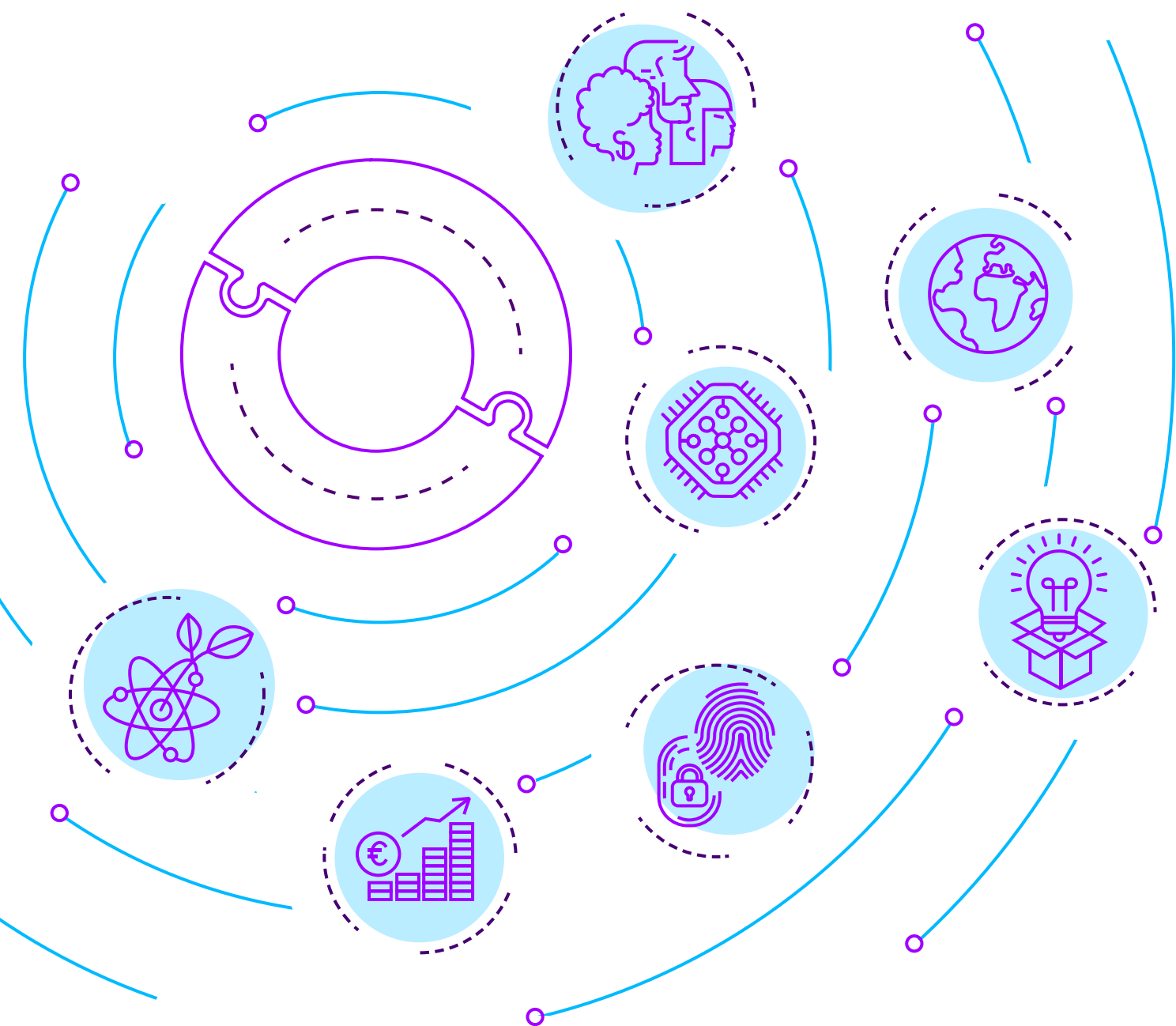


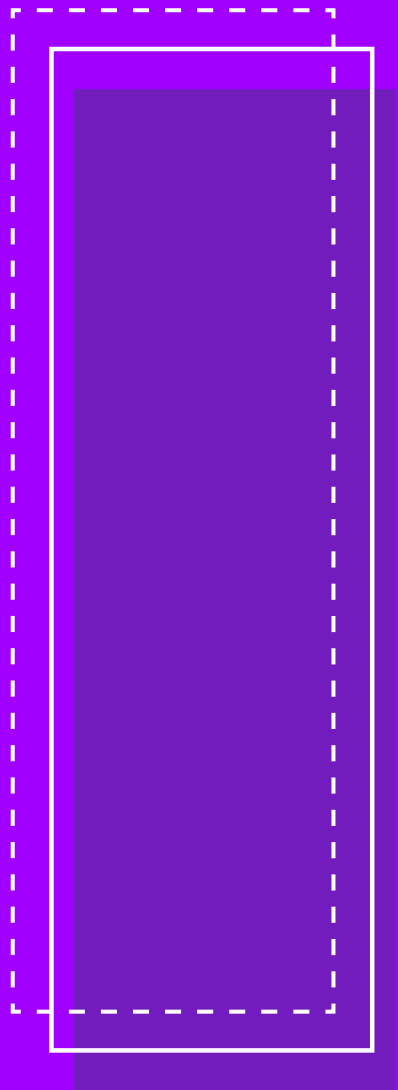
COMMITTED TO RESPONSIBLE BUSINESS AND SUSTAINABILITY

PORTUGAL 2019



**SUSTAINABILITY AND NON-FINANCIAL
INFORMATION REPORT
PORTUGAL 2019**

accenture



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LETTER FROM THE PRESIDENT

Over this past fiscal year, I have had the privilege of representing Accenture in different national and international moments, alongside leading figures from some of the country's major companies.

I was able to witness their admiration for the talent developed in Portugal - a priority on our agenda, as well as the way we lead our business and how we address challenges by applying our creativity and innovation every day. These are differentiating features that we can be proud of.

Accenture Portugal is an example of excellence within the global company. The country is recognized as an essential market, and we have gained recognition for how we find new ways of assisting and advising our clients as they manage their digital transformation and technology processes. We have taken the lead in defining a Responsible Business Model for the region aligned with U.N. Sustainable Development Goals (SDGs), which will contribute to further strengthening our commitment to all our stakeholders to improve the way the world lives and works.

We are aware that companies, and not only governments, have an unavoidable responsibility for promoting social and environmental sustainability. To this end, we must work together to achieve a higher goal than mere economic growth by fostering a culture of responsibility and transparency that reflects our impact. Now is the time for responsible innovation, sustainability, and social commitment to become critical components of the corporate model of all organizations, seamlessly integrating them into their strategy, corporate purpose, and the day-to-day activity of all their professionals.

The pages of this report set out our contribution to the SDGs, focusing mainly on those directly related to our business: goal 5 on Gender Equality, goal 8 on Decent Work and Economic Growth, goal 9 on Industry, Innovation, and Infrastructure and goal 16 on Peace, Justice, and Strong Institutions.

The fiscal year 2019 has been the starting point for our 2019-2021 Strategic Plan in Portugal. Our revenues grew by 14,5% compared to the previous year and now totals 190 million euros.

Our 94 clients in Portugal, which include 66% of the companies listed on the PSI20, continue to place their trust in us and our ability to assist

them in transforming their businesses through innovation and scaled execution, providing an increase in their bottom line.

This increase has been bolstered by a sound, ambitious growth policy, including the launch of Avanade, a joint venture between Microsoft and Accenture that has set up its offices in Portugal, and Fjord, the world's most significant design and innovation consultancy, which has also begun its activity in the country. Both these companies have benefited from the high value provided by our innovation architecture that helps our clients capitalize on technological transformation, generating value, and a real impact on their results. This commitment to innovation has taken shape through the setting up of three new technology hubs in Portugal focused on specific areas such as the energy, retail, finance, and insurance sectors.

We aim to continue this process of innovation together with our clients and the society in general, aware of the importance of developing a spirit of cooperation, as there is strength in our unity.

Besides, our Advanced Technology and Intelligent Operations Centers, in Lisbon and Braga, continue to record an increase in their volume of work and their relevance to the business at the national and international levels. Both are integrated within the global network of Accenture Innovation Centers, and we are proud of their achievements to date.

We also have entered into partnerships with leading Portuguese universities and vocational training centers, providing us with an increased presence close to sources of talent and establishing a series of contributions of benefit to our business.

In the fiscal year 2020, we will continue to support our clients along with their transformation projects, thanks to our experience and knowledge in different industries, our strategic capabilities and leadership in the market, and our expertise in implementing new technologies such as Security, Digital Marketing, Cloud and Platforms.

To make all the above a reality, we need to continue investing in our greatest asset and priority, our people. Over the past year, we have increased our team to over 3,000 professionals

spread over various locations and clients. We continue to contribute significantly to the sustainable development of our country, creating quality employment year after year.

The diverse talent, a representation of the society we live today, forms another of our priorities. There are currently 4 generations, 50 nationalities and 485 different areas of qualification working together in Accenture Portugal. For the second consecutive year, we have received recognition as the most diverse and inclusive global company in the world by the prestigious Refinitiv ranking. Women account for 43% of our professionals, and we remain committed to reaching gender parity (50%-50%) by 2025.

Over 755 professionals have joined Accenture Portugal over the last year, a clear example of the success of our emphasis on vocational training.

I also want to highlight our framework agreements with the Portuguese educational ecosystem. The aim of this is to offer training programs that combine theory and practice to familiarize students with the latest technologies on the market. These include agreements with Instituto Superior de Economia e Gestão, Instituto Superior Técnico, Faculdade de Ciências e Tecnologia de Lisboa, AESE, Universidade Nova and Escola Profissional João de Barros, among others.

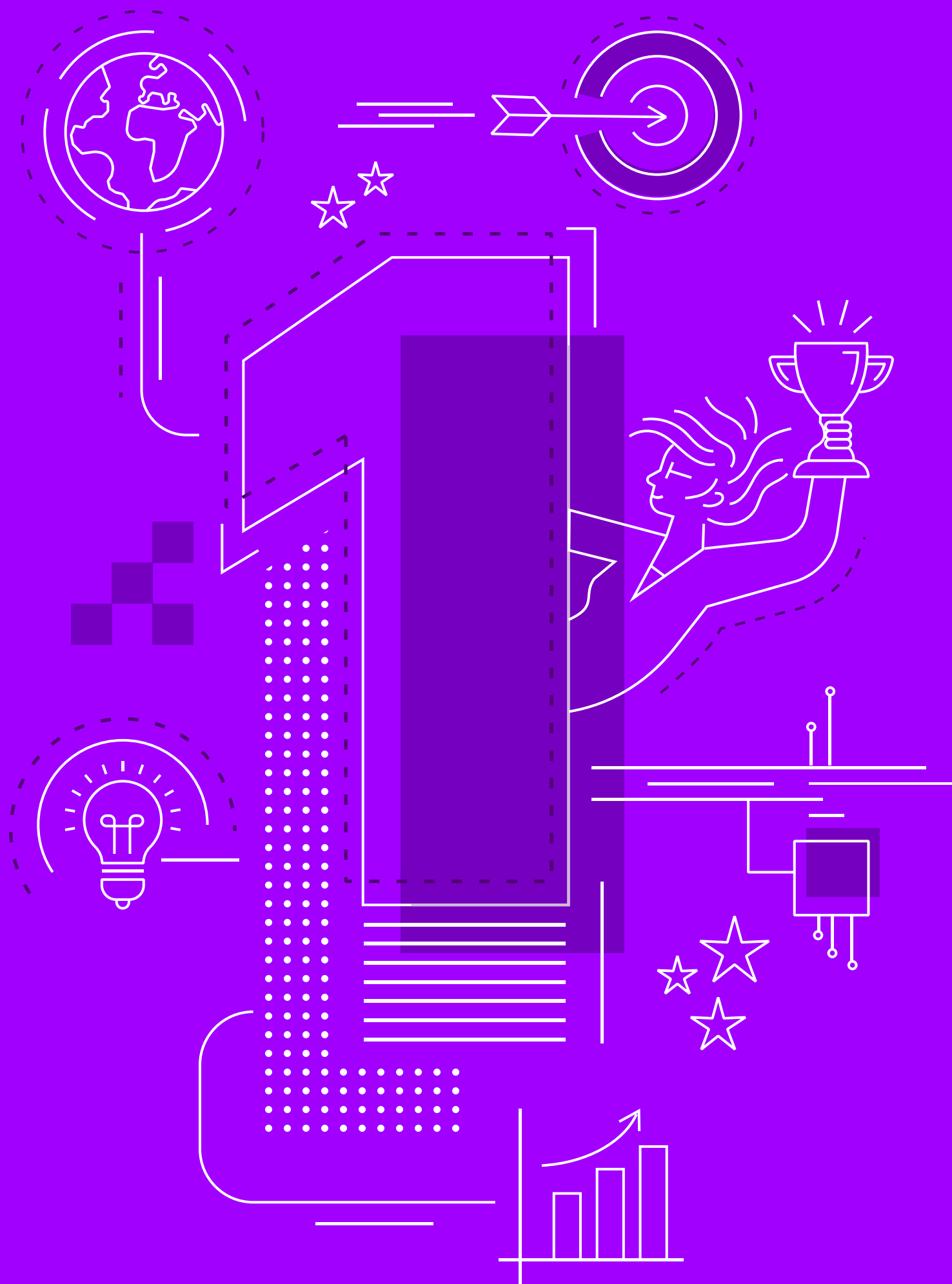
To conclude, I want to highlight the work carried out by the Corporate Citizenship area, a key player in our Responsible Business model, and the channel for our social action activities. In the fiscal year of 2019, we donated over 650 hours of volunteer work, over 5,900 hours of pro-bono consultancy, and approximately 70,000 euros. Our soft skills development platform has already trained more than 200 beneficiaries, boosting their personal development and employability, since its launch in 2018.

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

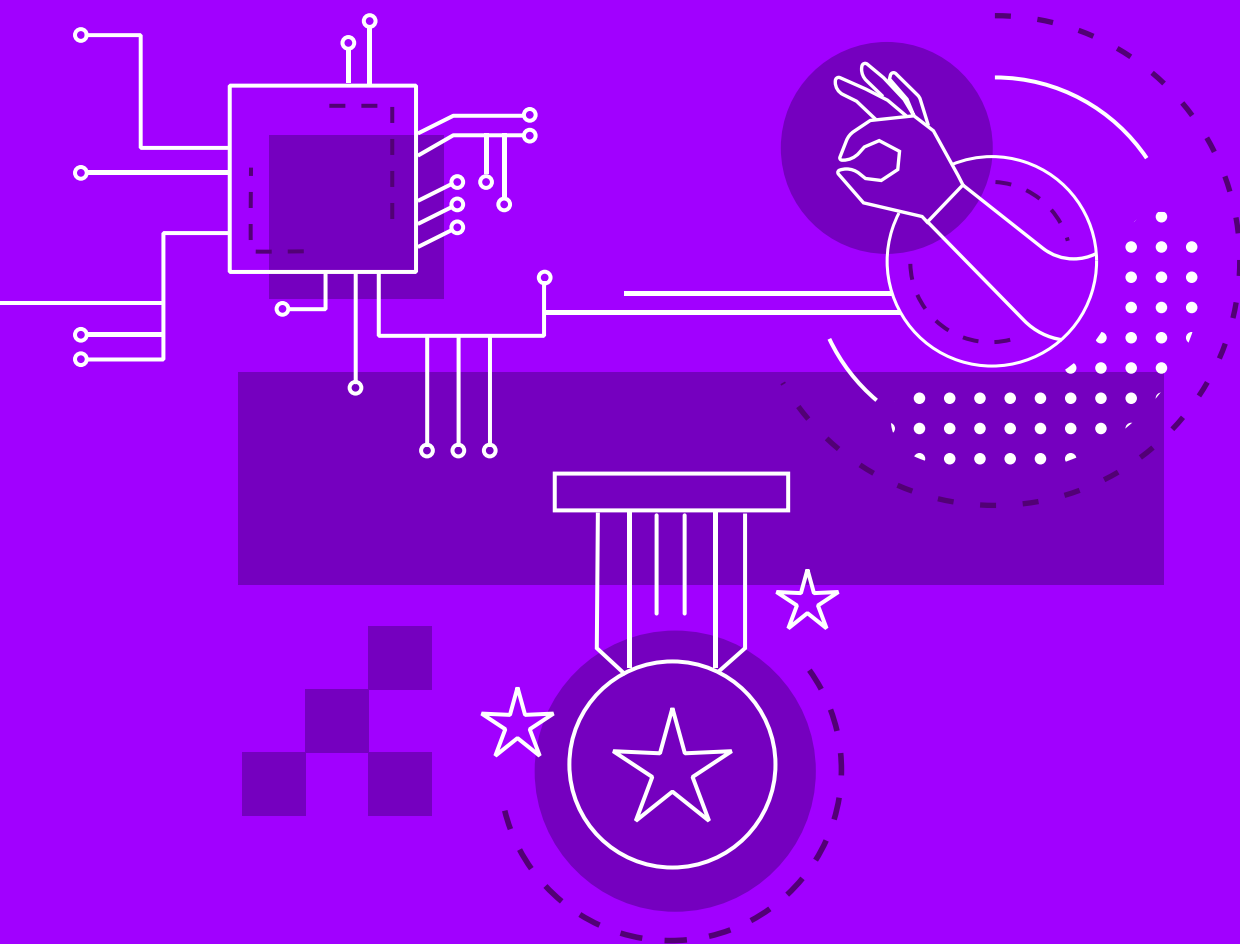
A final thanks to our clients, our professionals, and society in general for their trust in Accenture, enabling us to achieve these results in 2019. The implementation of our 2019-2021 Strategic Plan, with the support of the enormous talent of our professionals and ground-breaking technology, will enable us to continue to create the future together, with a vision inspired by the Sustainable Development Goals and grounded on our corporate aim to improve how the world lives and works.



José Gonçalves
Accenture Portugal Country Managing Director



PRESENTATION, REPUTATION AND ACKNOWLEDGEMENTS



1.1 About this Report

This report follows the “Comprehensive” option of the directives of the GRI (Global Reporting Initiative) Standards. The detailed responses are available in the corresponding appendix of the report.

Furthermore, this document follows the Portuguese Decree-Law 89/2017 of July 28th on the matter of disclosure of non-financial information and information on diversity.

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

The report offers a full overview of Accenture in Portugal and mainly its performance on the matter of sustainability.

The information reported refers to the fiscal year 2019, which covers the period from September 1st, 2018 to August 31st, 2019, notwithstanding the existence of data relating to previous years to reflect the evolution of the principal indicators.

Accenture Portugal is committed to reporting its sustainability information with an annual frequency.

The report includes all the relevant information for Accenture in Portugal and its stakeholders. We have conducted the proper materiality analysis to identify the critical areas in terms of sustainability.

The qualitative and quantitative information contained in this report conforms to GRI (Global Reporting Initiative) standards.

Accenture fosters compliance with the 17 Sustainable Development Goals (SDGs) approved by the United Nations and is accountable for the performance of its activity concerning these goals in this sustainability report.

Scope of the sustainability report

The group’s sustainability report combines the information for Accenture Consultores de Gestão, S.A. with that of the following wholly-owned subsidiaries: Accenture Technology Solutions – Soluções Informáticas Integradas, S.A and Accenture 2 Business Process Services, S.A., referred to from here on as Accenture Portugal.

In addition to the abovementioned companies, the information on net turnover includes figures for Tech-Avanade Portugal, Unipessoal, Lda.

Accenture Portugal operates its business out of various offices and technology centers in Lisbon, Porto, and Braga. The Accenture Portugal Sustainability Department is responsible before the Management Council and stakeholders for the entire contents of this report.

1.2 Corporate reputation, recognition, and certifications

Accenture has received recognition nationally and internationally for its work and mission for the strengthening and sustainable development of the business.



Analysts

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

International recognition

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

**LEADERS IN
SALESFORCE
IMPLEMENTATION**
Forrester
Research

**ACCENTURE
INTERACTIVE,
LARGEST DIGITAL
AGENCY IN THE
WORLD**
Ad Age Agency
Report 2019

**LEADERS IN
INTEGRATION
OF BIG DATA
AND ANALYTICS**
Magic
Quadrant
(Gartner)

National recognition

NETWORK PARTNER AWARD
Oracle Network Partner

PARTNER EXCELLENCE AWARD
SAP Top Influence Partner



Business and innovation

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

International recognition received by Accenture

AMONG THE LARGEST COMPANIES IN THE WORLD

Forbes

ACCENTURE INTERACTIVE, PARTNER OF THE YEAR IN DIGITAL EXPERIENCE SOLUTIONS

Adobe

DIGITAL TRAILBLAZER

SAP Innovation Awards 2019

MOST INNOVATIVE PROJECTS IN FINANCIAL SERVICES AND CONNECTED PARTNER

Salesforce Partners Awards

GLOBAL TECHNOLOGY LEADER

Thomson Reuters

TWO AWARDS FOR GLOBAL INNOVATION IN INSURANCE

Efma & Accenture Awards 2019

National recognition

DIGITAL TRANSFORMATION AWARD

Microsoft Partner of the Year for Digital Transformation



Reputation and leadership

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

International recognition

AMONG THE 10 MOST FOLLOWED BRANDS*

LinkedIn

Nº. 28 AMONG THE MOST VALUABLE BRANDS IN THE WORLD

BrandZ

Nº 31 AMONG THE MOST VALUABLE BRANDS IN THE WORLD*

Interbrand

Nº 36 AMONG THE MOST VALUABLE BRANDS IN THE WORLD

Forbes

BEST MANAGED COMPANIES

The Wall Street Journal and the Ducker Institute

MOST VALUABLE BRAND IN IT SERVICES

Brand Finance



Social action, diversity, and equality

Our priorities include fostering diversity and inclusion both within and outside Accenture while also contributing to the transformation and digitalization of society with the implementation of policies focused on the development and well-being of the various stakeholders.

International recognition

MOST DIVERSE AND INCLUSIVE COMPANY IN THE WORLD*

Refinitiv Diversity and Inclusion Index (formerly Thomson Reuters)

COMMITTED TO GENDER EQUALITY

Bloomberg Gender-Equality Index 2019

AMONG THE MOST ETHICAL COMPANIES IN THE WORLD

Ethisphere Institute

LEADERS IN 'PRIDE WORKPLACE'

International Platform for LGBTI Inclusion in the Workplace

National recognition

CONSULTANCY SERVICES AWARD

2019 Human Resources Awards: Best Consultancy Firm in Portugal



Best place to work

At Accenture, people come first. Our goal is to be chosen by the most excellent people for their professional careers. That is why we are proud to appear among the top positions in some of the most prestigious rankings of the best companies to work.

International recognition

AMONG THE 100 BEST PLACES TO WORK

Great Place to Work



Sustainability and environment

A sustainable business model is essential for our vision of improving the way the world lives and works. We live this vision by making a difference for our people, clients, suppliers, and communities every day. We know we are on the right path when globally-respected organizations recognize our achievements.

International recognition

BARRON'S MOST SUSTAINABLE INTERNATIONAL COMPANIES

1st on the Ranking

FORTUNE'S CHANGE THE WORLD LIST

21nd on the Ranking

3 years on the list

CDP'S CLIMATE CHANGE "A LIST"

A Level

5 years on the list

DOW JONES SUSTAINABILITY INDEX NORTH AMERICA

15 consecutive years on the list

FTSE4GOOD GLOBAL INDEX

15 straight years on the list

CR MAGAZINE'S 100 BEST CORPORATE CITIZENS

23rd on the Ranking

11 straight years on the list

JUST CAPITAL'S AMERICA'S MOST JUST COMPANIES

25th on the Ranking

4 consecutive years

PEOPLE 2019 COMPANIES THAT CARE®

2 consecutive years

CDP SUPPLY CHAIN REPORT

Top 3% in the Ranking

On the Supplier Engagement Leader Board for 3 consecutive years

CORPORATE KNIGHTS' GLOBAL 100

20th on the Ranking

6 years on the list



Information Security

International recognition

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

Learning Elite

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

CSO50 Award

**GLOBAL
EXCELLENCE
GOLD**

Info Security

**EXCELLENCE IN
TRAINING**

HCM Excellence
Award

**VOICE OF THE
EMPLOYEES**

ACE Awards

ONLINE MEDIA

Cannes
Corporate

**AWARD FOR LEADERSHIP, EXCELLENCE,
TRANSFORMATION AND INNOVATION
DATA PRIVACY**

Nad Pop data privacy Award

Certifications

We guarantee the quality and reliability of our processes and operations, through the following certifications in Portugal:

ISO 27001 Certification: Information Security Management

ISO 9001 Certification: Quality Management

ISO 14001 Certification: Environmental Management

*These recognitions and awards have been won before August 31st, 2019.

More information on awards and acknowledgements obtained in reputation and leadership, best places to work, corporate responsibility, ethics, social and environmental action at accenture.com/pt-pt/about/awards-recognition



DISCOVER ACCENTURE



2.1 Accenture's purpose, vision, and values

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



Our purpose:

"To improve the way the world lives and works."

In doing so, we are reflecting Accenture's commitment to carry on, via technology and innovation, a responsible business that also cares for people and the planet, securing a legacy for future generations.

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

In line with our mission, Accenture's **strategic vision** for business sustainability aims the promotion of sustainable development by society.

Also, our **values** underpin our culture as an organization and define its character. They are materialized in our conduct on an individual level and on how we make decisions.

To achieve this end, Accenture has defined six fundamental values:

1

Client value creation

Enable clients to operate top-level businesses and develop long-lasting relationships, remaining relevant, demonstrating the capacity to respond and deliver value consistently.

2

One global network

Leverage the strength of our global vision, relationships, collaboration, and learning to deliver exceptional services to our clients, wherever their business operates.

3

Respect for the individual

Valuing diversity and each person's unique contribution, promoting an environment of trust that is open and inclusive, treating each individual according to the values by which Accenture is governed.

4

Best people

Attract, develop, and retain the best talent for our business, as well as encouraging our employees to take a pro-active attitude and promoting collaboration and support among all.

5

Integrity

Assume ethical and honest conduct, inspire confidence and authenticity, regulate our words with our behavior, and take responsibility for our actions.

6

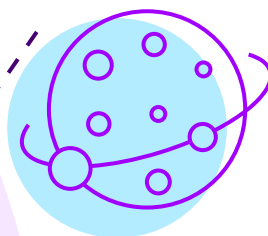
Stewardship

Comply with our obligation to build a better organization, one that is stronger and more sustainable for future generations. Safeguard the Accenture brand and meet our commitments to our shareholders, acting with a sense of belonging. At the same time, foster our employees' development as well as the development of communities on a global basis.



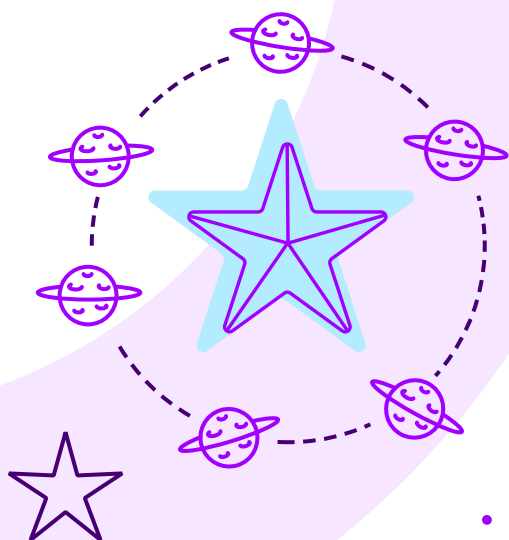
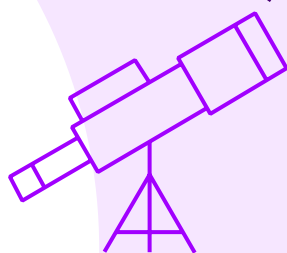
OUR PURPOSE

To improve the way the world lives and works.



OUR VISION

To promote the sustainable development of society, creating value in the present and preserving our legacy for future generations.



OUR VALUES

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

2.2 Corporate Governance

On a global scale

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

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

In order to stay relevant, the skills and profile of its members are reviewed frequently.

They are expected to act with integrity and honesty, to acquire an in-depth knowledge of the company's business to make value judgments in the fulfillment of their responsibilities correctly and to respect the corporate culture and values. They must also familiarize themselves with the organization, the management team, and operations of Accenture regarding the discharge of their responsibilities and to keep updated on those matters that affect the company and its activity.

All the members of the Board of Directors, whether Accenture people or external to the organization, must act following the Code of Business Ethics, which implies strict adherence to the policies on conflicts of interest, confidentiality, and ethical conduct.

Its main functions, performed in conjunction with the executive committees, include the following:

- Review and approve the strategic and financial plans aimed at achieving the medium to the long-term success of the company.
- Analyze the ongoing plans' progress and development - or their modification, in response to the changing external conditions of the business.
- Evaluate and establish the CEO and other executive members' remuneration and compensation.
- Detect and analyze the main risks bordering Accenture and develop an adequate strategy to address and manage them.
- Review and approve essential adjustments for sustainable business continuity.
- Guarantee that any financial report published by Accenture is trustworthy and comprehensive, and it complies both with the current law and norms, and the ethical responsibilities of the business.

For more information, see the Corporate Citizenship Report at [accenture.com/pt-pt/about/corporate-citizenship-index](https://www.accenture.com/pt-pt/about/corporate-citizenship-index)

The Board of Directors comprises four permanent committees (Audit Committee, Compensation Committee, Finance Committee, and Nominating, and Governance Committee), which are defined and described as following:



Audit Committee

Among its functions and responsibilities, it stands out the supervision of Accenture's accounting and the report of internal controls and financial statements, legal and regulatory compliance, control and monitoring of the auditors and their autonomy, and internal audit.

For more information, see:

[accenture.com/us-en/about/governance/board-committees#block-audit-committee](https://www.accenture.com/us-en/about/governance/board-committees#block-audit-committee)

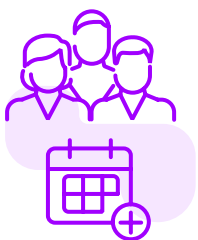


Finance Committee

It is the committee responsible for managing the capital structure and the Accenture's corporate financial activities, share buyback philosophy and strategy, treasury and financial risk management, pension plan management, significant acquisitions, and insurance plans.

For more information, see:

[accenture.com/us-en/about/governance/board-committees#block-finance-committee](https://www.accenture.com/us-en/about/governance/board-committees#block-finance-committee)



Compensation Committee

Amidst others, this committee is responsible for topics related to the remuneration of the Accenture executive team, management of benefit plans, and compensation of the Board of Directors.

For more information, see:

[accenture.com/us-en/about/governance/board-committees#block-compensation-committee](https://www.accenture.com/us-en/about/governance/board-committees#block-compensation-committee)



Nominating and Governance Committee

This committee develops the principles of corporate governance, including the evaluation of its members and management of the nomination processes.

For more information, see:

[accenture.com/us-en/about/governance/board-committees#block-nominating-and-governance-committee](https://www.accenture.com/us-en/about/governance/board-committees#block-nominating-and-governance-committee)

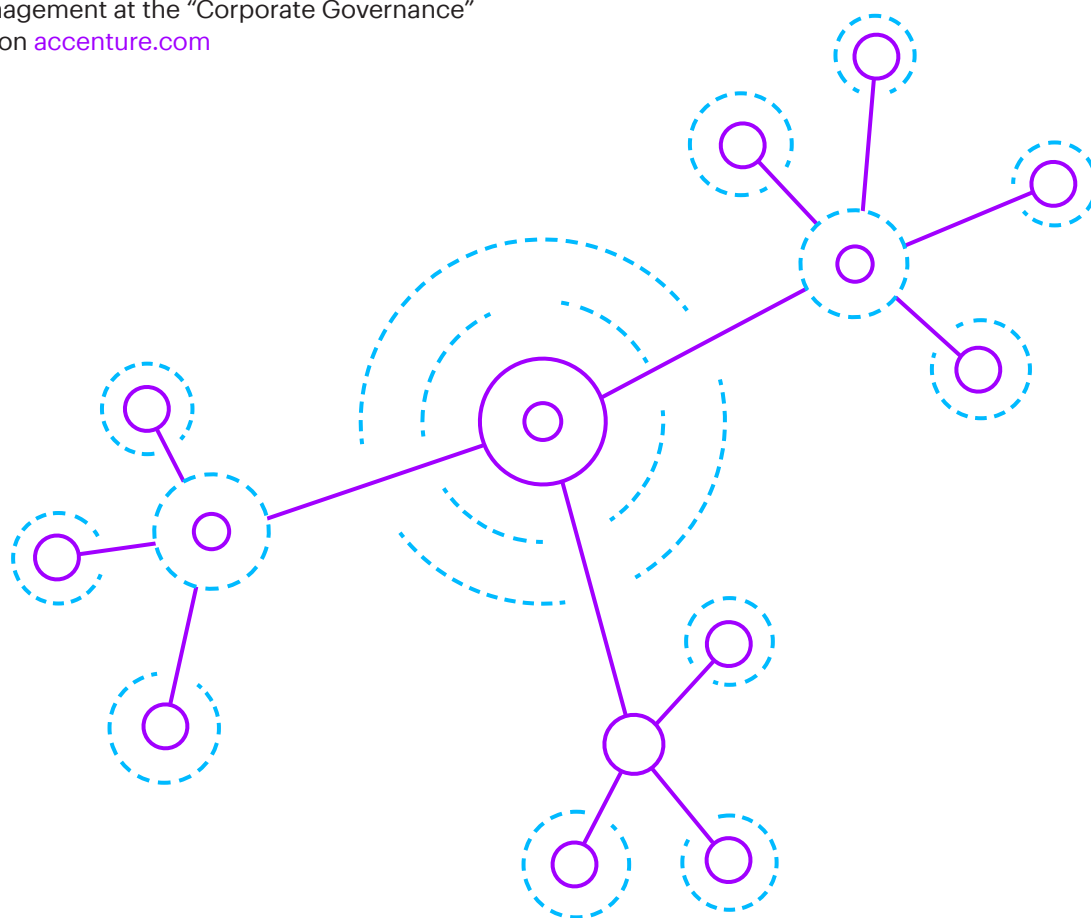
At Accenture, we have a flexible corporate governance structure that brings together highly experienced professionals, both internal and external, at its boards and committees. We have a particular emphasis on fostering an ethical environment and a relationship of trust with stakeholders. We guarantee compliance with the normative legal requirements of all the countries in which the organization operates and the internationally agreed standards.

Lastly, it is imperative to understand that, as a multinational company listed on the New York Stock Exchange, all the competencies related to the corporate governance described previously affect Accenture globally. Each global manager is responsible for transmitting the implementation guidelines by geographic area and country to their respective teams.

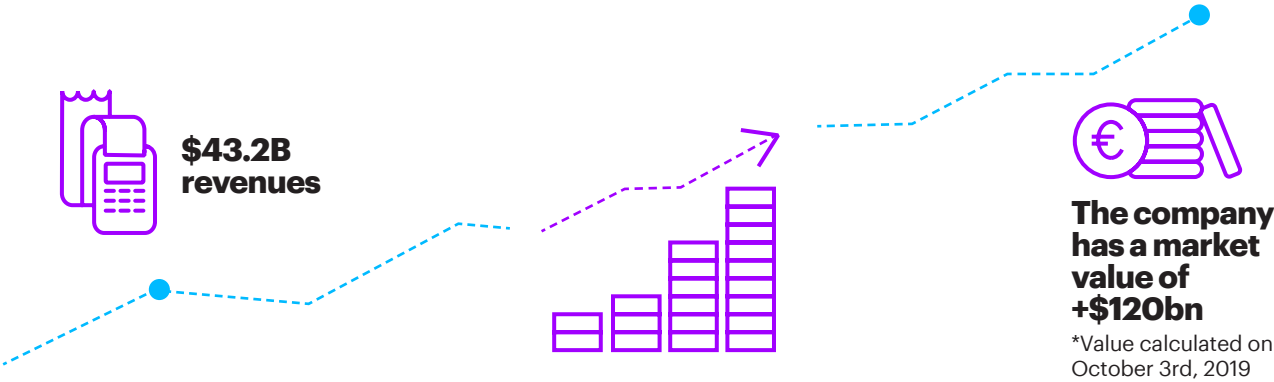
Find further information on the leadership council and its committees, responsible for guaranteeing transparency and integrity of the Accenture's top management at the "Corporate Governance" section on [accenture.com](https://www.accenture.com)

In Portugal

Accenture, Consultores de Gestão, S.A., Accenture Technology Solutions – Soluções Informáticas Integradas, S.A. and Accenture 2 Business Process Services S.A. are administered by their respective Boards of Directors. Accenture Consultores de Gestão is also administered by an Executive Committee.



