscal year 2019 no information was recorded on incidents involving corruption via the channels established by the Legal Dept.		✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
UNFAIR COMPETITION PRACTICES					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 74, 75		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 206: Unfair competition 2016	206-1 Legal actions related to unfair competition, antitrust or against free competition	Goal 16	In fiscal year 2019 no lawsuits were recorded for unfair competition, antitrust or against free competition via the channels established by the Legal Dept.		✓
MATERIALS					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 92, 93, 95, 99		✓
	103-3 Evaluation of management approach		Pages 26,27		✓
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Goal 8 Goal 12	Pages 92, 125		✓
	301-2 Inputs recycled	Goal 8 Goal 12	The paper we use at our facilities is 100 % ecological (chlorine-free), and 100% of the paper used by print suppliers has FSC and PEFC certification.		✓
	301-3 Products reutilized and packaging materials	Goal 8 Goal 12	Not applicable, given the activity of Accenture as a professional service supplier the organization does not sell products that use packaging materials.		✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
ENERGY					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 92, 93, 94, 99		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Goal 8 Goal 12	Pages 93, 94, 126		✓
	302-2 Energy consumption within the organization	Goal 8 Goal 12		Not applicable. Given Accenture's activity, energy consumption outside the Organization is not material, and there are therefore no current records of same.	✓
	302-3 Energy intensity	Goal 8 Goal 12	Page 126		✓
	302-4 Reduction of energy consumption	Goal 8 Goal 12	Pages 92, 94, 126		✓
	302-5 Reduction of energy requirements of products and services	Goal 8 Goal 12		Not applicable. Given Accenture's activity, energy consumption of products and services sold are not material, and there are therefore no current records of same.	✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
AGUA					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 92, 93, 99		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 303: Water 2016	303-1 Extraction of water by source		Pages 92, 125		✓
			The water supply of all Accenture facilities is from their respective municipal supply networks and wastewater is channeled to the public purification networks.		
	303-2 Water sources significantly affected by water extraction			Not applicable. Given the nature of Accenture, it is not considered relevant. Accenture does not capture water; the office supply is via the local water utility.	✓
	303-3 Recycled and reused water	Goal 8 Goal 12		Not applicable. Given the nature of Accenture it is not considered relevant. The Accenture facilities are offices and therefore the wastewater is disposed of in the municipal sewage network.	✓
BIODIVERSITY					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 93, 99		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
BIODIVERSITY					
GRI 304: Biodiversity 2016	304-1 Operations centers, own or leased or managed located within or adjacent to protected areas or high-value biodiversity areas outside protected areas			Not applicable. Accenture facilities are located in natural protected spaces or areas with unprotected high biodiversity. All our offices are located on urban land.	✓
	304-2 Significant impact of the activities, products and services in biodiversity.			Not applicable, No Accenture facilities are located in natural protected spaces or areas with high unprotected biodiversity. All our offices are located on urban land.	✓
	304-3 Protected or restored habitats.			Not applicable. This indicator is not deemed relevant as the organization has no significant effect (either by its presence, discharges or other effects) on protected or restored habitats.	✓
	304-4 Species that appear on the Red List of the UINC and national preservation lists whose habitats are located in areas affected by operations.			Not applicable, given Accenture's activities and the location of its offices there are no species in danger of extinction affected by operations carried out by the organization.	✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
EMISSIONS					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 93, 96, 99		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 305: Emissions 2016	305-1 Direct emissions of GHG (scope 1)	Goal 12	Page 127		✓
	305-2 Indirect emissions of GHG in energy generation (scope 2)	Goal 12	Page 127		✓
	305-3 Other indirect emissions of GHG (scope 3)	Goal 12	Pages 96, 127		✓
	305-4 Intensity of GHG emissions		Page 127		✓
	305-5 Reduction of GHG emissions GHG		Pages 93, 96, 127		✓
	305-6 Emissions of ozone-layer depleting substances (SAO)	Goal 12	Accenture's activity does not cause emissions of ozone-layer depleting substances		✓
