

The Accenture logo, featuring the word "accenture" in a white, lowercase, sans-serif font with a small chevron symbol above the 'v'.

accenture

BUILDING A FUTURE OF SHARED SUCCESS

Corporate Citizenship
Report 2019



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On the cover: We are proud to have surpassed our goal to help 3 million people get the skills to change their lives. We are honored to feature some of the nearly 3.6 million people we have helped. Their determination is inspiring.

On this page: Bangladesh-based entrepreneur Anowara Akther Shuli got her start with help from Skills to Succeed partner Youth Business International and now owns two businesses.

A LETTER TO OUR STAKEHOLDERS

This is the decade of delivering on the promise of digital and technology—a time to redefine growth and work in new ways to help address the unprecedented challenges the world is facing—from the future of work and climate change to equality, human rights and responsible innovation.

It also promises to be the decade of shared success, with people, companies, governments, organizations and communities coming together to address these important issues. At Accenture, our more than 500,000 people are making a positive difference every day for our stakeholders—our clients, investors, partners and suppliers, as well as the communities where we live and work.

We are proud of the work we have done and know there is much more to do. In this report, we are pleased to share our progress this past year across the focus areas of the United Nations Global Compact.

Closing the skills gap in the digital economy. In 2015, we set a goal to equip more than 3 million people by 2020 with the skills to get a job or build a business. In 2019, we surpassed that mark, reaching nearly 3.6 million people.

Working toward our science-based target. We are the largest professional services company to have a goal approved by the Science Based Targets Initiative, including a commitment to reduce our scope 1 and 2 emissions 65% by 2025 from our 2016 baseline. To date, we have cut these emissions by more than 19%.

Going 100% renewable by 2023. In 2019, we committed to procuring 100% renewable energy across our global facilities by 2023. So far, we are at 26%.

Making progress on gender equality. We believe that the future workforce is an equal one and, by 2025, we will achieve a gender-balanced workforce. As of 2019, women comprised 44% of our workforce. We have also committed to grow the percentage of women managing directors to at least 25% worldwide by the end of 2020—and at the end of 2019, we were at 24%.

Supporting mental health and well-being. To continue to break the stigma surrounding mental wellness and to help our people prioritize their mental health, we created Thriving Mind, a holistic well-being program developed in partnership with Stanford Medicine and Thrive Global to help our people better manage stress.

Creating a barrier-free workplace. We have established an Accessibility Center of Excellence and a new Adjustment Request Tool to proactively address the assistive technology and equipment needs of our people with disabilities and enable them to succeed. Our goal is to increase our workplace accessibility to 100%. By the end of 2019, we reached 95%.

Cultivating a culture of responsible buying on a global scale. We work with our suppliers to advance key priorities—including environmental sustainability, human rights, inclusion, diversity and social innovation—and forge greater engagement and collaboration. Our goal was to get 75% of our key suppliers to disclose their targets and actions toward emission reduction. In 2019, we surpassed that goal with 77% of our suppliers disclosing their targets, and 82% disclosing the actions they are taking.

Embedding our core values in ethical infrastructure.

At Accenture, how we achieve success is as important as success itself. Our governance structure, Leadership Essentials, well-defined Code of Business Ethics and Conduct Counts program are all designed to help ensure that our people live our core values. Each year we commit to maintain over 90% completion rates for our Ethics & Compliance Training and in 2019, we reached over 99%. We are also incredibly proud to be recognized by Ethisphere as one of the World’s Most Ethical Companies for 13 years in a row.

In closing, I want to thank our people around the world for their ongoing support and collaboration. They make this progress possible. As mutual stakeholders in a sustainable future, we will only succeed if we all succeed.



Julie Sweet
Chief Executive Officer



Learn more about our continued commitment to the UN Sustainable Development Goals, the 10 principles of the UN Global Compact and the actions we are taking in our [UN Global Compact Index](#).

GOALS & PROGRESS AT A GLANCE

GOALS

Equip more than
3M
people by 2020
with the
skills
to get a job or
build a business

By 2025 reduce
our scope 1 and 2
**greenhouse gas
emissions by
65%**
from our 2016
baseline

Procure
**100%
renewable
energy**
in our locations
by 2023

**Gender-
balanced**
workforce by 2025

Grow our
percentage of women
**managing
directors**
to at least
25%
worldwide by the
end of 2020

Increase our
**workplace
accessibility to
100%**

Encourage
75%
of key **suppliers
disclosing**
their targets and actions
toward emissions
reduction by the
end of fiscal 2020

Maintain
90%+
employee completion
rates for **Ethics &
Compliance
training**



PROGRESS

In 2019, we surpassed
our goal, skilling
3.6M
people

To date, we have
cut our scope 1 and 2
**greenhouse gas
emissions by
more than
19%**
against our 2016
baseline

**26%
renewable
energy**
in our locations
in fiscal 2019

Our workforce was
**44%
women**
in 2019

By the end of 2019,
24%
of our
**managing
directors**
were women

We have reached
**95%
workplace
accessibility**
to date

In 2019
77%
of suppliers disclosed
their targets, and
82%
**disclosed
the actions**
they are taking

99%+
of our people completed
their **Ethics &
Compliance
training**
in fiscal 2019

[Learn more in Goals & Progress ↗](#)

DELIVERING SHARED SUCCESS

The decade to deliver on the UN Sustainable Development Goals

With 10 years left to achieve the [United Nations \(UN\) Sustainable Development Goals](#) (SDGs), it is clear that, collectively, we have more work to do. Our joint research with the UN Global Compact (UNGC), [CEO Study on Sustainability 2019](#), found that just 21% of CEOs believe business is playing a critical contributing role in advancing the SDGs.

We are now in the “decade to deliver,” and businesses must accelerate their action and collaborate in new ways with competitors and others. We are committed to playing our part. At Davos in January 2020, we announced [SDG Ambition](#), our partnership with the UNGC and SAP, to challenge and support companies in integrating the 17 SDGs into their core business and to make shared success a reality.



The time for increased commitment and action is now, and SDG Ambition is a bold and practical response to this timely and urgent call to action. We are proud to stand with the UN and SAP as partners in unleashing the massive potential for innovation and disruptive technology to help address and solve critical issues at speed and scale across the globe.”

Julie Sweet
Chief Executive Officer

Applying the SDGs to Accenture

This year, we refreshed our analysis of the SDGs, identifying the [four highest-priority SDGs and 10 supporting key targets](#) where we believe we can make the most significant contributions from our operations. Through this process, we have refined our prioritization and categorization in a number of ways. For example, our new analysis shows that SDG 12, Responsible Consumption and Production, captures our environmental priorities and our ability to impact outcomes more effectively than SDG 13, Climate Action. Additionally, we have identified a number of second-priority SDGs that are also relevant for Accenture.

The nature of our work means Accenture engages with a broad range of clients across the globe—as well as a large supply chain, ecosystem partners and others. The SDGs provide a shared language for us to talk to our clients and other stakeholders about the journey we are all taking. Looking ahead, we plan to continue our SDG analysis to consider how we can make the most significant contributions from our client work and our ecosystem of partners and suppliers.

Highest-priority SDGs for Accenture's operations

5 GENDER EQUALITY **8 DECENT WORK AND ECONOMIC GROWTH** **9 INDUSTRY, INNOVATION AND INFRASTRUCTURE** **12 RESPONSIBLE CONSUMPTION AND PRODUCTION**

Second-priority SDGs for Accenture's operations

3 GOOD HEALTH AND WELL-BEING **4 QUALITY EDUCATION** **6 CLEAN WATER AND SANITATION** **7 AFFORDABLE AND CLEAN ENERGY**

10 REDUCED INEQUALITIES **13 CLIMATE ACTION** **16 PEACE, JUSTICE AND STRONG INSTITUTIONS**

SDGs we may impact more indirectly

1 NO POVERTY **2 ZERO HUNGER** **11 SUSTAINABLE CITIES AND COMMUNITIES** **14 LIFE BELOW WATER** **15 LIFE ON LAND**

10 Most-relevant SDG targets for Accenture's operations

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

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

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

8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation...

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

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

9.2 Promote inclusive and sustainable industrialization...

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

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

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

17 PARTNERSHIPS FOR THE GOALS



We recognize that contributing to the SDGs requires strong collaboration between industries and beyond.

We are committed to engaging in global partnerships to contribute to SDG 17.

Accenture's Environmental, Social and Governance materiality matrix

We undertook a full refresh of Accenture's Environmental, Social and Governance (ESG) materiality matrix in 2019, to understand what emerging issues are gaining prominence, how important they are and how we should respond. This process generated the new materiality matrix we publish here and report against in our Global Reporting Initiative (GRI) Content Index. We capture the importance of our highest-priority ESG topics to our stakeholders and to our business on two separate axes to create a matrix we can present on a single page. This serves as a consistent framework for articulating our priorities and engaging with our stakeholders about the journey we are taking.

The Process: How we refreshed our ESG materiality matrix

Stakeholder inputs: We used specialist third-party software to undertake detailed benchmarking and analysis of emerging ESG issues in aggregated form across clients, competitors, partners and civil society, using artificial intelligence. We engaged with a broad range of external experts across our ecosystem, including clients, suppliers and partners, relevant nongovernmental organizations (NGOs) and academics to help us prioritize issues relatively and validate our articulation of these issues. We also mined existing stakeholder inputs, for example, the outreach we undertook in 2018 through the combined efforts of our Investor Relations, Corporate Citizenship and Legal teams, which involved reaching out to our top 50 shareholders to discuss our commitment to corporate citizenship and environmental-, social- and governance-related matters. We also invited 60,000 of our people across our geographic operations to prioritize the ESG issues Accenture should be addressing, as a further key input.

Business inputs: We engaged closely with our business leaders globally—both client-facing leaders and internal business function leaders. We asked them to prioritize our emerging material ESG issues and define them in the most resonant and relevant way in terms of priorities for Accenture to address.

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

IMPORTANCE TO BUSINESS

Note: Topics not included on this matrix are not considered relevant for our non-financial disclosures.

GRI Note: The outlined sections of the above matrix contain the most material non-financial topics in scope for reporting with the GRI Standards that are included in our [GRI Content Index](#). For each topic, our list of [definitions of material topics](#) references the specific Standards used as well as Management Approach information. This report has been prepared referencing the GRI Standards. For more information about these Standards, please visit the [GRI website](#).



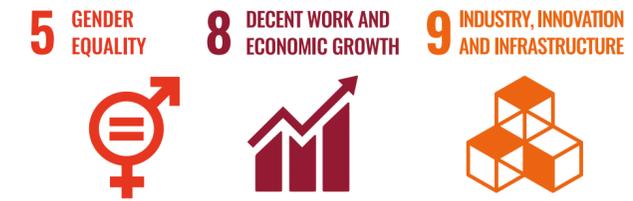
INNOVATING FOR SOCIAL IMPACT

A student at CoderDojo in Dublin sparks her interest in technology by experimenting with a robotics car.

In this chapter:

- **The Future of Work** p.11
- **Technology & Society** p.16
- **Digital Responsibility** p.19

High-priority SDG targets relevant for this chapter:



- 5.B** Enhance the use of enabling technology...to promote the empowerment of women
- 8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation...
- 8.5** By 2030, achieve full and productive employment and decent work for all women and men...
- 9.2** Promote inclusive and sustainable industrialization...
- 9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries...encouraging innovation...

Most-relevant Accenture ESG material issues:

- Responsible Innovation
- Talent Attraction, Retention & Development
- Inclusion, Diversity & Equal Opportunity
- Enabling Clients' Sustainability
- Data Privacy & Cyber Security
- Societal Impact

Relevant second-priority SDGs:





Digital innovation and the rapid adoption of new technologies are changing everything—the way people work, how they live—and what the future will look like.

As a global leader, we have a responsibility to leverage technology for good, and also to understand, anticipate and manage the consequences of the technologies we bring to our clients, our people and our communities. We are continually innovating to find new ways to put individuals at the center of what we do and are using our expertise to build a more-inclusive future in which everyone can thrive.

Together with our social impact partners and our clients, we are innovating to help people and communities around the world in the following ways:

- **The Future of Work:** We have surpassed our goal of skilling 3 million people by 2020, equipping nearly 3.6 million people with the skills to get a job or build a business. Through our Skills to Succeed initiative, we are addressing—at scale—the global need for skills that open doors to employment and economic opportunity.

- **Technology & Society:** We are using new technologies to address complex societal challenges in areas such as improving health outcomes, empowering communities and building inclusive businesses. With these technologies, we can create solutions that make a positive, lasting impact on people's lives in ways that were not previously possible.

- **Digital Responsibility:** Trust is critical for organizations, individuals and societies to innovate safely and grow confidently in the digital economy. We are committed to adopting—and to helping our clients adopt—new technologies, including artificial intelligence (AI), in an ethical manner, and to safeguarding the data of our clients, our company and our people.

Accenture volunteers teach students how to code at an Hour of Code event in Bengaluru, India.

THE FUTURE OF WORK

Jobs are fundamental to how people see themselves. Working gives us purpose and a sense of belonging, and can help define who we are as individuals. But the pace and scale of technological change are impacting the future of work—especially among vulnerable and marginalized populations. These groups are at risk of a double disadvantage due to structural barriers to education, financial security, job stability and limited access to skilling opportunities that could ease their transition ahead.

As routine, easily automated jobs are becoming obsolete because of technological progress, that same progress is creating entirely new jobs as well as a new problem: a global shortage of skilled workers. Businesses small and large urgently need to reimagine their workforce development programs, particularly for people in entry-level or mid-career jobs who spend a high proportion of time on automatable—and replaceable—activities. And, workforce development systems urgently need to expand offerings to support workers finding their first job or self-employment as well as job transitions in a rapidly changing economy.

We believe this pivotal moment creates a unique opportunity to build a more-inclusive future of work.

Skills to Succeed

Our Skills to Succeed initiative reflects Accenture's end-to-end commitment to the global workforce—from students to experienced workers adapting to the shifting landscape. We are proud that in fiscal 2019, we surpassed our goal to equip more than 3 million people by 2020 with the skills to get a job or build a business.

We are continually evolving Skills to Succeed to meet changing market needs and to support people throughout their career life cycle:

- **Workforce of today:** Experienced workers learning new skills
- **First jobs and apprenticeships:** Individuals preparing for a first job or business venture
- **Next generation:** Young students getting the skills they need to prepare for a digital future



Surpassed our goal of skilling

3M

people by 2020

By the end of fiscal 2019, we equipped nearly

3.6M

people with the skills to get a job or build a business

Workforce of today

Skills to Succeed is preparing the workforce of today for the workplace of tomorrow. Intelligent technologies such as AI and robotics are automating routine tasks and augmenting activities that involve social, emotional and cognitive skills. This shift means that workers need to build new technical and digital skills, while continuing to hone crucial skills such as empathy, communication, problem solving and a growth mindset.

This is easier said than done. Many workers struggle to find the time, funding, motivation and support to pursue this training. That is why we are creating new skilling solutions to supplement an employee's existing expertise with the tools they need to map out their future career pathways.

Inclusive Future of Work: Embracing new career pathways

Our Inclusive Future of Work initiative helps both people whose jobs face a higher risk of disruption from intelligent technologies such as AI, and also people who are facing the double disadvantage of being in jobs that will be disrupted by intelligent technologies and who are lacking the resources to navigate the transition ahead. We are working with partners around the globe to design, develop and pilot solutions that address the challenges these people face. Examples include:

Stay Nimble: Career coaching for everyone

According to a March 2019 study by software firm FreeAgent, in the United Kingdom, 22% of workers say they are stuck in a job because they do not know how to navigate a career change.

We partnered with UK-based social enterprise Stay Nimble on a digital career-coaching platform to help mid-career workers at risk of displacement envision new career pathways and build self-confidence to successfully make the transitions they seek.

The platform helps people prepare to find a new career by helping them discover their natural talents and transferable skills. From there, they can choose personalized approaches to develop new skills that support a transition into a new role, while connecting with experts for direction, guidance and support along the way.



London-based Maz Hoque had bounced from job to job—Stay Nimble helped him identify a new path that reflects his talents.

Smart Labour: Improving the digital skills of blue-collar workers in the United Arab Emirates

One of the first social innovation projects in the Middle East was our collaboration with Dubai-based organization Smart Labour to equip blue-collar workers in the United Arab Emirates with skills to be more productive. To help expand Smart Labour's impact, we developed an app using AI and blockchain technology. The app offers training in multiple languages and includes basic skills such as English literacy and conversational Arabic, job interview preparation and courses on Microsoft tools. By joining forces with Smart Labour, we helped the workers improve their quality of life and employment prospects, as well as had a long-term benefit to the economy. To date, more than 50,000 workers are registered on the app.

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First job and apprenticeships

According to a 2019 paper by the Chicago Apprentice Network, there are 7 million job openings in the United States, but only 6.1 million available workers. This is the first time that the number of openings has exceeded the number of unemployed. The problem for many people looking for jobs, though, is that they do not have the right skills to fill those open jobs.

Through training, internship and apprenticeship opportunities in the United States and other geographies—including at Accenture—we are working to close this skills gap, offering on-the-job experience and putting new skills into practice.

Apprenticeships: Leading an apprenticeship movement in North America

Professional apprenticeships can play a role in closing the skills gap by providing under-represented groups greater access to jobs in the digital economy and by reskilling workers whose jobs have been or will soon be disrupted by technology.

In 2019, we brought on more than 300 new apprentices in North America, bringing our total to 450 apprentices across 20 cities in Canada and the United States.