2.3 Accenture on the Stock Exchange



Our shares

| | | | | |
|---|---|--|---|--|
| \$7.36 earnings per share (+9%) | \$4.6B reimbursed to shareholders | 22% average annual return over the past five years | \$198.74 market price at year-end <small>(\$169.07 at the beginning of the year)</small> | 19% total appreciation of the share |
|---|---|--|---|--|

Accenture results

In 2019, Accenture accounted for 43.2 billion dollars in revenues globally, which represents a growth of 8.5% in local currency. The Growth Markets led this increase by 14%, but both Europe and North America also registered profitable growth by 5% and 9%, respectively.

Globally, the Accenture's growth happened across all industries, mainly in Communications, Media & Technology, Products, and Resources. Also, its positive performance was balanced across the different business areas, culminating in a double-digit growth of Accenture Technology and Operations.

These exceptional results reflect the strength of our growth strategy that starts with our clients and their imperatives to remodel their business in today's digital world. We consider our technological capabilities as the most powerful and innovative in the industry, impacting all the essential areas of our clients.

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

At the same time, we invested 1.2 billion dollars this year globally in different acquisitions to retain critical skills and capabilities in strategic high-growth areas of the market, the majority in the New-digital, cloud and security services. We continue to invest in our Innovation Architecture that combines research, ventures, labs, research, innovation centers, and delivery centers.

Our business style is intended to maintain the necessary profitability to promote wealth creation across the entire value chain.

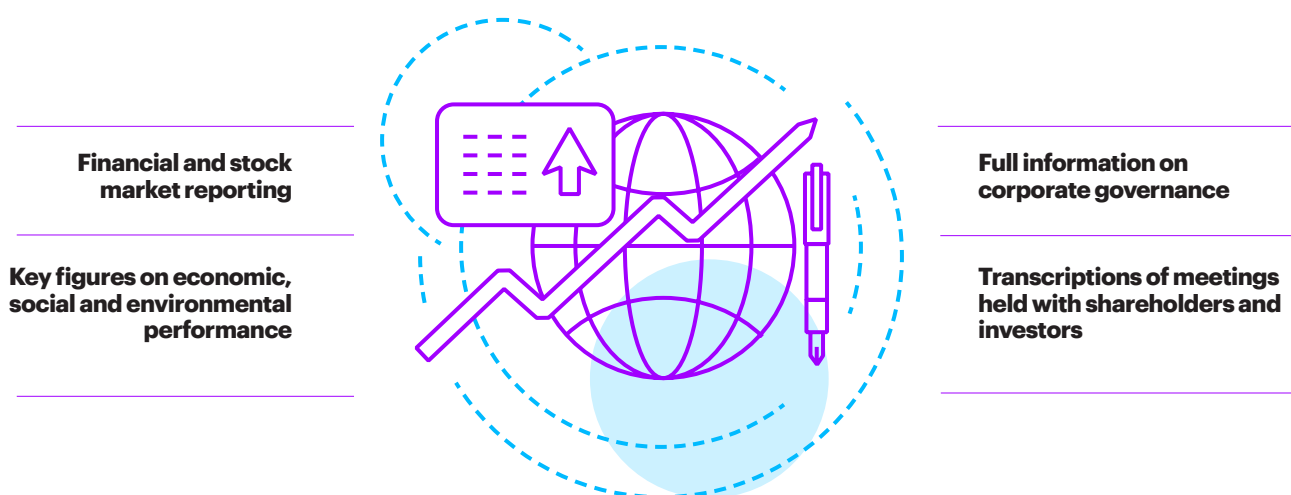
As a responsible business, our purpose is to bring value to all our stakeholders through our contribution to our clients, the society and our people, and generate valuable outcomes to our shareholders. Our workforce and our culture are and will be our main competitive advantages.

The Accenture share

As a company listed on the New York Stock Exchange, one of our primary responsibilities is to create value for shareholders anchored on medium to long-term expectations. For this reason, we are transparently and strictly accountable to our shareholders' investors and market analysts, via a powerful communication program.

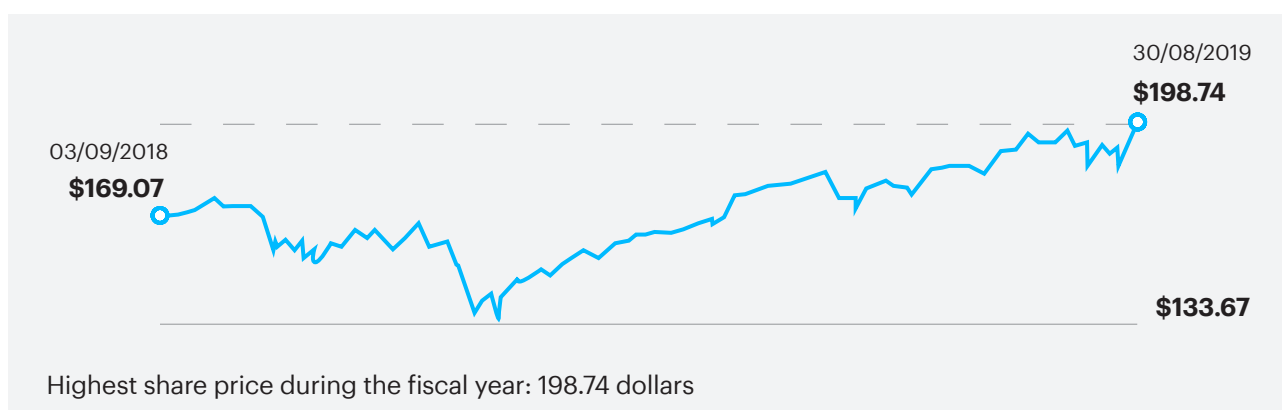
Accenture shares trade under the symbol ACN on the NYSE (New York Stock Exchange).

Accenture facilitates its shareholders:



Evolution over the past year

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



Dividends per share totaled 2.92 dollars, 10% up over previous years.

Accenture had a market value on October 3rd, 2019, of +\$120B.

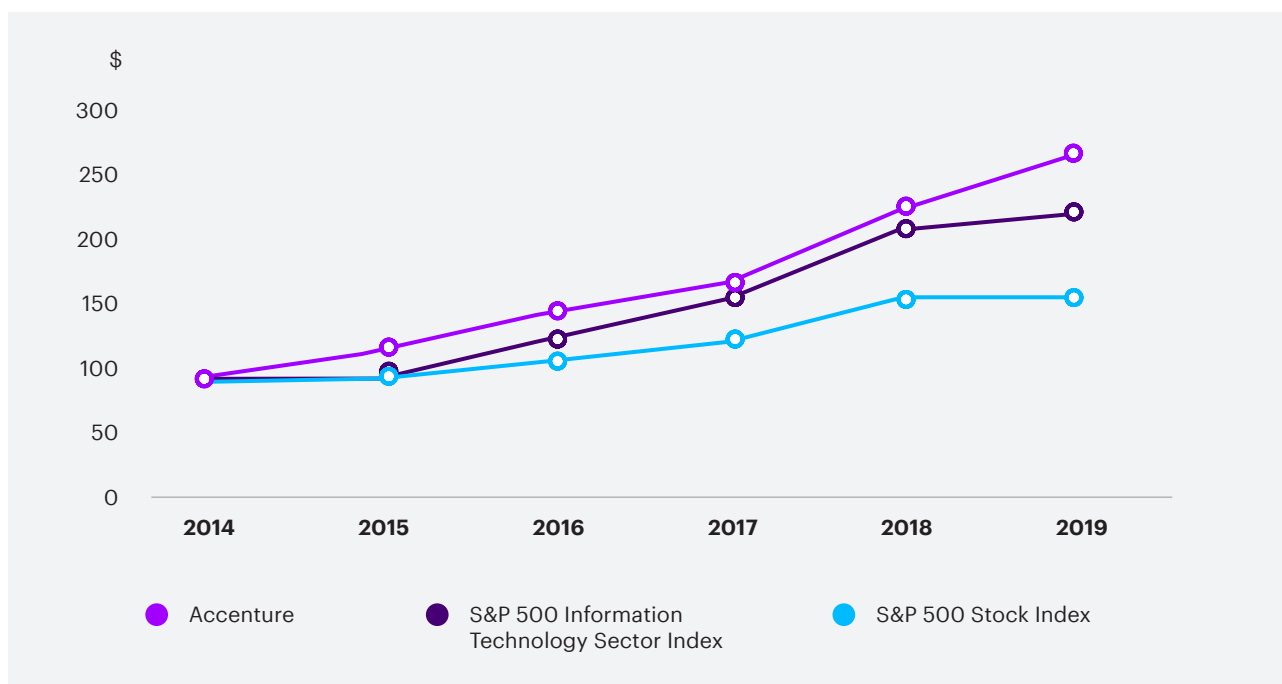
Accenture offers its employees participation in a corporate share acquisition plan with a 15% discount on the market price.

Evolution over the last five years (2014-2019)

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

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

The chart below illustrates the cumulative total profit to the shareholder from August 31st, 2014 to August 31st, 2019 (end of the fiscal year 2019). It is compared with the profitability for the same period of two indices, the S&P500 Stock Index and the S&P500 Information Technology Sector Index. It considers \$100 invested on August 31st, 2014, in our class A shares, and \$100 invested in each of the other indices, with reinvestment of dividends obtained without payment of commissions. This past profitability should not be considered indicative of future profitability.



Note: The economic data offered in this report correspond to Management Financial Information prepared in accordance with generally accepted U.S. accounting principles (USGAAP) as required by the criteria of the Public Company Accounting Oversight Board in the United States and audited by KPMG.

The companies of the Accenture Group in Portugal file their annual accounts, audited by ROC João Martins, under the Portuguese Companies Act and the procedures laid down by the Tax Authority in accordance with the Accounting Normalization System applicable in Portugal.

[accenture.com/us-en/about/company/2019-letter-shareholders](https://www.accenture.com/us-en/about/company/2019-letter-shareholders)

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

2.4 Responsible business

At Accenture Portugal, we implement a responsible consultancy business model designed to contribute to the economic, social, and environmental progress of our stakeholders.

This responsible consultancy business model lies at the heart of our goal, our corporate governance, and our corporate strategy and follows the 10 principles of the Global Compact and the United Nations Sustainable Development Goals.

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

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

Accenture's sustainability policy in Portugal

Our policy of commitment to sustainability ensures we implement a responsible business model. It drives us to partner with our clients for innovative solutions. Also, it allows us to create value for our shareholders, stimulate the development and the well-being of our employees, involve our suppliers in responsible practices, and work for the benefit of society and the environment.

Also, we incorporate the main concerns of our stakeholders, focused on trends that might represent an opportunity or a risk.



ECONOMIC DEVELOPMENT

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



SOCIAL INCLUSION

Wellbeing, diversity, and development of our people and the inclusion of other collectives we interact with and for whom we create value all form part of our corporate purpose.



ENVIRONMENTAL SUSTAINABILITY

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

**Committed to
our clients**

We help our clients to lead their markets and stand out from their competitors through innovation and technological transformation, creating a real impact on their results. By that, we drive economic growth and well-being.

**Committed to
shareholders**

To remain as an attractive investment, we must sustain our profitability over time. Aimed at it, we manage our resources and our capital efficiently and responsibly, dedicating particular attention to the principles of transparency and ethics.

**Committed to
our people**

People are our main assets. We count on competent, motivated, and innovative people with an accountable vision of the business.

We foster inclusion and universal accessibility, and non-discriminatory policies with equal opportunities throughout all our processes. We turn technology into an inclusion tool for people with disabilities.

**Committed to
innovation**

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

**Committed to
the supply chain**

We promote a stable relationship with suppliers that are consistent with our sustainability strategy, and we integrate practices in our supply chain, from the perspective of sustainability.

**Committed to
the environment**

Respect the environment is part of our corporate culture throughout the mitigation of our impact on the environment and the efforts of awareness of our stakeholders.

**Committed to
society**

We invest in social initiatives and focus on the philanthropic organizations dedicated to instructing the most vulnerable people for personal and professional development and labor matters. Likewise, we collaborate with leading academic, cultural, and corporate institutions to further the progress of the economy and society in Portugal.

We subscribe to the United Nations Global Compact

Accenture guarantees its clear commitment to the sustainable development of society and complies with the sustainability requisites promoted both by the World Business Council for Sustainable Development and by BCSD Portugal, as well as those required by indexes such as the Dow Jones Sustainability Index and the FTS4 Good through various initiatives.

For that reason, at the international level, we subscribe to the United Nations Global Compact and are members of Global Compact Lead. Accenture Portugal also joined to the Portuguese Network for the Global Compact.

Our agreement with the Global Compact's ten principles covers all our policies and procedures in human rights, labor rights, environmental rights, and initiatives against corruption. We not only comply with the principles; we also ensure these principles are followed by those who are part of our supply chain.

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

The dialogue with our stakeholders

For Accenture, it is essential to maintain bidirectional communication with our stakeholders to identify their expectations and concerns so that they are aware of our economic, social, and environmental efforts. The ultimate goal is to align our strategy and decision-making processes with the concerns and expectations of the groups involved.

We consider stakeholders all those, companies, or groups about which we can somehow exert influence on your results or that may be affected by our actions and decisions.

To determine who they are, we conduct an internal and external survey, taking into consideration the principles of inclusivity, relevance, and response capacity.

At Accenture in Portugal, our main stakeholders are our clients, our people, shareholders and suppliers, candidates for Accenture professionals, civil society, alumni associations, and various other partners.

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

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

PRINCIPAL CHANNELS FOR COMMUNICATION WITH OUR STAKEHOLDERS

| | Clients | Our people | Shareholders | Suppliers | Soc. Orgs. | Innovative ecosystem | Candidates | Alumni |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Corporate Citizenship Report (Accenture in Portugal) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Webpage www.accenture.pt | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2019 Corporate Sustainability Report Landing page | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Other external websites | | <input type="radio"/> | | <input type="radio"/> | | | <input type="radio"/> | <input type="radio"/> |
| Accenture portals and internal sites | | <input type="radio"/> | | | | | | |
| Social Media channels: Facebook, LinkedIn, Twitter, YouTube and Instagram | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Internal social channels: Collections, Portal and People | | <input type="radio"/> | | | | | | |
| Satisfaction management systems | <input type="radio"/> | <input type="radio"/> | | <input type="radio"/> | | | <input type="radio"/> | <input type="radio"/> |
| Mobile Apps | | <input type="radio"/> | | | | | | |
| In-person channels: events, training, forums, fairs, meetings, breakfasts, conferences, seminars, committees and communities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Digital communications: news releases, newsletters, webcasts, etc. | <input type="radio"/> | <input type="radio"/> | | | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Physical mail: publications, invitations, etc. | <input type="radio"/> | | | | | <input type="radio"/> | | |
| Media (content and advertising) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | | | <input type="radio"/> | <input type="radio"/> | |
| Internal messaging system: Skype and Teams | | <input type="radio"/> | | <input type="radio"/> | | | | |
| Online contact mailboxes | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Specific contact phone | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

What is relevant to our stakeholders

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

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

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

For that, a set of insights related to the expectations of different stakeholders, the issues that might impact our activities, the market trends, and potential opportunities for businesses were collected and analyzed, as well as the content considered and studied along the previous years.

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

During this process, we take into account the expectations of those stakeholders who might be affected. We split it into three stages:

1

Identification of the aspects and critical issues for Accenture in Portugal, taking as a reference those that inform the reporting of non-financial information globally by the company. We can then prepare a preliminary list of relevant aspects.

Also, to verify whether these issues are consistent with the reality of Accenture in Portugal, we have reviewed the publications for 2019 on the sustainability of our social stakeholders, media, and public administrations.

2

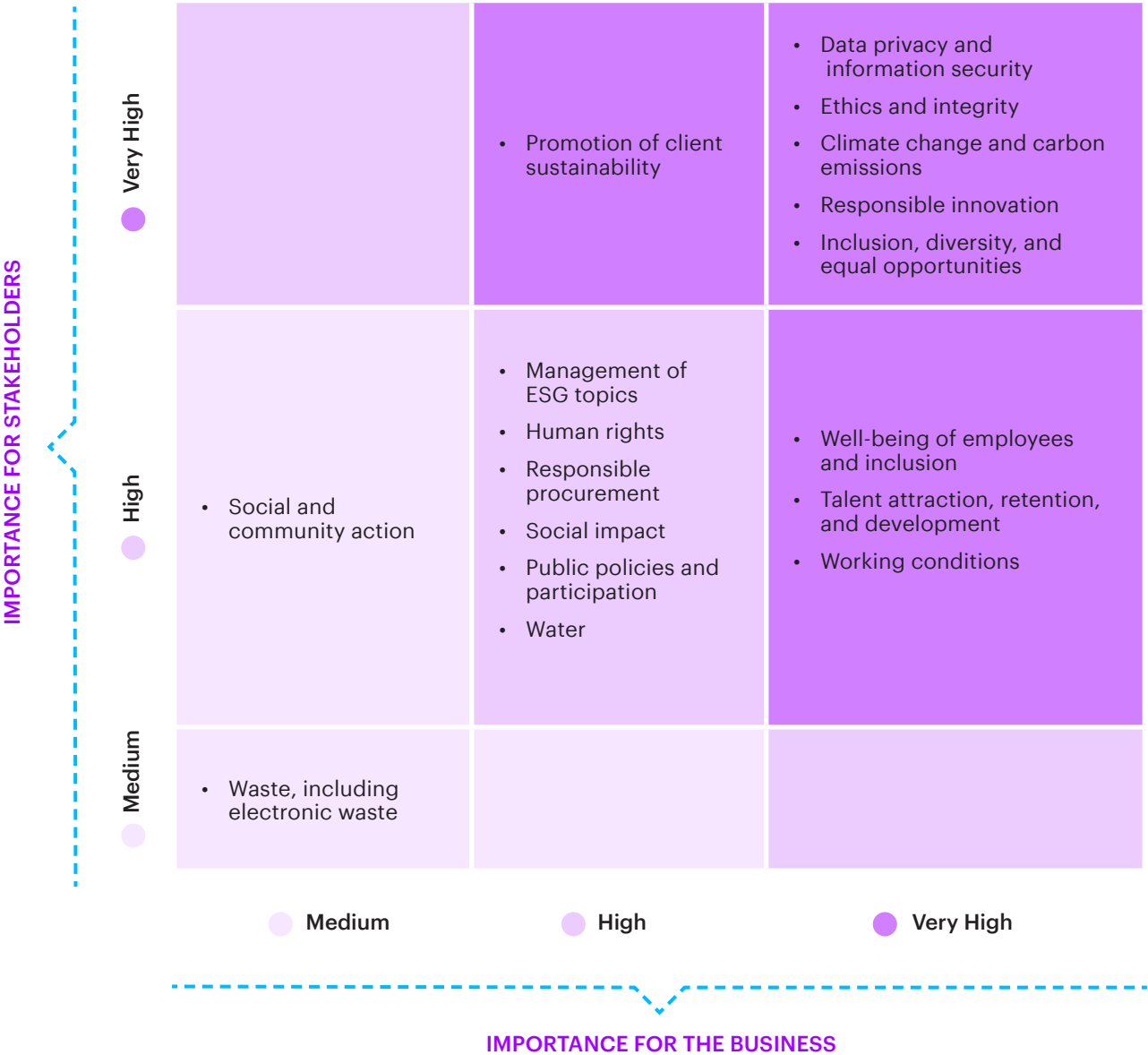
Evaluation to determine the importance of each aspect via economic, social, and environmental impacts. The probability and severity of the effects, risks and opportunities, long-term performance, and the influence on competitiveness are some of the factors considered.

3

Assessment of material topics by external stakeholders through the analysis of client and competition sustainability reports.



To determine materiality, Accenture established the important topics defined by the company at a global level. Based on the following matrix, the report’s structure and content were outlined considering the order of their importance for our business and stakeholders.



The promotion of client sustainability rose into the highest priority quadrant. Climate change and carbon emissions have now acquired very high importance for the company and include the energy component. In addition, information security and data privacy, already considered to be topics of high importance for the company, have now also topped the list of issues of most importance for our stakeholders.

Our stakeholders are now more concerned with matters relating to responsible procurement and public policies and participation than they were in the last survey performed in 2016.

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

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

With the year 2030 in mind, these goals aim to eliminate poverty, foster education inclusion, achieve gender equality, promote sustainable economic growth (inclusive and accountable). Attain full employment and decent work for all; build resilient infrastructure and foster innovation; reduce inequality and injustice, or tackle climate change.

In the four years since the approval of the 17 SDGs, meaningful steps are highlighted: for instance, the world population lives better, and infant mortality in the under-fives has fallen. However, progress in the majority of the Global Goals is slow or has lost ground: 700 million people still live in extreme poverty, over 170 million remain unemployed, and over 70 million refugees worldwide.

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

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

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

At Accenture Portugal, we are committed to leading this agenda and incorporating a new vision imbued with the SDGs. It is a magnificent opportunity to align our strategy and expectations with our clients, shareholders, our people, suppliers, and society in general.

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

Accenture Portugal’s Policy of Responsible Sustainability sets out the general principles and foundations that must govern the company’s sustainable development strategy. Its objective is to ensure our activity promotes sustainable value creation for our stakeholders, with a long-term vision, to seek out a better future without compromising current results, ensuring achievement of the SDGs, and rejecting any actions that conflict with or hinder them.

Our commitment to the SDGs is supervised by the Board of Directors and the governing bodies that monitor the company’s contribution to their achievement.

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

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

Strategic SDG



Goal 5.5

Full participation and equal opportunities



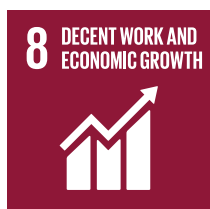
Goal 5.B

Improve the use of technologies and ICT



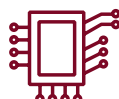
Goal 5.C

Equality policies and laws



Goal 8.1

Maintenance of economic growth Goal



Goal 8.2

Diversification, technology and innovation



Goal 8.3

Fostering small and medium companies



Goal 8.5

Full employment and decent work



Goal 8.6

Employment and studies for young people



Goal 8.8

Safe labor law protection



Goal 9.2

Inclusive and sustainable industry



Goal 9.5

Scientific research technological capability



Goal 16.5

Reduce corruption and bribery

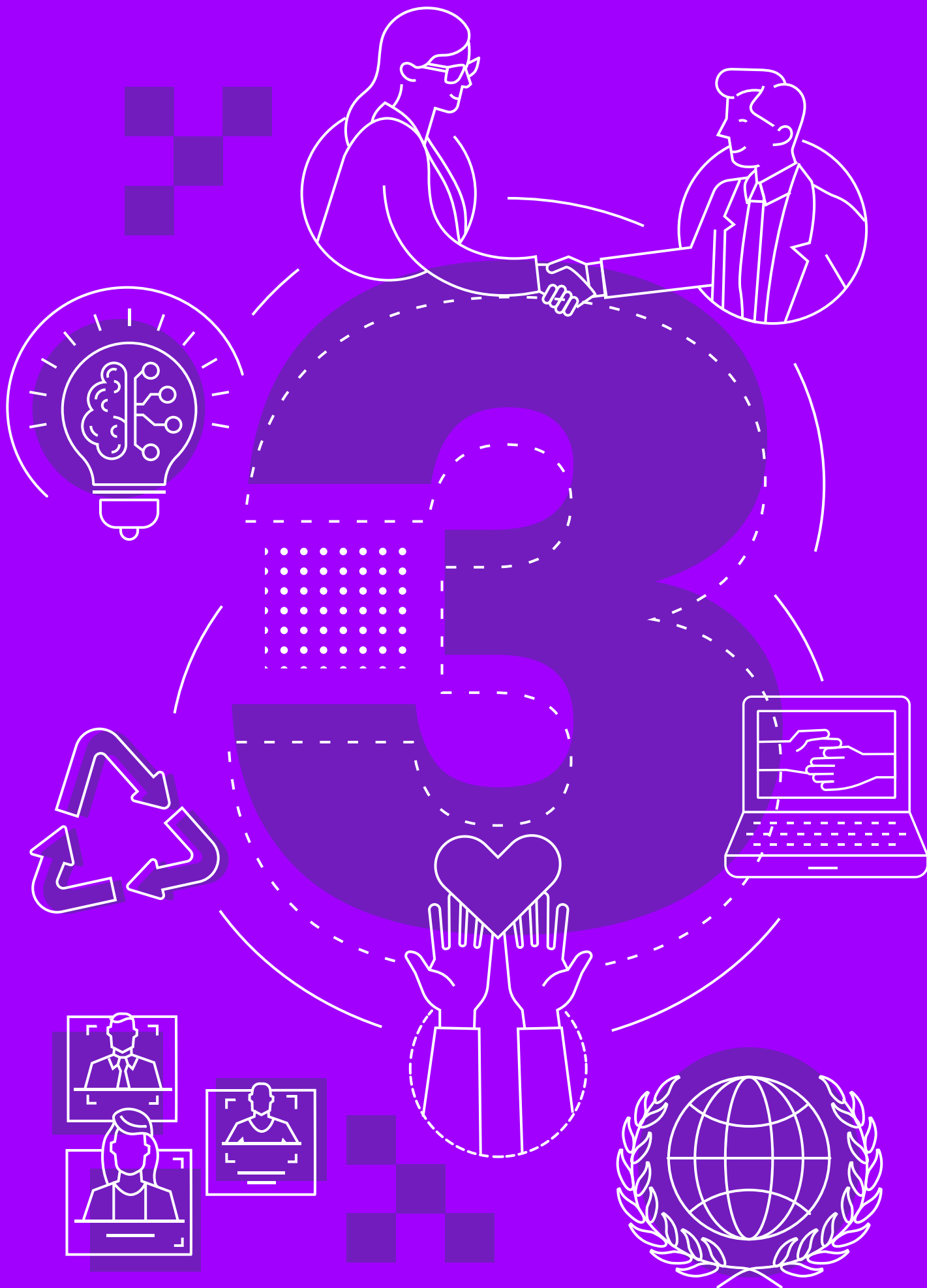


Goal 16.10

Access to information and fundamental freedoms

Relevant SDG





COMMITTED

TO OUR CLIENTS

TO INNOVATION

TO OUR PEOPLE

**TO GOOD GOVERNANCE
AND TRANSPARENCY**

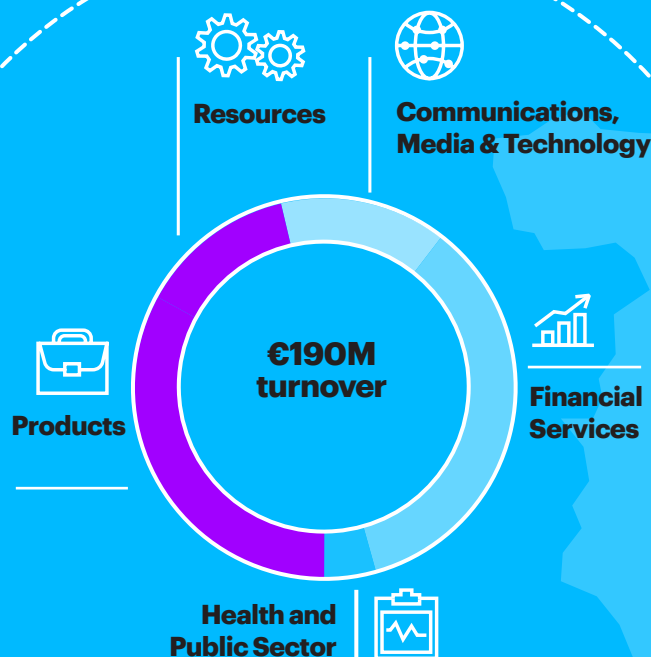
TO SOCIETY

TO THE ENVIRONMENT

TO THE SUPPLY CHAIN

COMMITTED TO OUR CLIENTS

In Portugal



✓ Our top 25 clients account for 90% of our turnover, and 19 have been our clients for 10 years

| | |
|---------------------|------|
| Technology | €79M |
| Operations | €36M |
| Strategy&Consulting | €21M |



✓ 94 clients

✓ +260 projects developed

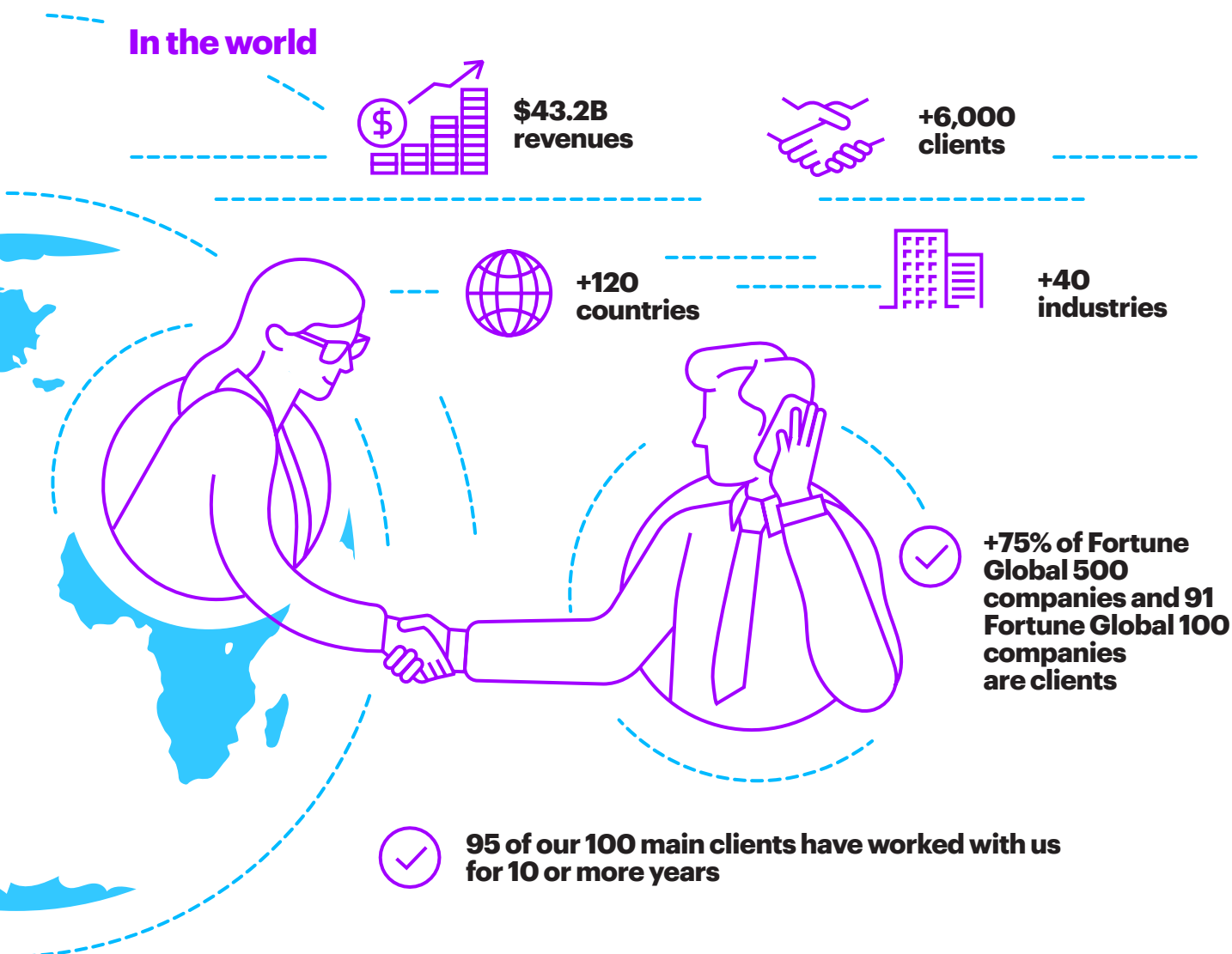
✓ +95 new projects

✓ 66% of PSI-20 companies and 22 of the 100 largest companies are clients

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

As a global leader in professional services, we work with over 6,000 clients worldwide and 94 in Portugal across a wide range of services and solutions in strategy, consulting, digital, technology, and operations. We combine our deep experience in all our business areas with specialized knowledge in over 13 economic sectors to help them optimize their performance and generate sustainable value for their shareholders.

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



Our approach to the market

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

We have offices in Portugal's main cities: Lisbon, Oporto, and Braga.

Five business areas and thorough industrial knowledge

Our 3,000 people in Portugal provide services to our clients, organized into five business areas, and specializing in the economic sector.

| BUSINESS AREAS | Specialization by economic sectors: Accenture Consulting | | | | |
|-------------------------|---|---|--|---|---|
| |  |  |  |  |  |
| | Communications, Media and Technology | Financial Services | Health and Public Service | Products | Resources |
| | Accenture Strategy | Services to over 6,000 clients worldwide and 94 in Portugal | | | |
| | Accenture Digital | | | | |
| Accenture Technology | | | | | |
| Accenture Operations | | | | | |

Our business areas

1. Accenture Strategy

At Accenture Strategy, we help our clients to achieve the business results they are seeking and to create value for their shareholders through the definition and execution of technology-based strategies adapted to each economic sector.

Whether through business strategy or technology or data-driven processes, we combine in-depth knowledge of the sector with the analytical skills of our people and the latest technologies and methodologies to help organizations to act quickly and confidently. We seek out the best way to accelerate competitive agility and support their leaders in the creation and execution of strategies that enable them to achieve their objectives and grow in the current digital transformation scenario.

Competitive agility: If they intend their organizations to remain agile in the current context of constant change, market leaders must make

efforts to ensure their core business activity continues running while investigating and investing in new opportunities. Thanks to our extraordinary capacity to act quickly, we can help in the creation of projects for competitive agility that present new ideas for the technologies they use and their businesses.

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

Industry focus: Our vast experience in different sectors allows us to apply strategies that adapt to the businesses and ecosystems of our clients.

2. Accenture Digital

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

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

Accenture Interactive

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

Accenture Applied Intelligence

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

Accenture Industry X.O

We help clients across industries digitally reinvent their design, engineering, manufacturing, and production to create smart, connected products and services faster and at a lower cost.

We use advanced technologies, including the Internet of Things, connected devices, and digital platforms, to unlock new revenue streams and create new efficiencies.

3. Accenture Technology

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

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

4. Accenture Operations

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

5. Accenture Consulting

At Accenture Consulting, we assist organizations in transforming into global leaders with the help of our people specializing in the different economic sectors and their deep technology capabilities.

Our consulting services enable our clients to develop and implement transformational change programs for one or more functions or business units or across their entire organization. We offer two service lines: industry-specific consulting services, as well as functional and technical consulting services.

Our functional and technical consulting services include finance and enterprise performance, supply chain and operations, talent and organization, clients and channels, applications and architecture advisory, and technology advisory. All our consulting services are backed by our digital, cloud, cybersecurity, artificial intelligence, blockchain, and other capabilities.

Our consulting service, focused on the different sectors of the economy, is split into the following specialty lines:

Communications, Media and Technology

- Communications and media
- High technology
- Software and Platforms

We help clients accelerate and deliver digital transformation in their organizations, developing and implementing comprehensive, industry-specific solutions to seize new opportunities and enhance efficiencies and business results.

Financial Services

- Secure Banking and capitals market
- Insurance

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

Health and Public Service

- Health
- Public service

We work with healthcare payers and providers, as well as government departments and agencies, public service organizations, educational institutions, and non-profit organizations, providing them with our research-based insights and offerings. Through digital solutions, our clients achieve better social, economic, and health outcomes.

Products

- Consumer goods, Retail, and Travel
- Industrial

All these sectors share a common feature: they are consumer-relevant. We work to help clients transform their organizations and increase their relevance in the digital world and enhance their performance in distribution and sales and marketing, in research and development and manufacturing and business functions such as finance, human resources, procurement, and supply chain, while leveraging technology.

Resources

- Natural resources and chemicals industry
- Energy Utilities

We work with clients to develop and execute innovative strategies, improve operations, manage complex change initiatives and integrate digital technologies designed to help them differentiate themselves in the marketplace, gain competitive advantage, and manage their large-scale capital investments.