	305-7 Nitrogen oxide (NOX), sulfur oxide (SOX) and other significant emissions into the atmosphere	Goal 12		Not applicable. As Accenture's activity takes place in offices, there are no significant emissions into the atmosphere de Accenture.	✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
EFFLUENT AND WASTE					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 92, 93, 97, 98, 99, 128		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 306: Effluent and waste 2016	306-1 Water disposal in accordance with quality and destination	Goal 12		Not applicable. Given Accenture's activity, no wastewater is disposed of except those produced in the offices which enter the municipal sewage network.	✓
	306-2 Waste by type and method of elimination	Goal 12	Pages 92, 97, 98, 128		✓
	306-3 Significant spillage	Goal 12	Spillage may occur only in the Data Processing Center located in La Finca and Malaga, which have generator sets. Annual consumption of these generators is estimated at 330 liters of diesel. Taking into account the dimensions of Accenture in Spain, this amount of fuel is not considered significant.		✓
	306-4 Transport of hazardous waste	Goal 12		Not applicable. Accenture does not transport, import or export hazardous waste. It has an authorized waste manager for the management of hazardous waste and bio sanitary waste from the medical service.	✓
	306-5 Bodies of water affected by spillage and/or runoffs			Not applicable. Accenture has no spillage from any of its facilities. All are located on urban land.	✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
REGULATORY COMPLIANCE					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Page 93		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 307: Environmental compliance 2016	307-1 Breach of environmental law and regulations	Goal 16	In fiscal year 2019 no sanctions were recorded for any breach of environmental regulations via the channels established by the Legal Dept.		✓
ENVIRONMENTAL EVALUATION OF SUPPLIERS					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 100 - 104		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 308: Environmental evaluation of suppliers 2016	308-1 New suppliers who were examined under environmental criteria		Page 103		✓
	308-2 Negative environmental impacts on the supply chain and measures adopted		Pages 103, 105		✓
EMPLOYMENT					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components	Goal 8	Pages 52, 53, 54		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 401: Employment 2016	401-1 New hires of employees and personnel rotation	Goal 5 Goal 8	Pages 52, 140, 142		✓
	401-2 Company benefits for full time employees not given to part time or temporary employees	Goal 8	Pages 64, 65		✓
	401-3 Parental leave	Goal 5 Goal 8	Pages 65, 135, 136		✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
RELATIONS BETWEEN WORKERS AND MANAGEMENT					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 52, 53, 54		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 402: Worker-company relations 2016	402-1 Minimum warning times for operational changes	Goal 8	Minimum notice times are in keeping with current law and the national agreement of consulting companies.		✓
HEALTH AND SAFETY IN THE WORKPLACE					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 66 -67		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 403: Health and safety in the workplace 2016	403-1 Representation of workers in formal worker-company committees on health and safety	Goal 8	Page 138		✓
	403-2 Types of accidents and frequency rates of accidents, occupational diseases, days lost, absenteeism and number of deaths by occupational accident or disease	Goal 8	Pages 134, 136, 137		✓
	403-3 Workers presenting a high incidence or risk of occupation-related diseases	Goal 8	Although our activities present no high risk of provoking specific illnesses, Accenture has measures for those professionals traveling to developing countries. This is to prevent possible risks after the trip.		✓
	403-4 Health and safety matters treated in formal agreements with syndicates	Goal 8	Health and safety matters covered by formal agreements with syndicates focus on occupational mortality and the working environment of our professionals.		✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
TRAINING AND EDUCATION					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and components		Page 60		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 404: Training and education 2016	404-1 Average hours training per employee	Goal 5 Goal 8	Pages 52, 55, 138		✓
	404-2 Programs to improve aptitudes of employees and assistance programs for the transition	Goal 8	Pages 54, 55, 60, 70		✓
	404-3 Percentage of employees who receive regular evaluations of performance and professional development	Goal 5 Goal 8	Pages 53, 141		✓