We are committed to connecting newly skilled people with permanent jobs—not just as a funder and strategic partner of workforce development nonprofits, but as an employer of under-represented groups. Expanding our talent pool through apprenticeships supports our ambition to be the most inclusive and diverse organization in the world.



Atlanta-based Application Support Associate Chance Rodnez and Chicago-based Platform Management Specialist Danica Lohja both changed their lives through our apprenticeship program.

Cisco and Quest Alliance: Collaborating to skill India's youth

We are working with Cisco and Quest Alliance to equip 1.5 million youth across India with self-learning and employability skills for the digital economy. Partnering with the Indian government, the digital skilling program aims to reach all students enrolled in industrial training institutes. By partnering with these institutes across several states, the program has skilled more than 100,000 people to date.

Using a blended learning curriculum, the program integrates the best of classroom and e-learning to provide employability skills training—including English, life and work skills, and retail customer interaction.

The classroom version of the program gives each student access to 200+ hours of in-classroom and digital training on digital skills, workplace readiness and career management skills. The online module is also optimized for mobile phones to support anywhere, anytime learning.

Next generation

Preparing the next generation of workers—those who will be the leaders of tomorrow—for success in the digital economy requires building critical skills early and encouraging continuous learning throughout every stage of life. Through skills-building activities designed for today's students, we aim to inspire belief in the power of technology and to foster the ability to wield it to improve the way the world works and lives.

CoderDojo: Inspiring an early interest in technology

Across the world, Accenture volunteers mentor primary and secondary school students by introducing them to coding through fun, hands-on computer science projects at our CoderDojos.

Since opening our first CoderDojo in Dublin in 2016, Accenture has established more than 45 Dojos across countries, including Brazil, Colombia, India, Mexico, the Philippines, South Africa, Spain and the United States. We have also helped the CoderDojo organization grow through our ecosystem partners such as Salesforce, creating a range of materials and a “Growth Partner Toolkit” that offers a detailed framework of best practices for setup, as well as an expansion guide for other organizations interested in getting involved.



Dublin-based Software Engineer Aisling Norris teaches young students like 11-year-old Zara Ilyas how coding can open up a world of possibilities.

Junior Achievement: Building the skills of the next generation

Our long-standing partnership with Junior Achievement (JA) has skilled nearly 706,000 young people to date.

Together, Accenture and JA provide young people with the knowledge and skills to own their economic futures. This year, more than 1,100 of our people volunteered with Junior Achievement across 15 countries. From teaching students about earning, spending and saving money to developing workplace and interview skills, Accenture people volunteered more than 4,000 hours to support the next generation of our workforce.

We also support JA’s Travel & Tourism Biz (TTBiz) program for high school students in Japan, Korea, the Philippines and Singapore. TTBiz is a six-month-long collaborative action program where students work on an assignment to create a tourist travel plan to Japan, targeted at international travelers by using virtual communication tools. The program also helps students develop skills for communicating with diverse groups while gaining a deeper understanding of their own cultures.



High school students participate in TTBiz.

TECHNOLOGY & SOCIETY

Skilling people to thrive in the digital economy is not enough. We believe in leveraging our expertise to harness technology to serve and strengthen the communities where we live and work.

Every day, our people turn technology into innovations to transform society at scale. Using emerging technologies, we can open a new world of opportunity for positive social impact, from gender equality and climate action to economic mobility and education.

Following are a few ways we innovate and explore new horizons with our partners, our people and our clients:

Changing health outcomes

US State of Ohio: Using big data to address infant mortality

According to the Centers for Disease Control & Prevention, the State of Ohio has one of the highest infant mortality rates in the United States. In 2017, approximately seven out of 1,000 babies died before their first birthday. The data also reveals deeper inequities: African American babies in Ohio are three times more likely to die before their first birthday than Caucasian babies.

To address this urgent public health issue, Ohio's state government partnered with us to turn data into action by identifying key risk factors for mothers and infants in Cincinnati, Cleveland and Columbus.

Working with the Ohio Department of Health and Department of Administrative Services, Accenture combined more than 200 data sets to develop a 360-degree profile of potentially at-risk mothers that allowed the team to identify opportunities for intervention at state and local levels. Leveraging big data analytics, data visualization techniques and human-centered design, the team identified unique underlying drivers, allowing for tailored interventions and more-effective programming.

In the first three months, the team identified more than 250,000 at-risk mothers and expectant mothers, and prioritized cases by risk level. Additionally, the team refined the data model, enhanced it with supplementary data sets, and subsequently conducted interviews and other activities with key stakeholders who serve at-risk mothers. This interdisciplinary approach allowed the team to provide the State of Ohio with turnkey intervention protocols it could put into action immediately.

Empowering communities

Closing the digital divide for Indigenous populations in Canada through blockchain

Many Indigenous communities in the Western Canada Sedimentary Basin live on reserve lands that sit atop or adjacent to oil and gas reserves. However, when negotiating their entitlements related to oil and gas royalties, Indigenous communities are often at a disadvantage and do not always receive their full entitlements to treaties, land use and natural resource

development—these uncaptured entitlements could represent millions of dollars in lost revenue, a potentially devastating loss for Indigenous communities that have limited economic development opportunities.

Blockchain technology has tremendous potential to build a renewed, more-transparent relationship between industry, governments and Indigenous communities by streamlining complicated financial and contractual relationships, as well as assuring the timely and complete fulfillment of Indigenous groups' entitlements.

Blockchain for Indigenous Rights International (BIRI) is a nonprofit that encodes and captures Indigenous entitlements for oil and gas royalties and other land-use issues in Canada and globally. BIRI believes that blockchain can provide a platform for Indigenous groups, industry and governments to transact in transparency and good faith. To help define how blockchain could work in these land-use contract negotiations, Accenture developed an ecosystem analysis and stakeholder engagement plan that provides BIRI with the guidance and tools to begin building relationships with Indigenous communities, industry members and government bodies.

Through this framework, BIRI can begin onboarding Indigenous communities and their counterparts onto a blockchain business network for oil and gas royalty and joint venture transactions. This helps to ensure that these Indigenous communities are aware of and receiving their full entitlements related to oil and gas development, as well as other economic development opportunities on their lands.

Social Innovators

Our Social Innovators initiative brings our people together with clients and ecosystem partners to tackle some of the world's most pressing issues. Inspired by the passion of our people for addressing global challenges and the ingenuity and leadership evidenced every day, Social Innovators is a platform for our people to hone their skills, connect with like-minded colleagues and experts inside and outside the company, and create new solutions to drive social impact.

We curate experiences for our people to build critical skills—such as human-centered design—and to put them into practice through innovation challenges and projects with clients and ecosystem partners.

For example, in Norway, our summer internship program pairs students and Accenture coaches with clients to create solutions to problems such as reducing plastics in shipping. In 2019, more than 50 interns teamed to develop innovative solutions with clients in industries ranging from public sector to health care, energy and transportation.



Accenture Development Partnerships participant Veronica Posada (center) leads a design thinking workshop in Bogotá as part of her project.

Accenture Development Partnerships

Accenture Development Partnerships delivers the power of Accenture's global capabilities and experience to address complex social, economic and environmental issues, positively impacting the lives of people in the developing world.

Our team has completed more than 1,600 engagements in more than 90 countries across areas such as health, gender, education, financial inclusion, humanitarian response, agriculture, water and energy access.

Our clients include leading nongovernmental organizations as well as foundations, governments, financial institutions and the private sector. Our aim is to deliver cost-effective solutions that help people at such a scale and level of impact that entire communities have an improved quality of life.

Explaining her recent project role, Bogotá, Colombia-based design experience analyst Veronica Posada, said, "Design for social impact has always been my long-term goal, so when the opportunity arose to join an Accenture Development Partnerships project and help women victims of conflict in my country, I didn't hesitate. Working on this project filled my heart."

Other examples of our recent Accenture Development Partnerships projects include our work with [Ocean Conservancy](#) and the [UK Department for International Development](#).

DIGITAL RESPONSIBILITY

As technology becomes ubiquitous, trust becomes paramount. To build—and maintain—trust in today’s digital age, businesses must use data and AI ethically across customer information, product development and workforce training.

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

Smarter AI: A responsible approach to AI

AI touches so many aspects of our lives that the decisions it makes creates real-world consequences. We define responsible AI as the practice of using AI with good intention in two ways: to empower employees and businesses and to fairly impact customers and society in a way that allows companies to build trust and scale AI with confidence. Through this thought process, we have continued to build on our unique Applied Intelligence approach, which combines AI with data, analytics and automation to transform businesses across every function and process, at scale.

When AI is designed within an ethical framework, prioritizing both humans and machines, it accelerates the potential for responsible collaborative intelligence in which human ingenuity converges with intelligent technology. This creates a foundation for trust with consumers, the workforce and society, and drives massive boosts in business performance that will unlock new sources of growth.

Building on our AI Fairness Tool launched in fiscal 2018, we conducted a landmark survey called AI: Built to Scale, which polled 1,500 C-suite executives in 12 countries from companies with a minimum revenue of US\$1 billion to understand how companies are maximizing AI. We also partnered with Northeastern University to create a framework for businesses to create AI ethics committees. With the growth of data and AI, businesses are faced with challenges to ethically collect, share and use data. Accenture also worked closely with the Singapore Personal Data Protection Commission on its Model AI Governance Framework.

Our [Innovation Hub](#) in London is focused on moving from AI to Applied Intelligence across the professional landscape. From identifying financial crime to assisting the elderly with independent living, the Innovation Hub is using AI to make impacts across the business spectrum.

We have also developed a set of responsible AI requirements that serve as the blueprint for companies looking to embrace a responsible AI operating model. Based on each company’s customized principles and requirements, we offer suites of tools to fast-track organizational adoption across all functions of the business.

The power of partnership is key to creating and incorporating AI into programs in a way that creates real value across organizations.

Data privacy: A cornerstone of trust in the digital age

Safeguarding the data of our clients, our company and our people is one of our most important responsibilities. We are continually evolving our approach to information security and data protection, identifying new threats and driving appropriate behavior to reduce the likelihood and impact of attacks. Everyone at Accenture has a personal responsibility to demonstrate effective data management practices in accordance with our company policies, including our [Data Privacy Statement](#) and procedures.

We adhere to the highest and strictest standards for handling and protecting global privacy requirements, including upholding the European Union's General Data Protection Regulation (GDPR), which continues to be acknowledged through [ISO® 27001:2013](#) and [ISO® 27701](#) certifications from the British Standards Institution (BSI). Our Client Data Protection (CDP) program governs the stewardship of client information, and the CDP has defined management processes and controls in accordance with relevant privacy laws that we apply across our global business. BSI has recognized our work in this area, rating us as a "Role Model" (the highest rating) for all National Institute of Standards/U.S. Department of Commerce Cyber Security Framework categories. We also received the following endorsements:

- **Gartner:** Tied for first place in employee secure behaviors
- **CIS Controls:** Consistent or above peers and industries in benchmark rating
- **Cyber Essentials Plus certification**
- **NIST CSF:** Role Model across all 23 categories, highest-possible benchmark rating
- **UpGuard, SecurityScorecard and BitSight:** High ranks in maintaining a strong defense

In addition to deploying internal technologies, controls and practices that protect Accenture, our people and our clients, we deliver [comprehensive security solutions](#) spanning strategy development, risk management, cyber defense, digital identity, application security and managed security services to our clients.





CASE STUDY

US State of Georgia: Virtual reality (VR) for child welfare

Accenture leveraged VR technology to train child services caseworkers to keep children safe.

[Learn more ↗](#)

CLIENT CHALLENGE

[An average of nearly five children die every day from abuse or neglect in the United States.](#) It takes years for child welfare caseworkers to build the experience and confidence needed to make the tough decisions they face every day—decisions that have a profound impact on the safety and well-being of children and families. The Georgia Division of Family and Children Services (DFCS) sought to accelerate the pace with which its frontline workers hone their skills.

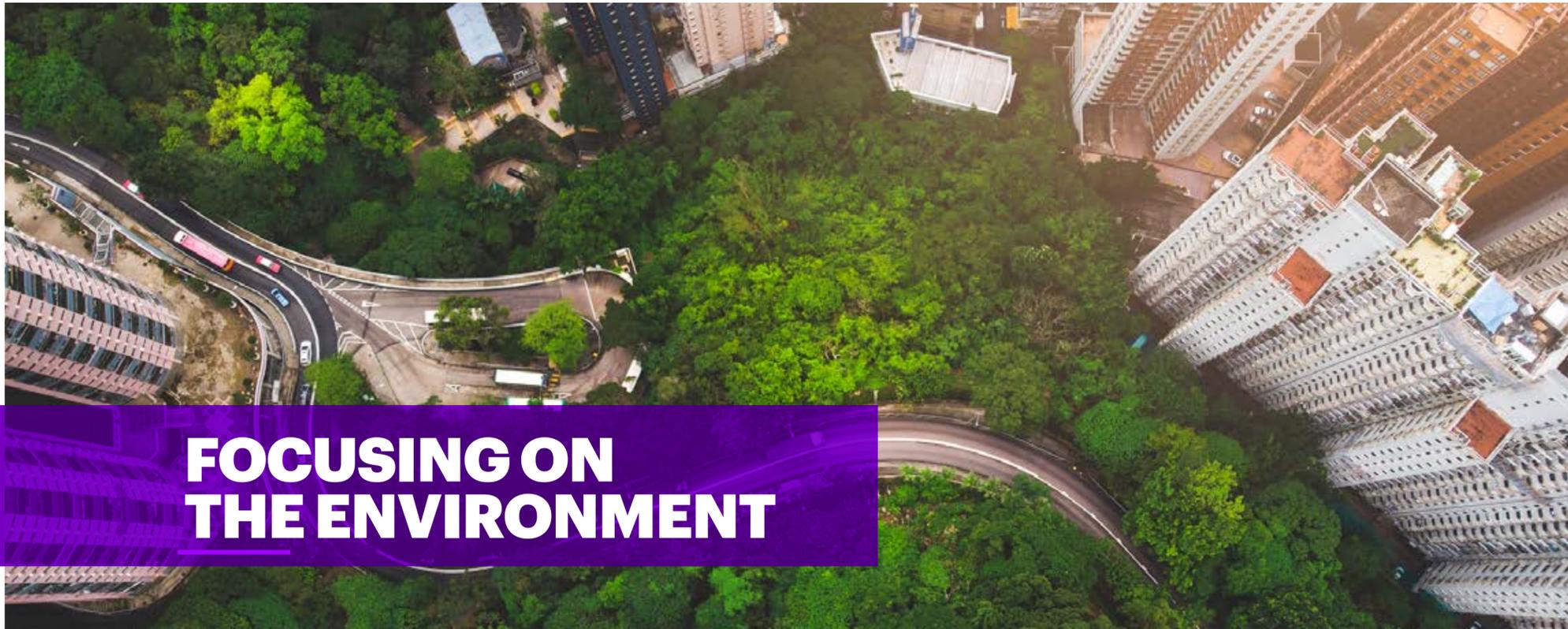
SOLUTION

Accenture developed the Accenture Virtual Experience Solution (AVenueS), a learning method that harnesses the power of immersive VR to reimagine professional development for the front line in human services. AVenueS incorporates interactive storytelling and experiential learning into caseworker training programs and utilizes breakthrough technology where the user’s voice completely controls the experience.

Georgia DFCS partnered with Accenture to pilot AVenueS as supplemental training for its child welfare workers and supervisors. Through VR, users are transported into real-world scenarios where they practice making tough decisions in stressful situations. Followed by a carefully curated seminar, users work together to evaluate their approach and increase their ability to observe and interpret human behavior.

RESULT

During the initial phase of the program, approximately 250 DFCS caseworkers and supervisors (15% of the Division’s frontline staff) completed the learning cycle. Preliminary feedback suggests the training should be incorporated into the new case manager training academy in the future. The State of Georgia sees much promise in this training platform as a way to improve decision making and child safety.

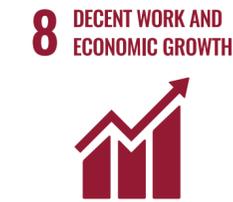


FOCUSING ON THE ENVIRONMENT

In this chapter:

- **Driving toward the Low-carbon Economy** p. 24
- **Reducing Our Footprint** p. 26
- **Engaging Our People** p. 29

High-priority SDG targets relevant for this chapter:



- 8.4** Improve progressively... global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation...
- 9.2** Promote inclusive and sustainable industrialization...
- 12.2** By 2030, achieve the sustainable management and efficient use of natural resources
- 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

Most-relevant Accenture ESG material issues:

- Climate Change & Carbon Emissions
- Enabling Clients' Sustainability
- ESG Management
- Responsible Buying
- Waste, including e-waste
- Water

Relevant second-priority SDGs:





Accenture volunteers gardened on a rooftop farm in New York City during our Northeast US Day of Service.

Climate change increasingly is affecting living and working conditions around the world, and now is the time to act. We are seeing impacts on the environment, our clients, our business, our communities and our people—and are committed to playing a leading role in the transition to a low-carbon economy through our actions.

Meaningful climate action requires collaboration between businesses, individuals, governments and non-governmental organizations. We are committed to enabling global cooperation among business leaders to achieve a low-carbon future. Together with our broad ecosystem of clients and partners, we are driving sustainable innovation and adoption of new standards that transcend market divides. This is reflected in our new Environmental, Social and Governance ([ESG materiality matrix](#)), which includes climate change and carbon emissions as some of the highest-priority issues for Accenture to address.

Accenture conducted the largest global assessment of business contributions to the United Nations Sustainable Development Goals (UN SDGs), evaluating over 1,000 CEOs in 99 countries representing 21 industries. The report, titled [The Decade to Deliver: A Call to Business Action](#), highlights attitudes about the role of business and progress in global sustainability and human rights.