HYDROCAST – A CONTRIBUTION TO THE OPTIMIZATION OF HYDROELECTRIC POWER PRODUCTION IN PORTUGAL

The challenge

Adequate forecasts of dams' production capacity is a critical element in the planning and optimization of hydro resources production. One of these vital elements is the calculation of the flow from the reservoirs created by the barriers.

Hydrocast faced the challenge of calculating the natural flow of the reservoirs of two dams that have recently come online - the Baixo Sabor reservoir and the Foz Tua reservoir. Specifically, the challenge required the construction and optimization of new analytical models to predict the flow every 3 hours for up to 3, 7, and 14 days for each of the dams.

The solution

Response to the challenge was based on a data-driven approach, starting with the collection and analysis of the quality of the data, followed by its processing and transformation, definition, and execution of modeling hypotheses and analysis and presentation of the results.

The modeling scenarios were performed using Machine Learning and Deep Learning and Recurrent Neural Networks algorithms.

The results

The quality of the forecasts obtained showed the success of the Hydrocast initiative, as the margin of error recorded remained below 10% in the various models – significantly positive for the types of model in question.

The daily application of the results of these models should enable:

- Reduction in "discharges" (waste of hydro resources), optimizing resource use;
- Improved coordination between the organization and its internal and external stakeholders (such as municipalities) empowering them with more and better information on their hydroelectric power assets;
- Optimization of renewable energy output in Portugal, therefore contributing to Sustainable Development Goal 7 – Affordable and Sustainable Energy, and 13 – Climate Action.

Strategic growth priorities

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

Cloud

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

Intelligent Platforms

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

Cyber Resilience / Security

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

Intelligence Experience Center

Call centers have evolved into Intelligence Experience Centers, a more customized and real way of relating to the client, based on empathy. They make use of high tech and cognitive engines to learn from the experience by managing data to anticipate client’s needs and create unique experiences that strengthen ties and increase trust.

Intelligent Engineering Software

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

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



Our network of centers

Every sector and even every company have its challenges and different, unique concerns. Still, we are convinced that innovation, supported by technology, is the key to obtaining solutions with results that are often surprising.

For this reason, an essential part of our Innovation Architecture (comprising six capabilities that cover generating the idea, developing it and launching it onto the market and scaling the solution) is our

international network of centers designed to create and scale specialized, technological solutions at the different centers. For more information, see the chapter “Committed to innovation” of this report.

In Portugal, we have three centers where our clients can access the latest technologies, the most specialized talent, and our in-depth industry knowledge to transform not only their business but also their sector.

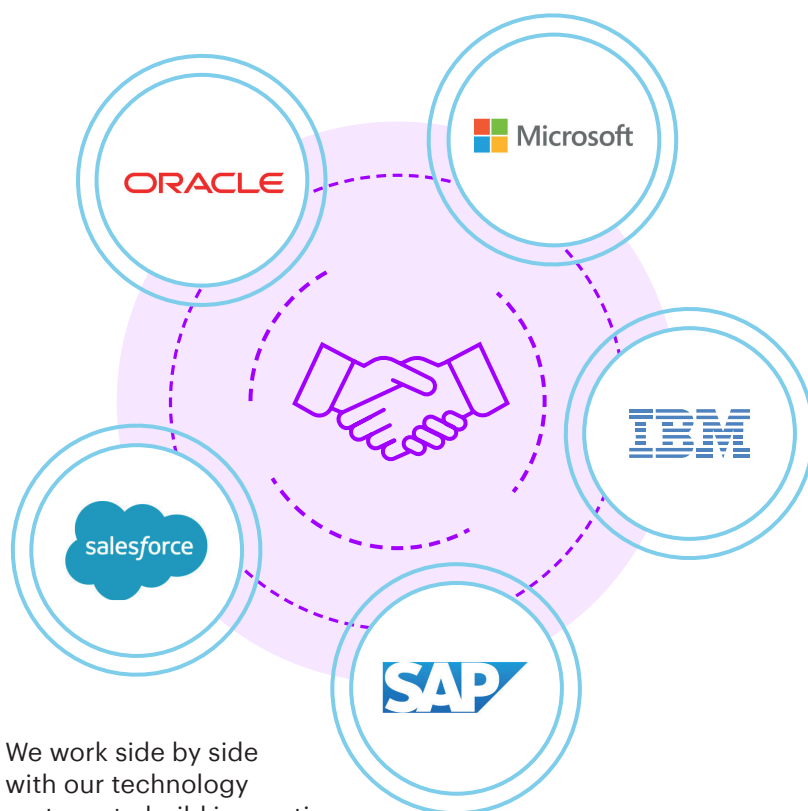
Our network of alliances

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

Our Joint Venture with Microsoft-Avanade reinforces our capacity in Microsoft competencies.

The Joint Venture between Accenture and Microsoft allows companies in Portugal to make unique experiences available to their clients and employees by using of the Microsoft ecosystem.

Set up by Accenture and Microsoft Corp. in 2000, Avanade employs over 36,000 people providing digital services, information technology (I.T.), and consultancy to clients worldwide in various sectors of the economy. Avanade's office in Lisbon is the 25th worldwide and the 16th to open in Europe.

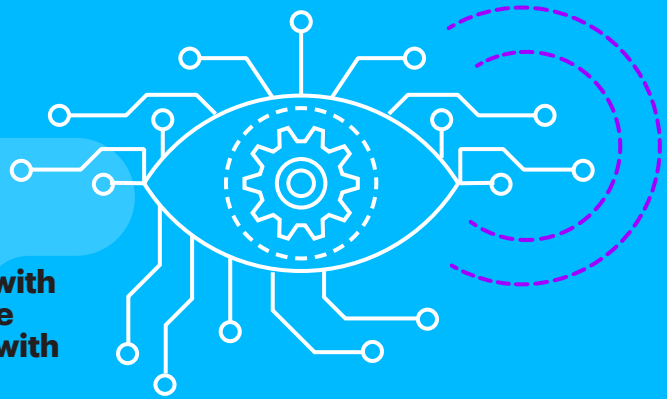


We work side by side with our technology partners to build innovative solutions swiftly and flexibly, to obtain prototypes in a matter of days or weeks.

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

COMMITTED TO INNOVATION

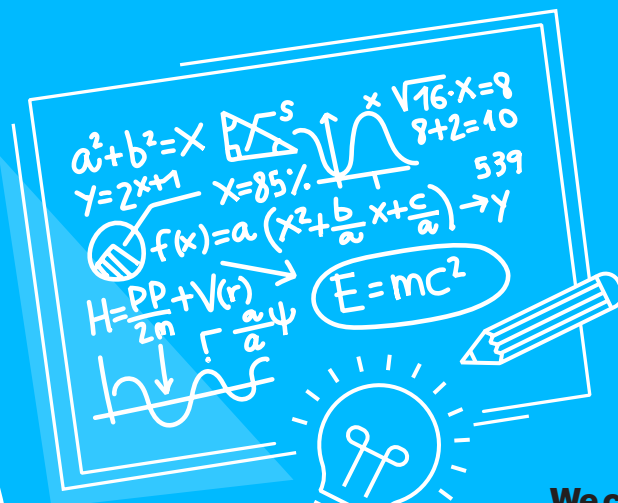
**+20 startups with
which we have
partnerships with**



**3 Innovation hubs being
set up in Portugal**



Ai

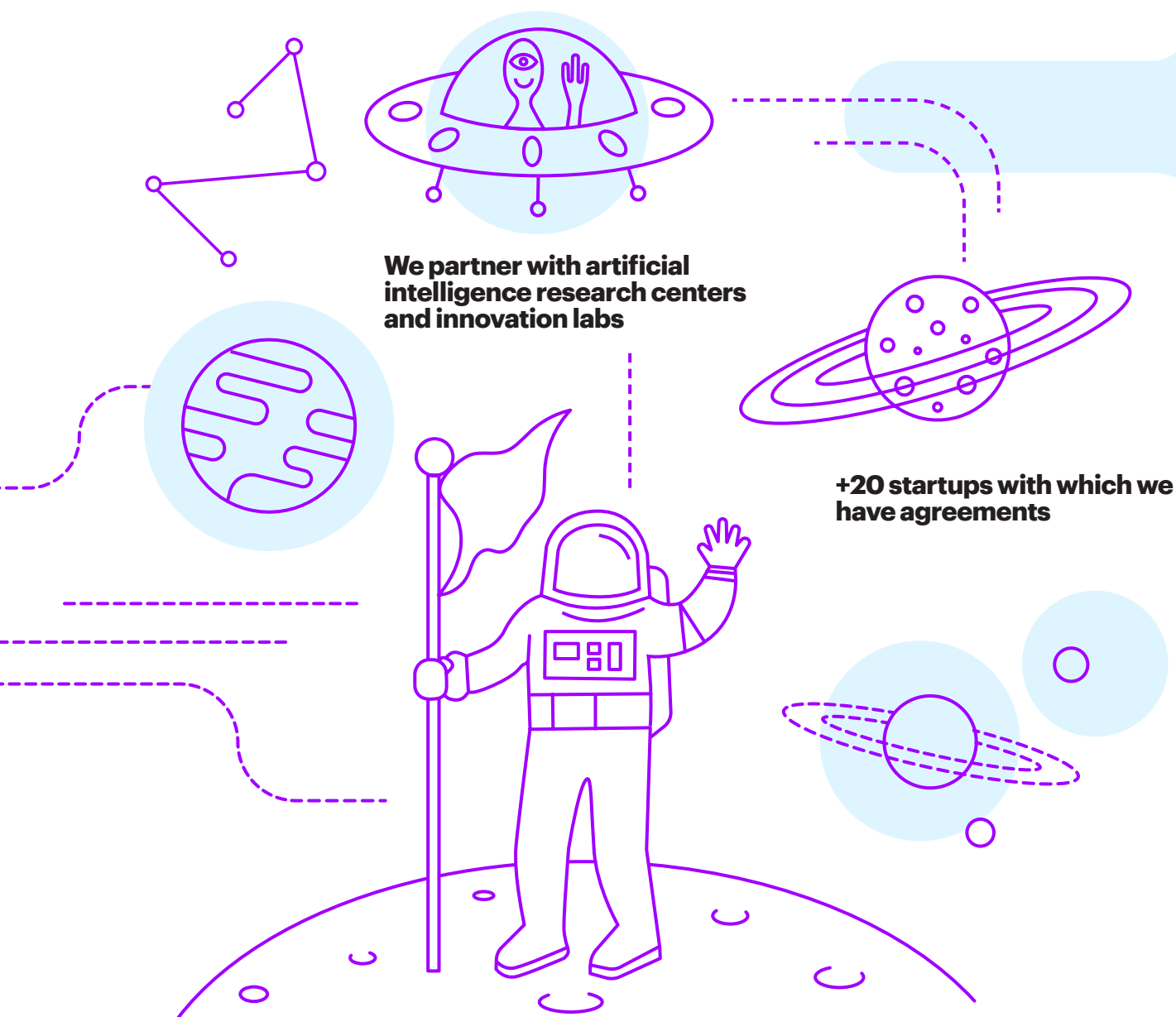


**We create value
for the scientific and
technological community
with the application for +
670 new patents worldwide**

For Accenture in Portugal, innovation is the star orbited by every one of its activities and initiatives presented in this report. The right balance between them and their specific distance concerning innovation is an indication of their real impact in the future.

From technology to digital transformation, it is closely related to proper functions at a greater distance. All are correctly positioned to create the mass balance and orbital movements such that those closer conditions those that are farther.

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



Fifty years separate us from probably the most challenging adventure of humanity to date. Man's arrival on the Moon was an event that marked our lives, while at the same time giving rise to doubts and even denial for many years. It is difficult to believe that, with an inferior technology like the intelligent devices we enjoy today, we have reached it so far.

What enabled us to achieve this? And why haven't we returned? Because technology is not the only factor for reaching the next stage of evolution. Other additional factors are also important, such as competence, collaboration, purpose, and sponsorship.

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

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

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



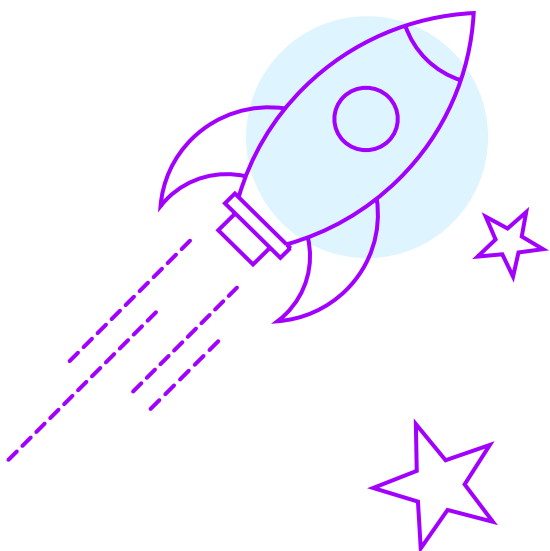
Accenture Research, where we observe

Accenture Research is our company's research center. A team of over 250 people worldwide publishes research papers on emerging technologies, consumer trends, and industrial sector innovations, among other matters. This team generates the "raw material" that the rest of the professionals in Accenture require to define innovation strategies for ourselves and our clients. The annual Technology Vision publications ([accenture.com/pt-pt/insights/technology/technology-trends-2019](https://www.accenture.com/pt-pt/insights/technology/technology-trends-2019)) and Fjord Trends ([accenture.com/pt-pt/company-news-release-pr-fjords-trends-2019](https://www.accenture.com/pt-pt/company-news-release-pr-fjords-trends-2019)) are examples of this.



Accenture Ventures, where we collaborate

Accenture Ventures is the way we relate to the innovation ecosystem through investment, sponsorship, and collaboration agreements. In the case of Accenture, the innovation ecosystem consists of two types of entities: on the one hand, startups and IDEs (Innovation Driven Enterprises), and on the other, academic and scientific institutions. From the first ones, we get the speed attribute, necessary in the current context, in the present context, and, in the second, in-depth knowledge.





Accenture Labs, where we research

Accenture Labs are a group of five technology labs located around the world that work to narrow the gap between advanced emerging technologies (such as quantum computing and nanotechnology) and their application in different industries. Thanks to these laboratories, we can provide operating and business value to all our stakeholders.



Accenture Studios, where we accelerate

Accenture Studios provide an organizational solution allowing us to travel at two speeds. The speed of a company of our size (close to 500,000 people worldwide) and the speed of a startup. The Studios act like startups, with teams of 10 to 15 persons working in a very agile manner to provide specific digital solutions in a short time-frame of one to three months.



Accenture Innovation Centers, where we develop solutions

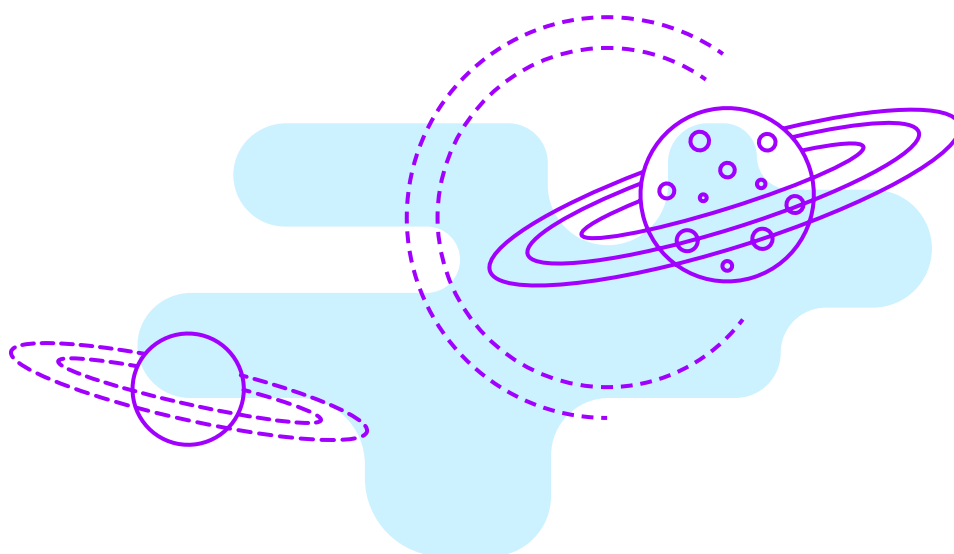
The primary purpose of the Accenture Innovation Centers is to build and scale innovative solutions that respond to the problems and challenges currently faced by our clients, including major corporations and other stakeholder groups.



Accenture Delivery Centers, where we industrialize

Accenture Delivery Centers industrialize the solutions designed and approved along the value chain. It is these centers that mainly act to ensure the systematic transformation into value and economic return of the investment made.

In Portugal, we have such centers at two locations, one in Lisbon and another in Braga. The latter was also set up to develop an innovative ecosystem in a decentralized manner in cities with high potential.



The Innovation Architecture ensures we are continually applying for patents, with over 670 new applications this year alone.

Connection with the business is essential to avoid losing the sense of our mission. To remain in touch with this new reality, we sponsor and participate in internationally recognized events, such as the Web Summit. Just as we have been doing every year under our sponsorship program, in 2019, we organized an exclusive conference, “Future Systems are Here”, with renowned national and international speakers that gathered together 220 executives from our main European clients representing more than 65 companies.

Accenture Portugal provided three international speakers at the Web Summit – Brian Whipple (Accenture Interactive CEO), Yves Bernaert (Accenture Technology Lead for Europe and Intelligent Platform Services), and Narry Singh (Global Head of Growth & Strategy for Accenture Digital). In addition, we sponsored various initiatives:

- **Fintech Pitch Contest**
- **Girls in Tech**
- **Liquid Studios Demos**
- **MC’ing Startup Showcase**
- **Pitch judging**
- **Startup Mentor Program**
- **Talent Busters**
- **Women in Tech Mentor Program**

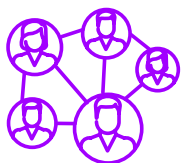
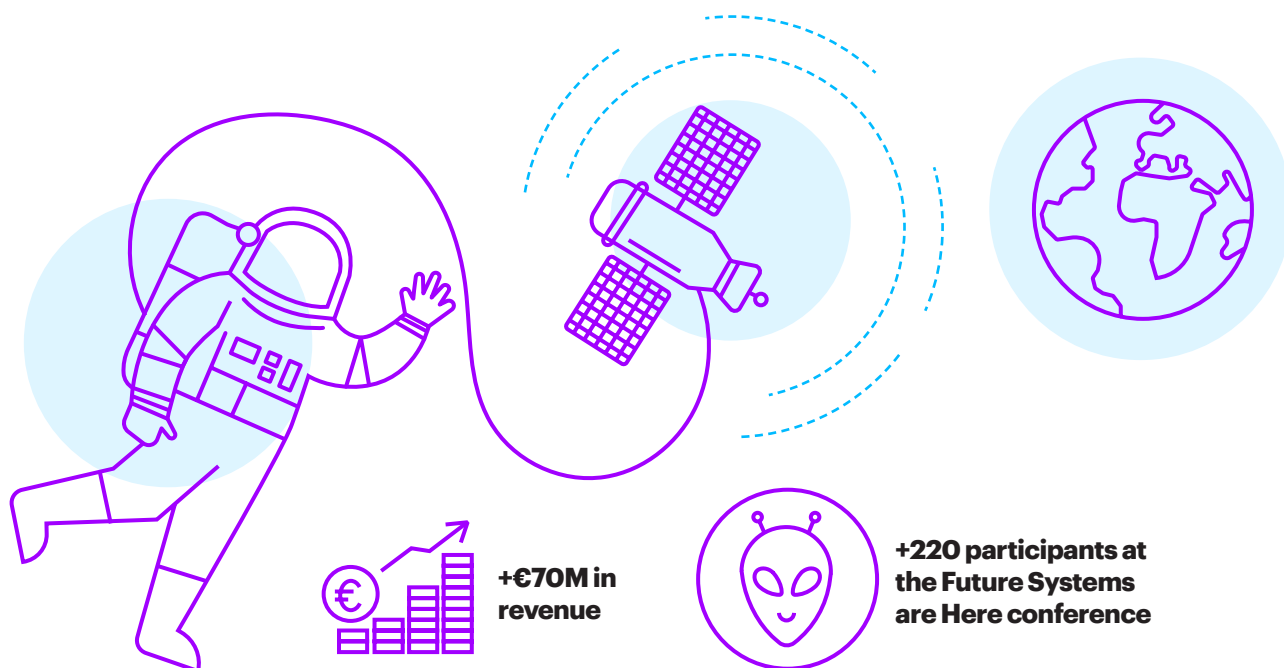
We are also members of Portugal Fintech and Industry Affiliates of Carnegie Mellon Portugal, a program for innovation, development, and educations sponsored by Carnegie Mellon University, the Instituto Superior Técnico, industry, and startups.

Furthermore, we are associated with DTxLab, a collaborative laboratory for digital transformation that carries out applied research in various areas related to digital transformation and includes three Portuguese universities, an international laboratory, an engineering and innovation center, and companies from several different sectors. DTx seeks to create, study, and implement new holistic approaches, design thinking, and cyber-physical systems to achieve new products for systems, services, and interface re-engineering that are sustainable and promote innovation in society.

Our annual program does not end there, however. With the same spirit as that which drove NASA all those years ago, we have sponsored and encouraged the inauguration of Fintech House, a space dedicated to the development of the financial technology sector. Fintech House will receive more than 30 startups that will work together with the technology community, banks, insurance companies, consultants, law firms, researchers, and regulators. The aim is to form an international center for startup development in the fields of finance, insurance, cyber-security, and regulation.

Fintech House is located in the Palácio das Varandas in the center of Lisbon, on five floors: one for events and the other four for private offices and co-working spaces with space for 170 people.

Returning to our historical comparison, just as in the bellicose tensions of the Cold War forced unprecedented international cooperation by the United States, in Accenture Portugal, we know that collaboration is necessary for innovation in a systematic manner. For that very reason, we promote and participate intensely in various programs to maximize talent wherever it is to be found.



THE BAY: Innovation Habitat for Financial Services



The desire to innovate, do things differently, and continuously improve people's lives is a byword in the banking and insurance innovation ecosystem. Accenture Portugal and THE BAY will grant it dynamism.

In early 2020 we launched this innovation habitat with the participation of various partners – universities, Fintechs and Insurtechs, among others – to promote the introduction of new solutions for banks and insurers in Europe that will meet the needs of their end clients, capitalizing on new artificial intelligence and blockchain technologies.

The dynamic of the relationship between consumers are on the verge of change, and the demands for mobility, simplicity, and personalization are continually increasing. Tesla recently launched a car insurance policy that uses real-time data on driver behavior to calculate the premiums. Revolut has also introduced a new dynamism to the making of real-time payments and transfers.

For these reasons, we are promoting this "innovation hub" to make available solutions incorporated in startup products and seek to rethink and personalize the services to be offered to the end consumer.

The dynamic created in this ecosystem makes it possible to bring different knowledge skills, further strengthening the concepts and solutions that are developed. Moreover, the priority of THE BAY will be the encouragement of the development of new talent and capitalization of existing expertise in a new context of work models and methods (i.e., remote, agile, and sustainable).



Smart Energy Lab

In 2019, we started on a new adventure in the field of Innovation in association with one of our leading clients intend to provide service to the community and social and environmental sustainability.

In the context of a profound transformation of the energy paradigm, we have determined that now is the right time to position ourselves competitively in the Utilities sector in Portugal and other developed markets.

The Smart Energy Lab is a non-profit organization created to respond to new consumer demands and expectations at both individual and company and municipal levels.

This organization has the explicit aim of identifying and pursuing new opportunities generated by the disruption of market standards by new players, new technologies, the transformation of mobility, and the alteration of consumption patterns.

“We are a green dream factory that will make tomorrow possible, improving life for everyone with new energy solutions through smart collaboration” Partnership mission statement.

The following partners are sharing this mission and ambition with us:



These are the partners who provide us with the combination of market experience and skills crucial to ensure our success in cross-disciplinary areas such as IoT, Engineering, and Big Data & A.I.

To this project succeeds, it has also been necessary to accelerate the skills learning curve, adopting new work systems that speed the delivery of products using in-house service design and design thinking capabilities.

The Smart Energy Lab is a differentiating factor in Portugal, not just because of the skills it brings together, but because it is based on a collaborative model that shares the risk among all stakeholders. To make it valid, a series of activities were carried out in 2019 to coordinate its vision, the initiatives to pursue, and the operating model.

Project kick-off took place at the “North Star” workshop at EDP headquarters. This meeting brought together representatives of all the members and began with an inspirational presentation by international experts from Accenture and a director of EDP Comercial. Next, design thinking techniques promoted the sharing of knowledge and experiences among members to align a vision and define shared objectives for the Smart Energy Lab.

To discover opportunities and draw up a roadmap, in a second stage, it was necessary to spend more time exploring the market context and the needs and expectations of the stakeholders about the project.

Using a different methodology, we gathered together ideas, points of view, and case studies, from our stakeholders:

- We benchmarked trends to understand and anticipate the course of the utilities sector over the next decade.
- We interviewed all the stakeholders to identify collaboration opportunities, expectations, and models.
- We analyzed the fields of the opportunities identified.
- We created a priority matrix as a guide for the initiatives to be pursued.

So far, we have agreed on the evolving governance structure, and a start is about to be made on recruitment to carry out the first initiatives. These pilot schemes will provide a key for the testing of the playbook and the model for collaboration among the universities, EDP, and Accenture.

AI Store: Retail AI Innovation Center in Oporto

In 2020, Accenture, in a partnership with Fraunhofer Portugal – a German institute specializing in artificial intelligence research, plans to demonstrate to the European retail market that it can be financially worthwhile to be sustainable. It will get concluded by bringing together an emerging technology and a city with the potential to resolve a real challenge facing the business – sustainability.

An internal survey by Accenture reveals that 86% of retailers are preparing to adopt so-called DARQ technologies (Distributed Ledger, Artificial Intelligence, Extended Reality, and Quantum Computing), with artificial intelligence being considered by the retail industry to be among the most mature of these technologies. In Portugal, and particularly in the north of the country, there is easy access to qualified talent in the engineering and software development fields, essential skills for the implementation of I.A.

The north of the country, and specifically the city of Oporto, is not just a source of skilled talent but is also an emerging innovation ecosystem in the retail sector, being the home of the first Portuguese unicorn, Farfetch. The city is, therefore, a promising place to bring together the various retail stakeholders.

The right technology and the perfect location are of no benefit if the current challenges facing the retail industry, where sustainability is no longer just an option, cannot be resolved. Studies show that 62%

of consumers declare they need to understand the views of their retailers concerning social, cultural, and environmental matters and that consumers who identify with the sustainability aims of a given retailer are, on average, likely to spend 31% more on that same brand. It creates an urgent need by retailers for sustainable innovation.

In Davos, in association with SAP, Accenture announced the availability of a framework for the integration of the sustainable development targets for business defined by the U.N. In Portugal, we aim to leverage actual artificial intelligence applications for the retail sector that will accelerate the adoption of those same targets. It was the reason-giving birth to the sustainable innovation center in Oporto, AI Store: Innovation with Purpose, where various organizations will work to apply artificial intelligence for the greater good.

None of this was possible without the company's purpose of becoming a leader in innovation and digital transformation, and without the government's support. To paraphrase President Kennedy in 1962 when announcing that the U.S. was aiming for the Moon, "we do not innovate because it is easy, but because it is hard."

We trust that like Neil Armstrong; our brand name will remain unchanged as decades go by and that we can always say: "we do not need to begin to innovate once again, because we never stopped doing so."

SUCCESS STORY

PORTUGUESE RETAILER: DATA-DRIVEN APPROACH TO FOOD WASTE REDUCTION

The challenge

The retail sector records significant losses from perishable products that come to the end of their life cycles, preventing their sale. For example, it has been found that in products with a gross margin of 10%, a reduction of 0.49% in the ratio of losses to sales is equivalent to a one-time increase in sales of 8%. In order of significance, the main reasons for these losses are matters of commercial management, replacement strategies with potential for improvement, and deficient administration of available storage.

The solution

Accenture helped the client to use data to make decisions on assortments, promotions, the supply chain, and operations. For example, some of the actions proposed by Accenture at operational level included a review of the restocking of food products, forecasting of demand for promotional items, the adaptation of product displays based on their expiry date and consumer willingness to purchase, and lastly, the optimization of the waste measurement procedures in the store.

The results

The various loss reduction initiatives promoted by Accenture had a significant impact both at the sales level and cost reduction level. For instance, a 35% drop in the total value of waste goods and a decrease of 2% in the waste to sales ratio was registered.

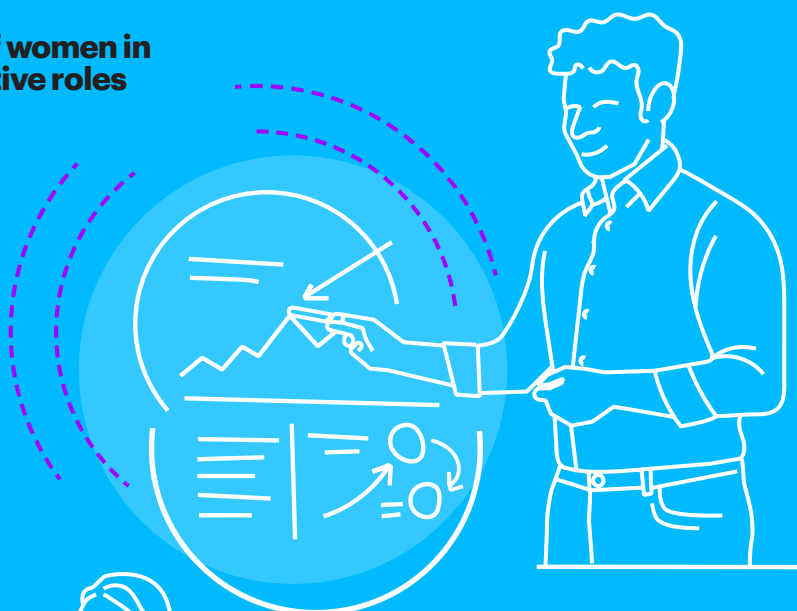
COMMITTED TO OUR PEOPLE



+ 3,000 professionals

**43% of women on
the workforce in
Portugal**

**32% of women in
executive roles**



**+71,400 hours of
training (23.4 hours per
professional)**

**€1.98 million
invested (+65%)**

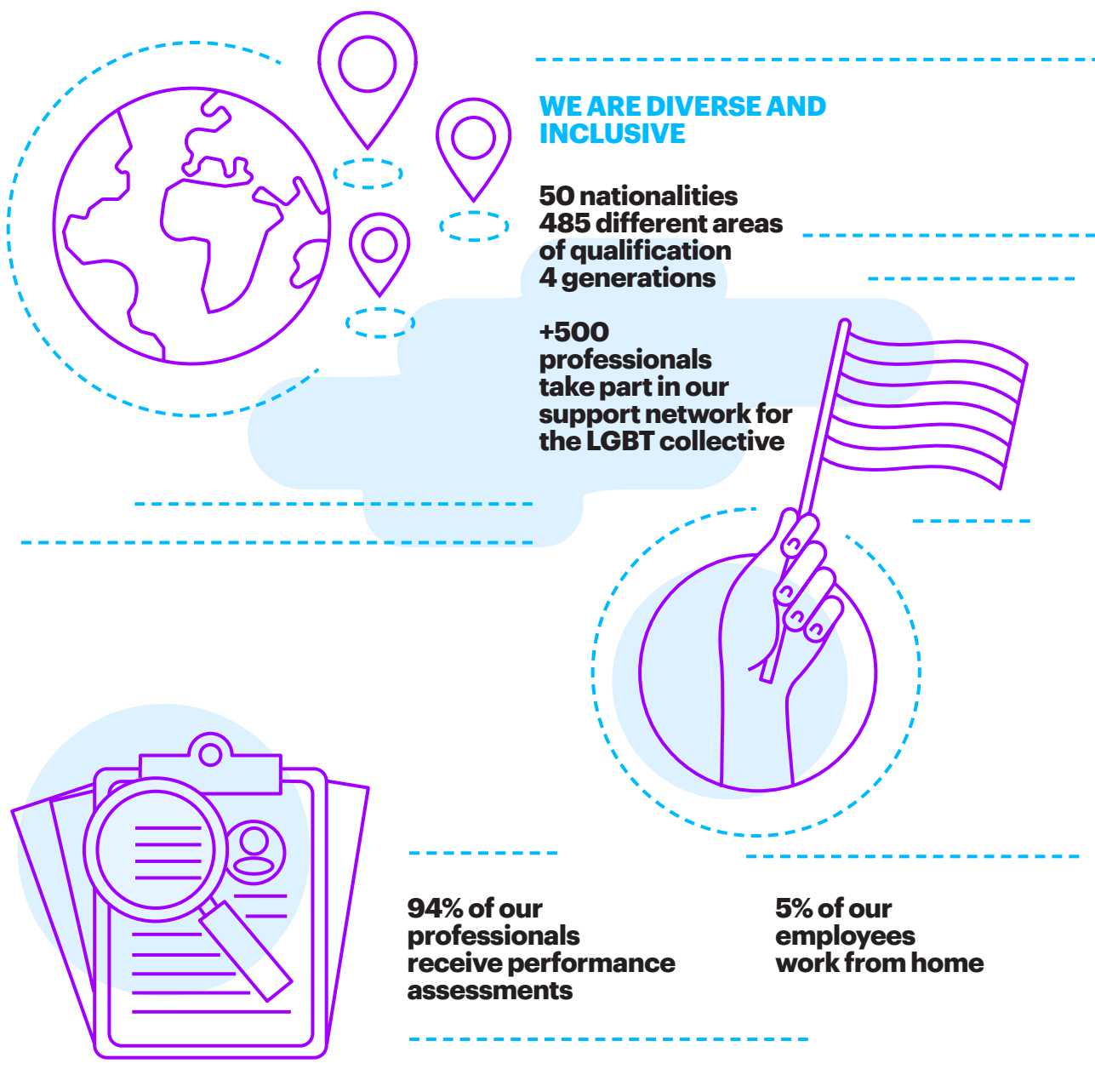


**+50% of our
professions are on an
indefinite contract**

**We hired
+750 employees
last year**

**+320 interns,
of whom 210 are
professionals**

At Accenture, people are at the core. We foster the development of our people and strive to build a healthy working environment that enhances their physical, mental, and psychological well-being. At the same time, we place particular emphasis on diversity in the broadest sense, which we consider both a social and business imperative. We are also committed to returning to society everything it has given us, by supporting quality education that improves the employability of young people and offers opportunities to the most vulnerable groups.



A new work mode

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



Innovation

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

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

We attach great importance to the training of our people at all levels and all stages of their professional careers because we know we never cease to learn.

Our ongoing focus on innovation can be seen from the many actions we are taking, as well as from the annual updating of our training program. Our extensive range of training options covers the most advanced technology contents and the latest trends in training, such as hackathons, Project-Based Learning, and Learning Boards for more interactive and gamified learning in training sessions and different education and interest communities.

We have a robust training portfolio in technological competencies, soft skills, and in-depth knowledge of each industry and sector in which we operate. All this helps our people be informed of the latest and most agile work methodologies, implementing them to offer added value in each of our projects. Our holistic approach to the individual and our people also addresses the development of techniques that foster their balanced development. This year, the particular emphasis is being placed on the practice of mindfulness.

Our training method follows the different segments that form our collective of professionals. We conduct customized sessions for new joiners and the various stages of promotion (Consultant -RISE-, Senior Managers -RISE / Developing Leaders- and Managing Directors -M.D. Momentum).

This is an identification tool that, as a company, enables us to train our people to the highest level.

In 2019, we invested over 71,400 hours of training and a total of 1.98 M€ (65% up on the previous year), which represents an annual average of 23.4 hours per person.

In addition, we have launched the Engagement Lab, which enables us to ascertain via the use of analytic-predictive tools those key factors affecting our people's length of service in the company, so that we can reinforce their satisfaction and retain our talent.

Inspiration

At Accenture Portugal, we employ over 3,000 professionals, and we are aware of our responsibility to society and act accordingly, fostering quality education and striving for decent employability for the new generations.