DIVERSITY AND EQUAL OPPORTUNITIES					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and components	Goal 5	Pages 61, 62, 63		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity in governance and employees	Goal 5 Goal 8	Pages 16, 52, 130 131, 134		✓
	405-2 Ratio of base salary and remuneration of women vs. men	Goal 5 Goal 8	Pages 133		✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
NON-DISCRIMINATION					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components	Goal 5 Goal 16	Pages 61, 62, 63		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 406: No discrimination 2016	406-1 Cases of discrimination and corrective action taken	Goal 5 Goal 8 Goal 16	Page 71		✓
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 52, 53		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers whose right to freedom of association and collective bargaining could be at risk	Goal 8	Pages 138 100% of Accenture employees are covered by the national collective agreement of consulting companies. Therefore, Accenture does not impede freedom of association and collective bargaining. Accenture subscribes the principles of the Global Compact		✓
CHILD LABOR					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Page 71		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk of child labor cases	Goal 8 Goal 16	Page 71		✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
FORCED OR COMPULSORY LABOR					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Page 71		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk of forced or compulsory labor	Goal 8	Page 71		✓
PRACTICES IN SECURITY ISSUES					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Page 71		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 410: Practices in security issues 2016	410-1 Security personnel trained in rights policies and procedures	Goal 16	Page 71		✓
RIGHTS OF INDIGENOUS PEOPLES					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Page 71		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 411: Rights of indigenous peoples 2016	411-1 Cases of infringements of the rights of indigenous peoples			Not applicable, Accenture's activity as a professional service provider is as the geographic environment in which we operate, it involves no relation with indigenous peoples	✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
EVALUATION REGARDING HUMAN RIGHTS					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Page 71		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 412: Evaluation of human rights 2016	412-1 Operations subject to reviews or evaluations on impact on human rights		Page 103		✓
	412-2 Training of professionals in policies and procedures related to human rights		Pages 70, 74		✓
	412-3 Agreements and significant investment contracts with clauses on human rights or subject to evaluation of human rights		Page 103		✓
LOCAL COMMUNITIES					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components	Goal 16	Page 84		✓
	103-3 Evaluation of management approach		Pages 26,27		✓
GRI 413: Local communities 2016	413-1 Operations with the participation of the local community, evaluations of impact and development programs		Pages 85, 86, 87, 89		✓
	413-2 Operations with significant negative impacts, real or potential, on local communities			Not applicable. The services offered by Accenture have no significant negative impact on local communities.	✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
SOCIAL EVALUATION OF SUPPLIERS					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 100 - 104		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 414: Evaluation of suppliers 2016	414-1 New suppliers who have passed the selection filters with social criteria	Goal 5 Goal 8 Goal 16	Pages 100, 103		✓
	414-2 Negative social impacts on the supply chain and measures adopted	Goal 5 Goal 8 Goal 16	Page 103		✓
PUBLIC POLICY					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 74, 75		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 415: Public policy 2016	415-1 Contribution to political representatives and/or parties		Accenture makes not contribution to political representatives or parties.		✓
HEALTH AND SAFETY OF CLIENTS					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 32, 33		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 416: Health and safety of clients 2016	416-1 Evaluation of impacts on health and safety of the categories of products or services			Not applicable. The services offered by Accenture have no significant negative impact on the health and safety of clients.	✓
	416-2 Cases of breaches relating to impacts on health and safety of the categories of products and services			Not applicable. The services offered by Accenture have no significant negative impact on the health and safety of clients and therefore there have been no breaches in this regard.	✓