Through partnerships, practice, research and innovation, we are working to increase awareness of sustainability solutions to grow understanding of the issues and change our business to address the climate crisis.

Our environmental strategy focuses on three areas:

- Driving toward the low-carbon economy with our clients and suppliers
- Reducing our own carbon emissions and other impacts such as waste generation and water use
- Engaging our people, leaders, partners and other stakeholders to lessen their environmental footprint

DRIVING TOWARD THE LOW-CARBON ECONOMY

Addressing the fast-changing and future realities of climate change is a priority for our clients and suppliers. We team closely with them to provide the right information to operate sustainably and lead the transition to a low-carbon economy.

We work with our suppliers and clients to reduce emissions across the supply chain, become participants in the circular economy, reduce our use of natural resources and manage waste in efficient ways. This is a long-term process that helps us build trust, lower costs and emissions, and leads to savings for Accenture, our suppliers and our clients.

Reducing greenhouse gas emissions

Client Carbon Savings program:

Creating solutions to cut carbon together

Our Client Carbon Savings program helps clients meet their business and sustainability goals by identifying emissions-reduction activities. It also helps us drive progress against our material issue of enabling clients' sustainability. In fiscal 2019, through our Energy Management-as-a-Service offering, we identified potential client savings of approximately 157,000 metric tons of CO₂ and implemented strategies to help clients save 491,000 metric tons of CO₂. Often our service offerings—for example those that help clients transition to the

cloud—also help reduce emissions. We are working with leading cloud providers to identify the best ways to measure our impact, and in fiscal 2020 will continue exploring new approaches to grow this program further.

Transportation transformation: Evolving to a greener fleet

Accenture worked with a major European telecommunications company to understand how its commercial vehicle fleet would need to evolve to meet its ambitious public greenhouse gas emissions reduction target. We built a scenario-modeling tool to simulate how deploying electric vehicles might impact the company's carbon footprint and operating costs relative to a "business as usual" fleet replacement cycle, taking into account various external market conditions such as vehicle market prices, government grants and fuel/electricity prices.

Our joint efforts resulted in board approval to move forward with detailed planning for a wholesale fleet transformation over the next decade.

Transitioning to the circular economy

The Circular Economy Handbook: Showing organizations how to innovate

The global climate crisis demands businesses move away from a “take, make, waste” system and instead implement the circular economy where waste is eliminated and resources are continually re-used. Our sustainability experts authored [The Circular Economy Handbook](#) to demonstrate the path to sustainable business.

Released in January 2020, the book includes learnings from analyzing 1,500 case studies—300 of which are featured in the book—to offer practical steps businesses can take toward circularity.

Managing waste

Plastics Policy Playbook: Tackling ocean plastic pollution

Each year, 8 million tons of plastic are dumped into the ocean, creating a crisis with significant global implications on the environment, the economy and ocean life—and it is going to get much worse unless something is done. To avoid an additional 250 million tons of plastic waste accumulating in the ocean by 2025, governments, corporations and nongovernmental organizations (NGOs) need to identify solutions to improve the economics of waste collection.

This is why the Ocean Conservancy commissioned Accenture Development Partnerships to help identify opportunities to remove plastics from the ocean.

Our report, [Plastics Policy Playbook: Strategies for a Plastic-Free Ocean](#), focuses on impactful public- and private-sector interventions to help tackle plastic pollution in parts of the world most affected by the crisis,

with a specific focus on improving the financing of waste collection in Southeast Asia.

The playbook offers high-priority measures to improve waste collection and to tackle ocean plastic pollution based on extensive engagement with key corporate and NGO players such as The Coca-Cola Company, Conservation International, Kimberly-Clark, Starbucks and the World Wildlife Fund.

Single-Use Plastic Reduction (SUPR):

Bringing sports and sustainability together

According to the Plastic Pollution Coalition, the typical American professional football game generates 80,000 pounds of trash, primarily consisting of single-use plastics. The year’s biggest game—the Super Bowl—was no different; however, sports fans were calling for action. Beginning in 2019 and culminating at the Super Bowl in Miami, Accenture worked in collaboration with Nexus and Ocean Global to develop SUPR, a program aimed at catalyzing sports teams to go plastic free.

The team at Hard Rock Stadium, host to Super Bowl LIV, used the SUPR playbook to inspire their phase-out of 99% of the game’s single-use plastic items and replace them with sustainable alternatives, which included compostable food ware from Footprint and reusable, recyclable aluminum cups provided by Ball Corporation. This was not a one-time change for the big game. All events held at the stadium moving forward will be 99% plastic free.

Together with our nonprofit ecosystem partners, we are making headway toward securing a sustainable future for us all.



REDUCING OUR FOOTPRINT

When it comes to our own global footprint, we follow the same advice that we give our clients and suppliers to systematically reduce our impact. We are committed to reducing our own emissions, taking action to build a circular economy and managing our water consumption.

Our commitments are brought to life through our forward-looking climate action goals, which include:

- **Going 100% renewable by 2023:** In 2019, we committed to procuring 100% renewable energy across our global facilities by 2023, joining the RE100, a global corporate leadership initiative bringing together influential businesses committed to 100% renewable electricity.

- **Working toward our science-based target:** We are the largest professional services company to have a goal aligning with the [Science Based Targets Initiative](#). Our target aims to reduce our absolute greenhouse gas emissions by 11% against our 2016 baseline by 2025, including a commitment to reduce scope 1 and 2 emissions by 65%, and a 40% per unit of revenue intensity reduction for scope 1, 2 and 3 emissions over the same time period.

To date, we have cut absolute emissions by 7%, reduced our scope 1 and 2 emissions by more than 19% and reduced our per unit of revenue emissions by more than 29%.

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

Multiple industry-wide external certifications, such as [ISO® 14001](#) demonstrate our commitment to running our business responsibly and sustainably and to integrating robust environmental practices into our operations. Accenture's Environment Management System is ISO® 14001-certified globally, and these sites serve as incubators for eco innovations such as installing smart meters in our facilities and piloting people-focused initiatives, such as our annual Travel Smart Challenge. To see our ISO®-certified locations and locations that use smart metering, visit our [Environmental Impact Map](#).

Reducing our emissions

Advancing energy efficiency and renewables

We advance energy efficiency across our real estate portfolio and cloud network year-over-year and invest in renewables to cover the remainder.

In fiscal 2019, in addition to our significant business growth, we reduced office electricity CO₂ emissions by 5,000 metric tons—the carbon equivalent of taking more than 1,100 vehicles off the road for one year.

As we do not own our office buildings, we work collaboratively with building management to find opportunities for energy savings. In fiscal 2019, we achieved a 5% improvement over the previous year. Since beginning our environmental journey in 2007, we have saved more than 1.94 million megawatt hours of electricity, more than 1 million metric tons of CO₂ and generated more than US\$258 million in energy savings.

We take a cloud-first approach to the way we operate, communicate and work across our global network. To date, 95% of our applications have moved off premise to more energy-efficient locations.

To improve energy efficiency across our network, we have shifted toward virtual servers, phased out of custom apps in favor of more efficient platforms and migrated from workstations to laptops at Accenture Technology Centers. These actions simultaneously have enhanced processing and storage practices, minimized our environmental impact through more-efficient work methods, and enabled our people to work anytime, anywhere to serve clients.

Across our entire energy footprint, we are more than a quarter of the way to our goal of procuring 100% renewable energy by 2023, with 26% of our energy coming from renewable sources in fiscal 2019. To accelerate our progress, we created a dedicated team to oversee our global power purchases, including implementation of our sustainability principles as applied to renewable energy. See our locations currently using renewable energy on our [Environmental Impact Map](#).

Tackling business travel

Due to the nature of our work, business travel makes up a significant part of our carbon emissions. Our efforts to lower emissions from travel are focused on influencing individual travel behaviors and making structural changes to our business.

In fiscal 2019, we accelerated our push to reduce travel intensity by applying the latest analytics to our travel data. We significantly evolved our enterprise-wide travel expense data collection utilizing enhanced visualization. This allowed our business leaders to evaluate and inform employee travel business decisions contributing significantly to travel-intensity reductions.

Progress in matching client needs with local staff, along with an increased use of collaborative technology, supported less air travel impact per person and improved work-life balance.



Since beginning our environmental journey in 2007, we have saved more than

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No Time to E-Waste

Fifty million tons of e-waste is created every year, valued at more than US\$60 billion, exceeding the GDP of most countries. If we continue at this pace, the amount of e-waste will more than double, reaching 120 million tons by 2050—or the equivalent weight of almost 330 Empire State Buildings every year.

While technological advances undoubtedly have improved the lives of people around the world, they also created a massive problem: exponentially increasing volume of e-waste. Most of the current global efforts to implement responsible closed-loop principles tend to focus on recycling. But the true issue is that products approach their end-of-life cycle so early in today's rapidly changing world. To derive maximum economic and societal value from enterprise technology, businesses need to shift efforts from recycling e-waste to strategies that prolong a product's life.

In our report, [No Time to E-Waste](#), we analyze the critical role the circular economy plays in enterprise technology. The report outlines best practices and solutions that players across the value chain can take to minimize e-waste and launch new business models.

In 2019, we realized a 1.7% reduction in per-person travel-related CO₂ emissions over fiscal 2018. In addition, we saw a 3.2% reduction in per-revenue travel-related CO₂ emissions over fiscal 2018.

Where feasible, we began shifting our methods of travel to less carbon-intensive options. For example, in France, we reconfigured our booking tools to prioritize train trips under 3.5 hours instead of flights. We are currently investigating similar options in Germany.

Assessing and disclosing climate-related risk

We agree with the [Task Force on Climate-related Financial Disclosures](#) (TCFD) that enhanced disclosure of climate-related financial risks improve financial impact assessments and support the transition to a low-carbon economy. Timely implementation is critical to deliver on the commitments of the 2016 Paris Agreement and keep global warming below 1.5°C.

Beginning in 2017, in accordance with TCFD guidelines, we updated our financial filings to strengthen our language on climate-related risks, and we included the fiscal impact in our most recent CDP response. These include the increasing frequency and severity of adverse weather conditions, which may have a negative impact on our people, facilities and operations.

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

For the fifth time since 2014, we received an “A” and were included on [CDP's Climate Change A List](#) of top-performing companies on environmental transparency and performance. A total of 179 companies—only 2% of the 8,400 companies that disclosed—were honored on the A List.

Taking action to build a circular economy

As an organization with more than 500,000 people, we are committed to managing our waste responsibly to build a circular economy. This includes reducing our electronic waste (e-waste) to landfill and innovating how we repurpose food waste and reclaim ocean plastics.

To improve how we manage our e-waste, such as laptops, desktops and servers, we recently evaluated our IT asset disposition providers and processes. As a result, we streamlined our relationships to focus on two global suppliers. Focusing has many benefits including increased oversight on what happens to our e-waste after it leaves our facilities and reduced risk so we can adhere to Accenture global policies and all relevant legal requirements for disposal.

Food waste is an area of innovation. For example, in India we partner with the Feeding India Foundation to divert unsold food from our office cafeterias to shelters around the country. In just six months, we grew the program from a pilot to reach 26 Accenture facilities in the region, distributing 100,000 meals, or 26,000 kilograms, to 100 shelters around the country.

We are always looking for ways to collaborate with our suppliers to find innovative ways to minimize waste and recycle. For example, in the United States, we are working with American Express to shift our corporate cards to a new offering that uses reclaimed ocean plastics as source material for the cards. More than 35,000 of our American Express corporate cards will be converted to the new Corporate Green Card. These green cards are made from 70% intercepted and upcycled marine plastic debris, collected from beaches and coastal communities, provided by Parley for the Oceans.

Managing water consumption

Although Accenture is not a water-intensive company, our scale alone means we need to address our water usage. We manage our consumption closely with a special focus on regions affected by water scarcity. In areas not affected by drought or water shortages, we still monitor our usage to identify opportunities for efficiency improvements. We work to minimize our use of water wherever feasible, including responsible use, re-use, management and discharge across our value chain.

To better understand the risks of today and tomorrow, we use the [World Resources Institute's Aqueduct tool](#) to understand potential water issues near our offices and clients around the world, including impacts to our local communities.

ENGAGING OUR PEOPLE

Now more than ever, people want to work for a company that shares their values. At Accenture, we challenge one another every day to be leaders in sustainability, making climate-smart choices at work, at home and in our communities. Our internal network of eco champions across nearly 70 countries promotes emissions reduction, climate mitigation, circular economy and biodiversity through a mix of virtual and in-person events, challenges and volunteer opportunities.

With more than 500,000 people around the world and a vast, cross-industry client and supplier base, the collective actions of our people, our clients and suppliers can have a multiplier effect on scalable solutions for climate mitigation and adaptation.

Innovating for the environment

We encourage and support our people to make real impact in the communities where they live and work. Examples include:

Challenging ourselves to be “Greener Than”

For the past eight years, we have launched a global environmental challenge on Earth Day as a fun way for our people to compete for the title of the greenest individual, idea or team at Accenture. In 2019, nearly 34,000 Accenture participants shared their eco knowledge and innovative ideas with colleagues on a gamified, internal platform to earn points while learning about Accenture's environmental programs and ways to travel more sustainably. Since fiscal 2012, Accenture has avoided more than 72,000 flights and almost 6 million ground transportation miles through our annual Travel Smart Challenge.

Greenest Idea winner Dallas-based Business Operations Associate Manager Elke Bacon said, “When working with new clients, environmental impact and performance should be on the checklist of topics to discuss. Working for an environmentally responsible company is important to me because it shows that Accenture cares about the impact we are making in this world, not only with the work we do but the carbon footprint we leave behind.”

When our people participate in the Greener Than Game, our offices have the chance to be winners, too. The two winning offices received funding to embark on the bold challenge of determining how to implement energy conservation solutions: Palas Iași, Romania, will be installing smart energy meters and motion sensor lighting with its winnings, which will help reduce their energy consumption, and Oklahoma City, United States, decided to use its prize money to install LED lighting.

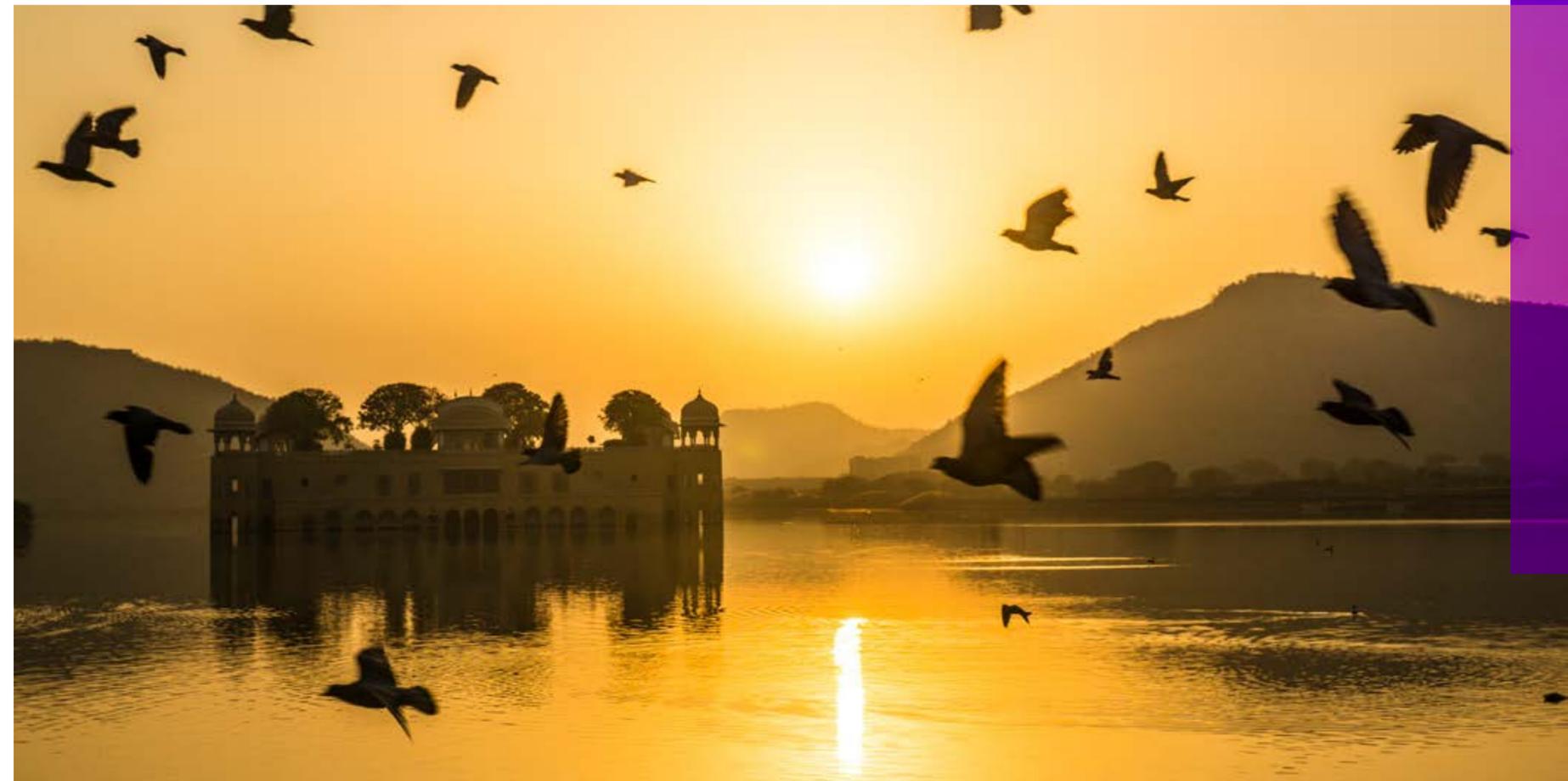
Driving awareness of vital ecosystems

India is a biodiversity hotspot and home to more than 1,300 species of birds. These birds play a vital role as pollinators and maintainers of ecological balance, but their natural habitats increasingly are under threat. In 2019, around 17,000 migratory birds were found dead in lakes around India.