One of the obstacles we encounter when hiring young people in the labor market is the real mismatch between regulated education and corporate requirements in terms of innovation. That is why we collaborate with members of the education ecosystem (universities, vocational training centers, business schools, technology partners, etc.) via framework agreements to offer training programs combining theory and practice to enable students to approach the latest market technologies. Once they have completed the training period, many join our company, and the rest improve their employability when taking their first steps in the labor market.

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

New arrangements have been entered into with polytechnic institutes to expand the number and type of initiatives at all target institutions to introduce the students to Accenture through open days, workshops, and networking sessions.

A Talent Hub represents an innovative space dedicated to talent, to strengthen the positioning of the Accenture brand as the top employer in Portugal. It is an open and collaborative space designed for interviews, events, open days, staff training, onboarding of new joiners, and group sessions.

We have hired over 1,000 people to Accenture Portugal this year, coming from both universities and vocational training centers, of whom 87.8% had no prior experience.

In 2019, we had almost 320 student interns working in Accenture, 23% more than the previous year.

Over 260 of the participants in this program chose to stay working with us after their internship.

Collaboration

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

● **Referral Program:** Under this program, our employees can refer potential candidates for the positions we open up and receive compensation for it. Last year, 22% of new hires reached us through our professionals under this program. As well as being very successful among our professionals, the program has generated a very considerable number of profiles suited to the opportunities we offer.

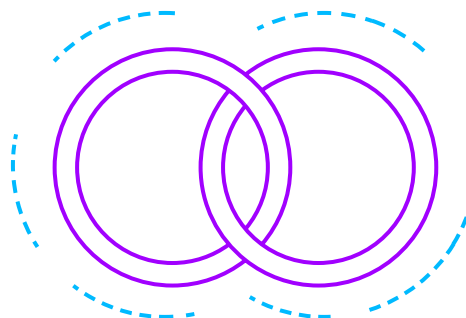
● **Education ecosystem:** We have established cooperation agreements with the education ecosystem (universities, vocational training centers, technology partners, etc.) through programs where students can put the knowledge they have acquired into practice within Accenture. We also provide the possibility of joining the company's staff to over 90% of the professional interns.

- Escola Profissional João de Barros
- Faculdade de Ciências e Tecnologia de Lisboa
- Faculdade de Ciências da Universidade de Lisboa
- Instituto Superior de Economia e Gestão
- Instituto Superior de Engenharia de Coimbra
- Instituto Superior de Engenharia de Lisboa
- Instituto Superior de Engenharia do Oporto
- Instituto Superior Técnico
- Universidade Católica Portuguesa
- Universidade do Minho
- Universidade Nova de Lisboa

Our collaborative approach extends to our technology partners via the program we have named Accenture Academies. This initiative aims to retrain resources by providing them with a technological and digital component essential for the development of skills that will be necessary for the future. Academies are being developed that will be led by professionals from Accenture with a high level of expertise in these matters and the ability to call on external partners to accelerate and strengthen the actions of several different academies simultaneously. Examples of the academies we plan to develop shortly include:

- **OutSystems Academy:** A training program on the OutSystems platform for young people graduating in ICT.
- **Cobol Academy:** A mainframe programming training program for STEM (science, technology, engineering, and math graduates).
- **Applied Intelligence Academy:** A program for the development of artificial intelligence skills, data science, and data visualization for students graduating in STEM.

In addition, we maintain close links with our people, even after they leave the company to pursue careers in other organizations. Our alumni program has been active for more than ten years and includes over 2,000 people in Portugal at present.



Program for Trainer Recognition

“Our recognition program aims to promote, empower, and encourage our trainers within the company”

In addition to their tasks as project managers, our trainers play a fundamental role in the training of our staff through training and development programs in functional, behavioral, and technical fields.

In 2019 we focused on developing a program of motivational actions together with our trainers:

Assessment – Volunteer to Teach, whereby we launched an assessment of our personnel to identify a perfect match between technical competences and the motivation to train and educate others.

Kick-off meetings for every training activity, with invitations to trainers from previous courses and experts to guide future trainers and explain each program.

Feedback survey of both trainers and participants, to improve future activities, enabling development feedback to each trainer.

Portal Recognition and Awards. The training team sent out personalized thank-you e-cards to thank trainers for their work, informing their direct supervisors as well as their managers.

Portal Performance Achievement. Trainers received feedback on their commitment and performance during the training activity.

Design of a badge for the employee profile as a trainer for Accenture Portugal and an award for the trainer of the year, based on both performance and the hours dedicated to the providing of training.



Looking to the future, we intend to develop other initiatives for the continuity of this motivating commitment together with our current and potential trainers. The setting up of an academy for trainers to equip them with all the educational and teaching skills needed for better delivery and increased benefit from training actions are part of this intention.

Flexibility

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

All this means addressing challenges in a different way: thinking big, using data to create ideas, and working together with clients and the ecosystem to take full advantage of those ideas.

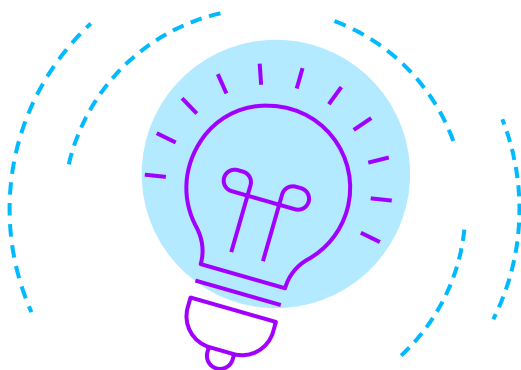
To prepare our teams in this new collaboration model, Accenture has launched FORM, an innovative consulting methodology created in conjunction with teams of world experts in new ways of working.

FORM is about to listen to the user in the framework of storytelling. It is also about working with the agile approach and with the value of the data, with smart functions focused on results, dynamics, and collaboration.

This new methodology aims to implement new work behavior based on innovation, the design of experiences, co-creation, invention, and iteration with a collective purpose.

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

One thousand five hundred of our professionals in Portugal participated in the FORM training sessions and are skilled in applying this methodology. Most of them already adopted their main concepts into the daily routine at Accenture.



Customization

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

We offer them three essential tools:

- our Performance Achievement development model,
- our platform for internal Career Marketplace positions and,
- our Specialization at scale software, to identify the skills of each one and recommend those that will most help them to progress professionally if they were to acquire them.

Thanks to these tools, each professional can choose their professional career based on what we call the "Employee Genome".

At the same time, we foster a culture in which people can give their best. It starts with the

selection process, which is approached as a self-awareness exercise, in which we begin to develop a thorough knowledge of the persons who are interested in working at Accenture in Portugal. At the same time, it allows them the opportunity to learn about our values and culture so that their integration is seamless, and they can pursue a successful career with us.

Part of our selection process is carried out in highly customized interactive spaces such as our Talent Hub, which facilitate dealings with future professionals in an exclusive environment dedicated to attracting, securing, and developing talent.

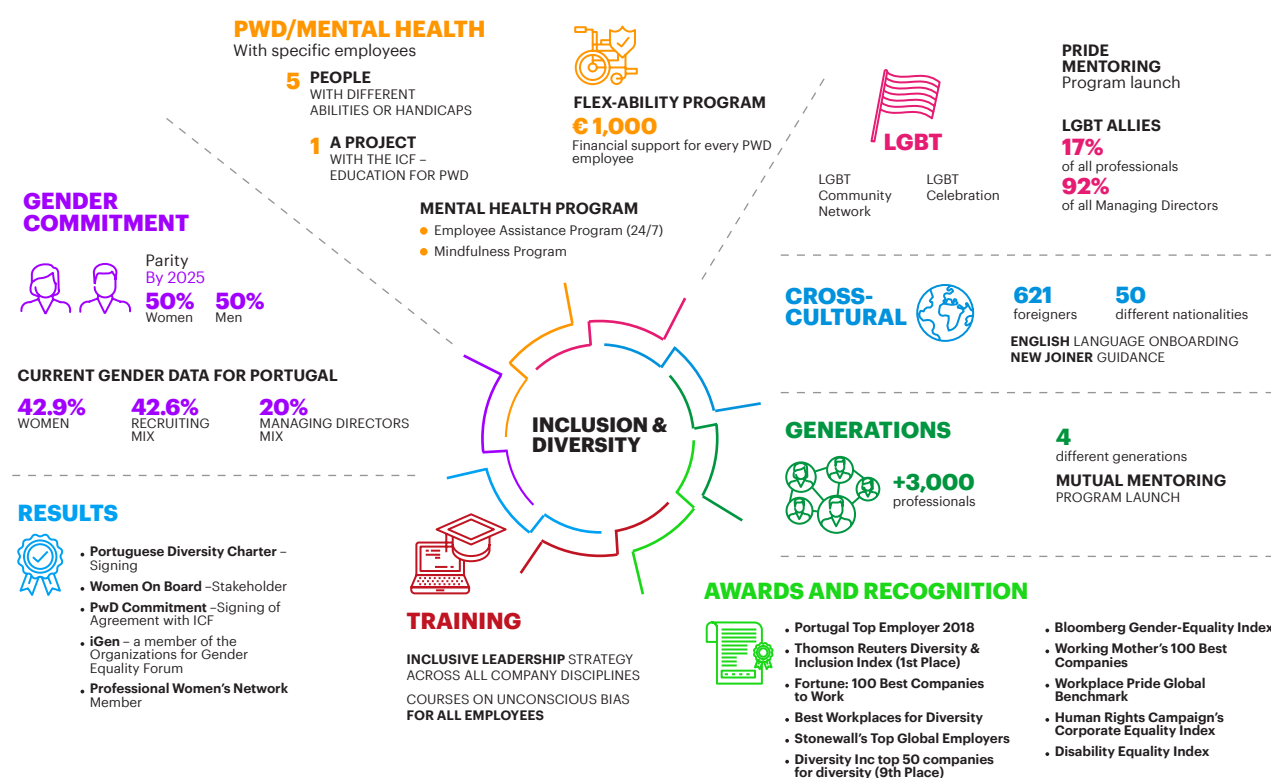
Career flexibility is vital to us, and so is the acceleration and planning of the careers of our professionals. People who come to work with us receive a customized map that details their first months in the company. The digital journey of our professionals starts with their onboarding. Then, it continues with personal follow-up via different technological tools such as the Employee Connect or Buddy Program, with a colleague who guides them during their initial weeks in the company.

Diversity

We are a company with a robust human character. Besides the nature of the business, we are focused on the matters related to our people, their professional development, and their physical and emotional well-being.

Diversity is imperative from both a social and business perspective. It is a fundamental factor for our company to succeed, as it leverages our creativity and our capacity for innovation. Also, it reflects on the way we interact with the society we operate. We strive to make our teams diverse in every sense.

FY19 Diversity in Accenture PORTUGAL



A diverse and inclusive DNA

We are a diverse company, as acknowledged by Refinitiv (formerly Thomson Reuters), which has granted us recognition in the last two years as the most diverse and inclusive company in the world.

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

the different collectives (Gender, LGBT, people with disability, people from different countries and different generations, etc.).

We are signatories of the Portuguese Diversity Charter, participating in the Employability and Education and Teaching workgroups.

Gender

With the joining of iGen by Accenture Portugal, we have committed to a series of actions and targets, including the drawing up of an Equality Plan by May 2020 to guarantee compliance with real and effective equality of opportunity for men and women within the company.

Accenture has signed up to the “Women on Corporate Boards” Think Tank, the first comprehensive survey of women on the governing bodies of companies in Portugal.

We continue to perform our annual Getting to Equal study that promotes discussion on gender disparity, this year discussing the topic “How a culture of equality generates innovation.”



Our People with Disability (PwD) Program

We work to ensure that everyone can live and work in an inclusive environment, where equal opportunities for all are guaranteed. We develop support programs for the daily needs of each individual:

- **PwD (People with Disability) Champion Program**, to demonstrate the support and integration of this collective. In 2019, we had more than 280 PwD allies.
- **The FlexAbility Program**, offering economic support to employees with disabilities and/or permanent or temporary disabilities, over 60%.
- **ICF (Inclusive Community Forum)**: We continue to participate actively in discussion forums and workgroups on the education and employability of people with disabilities within the scope of the ICF project, which enables the community and all its stakeholders to play an active role in the co-creation of solutions. We are partnering with the ICF for its plan this year, "Education of people with disabilities for a transition to an active life.", supporting it with the development of materials for ideation and analysis of solutions.
- **Prevention of Occupational Risks**: Our Medical Service assists our employees, providing all the support they need to ensure the health and well-being.
- **Awareness courses for other professionals**. In 2019, our professionals received training on the unconscious bias so that they can be more aware of behaviors associated with discrimination and so that they can be more accepting of all types of disability.

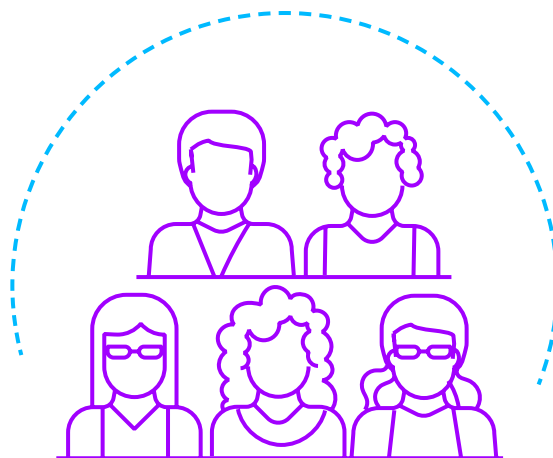
LGBT

Accenture's LGBT ally network consists of a group of more than 500 employees. Its purpose is to promote the inclusion of LGBT people (Lesbians, Gays, Bisexuals, and Transgenders), regardless of their sexual orientation or gender identity and expression, for believing that a more inclusive and diverse company makes us more reliable, more creative and more innovative.

The network in Portugal already includes 17% of our employees and 92% of the Managing Directors.

To promote inclusion and equality of LGBT people in the workplace, we have organized private events and sent out messages with the aim of having an open discussion of the topics, sharing histories, and helping to explain to Accenture employees how they can support inclusion. We share our best practices with Accenture's international allies' network, which has over 117,000 members around the world, and some of these employees received invitations to participate in training activities.

We also actively support the process of transsexuality for those of our employees who require it, providing psychological support and information for the work-teams to which they belong so they can offer more significant support for transition and inclusion.



Generations

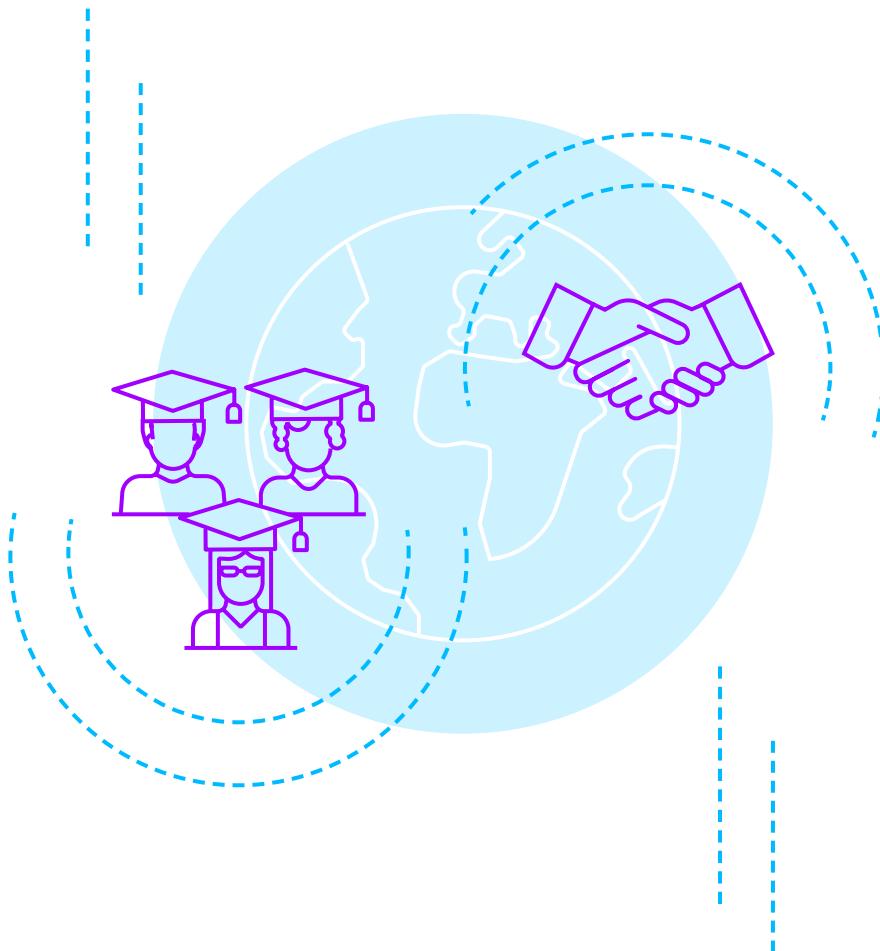
Today, four generations are working together at Accenture in Portugal, a true reflection of the population pyramid. The average age is 34. This situation leads us to design programs that integrate capabilities and talents, taking the best from each generation, as an incentive to create maximum value. This year we launched the Mutual Mentoring program, intending to unite all the generations in the company, demonstrating that there are no teachers and students in this area and that we can all learn from each other.

Over the year, we carried out several initiatives, both internal and external, to enhance sensitivity towards these diverse collectives. International Women's Day unites the business world and civil society, with discussion on various aspects related to inclusion and diversity, and year after year, it continues to be an event that can count on the involvement of all the various Accenture stakeholders.

Multiculturality

One of our greatest assets is that in Portugal, there are nearly 50 nationalities represented among the 3,000 professionals in the company. This diversity of diversity fosters an environment in which creativity and innovation are constant.

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



Physical and emotional development and well-being

We are conscious that the lifestyle and environment in which we live have a direct impact on the quality of life of our employees. For this reason, we aim to make our professionals aware that they can improve their physical and psychological well-being and create a healthy work environment that also positively affects the operation of the company and their professional development.

Company benefits

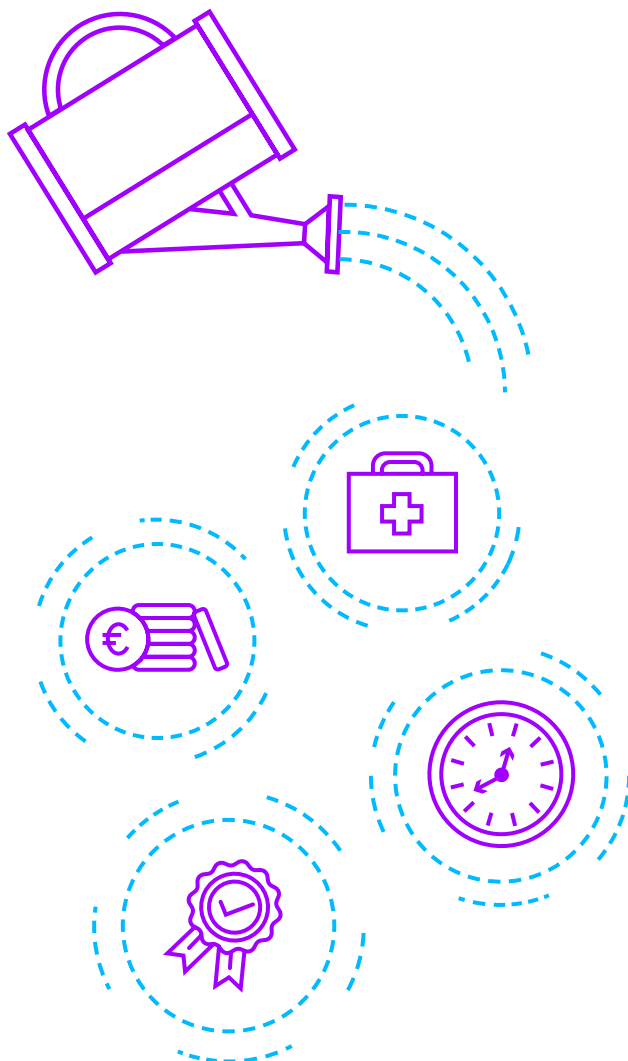
We offer a wide range of benefits aimed at each collective so that every professional can enjoy those that best suit their needs and circumstances:

- **Medical insurance:** Our professionals enjoy private medical insurance and preferential conditions for their families.
- **Life and accident insurance:** all our professionals can count on optional life insurance from the moment they become a new hire.
- **In-house medical service:** we have our own Medical and Prevention Service department that monitors the health of all our employees.
- **Flexible benefits:** Using an online platform, our professionals have the possibility of selecting a series of social benefits adapted to the needs and expectations of each individual.
- **Accenture myDiscounts:** This platform includes a series of goods and services available on advantageous terms and conditions for Accenture professionals.
- **Pension Plan:** We grant all our professionals have the option of joining a defined contribution pension plan. Accenture contributes to the pension plan, making monthly payments on behalf of its employees. This contribution is, however, conditioning by the contribution of the employees to the plan.
- **Share purchase plan:** All our professionals are granted the option to purchase Accenture shares (listed on the New York Stock Exchange) at a 15% discount on the market price.
- **The Celebrating Performance's recognition program:** an incentive plan that gives individual points to the employees with excellent performance.
- **Referral Bonus Program:** Accenture employees can recommend professionals to the company when suitable vacancies become available. If the recommended candidates join Accenture, after having undergone the selection process and fulfilling all the program requirements, the employee will be able to claim a prize or a financial reward.

The Human Resources team and Managing Directors are not eligible to receive this reward or prize.
- **AMEX Card:** All our professionals can make use of the corporate American Express card without a monthly fee for their professional expenses.

Flexibility and Work-Life Balance

Labor flexibility and reconciliation with personal life are essential in improving the satisfaction and commitment of both our professionals and candidates for a new job. They are, without a doubt, the cornerstone that determines the best experience for the employee, and therefore every year, we strive to improve and develop new flexibility programs in response to these demands and to benefit from the numerous advantages of their implementation. We can highlight improvements to motivation and satisfaction, the development of empathetic workplaces, increased productivity and enhanced talent retention among the many essential benefits existing for both employer and employee.



At Accenture Portugal, we strengthen labor flexibility through our Flex Place to Work program, which offers our professionals a range of alternatives:

- Flexible working hours.
- 12 days of leave overlapping with school holidays.
- Teleworking: various possibilities that allow people to work from home.
- Extension of nursing leave.
- Vouchers for the birth of employees' children.
- 100% monthly salary supplement in the case of 150 days of non-shared parental leave or 180 days of shared parental leave.
- Up to 6 days of a salary complement is available with a medical certificate or in the case of sick leave.

Through these measures, we respond to the different needs of our professionals, according to their lifestyle, personal and family needs and are conducive to an improved working environment.

A safe and healthy work environment

We provide a safe and healthy work environment that fosters the development, participation, and well-being of our professionals, as well as the continuous improvement of the work culture and organization. To this end, we place at their disposal our free health service covering four specialties (curative medicine, physiotherapy, psychology, and nutrition) distributed among the principal offices, offering:



Medical examinations

Our professionals receive regular medical check-ups that go beyond what is established by the legislation.



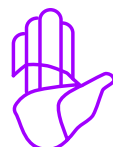
Psychology service

'Mens Sana in corpore sano' is our motto. That is why we provide our professionals with the possibility of consulting professional psychologists who visit our main offices.



Physiotherapy

We offer consultations and body adjustment treatments that prevent musculoskeletal injuries that may arise due to the nature of the work. Our specialists advise our professionals on ergonomics and indicate the postures to avoid.



Nutrition

We provide advice on nutrition at our offices from a specialist nutritionist.

A balanced diet ensures physical and mental well-being and improves the quality of life.

In addition, our employees have free seasonal fruit and coffee available daily.



Pharmacy @ Accenture

Our staff enjoys a support service that allows them to order medicines and pharmacy goods, with direct delivery to our facilities.



Travel Health Assistance

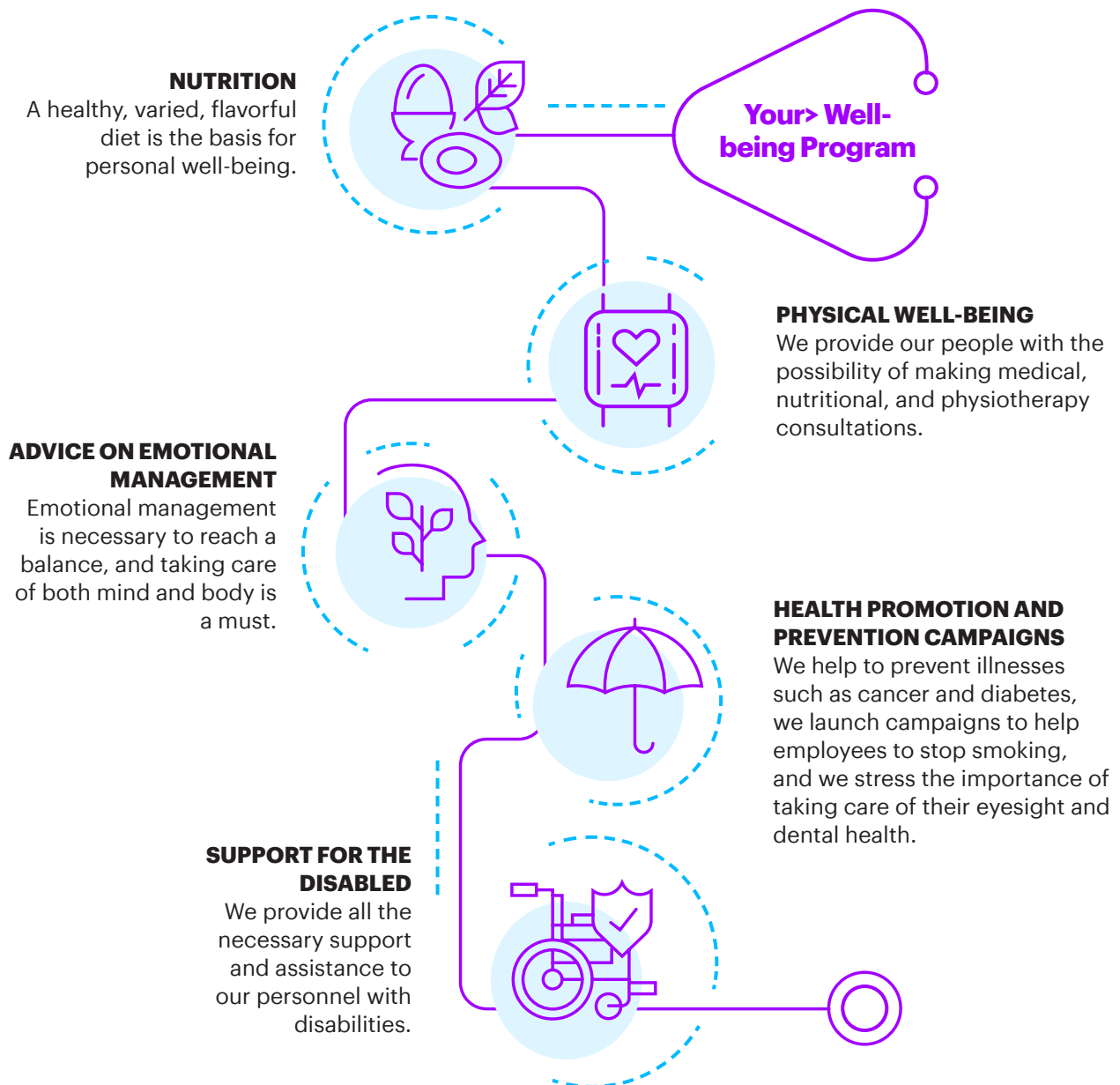
Our staff planning international travel can obtain information on necessary vaccines and all essential data.

Also, we intend to implement from next year onwards an Occupational Health and Safety Management System certified according to ISO 45001:2018, reinforcing our commitment to provide both our professionals and all our stakeholders:

- A policy that represents a reference for the fulfillment of the objectives and continuous improvement of the Occupational Health and Safety Management System, following the current legal requirements in the prevention of occupational risks.
- Safe and healthy working conditions to prevent injuries and work-related health conditions, to eliminate hazards and reduce the risks to Health & Safety in the workplace.
- A workplace that allows our employees to share opinions and stimulate their participation.

Your>Well-being Program

'Your>Well-being' takes care of the health and balance of our employees to improve their health indicators, with the following results:



We held the 9th edition of the two-week Truly Well-being campaign designed to promote the well-being of our professionals in four main areas: Body, Mind, Heart, and Soul.



Of the 53 initiatives undertaken, the focus has been on workshops on personal development and healthy food, medical screenings, volunteer work, massages, open classes in gyms and yoga studios/pilates, and socializing activities such as the closing party.

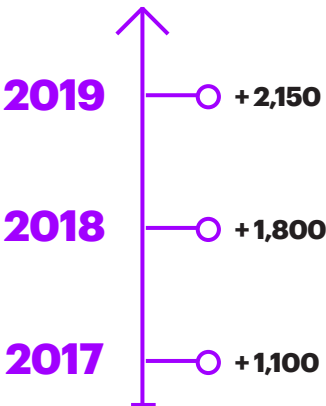
Clube Accenture

It began many years ago by a small group of enthusiastic colleagues with plenty of initiative within Accenture Portugal. Currently, over 1,000 people take part every year in various activities organized by volunteer Accenture employees.

PARTICIPATIONS IN:

- Bowling tournament
- Feast of San Martin
- Football
- Healthy food workshop
- Hiit
- Laser tag
- Latin dance classes
- Make-up lessons
- Paddle
- Paddle tennis clinic
- Running group
- Summer games
- Sunset on the Tagus
- Wine-tasting
- Workshop of craft beer
- Xland

PARTICIPANTS:



“Keep up the good work. The club is certainly a good way to connect with the employees of various clients, providing the opportunity to get to know each other.”

Accenture employee

“Undoubtedly a praiseworthy initiative. All the effort, all the ideas submitted are evidence of the search for quality and excellence. You must continue to emphasize diversity.”

Accenture employee

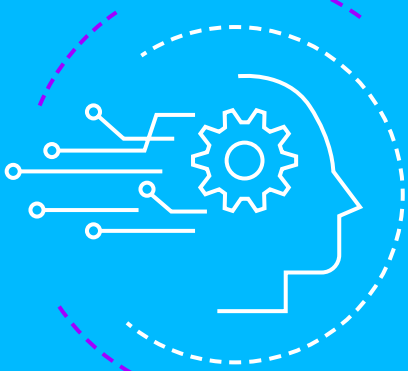
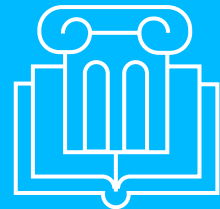
COMMITTED TO GOVERNANCE AND TRANSPARENCY



**Considered one of
the world's most
ethical companies**



**+4,917 hours of
training in ethics**



**We help our clients to adopt
new technologies, including
artificial intelligence,
responsibly**

Ethics and integrity

We live in an ever-changing area where trust is an increasingly valuable asset for organizations, clients, employees, and citizens in general. Ethics has thus become a decisive factor for the present and future of companies, which must strive to shape increasingly responsible businesses.

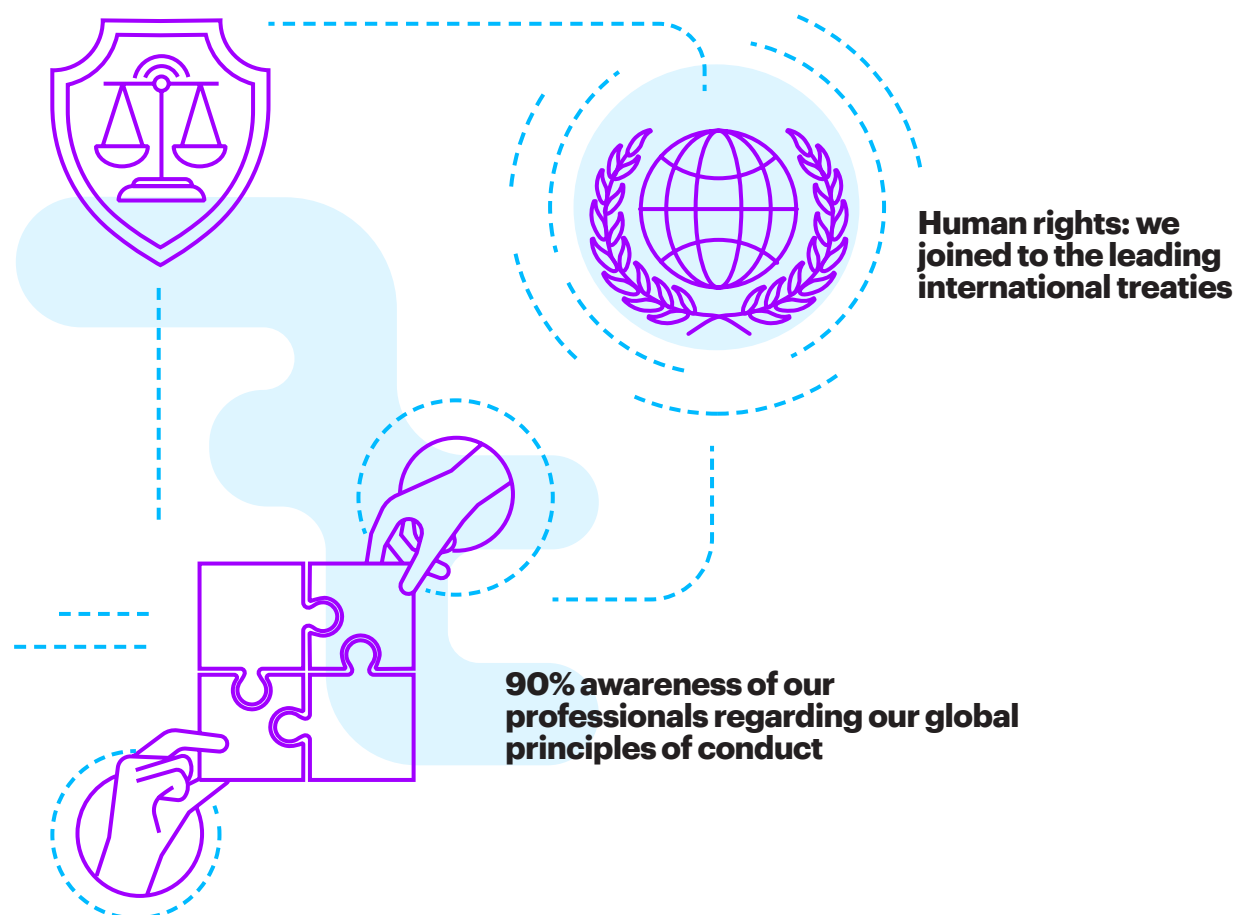
At Accenture, we know the basis on which we build trust: ethics, human rights, and corporate legal governance that drive our future growth, our differentiation in the market, and which protect our people, our clients, our brand, and our results.

This trust manifests itself in solid relations we have established with our clients: 95 of our leading 100 clients have been with us for a decade or more.

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

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

+7,400 hours training on data privacy and information security



Creating a culture of ethics: leading with integrity

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

To enable our professionals to understand and comply with our Code of Business Ethics ([accenture.com/us-en/company-ethics-code](https://www.accenture.com/us-en/company-ethics-code)), we have developed various training actions in ethics and compliance (especially short courses that are visually attractive, interactive, and frequent) and have an ethics helpline.

In 2019, we achieved completion rates for our ethics training courses of almost 93%, which signifies 4,917 hours of training in ethics and compliance.

We also encourage our employees to speak out about disrespectful, inappropriate, unethical, or illegal conduct of any type and show zero tolerance for possible retaliation against anyone reporting such behavior in good faith. At Accenture, we treat all the concerns we receive, either via a supervisor, a mentor, one of our managing directors, a professional from the Legal Dept. of Human Resources, with great seriousness.

These concerns can also be reported anonymously via the Accenture Business Ethics helpline, available 24 hours a day, seven days a week.

SUCCESS STORY

CHATBOT COBE: COMBINING ETHICS WITH ARTIFICIAL INTELLIGENCE

The challenge

To ensure a business ethics model that can be shared by our over 450,000 professionals worldwide (and over 3,000 in Portugal) is not a simple task.

It is also not easy to communicate the information contained in our Code of Business Ethics (COBE) to them all in an accessible and intuitive manner.