MATERIAL ISSUES (CONT.)

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
CLIENT PRIVACY					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 32, 33		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 418: Client privacy 2016	418-1 Substantiated claims relating to breaches of client privacy and loss of client data	Goal 16	In fiscal year 2109, via the Accenture Security Operations Center channel, no significant claims relating to privacy and personal data leaks of clients have been recorded.		✓
SOCIO-ECONOMIC COMPLIANCE					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components	Goal 16	Pages 74, 75		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
GRI 419: Socio-economic compliance 2016	419-1 Breach of laws and regulations in social and economic matters	Goal 16	In fiscal year 2019 no significant sanctions have been recorded via the channels established by the Financial Dept..		✓
INNOVATION					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Page 44		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
ATTRACTING AND RETAINING TALENT					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 52, 53, 54, 60		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓

MATERIAL ISSUES

GRI STANDARD	CONTENT	SDG	PAGE/DIRECT RESPONSE/URL	OMISSION	EXTERNAL VERIFICATION
INFORMATION SECURITY AND CYBERSECURITY					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 82, 83		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
INTELLECTUAL PROPERTY					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Page 44		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓
DIGITAL TRANSFORMATION					
GRI 103: Management approach 2016	103-1 Explanation of material issue and its coverage		Pages 26, 27		✓
	103-2 Management approach and its components		Pages 32,33		✓
	103-3 Evaluation of management approach		Pages 26, 27		✓

APPENDIX V

PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

AREAS	PRINCIPLE	REFERENCE
Human rights	Principle 1 Companies must support and respect the protection of fundamental human rights, internationally recognized within their sphere of influence.	<ul style="list-style-type: none"> Committed to good governance and transparency (pages 68-83). Committed to our professionals (pages 52-67). Committed to society – Accenture Foundation - Free consulting (page 86) - Donations (page 88) – Volunteer work (page 89)
	Principle 2 Companies must ensure they are not complicit in any infringement of human rights.	<ul style="list-style-type: none"> Committed to good governance and transparency (pages 68-83). Committed to our professionals (pages 52-67). Appendix 4. GRI Content Index (pages 151-173).
Labor rights	Principle 3 Companies must support freedom of association and effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> 100 % of Accenture professionals are covered by the national collective agreement of consulting companies. Therefore, Accenture does not impede freedom of association and collective bargaining. Appendix 2.2. Information on social and personnel-related matters (pages 130-142)
	Principle 4 Companies must support the elimination of all forms of forced labor or labor under coercion.	<ul style="list-style-type: none"> Accenture has not identified any activities or operations of this nature. Accenture operates in Spain and is a professional services organization, so no potential risks are known of forced labor. In addition, Accenture subscribes to the principles of the Global Compact. Committed good governance and transparency (pages 68-83)
	Principle 5 Companies must support the eradication of child labor.	<ul style="list-style-type: none"> Accenture has identified no activities or operations of this nature. Accenture operates in Spain and is a professional services organization, so there exist no potential risks of child exploitation. Accenture subscribes to the principles of the Global Compact. Committed good governance and transparency (pages 68-83)
	Principle 6 Companies must support the abolition of discriminatory practices in the workplace and employment.	<ul style="list-style-type: none"> Committed to our professionals -Diversity (pages 61-63). Appendix 2. Non-financial indicators (pages 124-145). Appendix 4. GRI Content Index (pages 151-173).
Environment	Principle 7 Companies must maintain an environmentally-friendly preventive approach.	<ul style="list-style-type: none"> Committed to the environment (pages 92-99). Committed to the supply chain (pages 100-105). Appendix 2.1. Information on environmental matters (pages 125-129). Appendix 4. GRI Content Index (pages 151-173).
	Principle 8 Companies must promote initiatives that advance greater environmental responsibility.	<ul style="list-style-type: none"> Committed to the environment (pages 92-99). Committed to the supply chain (pages 100-105). Appendix 2.1. Information on environmental matters (pages 125-129). Appendix 4. GRI Content Index (pages 151-173).
	Principle 9 Companies must work towards the development and dissemination of environmentally-friendly technologies.	<ul style="list-style-type: none"> Committed to the environment (pages 92-99). Appendix 4. GRI Content Index (pages 151-173)
Anticorruption	Principle 10 Companies must combat corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> Committed to good governance and transparency (pages 68-83).