To create more awareness about these birds and the impact human activities and climate change have on their ecosystem, Sanjay Podder, Accenture Labs managing director, partnered with the Bombay Natural History Society to design and develop its Internet of Birds web portal. The portal aids conservation efforts by providing a rich, dynamic repository of information on birds found in the Indian subcontinent and uses a crowd-sourcing approach allowing bird watchers to upload photos of birds they see to the platform. Sanjay's passion for birding, along with his observation that there is less interaction with nature among people in urban areas, drove him to develop this program so that future generations can have the necessary tools to appreciate and learn about nature.

Celebrating World Environment Day

In 2020, we will celebrate World Environment Day with a series of global virtual events. We will hold an eco-innovation challenge to find solutions to key climate-related problems with clients, start-ups, NGOs and other ecosystem partners. We will also encourage our people to participate in virtual volunteering opportunities to help map biodiversity or cloud patterns, and our annual Greener Than Game.





CASE STUDY

Metro de Madrid: Reducing energy costs and emissions

Accenture helped Metro de Madrid develop and implement a self-learning, artificial intelligence-based ventilation system that minimizes energy costs and keeps commuters cool.

[Learn more ↗](#)

CLIENT CHALLENGE

As the seventh-longest metro system in the world, 2.3 million commuters, on average, use Metro de Madrid's network of 294 kilometers of track and 301 stations every day. To help passengers stay cool inside stations, particularly during the hot summer months, Metro de Madrid operates 891 ventilation fans, which were consuming as much as 80 gigawatt hours of energy annually. Conscious of the need to save energy and reduce costs, Metro de Madrid was looking to keep station temperatures comfortable in the most efficient way possible.

SOLUTION

The Madrid Metro Ventilation experts worked with Accenture to develop a system that took inspiration from an unusual source: the coordinated foraging behavior of a bee colony. The system deploys an optimization algorithm that leverages vast amounts of data to explore every possible combination of air temperature, station architecture, train frequency, passenger load and electricity

price throughout the day. The algorithm uses both historic and simulated data, factoring in outside and below-ground temperatures over the next 72 hours. Because the algorithm uses machine learning, the system gets better at predicting the optimal balance for each station on the network over time.

RESULT

Metro de Madrid can easily monitor and manage energy consumption, identify and respond to system deficiencies, and proactively conduct equipment maintenance. The artificial intelligence-based system has enabled Metro de Madrid to reduce its energy costs for ventilation by 25% and cut CO₂ emissions by 1,800 metric tons annually. The self-learning ventilation system has also provided a major boost for city sustainability.



CREATING A TRULY INCLUSIVE WORKPLACE

Around the world, our people show their support for equality, including by marching at the local Pride parade in Cebu City, the Philippines.

In this chapter:

- **Accelerating Equality for All** p.34
- **Creating a Culture that Elevates Our People** p.39
- **Volunteering & Employee Giving** p.43

High-priority SDG targets relevant for this chapter:

5 GENDER EQUALITY **8** DECENT WORK AND ECONOMIC GROWTH



- 5.5** Ensure women’s full and effective participation and equal opportunities for leadership...
- 5.B** Enhance the use of enabling technology... to promote the empowerment of women
- 8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation...
- 8.5** By 2030, achieve full and productive employment and decent work for all women and men...
- 8.8** Protect labour rights and promote safe and secure working environments for all workers...

Most-relevant Accenture ESG material issues:

- Employee Well-being & Engagement
- Inclusion, Diversity & Equal Opportunity
- Talent Attraction, Retention & Development
- Working Conditions
- Responsible Innovation

Relevant second-priority SDGs:

3 GOOD HEALTH AND WELL-BEING **10** REDUCED INEQUALITIES





Accenture's technical architects are innovating solutions in Chicago.

Our more than 500,000 people around the world belong to a diverse, innovative global collective. They are some of our most important stakeholders and sources of differentiation.

To support our people—both inside and outside of work—we are focused relentlessly on equipping them with leading-edge technologies, opportunities for continuous learning and a supportive global community, so they can seize opportunities and solve challenges and help our clients, our businesses and our

communities in a time of unprecedented change. We strive to not only recognize but encourage each Accenture person's unique story, welcoming them as they are—the same person both inside and outside of work—and help them discover and develop each other's unique talents.

ACCELERATING EQUALITY FOR ALL

Accenture's commitment to our people and to accelerating equality for all has never been more relevant than it is today. Together, Inclusion, Diversity & Equal Opportunity is explicitly one of our highest-priority Environmental, Social and Governance (ESG) material issues and an intentional part of how we conduct business. Our unwavering commitment to inclusion and diversity enables us to attract, develop, inspire and reward top talent. It creates an environment that unleashes innovation, allows our people to perform at their very best, and underpins a culture in which everyone feels they have an equal opportunity to belong and build a career.

This commitment starts at the top with our Board, our executive chairman and our chief executive officer, and we expect leaders at all levels to help create and sustain a culture where everyone can fulfill their potential and thrive. Our areas of focus include gender; ethnicity; lesbian, gay, bisexual, transgender and intersex (LGBTI); mental health; cross-cultural diversity; persons with disabilities; religion and faith; and local focus areas.

Our programs in this space offer our people exciting and challenging opportunities to thrive and grow, helping them feel like they belong and creating a workplace environment where individuality, differences and the rich tapestry of experiences and backgrounds of our people are truly welcomed.

Gender equality

Gender equality, along with education and empowerment, are critical to driving innovation. Our research bears this out: [Getting to Equal 2019: Creating a culture that drives innovation](#), provides a guide for how organizations can create an inclusive environment that drives an innovation mindset—and, in turn, offers the opportunity to advance careers. The research shows that a culture of equality—the same kind of workplace environment that helps women advance to higher positions—is a powerful multiplier of innovation and growth, even more so than other factors that differentiate organizations, such as geography, sector or demographics. People's innovation mindset—their willingness and ability to innovate—is six times higher in companies with a robust culture of equality than in least-equal cultures. The research also shows that such an innovation mindset is 11 times greater when diversity is combined with a culture of equality, compared to companies where these are least common.

The research was launched at our 2019 International Women's Day celebrations, where we took this important opportunity to advance the conversation around equality for all by fostering open, honest and meaningful conversations. In addition to this groundbreaking research, we produced videos including our Chief Leadership & Human Resources Officer Ellyn Shook [discussing the importance of creating an environment where everyone feels they belong](#) and Chief Executive Officer Julie Sweet and Chairman, President & CEO-Duke Energy Lynn Good, [discussing powering business innovation](#).



By 2025,
we will achieve a
**gender-
balanced**
workforce

Accenture believes the future workforce is an equal one and has set bold goals to achieve gender equality. By 2025, we will achieve a gender-balanced workforce (for those whose gender is binary). We are well on our way to achieving a gender-balanced workforce. In 2019, women accounted for:



We have a robust suite of opportunities to help Accenture women grow in their careers, including:

- **Women in Technology Program:** Fast-tracks high-performing women toward high-demand, short-supply technology-based roles
- **Developing Our Women Program:** Connects junior, mid-level and senior-level women for networking and co-creating development plans for career advancement
- **Accenture Women's Network:** Across nearly 140 events globally, serves as a resource for our women to network, learn and grow in-person and online
- **Women's Executive Leadership Program:** Provides Global Management Committee sponsorship plus leadership-led collaboration and learning opportunities for senior women leaders

Building trust through transparency

In addition to publishing our workforce demographics annually—including gender—across key geographies, we disclose our gender pay gap data in the United Kingdom in line with government regulations. We strive to ensure that all our people are compensated fairly and equitably from the moment they are hired through the milestones of their careers at Accenture. We have a robust process in place to check for pay disparity, and if we find an issue, we fix it immediately.

In 2019, we announced our renewed commitment to the Employers for Pay Equity consortium, a group of companies that understands the importance of ensuring all individuals are compensated equitably for equal work and experience, and have the same opportunity to contribute and advance in the workplace. By participating in the consortium, we believe we can have a positive effect on our workforce and move the needle toward equal pay for all.

“

Accelerating equality in the workplace has never been more critical for driving innovation. If people feel a sense of belonging and are valued by their employers for their unique contributions, perspectives and circumstances, they are more likely to advance and feel empowered to innovate.”

Ellyn Shook
Chief Leadership & Human Resources Officer

Pride

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

Building on our [Getting to Equal 2019: Creating a culture that drives innovation](#), we published a new chapter focused on LGBTI workplace innovation which found that for LGBTI people the cumulative impact of diversity and culture in the workplace is magnified. The research shows that the innovation mindset is almost seven times higher for the LGBTI population in the most-equal cultures than in the least-equal ones.

We strive to provide identical employee benefits to same-sex and opposite-sex partners in all countries as law permits. To date, same-sex benefits are available in 92% of countries where legally possible and transgender transition benefits are available in 10 countries where the national health service does not cover transitioning.

Our Pride at Accenture community has more than 118,000 LGBTI Allies across more than 50 countries. We provide specialized training, networking support and mentoring for our LGBTI people and help ensure a workplace of equality every day. More than 1,000 people have participated in LGBTI Leaders Learning, an interactive training workshop hosted four times a year since 2012.

We are proud to be recognized as a corporate leader that supports LGBTI people and the broader community. In January 2019, Accenture, as part of a consortium of leading multinational companies (Deutsche Bank, EY, Mastercard, Microsoft, Omnicom and Salesforce) in collaboration with the World Economic Forum, signed a new initiative—the Partnership for Global LGBTI Equality. The initiative provides a platform to accelerate LGBTI workplace inclusion globally. The initiative, supported by the Office of the United Nations High Commissioner for Human Rights, includes a global call for companies to operationalize the UN Standards of Conduct to tackle LGBTI discrimination in the workplace by 2020.

Accenture people participated in 14 WorldPride events in 2019 and marched in more than 60 cities around the world to celebrate our pride and support equality.

Additionally, in fiscal 2019, we extended our voluntary Self-ID program to 18 more countries, improving our ability to identify opportunities to understand our diversity at different career levels, monitor trends in our LGBTI population and create new programs.

In Our Own Words

We launched a new video series that puts our people from across the globe front and center sharing their stories and perspectives on topics relevant to the LGBTI community.

The first videos of this ongoing series focus on inclusive language, understanding gender identity and gender expression, the importance of pronouns and what it means to be an Ally. The goal of the series is to educate our people and leaders on how to best support the LGBTI community, to understand the nuances of being LGBTI and to recruit Allies.

For example, this [video](#) shares how our people feel when we all come together.

Embracing differences and celebrating strengths

Isaac Tallerine, a client financial management analyst in Dallas shared, “I was originally born completely blind, up until about four years old, when I started getting a little bit of vision.

We call ourselves spreadsheet warriors in finance, so you have to be able to be a master of your shortcuts. I have to use the accessibility platform which is already built in to Microsoft. I use this tool to zoom in and out. The computer reads back to me and helps me navigate quickly.

Inclusion to me is more than just people with disabilities or different backgrounds. It’s just being open to anyone who has a different experience than you accepting it and having an open mind. To actually know someone you have to look past all the noise.”

Persons with disabilities

Our focus on enablement means we welcome people with different abilities. We provide access to technology and people-centric programs that allow persons with disabilities to achieve success in a barrier-free workplace. These include using artificial intelligence (AI) to create applications that improve accessibility for people with hearing- or sight-related disabilities. These efforts, which include public advocacy and the expansion of our internal accommodation programs, have raised our visibility among clients, candidates and third-party partner organizations.

The Enablement Council

Our commitment starts at the top with Chad Jerdee, executive sponsor, persons with disabilities initiatives and global head, responsible business, corporate sustainability and citizenship chairing the Enablement Council. The Council guides our decision making on all aspects of disability inclusion. It defines the enablement strategy to adopt, leads obtaining budget approval for defined projects, and tracks and reports on individual vertical progress and metrics.

Connecting and supporting our people with disabilities

In fiscal 2019, we updated 60% of our high-traffic global internal websites to be accessible and launched the Global Adjustment Request tool in Argentina, Brazil and the Philippines. This simplified online process provides all our people with disabilities access to accommodation support in an agile manner. The tool will be launched in other countries going forward.

We continue to create a safe environment for our people with disabilities to self-identify—as of early 2020, more than 7,200 of our people have self-identified. Simultaneously, our Disability Inclusion Champion network of nearly 27,000 brings our people, supporters and friends together regularly for networking, collaborating and mentoring.

Additionally, nearly 30 countries participated in the celebration of International Day for Persons with Disabilities in fiscal 2019.

Physically accessible Accenture locations increased to 95% at the end of fiscal 2019 from over 84% in 2018. Our goal to increase our workplace accessibility to 100% remains. In 2019, we launched our first Accessibility Center in the Philippines and have plans for more locations around the globe. The Accessibility Center is a space where persons with disabilities can interact with technology, demonstrating our accessible design leadership and best practices.

Abilities Unleashed

This year, we launched a global leadership development program, Abilities Unleashed, to enable our people with disabilities to feel empowered, plan their career journeys, build their network and collaborate across the company. The program began in Europe and will expand to other regions in fiscal 2020, bringing additional aspiring leaders into its fold.

In partnership with Disability:IN and AAPD (American Association of People with Disabilities), we initiated groundbreaking research—[Getting to Equal: The Disability Inclusion Advantage](#), which showcases the positive correlation between disability inclusiveness of an organization that embraces best practices for employing and supporting more persons with disabilities and its financial performance versus its peers.

The 45 companies that we identified as standing out for their leadership in areas specific to disability employment and inclusion had, on average over the four-year period, 28% higher revenue, double the net income and 30% higher economic profit margins than their peers.

Our analysis also revealed that US GDP could get a boost of up to US\$25 billion if more persons with disabilities joined the labor force. This untapped labor pool is vast. Based on a U.S. Bureau of Labor Statistics Jobs report (July 2019), just 33.9% of working age Americans with disabilities are employed versus 78% of those without a disability. This means there is an untapped talent pool of 10.2 million people. If just 1% of unemployed persons with disabilities joined the US labor force, the economy could see a boost of US\$25 billion GDP.

The report also indicates that previous studies show that beyond revenue, there are countless benefits of inclusion, including:

- Increased innovation.
- Improved shareholder value.
- Improved productivity.
- Improved access to supplier ecosystem.
- Improved market share.
- Enhanced reputation.

Ethnic diversity

We are committed to recruiting, retaining, developing and advancing racially and ethnically diverse talent and helping those individuals thrive in the workplace. Ethnic diversity within our company is critical to our success. It helps us drive creative and innovative solutions for our clients, and be more representative of the customer base our clients serve and the communities in which we work and live.

Examples of how we are putting our commitment into action include:

Drive: This is an eight-month learning and development program designed to enhance performance of US-based African American and Hispanic American non-executive consultants. Drive provides tangible resources and actionable coaching early on so that participants can build and grow a successful career at Accenture. It includes four key components:

- In-person meetings focused on their development and on building their Accenture network with key leaders
 - A virtual platform delivering information on key success factors, self-assessments and opportunities to engage their Career Counselor and key stakeholders in their development
 - Personal one-on-one career coaching
 - Eight-month learning journey: four months being mentored by an external partner and four months of internal learning
- **The African & Caribbean Network Accelerate Program:** In the United Kingdom, the African & Caribbean Network continued with its hugely successful annual Accelerate program that included a keynote talk from rap artist Akala, author of *Natives: Race and Class in the Ruins of Empire*. The program was followed by a lunch-and-learn session covering critical skills and guidance to Accenture colleagues inside and outside of the Network.
 - **Planning for Success Forum:** This sponsorship program for all US-based African American and Hispanic American managing directors is focused on increasing the representation of diverse managing directors at the most-senior levels. The program includes an individualized action planning approach to each leader's success, with in-person and virtual learning experiences. One of the key components includes pairing each participant with a sponsor for their local regional leadership team—creating accountability with our most-senior leaders for the success and progression of our diverse leaders.

Cross-cultural diversity

Cultural differences are a source of strength, agility and innovation. Understanding how to work in a cross-cultural environment is inherent in how we conduct business at Accenture, and in fact it is part of our [One Global Network](#) core value.

We believe multinational companies like ours benefit from bringing together people from many cultures with varied work experiences and different perspectives. Working in a cross-cultural environment helps us tackle strategic and organizational challenges.

Our GlobeSmart training program offers 24/7 online access to up-to-date information on global business effectiveness. The program includes tips on how to maximize value with a multicultural team and training provided by participants who have completed our GlobeSmart Expert Certification Program.

Inclusion & Diversity Excellence Awards

In June 2019, Accenture hosted our third annual global internal Inclusion & Diversity Excellence Awards, celebrating innovative programs, initiatives and people who help create a culture of equality. These awards recognize those who contribute to our vision of an inclusive workplace where all people feel like they belong, are valued, safe and willing to take risks and ignite innovation.