The solution

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

The results

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



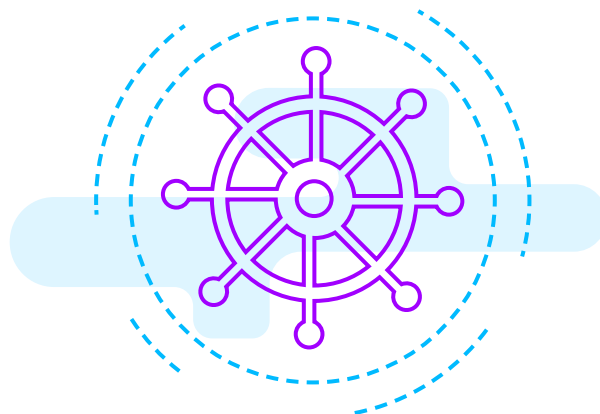
Conduct counts: guiding the behavior of our professionals

A fundamental part of our business culture is respect for our corporate values. “Make your conduct count” is the main motto of our COBE and sets out five principles to guide the behavior of our professionals, who should:

- Speak out about their concerns, knowing that Accenture does not tolerate retaliation;
- Show respect for each other;
- Act as ambassadors for Accenture;
- Apply the principle of meritocracy and non-discrimination;
- Ensure that personal interests do not create conflicts for Accenture.

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

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



Human rights: we support and respect people's rights

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

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

Our clients and stakeholders value the transparency we demonstrate when communicating our commitments and policies on matters of human rights. Thus, we have made public our global

policies on how to raise legal and ethical concerns, as well as our prohibition on retaliation and our efforts against person trafficking and child labor ([accenture.com/us-en/company-good-corporate-citizen](https://www.accenture.com/us-en/company-good-corporate-citizen)).

Accenture as also joined the principal international treaties and documents on human rights: The Declaration of the International Labor Organization on Principles and Fundamental Rights in the Workplace and the UN Guiding Principles on Business and Human Rights.

Our efforts to guarantee and promote human rights do not end here. We make efforts to learn about best market practices and seek out formulas to improve our further commitment.

Digital responsibility: creating trust in the digital age

Trust in the traditional business models has decreased due to the significant technological developments in recent years. However, this trust remains fundamental for organizations, individuals, and societies to be able to innovate safely and grow with confidence in the digital economy.

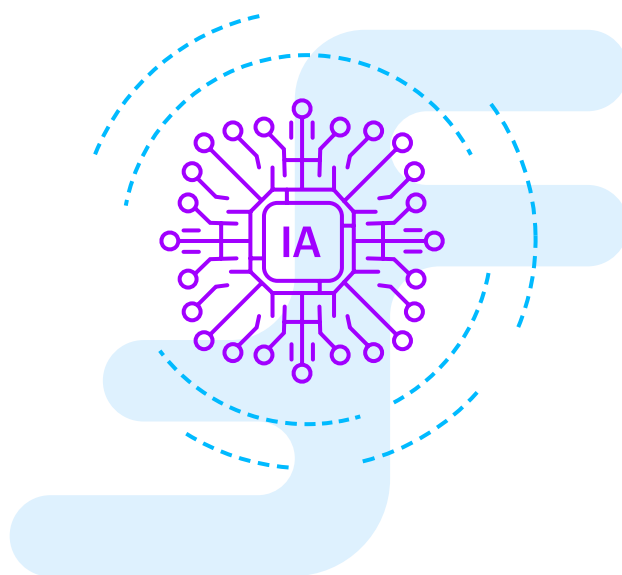
One of our most important responsibilities is the protection of the data of our clients, company, professionals, candidates, suppliers, alumni, etc. We continually review our policies on information security and data protection, identifying new threats and fostering appropriate conduct to reduce the probability and impact of any attacks. We also manage data responsibly, following our internal policies, including our Data Protection Declaration ([accenture.com/us-en/about/privacy-policy](https://www.accenture.com/us-en/about/privacy-policy)) and procedures.

Our commitment to responsibility also extends to the digital sphere. We help our clients to adopt new technologies, including artificial intelligence, in a responsible manner. Artificial Intelligence is transforming the relationship between people and technology and creating innumerable benefits for society. However, its swift progress also poses ethical challenges. To protect their professionals, clients, and community in general, companies must establish tools and guidelines to ensure that their AI systems are safe, transparent, and verifiable. For this reason, Accenture's COBE includes parameters for their use.

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

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

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



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

Trustworthy

Reliable, secure, honest and diverse AI. From their point of view, to increase the trust of employees, clients, and community as a whole.

Reliable

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

Understandable

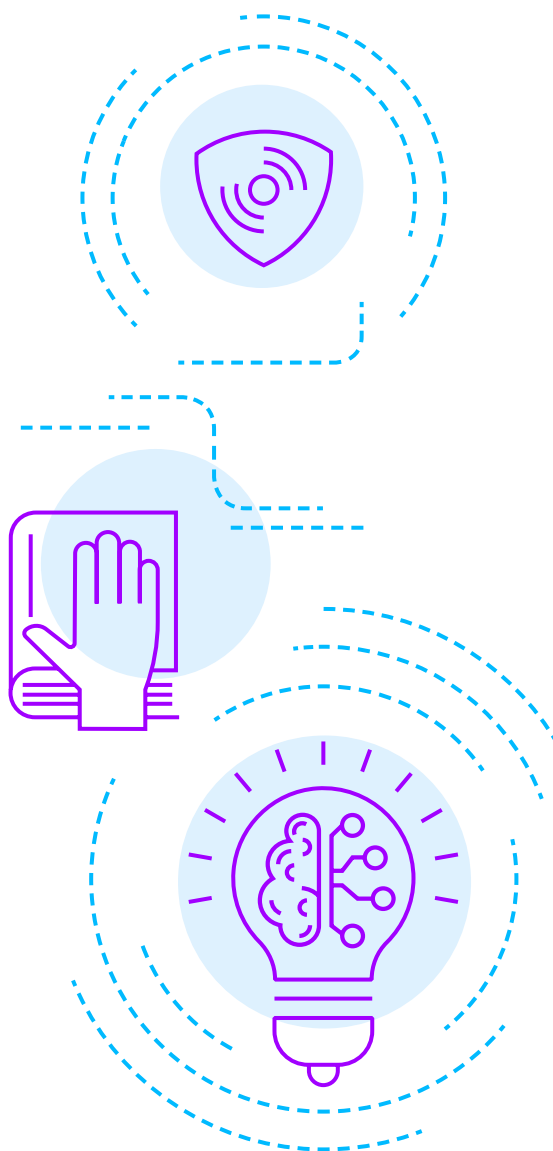
Understandable AI that fosters transparency and facilitates interpretation in decision-making.

Secure

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

Teachable

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



Our compliance program

The importance of anti-corruption programs: acting with honesty and integrity

At Accenture, we are committed to ethical business. Our COBE and anti-corruption policies (part of our global Ethics and Compliance program), which make part of our global ethics program as our rights protecting rights human resources, contributions that our professionals and suppliers comply with anti-corruption laws in all locations where we do business (including the Law on Corrupt Practices Abroad The USA, an OECD Convention to Combat Bribery of Foreign Public Officials in International Business Transactions, the Convention of the UN against Corruption, or the Bribery Law of the United Kingdom).

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

We continuously review and evolve our Ethics and Compliance program and how it is presented to our professionals. We provide essential information to all our employees and other more advanced knowledge to those in high-risk positions.

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

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

We have an anti-corruption portal where our professionals can seek approval before giving gifts, offering lunch invitations or other activities to officials and employees of public companies.

Zero tolerance for corruption: the crime prevention model

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

Our Code of Conduct sets out the "due control" measures put in place by the company, together with the investigation and response procedure in the event of any infringement, according to the law.

We operate a Compliance Committee that is ultimately responsible for the management of crime prevention and, therefore, for the implementation, review, observance, and oversight of the crime prevention procedures. The Compliance Committee meets at least once every two months, and whenever deemed necessary by the President, any of its members, or the Compliance Auditor.

The essential functions of the Compliance Committee are:

- Present a Crime Prevention Model to the appropriate management organ;
- Review and approve the Risk Map yearly;
- Promote crime prevention;
- Raise awareness on the subject;
- Perform an annual follow-up of the proper functioning of the Crime Prevention Model.

All the members of the Compliance Committee have the autonomy to lead initiatives and its management, reporting directly to the Board of Leaders of Accenture. The Compliance Committee comprises the highest positions of our company: the President and the directors of Finance, Workplace, Human Resources, and Legal.

Accenture is listed on the New York Stock Exchange and is fully accountable to the SEC (Securities and Exchange Commission). All the regulatory requirements of the SEC are observed by Accenture in Portugal, even though they are not compulsory. For this reason, and in many other aspects related to this matter, our compliance standards voluntarily exceed those legally mandated.

Our six global compliance programs cover our most significant compliance risks:

- Anticorruption;
- Money laundering;
- Fight against unfair competition;
- Personal Data Protection;
- Relations with public officials;
- Business compliance.

Our COBE prohibits all forms of corruption and the giving or taking of bribes. Also, the internal policies and specific procedures provide guidance on the selection and incorporation of third parties, as well as the offer and acceptance of gifts.

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

According to our Corporate Governance guidelines, the Board of Directors is responsible for managing and supervising the strategy, operations, and administration of Accenture. The fiduciary duties of managers include oversight of corporate compliance programs, which are also explicitly referred to in specific rules and standards.

Identifying and managing risks

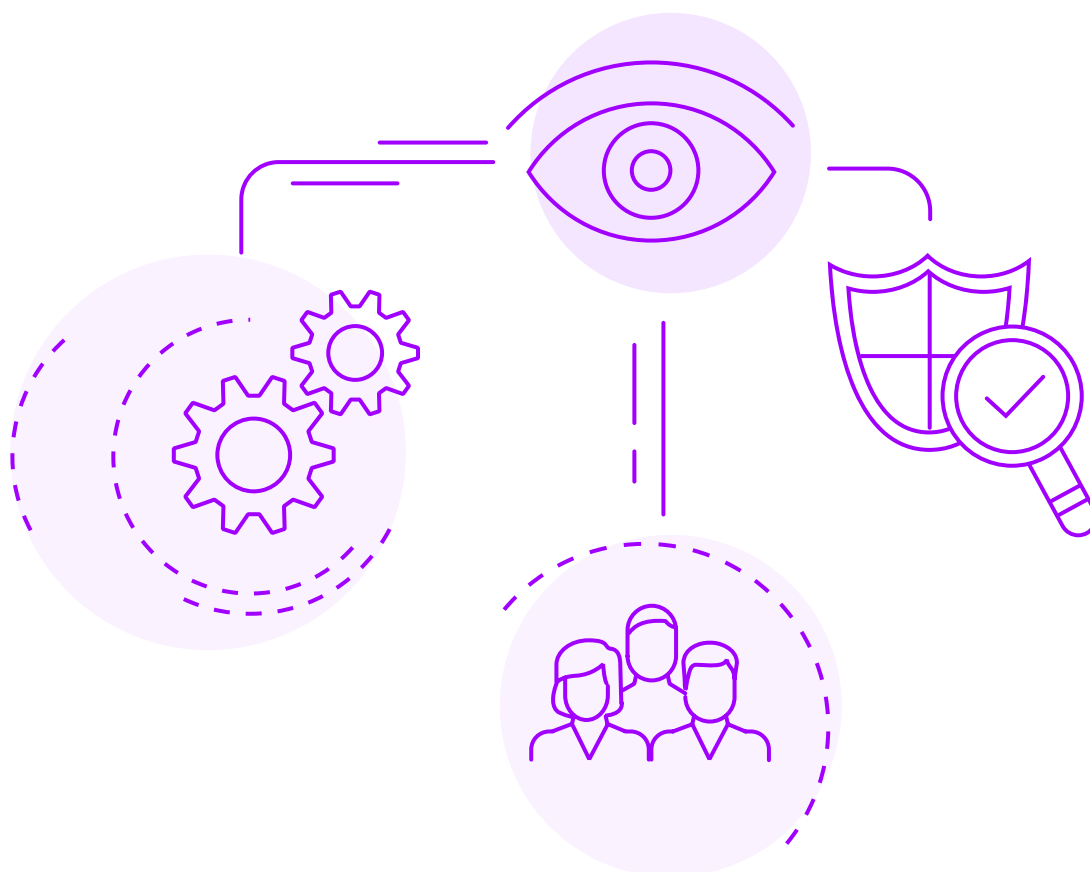
The responsibilities of Accenture include ensuring the sustainability of the business over time, for which it can count on a program designed to anticipate risks and their assist in their management. The process begins, on a global scale, in the level of the Board of Directors, which is responsible for overseeing risk throughout the company, both directly and via its standing committees.

Also, the responsibility for coordinating the Risk Management Program (ERM), designed to identify, evaluate, and manage exposure to different types of risk falls to the Chief Operating Officer (COO).

This program intends to identify the operational, strategic, and financial risks to Accenture. Their expected impacts, evaluation, and prioritization are carried out based on factors such as the probability of occurrence, and the effectiveness of a mitigation strategy—plans to control, manage, and minimize these risks for the company.

Moreover, to supervise specific areas of risk management, Accenture has established four standing committees:

- **Audit Committee:** This committee reviews both the guidelines and policies of the company about risk evaluation and management, and the chief financial risks Accenture is exposed and is responsible for their follow-up and control;
- **Compensation Committee:** This committee analyses the compensation policies and practices of the organization and evaluates whether any of the risks identified has a high probability of occurrence with a material adverse impact on the organization;
- **Finance Committee:** This committee reviews the risks relating to financial management that may affect the organization, from foreign currency exchange rates, the risks associated with injections of liquidity and significant acquisitions, to the insurance and pensions of the company;
- **Nominations and Governance Committee:** This committee evaluates the effectiveness of the Board of Directors, focusing primarily on the most critical issues and risks.











Definition of corporate risks and its management




Our risk management system is the one most suited to the company's profile and our strategy.



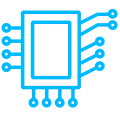



Below we present the most salient aspects of the analysis, monitoring, and control of the risks identified.

| Type of Risk | Definition of corporate risk | Risk management |
|--|--|---|
| Alliances  | <p>If we do not successfully manage and develop our relationships with key alliance partners or if we fail to anticipate and establish new alliances in new technologies, our results of operations may be affected negatively.</p> | <p>We establish alliances with our key partners, especially in the fields of technology and innovation. We evaluate these alliances continuously.</p> |
| Compliance/ Reputation  | <p>Our ability to attract and retain business and employees may depend on our reputation in the marketplace.</p> | <p>See the subheading of this chapter, “Creating an ethical culture: leading with integrity”.</p> |
| Economy and geopolitics  | <p>The results of our operations may be negatively affected by adverse or uncertain economic conditions or policies and the effects of these conditions may affect our clients’ businesses and levels of activity.</p> | <p>There is ongoing monitoring of this risk to minimize it and prevent it from affecting the evolution of the business and its sustainability.</p> |
| Reliability of financial information  | <p>Changes to accounting standards or in the estimates and assumptions we make in connection with the preparation of our consolidated financial statements could adversely affect our financial results.</p> | <p>There is ongoing monitoring of this risk.</p> |
| Legal/ Regulatory  | <p>Changes in our level of taxes, as well as audits, investigations and tax proceedings, or changes in tax laws or their interpretation or enforcement could have a material adverse effect on our effective tax rate, results of operations, cash flows, and financial condition.</p> | <p>There is ongoing monitoring of this risk.</p> |

| Type of Risk | Definition of corporate risk | Risk management |
|--|---|---|
| Legal/ Regulatory  | <p>If we are unable to protect or enforce our intellectual property rights, or if our services or solutions infringe upon the intellectual property rights of others or we lose our ability to utilize the intellectual property of others, our business could be adversely affected.</p> | <p>We have an intellectual property policy.</p> |
| Legal/ Regulatory Conduct/ Compliance  | <p>Our work with clients of Public sector exposes us to additional risks inherent in the government contracting environment.</p> | <p>See the subheading of this chapter, “Our Compliance Program”.</p> |
| Market and competitiveness  | <p>The markets in which we operate are highly competitive.</p> <p>As a result of our geographically diverse operations and our growth strategy to continue to expand in our key markets around the world, we are more susceptible to certain risks.</p> <p>Failure to take opportunities to acquire, invest, or integrate businesses that may be of interest to our company.</p> <p>Many of our contracts include fees subject to the attainment of targets or specific service levels. It could increase the variability of our revenues and impact our margins.</p> | <p>Our business model focuses on the sustainability of the business in all its dimensions. From the medium to long term, we seek the efficiency of resources and the complete satisfaction of our stakeholders.</p> |

| Type of Risk | Definition of corporate risk | Risk management |
|---|--|--|
| Business and market  | <p>Our business depends on the attractiveness and maintenance of our services by our clients, as well as on the adaptation and expansion of our services and solutions in response to the continuous changes in technology and the needs of our stakeholders.</p> | <p>The basis of our business is the satisfaction of our clients and other stakeholders. Our activity is based on being a responsible business and on innovation to improve the world people live and work in.</p> |
| | <p>The rate of our professionals and the results of our operations could be materially adversely affected if we are unable to maintain a balance between our offering of skills and resources and client demand and we cannot attract and retain people with robust leadership skills.</p> | <p>We are renowned for our recruitment and selection processes and our new talent acquisition.</p> <p>We train people continuously in the skills required for each moment.</p> <p>The basis of our business is sustainability, responsibility, and innovation. The systems of rotation, promotion, and career development are based on meritocracy and the potential for talent.</p> <p>Our mobility and work-life balance programs are differentiating elements, as are our inclusion and diversity policies.</p> |
| Profitability of the business  | <p>Obtaining lower than expected results, preventing the achieving of sustainable profitability.</p> | <p>Our management model is focused on business sustainability in all its dimensions in the medium to long term, seeking efficiency of resources and satisfaction of our stakeholders.</p> |
| Profitability of the business and competitiveness  | <p>Our profitability could materially suffer if we are unable to obtain favorable pricing for our services and solutions, if we are unable to remain competitive, if our cost-management strategies are unsuccessful or if we experience delivery inefficiencies.</p> | <p>Our management model is focused on business sustainability in all its dimensions in the medium to long term, seeking efficiency of resources and satisfaction of our stakeholders.</p> |
| | <p>Organizational challenges associated with our size mean we might be unable to achieve business objectives.</p> | |

| Type of Risk | Definition of corporate risk | Risk management |
|--|--|--|
| Financial risk  | <p>Credit Risk. Credit risks arise from cash and cash equivalents, deposits with banks and financial institutions, and clients, including outstanding accounts receivable and open trades.</p> | <p>Only financial entities with a good rating are accepted. The credit-control department evaluates the credit rating of clients, taking into account their financial position, experience, and other factors. The use of credit limits is monitored regularly. We have an agreement with Accenture Finance Limited that offers credit and from which we borrow at market rates.</p> |
| | <p>Risk of listing of securities.</p> | <p>The risk of listing of securities, associated with the listing on exchanges in our portfolio that are subject to the volatility of market prices is not significant about our consolidated financial position, to the result of our operations, or financial flows.</p> |
| Financial risk/ Liquidity  | <p>Liquidity risk.</p> | <p>Prudent risk management involves maintaining cash and sufficient negotiable securities and the availability of financing of an adequate sum via lines of credit. Management monitors the cash forecast and expected cash flows. Our chief sources of liquidity are the cash flows from operations, our borrowing capacity, and available treasury reserves.</p> |
| Technological risk and cybersecurity  | <p>We could face legal, reputational, and financial risks if we fail to protect the client and Accenture data from security breaches or cyber-attacks.</p> | <p>See the subheading of this chapter, "Information security and privacy".</p> |
| Exchange rates  | <p>Our results of operations could be materially adversely affected by fluctuations in foreign currency exchange rates.</p> | <p>The company operates on an international scale and is therefore exposed to exchange rate risk, especially in the case of the US dollar. Exchange the treasury department manages rate hedging.</p> |

For more information, see page 8 of the Fiscal Year 2019 Annual Report-Risk factors **Annual Report 2019**.

Information security and privacy

Information security is a priority that Accenture integrates into its policies and processes. For example, through training, always supported by the executive team and a work team that puts safety first.

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

Certifications and acknowledgments:

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

In Portugal, we have begun a program to obtain ISO 27701:2019 certification in privacy systems management and the processing of personal data.

Also, our information security approach has been verified by other entities:

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

Client data protection and response to incidents

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

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

We have an incident response team (CIRT) comprising highly qualified professionals who provide 24/7 cover anywhere in the world. A select group within this team regularly tests the defenses of Accenture by simulating attacks against the digital infrastructure of the company.

To protect our clients' data, we act in five areas:



Training and communication



Incident response



Client data protection



Risk management



Technology Security

Technology, infrastructure and risk management

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

This strong and consistent commitment to security to gain increased strength and resilience has strengthened our reputation among risk service companies. Accenture has an outstanding reputation for its maintenance of defenses in the face of the range of current threats, according to the benchmarking evaluations conducted by Security Scorecard, UpGuard, and BitSight.

The team has a massive structure that focuses on particular on risk management controls, policies, processes, and metrics that are implemented throughout the organization to establish the expectations, measure the results, and manage the changes necessary to minimize the risks identified.

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

Accenture's training programs and information security behavioral change actions have received international recognition for their innovative approach and results.

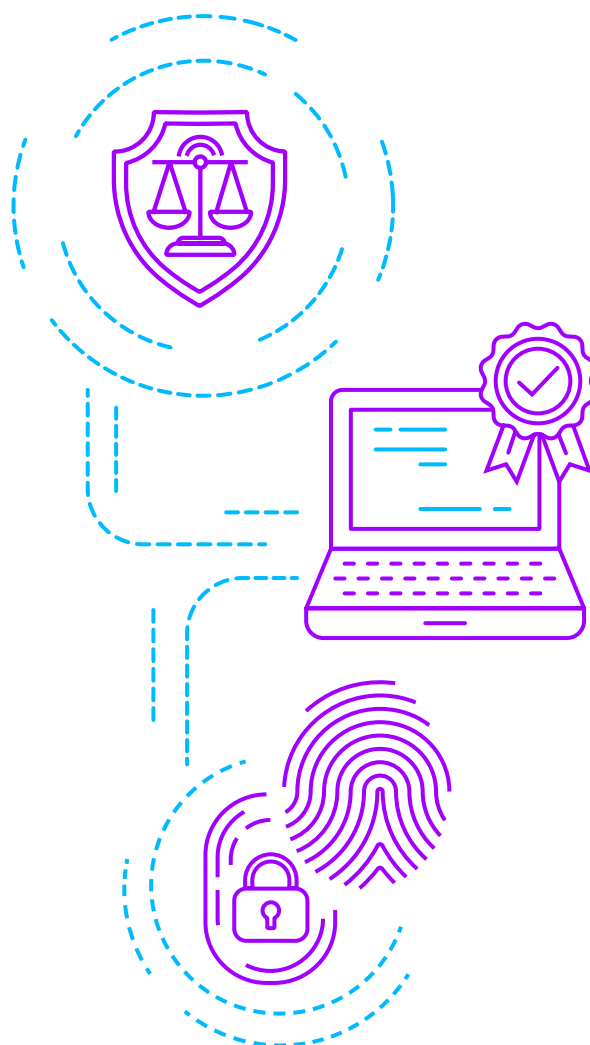
+7,400 hours of training in data privacy and information security.

Training and communication in information security

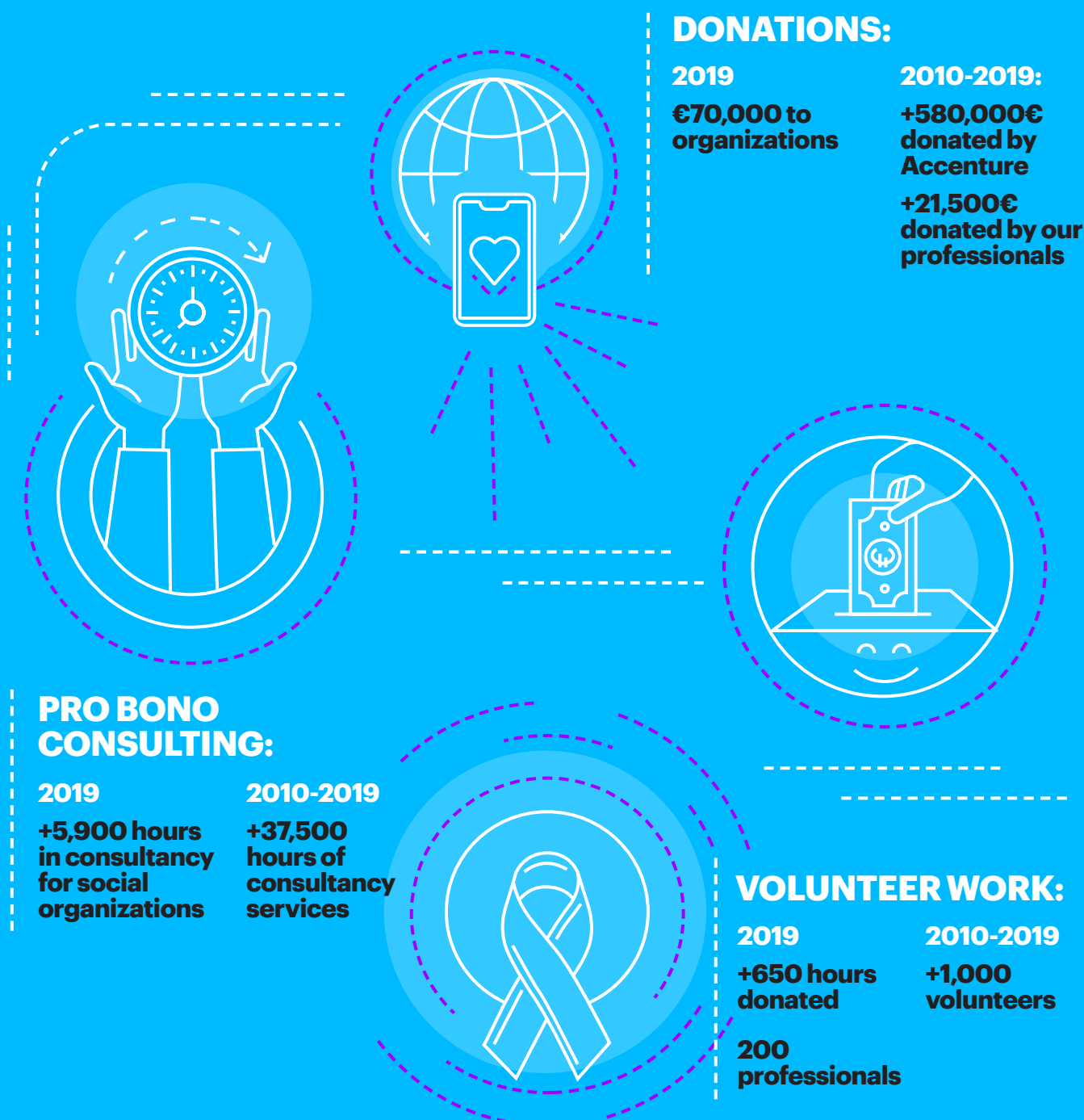
We have an extensive training program mandatory for our professionals, supplemented by voluntary training, offered through various global and local channels. The program commences when our professionals join the company, with specific content on information security and data privacy, and continues throughout the entire employment relationship with the company, with content reviewed and updated annually.

We carry out anonymous two-yearly surveys among our professionals to determine the adoption rate of these practices and to monitor security protocols among our people.

This survey is supplemented with quarterly social engineering tests aimed at the organization as a whole.



COMMITTED TO THE COMMUNITY



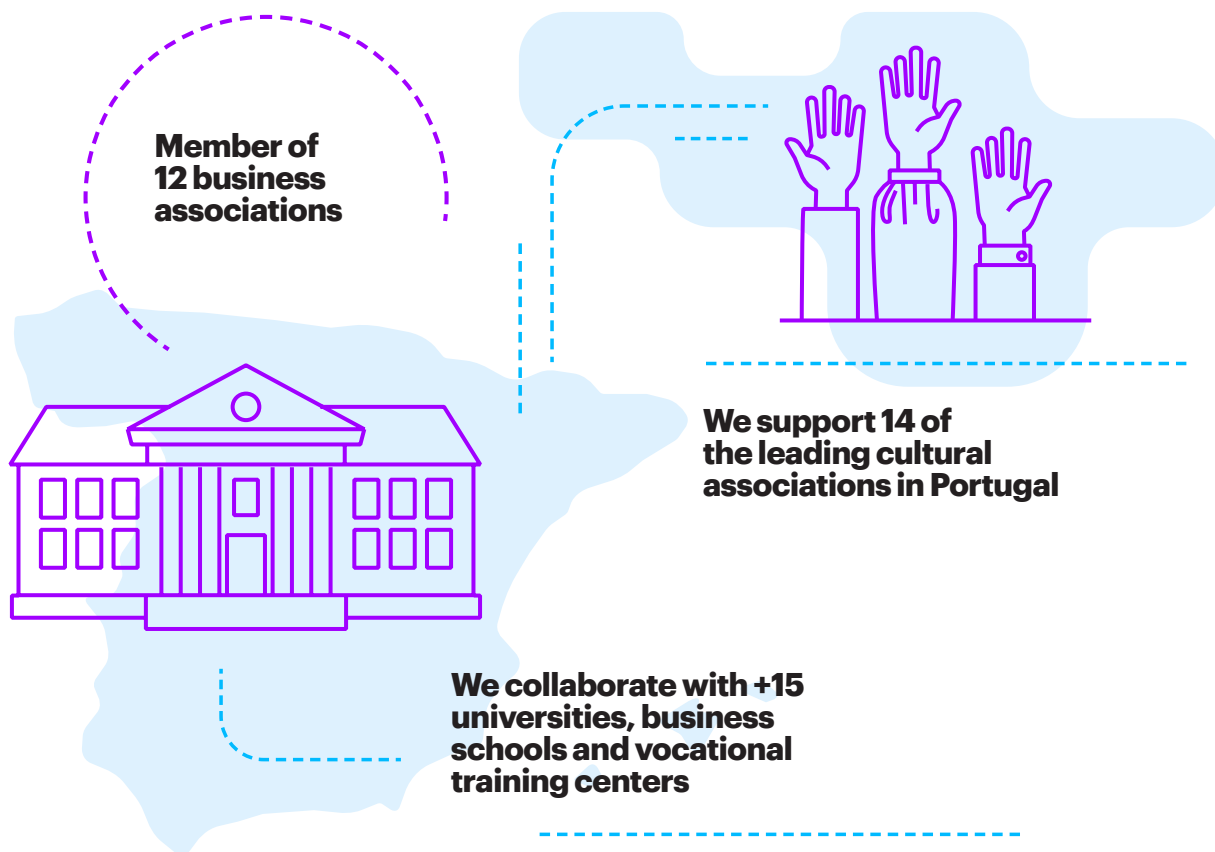
Inactivity, unemployment, and work instability are vulnerable situations suffered by more than two million people in Portugal. Digital transformation is changing how we work, and this affects not only technology-related professions. It also impacts more traditional jobs held by persons with low qualifications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

At Accenture, we are aware of our commitment to society to improve the employability and work opportunities for people in vulnerable situations.

For this reason, we provide our consulting services free of charge to needy social sectors together with our corporate donations, and we provide our professionals the necessary support so they can act on their social concerns by volunteering or making financial donations.

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

Furthermore, we believe that culture and economic, scientific, and humanist progress are fundamental fields to support if we wish to achieve our mission of improving how the world lives and works. For that reason, we collaborate with more than 20 associations, bodies, and institutions through various initiatives.



Corporate Citizenship Portugal

At Accenture, we have a particular and ambitious objective, which is to build an inclusive labor market, where nobody is left out, and in particular to contribute to meet the UN Sustainable Development Goals (SDGs) on full employment and decent work for all (SDG 8), as well as those relating to the development of innovation (SDG 9) and collaboration between agents (SDG 17).

Our business is part of the global Accenture “Skills to Succeed” program that contributes to the common objective to equip over five million people worldwide with the skills to find employment or build a business by 2025.

With the passion of our professionals, our experience in technology, and a broad partner ecosystem, we develop and scale innovation and programs that help to resolve pressing social problems. We believe that, as a global company, we must help create a society that provides more people with more opportunities.

Almost a decade ago, we took a decisive step at our Corporate Citizenship seminar when we launched our Skills to Succeed initiative to channel Accenture’s experience in global talent development towards meeting the universal need to narrow qualification gaps and prepare individuals to get a job or build a business. This was a significant step for our company and our professionals, representing a commitment to take advantage of the best of Accenture to apply it in a strategic and concentrated manner to approach complex social problems.

Our focus on innovation for society is today far more significant than we imagined when we launched Skills to Succeed. We continue committed to skills development – in May 2018, we announced the investment of USD 200 million globally over three years to help train people around the world in work skills for the digital age. At the same time, we are enthusiastically exploring new horizons with our partners and our clients, innovating together to change and improve lives.

Through the Skills to Succeed program, we intend to work on a large scale on the global need for skills that open the doors to employment and economic opportunities. Together with our strategic partners, by 2019, we had equipped more than 2.8 million people with the skills necessary to get a job or build a business, globally. Our goal is to reach more than 3 million people by the end of 2020 at the global level.

As technology evolves, with an increasing impact on society, there is also a growing gap in skill levels. This is a critical matter, and if it is resolved, it can help people, companies, and communities to become prosperous and take advantage of sustainable growth and ethical innovation. Through our activities for young people, we aim to close this skills and qualifications gap and to inspire today’s students – tomorrow’s workforce – not just with STEM qualifications, but also to understand how they can make use of creativity and innovation to improve the way the world lives and works.

According to Solutions for Youth Employment (S4YE), one of every three young people around the world is not in education, employment, or training. Putting the global economy back on its feet, creating prosperity, and eliminating extreme poverty will not be possible unless the public and private sectors work together to change the work prospects of the young. Companies can play a critical role in association with governments, not-for-profit organizations, universities, and other entities in educating, training, and building high technology, state-of-the-art workforce, guiding young people towards a future where employment is more inclusive. Using training opportunities, internships, and courses, we are attempting to break down the barriers to employment, including the expanding of employment activities in Accenture itself. Besides, we are working together to promote equality and inclusion and to ensure that the program beneficiaries reflect diverse origins, cultures, and experiences.

Today, intelligent technologies such as analytics, big data, AI, and robotics are transforming work and automating routine tasks as they increase the need for activities that involve social, emotional, and cognitive abilities. These constant changes offer an enormous opportunity for current and future employees to learn new skills and generate more value.



Pro bono consulting services

We want to give back to society the best it has given us: the talent of our professionals. We do it by contributing in a selfless way with what we specialize in, our consulting services, to help in training and job placement of vulnerable collectives and their adaptation to the changes produced by digital transformation.

Accenture professionals annually carry out an average of 5,000 hours of pro bono consulting services, managing projects, and ensuring the company's social commitment is adhered to.

In 2019, in Portugal, we increased our pro bono consulting hours by 47% over the previous year.

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

The workforce of the Future – Generation Alpha

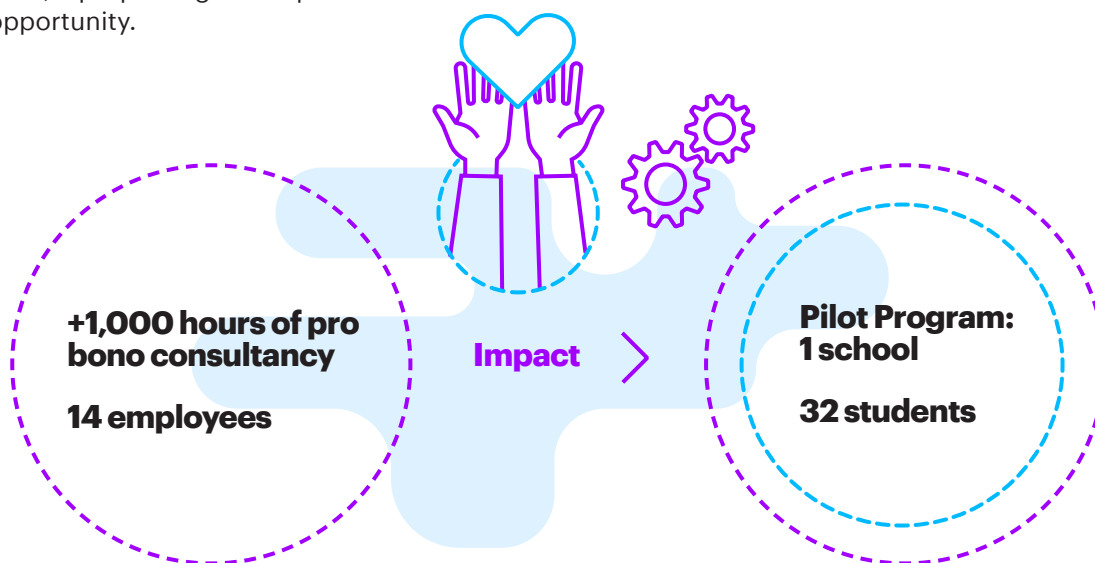
This project started in 2018 with the aim of re-thinking current vocational education in the field of information technology.