APPENDIX VI

INDEPENDENT VERIFICATION REPORT



KPMG Asesores, S.L.
Pº de la Castellana, 259 C
28046 Madrid

Independent Limited Assurance Report on Sustainability **Report of Accenture, S.L.**

(Free translation from the original in Spanish.
In case of discrepancy, the Spanish language version prevails.)

To the management of Accenture, S.L.:

We have been engaged by the Board of Directors of Accenture, S.L. (hereinafter Accenture) to provide limited assurance on the Sustainability report “Accenture: Committed to responsible business and sustainability. Spain 2019” for the fiscal year ended 31 August 2019 (hereinafter “the Report”). The information reviewed corresponds to the content in Appendix IV GRI content index of the report identified with the symbol “✓”.

Accenture Management responsibilities

Accenture management is responsible for the preparation and presentation of the Report in accordance with the *Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards)*, in its comprehensive option, as described in point 102-54 of the GRI content Index of the Report. It is responsible for compliance with the SDG Mapping Service, obtaining confirmation from the Global Reporting Initiative on the proper application of these. Management is also responsible for the information and assertions contained within the report; for determining Accenture’s objectives in respect of the selection and presentation of sustainable development performance, including the identification of stakeholders and material issues; and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

These responsibilities include the establishment of appropriate controls that Accenture management consider necessary to enable that the preparation of indicators with a limited assurance review would be free of material errors due to fraud or errors.

Our responsibility

Our responsibility is to carry out a limited assurance review and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements ISAE 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, and the Standard ISAE 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standard Board (IAASB); and with the Performance Guide on the revision of Corporate Responsibility Reports of the Instituto de Censores Jurados de Cuentas de España (ICJCE). These standards require that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatements.



We apply the International Standard on Quality Control 1 (ISQC1) and, in conformity with this Standard, maintain a comprehensive system of quality control including documented policies and procedures regarding the compliance with ethical principles, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the Internal Ethics Standards Board for Accountants, which is based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Procedures performed

Our limited assurance engagement has been carried out by means of enquiries of management and persons responsible for the preparation of information presented in the Report, and the application of analytical and other evidence gathering procedures. These procedures included:

- Verification of Accenture's processes for determining the material issues, and the stakeholder participation therein.
- Verification, through interviews with management and relevant staff at group level and selected business unit level, of the presence of sustainability strategy and policies and corporate responsibility to attend to material issues, and the implementation of these across the business of Accenture.
- Assessment of the consistency of the description of the application of Accenture's policies and strategy on sustainability, governance, ethics and integrity.
- Risk analysis, including searching the media to identify material issues during the year covered by the Report.
- Review of consistency of information comparing the Universal Standards with internal systems and documentation.
- Analysis of the processes of compiling and internal control over quantitative data reflected in the Report, regarding the reliability of the information, by using analytical procedures and review testing based on sampling.
- Review of the application of the Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards) requirements, in accordance with comprehensive option.
- Reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of Accenture.
- Comparison between the financial information presented in the Report and those included in Accenture's Annual Accounts audited by independent third parties.

Our multidisciplinary team included specialists in dialogue with stakeholders, and social, environmental and economic business performance

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less wide than a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is lower than that of a reasonable assurance engagement. This report may not be taken as an auditor's report.



Conclusions

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this Independent Assurance Report.

We believe that the evidences we have obtained is sufficient and appropriate to provide a basis for our conclusions.

Based on the procedures performed and the evidences obtained, nothing has come to our attention that causes us to believe that the Report has not prepared, in all material respects, in accordance with the Sustainability Reporting Standards of Global Reporting Initiative (GRI Standards), in its comprehensive option, as described in point 102-54 of the GRI content Index of the Report, including the reliability of data, adequacy of the reported information and the absence of significant deviations and omissions.