Teams and individuals were nominated across six categories—Client, Culture of Equality, High Impact, Innovation, Network and Champions. Winners included Detroit-based Human Performance Associate Director Sumreen Ahamad, who is driving

awareness and engagement on the topic of faith in the workplace. Said Sumreen, “I firmly believe that at the core of our inclusion efforts is the desire to untap potential. For me, that goes down to human dignity and the idea that by respecting and honoring all the parts that we each hold sacred, we create a sense of belonging.”

CREATING A CULTURE THAT ELEVATES OUR PEOPLE

At Accenture, the development and fulfillment of our people are the heart of everything we do. But we know it is not enough to just say it if we are to continue to inspire and attract exceptional people.

To achieve this, we are cultivating a culture that is grounded in the intention of connecting exceptional people to exceptional opportunities. We are shaping the future of our company by discovering, developing and inspiring a diverse collective of people and talent by:

- Building next-horizon skills and a continuous learning culture.
- Reimagining the employee experience to attract and retain the best talent.
- Accelerating equality for all, where people feel they belong.
- Being known for our leading-edge talent practices that unlock potential.
- Building responsible leaders at all levels that inspire trust and innovate with purpose.

Finding community at Accenture

Jonas Moses, a data management specialist in Seattle, grew up on the [Umatilla Indian Reservation](#) in northeast Oregon. When he first joined Accenture he felt was out of his element, but found that the [inclusive culture](#) at Accenture provided him with opportunity and confidence.

When Jonas found there was not a Native American Employee Resource Group in Seattle, he and colleague Travis Loiselle, a protective services senior analyst, started one.

This new group already has momentum, holding a donation drive supporting the Seattle Urban Indian community, volunteering at a student STEM Diversity Networking event and providing an opportunity for local Accenture people to learn more about Native American history.

Greater Than Awards

Our internal Greater Than Awards recognize the extraordinary work Accenture people do every day. Each year, thousands of teams around the world submit their stories of creativity, collaboration and innovation.

One of this year's winners was Sanketik, a dynamic tool that uses open source and cloud technology to produce sign language in its native form for video content. Through the solution, a sign-language video is added next to the original, so hearing impaired people can understand any video they choose—creating a connection to digital content previously inaccessible for this group.

“By solving this challenge for the hearing impaired, our team believes that we can do our bit to make the world a more-inclusive place,” said the Sanketik team.



Greater Than Award-winning Sanketik team celebrates their win with Chief Technology Officer Paul Daugherty.

We believe these experiences should be defined by listening to our people and co-creating the experience. By creating an environment where our people feel seen, safe and supported, they are more comfortable sharing how our organization can help them be their true selves—both inside and outside of work.

Investing in our people

How work gets done—inside and outside Accenture—is always changing. We are providing our people with the tools, skills and programs to be flexible so they can discover new talents and shift as the workforce keeps pace with the digital revolution. When our people are equipped for success, not only are they fulfilled in their career journey, but our clients, business and communities reap the benefits. Our Talent Attraction, Retention & Development material issue explicitly recognizes our skilling and upskilling responsibilities.

To help our people get the skills they need to meet our clients' changing needs, we invested US\$973 million in the development of our people in 2019. This included substantial investments in new skilling to help our people stay relevant in key areas such as cloud, AI and blockchain.

Supporting new skilling

Continuous “upskilling” is an Accenture imperative. We help our people gain upskilling and cross-skilling opportunities they need for future career success. Partnering with the business and our clients, we have helped our people learn in-demand skills, elevate their abilities through supportive training and participate in on-the-

job learning opportunities. Demonstrating our commitment to our people and new skilling, we issued a challenge to our people to innovate and automate their roles, with the promise to retrain them to take on new responsibilities.

One example of our commitment to those whose roles are impacted by technology is how Charlotte-based [Dorian Twiggs transitioned from mortgage underwriting to a test engineering role.](#)

Specialization at Scale program

Once people are newly skilled, with a workforce of more than 500,000 people, ensuring that we match people with the right skills with the right role with agility is essential. Through our Specialization at Scale program, we provide a robust and agile way to ensure that the right team, with the right skills, is ready to serve our clients. Using the power of AI, we help our people identify their skills and specializations, and then match them with project and career opportunities based on their current and aspirational skills.

Developing leaders at all levels

We believe that each individual has the potential to be a leader at Accenture. Developing leaders at all levels requires a special leadership DNA—one that cultivates a continuous learning mindset and innovation focus, the ability to inspire by example and the courage to adapt to the constant change around us.

We also use our Leadership Essentials to guide our behavior and embed doing business ethically and with integrity:

- Always do the right thing in every decision, every action.
- Care deeply for all our people, to help them achieve their aspirations personally and professionally.
- Live our unwavering commitment to inclusion and diversity.
- Exemplify client-centricity and a commitment to creating value.
- Lead with excellence, confidence and humility.
- Act as true partners to each other, to our clients, ecosystem and communities.
- Have the courage to change and ability to bring people along on the journey.

Durable learning

Successful learning is durable learning: learning that lasts. It's not enough to consume information—new information must be codified and stored in long-term memory so it can be accessed when we need to solve future problems and create future opportunities. We conduct both primary and secondary research to ensure we understand everything we can about how the adult brain learns. Through this research, we have defined a set of core principles that drive durable learning; these principles guide the design and delivery of all of our instructional programs.

We also teach these principles to help our people learn how to be great learners. By teaching the basics of learning science, we help our people maximize the energy that they invest in learning. Our people continue to tell us that they find this “learning-to-learn” content to be extremely helpful across both their professional and personal lives.

Performance Achievement

Our Performance Achievement experience, supported by patented technology, helps our people bring the best of who they are to what they do. Accenture people receive regular feedback on their performance and have the opportunity to provide feedback to their peers. By the end of fiscal 2019, our people had provided nearly 2.3 million instances of feedback to each other—critical to enabling a culture of performance.

Fostering Truly Human experiences

Working in a digital world enhances our productivity and empowers us to be more efficient, more productive and more connected, but the 24/7 connectedness can disrupt the way we care for ourselves.

At Accenture, we foster a Truly Human environment to help our people maintain and enhance their physical energy, mental focus, value and purpose. This reflects our commitment to caring deeply for our people and fostering an environment to help them achieve their aspirations and become their best selves—personally and professionally.

Culture Coaches

Our network of more than 750 “Culture Coaches” around the world partners Human Resources professionals with account leadership teams to drive positive culture and behavior changes, along with new habits, that support working in a Truly Human way within account teams. The program helps to create a culture of feedback that encourages our people to have more meaningful conversations.

Adopting new habits

We have identified with our people eight core habits to help people learn and grow, feel valued, respected, included, supported, purposeful, focused and energized:

- Prioritize and focus your time
- Take care of your body and mind
- Say thank you
- Set and respect boundaries
- Check in and listen
- Make time to learn
- Ask for feedback
- Share feedback

We launched these habits with our Culture Coach network, which is focused on enabling teams to bring these to life.

Acknowledging the importance of mental health

According to a 2019 World Mental Health Survey conducted in 29 countries globally, 350 million people struggle with depression, but eight in 10 employees do not seek treatment for mental health due to the stigma in the workplace.

We strive to continue to break the stigma surrounding mental wellness by fostering a workplace environment where people feel comfortable engaging in open, honest dialogue about mental illness and mental well-being, including in response to external stresses such as natural disasters and other world events.

Through our Mental Health Ally network, Allies serve as ambassadors and advocates who can help colleagues facing mental health challenges find the support they may need. Our Mental Health Ally network expanded to 4,500 members in over 20 countries in fiscal 2019.

Thriving Mind

Thriving Mind, a holistic well-being program developed in partnership with Thrive Global and Stanford Medicine, is addressing this mental health stigma by helping our people learn about the science behind their brain's response to stress and by providing tools and techniques to help them recharge wherever they are.

Thriving Mind identifies eight distinct patterns of thought and behavior—called biotypes—that people may experience when under negative stress. Thriving Mind helps to recognize these patterns and take action to recharge the brain and improve resilience.

The program includes a self-paced e-learning course, which will be available as global training in early 2020. In addition to this course, we also provide a Thriving Mind toolkit for managers that offers ideas on how to lead by example, support team members who are struggling, and create a safe and supportive environment to point colleagues to professional help.

Creating a healthy and safe workplace

Part of empowering our people to be at their best is helping to ensure rigorous health and safety programs for everyone at Accenture, including not only our people, but also visitors to our offices and employees working offsite as well. Working Conditions is one of our high-priority ESG material issues.

We have developed global internal standards for office safety and security, while also maintaining our [OHSAS 18001:2007](#) and the new [ISO® 45001](#) certification—a standard for occupational health and safety—in Brazil, India and Italy. We also support geographies currently working toward ISO® 45001 certification.

Additionally, we have updated several of our processes and technologies to align with international standards. These include global processes for the safety and security of persons with disabilities, which have been written and reviewed by external industry experts. Our corporate access and monitoring architecture helps ensure everyone in our offices is kept safe and secure, and that our data and the privacy of our people are protected.

Our Global Asset Protection (GAP) team is responsible for providing emergency assistance during work or business travel. GAP maintains a 24/7 Global Watch program to assist our people with security risks and health advice, and promotes awareness when our people travel to high-risk locations. In recent years, we added technical tracking resources to enhance our response and focus on the safety during crises.

VOLUNTEERING & EMPLOYEE GIVING

Volunteering offers our people the opportunity to make an impact that is personally meaningful to them in the communities where they work and live. Last year, we offered more than 3,600 local and virtual volunteering opportunities with nearly 950 nonprofits around the world.

Putting the world's vulnerable people on the map

In disaster situations, first responders rely on GPS to find and help vulnerable people. Without maps, aid could be delayed. Since 2015, nearly 5,000 Accenture volunteers globally have collectively made 500,000 edits to open-source maps, making it easier to reach more than 1.5 million people when they need assistance.

During our 2019 global mapathon in support of International Women's Day, 1,000 Accenture volunteers in nearly 50 cities put more than 100,000 buildings and 500,000 rural Tanzanians on the digital map in just one week, helping local NGOs locate women and girls at risk for gender-based violence, and offering those individuals access to safe houses, as well as effectively planning outreach programs.

Helping students across the world build STEM skills

For five years, our people from around the world have volunteered with Hour of Code, opening students' eyes to the possibilities of technology. This year, our people drove record participation, organizing more than 450 events and spending nearly 15,000 hours delivering classes across the globe.

Mobilizing for local impact

The 2019 fires in Paradise, California, in the United States, were one of the deadliest and most-expensive natural disasters in state history. Nivi Achanta, a San Francisco-based Accenture consultant, put together a team to help relief efforts on the ground. Nivi and seven colleagues coordinated logistics, served meals, managed donations and listened to the stories of displaced community members. The team identified key building blocks to scalable disaster response that can be replicated in future relief efforts. The team’s findings laid the foundation for a better cross-industry understanding of disaster solutions.

Releasing marine turtles in the Philippines

Pawikans, or marine turtles, are among the most endangered marine species in the world.

Since 2015, Accenture volunteers have worked with the Pawikan Conservation Center in Bataan to help release marine turtles to their natural habitat. Volunteer night patrols check on turtles that are laying their eggs and ensure their prompt transfer into hatcheries. To date, more than 600 volunteers have logged more than 10,600 volunteer hours.



Accenture volunteers help endangered marine turtles at the Pawikan Conservation Center.



CASE STUDY

Nippon Yusen Co., Ltd.: Financial inclusion for the maritime industry

A new smartphone app makes it easier for seafarers to send money to their families while away from home.

[Watch a video ↗](#)

Leadership from Accenture, MarCoPay, NYK and Citi join together at the media roundtable to announce MarCoPay.

CLIENT CHALLENGE

Shipping vessels are away from port for months at a time, which takes their crew away from their homes and families and makes it difficult to transfer funds back home. NYK, a world leader in the shipping industry, hoped to improve the lives of seafarers and their families by creating a more secure, safer and easier way to pay their crew through a new electronic currency platform called “MarCoPay” (which comes from the term “Maritime Community”). The goal was to also simplify payments for the ship captain and reduce the need for carrying large amounts of cash on board, which can pose safety and security risks.

SOLUTION

NYK’s vision for MarCoPay was brought to life through a partnership with Accenture, financial institution Citigroup and the Philippines’ Transnational Diversified Group, which encompasses more than 40 businesses across logistics, shipping agencies, crew supplies, travel, information and communication technology. Accenture’s digital technology

experts built a smartphone app to enable cashless on-board payroll, electronic payment and international money transfers. The app has robust security protections and can be accessed digitally without the internet. Each transaction is recorded offline or using low-speed internet and completed as part of batch processing that happens later.

RESULT

Launching in early 2020, MarCoPay allows seafarers to purchase daily necessities while on board, send money to their families at home and withdraw cash from ATMs at Citigroup banks around the world. The service will be expanded to include additional functions such as legal support, mortgage and other loan services, and insurance in the future. This innovative solution aims to revolutionize the shipping industry by financially empowering seafarers and their families.



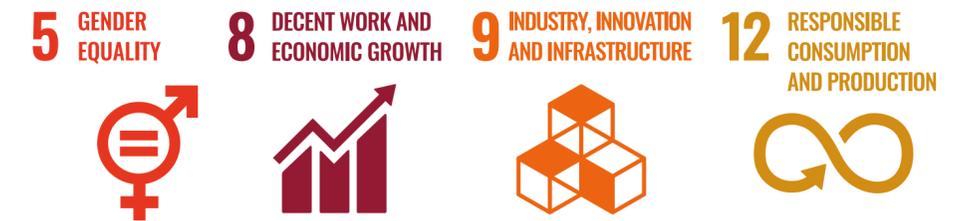
DEVELOPING A RESPONSIBLE SUPPLY CHAIN

Accenture was named Corporation of the Year by the Canadian Aboriginal and Minority Supplier Council for our work in Supplier Inclusion and Sustainability in Canada.

In this chapter:

- **Influencing the Culture of Buying** p.48
- **Driving Supplier Sustainability** p.50
- **Advancing Supplier Inclusion & Diversity** p.51

High-priority SDG targets relevant for this chapter:



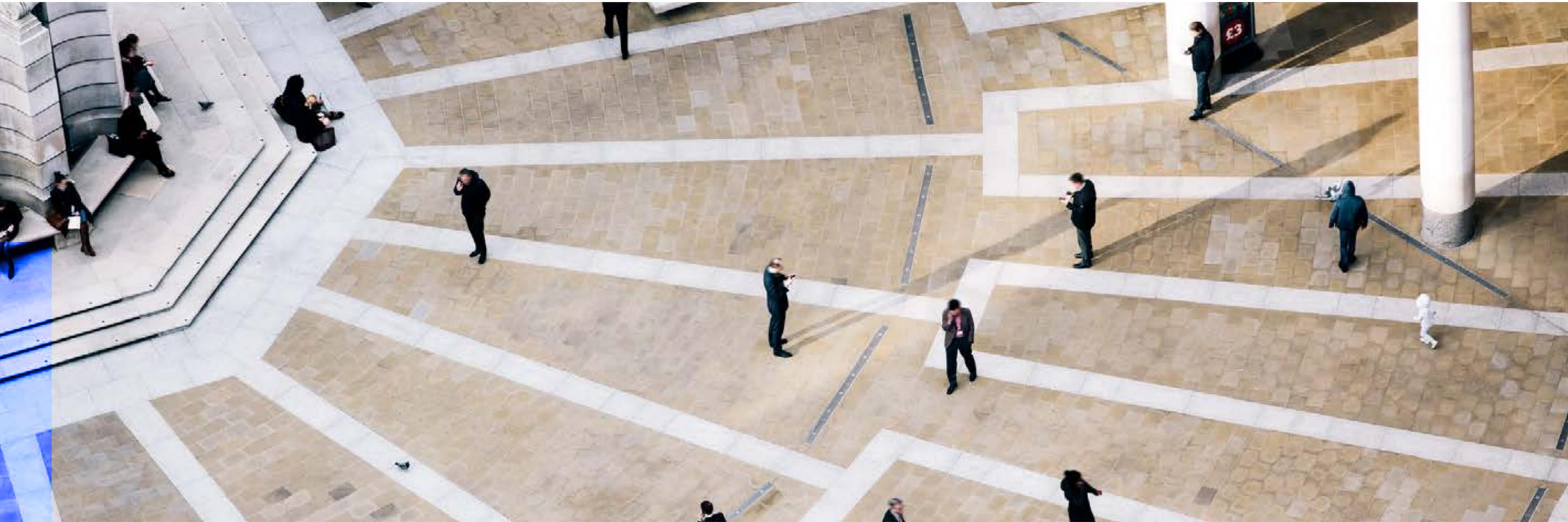
- 5.B** Enhance the use of enabling technology... to promote the empowerment of women
- 8.4** Improve progressively...global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation...
- 8.8** Protect labour rights and promote safe and secure working environments for all workers...
- 9.2** Promote inclusive and sustainable industrialization...
- 12.2** By 2030, achieve the sustainable management and efficient use of natural resources

Most-relevant Accenture ESG material issues:

- Responsible Buying
- Inclusion, Diversity & Equal Opportunity
- Human Rights
- Working Conditions

Relevant second-priority SDGs:





Accenture has the purchasing power and multi-billion-dollar supply chain to cultivate a culture of responsible buying on a global scale. Our ambition is to create more-sustainable supply chains through a mindset of responsible buying both inside and outside our company, while generating long-term value for our clients, suppliers and communities.

To go beyond transactional procurement, we have developed Procurement Plus, which is our overarching philosophy about working with our suppliers and wider ecosystem to advance key priorities, including environmental sustainability, human rights,

inclusion, diversity and social innovation. Procurement Plus enables us to advance our partnerships with suppliers and evolve our processes to forge greater engagement and collaboration.