Context:

We discovered that the potential for vocational training in the field of information technology was still undeveloped, and curriculums were not in line with technology thinking, and therefore not responding to the real needs of companies. In the current business context, characterized by a shortage at a technology profile level, a proper alignment provided an opportunity.

What was done:

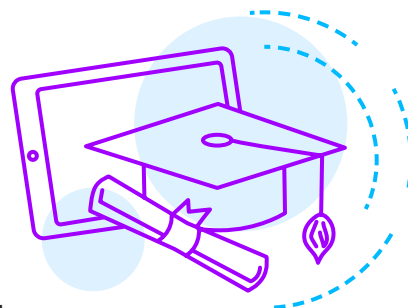
Definition of a new curriculum and the development of technical program content with an impact on vocational education to train young people in technological thinking and shrink the skills shortage, thus boosting the employability of this target group in companies.



Platform + skills

This technology platform for the development of soft skills was launched in 2018 to foster personal growth and employability.

The Platform + Skills program enables a personal online evaluation of essential skills for personal development, integration in society, and professional development. This assessment then allows, the elaboration of an individual training plan for the development of a range of skills aggregated by the level of complexity, and that incorporates the growing digitization of society. Training can be online or in the classroom if the organization prefers.



- Being digital
- Digital Classroom
- Focus on the client
- Focus on success
- Creativity and innovation
- Tolerating frustration
- Ability to relate
- Initiative and decision-making
- Flexibility
- Self-confidence
- Self-control
- Communication
- Compliance with rules and tasks
- Mathematical reasoning

Impact

5 organizations

+200 beneficiaries

+100 courses completed

Donations

In the area of donations, Accenture Portugal and its employees have taken action in support of social projects in the following manner:

- We contribute financially to numerous social projects focused chiefly on improving the employment situation of vulnerable collectives.
- We address the voluntary economic contributions and goods from our employees to social projects or as contributions to social humanitarian emergencies.

Donations program

Financial donations by the company to NGOs aligned with the Skills to Succeed engagement strategy.

Donations by employees to NGO projects they have identified, using the salary rounding program.

Donations of goods by employees to NGO beneficiaries as part of solidarity campaigns

Joint employee-company contributions in cases of humanitarian disasters.



"Inspiring and training for a better world through social initiatives."



"We equip young entrepreneurs with basic skills that foster work-readiness, bringing the world of work to schools, and encouraging the development of a culture of individual commitment."



"Promoting excellence in education with strong social awareness."



"Training women to achieve financial independence, providing a support network, work clothing, and development tools to help women to prosper at work and in life."



"Promoting social integration for those affected by poverty or social exclusion."



"Center for temporary accommodation of children and young people."



"Salesian solidarity to meet the needs of children, adolescents, and young persons in situations of particular vulnerability."



"A charity focused on the promotion of emotional health of children, the young and the elderly."



"Development of life plans for people with intellectual disability to assist in their inclusion in society."



"Bringing joy to children in hospitals, their families, and health-care professionals through the art and image of Doctor Clown."



"An independent citizen-guided organization, 100% volunteer-run as an eco-humanitarian charity working to do away with food waste and hunger in every neighborhood."

Volunteer work

Volunteering is one of the many ways our people can fulfill their aim of remaining close to their community and making a difference as they pursue their careers. Accenture professionals are given the flexibility and freedom to choose where, how, and when they can contribute to society, offering their time and skills in a manner that best combines with their timetables. Our digital volunteering platform for employees – Making a Difference – provides a wide range of volunteering options, including all the activities sponsored by the company, as well as the private passions of our volunteers – broadening the volunteering experience to include all how our professionals can make a difference.

We facilitate and encourage participation by our professionals in volunteering initiatives during and outside working hours that allow them to have an impact on the communities to which they feel an emotional connection. Student mentoring, support for financial literacy and entrepreneurship initiatives, digital skill awareness and training, training for NGO workers and beneficiaries, support for the elderly, bringing about the dreams of institutionalized and terminally ill children, collection of food for the vulnerable are just a few examples.

We embrace the challenge of making it easy for more of our professionals to volunteer. We offer opportunities for virtual volunteering that is available anywhere, at any time, and this can also be made extensive to friends and family. We aim to respond to the many choices made by our employees.

We highlight some of our virtual initiatives:

- Support in humanitarian emergencies, helping to map road and civil infrastructure in vulnerable areas or those that are liable to suffer natural disasters or epidemics. With the participation of 33 employees, we drew over 1,200 buildings in Tanzania;
- In the field of sciences and the humanities, we supported the classification of the information contained in images that will assist the scientific community in environmental areas, the understanding of our history, and the universe. This initiative mobilized 70 volunteers.

This year we brought innovation to voluntary work by promoting virtual volunteering and many initiatives designed for digital skills.

We have also supported volunteering initiatives in line with our positioning, focused on new technologies, and the impact that digital skills could have on the future of today's youth.

Accenture Portugal has joined forces with the global Hour of Code, an initiative designed to train all students in all the world's schools, helping them to develop programming skills and prepare to prosper in the digital world. The 19 employees involved took a game developed by Accenture to several schools that aim to explain how to apply artificial intelligence in a robot, reaching some 100 students at school in Lisbon and Braga.

Supporting education, culture and economic development

We contribute to the economic and social development in Portugal by associating our skills with those of the leading academic, corporate, and cultural institutions in our country.

Academic institutions

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

We have courses at the Instituto Superior de Economia e Gestão (Consulting Approach), the Instituto Superior Ciências do Trabalho e Empresa (Innovation and Organizational Change), the Nova School of Business & Economics (MIP: Managing Impactful Projects), and at the Oporto Business School (Infrastructures, Big Data and Management and Information Systems). We provide financial support to the best student on the post-graduate course on Business Intelligence and Analytics at the Oporto Business School and the best student on the Master's program on IT Engineering, IT and Bioinformatics, and Computer Biology at the Faculty of Sciences at the University of Lisbon.

We continue our activity alongside academic institutions, universities, polytechnic, business schools, and research centers as we foster and expand our partnerships with these institutions. In 2019, new agreements were entered for the promotion and reception of academic internships.

We carried out various actions in an active and continuous basis at the institutions in which we participate, such as seminars, conferences, encounters, and workshops where we contribute to the experience of our people, who join alongside students and teachers, making the experience more immersive and engaging.

Through such events at these academic institutions, we can make known our various areas and the opportunities we can offer young university graduates.

Over the years, Accenture Portugal, has been committed to cooperation with academic institutions as a way of aligning young people with the needs of companies.

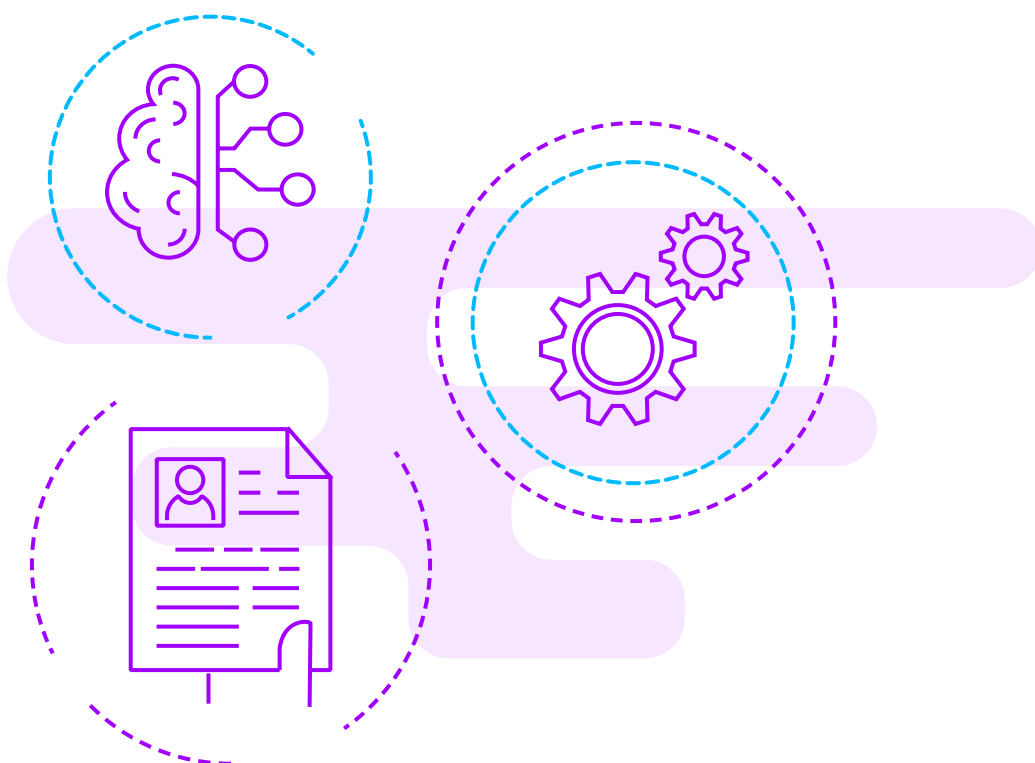
Our objectives in this respect are clear: on the one hand, to attract the best talent on the market, and on the other to boost the careers of young people people, helping them to receive training according to the needs of the market employment, increasing its employability.

We can count on a network of institutions with which we collaborate in Portugal, located in Lisbon, Oporto, Coimbra, Braga, and elsewhere, which provide the more than 300 students who participate in internships in Accenture (summer jobs, curricular courses, and professional training). We are committed to professional internships and employment actions targeting young graduates and master's degree students through our strategic partnership with the IEFP.

Business institutions

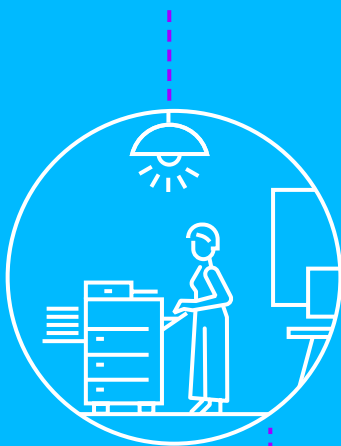
Accenture is a member of some of the most representative business institutions in Portugal, with which we share the need to identify challenges and opportunities for economic development.

- APDC – Portuguese Association for the Development of Communications
- APDSI - Portuguese Association for the Development of IT Systems
- APE - Portuguesa Energy Association
- APPE – Portuguese Association of Business Ethics
- APG – Portuguese Association of People Management
- APLOG – Portuguese Logistics Association
- BCSD Portugal – Business Council for Sustainable Development
- CCAP – American Chamber of Commerce in Portugal
- CCI – Italian Chamber of Commerce
- CCILF – Franco-Portuguese Chamber of Commerce
- CCIP – Portuguese Chamber of Commerce and Industry
- COTEC –Business Innovation Association
- FAE - Forum for Business Directors and Managers
- PFA - Portugal Fintech Association

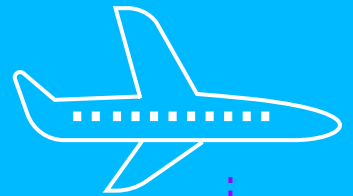


COMMITTED TO THE ENVIRONMENT

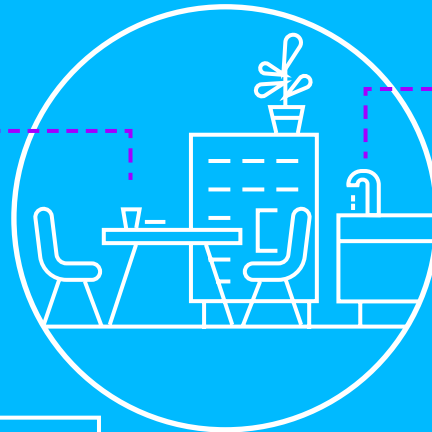
**We have reduced
energy consumption per
employee by 21%**



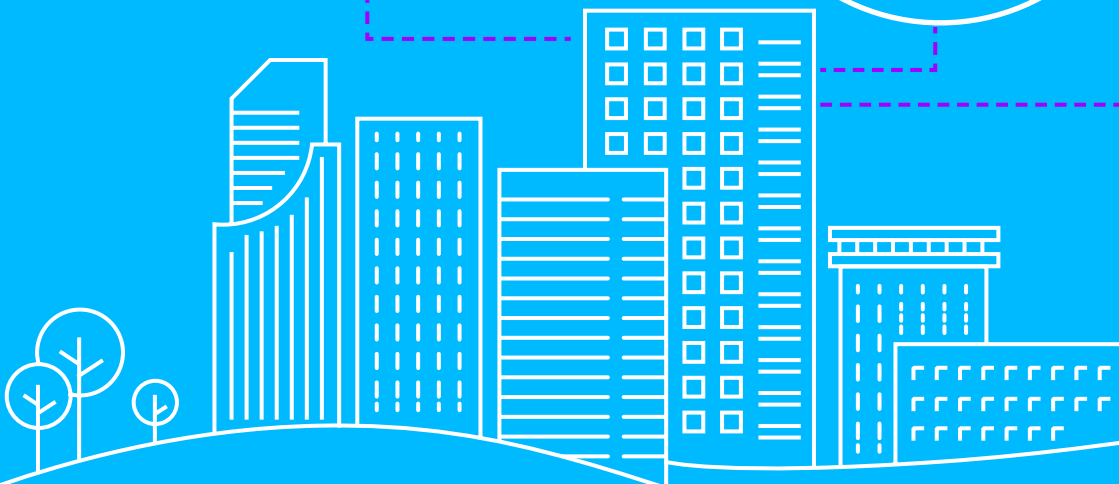
**We have eliminated
100% of all plastic
cups and spoons
from our coffee
machines**



**We have
reduced water
consumption
per employee
by 8%**



**We have
separated 61%
of our waste for
recycling**



The results mentioned above demonstrate the environmental behavior in all Accenture offices, either certified or soon to be certified in Portugal, for the last three fiscal years (2017, 2018 and 2019), except for recycling data, which relate to 2018 and 2019.

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

We believe that environmental sustainability drives economic sustainability. Our focus is on leading the way to a low-carbon economy, working with our professionals, clients, suppliers, and communities. We provide a summary in this report of what we have done to date, where we are heading, and how it all fits in with our global strategy.

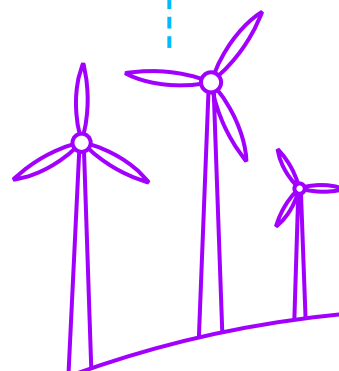
Our responsible business model and its association with the UN Sustainable Development Goals lay the basis of our commitment to the environment as defined in Accenture Portugal's Environmental Policy.



We have reduced CO₂ emissions by more than 29 tons thanks to teleworking

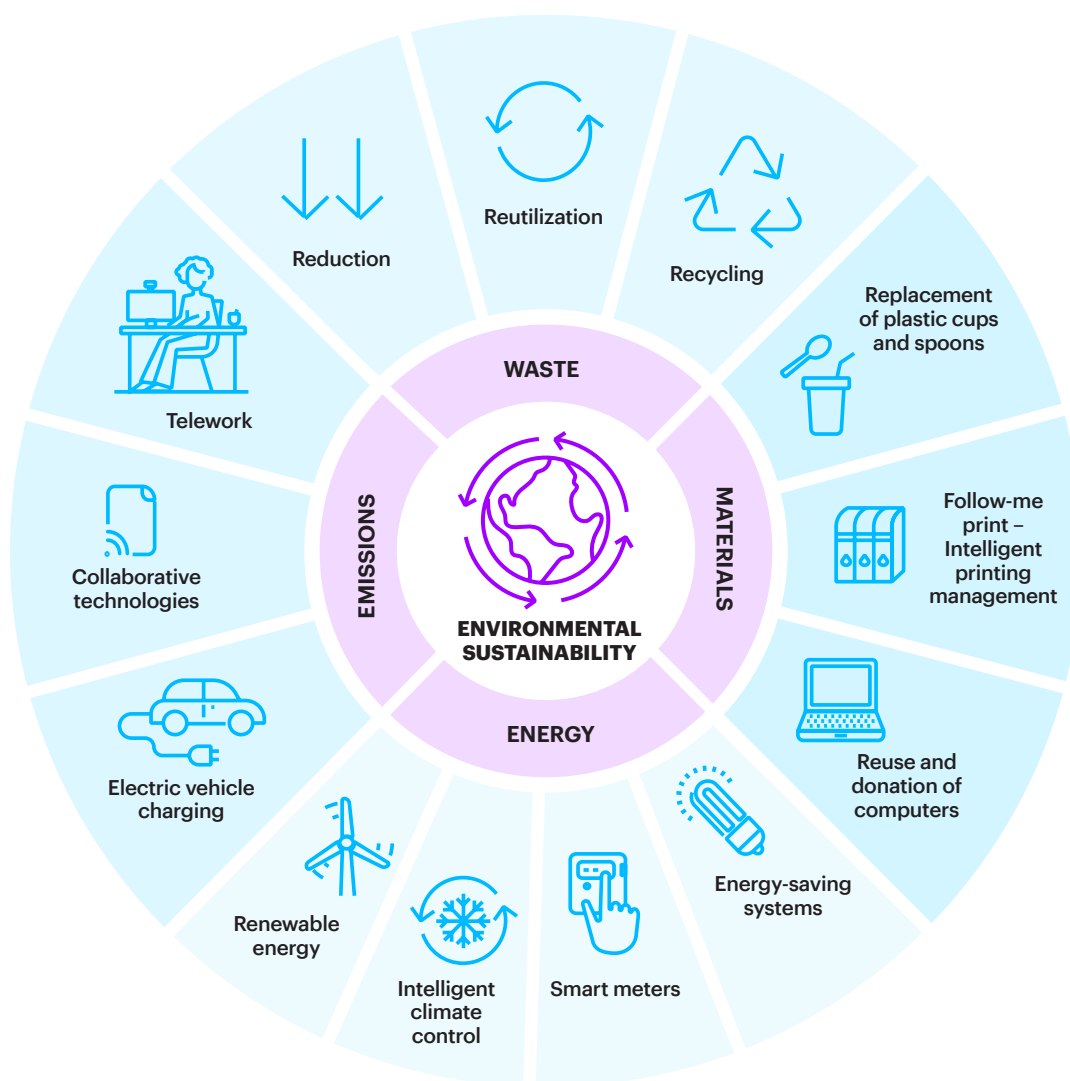
In Portugal we have negotiated new contracts so that 70% of our electricity supply comes from renewable sources

We have reduced 36% of travel-related emissions per employee in the last three years in Portugal, thus avoiding the potential emission of more than 800 tons. CO₂



Big changes with small gestures

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



Managing the energy we use

We adopt responsible energy consumption by fitting energy-saving systems in our offices, such as thermostats, presence detectors, and low consumption lighting. In 2020, we plan to continue to increase the percentage of LED light in our offices in Portugal.

In real-time, Accenture monitors the energy use of the offices in different countries by using Remote Energy Monitoring technology. Thanks to the installation of almost one thousand smart meters, we can identify consumption patterns and faults to correct deviations and optimize our energy management systems.

We are working with office design firms to determine if the systems in operation in our buildings enable more significant energy efficiency, ensure the parking for electric vehicles, and use constructive solutions, which allow a better energy performance of the building itself through passive measures.

At Accenture Portugal, our offices have areas with LED lighting, although not in the entire space. Usually, this type of light is available in different areas and toilettes, but there are work zones that already have this technology. The Plaza 6-A office is the only space with LED lighting in its entirety.

All offices are also equipped with timers to control lighting and air conditioning in the open space work areas. In some offices, some meeting rooms and corridor areas also use the same control system.

Five out of seven of our buildings have movement sensors in the bathrooms. The two offices without sensors use LED lighting.

During the next year, we plan to reach about 70% of electricity from renewable sources, and we intend to continue working to achieve 100%. Plus, during the Climate Summit held in New York, Accenture announced its commitment to using 100% energy from renewable sources by 2023.

Reduction of our consumption of raw materials

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

At our offices, we have replaced plastic cups and spoons with paper cups and wooden spoons to avoid consuming 2.1 million plastic cups and almost half that number of stirrers every year.

In 2020, we plan to renew our food and beverage vending machine contracts for all our offices, with selection based on the elimination of single-use plastics.

When it comes to paper consumption in Portugal, during 2019, we set in motion a pilot project for the replacement of paper towels by high-efficiency driers, intending to achieve a 20% reduction in associated emissions compared with the paper-based solutions currently in use.

We plan that by 2020, at least 5% of all paper used by our printing services, as well as the paper used in the sanitary facilities to come from recycling.

With these initiatives, we will reduce the need for raw material as well as energy consumption and emissions during the manufacturing process.

In 2019, we set up a pilot project to replace hand dryers with high-efficiency dryers, with the prospect of a 20% reduction in associated emissions, compared to the solutions currently in place used paper.

Reducing our emissions

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

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

We also perform annual monitoring and control of our direct and indirect greenhouse gas emissions following international standards set by the International Energy Agency and the Greenhouse Gas Protocol.

In December 2018, we announced our Science-Based Target approved aim to reduce our absolute greenhouse gas emissions by 11% in absolute terms by 2025 compared to our baseline for 2016.

This objective is in line with the proposals of the 2015 Climate Agreement reached in Paris to limit global warming to less than 2°C.

In 2020 we plan to implement a new project based on a specific car-sharing app that will offer a large number of our employees the possibility of making sustainable use of ecological company vehicles acquired for the purpose.

We are working in Portugal to achieve this global objective, carrying out various actions such as those on energy described in the previous section. Plus, we have taken the following steps:



About 5% of employees in Portugal teleworking. In this way, we avoid emissions resulting from travel to our offices.

In 2019, we avoided the emission of almost 29 tons of CO₂ and over 280,000 kilometers of travel.



We work with collaborative technologies that facilitate the connection between our employees and clients to reduce the need for travel. Thanks to these technologies, we have reduced the emissions from employee work travel.

In 2019, we used these technologies for over 10 million minutes (Skype and Teams), with an increase of 43% per employee compared to 2018.



We have provided parking spaces for charging electric cars at our principal offices.

In 2020, we plan to increase the offer of hybrid plug-in and electric vehicles.

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

This year, Accenture has achieved a notable result with its climate change actions under the CDP Climate Change program and continues in the Leadership category.

Managing climate-related risk

Accenture supports the Task Force on Climate-related Financial Disclosures (TCFD) that encourages companies to assess and disclose their climate-related financial risks.

Timely implementation is critical to deliver on the commitments of the 2016 Paris Agreement and keep global warming below 2°C. Enhanced disclosure allows us to assess the impact of climate-related financial risks better and support the transition to a low-carbon economy.

Every year since 2007, Accenture has reported, globally, our environmental performance under the Carbon Disclosure Project (CDP) level, including our environmental risks, opportunities, and methodologies on climate change mitigation and adaptation.

In 2017, under the TCFD guidelines, we updated our financial filings to include the fiscal impact of these matters and their associated risks. These include the increasing frequency and severity of adverse weather conditions, which may harm our people, facilities, and operations.

In the case of the risk management procedures performed by Accenture, we consider the short and long term risks of climate change. For example, in the short term – reduction of the potential regulatory risk through the reduction of emissions, compared with the long run – how rising sea levels could affect our locations. As a service company, we mainly focus on the short term, as the size and speed of our risks are less than those of companies in carbon-emission intensive sectors. Our business is responsive in the sense that, for example, we have no long-term property commitments. We monitor short and long-term risks, nimbly adapting our strategy.

We have reduced direct and indirect emissions by 30% per employee in the last three years, thus avoiding the potential emission of more than 1000 tons. CO₂.

Accenture's Global Environment Director performs an annual operational environmental risk assessment, in collaboration with our network of Environment Leads, which factors in the time horizon of the risk. The Environmental Leads uses external and internal identify to identify threats relevant to Accenture's business and assess the nature of our risk exposure - for example, financial, delivery to the client, legal, etc. The results are reported annually to the Environment Steering Group, a cross-functional group of leaders, relevant members of our Global Management Committee (individual members are accountable for our Corporate Citizenship strategy and our environmental strategy) and the full Global Management Committee (GMC), our most senior management group, to validate the priority of the risk, its mitigation, and subsequent actions. Also, Accenture has an Enterprise Risk Management (ERM) program that analyses risks across the whole company and prioritizes those requiring additional management and supervision by the Board. The Board validated the risk priority annually. Climate risks are considered as part of that assessment, taking into account the potential seriousness of the impacts, their probability, and the efficacy of management risk mitigation. All the GMC members contribute to that annual evaluation process; and can escalate the climate-related risks as appropriate.

We are working with office design firms to determine if the systems in operation in our buildings enable more significant energy efficiency, ensure the parking for electric vehicles, and use constructive solutions, which allow a better energy performance of the building itself through passive measures.

We promote the Circular Economy

At Accenture Portugal, we promote the progress towards a circular economy model, by reducing our consumption of materials and improving the separation and reuse of the waste we generate.

By applying this model, we make it easier for solid waste to become useful material again, reduce pressure on the use of raw materials, natural resources, and energy, and reduce emissions, favoring the fight against climate change.



Thanks to our printing management model, follow-me print, implemented in all our offices in Portugal, we have been able to economize over 470,000 sheets of A4 paper in the last three years, equivalent to the saving from the felling of 24 eucalyptus trees.

Because of the nature of our business, we have a particular procedure for electrical and electronic appliance waste. In the case of computers and mobiles, once the information contained is certified as erased, they can be reused utilizing sale to our professionals under an acquisition program or offered as a donation to NGOs for use in the training of young persons and children.

In 2019, we responsibly managed 1,421 computer equipment, and we reused 468 computers and also donated 687 computers and 266 equipment (monitors, printers, servers, etc.).

We exercise great care in collecting and managing hazardous waste in compliance with the law. Waste such as fluorescent tubes is stored and delivered to authorized agents for transportation and suitable processing. Bio-sanitary waste generated at those offices equipped with medical services is deposited in individual containers for processing by an authorized company.

To reduce food waste, we place orders that are more tailored to our catering supplier, based on our experience of surplus food at various events.

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

Recycling 108kg of coffee capsules

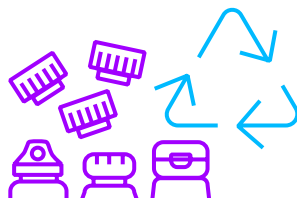
Thanks to our capsule supplier, coffee grounds are transformed into fertilizing compost for use on fields in Santa Margarida do Sado where rice is grown for contribution to the Food Bank, resulting in an overall donation of 86.5 tons of rice. Furthermore, the aluminum separated from the capsules is recycled, being used to manufacture photo cameras entirely made of aluminum.



Recycling plastic stoppers

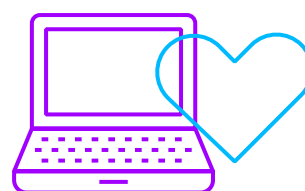
Together with the Portel Blood Donors' Association, Accenture has committed to providing help to children with congenital muscular dystrophy. The stoppers that are collected go to ensuring physiotherapy sessions for those children.

During FY19, we collected close to 160kg to provide a child around three physiotherapy courses.



We have donated 687 computers

As part of our Corporate Citizenship strategy, we work with various charitable organizations, to which we donate computers and IT equipment.



Be the change you wish to see in the world!

Our people are passionate about protecting the planet. They are the driving force behind much of our progress in this area. Our Environment, Workplace, IT, and Procurement teams give life to our environment strategy, collaborating with our global network of over 10,500 members of the Eco team in 70 countries, promoting ecology volunteering activities, including a mix of virtual and in-person events and challenges.

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



- **Earth Hour 2019 promoted by the WWF:** On March 30th, all Accenture staff were invited to take part in this worldwide initiative to turn out the lights between 8:30 pm and 9:30 pm to raise awareness of climate change. They also had the opportunity to share photographs of the moment in an internal collaboration space.

- **World Environment Day:** We celebrate this day by sharing with our people a list of responsible environmental practices for day-to-day applications.



- **Greener than Game:** From April 22nd (Earth Day) to June 5th (Environment Day), our professionals were able to participate in different games and were invited to propose ideas concerning the environment to implement in our offices, with a prize for best ideas adopted.



- **Environmental Eco-volunteering:** Through our Corporate Citizenship area, we collaborate with various non-profit organizations, collecting a total of 160kg of plastic stoppers to help support children with congenital illnesses.



Also, Accenture provides custom training sessions to those suppliers working at our facilities with a dual goal: to ensure they comply with applicable law and to explain the procedures of our Environmental Management System for which we will require their cooperation. Among these suppliers are the cleaning and catering companies and those carrying out jobs in our offices.

We consider that our cleaning and catering services are a crucial link in the waste separation chain in our offices. For this reason, we have held training sessions for their employees to work on improving waste management throughout its entire production process.

In 2019, we launched a new internal portal exclusively dedicated to the environment, where our professionals can quickly consult:

- Our environmental policy
- Our environmental management programs for:
 - Natural resources management
 - Waste management
 - Carbon emissions
- Our results
- Our ISO 14001 certification

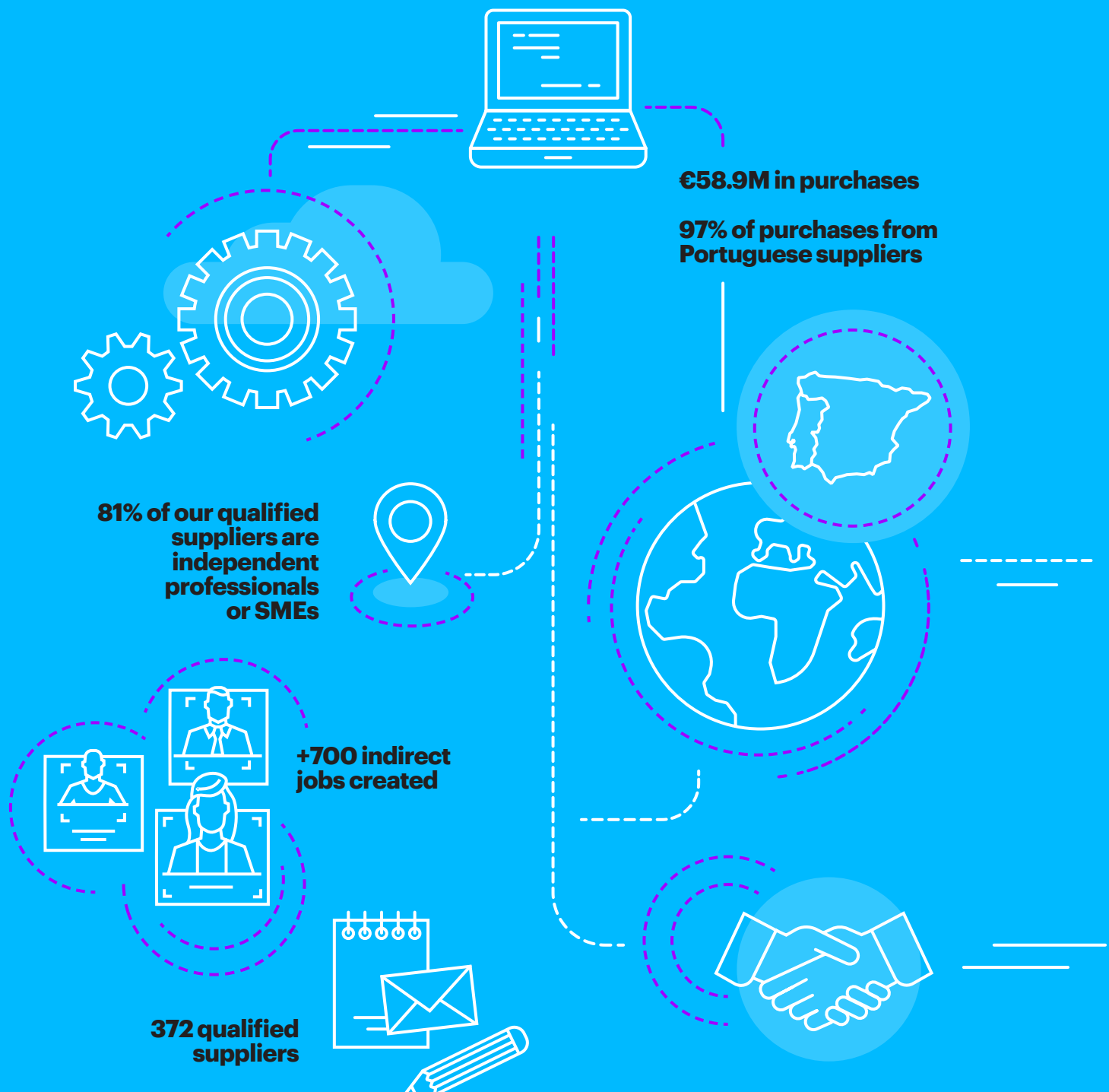
We also provide a specific communications channel so that all our people can share their comments and suggestions on environmental matters.

Targeted training

- **Induction:** Environmental awareness and an understanding of Accenture's commitment to environmental management form part of the training received by new professionals joining the company.
- **Education on sustainability:** To help meet the need to raise awareness of the importance and impact of sustainability, Accenture has developed an on-line training solution known as the Accenture Academy. This training platform helps empower a company's workforce by improving the knowledge base required to "live and breathe" the company's sustainability strategy and providing the skills necessary to be able to act. This solution for clients is also made available to Accenture personnel.
- **Training on the environmental management system:** We provide an online training course on the Accenture environmental management system that supports our Global ISO 14001 certification. Our environmental operation specialists at our ISO locations are required to take this training, and other employees at those sites are also encouraged to take the course.



COMMITTED TO THE SUPPLY CHAIN



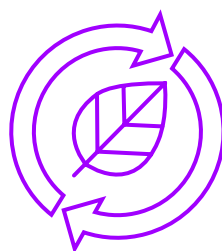
In 2019, the volume of purchasing by Accenture Portugal summed €58.9M. This figure shows the magnitude of our responsibility when transferring this investment to the Portuguese business economy and transforming this wealth into opportunities for our community.

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

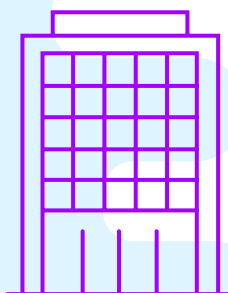
To address these challenges, we have a procurement department with skilled professionals who work with technologies, processes, and procedures specifically designed to attain our objectives. Thus, we have a standard methodology for the certification, evaluation, and hiring of suppliers that shows us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



85%: the weight of sustainability in the qualification of suppliers



61% of the spend on procurement is with qualified suppliers that adopt the new sustainability criteria



Supplier training:

+3,300 courses on ethics, compliance and data security

+ 350 hours of local training in Sustainability - Environment, Health & Safety - provided to critical suppliers



Our contribution to local development

Sustainability in the supply chain

Our procurement strategy helps us to improve the social and environmental impacts across the entire supply chain through our commitment to the sustainability, inclusion, and diversity of our suppliers.

We are committed to working with our people, clients, suppliers, and business partners to achieve more sustainable operations with lower carbon emissions.

Engaging our suppliers in the management and communication of carbon emissions in our supply chain helps us to achieve our mission of improving the way the world lives and works. Accenture is fulfilling its commitment to environmental policy concerning its suppliers through a structured, sustainable procurement program aimed at incorporating sustainable procurement practices throughout the Accenture procurement process.

We expect our suppliers to provide us updates on our environmental initiatives, goals, and impact, and we discuss sustainable procurement during their regular supplier meetings and have increased the number of organizations that monitor and communicate their environmental impact.