Purpose of our report

In accordance with the terms of our engagement, this Independent Assurance Report has been prepared for Accenture, S.L. in relation to its Sustainability Report: “Accenture: Committed to responsible business and sustainability. Spain 2019” and for no other purpose or in any other context.

Under separate cover, we will provide Accenture management with an internal report outlining our complete findings and areas for improvement.

KPMG Asesores, S.L.

(Signed on original in Spanish)

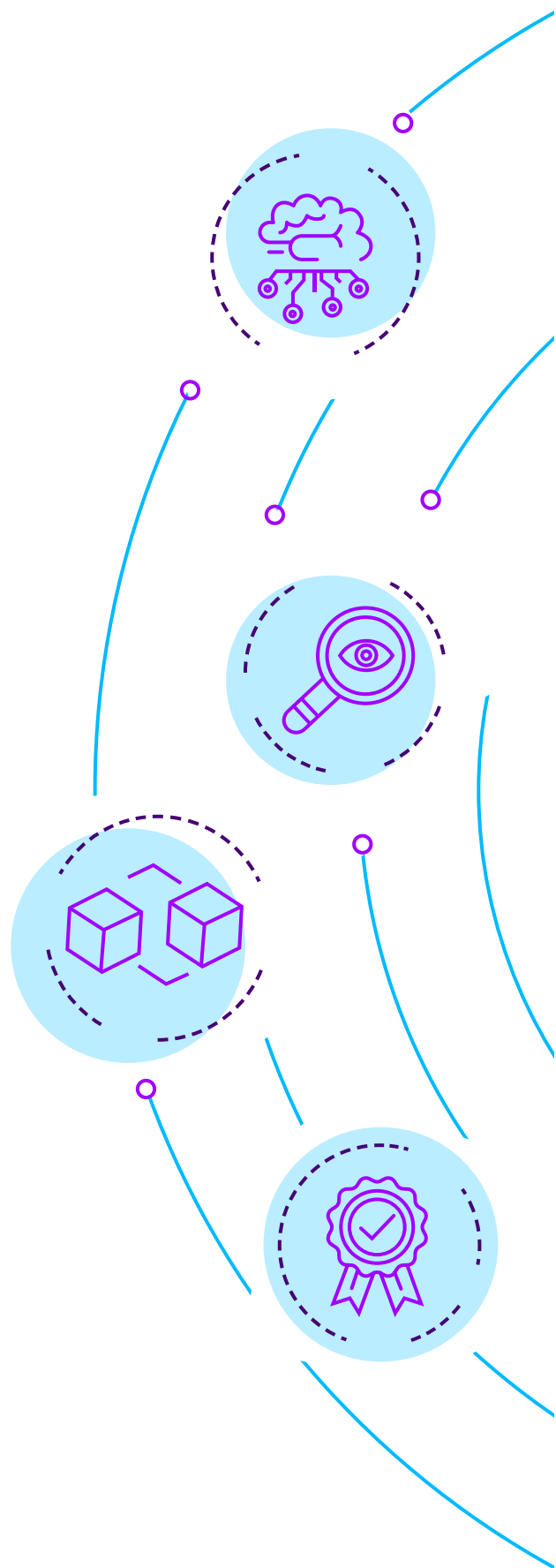
Patricia Reverter Guillot

19 December 2019

ABOUT ACCENTURE

Accenture is a global leader in professional services, offering a broad range of services and solutions in strategy, consulting, digital, technology and operations. By combining unmatched experience and specialized skills across more than 40 industries and all business functions – underpinned by the world’s largest delivery network – Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their shareholders. With approximately 492,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. To find out more, visit us at www.accenture.es.

To request further clarification of the information published or to make any suggestions regarding sustainability, the contact address is:
responsabilidad.empresarial@accenture.com



This is our **Report on our Progress** in applying the principles of the **United Nations Global Compact**.

We welcome any comments on the content.

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