INFLUENCING THE CULTURE OF BUYING

Procurement Plus is more than just a responsible buying program. It is a philosophy that informs our approach to every aspect of our supply chain, and putting it into practice makes us more transparent while reinforcing our role as a trusted advisor and partner. Because our supply chains are short, with only a few tiers for most of the goods and services we buy, we can work closely to promote shared values and cultivate a culture of responsible buying.

We are building on this philosophy by adopting new artificial intelligence (AI) tools to simplify the contracting process and implementing digital solutions that make us more sustainable. By standardizing and simplifying how we do things, we lower the barrier to entry for diverse, small- and medium-sized enterprises (SMEs) to our supply chain.

Incorporating [responsible AI](#) into our supply chain enables a frictionless process through our day-to-day business approach and allows us to innovate as we focus on growth.

Our buying program continues to influence key initiatives, such as our award-winning [Supplier Inclusion & Sustainability Program](#). Part of that initiative involves consistently finding new SMEs to ensure our experts are as diverse and innovative as possible. We also require suppliers to provide vital data that we use to improve how we operate and promote transparency. Looking beyond what we need to run our business, we adopt technologies that promote sustainability and consistency when running client projects, encouraging sweeping initiatives throughout our organization.

At Accenture, innovation and running a responsible business go hand in hand. Delaying vendor payments or extending payment terms has increasingly become common practice across industries to keep cash free for other purposes. In seeing the link between cash flow and the ability of our vendors to adopt new technologies, we make it a priority to pay our suppliers in a timely manner. We want our SMEs to have the space for innovation and necessary resources to continue innovating.

To that end, we have improved the individual number of suppliers we pay on time and are setting our suppliers up for success. For example, we consistently make more than 99% of our UK payments within 60 days. Although this is required by the Prompt Payment Code in the United Kingdom, we have made it a point to pay as many suppliers on time, globally, as possible. Additionally, in early 2020, we founded the Payment on Time Centre of Excellence based in Prague, Czech Republic, to improve global supplier on-time payments.

“
Suppliers cannot innovate if they don't have the money to do so. When we pay on time, our supplier is happy and can practice healthy business.”

Kai Nowosel
Chief Procurement Officer

Our ethical procurement strategy

Everyone involved with our supply chain is a stakeholder and we continue to manage our procurement strategy responsibly because it makes a global impact. We also set [high standards for the way we conduct business](#) and require suppliers across all categories to adhere to our [Supplier Standards of Conduct](#) or make an equivalent commitment. We are uncompromising in our compliance standards and leverage our global reach to advance human and labor rights. To bring this commitment to life, we frequently hold open discussions with suppliers across our business and have a strong [Diverse Supplier Development Program](#) (DSDP).

As with our [Code of Business Ethics](#) (COBE), our Supplier Standards of Conduct reflect our core values and our commitment to the [10 Principles of the United Nations Global Compact](#) (UNGC). These Standards are published in 20 languages and outline the labor criteria we require to comply with Accenture policy and applicable laws and regulation. We continue to evolve our global Supplier Standards of Conduct in line with our commitment to continuous improvement. This is particularly important as part of our continuing efforts to encourage the payment of a living wage. We continue to review our supply chain strategy through the lens of our COBE and the UNGC Principles as part of our efforts to set industry standards for maintaining an ethical supply chain.

Environment and human rights advocacy

We continue to be active participants in the [UNGC's Decent Work in Supply Chains Action Plan Program](#) and the [Decent Work in Global Supply Chains Commitment to Action](#) to advance the UN's Sustainable Development Goals. This adheres to the International Labour Organization's (ILO) Fundamental Principles and Rights at Work and the UN Guiding Principles on Business and Human Rights. We continue to drive the adoption of a living wage throughout our supplier community. Through our Supplier Standards of Conduct, we strongly encourage all our suppliers to pay a living wage to those people who directly provide services to our company and/or our clients. Likewise, Accenture has a robust regular review process in place to validate living wages in the local country context and ensure we pay 100% of employees working for Accenture a living wage or more.

We continue to take targeted actions and support advocacy in our supplier ecosystems to work toward the elimination of modern slavery as part of our commitment to maintaining an ethical supply chain that respects human rights. [Our Modern Slavery Transparency Statement](#) provides more information about our efforts in this area. This statement is required by law, but describes our efforts beyond the United Kingdom, particularly in key geographies that we identified as higher risk for slavery and human trafficking.

Creating cultural change with Hilton

Having made a commitment to transform the way its global supply chain operates, Hilton worked with us to align its Supplier Diversity Program with its 2030 Travel with Purpose goals and commitment to redefine sustainable travel. The transformation included an acceleration of the company's award-winning program already recognized as one of the Top 15 Companies for Supplier Diversity according to DiversityInc. The hospitality company looked to us for guidance on how best to evaluate its existing initiative against best-in-class programs. Together, we designed a plan to expand the program globally, improving data management, reporting and measurement, as well as doubling its sourcing spend with local, small- and medium-sized enterprises and minority-owned suppliers at managed hotels and corporate offices. These activities allowed Hilton to design a road map to achieve a strong pipeline of diverse representation in its supply chain.

Helping Dow evolve its global supplier diversity

We continue to host and lead workshops with clients, suppliers and partners on ethical supply chain management with a focus on creating a more-diverse procurement pipeline. In 2019, our workshops focused on promoting human rights and minimizing environmental impacts. Attendees discussed industry challenges and potential solutions while taking an in-depth look at their supply chain.

For instance, our client Dow recently celebrated its journey with us in evolving its global supplier diversity initiative. Over the course of a two-day workshop, we worked with Dow to help develop its supplier diversity policies by defining key benchmarking metrics, a 2025 vision statement, strategic objectives for growth and actionable next steps. This culminated in the creation of a five-year road map to establish the company as a global leader in this space.

DRIVING SUPPLIER SUSTAINABILITY

Our commitment to inclusion and diversity led to the development of our award-winning programs around supplier inclusion and sustainability. We are constantly working with our industry and clients to adopt sustainable practices. We have also made it a point to discuss and analyze the impact of business travel and its corresponding carbon emissions. For instance, during our annual Environment and Human Rights Workshop, we discussed sustainable aviation fuels as a best practice to decarbonize air travel along with our clients.

In continuing to drive responsible buying excellence, we are constantly updating our supplier and contractor management processes. This year, we are designing a new Risk Management Model that will strengthen controls throughout the supplier life cycle and will help ensure that our suppliers support our commitments including environmental sustainability, human rights, inclusion, diversity and social innovation. The new model will ensure that risk functions across Accenture work together to manage relevant controls for suppliers, and that greater oversight and attention are provided to suppliers presenting a higher level of risk.

We are committed to advancing sustainable procurement practices both within and outside our company. To that end, we expect our suppliers to provide updates around their environmental initiatives, goals and impact, and we encourage local and regional teams to discuss sustainable procurement during their regular supplier

meetings. By engaging our suppliers on the benefits of sustainability, we are increasing the number of participants that monitor, measure and report their environmental impact.

As a corporate member of [CDP's Supply Chain program](#), we use CDP tools to promote engagement, transparency and sustainable business practices with our suppliers. Since 2010, we have invited a select group of suppliers to respond to CDP's Supply Chain self-assessment questionnaire to better understand each supplier's environmental practices. This supported our 2020 goal to measure and report the impact of our sustainability initiatives with clients and suppliers. This formalized our efforts in advancing supplier emissions disclosure. In the past year, we significantly increased the number of suppliers we asked to participate in CDP's reporting program resulting in higher than average supplier engagement. In 2019, 85% of our suppliers participated, well above CDP's global average of 70%.

We have viewed key suppliers as those that primarily represent certain categories of high environmental impact (such as travel, workplace and IT); going forward, we are changing this definition to focus on vendors that account for 75% of scope 3 emissions. Our 2020 goal was to expand to 75% the percentage of our key suppliers that disclose their carbon-reduction targets and report on the actions they are taking to reduce emissions, which we met early in fiscal 2019. Achieving this goal ahead of schedule is proof of our commitment to the environment and making a positive impact at scale. In 2019, 77%

of our suppliers disclosed their targets, and 82% disclosed the actions and initiatives they are taking toward emissions reduction. As we met our supplier disclosure and reporting aim early, we look to set a bolder goal, expanding the set of suppliers we evaluate regarding their environmental impact.

Out of nearly 7,000 companies that participated in CDP's 2019 program, we earned an "A" rating. Of the 125 CDP supply chain member companies inviting suppliers to participate, we were recognized among the Supplier Engagement Leader Board, for the third year. This honor is reserved for companies that engage their suppliers to manage carbon emissions and address climate-related issues across supply chains.

More information is available in CDP's Global Supply Chain Report 2020, "[Changing the Chain: Making environmental action in procurement the new normal.](#)"

ADVANCING SUPPLIER INCLUSION & DIVERSITY

We believe inclusive procurement practices create long-term value for our clients and our communities, while helping us remain agile, disruptive and ahead of the market. At the same time, these practices help our suppliers grow their representation and influence in their own markets.

Our Supplier Inclusion & Sustainability Program, which reaches 18 countries, allows us to drive a more-inclusive marketplace. By incorporating diverse businesses into our supply chain, we gain access to innovative, responsive and cost-competitive solutions for our clients.

Diverse suppliers are categorized as minority, women, small- and medium-sized, service-disabled veterans, veteran, historically underutilized and lesbian, gay, bisexual, transgender and intersex (LGBTI) enterprises. Although we monitor our diverse spend most consistently within the United States, we began tracking this figure in Canada, totaling 25% in fiscal 2019. Our fiscal 2019 total US procurement spend with diverse suppliers increased to 34%, up from 31% in fiscal 2018.

In South Africa, we are committed to leading the way with supplier inclusion, aiming to go above and beyond requirements of the Broad-Based Black Economic Empowerment (B-BBEE) Act. Once again in fiscal 2019, we maintained the highest-level ranking score for our procurement standing, and top scores in black ownership, skills development, enterprise development, preferential procurement and social investment.

In 2019, our procurement spend with black-women-owned enterprises in South Africa increased fourfold from last year's 36%, again exceeding the B-BBEE target of 12%. Additionally, our spend with black-owned-SMEs grew from 39% to 94% against a target of 30%. Our procurement spend in South Africa with black-owned suppliers experienced a threefold increase from 39% in the previous year, now eclipsing the target of 40%.



In 2019

77%

of suppliers disclosed their targets, and

82%

disclosed the actions they are taking

Diverse Supplier Development Program

We continue to prioritize working with diverse suppliers. One way we do this is with a 12- to 18-month [Diverse Supplier Development Program](#) (DSDP) initiative that matches senior Accenture executive mentors with diverse supplier “protégé” companies to help their businesses grow. We pay particular attention to vendors that use AI and other innovative skills that we consider part of the digital future.

Our goal was to graduate 170 diverse suppliers by the end of fiscal 2020. As of the end of fiscal 2019, we had graduated 165 suppliers, including nine in Canada and 12 in the United States. In the next DSDP class, we are planning to graduate additional suppliers in South Africa, the United Kingdom and Ireland, and by September 2020, we plan to begin classes in Germany, India and Mexico. While we are not on track to achieve our original goal due to class schedules, we will be graduating these suppliers to surpass our target in early 2021.

Supporting an inclusive labor market

We are proud to be a corporate leader in inclusive procurement practices, and we continue to explore new ways and opportunities to promote the inclusion of persons who may be excluded from the labor market for physical, social or cultural reasons. These groups include minority-, ethnic- and women-owned businesses; the LGBTI community; persons with disabilities; veterans; refugees; and people living away from economic centers. We support broader inclusion not only through direct recruitment but also through agreements with our facilities’ vendors and in collaboration with other organizations.

One challenge we face is identifying women-owned businesses that have—or want to develop—the capacity to meet our procurement standards. To help address this issue, we work to connect women entrepreneurs with [WEConnect International](#). We co-founded and have representation on the Board and executive committee of WEConnect International, and we now collaborate with the organization in 16 countries across Africa, Asia Pacific, Europe and Latin America. WEConnect International programs aim to level the procurement playing field by providing training and certification opportunities and integrate more women-owned enterprises into the supply chain.



CASE STUDY

Proagrica: A new era of precision agriculture

Accenture helped Proagrica give farmers and their advisors greater insight into their farming operations.

[Learn more ↗](#)

CLIENT CHALLENGE

Today, the average farmer's crops feed nearly six times the number of people as they did in 1960. With limited new land available to farm, increased agricultural yields will require more efficient and integrated use of data and technology throughout their operations. To help meet this demand, Proagrica, a global provider of data-driven solutions for the agriculture industry, sought to develop a new insights platform named Agility so farmers could leverage data, analytics and increased connectivity to improve their on-farm production.

SOLUTION

Accenture's data experts worked with Proagrica to gather all the information together in a usable way. We built the foundation for Agility by merging and organizing the data that was being collected from diverse sources such as weather reports, soil, crops, machinery, and even satellites

and drones into a single big data repository. A user-friendly interface and data service were also created to give farmers actionable insights about business-critical trends, threats and opportunities.

RESULT

Proagrica's new Agility platform is providing farmers with greater visibility into the whole farming supply chain—crop protection, planting, cropping stage, nutrition, operations and regional varieties—through enriched market analytics. It also offers enhanced traceability for better historic data about the crops, so farmers can grow their profitability through evidence-based precision agriculture. Not only is Agility helping farmers make better decisions for their businesses, it's helping them be more environmentally responsible.



High-priority SDG targets relevant for this chapter:

5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



- 5.5** Ensure women’s full and effective participation and equal opportunities for leadership...
- 5.B** Enhance the use of enabling technology... to promote the empowerment of women
- 8.8** Protect labour rights and promote safe and secure working environments for all workers...
- 9.2** Promote inclusive and sustainable industrialization...

Most-relevant Accenture ESG material issues:

- Ethics & Integrity
- Inclusion, Diversity & Equal Opportunity
- Data Privacy & Cyber Security
- ESG Management
- Human Rights
- Public Policy & Advocacy

Relevant second-priority SDGs:

10 REDUCED INEQUALITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



During the wildfires in Paradise, California, in the United States, San Francisco-based consultant Nivi Achanta led a team to help relief efforts.

In this chapter:

- **Conducting Business with Integrity** p. 56
- **Adhering to Best Practices & Policies** p. 60



Our core values, including our commitment to doing business ethically, legally and with integrity, are the foundation of our company's culture.

[Responsibility to advance corporate citizenship](#) at Accenture starts at the top, with our Board, our executive chairman and our chief executive officer, and cascades through our business, including use of performance objectives relating to corporate citizenship. Pursuant to its charter, the Nominating & Governance Committee of the Board has responsibility to review our policies and practices on significant corporate social responsibility issues.

We have a clear governance structure to drive performance toward our goals and help ensure objectives flow through the organization. Specific members of our

Global Management Committee are responsible for key corporate citizenship and environmental strategies, including sponsorship of our non-financial goals.

These leaders are supported by management groups such as our Corporate Citizenship Council and the Environment Steering Group, which have made strategic recommendations on our sustainability initiatives to our leadership and integrated programs throughout the organization.

In Oslo, Norway, more than 50 interns participated in our Social Innovator initiative to develop innovative solutions with clients.

Leadership transitions:

In fiscal 2019, we accomplished several seamless leadership transitions, including the appointment of Julie Sweet as chief executive officer, David Rowland as executive chairman and KC McClure as chief financial officer. Additionally, Gilles Pélisson was nominated to succeed Marjorie Magner as independent lead director, effective in January 2020. We also created a new leadership position at Accenture: global head, responsible business, corporate sustainability and citizenship.

This role, which has accountability for managing strategy and programs focused on responsible business, corporate sustainability and citizenship, demonstrates our belief that citizenship is fundamental to our business. Chad Jerdee, formerly general counsel & chief compliance officer at Accenture, was appointed to this position alongside his existing responsibility as senior Accenture sponsor for persons with disabilities initiatives.

CONDUCTING BUSINESS WITH INTEGRITY

We believe an ethical culture is critical to our growth. Not only does it differentiate us in a competitive marketplace, but our clients involve us in some of the most sensitive areas of their business, making it that much more crucial.

One of the reasons clients choose to work with us is because of our integrity and unwavering commitment to upholding the highest ethical standards. Ethics can determine a company's future and are essential to conducting business responsibly.

Our commitment to ethics, human rights and strong corporate governance is a key element of our business strategy and are essential for growth, market differentiation and the safeguarding of our people, clients, brand and financial performance. It is the foundation on which we build trust. This trust is evident in our enduring relationships with our clients. Our business is rooted in long-term associations—95 of our top 100 largest clients have been with us for a decade or more.

Across our business and operations we demonstrate our commitment to behaving ethically as a supporter of labor and human rights. We also uphold this commitment as a LEAD member of the United Nations Global Compact (which we signed in January 2008) and by adhering to the United Nations Guiding Principles on Business and Human Rights.

Through our efforts, we continue to shape our organization as a responsible business while maintaining a highly ethical culture.

In fact, our Ethics & Compliance program has helped earn Accenture a spot on Ethisphere's 2020 [World's Most Ethical Companies](#) list. We are proud that this is our thirteenth consecutive year on the list, recognizing our unwavering dedication to ethical leadership, compliance practices and corporate citizenship.

Building a strong ethical culture

In today's evolving business, legal and regulatory landscape, making the right decision can be difficult. To help our people make ethical choices and consider the impacts of their decisions, we rely on our well-defined [Code of Business Ethics](#) (COBE). As we continue to build our ethical culture and support our teams with identifying legal requirements and risks, one ongoing challenge is to help ensure that we consistently model appropriate behaviors.