Our Procurement teams continue to include environmental, social and governance (ESG) performance when assessing potential suppliers as factors in our purchasing decisions, as well as the categories with a high sustainability impact: information technology and telecommunications, travel and mobility, workplace and facilities. At a global level, we are analyzing how we can involve our suppliers in their sustainability actions through a program for supplier reward, inclusion, and sustainability, or discussions among peers.

In the case of approved suppliers, 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 every year. Compiling data in a standardized manner helps us to understand each supplier's environmental practices better. It has also supported our 2020 goal to measure and report the impact of our sustainability initiatives with clients and suppliers. It formalizes our efforts in advancing supplier emissions disclosure at a global level.

Over the years, Accenture has significantly increased the number of suppliers we asked to participate in CDP's reporting program.

We have also made progress on the way to achieving our 2020 goal to expand to 75% the percentage of our key suppliers that disclose their carbon-reduction targets and report on their actions to reduce emissions.

Local development

We contribute to the economic and social development of our country by hiring more than 300 national suppliers (97% of the total). In addition, we bet on hiring small and medium-sized local companies, which allows the creation of indirect jobs and the maintenance of the business fabric of our country, mostly made up of SMEs.

As of 2020, Accenture Portugal will begin to implement a new Strategic Procurement Plan, with a 3-year horizon and the Iberia Procurement team. This plan will aim to deepen our sustainability requirements and criteria applied to our supply chain. We intend not only to use more demanding standards and more thorough risk analysis when qualifying suppliers, but also to drive supplier performance during the whole time they are working with us. Also, we intend to go further. We want to involve our suppliers so that they feel more aligned and committed to our responsible business model, supporting them in defining processes and implementing measures that allow us to meet our criteria by one hand and learn from the best practices and experiences that our suppliers can contribute to our activity.

Under the terms of this new program, we aim to:

- Increase our focus on procurement processes, their scope, and consistency to sustainability;
- Define rigorous and relevant indicators;
- Deepen risk management, defining risk matrixes, and developing their analysis;
- Improve sustainability procedures and criteria in the supplier approval and evaluation process;
- Include a sustainability perspective for all categories;
- Encourage the adoption of best sustainability practices by making them a criterion for selection.

We also intend to contribute to a more sustainable world through local initiatives. We have developed an effort to support a social inclusion program for children, young people, and adults with intellectual difficulties through the purchase of Christmas baskets prepared by the social solidarity entity Semear.

81% of our qualified suppliers are independent professionals or SMEs

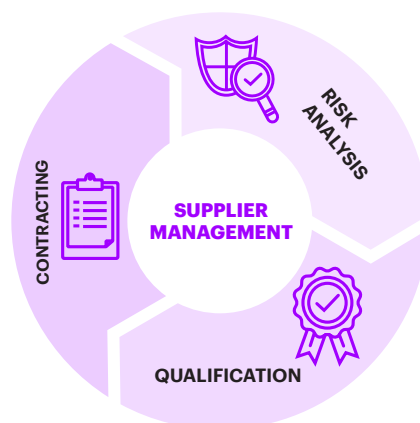


Sustainable management of suppliers

We have three key processes for our supplier management:

Qualification

At Accenture Portugal, we establish a series of requisites for our suppliers, who must undergo a certification process with specific requirements following their type and size. The entire process counted on the help of the digital My Supplier Set-Up tool to ensure traceability and visibility. In 2019, we worked with 372 suppliers and 116 new qualified suppliers.



Our qualification process

To be approved, suppliers must achieve a satisfactory score in the following aspects:

In 2019, 61% of our spending on procurement went to qualified suppliers; these account for most of the strategic and high-risk purchases.



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

Contracting

To meet our responsible contracting objectives, we have set out social, ethical, and environmental clauses that all our suppliers must comply with to be eligible for managing a service or selling a product. In doing so, we can ensure decent working conditions, the social and employment of disadvantaged collectives, efficient environmental management, and proper data privacy and protection.

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

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

Our anticorruption program

We fight corruption through a specific program that deals with relations with our business intermediaries. Although these suppliers are independent of our organization, we are responsible for their actions because their activities are visible to our clients.

It is important to note that before starting a contractual relationship with them, they must undergo a thorough evaluation process, in which specific high-level authorizations are necessary following the potential risk they present. This program follows a series of internal policies with the ultimate goal of avoiding any risks that may affect our reputation, thereby compromising the sustainability of our business.

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

Training and raising awareness

We have developed training activities for both our suppliers and our Purchasing area.

Among others, in 2020, the leading cleaning and catering suppliers will join environmental training as well as contractors allocated in different projects.

Also, we have trained our purchasing team on different matters, many related to sustainability, in a total of 272 training hours.

Risk analysis

At Accenture Portugal, we identify strategic suppliers who present the highest risk for our business and reputation. Following our activity, we have identified as strategic suppliers the procurement category we call "contractors.". In an increasingly digitalized world, the focus on information security is essential. The employees of these companies may need access to information environments or equipment that are confidential or restricted.

To verify these requirement levels in information security this year, external audits were carried out for 27 leading suppliers in this category to verify the observance of this demand for information security. Also, to protect our clients and help suppliers to achieve quality standards that enhance their competitiveness, guidelines were defined for those who, while not undergoing the audit, are interested in implementing the necessary measures to be able to continue working with us.

The risk analysis conducted by Accenture Portugal includes interrupting collaboration with those suppliers who do not comply with the standards we have defined.

As a demonstration of our commitment to continuous improvement, in 2020, we will conduct external audits of 28 new suppliers included in the contractor's category.

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



Training for suppliers:

3,345 courses on matters of ethics, compliance and information security

370 hours dedicated to sustainability - Environment, Health& Safety - provided to critical suppliers

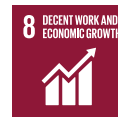


APPENDIX

APPENDIX I

OUR CONTRIBUTION TO THE SDGs AND GOALS OF THE 2030 AGENDA

Strategic SDGs



SDG 5 : Gender Equality

Full participation and equal opportunities



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

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

- We promote equality with concrete commitments and measures. Our goal is to ensure real, effective equal opportunities for both men and women within Accenture.
- We have a Diversity and Inclusion Committee that represents every level within the company. Its aim, among others, is to ensure the continuity of the work developed regarding equality among all Accenture employees, regardless of gender.
- Our selection processes and remuneration policies reinforce the non-differentiation of salaries between men and women.
- Our code of ethics and compliance systems reinforce zero tolerance of any form of violence in the workplace that includes verbal and/or physical abuse.
- We collaborate with social organizations that focus on women's empowerment through employment and training.
- Our equality policies enabled us to be distinguished in 2019 by the Bloomberg Index of gender equality.

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

- The percentage of women on the staff of Accenture Portugal totaled 42.9% in 2019 (the global target, applicable also to Portugal, is to reach 50% by 2025).
- The percentage of women in managerial positions at the end of the year was:
 - For managing directors, 20% (global target applicable to Portugal is to reach 35% by 2025)
 - For the executive team, 32% (global target: to reach 37.5% by 2025), and at the maximum level, women make up 30% of the governing bodies of Accenture Portugal.
- We have developed RADAR, an innovative follow-up program that analyses the positioning of our professionals in executive positions, to set out a development plan to help them achieve management positions.
- Accenture offers all women a portfolio of training and development programs to help them to anchor and boost their career prospects. These programs include Insight, Developing Our Women, and the Global Mentoring Program for Women.

Goal 5.5

Full participation and equal opportunities

**We educate our professionals and suppliers on equality**

- We train our people and our suppliers through mandatory courses of ethics and compliance for the equality between men and women. In case of non-compliance, this directly affects the evaluation process and career progression.
- We have a course in our training catalog named “Zero Tolerance for Sexual Harassment”, which has been taken this year by 920 employees (46% women and 54% men).
- We carry out actions to promote gender equality and the awareness of our professionals and the ecosystem. Some examples are: “Women in Power,” “Women on Boards,” Women in Strategy,” “Girls ICT Day – Why become a wo(man) engineer.”

Internally we introduce and promote instruments to foster equality and the work-life balance

- We have the “Flex Place to Work” plan which offers various possibilities, designed for a work-life balance:
 - Flexible working hours
 - Financial support for employees with disabilities (Flex Ability Program)
- Top-up of monthly salary to 100% in the case of 150-day non-shared parenting leave or 180-day of shared leave.
- Salary complement up to 6 days per year with a medical certificate or medical leave.
- Teleworking: There are different formulas for teleworking for between 2 and 5 days a week (currently 5% of our professionals work from home).

Goal 5.B

Improving the use of technology and ICT

**Technology at the service of equality****Science and technology help us in our processes**

- We are focused on awakening early vocations in STEM careers (Science, Technology, Engineering, Mathematics) in children, especially girls. We participate in the “Engineers for a day” project promoted by the Diversity Charter and organize meetings in Lisbon and Braga, where we have our main offices, bringing technology closer to schools.
- We have developed RADAR, an innovative follow-up program that analyzes the positioning of our professionals in executive positions, to trace out a development plan that helps them reach administrative posts.
- Using collaborative platforms, we participate in the global, virtual mentoring programs to support entrepreneurial women in Portugal and developing countries (social entrepreneurs in São Tomé, Timor and Azores in the MOVE initiative, women entrepreneurs in developing countries through the Cherie Blair initiative, young social entrepreneurs under a Junior Achievement Portugal program).

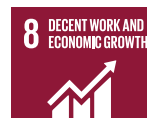
Goal 5.C

Equality policies and laws

**We support policies and laws that promote equality**

- We subscribe to the seven UNGC Women’s Empowerment Principles, under the auspices of the UN Global Compact and Development Fund of the United Nations for Women (UNIFEM), whose objective is to promote gender equality in the workplace, the market and in the communities.
- Accenture Portugal signed, with a government institution, the iGen (a forum of organizations for equality) agreement, in which it commits to a set of actions to promote women’s equality.

Strategic SDGs



SDG 8: Decent work and economic growth

Goal 8.1

Maintaining economic growth



We contribute to economic growth per capita and Portugal's GDP:

Our clients:

- In Portugal, we work with over 90 clients
- 66% of the PSI 20 companies and 22 of the 100 largest companies in the country are clients of Accenture Portugal
- Globally, 95 of our 100 top clients have been working with us for 10 years or more

Our results totaled €6.7M

Share results:

- Profit per share was \$7.36
- \$4.6bn were reimbursed to shareholders
- The dividend per share reached \$2.92, 10% higher than previous years
- 19% total appreciation of shares
- Market capitalization exceeded \$120bn (on October 3rd, 2019)

Our turnover reached €190M in 2019

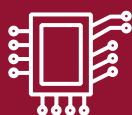
By business area, in accordance with international rules:

- Technology: €79M
- Strategy & Consulting: €21M
- Operations: €36M

€65M paid in taxes, taxes collected from third parties and other contributions

Goal 8.2

Diversification, technology and innovation



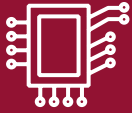
We contribute to achieving higher levels of financial productivity through technological modernization and innovation of our clients

Our business strategy

At Accenture, we anticipate new technologies and market trends: thus, we focus on subjects we consider strategic and priority, both for our growth and the growth of our clients. Our investment strategy reflects our commitment to driving existing technologies, while also exploring the potential of the progress in artificial intelligence, blockchain, augmented reality, quantum computing, cybersecurity, cloud computing, intelligent platforms or cyber-resilience, among others. We do all this intending to create value for our clients.

Goal 8.2

Diversification,
technology and
innovation

**Our innovation activity**

- We have collaboration agreements with more than 20 start-ups and several artificial intelligence research centers and laboratories in Portugal.

Our network of centers

- In Portugal, we offer several centers where our clients can access the latest technologies to transform their business and their sector. Our Advanced Technology and Intelligent Operations centers are located in Lisbon and Braga, respectively. The latter arose to develop an innovation ecosystem in cities with high potential in a decentralized manner.
- Our commitment to innovation has become a reality with the creation of three innovation hubs in Portugal, focused on critical areas in the energy, retail, and finance and insurance sectors.

Goal 8.3

Promoting
small and
medium-size
enterprises



We promote development-oriented policies that support production activities, the creation of decent employment and the growth of micro-companies and small and medium-size enterprises

We create indirect employment

- Through our businesses with suppliers, we generate more than 707 jobs indirectly.

Our purchases from our suppliers totaled €59M

- 97% of purchases are from Portuguese suppliers.
- 92% of our suppliers are Portuguese.
- We apply a standard methodology for supplier certification processes that ensures their compliance with their ethical, work, and fiscal obligations, etc.
- During the year, over 3,300 hours of training courses are given in information security and ethics, and over 350 hours in sustainability.
- 81% of our certified suppliers are self-employed or SMEs

We strengthen our capabilities by association with innovators

- We have signed collaboration agreements with more than 20 startups and IDEs.
- We have contributed to economic and social development in Portugal alongside the most outstanding academic, business, and cultural institutions of the country, which we also support financially (€70,000 in direct financial contributions).

We contribute to indirect employment generation

We support a social inclusion program for children, young people, and adults with learning and development difficulties through the acquisition of Christmas baskets prepared by the social solidarity association Semear.

Goal 8.5

Full
employment
and decent
work



We contribute to full and productive employment and decent work for all men and women, including young people and people with disabilities, as well as equal pay for good value work

Our employment is inclusive and high quality

- Over 55% of our professionals in Portugal employed on indefinite contracts.
- We work with 4 generations, from 50 different nationalities and 485 areas of qualification.
- We integrate people with differing degrees of disability into our company and support them financially through our Flex-Ability program. This improves the quality of their personal and professional lives and those of their families.
- Across every level of our organization, we are committed to creating an inclusive environment for the LGBT collective: over 500 members of the allies' collective (92% of Managing Directors and 17% of all professionals) at Accenture Portugal.
- We are recognized by several of the most prestigious rankings for the best places to work: Fortune, Great Place to Work, Human Resources Magazine, the Marketeer Awards, among others.

We are committed to quality training

- We have invested over €1,98M in training in Portugal, and our professionals have received over 71,400 hours of training, which represents an average of 23 hours per person.
- We include leading technological content and bet on the latest training trends and the development of techniques that favor our professionals' personal balance (for example, mindfulness practices and coaching).
- We conducted several workshops on the Sustainable Development Goals with the heads of the business and corporate areas of Accenture Portugal to raise awareness and incorporate the SDGs into their daily lives.

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

- Our Soft Skills + Skills training platform is designed to strengthen personal development and employability in the digital age. By combining human ingenuity with the most innovative technologies, we generate digital solutions for the diagnosis of employability, digital training, etc. These solutions and tools have had an impact since 2018 in Portugal:
 - 5 organizations
 - 200 beneficiaries who have completed more than 100 courses
- The project "Workforce of the Future – Generation Alpha" intends to rethink the current vocational education in technology/informatics. In 2018, we defined a new curriculum. We developed technical, programmatic content with an impact on vocational education to train young people in technological thinking and shrink the skills shortage, thus boosting the employability of this target group in companies. Since 2018, this project has involved:
 - 1 school
 - 32 students
 - 14 members of Accenture who delivered over 1,000 hours of pro bono consultancy.

Goal 8.6

Young people
with work and
education



We contribute to promoting the training and employment of young people

Our commitment to youth employment via universities

- We have hired 164 recent graduates/master's degrees students for our Technology area (in 2019 they accounted for 6% of our employees, while in 2018 they represented 4.7% of our employees).
- We initiated partnerships with several universities in various areas, such as the IST – Instituto Superior Técnico, Nova SBE, Nova-IMS, ISEG – Instituto Superior de Economia e Gestão, ISEP – Instituto Superior de Engenharia do Oporto and ISEL – Instituto Superior de Engenharia de Lisboa.
- We have provided opportunities for students to take courses at undergraduate and master's degree level at various universities. Subsequently, many of those students were hired by Accenture.

Our commitment to youth employment through our full support for vocational training

- We gave 320 students from different academic and professional institutions the opportunity to do internships with us.
- We carried out +70 summer internships in all Accenture business areas and 24 curricular internships in technology.

Our commitment to youth employment and our support to recent graduates

Accenture continues its efforts to hire the best talent, one of its most significant initiatives being the Accenture Student Ambassador (ASA) program. This initiative targets 23 university students from 10 universities in Portugal who, during a school year, are given a chance to get to know our experts and our innovative projects, obtaining specific training in skills relevant to their careers and helping Accenture to develop closer links to the universities.

A fundamental element of ASA's mission is to help their colleagues better understand Accenture's business areas and value proposition, thereby ensuring that our brand's capillarity in the university context is enhanced, and our opportunities for young talent.

Goal 8.8

Protection of
labor rights
and safe
and secure
working
environments



We protect labor rights and promote safe workplaces that are risk-free and healthy for all our people

We provide a safe and healthy workplace

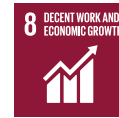
- We provide our people at our various offices with a nutritionist, a psychologist (for work-life balance), a general medical practitioner, and a chiropractor. These professionals help look after and improve our health in a personalized manner, meeting each individual's needs.
- We plan to implement as from next year an Occupational Risk Prevention Management System that is ISO 45001:2018 certified.
- 100% of our professionals are covered by our occupational health and safety system, and the insurance company pays 70% of employees' salaries as from the second day of medical leave following an occupational accident.
- All our employees have private medical insurance and preferential cover for their families.

Your > Well-being Program

We take comprehensive care of the health of our employees using various campaigns:

- Nutrition and diet recommendations.
- Fitness, physical exercise and mental health programs.
- Preventive and health promotion actions.
- Support for the disabled and their families.

Strategic SDGs



SDG 9: Industry, innovation, and infrastructure

Goal 9.2

Industry, innovation and infrastructure



We contribute to the development of reliable, sustainable, resilient and quality businesses to support economic growth and personal well-being, with special emphasis on equal access for all

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

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

We anticipate new technologies and market trends

- We design intelligent cloud solutions — public, private, or hybrid – that maximize the value of our clients' businesses.
- We offer ongoing improvement through our intelligent, digitally integrated, data-based platforms.
- We implement cyber-resilience strategies that allow us to respond swiftly to threats, minimize damage, and continue to operate despite a cyber-attack.
- We transform Call Centers into Intelligence Experience Centers by incorporating advanced technology and cognitive engines that lead to closer ties and increase trust.
- We develop solutions tailored to our clients via IES based on new technologies and architectures.

Goal 9.5

Scientific
research,
technological
capability



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

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

- Our innovation capabilities fall under what we call Innovation Architecture, with which we help our clients to maximize technological disruptions to grow, create value, and improve their results. Accenture Portugal has two state-of-the-art operational centers in Lisbon and Miraflores. It gathers together and provides a range of customized services, process optimizations, and tailor-made capabilities for clients all over the world. With over 1,500 employees, these centers represent the perfect combination of people, environment, and solutions to the development of the most innovative technology-related ideas.

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

- We have signed collaboration agreements with over 20 startups and IDEs.
- We have established partnerships for three innovations hubs in Portugal, focused on critical areas in the energy, retail, finance, and insurance sectors.

Scientific research and technological capability

- We have applied for over 670 new patents globally.
- We have set up THE BAY. This Innovation Habitat for Financial Services is an innovative concept where different partners are involved, including universities, Fintechs, Insurtechs, and Portugal Fintech, among others. This innovation hub aims to boost, with banks and insurance companies in Europe, the introduction of new solutions designed that meet the needs of their end clients, capitalizing on new Artificial Intelligence and Blockchain solutions. In addition, THE BAY hub prioritizes the encouragement of new talent and capitalization of the talent that exists in a new context of models and remote working that is flexible and sustainable.
- With over 800 professionals, Accenture's Portugal Advanced Technology Center develops solutions and services for clients worldwide out from Braga and Lisbon. In 2019, this center completed 5 years of existence, and its results since 2014 have been highly promising, particularly with Lisbon's confirmation as a technology and digital center of excellence. The focus of this center is the continuous investment in the most dynamic technologies, in particular services for cloud and big data analytics. Accenture centers in Portugal specialize in some specific regions, such as Utilities, tolling systems, and field force management.
- Avanade, a partnership between Accenture and Microsoft, opened its first office in Portugal in July 2019, with Lisbon selected as the site for its 16th office in Europe. This company's main objective is to respond to the growing demand by companies for Microsoft solutions that provide compelling experiences for employees and customers. Created in 2000, Avanade has over 36,000 employees in 25 countries that offer digital services, information technology, and consultancy services to clients worldwide in various sectors of activity.

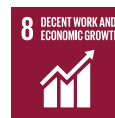
Goal 9.5

Scientific
research,
technological
capability

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

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

Strategic SDGs



SDG 16: Peace, justice and strong institutions

Goal 16.5

Reducing corruption and bribery



We contribute to reducing corruption and bribery

We are an ethical company in strict compliance with the law and human rights

- The anti-corruption policies that form part of our global Ethics and Compliance program and our efforts to protect human rights require our professionals and suppliers to comply with the anti-corruption laws wherever we do business.
- Zero tolerance of corruption programs and policies require all of our employees to act with integrity and honestly and ethically. At Accenture, we apply the most restrictive laws in place in all countries where we operate and can count on the full support of the Board.
- We apply the code of ethics, standards of conduct, and anti-corruption norms in our supply chain.

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

- We have signed the Declaration of the International Labor Organization on the Principles and Fundamental Rights in the Workplace and the Guiding Principles of the UN on Enterprises and Human Rights.
- We are members of the Partnering Against Corruption Initiative of the World Economic Forum (WEF), which brings together companies with zero-tolerance policies towards bribery and corruption.

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

- We have an anti-corruption portal where our professionals can seek approval before offering gifts, lunch invitations, or other activities involving officials and employees of public companies.
- We raise awareness and train our professionals from the moment they join our company.
- We have delivered over 4,900 hours of training in ethics to all our professionals in Portugal.
- We have a chatbot with artificial intelligence as an anonymous and accessible system for inquiries on ethics issues.
- We train agents involved in our value chain in ethics and compliance from the moment they associate with us and throughout the contractual relationship.

Goal 16.10

Access to
information and
fundamental
freedoms



We guarantee public access to information and protect it under national and international law, protecting this information in accordance with them

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

- All our processes and systems adapted to GDPR. We have ISO 27001 certification for information security.
- We follow internal policies setting out the obligations of all professionals regarding data privacy.
- The incident response team (CIRT) comprises highly qualified professionals who provide 24x7 cover worldwide.
- We regularly test Accenture's defenses by simulating attacks against the digital infrastructure of the company.
- The Accenture security operations center (SOC) uses some of the most advanced technologies to monitor and detect threats throughout the organization. Accenture holds leading positions in Security Scorecard, UpGuard, and BitSight assessments.
- We have delivered more than 7,400 hours of data privacy and information security training. 89% of our professionals have completed the Advocate Program (the highest security level), which includes several voluntary training activities to foster the adoption of best information security practices among our professionals to protect our clients and our clients.

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

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

Relevant SDGs



SDG 12: Responsible production and consumption



We responsibly manage the energy we consume

- We expect 70% of the energy consumption in our centers to come from renewable sources in the coming year. Accenture's worldwide commitment is to use 100% of energy from renewable sources by 2023.
- We use energy-saving systems throughout all our offices.
- We apply the latest technologies for energy control in our offices' climate-control systems.
- Over the past three years, we have reduced energy consumption per employee by 21%.

We are reducing our CO2 emissions

- We have set out a global, Science-based Target to reduce our emissions by 11% until 2025 compared to our 2016 baseline.
- Thanks to teleworking, we avoided the emission of almost 29 metric tons of CO2. Plus, over 280,000 kilometers of daily commuting to our offices in the past year.
- We work with collaborative technologies that facilitate the connection between our employees and clients. Last year, thanks to the use of these technologies, we carried out over 460,000 remote meetings, an increase of 43% more minutes per employee, and we have reduced the emissions from traveling per employee by 36%.
- We have created parking spaces for charging electric cars in our main offices.
- Accenture has achieved an outstanding place in its efforts regarding climate change with our CDP Climate Change program, managing to stay in the Leadership category.

We promote a circular economy

- Since 2008, we have had an ISO 14001 certified environmental management system.
- We have replaced plastic cups and spoons at all our offices in Portugal by paper cups and wooden stirrers, avoiding the consumption of 2.1 million plastic cups and close to 50% of that number of spoons every year.
- In 2019, we set in motion a pilot project to replace paper towels with high-efficiency driers, with the prospect of achieving a 20% reduction in associated emissions compared with the currently used paper-based solutions.
- Thanks to our printing management model, follow-me print, implemented in all our offices in Portugal, we have been able to economize over 470,000 sheets of A4 paper in the last 3 years, the equivalent to saving around 24 eucalyptus trees.
- In the last 2 years, we have separated approximately 80% of urban waste equivalent for recycling.
- We adopt a responsible recycling process for our mobiles and computers. In 2019, 1,421 items of IT equipment were disposed of responsibly, with 468 computers reused and 687 computers and 266 items of IT equipment (monitors, printers, servers, etc.) donated.
- We recycled the coffee capsules and plastic caps, contributing to achieving our social action goals.

We promote our environmental commitment to our supply chain

- Our supplier approval process, mandatory environmental clauses are included.
- We provide customized training sessions for suppliers working in our facilities to ensure they comply with the applicable law and explain our Environmental Management System procedures.

SDG 17: Alliances to achieve these goals

Foster and promote the building of effective alliances in the public, private-public sector and civil society spheres to contribute to sustainable development

- Since 2006, we have been collaborating with Junior Achievement Portugal in programs for primary, secondary, and university education programs to train young entrepreneurs in key skills that strengthen the world of employment and bring it closer to schools, stimulating the development of a culture of individual responsibility.
 - +450 Accenture volunteers
 - 7,385 hours of volunteering
 - 10,459 student beneficiaries
- We support social entrepreneurs in Portugal (Azores) and in developing countries (São Tomé and Timor) through MOVE, an NGO that combats poverty through entrepreneurship.
- We support women entrepreneurs through the Professional Women's Network.
- Corporate and employee donations from their salaries.
- Together with more than 170 companies, we form part of GRACE, a support group for entrepreneurial citizens that studies, promotes and carries out sustainable corporate social responsibility initiatives.
- We are members of the IES Social Business School, having supported the implementation of around 1,400 programs on innovation and social entrepreneurship programs.

Encourage and promote the building of effective partnerships in the public, private-public spheres, and civil society, taking advantage of the experience and strategies for obtaining resources from these partnerships

We maintain an ecosystem of more than 180 partnerships with leading enterprises in their respective sectors that complement our capacity to offer new services and technologies.

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

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

Partnership with organizations that focus on the new generations and their ecosystem

- Accenture Portugal participates in the Hour of Code initiative designed to empower all students in all schools around the world, helping them to develop programming skills and prepare to prosper in the digital world. The 19 employees involved took a game developed by Accenture to several schools to explain how to apply artificial intelligence in a robot, having impacted around 100 students in school in Lisbon and Braga.
- We collaborate with Junior Achievement Portugal on the Braço Direito (Right Hand) and Leaders for a Day initiatives for young people, inspiring them to discover their personal and professional motivations.
- We hold workshops for children to share the importance of new technologies and their responsible use.

In the field of sustainability:

- We are members of the Portuguese Global Compact Network.
- We subscribe to the principles of human rights, the empowerment of women of the Global Compact, and those of the Partners against Corruption of the World Economic Forum.
- We are members of the Portuguese Council for Sustainable Development (BCSD Portugal) and of the World Business Council for Sustainable Development at the global level.
- We are members of the Portuguese Business Ethics Association (APEE)
- We are partners of the Forum of Organizations for Equality (iGen)
- We are in the process of formalizing a protocol to become members of the Portuguese Association for Diversity and Inclusion (APPDI).

APPENDIX II

GRI INDEX

GENERAL DISCLOSURES

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|-------------------------------------|---|---------|--|----------|
| GRI 101: Foundations | | | | |
| GRI 102: General Disclosures | PROFILE OF THE ORGANIZATION | | | |
| | 102-1 Name of the organization | | Pages 6, 18 | |
| | 102-2 Activities, brands, products and services | | Pages 32, 33, 34, 35-37 | |
| | 102-3 Location of headquarters | | Avenida Engenheiro Duarte Pacheco, Torre 1 (Amoreiras) 16° 1070-101 Lisbon | |
| | 102-4 Location of operations | | Pages 6, 39 | |
| | 102-5 Ownership and legal form | | Pages 6, 18 | |
| | 102-6 Markets served | | Pages 32, 33, 34/ accenture.com/pt-pt/consulting-index | |
| | 102-7 Size of organization | | Page 19 | |
| | 102-8 Information on employees and other workers | | Pages 48, 151, 152, 153, 160, 162 | |
| | 102-9 Supply chain | | Pages 100, 104, 105, 166 | |
| | 102-10 Significant changes in the organization and its supply chain | | Page 38 | |
| | 102-11 Precautionary principle or approach | | Pages 72, 74, 75, 76, 77, 91 | |
| | 102-12 External initiatives | | Pages 24, 44, 52, 84, 85, 86, 87, 88, 89, 114 | |
| | 102-13 Membership of associations | | Pages 24, 39, 88, 89 | |
| | STRATEGY | | | |
| | 102-14 Message from the President | | Pages 2, 3 | |
| | 102-15 Key impacts, risks and opportunities | | Pages 22, 23, 38, 72, 73, 74, 75, 76, 77, 105 | |
| | ETHICS AND INTEGRITY | | | |
| | 102-16 Values, principles, standards and norms of behavior | Goal 16 | Pages 14, 64, 65, 66, 67, 68, 69, 70, 71, 79, 104 | |
| | | | Code of business ethics | |
| | | | Corporate values | |
| | | | Codes of conduct for suppliers | |
| | 102-17 Mechanisms for advice and concerns about ethics | Goal 16 | Pages 65, 66, 67, 70, 71, 104 24/7 Business Ethics Line website | |

GENERAL DISCLOSURES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|------------------------------|--|-------------------|--|----------|
| GRI 102: General Disclosures | GOVERNANCE | | | |
| | 102-18 Governance structure | | Pages 16, 17 | |
| | 102-19 Delegating authority | | Functions of the Board of Directors (Page 1) | |
| | 102-20 Executive-level responsibility for economic, environmental, and social topics | | accenture.pt/leadership-global | |
| | 102-21 Consulting stakeholders on economic, environmental, and social topics | Goal 16 | accenture.pt/investor-relations | |
| | 102-22 Composition of the highest management organ and its committees | Goal 5 Goal 16 | accenture.pt/leadership-governance | |
| | 102-23 Chair of the highest governance body | Goal 16 | Page 16 | |
| | 102-24 Nominating and selecting the highest governance body | Goal 5 Goal 16 | accenture.pt/leadership-governance | |
| | 102-25 Conflicts of interest | Goal 16 | Pages 16, 66 | |
| | 102-26 Role of highest governance body in setting purpose, values, and strategy | | Pages 16, 17 accenture.pt/ethics-compliance | |
| | 102-27 Collective knowledge of highest governance body | | Pages 16, 17 Corporate-governance-guidelines – Characteristics of Board Members. (Pages 2-3) | |

GENERAL DISCLOSURES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---------------------------------|---|---------|--|--|
| GRI 102: General Disclosures | 102-28 Evaluating the highest governance body's performance | | accenture.pt/corporate-governance-guidelines – Performance Evaluation (Page 5) | |
| | 102-29 Identifying and managing economic, environmental, and social impacts | Goal 16 | accenture.pt/corporate-governance-guidelines – Functions of the Board of Directors (Page 1) | |
| | 102-30 Effectiveness of risk management processes | | 2018 Proxy Statement and Notice of Annual Meeting – Risk Oversight (Page 5) | |
| | 102-31 Review of economic, environmental, and social topics | | 2018 Proxy Statement and Notice of Annual Meeting – Board Meetings and Committees of the Board (Page 6) | |
| | 102-32 Highest governance body's role in sustainability reporting | | Page 6 | |
| | 102-33 Communicating critical concerns | | company-contacts | |
| | 102-34 Nature and total number of critical concerns | | investor.accenture.com/ | |
| | 102-35 Remuneration policies | | accenture.pt/corporate-governance-guidelines | |
| | 102-36 Process for determining remuneration | | 2018 Proxy Statement and Notice of Annual Meeting – Process for Determining Executive Compensation (Pages 31-33) | |
| | 102-37 Stakeholders' involvement in remuneration | Goal 16 | Summary of the 2019 Annual General Meeting of Shareholders of Accenture plc – Voting Results (Page 1) | |
| | 102-38 Annual total compensation ratio | | | Confidentiality problems. The internal data confidentiality policies of Accenture do not allow disclosure of this information. |
| | 102-39 Percentage increase in annual total compensation ratio | | | Confidentiality problems. The internal data confidentiality policies of Accenture do not allow disclosure of this information. |

GENERAL DISCLOSURES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---|---|--------|--|----------|
| GRI 102: General Disclosures | STAKEHOLDER ENGAGEMENT | | | |
| | 102-40 List of stakeholder groups | | Page 25 | |
| | 102-41 Collective bargaining agreements | Goal 8 | Page 159 | |
| | 102-42 Identifying and selecting stakeholders | | Page 24 | |
| | 102-43 Approach to stakeholder engagement | | Pages 24, 25 | |
| | 102-44 Key topics and concerns raised | | Page 27 | |
| | REPORTING PRACTICE | | | |
| | 102-45 Entities included in the consolidated financial statements | | Page 6 | |
| | 102-46 Defining report content and topic Boundaries | | Page 26 | |
| | 102-47 List of material topics | | Page 27 | |
| | 102-48 Restatements of information | | The structure followed in the previous report has been maintained. | |
| | 102-49 Changes in reporting | | No need was determined for any significant change in the level of the reporting structure. | |
| | 102-50 Reporting period | | Fiscal year 2019 (from September 1st, 2018 to August 31st, 2019). | |
| | 102-51 Date of the most recent report | | Fiscal year 2018 (from September 1st, 2017 to August 31st, 2018). | |
| | 102-52 Reporting cycle | | Annually | |
| | 102-53 Contact point for questions regarding the report | | Page 6 | |
| | 102-54 Claims of reporting in accordance with the GRI Standards | | Page 6 | |
| | 102-55 GRI content index | | Pages 125-146 | |
| | 102-56 External assurance | | This report has not been subject to external assurance. | |