So that our people can better understand and fully engage with our COBE, we offer a wide range of resources, including annual required Ethics & Compliance trainings, a Making Good Decisions tool, our COBE toolkit with downloadable job aids, an ethics helpline and an on-demand anonymous chatbot. The input we gain by monitoring these resources allows us to tailor our trainings and communications based on our people's real-time needs.

We continue to evolve our required Ethics & Compliance training with short, interactive and visually engaging courses. Individuals must complete all required Ethics & Compliance training by July 31 each year to be fully eligible for year-end rewards (as permitted by law). In fiscal 2019, we achieved completion rates of more than 99% across all our employees. Our goal is to maintain our high completion rates for trainings globally and to continue to evaluate our trainings to make sure they remain effective.

We are committed to providing a positive, respectful and inclusive work environment. With the highest standards of behavior, we put integrity into action every day. This means we have zero tolerance for any form of harassment. We take all concerns raised—whether to a supervisor, career counselor, an Accenture Leader, or Human Resources or Legal representative—seriously. Concerns may also be reported anonymously, where legal restrictions allow, to the [Accenture Business Ethics Helpline](#) 24 hours a day, seven days a week.

Guiding our people's behavior

The first fundamental behavior featured in COBE is "[Make Your Conduct Count](#)," which articulates five locally relevant yet globally applicable standards to guide our people's behavior across our unique and diverse "culture of cultures." This framework creates a foundation for a positive, respectful and inclusive work environment that helps us inspire top talent, reflects who we are and who we want to be as a company, and how we work with clients, our partners and each other.

We believe these ethical behaviors are critical to the success of our business, and we continue to monitor the ethical environment through anonymous surveys. In early fiscal 2019, for the first time, we conducted our global survey concurrently in all countries in which Accenture operates. We will continue to run the global survey every two years; it will run again in the first quarter of fiscal 2021.

We believe local actions create global impact. We are pleased to see continued adoption of Conduct Counts across our geographies, with local leaders embracing the program and setting the "tone from the top" by encouraging improvement of our professional environment by visibly modeling good behavior and holding themselves and others accountable. As the program continues to grow and local learning sessions and focus groups take place, we see our people becoming more comfortable about speaking up, resulting in individual and workplace changes. Survey data is driving our training and development programs to make sure we are meeting the needs of our people. Because we are a global organization, we can leverage scale to improve programming.

The Leadership Advisory Council ensures our global policies and values are implemented in ways that make sense to our people and suppliers. The Council is comprised of leadership from across the globe and participates in quarterly Conduct Counts calls to provide perspective, offer guidance on local needs, create geographic synergy, and serve as a sounding board for priorities and new initiatives. Thanks to our Council members' understanding of local culture and challenges, their input is helping our ethics programs become increasingly more a natural part of Accenture's culture.



99%+

of our people completed
their **Ethics &
Compliance
training**
in fiscal 2019

Supporting and respecting the rights of all people

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

As stated in our COBE, we focus our human rights efforts where they are most relevant to our business and operations:

- **Fair and safe employment conditions and working practices**, including the elimination of human trafficking, slavery, servitude and forced or compulsive labor
- **Maintaining a respectful work environment and the rights of our people** (through COBE and Conduct Counts) and respecting the right to form and freely join legally constituted representative bodies, and working in good faith with them
- **Ensuring health, safety and security for our people** and visitors to our premises
- **Respecting human rights in our supply chain** in a manner consistent with our [Supplier Standards of Conduct](#)
- **Protecting the privacy and security of personal data** and using personal data responsibly
- **Committing to diversity and equal opportunity** by eliminating discrimination in employment and applying our principle of [meritocracy](#) when we make decisions about our people.
- **Complying with all anticorruption laws** without exception, regardless of local business culture or practices.

We have long-standing commitments to transparency and our clients and other stakeholders increasingly look to us for visibility into our human rights commitments and policies. Some of our key global policies are publicly available to show how we drive human rights within our organization. These include: [Raising Legal and Ethical Concerns and Prohibiting Retaliation](#) and [Prohibiting Human Trafficking, Forced Labor and Child Labor](#).

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

We also adhere to relevant international instruments and documents, including the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights. See the [Developing a Responsible Supply Chain](#) section for information on our [Modern Slavery Transparency Statement](#).

Anticorruption policies and compliance

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

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

We are a member—and our CEO Julie Sweet is the co-chair—of the World Economic Forum (WEF) Partnering Against Corruption Initiative, which unites companies that have a zero-tolerance policy toward bribery and corruption in any form. Our relevant anticorruption policies apply to all Accenture people working for any Accenture entity in any country and to the many ways we handle our broad-based Anticorruption program.

We continually assess and refine our Ethics & Compliance program, including how we train our people. Our thorough approach provides a baseline of training to all Accenture people, with additional anticorruption and other compliance training for individuals in higher-risk roles and regions, including in-person training with local members of the Legal team in high-risk markets, reaffirming our commitment to anticorruption in markets where corruption is commonplace.

Our Ethics & Compliance Hub launched in fiscal 2018, centralizing compliance-related content into one platform. In fiscal 2019, we added additional anticorruption tools to the hub including the Government Compliance Hub that streamlines how we better track engagements with government clients.

In the past year, we again worked with outside counsel—including the former head of the U.S. Department of Justice's Foreign Corrupt Policies Act division—to conduct a health check to assess the risk of our Anticorruption program. The assessment confirmed that our Anticorruption program continues to be among the most advanced and forward-thinking programs in the world.

ADHERING TO BEST PRACTICES & POLICIES

Accenture's corporate governance matters are described in our [2019 Proxy Statement](#), filed with the U.S. Securities and Exchange Commission (SEC) on December 10, 2019, as well as our [Corporate Governance Guidelines](#) and [committee charters](#), which are all found on our [corporate website](#). These documents outline the role of our Board and its committees and our key governance practices, as well as the experience, qualifications, attributes and skills of our directors.

We are especially proud of the mix of skills, experience, diversity and perspective our directors bring to Accenture, as detailed in our 2019 Proxy Statement.

Corporate governance highlights

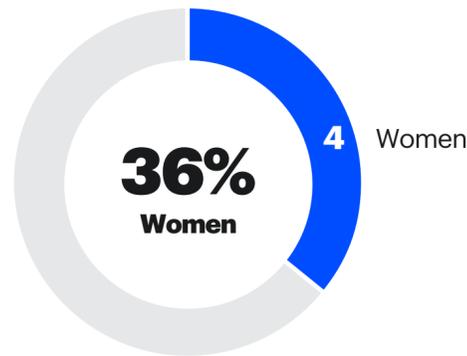
We have a history of strong corporate governance and believe that good governance is critical to achieving long-term shareholder value. We are committed to governance practices and policies that serve the long-term interests of Accenture and our shareholders. The following table from our 2019 Proxy Statement dated December 10, 2019, summarizes certain highlights of our corporate governance practices and policies:

- Annual election of directors
- 100% independent Board committees
- Shareholders holding 10% or more of our outstanding share capital have the right to convene a special meeting
- 9 of our 11 directors are independent
- Strong independent Lead Director, elected by the independent directors
- Annual board, committee and individual director evaluations and self-assessments
- Active shareholder engagement
- Regular executive sessions, where independent directors meet without management, including the executive chairman, present
- Robust director selection process resulting in an international Board that is diverse in terms of gender, ethnicity, experience, skills and tenure
- Policy on political contributions and lobbying
- Board takes active role in Board succession planning and is committed to Board refreshment
- Proxy access right

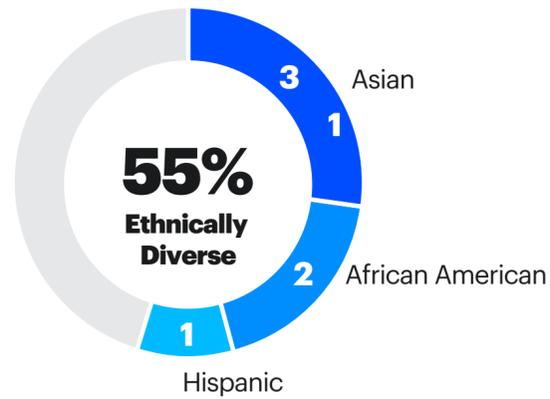
Snapshot from 2019 Proxy Statement dated December 10, 2019

Board Diversity

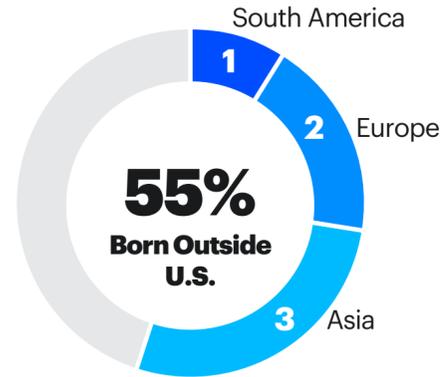
Gender



Ethnicity



Global



Shareholder engagement

We maintain an ongoing, proactive outreach effort with our shareholders. Throughout the year, members of our Investor Relations team and leaders of our business engage with our shareholders to seek their input, to remain well-informed regarding their perspectives and to help increase their understanding of our business. In particular, we cover topics of interest to our shareholders, including our strategy, compensation, risk oversight, Board and other governance topics. The feedback received from our shareholder outreach efforts is communicated to and considered by the Board, and our engagement activities have produced valuable feedback that helps inform our decisions and our strategy, when appropriate.

Board Committees Chaired by Women

50%

of Committees Chaired by Women

Significant Board Refreshment

7

New Directors Over Past 5 Years

Age Distribution

59

Average Age of Directors
Age range: 51-65

Board Tenure

<2 Years	3	Average Tenure: 3.7 Years
2-5 Years	4	
>5 Years	4	



CASE STUDY

UK Department for International Development: Inclusive business reimaged

Accenture research explores how multinational companies are finding purposeful and profitable new ways to serve unmet markets.

CLIENT CHALLENGE

More than 4 billion people earn less than US\$8 a day. Their need for services, jobs and business opportunities represents a [US\\$6 trillion opportunity for the private sector over the next decade](#) to drive sustainable and responsible growth. From microinsurance to mobile education and health platforms, to affordable housing, new ways to produce food, vehicle-sharing platforms and low-carbon transport, hundreds of new products and services are now being developed specifically for this underserved global market. UK DFID sought to explore this increasingly critical priority and create a report offering recommendations for business leaders, investors and donors.

SOLUTION

Through research supported by DFID, Accenture looked at more than 300 examples of inclusive business, categorized them into 60 types of models and mapped them across 13 industries. We conducted analysis and in-depth interviews with more than 30 business

founders, innovation leads, investors and donors. "[Inclusive Business Reimagined](#)" is the first global inclusive business market landscape of its kind, with key findings showing that inclusive business has become increasingly profitable, faster growing and more mainstream as opportunities transform across almost every industry.

RESULT

The report shows that there are many under-appreciated opportunities emerging for business leaders, but also highlights how business model design choices have consequences. We call upon business leaders to infuse these inclusive business models with a new ethos to avoid unintended consequences. Asking the right questions early can lead to many small but critical changes that will ultimately lead to faster, more sustainable and more responsible growth for everyone.

[Learn more](#) ↗



Boston-based Management Consulting Senior Manager Tal Viskin participated in the “Forging an experimental future with the Human Insight Lab” learning activity at the Greater Than Awards.

A LOOK AHEAD

We are committed to working to ensure a sustainable future for our communities, our clients, our people and our business. As the world navigates the coronavirus (COVID-19) outbreak, it highlights the inter-dependencies across regions and industries and the integration of the supply chain around the world. We will continue to help our clients become more virtual, digital and resilient in times of crisis.

In the year ahead, we look forward to delivering meaningful and collaborative advancements across the following areas:

Innovating for Social Impact: We will continue building an inclusive digital future by:

- Helping people find pathways to success in the digital age throughout their career life cycle.
- Investing in innovative ways to use new technologies to address complex social challenges.
- Continuously evolving our digital responsibility practices to ensure we are helping to pave the way for responsible business leadership.

Focusing on the Environment: To raise our ambitions in this space, we are bringing the full strength and scale of our business to define next steps, including:

- Helping our clients innovate and lead the way in creating a low-carbon economy.
- Continuing to reduce our carbon footprint across our operations and supply chain.
- Channeling the passion and creativity of our people to address climate issues.

Creating a Truly Inclusive Workplace: We are focused on ensuring our culture is one where everyone can advance and thrive by:

- Emphasizing equality for all, with a focus on mental wellness, neurodiversity and enablement.
- Supporting our people throughout their learning process so they can experience the deep, durable learning that leads to lasting change.
- Offering impactful volunteering opportunities to our people, focused on virtual volunteering, the environment and mentoring the next generation.

Developing a Responsible Supply Chain: Our vision for procurement is far bigger than buying things—together with our suppliers we are working toward a greater good, including:

- Collaborating with our key suppliers to drive innovation and positive impact on the world.
- Encouraging our suppliers to operate sustainably and be transparent about their goals and progress.
- Mentoring diverse suppliers and helping them succeed and grow.

Accenture people volunteered their time at the Boys & Girls Clubs of Metro Atlanta during the Martin Luther King Jr. Day of Service in January.

Living Our Core Values: Trust and integrity are more critical than ever in today's complex and rapidly changing world. Count on us to continue:

- Maintaining an ethical culture, with accountability as a point of pride for all our people, beginning with our Board, our executive chairman and our chief executive officer.
- Operating with transparency and continuing an ongoing dialogue with key stakeholders.

Together with our more than 500,000 people around the world, our clients and all our ecosystem partners, we are committed to building a future of shared success to achieve sustainable, long-term growth that benefits everyone.





REPORTING & DATA

In this chapter:

- **Reporting Approach** [p. 66](#)
- **Goals & Progress** [p.69](#)
- **Awards & Recognition** [p.73](#)
- **Performance Data Table** [p.74](#)

REPORTING APPROACH

Our 2019 Corporate Citizenship Report details the impact we made across each of the five pillars of our corporate citizenship reporting framework: Innovating for Social Impact, Focusing on the Environment, Creating a Truly Inclusive Workplace, Developing a Responsible Supply Chain and Living Our Core Values. The report explores our corporate citizenship goals, progress and performance across our global operations during fiscal 2019 (ended August 31, 2019), unless otherwise noted. Our previous reports are available on [accenture.com](https://www.accenture.com).

Accountability and transparency are priorities for Accenture and are part of the foundation on which we build trust with our clients, our people, our investors and other stakeholders. We continually take steps to strengthen our reporting approach through ongoing stakeholder engagement and voluntary adherence to global non-financial reporting standards.

For our 2019 report, we continue to align with the [Global Reporting Initiative \(GRI\) Standards](#) as a basis for disclosure. For more information, please see our [GRI Content Index](#).

We disclose our key non-financial metrics in our [Performance Data Table](#), including data from the last three years. More information about our global corporate citizenship activities, including our most recent

[CDP response](#), is available on our [Corporate Citizenship Disclosures page](#). Additionally, Accenture holds a range of industry-wide external certifications that are relevant to corporate citizenship, including [ISO® 14001](#), [ISO® 27001](#) and [OHSAS 18001/ISO® 45001](#). Current financial and governance information about Accenture can be found in our [Annual Report](#) and [2019 Proxy Statement](#).

Delivering for the UN Global Compact

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

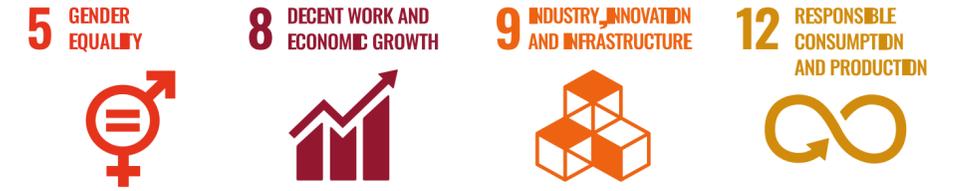
As a LEAD member, we are committed to working toward implementing the [Blueprint for Corporate Sustainability Leadership](#) and sharing related outcomes and learnings with the broader universe of companies in the Global Compact. As part of our ongoing commitment, we actively engage with the [UNGC's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

Stakeholder engagement

We regularly engage internal and external stakeholders regarding our goals, progress and performance to improve our reporting. We use input from a variety of groups to inform our approach and align more closely with stakeholder expectations (see table at right).

Additionally, we engaged more extensively and in new ways with many stakeholders this year to help us revise our non-financial [Environment, Social and Governance](#) (ESG) materiality matrix, which we detail in the ESG materiality section.

STAKEHOLDER GROUP	EXAMPLES OF ENGAGEMENT
CLIENTS	Satisfaction surveys, client account lead relationships, project quality-assurance processes, conferences and events, responses to information requests (e.g., CDP Supply Chain, EcoVadis)
CURRENT ACCENTURE PEOPLE	Surveys, internal memos and webcasts, accenture.com, social media, Accenture Business Ethics Helpline, focus groups, employee resource groups
INVESTORS	Quarterly earnings calls, investor and analyst conferences, responses to investor questionnaires (e.g., CDP Climate Change, Dow Jones Sustainability Indices, Institutional Shareholder Services), Investor Relations team outreach
SUPPLIERS	CDP's Supply Chain program, Supplier Standards of Conduct, Diverse Supplier Development Program, training and mentorship
GOVERNMENTS, MULTI-LATERALS & POLICY MAKERS	Political Contributions and Lobbying Policy , discussions via Government Relations team
NONPROFIT PARTNERS & FOUNDATIONS	Long-term, strategic nonprofit partnerships in support of Skills to Succeed, employee volunteering and giving, grantee relationships via Accenture Foundations, advocacy and societal change through cross-sectoral coalitions, national and international forums
POTENTIAL RECRUITS, ALUMNI & CIVIL SOCIETY	Social media, accenture.com, careers blog, alumni forums and events, news releases



SDGs & Our ESG Material Issues

Accenture's ESG material issues shown against the SDGs we have identified as highest priority for Accenture's operations.

HIGH-PRIORITY

MATERIAL ISSUE:

Material Issue	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Data Privacy & Cyber Security				
Ethics & Integrity				
Climate Change & Carbon Emissions				
Responsible Innovation				
Inclusion, Diversity & Equal Opportunity				
Enabling Clients' Sustainability				
Employee Well-being & Engagement				
Talent Attraction, Retention & Development				
Working Conditions				
ESG Management				
Human Rights				
Responsible Buying				
Societal Impact				
Public Policy & Advocacy				
Water				
Community Giving				
Waste, including E-waste				

17 PARTNERSHIPS FOR THE GOALS



We recognize that contributing to the SDGs requires strong collaboration between industries and beyond. Therefore, Accenture commits to engage in global partnerships to contribute to SDG 17 across the full range of material issues.

GOALS & PROGRESS

KEY:  Ongoing  In Progress  Achieved

GOAL	PROGRESS	UPDATE	HIGH-PRIORITY SDGs
<p>Demand-led Skilling By the end of fiscal 2020, we will equip more than 3 million people with the skills to get a job or build a business.</p>		<p>In fiscal 2019, we met and surpassed our goal, skilling nearly 3.6 million individuals cumulatively to date.</p>	<p>5 GENDER EQUALITY  8 DECENT WORK AND ECONOMIC GROWTH  9 INDUSTRY, INNOVATION AND INFRASTRUCTURE </p>
<p>Employment & Entrepreneurship Outcomes By the end of fiscal 2020, we will increase our focus on the successful transition from skill-building programs to sustainable jobs and businesses, and improve our collective ability to measure and report on these outcomes.</p>		<p>In the last five years, our largest initiatives with measurable outcomes have helped almost 800,000 people around the world obtain a job or build a business. This represents approximately half of the 1.61 million people who were equipped with skills. To date, our programs have helped more than 1.05 million people get a job or build a business.</p>	<p>5 GENDER EQUALITY  8 DECENT WORK AND ECONOMIC GROWTH  9 INDUSTRY, INNOVATION AND INFRASTRUCTURE </p>
<p>Collaboration for Systemic Change By the end of fiscal 2020, we will bring together organizations across industries to create large-scale, lasting solutions aimed at closing global employment gaps.</p>		<p>We convene or participate in cross-industry partnerships, both nationally and internationally. This year, we launched Inclusive Future of Work: A Call to Action to build an ecosystem of partners to support workers in roles at risk of automation by developing solutions for “new skilling.”</p>	<p>5 GENDER EQUALITY  8 DECENT WORK AND ECONOMIC GROWTH  9 INDUSTRY, INNOVATION AND INFRASTRUCTURE </p>

*Our Corporate Citizenship efforts support several Sustainable Development Goals (SDGs).

GOALS & PROGRESS

KEY:  Ongoing  In Progress  Achieved

GOAL	PROGRESS	UPDATE	HIGH-PRIORITY SDGs
<p>Inclusion & Diversity By the end of 2025, we will achieve a gender-balanced workforce.</p>		<p>By the end of 2019, our global workforce comprised 44% women, up from 42% in 2018.</p>	<p>5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH</p> 
<p>Inclusion & Diversity By the end of 2020, we will increase the diversity of our leadership by growing our percentage of women managing directors to at least 25% worldwide.</p>		<p>By the end of 2019, 24% of our managing directors were women, up from 22% in 2018.</p>	<p>5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH</p> 
<p>Inclusion & Diversity We will increase our workplace accessibility to 100%.</p>		<p>By the end of 2019, we reached 95% workplace accessibility, up from 84% in 2018.</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 

*Our Corporate Citizenship efforts support several Sustainable Development Goals (SDGs).

GOALS & PROGRESS

KEY:  Ongoing  In Progress  Achieved

GOAL	PROGRESS	UPDATE	HIGH-PRIORITY SDGs
<p>Reducing Greenhouse Gases—Our science-based target By 2025, we will reduce our absolute greenhouse gas (GHG) emissions by 11% from our 2016 base year, which represents a 65% absolute reduction in scope 1 and 2 emissions, and represents a 40% per unit of revenue-intensity reduction for scope 1, 2 and 3 GHG emissions over the same time period.</p>		<p>For fiscal 2019, we reduced our absolute greenhouse gas emissions by 7% against our 2016 base year. We reduced our scope 1 and 2 emissions by more than 19% and reduced our per unit of revenue emissions by more than 29%.</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>   
<p>Renewable Energy—NEW In September 2019, we committed to procuring 100% renewable energy across our global facilities by 2023 as part of RE100, a global corporate leadership initiative bringing together influential businesses committed to 100% renewable energy.</p>		<p>In fiscal 2019, we procured approximately 26% of our energy across our office facilities from renewable sources, up from 24% in fiscal 2018.</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>   
<p>Enabling Client Sustainability By the end of fiscal 2020, we will begin to measure and report the impact of our work with clients in key areas of sustainability.</p>		<p>In fiscal 2019, we continued to measure the impact of our services with clients, resulting in approximately 157,000 metric tons of realized CO₂ savings, and implemented strategies to help them save an additional 491,000 metric tons of CO₂.</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>   

*Our Corporate Citizenship efforts support several Sustainable Development Goals (SDGs).

GOALS & PROGRESS

KEY:  Ongoing  In Progress  Achieved

GOAL	PROGRESS	UPDATE	HIGH-PRIORITY SDGs
<p>Supplier Sustainability By the end of fiscal 2020, we will expand to 75% the percentage of our key suppliers who disclose their targets and actions toward emissions reduction.</p>		<p>In 2019, 77% of our suppliers disclosed their targets, and 82% disclosed the actions and initiatives they are taking toward emissions reduction (up from 74% and 80% respectively in 2018).</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>   
<p>Supplier Inclusion & Diversity Through our Diverse Supplier Development Program (DSDP), we will develop a total of 170 small, medium and diverse suppliers by the end of fiscal 2020.</p>		<p>By the end of fiscal 2019, we had graduated 165 suppliers, including nine in Canada and 12 in the United States.</p>	<p>5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>    
<p>Ethics Training We will strive to maintain employee completion rates in the high 90th percentile for our Ethics & Compliance training each year.</p>		<p>In fiscal 2019, we maintained employee completion rates of more than 99% for our Ethics & Compliance training (up from 98% in fiscal 2018).</p>	<p>5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>   

*Our Corporate Citizenship efforts support several Sustainable Development Goals (SDGs).

AWARDS & RECOGNITION

Recognized among **FORTUNE'S** World's Most Admired Companies for 18 consecutive years; ranked No. 1 in IT Services category for seven years

Included on **Dow Jones Sustainability Index North America** and **FTSE4Good Global Index** for 15 consecutive years

Included for the third consecutive year on **CDP's** Supplier Engagement Leaderboard, recognizing companies that are reducing emissions and lowering climate-related risks within their supply chains

Recognized among **Ethisphere's** World's Most Ethical Companies, marking 13 consecutive years

Recognized on **DiversityInc's** Top 50 Companies for Diversity, marking 13 consecutive years and eight years in the Top 15

Received a perfect score on **Human Rights Campaign's** Corporate Equality Index each year since 2008

Included on the **Bloomberg** Gender-Equality Index for the third consecutive year

Received a perfect score on **Disability:IN's** Disability Equality Index for the third consecutive year

Ranked No. 2 on **Barron's** Most Sustainable International Companies, marking two consecutive years

Recognized among **Working Mother's** 100 Best Companies, marking 17 consecutive years in the United States and four consecutive years in India

Included on **CDP's** Climate Change "A-List" of top-performing companies for the fifth time since 2014

Ranked No. 23 on **CR Magazine's** 100 Best Corporate Citizens list, marking 11 consecutive years

Included on **FORTUNE'S** Change the World for three years

Ranked No. 41 on **FORTUNE'S** 100 Best Companies to Work For, our highest rank in 12 consecutive years of inclusion

Ranked No. 1 on **Refinitiv's** Diversity & Inclusion Index, for two years in a row

Ranked No. 17 on the **Wall Street Journal** Management Top 250, marking three consecutive years

Ryan Shanks, managing director of The Dock in Dublin, welcomes Greater Than Award participants and introduces them to the innovative office space for Accenture's creative problem solvers.

PERFORMANCE DATA TABLE

The following table quantifies our progress since fiscal 2017 on key non-financial indicators. Unless specified, all metrics are global in scope, reported on a fiscal year basis, consistent with previously reported figures and cover those of our consolidated entities. All data are consolidated from performance management systems across multiple Accenture teams and vetted through an internal controls process, which includes senior leadership, to ensure they provide an accurate representation of Accenture's non-financial performance.

ACCENTURE AT A GLANCE¹	FY17	FY18	FY19
	US \$ THOUSANDS		
Revenues ²	\$36,176,841	\$40,992,534	\$43,215,013
Operating Expenses	30,985,439	35,093,755	36,909,939
Operating Income	\$5,191,402	\$5,898,779	\$6,305,074

OUR PEOPLE	FY17	FY18	FY19
Global Headcount at Fiscal Year End (rounded)	425,000	459,000	492,000
EMPLOYEE WORKFORCE PERCENTAGE BY GENDER³	PERCENT OF TOTAL		
Women	41%	42%	44%
Men	59%	58%	56%
Total	100%	100%	100%
NEW HIRES PERCENTAGE BY GENDER³	PERCENT OF TOTAL		
Women	45%	47%	49%
Men	55%	53%	51%
Total	100%	100%	100%
EXECUTIVES PERCENTAGE BY GENDER^{3,4}	PERCENT OF TOTAL		
Women	29%	29%	30%
Men	71%	71%	70%
Total	100%	100%	100%
MANAGING DIRECTORS PERCENTAGE BY GENDER^{3,5}	PERCENT OF TOTAL		
Women	21%	22%	24%
Men	79%	78%	76%
Total	100%	100%	100%
Total Training Spend (US \$ thousands)	\$935,200	\$927,484	\$972,939
Average Training Hours per Employee	45	42	38

COMMUNITY IMPACT¹	FY17	FY18	FY19
People Equipped with Skills to Get a Job or Build a Business (cumulative, rounded)	2,230,000	2,845,000	3,588,000
ACCENTURE CONTRIBUTIONS BY REGION	US \$ THOUSANDS		
North America	\$12,484	\$15,979	\$15,973
Europe	18,619	20,189	19,654
Growth Markets	16,080	17,026	18,419
Cross-Region	14,436	20,512	21,167
Total Accenture Contributions	\$61,619	\$73,706	\$75,213
ACCENTURE CONTRIBUTIONS BY TYPE	US \$ THOUSANDS		
Cash	\$19,638	\$22,289	\$24,191
In-Kind (Accenture Development Partnerships and Pro Bono Consulting)	38,408	47,530	47,489
Time (Paid Volunteering)	3,573	3,886	3,533
Total Accenture Contributions	\$61,619	\$73,706	\$75,213
Accenture Foundations Contributions ⁶	\$12,521	\$13,884	\$11,008
Total Accenture and Accenture Foundations Contributions	\$74,140	\$87,589	\$86,221
Hours of Participation in Accenture-Sponsored "Time & Skills" Programs ⁷	726,303	853,901	872,023
Employees Participating in Accenture-Sponsored "Time & Skills" Programs ⁷	7,349	8,465	9,847
Employee Donations (US \$ thousands)	\$8,804	\$9,735	\$10,798

ENVIRONMENT¹	FY17	FY18	FY19
Percentage Change in Total Carbon Emissions Compared to FY16 Baseline	-1%	-5%	-7%
Core Carbon Emissions per Employee (Metric Tons of CO ₂) ⁸	1.96	1.66	1.57
CORE CARBON EMISSIONS BY SOURCE^{8,9}	METRIC TONS OF CO₂		
Air Travel	389,098	351,966	370,028
Other Business Travel	157,471	164,533	157,097
Office Electricity ¹⁰	240,008	216,051	210,934
Other Energy (Natural Gas, Diesel)	4,436	3,416	4,426
Total Core Carbon Emissions	791,013	735,966	742,485
CORE CARBON EMISSIONS BY REGION^{8,9}	METRIC TONS OF CO₂		
North America	234,746	223,720	233,664
Europe ¹⁰	147,815	133,138	130,125
Growth Markets	408,451	379,108	378,696
Total Core Carbon Emissions	791,013	735,966	742,485
Carbon Emissions from Other Purchased Goods and Services ⁸	451,031	453,828	423,771
Total Carbon Emissions	1,242,044	1,189,794	1,166,256

ENVIRONMENT¹	FY17	FY18	FY19
CARBON EMISSIONS BY SCOPE⁹	METRIC TONS OF CO₂		
Scope 1	24,095	22,183	18,923
Scope 2 ¹⁰	243,773	218,855	214,680
Scope 3 ⁸	974,176	948,756	932,653
Total Carbon Emissions	1,242,044	1,189,794	1,166,256
Office Electricity Efficiency (kWh/square meter)	179	167	159
% Electricity from Renewable Sources	21%	24%	26%
ENERGY USAGE BY SOURCE^{9,11}	MWh		
Non-Renewable Electricity	376,439	361,512	351,414
Renewable Electricity	101,898	111,574	121,101
Natural Gas	15,485	12,155	13,596
Diesel	5,225	3,839	6,709
Total Energy Usage	499,047	489,080	492,820
ELECTRONIC WASTE BY DISPOSAL METHOD¹²	METRIC TONS		
Avoided Landfill	302	583	423
Landfill	<1	<1	<1
Total	303	583	423
Total Water Consumption (cubic meters) ¹³	2,179,000	2,518,000	2,639,436
Water Consumption per Employee (cubic meters)	5.39	5.69	5.57

SUPPLY CHAIN¹	FY17	FY18	FY19
DIVERSE PROCUREMENT SPEND BY TYPE (US ONLY)	US \$ THOUSANDS		
Minority-Owned Business	\$355,519	\$450,992	\$429,455
Women-Owned Business	100,620	118,587	164,835
Small Business	81,963	75,171	49,930
Other Type Business ¹⁴	5,649	1,731	2,264
Total Diverse Procurement Spend (US Only)	\$543,751	\$646,481	\$646,485
Diverse Procurement Spend as a Percentage of Total Procurement Spend (US Only)	27%	31%	34%

Footnotes

- 1 Some detail numbers may not sum exactly to total number due to rounding.
- 2 Effective September 1, 2018, we adopted FASB ASU No. 2014-09 and eliminated our net revenues presentation. Prior period amounts have been revised to conform with the current period presentation.
- 3 Values reflect our workforce as of December 31 of that year and do not include information from Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.
- 4 "Executives" comprises our managers, senior managers, managing directors, senior managing directors and members of our Global Management Committee.
- 5 "Managing Directors" comprises our managing directors, senior managing directors and members of our Global Management Committee.
- 6 Accenture Foundations refers to independent charitable organizations that bear the Accenture name.
- 7 "Accenture-sponsored 'Time & Skills' Programs" comprise Accenture Development Partnerships, pro bono consulting and paid volunteering projects.
- 8 Emissions designated as "Core" represent those most directly associated with Accenture's business model and align with total emissions reported prior to fiscal 2016. As part of Accenture's science-based emissions target, we now include scope 3 emissions for fiscal 2016 onward resulting from procurement of other purchased goods and services as part of our total emissions inventory.
- 9 Detailed methodology for carbon emissions and energy usage calculations is available in [Accenture's CDP Climate Change response](#); 100% of Accenture's fiscal 2019 scope 1 and 2 emissions, as well as a small subset of scope 3 emissions received a [positive statement for a limited assurance](#) review by an independent third party.
- 10 CO₂ emissions related to scope 2 Office Electricity reflect a market-based accounting approach as defined by the updated GHG Protocol scope 2 guidance. In line with the guidance, fiscal 2019 office electricity market-based emissions factor renewable electricity impacts as well as 4,339 tons of residual non-renewable emissions in Europe. Also in line with the guidance, we report CO₂ emissions using a location-based approach which for fiscal 2019 would be 277,743 tons for Office electricity and 281,489 tons for scope 2.
- 11 In previous reports, values for "Non-Renewable Electricity" and "Renewable Electricity" were combined into a single value for "Electricity." Prior year values disclosed for "Electricity" are the same as the sum of values for "Non-Renewable Electricity" and "Renewable Electricity."
- 12 Electronic waste (e-waste) is the most significant environmental aspect in our waste stream and includes laptops and workstations with disposal method tracked in Accenture's global asset management system. Other waste streams result primarily from our office-based activities, many of which include recycling services that are both inside and outside our operational control, and overall are not considered to have a significant environmental impact.
- 13 Fiscal 2019 total water consumption is derived from 66% measured data and estimating the remainder based on average per-workstation consumption from measured locations.
- 14 "Other Type Business" consists of the following subcategories: Veteran, Disabled Veteran Business Enterprise, Historically Black Colleges or Universities and LGBTI.

ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services in strategy and consulting, interactive, technology and operations, with digital capabilities across all of these services. We combine unmatched experience and specialized capabilities across more than 40 industries—powered by the world’s largest network of Advanced Technology and Intelligent Operations centers. With 509,000 people serving clients in more than 120 countries, Accenture brings continuous innovation to help clients improve their performance and create lasting value across their enterprises.

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