MATERIAL ISSUES

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|--------------------------------------|--|----------------------------|---|--|
| ECONOMIC DISCLOSURES | | | | |
| ECONOMIC PERFORMANCE | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | Goal 8 | Pages 19, 32, 33 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 201: Economic Performance | 201-1 Direct economic value generated and distributed | Goal 5 Goal 8 Goal 9 | Pages 19, 20, 21, 80, 81, 84, 86, 89, 164, 165, 166 | |
| | 201-2 Financial implications and other risks and opportunities due to climate change | Goal 9 | Page 95 | The activities carried out by Accenture are not subject to significant impact from climate change. Therefore, no financial consequences linked to potential risks and opportunities as a result of climate change have been quantified. |
| | 201-3 Defined benefit plan obligations and other retirement plans | Goal 8 | Benefits | |
| | 201-4 Financial assistance received from the government | | Pages 163, 164 | |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---|--|-------------------|---|----------|
| PRESENCE IN THE MARKET | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 32, 33 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 202: Presence in the Market | 202-1 Ratios of standard entry-level wage by gender compared to local minimum wage | Goal 5 Goal 8 | Page 155 | |
| | 202-2 Proportion of senior management hired from the local community | Goal 8 | Irrespective of the person's local community, Accenture promotes equal opportunities based on merit in the selection and promotion processes. | |
| INDIRECT ECONOMIC IMPACTS | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 32, 33, 40, 48, 49, 80, 100 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 203: Indirect Economic Impacts | 203-1 Infrastructure investments and services supported | Goal 5 Goal 9 | Pages 32, 33, 34, 39, 78, 79, 81, 82, 86 | |
| | 203-2 Significant indirect economic impacts | Goal 8 Goal 17 | Pages 48, 51, 52, 81, 82, 86, 100, 102, 165 | |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|-----------------------------------|--|---------|--|----------|
| PROCUREMENT PRACTICES | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 70, 71 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 204: Procurement Practices | 204-1 Proportion of spending on local suppliers | Goal 12 | Pages 100, 101 | |
| ANTI-CORRUPTION | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 70, 71 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 205: Anti-corruption | 205-1 Operations assessed for risks related to corruption | Goal 16 | Page 70 | |
| | 205-2 Communication and training about anti-corruption policies and procedures | Goal 16 | Pages 70, 104 | |
| | 205-3 Confirmed incidents of corruption and actions taken | Goal 16 | During the fiscal year 2019, no information was recorded on incidents involving corruption via the channels established by the Legal Dept. | |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---------------------------------------|---|-------------------|--|--|
| UNFAIR COMPETITION PRACTICES | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 70, 71 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 206: Anti-competitive Behavior | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | Goal 16 | During the fiscal year 2019, no lawsuits were recorded for unfair competition, anti-competitive behavior or against free competition via the channels established by the Legal Dept. | |
| DIVULGAÇÕES ECONÓMICAS | | | | |
| MATERIALS | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 90, 91, 93, 98 | |
| | 103-3 Evaluation of the management approach | | Pages 26,27 | |
| GRI 301: Materials | 301-1 Materials used by weight or volume | Goal 8 Goal 12 | Pages 90, 147 | |
| | 301-2 Recycled input materials used | Goal 8 Goal 12 | The paper we use at our facilities is 100 % ecological (chlorine-free), and 100% of the paper used for printing is FSC and PEFC certified. | |
| | 301-3 Reclaimed products and their packaging materials | Goal 8 Goal 12 | | This aspect is not considered a material topic by the company because Accenture's activity as a provider of professional services does not involve the direct sale of products making use of packaging materials. However, Accenture Portugal is in the process of implementing criteria in relation to this matter in its procurement and supply chain processes. |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---------------------------------|--|-------------------|---|--|
| ENERGY | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 90, 91, 92, 98 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 302: Energy | 302-1 Energy consumption within the organization | Goal 8 Goal 12 | Pages 91, 92, 148 | |
| | 302-2 Energy consumption outside of the organization | Goal 8 Goal 12 | Not directly considered to be a material matter. Upstream and downstream energy consumption in our value chain is relevant to Accenture at the level of associated carbon emissions. This matter is dealt with at the level of indicators 302-2 and 305-3 | |
| | 302-3 Energy intensity | Goal 8 Goal 12 | Page 148 | |
| | 302-4 Reduction of energy consumption | Goal 8 Goal 12 | Pages 90, 92, 148 | |
| | 302-5 Reductions in energy requirements of products | Goal 8 Goal 12 | | Not applicable. Given Accenture's activity, the energy consumption of products and services is not material, and there are, therefore, no current records of it. |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---------------------------------|--|-------------------|--|---|
| WATER | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 90, 91, 98 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 303: Water | 303-1 Extraction of water by source | | Pages 90, 147 The water supply of all Accenture facilities is from their respective municipal supply networks, and wastewater is channeled to the public purification networks. | |
| | 303-2 Water sources significantly affected by water extraction | | | Not applicable. Given the nature of Accenture, it is not considered relevant. Accenture does not capture water; the office supply is via the local water utility. |
| | 303-3 Recycled and reused water | Goal 8 Goal 12 | Given the nature of Accenture, it is not considered relevant. The Accenture facilities are offices, and therefore the wastewater is disposed of in the municipal sewage network. In the case of every project for new spaces and offices, Accenture Portugal assesses the viability of implementing or using water recovery and recycling processes. | |
| BIODIVERSITY | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 91, 98 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|--------------------------|---|-----|--------------------------|--|
| BIODIVERSITY | | | | |
| GRI 304: Biodiversity | 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | | | Not applicable. No Accenture facilities are located in natural protected spaces or areas with unprotected high biodiversity. All our offices are located on urban land. |
| | 304-2 Significant impacts of activities, products, and services on biodiversity | | | Not applicable. Not considered relevant as the organization does not significantly and directly (whether by its presence, discharges or any other means) impact protected or recovered habitats. |
| | 304-3 Habitats protected or restored | | | Not applicable. Not considered relevant as the organization does not significantly and directly (whether by its presence, discharges or any other means) impact protected or recovered habitats. |
| | 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations | | | Not applicable, given Accenture's activities and the location of its offices there are no species in danger of extinction affected by operations carried out by the organization. |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|-------------------------------------|--|---------|---|----------|
| EMISSIONS | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 91, 94, 98 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 305: Emissions | 305-1 Direct (Scope 1) GHG emissions | Goal 12 | Page 149 | |
| | 305-2 Energy indirect (Scope 2) GHG emissions | Goal 12 | Page 149 | |
| | 305-3 Other indirect (Scope 3) GHG emissions | Goal 12 | Pages 94, 149 | |
| | 305-4 GHG emissions intensity | | Page 149 | |
| | 305-5 Reduction of GHG emissions | | Pages 91, 94, 149 | |
| | 305-6 Emissions of ozone-depleting substances (ODS) | Goal 12 | Accenture Portugal complies with all legal requirements regarding the control of ozone-layer depleting gases. These regulations just cover the AVAC units that we control directly at our facilities, so the matter is not considered to be material. | |
| | 305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions | Goal 12 | Emissions that could damage the ozone layer are not considered relevant in the context of Accenture's activity, as they are only caused by the fleet of vehicles using combustion engines. | |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|-------------------------------------|---|---------|--|---|
| EFFLUENTS AND WASTE | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 90, 91, 96, 97, 98, 150 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 306: Effluents and Waste | 306-1 Water discharge by quality and destination | Goal 12 | | Not applicable. Given Accenture's activity, no wastewater is disposed of except that produced at the offices, which enters the municipal sewage network. |
| | 306-2 Waste by type and disposal method | Goal 12 | Pages 90, 96, 97, 150 | |
| | 306-3 Significant spills | Goal 12 | Spills may occur only at installations where there is a vehicle fleet. Given the size of Accenture Portugal, this volume of fuel is not considered to be significant. | |
| | 306-4 Transport of hazardous waste | Goal 12 | | Not applicable. Accenture does not transport, import, or export hazardous waste. It uses duly licensed waste management firms and transporters for the handling of its waste. |
| | 306-5 Water bodies affected by water discharges and/or runoff | | | Not applicable. Accenture does not discharge water from any of its facilities, all of which are located on urban sites. |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---|--|------------------|---|----------|
| ENVIRONMENTAL COMPLIANCE | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Page 91 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 307: Environmental Compliance | 307-1 Non-compliance with environmental laws and regulations | Goal 16 | During the fiscal year 2019, no sanctions were recorded for any breach of environmental regulations via the channels established by the Legal Dept. | |
| SUPPLIER ENVIRONMENTAL ASSESSMENT | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 100 - 104 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 308: Supplier environmental assessment | 308-1 New suppliers that were screened using environmental criteria | | Page 104 | |
| | 308-2 Negative environmental impacts in the supply chain and actions taken | | Pages 104, 105 | |
| SOCIAL DISCLOSURES | | | | |
| EMPLOYMENT | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | Goal 8 | Pages 48, 49, 50 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 401: Employment | 401-1 New employee hires and employee turnover | Goal 5 Goal 8 | Pages 48, 161, 163 | |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | Goal 8 | Pages 59, 60 | |
| | 401-3 Parental leave | Goal 5 Goal 8 | Pages 60, 156, 157 | |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---|---|--------|---|-----------------|
| LABOR/MANAGEMENT RELATIONS | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 48, 49, 50 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 402: Labor/ Management Relations | 402-1 Minimum notice periods regarding operational changes | Goal 8 | The minimum notice periods are applied in accordance with the legislation in force. | |
| OCCUPATIONAL HEALTH AND SAFETY | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 61, 62 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 403: Occupational health and safety | 403-1 Representation of workers on formal worker-company committees on health and safety | Goal 8 | Accenture operates an Occupational Health and Safety management system at Iberia level that ensures compliance with all legal OHS requirements. All employees are free to join formal OHS committees. | |
| | 403-2 Types of accidents and frequency rates of accidents, occupational diseases, days lost, absenteeism and number of deaths by occupational accident or disease | Goal 8 | Pages 155, 156, 157, 158 | |
| | 403-3 Workers presenting a high incidence or risk of occupation-related diseases | Goal 8 | Although our activity does not give rise to a high risk of causing specific illnesses, Accenture has taken steps in the case of personnel traveling to developing countries to avoid potential risks before, during and after travel. | |
| | 403-4 Health and safety matters treated in formal agreements with unions | Goal 8 | | Not applicable. |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---|--|------------------|-----------------------------|----------|
| TRAINING AND EDUCATION | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Page 54 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 404: Training and education | 404-1 Average hours of training per year per employee | Goal 5 Goal 8 | Pages 48, 51, 159 | |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | Goal 8 | Pages 50, 51, 54, 66 | |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | Goal 5 Goal 8 | Pages 49, 162 | |
| DIVERSITY AND EQUAL OPPORTUNITY | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | Goal 5 | Pages 55-58 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 405: Diversity and Equal Opportunity | 405-1 Diversity of governance bodies and employees | Goal 5 Goal 8 | Pages 16, 48, 151, 152, 155 | |
| | 405-2 Ratio of basic salary and remuneration of women to men | Goal 5 Goal 8 | Pages 154 | |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---|--|-----------------------------|--|----------|
| NON-DISCRIMINATION | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | Goal 5 Goal 16 | Pages 55-58 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 406: Non-Discrimination | 406-1 Incidents of discrimination and corrective actions taken | Goal 5 Goal 8 Goal 16 | Page 67 | |
| FREEDOM OF ASSOCIATION AND COLLECTIVE NEGOTIATION | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 68, 69 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 407: Freedom of Association and Collective Bargaining | 407-1 Operations and suppliers in which the right to freedom | Goal 8 | Pages 159 | |
| | | | Accenture places no impediment to freedom of association and collective bargaining. In addition, Accenture subscribes to the principles of the Global Compact. | |
| CHILD LABOR | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Page 67 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 408: Child Labor | 408-1 Operations and suppliers at significant risk from incidents of child labor | Goal 8 Goal 16 | Page 67 | |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|--|---|---------|--------------------------|---|
| FORCED OR COMPULSORY LABOR | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Page 67 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 409: Forced or Compulsory Labor | 409-1 Operations and suppliers at significant risk from incidents of forced or compulsory labor | Goal 8 | Page 67 | |
| SECURITY PRACTICES | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Page 67 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 410: Security Practices | 410-1 Security personnel trained in human rights policies or procedures | Goal 16 | Page 67 | |
| INDIGENOUS PEOPLES' RIGHTS | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Page 67 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 411: Rights of Indigenous Peoples | 411-1 Incidents of violations involving rights of indigenous peoples | | | Not applicable, Accenture's activity as a professional service provider, as well as the geographic environment in which we operate, requires no connection with indigenous peoples. |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|---|--|---------|--------------------------|---|
| HUMAN RIGHTS ASSESSMENT | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Page 67 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 412: Human Rights Assessment | 412-1 Operations that have been subject to human rights reviews or impact assessments | | Page 104 | |
| | 412-2 Employee training on human rights policies or procedures | | Pages 66, 70 | |
| | 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening | | Page 104 | |
| LOCAL COMMUNITIES | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | Goal 16 | Page 80 | |
| | 103-3 Evaluation of the management approach | | Pages 26,27 | |
| GRI 413: Local Communities | 413-1 Operations with local community engagement, impact assessments, and development programs | | Pages 81-87 | |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | | | Not applicable. The services offered by Accenture have no significant negative impact on local communities. |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|--|---|-----------------------------|--|--|
| SUPPLIER SOCIAL ASSESSMENT | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 100 - 104 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 414: Supplier Social Assessment | 414-1 New suppliers that were screened using social criteria | Goal 5 Goal 8 Goal 16 | Pages 100, 104 | |
| | 414-2 Negative social impacts in the supply chain and actions taken | Goal 5 Goal 8 Goal 16 | Page 104 | |
| PUBLIC POLICY | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 70, 71 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 415: Public Policy | 415-1 Political contributions | | Accenture makes no contributions to political parties or politicians | |
| CLIENT'S HEALTH AND SAFETY | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 32, 33 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 416: Client's Health and Safety | 416-1 Assessment of the health and safety impacts of product and service categories | | | Not applicable. The services offered by Accenture have no significant negative impact on the health and safety of clients. |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | | | Not applicable. The services offered by Accenture have no significant negative impact on the health and safety of clients, and therefore there have been no breaches in this regard. |

MATERIAL ISSUES (CONT.)

| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|--|--|---------|---|----------|
| CLIENT'S PRIVACY | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 32, 33 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 418: Client's Privacy | 418-1 Substantiated complaints concerning breaches of client's privacy and losses of client's data | Goal 16 | During the fiscal year 2109, no significant claims relating to privacy and personal data leaks of clients have been recorded. | |
| SOCIOECONOMIC COMPLIANCE | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | Goal 16 | Pages 70, 71 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| GRI 419: Socioeconomic compliance | 419-1 Non-compliance with laws and regulations in the social and economic area | Goal 16 | During the fiscal year 2019, no significant labor-related sanctions have been recorded by the Legal Dept., and no fines were recorded by the Financial Dept. concerning economic matters. | |
| INNOVATION | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Page 40 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| ATTRACTION AND RETENTION OF TALENT | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 48, 49, 50, 54 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |

MATERIAL ISSUES (CONT.)


| GRI STANDARD | CONTENT | SDG | PAGE/DIRECT RESPONSE/URL | OMISSION |
|--|--|-----|--------------------------|----------|
| INFORMATION SECURITY AND CYBERSECURITY | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 78, 79 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| INTELLECTUAL PROPERTY | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Page 40 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |
| DIGITAL TRANSFORMATION | | | | |
| GRI 103: Management Approach | 103-1 Explanation of the material topic and its boundary | | Pages 26, 27 | |
| | 103-2 The management approach and its components | | Pages 32,33 | |
| | 103-3 Evaluation of the management approach | | Pages 26, 27 | |

APPENDIX II.1

ENVIRONMENTAL MATTERS

TABLE 1: WATER CONSUMPTION

GRI 303-1



| | 2019 | 2018 | 2017 |
|--|-------|-------|-------|
| Water consumption (m ³) | 2,777 | 7,262 | 4,169 |
| Consumption per professional | 2.15 | 3.66 | 1.97 |
| Variation 2019-2017 (per professional) | -8% | | |


Note: Water consumption refers to those areas where we control the process, or for which we are in the process of obtaining ISO 14001 certification. This accounts for 70% of the scope. The remainder has been estimated in accordance with the number of employees.

TABLE 2: MATERIALS PURCHASED


GRI 301-1

Purchase of IT materials and mobiles


| | 2019 | 2018 | 2017 |
|--|-------|--------|-------|
| Purchase of electrical and electronic equipment (Units) | 7,031 | 1,1207 | 8,216 |

Purchase of paper


| | 2019 | 2018 | 2017 |
|---|-------|-------|-------|
| Paper (Kg) | 3,266 | 4,421 | 5,051 |
| Purchase of paper per professional | 1.08 | 1.56 | 2.74 |
| Variation 2019-2017 (per professional) | -61% | | |

Plastic materials no longer consumed


| | 2019 | 2018 | 2017 |
|---|-----------|------|------|
| Plastic cups (Unidades) | 2,100,000 | - | - |
| Plastic spoons (Unidades) | 1,050,000 | - | - |
| Consumption of plastic avoided (kg) | 4,830 | - | - |
| Consumption of plastic avoided per employee (kg) | 1.6 | - | - |

Note: In 2019, plastic cups and spoons were no longer used in the coffee machines in all offices

TABLE 3: INDIRECT ENERGY CONSUMPTION

GRI 302-1, 302-3, 302-4




| | 2019 | 2018 | 2017 |
|---|---------------|--------------|--------------|
| Electricity consumption (gigajoules) | 2,239 | 2,067 | 1,698 |
| Electricity consumption per professional | 0.74 | 0.73 | 0.92 |
| Variation in electricity consumption 2019-2017 | +8.3% | | |
| Variation in electricity consumption per professional 2019-2017 | -19.6% | | |

Notes:

- Buildings with electricity bills account for 70% of the scope; the remainder was estimated in accordance with the m². In 2020, electricity will be sourced from renewable energy
- Accenture Portugal has no significant direct energy consumption.

TABLE 4: GENERATION OF DIRECT AND INDIRECT EMISSIONS OF CO₂


GRI 305-1, 305-2, 305-3, 305-4, 305-5



| | 2019 | 2018 | 2017 |
|--|--------------|--------------|--------------|
| Direct emissions | | | |
| (Scope 1. automobile fleet) (ton) | 640 | 596 | 515 |
| Emissions of Scope 1 per professional | 0.21 | 0.21 | 0.28 |
| Variation emissions Scope 1 per professional 2019-2017 | -24% | | |
| Indirect emissions Scope 2 electricity) (ton) | 655 | 605 | 497 |
| Emissions of Scope 2 per professional | 0.22 | 0.21 | 0.27 |
| Variation emissions Scope 2 per professional 2019-2017 | -20% | | |
| Indirect emissions (Scope 3 travel) (ton) | 1,583 | 1,442 | 1,504 |
| Emissions of Scope 3 per professional | 0.52 | 0.51 | 0.82 |
| Variation emissions Scope 3 per professional 2019-2017 | -36% | | |
| Total direct emissions (ton) | 640 | 596 | 515 |
| Total indirect emissions (ton) | 2,238 | 2,047 | 2,001 |
| Total emissions per professional | 0.95 | 0.93 | 1.36 |
| Variation in emissions per professional 2019-2017 | -30% | | |

Notes:

- Scope 3 (travel): these emissions were directly calculated by our travel agency.
- The generation of direct emissions of greenhouse gases is not a significant issue for the company.

CO₂ emissions avoided due to telework


| | 2019 |
|--|----------------|
| Kilometers not travelled (thousands) | 282,516 |
| Emissions avoided by teleworks (tons) | 29 |
| Emissions avoided per professional (kg) | 9.57 |

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

TABLE 5: USE OF COLLABORATIVE TECHNOLOGIES (MINUTES)

GRI 305-5



| | 2019 | 2018 |
|--|-------------------|------------------|
| Skype | 7,300,310 | 7,066,218 |
| Teams | 3,479,031 | - |
| Total minutes use of collaborative technology | 10,779,341 | 7,066,218 |
| Minutes per professional | 3,562 | 2,496 |
| Days a year per professional | 7.4 | 5.2 |
| Variation per professional 2019-2018 | 43% | |

TABLE 6: WASTE BY TYPE

GRI 306-2


Non-Hazardous Waste


| | 2019 | 2018 | 2017 |
|---|---------------|--------------|--------------|
| Plastic and glass (ton) | 157.68 | 13.74 | 3.54 |
| Undifferentiated (ton) | 43.60 | 48.62 | 17.86 |
| Total waste (ton) | 201.28 | 62.36 | 21.40 |
| Percentage of separated waste | 78% | 22% | 17% |
| Percentage of separated waste 2019-2017 | 61% | | |

Note: Data in relation to packaging, glass and other unclassified waste correspond to the result of weighing in the areas where we control the process.

The formula for determining the percentage of separated waste was revised in 2019.

Waste generation is not a significant issue for the company.

Other non-hazardous waste


| | 2019 | 2018 | 2017 |
|---|-------------|-------------|-------------|
| Paper and cardboard/confidential paper (ton) | 3.72 | 5.64 | 7.39 |
| Batteries (ton) | - | - | 0.02 |
| Hygiene waste (ton) | - | 0.72 | 0.74 |
| Electrical and electronic equipment (ton) | - | - | 0.16 |
| Coffee capsules (ton) | - | 0.11 | - |
| Toners (ton) | 0.04 | 0.14 | 0.69 |

Notes:

The waste from the destruction of confidential paper and toners relates to the whole group.

The coffee capsules waste corresponds to various Accenture offices in Portugal.

Waste generation is not a significant issue for the company.

TABLE 7: OTHER INDICATORS

GRI 103-2

Resources used in the prevention of environmental risks


| Type | 2019 |
|---|------------------|
| Expense: Management of Non-hazardous Waste¹ (€) | 12,429.76 |

Note:

¹ The expense included in the management of dangerous waste corresponds to the management of the waste shown on Table 6 – Other non-hazardous waste.

Two people are assigned to the Sustainability area in Portugal to be responsible for the company's environmental management.

APPENDIX II.2

INFORMATION ON SOCIAL AND PERSONNEL-RELATED MATTERS



EMPLOYMENT

AP: Accenture in Portugal W: Women M: Men

TABLE 1: TOTAL NUMBER OF EMPLOYEES BY GENDER

GRI 102-8, 405-1

| 2019 | | | 2018 | | 2017 | |
|--------------|-------|--------|-------|--------|-------|--------|
| | AP | % | AP | % | AP | % |
| W | 1,193 | 42.3% | 1,124 | 43.2% | 711 | 42.9% |
| M | 1,630 | 57.7% | 1,478 | 56.8% | 948 | 57.1% |
| Total | 2,823 | 100.0% | 2,602 | 100.0% | 1,659 | 100.0% |

TABLE 2: TOTAL NUMBER OF EMPLOYEES BY AGE AND GENDER

GRI 102-8, 405-1

| 2019 | | | | 2018 | | 2017 | |
|--|--------------------|-------|--------|-------|--------|-------|--------|
| | | AP | % | AP | % | AP | % |
| Up to 30 | W | 462 | 45.1% | 412 | 45.2% | 164 | 45.9% |
| | M | 562 | 54.9% | 499 | 54.8% | 193 | 54.1% |
| | Total | 1,024 | 100.0% | 911 | 100.0% | 357 | 100.0% |
| Between 30 and 50 | W | 687 | 40.5% | 665 | 41.5% | 506 | 41.0% |
| | M | 1,011 | 59.5% | 938 | 58.5% | 727 | 59.0% |
| | Total | 1,698 | 100.0% | 1,603 | 100.0% | 1,233 | 100.0% |
| Over 50 | W | 44 | 43.6% | 47 | 53.4% | 41 | 59.4% |
| | M | 57 | 56.4% | 41 | 46.6% | 28 | 40.6% |
| | Total | 101 | 100.0% | 88 | 100.0% | 69 | 100.0% |
| Average age | W | 34 | - | 34 | - | 35 | - |
| | M | 34 | - | 34 | - | 35 | - |
| | Total | 34 | - | 34 | - | 35 | - |
| % of average age by age bracket | < 30 | - | 36.3% | - | 35.0% | - | 13.7% |
| | 30 ≤ x ≤ 50 | - | 60.1% | - | 61.6% | - | 47.4% |
| | >50 | - | 3.6% | - | 3.4% | - | 2.7% |



EMPLOYMENT

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

GRI 102-8, 405-1

| 2019 | | | | 2018 | | 2017 | |
|--|-----------|-------|--------|-------|--------|-------|--------|
| | | AP | % | AP | % | AP | % |
| Managing Directors (M.D.) | M | 5 | 20.0% | 5 | 21.7% | 3 | 17.6% |
| | H | 20 | 80.0% | 18 | 78.3% | 14 | 82.4% |
| | Total | 25 | 100.0% | 23 | 100.0% | 17 | 100.0% |
| Senior Managers and Managers (S.M. & M.) | M | 93 | 32.9% | 80 | 30.5% | 71 | 29.0% |
| | H | 190 | 67.1% | 182 | 69.5% | 174 | 71.0% |
| | Total | 283 | 100.0% | 262 | 100.0% | 245 | 100.0% |
| Consultants (C.) | M | 193 | 39.8% | 172 | 39.4% | 149 | 39.6% |
| | H | 292 | 60.2% | 264 | 60.6% | 227 | 60.4% |
| | Total | 485 | 100.0% | 436 | 100.0% | 376 | 100.0% |
| Analysts (A.) | M | 902 | 44.4% | 867 | 46.1% | 488 | 47.8% |
| | H | 1,128 | 55.6% | 1,014 | 53.9% | 533 | 52.2% |
| | Total | 2,030 | 100.0% | 1,881 | 100.0% | 1,021 | 100.0% |
| % of employees by professional category | M. D. | - | 1.6% | - | 0.9% | - | 1.0% |
| | S.M. & M. | - | 18.1% | - | 10.1% | - | 14.8% |
| | C. | - | 31.1% | - | 16.8% | - | 22.7% |
| | A. | - | 49.2% | - | 72.3% | - | 61.5% |

TABLE 4: CONTRACTS

GRI 102-8

4 A. Number of contracts and type

| 2019 | | | | 2018 | | 2017 | |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|
| | | AP | % | AP | % | AP | % |
| Full-time | W | 1,184 | 42.2 | 1,116 | 43.1 | 696 | 42.2 |
| | M | 1,624 | 57.8 | 1,476 | 56.9 | 954 | 57.8 |
| | Total | 2,808 | 100.0 | 2,592 | 100.0 | 1,650 | 100.0 |
| Part-time | W | 9 | 60.0 | 8 | 80.0 | 6 | 66.7 |
| | M | 6 | 40.0 | 2 | 20.0 | 3 | 33.3 |
| | Total | 15 | 100.0 | 10 | 100.0 | 9 | 100.0 |
| Indefinite | W | 655 | 42.5 | 604 | 42.3 | 540 | 41.6 |
| | M | 885 | 57.5 | 825 | 57.7 | 758 | 58.4 |
| | Total | 1,540 | 100.0 | 1,429 | 100.0 | 1,298 | 100.0 |
| Temporary | W | 538 | 41.9 | 520 | 44.3 | 171 | 47.4 |
| | M | 745 | 58.1 | 653 | 55.7 | 190 | 52.6 |
| | Total | 1,283 | 100.0 | 1,173 | 100.0 | 361 | 100.0 |
| Total employees | | 2,823 | - | 2,602 | - | 1,659 | - |
| % of full-time contracts | | 99.5 | - | 99.6 | - | 99.5 | - |
| % of part-time contracts | | 0.5 | - | 0.4 | - | 0.5 | - |
| % of indefinite contracts | | 54.6 | - | 54.9 | - | 78.2 | - |
| % of temporary contracts | | 45.4 | - | 45.1 | - | 21.8 | - |



EMPLOYMENT

TABLE 4B. Number of contracts by region and gender

| 2019 | | | 2018 | | 2017 | |
|------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| AP | % | | AP | % | AP | % |
| By region | | | | | | |
| Lisbon | 2,645 | 93.7 | 2,487 | 95.6 | 1,609 | 97.0 |
| Porto | 32 | 1.1 | 32 | 1.2 | 29 | 1.7 |
| Braga | 146 | 5.2 | 83 | 3.2 | 21 | 1.3 |
| Total | 2,823 | 100.0 | 2,602 | 100.0 | 1,659 | 100.0 |
| By gender | | | | | | |
| W | 1,193 | 42.3 | 1,124 | 43.2 | 711 | 42.9 |
| M | 1,630 | 57.7 | 1,478 | 56.8 | 948 | 57.1 |
| Total | 2,823 | 100.0 | 2,602 | 100.0 | 1,659 | 100.0 |

TABLE 4C. Annual average of contracts by age

| 2019 | | | 2018 | 2017 |
|--------------------------|--------------|--------------|--------------|--------------|
| | | AP | AP | AP |
| Up to 30 | Women | 462 | 412 | 164 |
| | Men | 562 | 499 | 193 |
| | Total | 1,024 | 911 | 357 |
| Between 30 and 50 | Women | 65 | 665 | 506 |
| | Men | 992 | 938 | 727 |
| | Total | 38 | 1,603 | 1,233 |
| Over 50 | Women | 166 | 47 | 41 |
| | Men | 142 | 41 | 28 |
| | Total | 6 | 88 | 69 |

TABLE 4D. Annual average of contracts by professional category

| 2019 | | | 2018 | 2017 |
|---------------------------------------|--------------|--------------|--------------|--------------|
| | | AP | AP | AP |
| Managing Directors | Women | 5 | 5 | 3 |
| | Men | 20 | 18 | 14 |
| | Total | 25 | 23 | 17 |
| Senior Managers & Managers | Women | 93 | 80 | 71 |
| | Men | 190 | 182 | 174 |
| | Total | 283 | 262 | 245 |
| Consultants | Women | 193 | 172 | 149 |
| | Men | 292 | 264 | 227 |
| | Total | 485 | 436 | 376 |
| Analysts & Associates | Women | 902 | 920 | 603 |
| | Men | 1,128 | 1,063 | 647 |
| | Total | 2,030 | 1,983 | 1,250 |



EMPLOYMENT

TABLE 5: NUMBER OF LEAVERS BY GENDER

GRI 103-2

| | 2019 | 2018 | 2017 |
|----------------------------|------|------|------|
| | AP | AP | AP |
| W | 351 | 188 | 136 |
| M | 426 | 286 | 184 |
| Total | 777 | 474 | 320 |
| % of dismissals (*) | 25.7 | 16.7 | 17.3 |

*Percentage of leavers out of a total number of employees in the group (employees and interns)

TABLE 6: NUMBER OF LEAVERS BY AGE

GRI 103-2

| | 2019 | 2018 | 2017 |
|--------------------------|------|------|------|
| | AP | AP | AP |
| Up to 30 | 370 | 185 | 123 |
| Between 30 and 50 | 375 | 266 | 190 |
| Over 50 | 32 | 23 | 7 |
| Total | 777 | 474 | 320 |

Currency: euro.

TABLE 7: NUMBER OF LEAVERS BY PROFESSIONAL CATEGORY

GRI 103-2

| | 2019 |
|---------------------------------------|------|
| | AP |
| Managing Directors | 2 |
| Senior Managers & Managers | 35 |
| Consultants | 88 |
| Analysts | 471 |
| Total | 777 |

TABLE 8: AVERAGE REMUNERATION BY AGE AND GENDER

GRI 103-2, 405-2

| | | 2019 | 2018 | 2017 |
|--------------------------|----------|--------|--------|--------|
| | | AP | AP | AP |
| Up to 30 | W | 16,046 | 14,192 | 14,894 |
| | M | 16,354 | 14,747 | 15,486 |
| Between 30 and 50 | W | 22,418 | 20,591 | 21,910 |
| | M | 26,604 | 24,749 | 26,397 |
| Over 50 | W | 29,238 | 25,216 | 26,432 |
| | M | 44,699 | 5,355 | 67,845 |

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

GRI 103-2, 405-2

| | | 2019 | 2018 | 2017 |
|---------------------------------------|-----------|-------|-------|-------|
| | | AP | AP | AP |
| Analysts | 13 | 0.5% | 0.0% | -2.8% |
| | 12 | -1.4% | 0.1% | 3.4% |
| | 11 | 1.6% | 0.5% | -1.1% |
| | 10 | -0.9% | -1.2% | -1.8% |
| Consultants | 9 | 1.0% | 0.0% | -2.5% |
| | 8 | -0.2% | -0.6% | 0.8% |
| Senior Managers & Managers | 7 | -0.6% | 0.7% | 1.5% |
| | 6 | 3.9% | 5.7% | 2.7% |
| | 5 | 7.3% | - | - |
| Managing Directors | 4 | 12.1% | 11.4% | -2.2% |
| | 3 | 39.5% | 38.8% | - |
| | 2 | - | - | - |
| | 1 | - | - | - |

Note: The data indicates the salary gap ratios.



EMPLOYMENT

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

GRI 202-1

| Consolidado | 2019 | 2018 | 2017 |
|-----------------------------------|-------|-------|-------|
| Minimum salary Accenture | 9,450 | 8,400 | 7,630 |
| Minimum Inter-professional salary | 8,400 | 7,798 | 7,420 |
| Ratio | 13% | 8% | 3% |

TABLE 11: EMPLOYEES WITH DISABILITIES

GRI 405-1

| 2019 | | | 2018 | | 2017 | |
|-----------------------------|----|-------|------|-------|------|-------|
| | AP | % | AP | % | AP | % |
| Women | 6 | 66.7 | 7 | 70.0 | 6 | 75.0 |
| Men | 3 | 33.3 | 3 | 30.0 | 2 | 25.0 |
| Total | 9 | 100.0 | 10 | 100.0 | 8 | 100.0 |
| % of the total of employees | | 0.3 | - | 0.5 | - | 0.5 |



WORK ORGANIZATION

TABLE 12: NUMBER OF ABSENTEEISM HOURS

GRI 403-2

| | 2019 | 2018 | 2017 |
|-------|---------|---------|---------|
| | AP | AP | AP |
| W | 38,181 | 143,186 | 107,637 |
| M | 122,138 | 65,421 | 40,236 |
| Total | 160,319 | 208,607 | 147,873 |

TABLE 13: ABSENTEEISM RATE %

GRI 403-2

| | 2019 | 2018 | 2017 |
|-------|------|------|------|
| | AP | AP | AP |
| W | 1.5 | 8.1 | 6.7 |
| M | 3.5 | 2.3 | 1.9 |
| Total | 2.6 | 4.5 | 3.9 |



WORK ORGANIZATION

TABLE 14: NUMBER OF EMPLOYEES USING PATERNITY/MATERNITY LEAVE

GRI 401-3

| 2019 | | | | 2018 | | 2017 | |
|-----------------------|-------|------|------|------|------|------|------|
| | | AP | % | AP | % | AP | % |
| Maternity & Paternity | W | 69 | 47% | 49 | 41% | 45 | 41% |
| | M | 77 | 53% | 71 | 59% | 65 | 59% |
| | Total | 146 | 100% | 120 | 100% | 110 | 100% |
| | % (*) | 4.8% | - | 4.2% | - | 6.0% | - |

(*) Percentage of parental leave over the total number of employees per company and group.

TABLE 15: NUMBER OF EMPLOYEES WHO HAVE RETURNED TO WORK AFTER FINISHING THEIR PARENTAL LEAVE

GRI 401-3

| 2019 | | | | 2018 | | 2017 | |
|-----------------------|-------|------|------|------|------|------|------|
| | | AP | % | AP | % | AP | % |
| Maternity & Paternity | W | 69 | 50% | 39 | 40% | 32 | 43% |
| | M | 70 | 50% | 59 | 60% | 42 | 57% |
| | Total | 139 | 100% | 98 | 100% | 74 | 100% |
| | % (*) | 4.6% | - | 3.5% | - | 4.0% | - |

(*) Percentage of parental leave over the total number of employees per company and group.



WORK ORGANIZATION

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

GRI 401-3

| 2019 | | | 2018 | 2017 |
|-----------------------|-------|--------|-------|-------|
| AP | | | AP | AP |
| Maternity & Paternity | W | 100.0% | 79.6% | 71.1% |
| | M | 90.9% | 83.1% | 64.6% |
| | Total | 95.2% | 81.7% | 67.3% |



HEALTH AND SAFETY

TABLE 17: NUMBER OF ACCIDENTS

GRI 403-2

| 2019 | | | | 2018 | | 2017 | |
|--------------------|-------|----|-------|------|-------|------|-------|
| AP | | | | AP | % | AP | % |
| With sick leave | W | 15 | 14.4% | 10 | 19.2% | 8 | 13.8% |
| | M | 15 | 14.4% | 9 | 17.3% | 3 | 5.2% |
| | Total | 30 | 28.8% | 19 | 36.5% | 11 | 19.0% |
| Without sick leave | W | 13 | 12.5% | 5 | 9.6% | 11 | 19.0% |
| | M | 9 | 8.7% | 2 | 3.8% | 7 | 12.1% |
| | Total | 22 | 21.2% | 7 | 13.5% | 18 | 31.0% |
| Fatal | W | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| | M | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| | Total | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Total | | 52 | 100% | 26 | 100% | 29 | 100% |



HEALTH AND SAFETY

TABLE 18: OCCUPATIONAL ACCIDENTS. FREQUENCY RATE

GRI 403-2

| 2019 | | 2018 | 2017 |
|----------------------------|-------|-------|-------|
| AP | | AP | AP |
| Occupational accidents (*) | W | 28 | 19 |
| | M | 24 | 10 |
| | Total | 52 | 29 |
| Frequency rate | W | 2.29 | 2.73 |
| | M | 1.48 | 0.98 |
| | Total | 1.83 | 1.69 |
| Average personnel | W | 1,299 | 780 |
| | M | 1,727 | 1,065 |
| | Total | 3,026 | 1,845 |

(*) Number

Note: The formula used for this calculation is: Number of accidents divided by the number of hours worked x200,000.

TABLE 19: OCCUPATIONAL ACCIDENTS. GRAVITY RATE

GRI 403-2

| 2019 | | 2018 | 2017 |
|----------------------------|-------|-------|-------|
| AP | | AP | AP |
| Occupational accidents (*) | W | 335 | 817 |
| | M | 897 | 145 |
| | Total | 1,232 | 962 |
| Gravity rate | W | 27.4 | 117.3 |
| | M | 55.4 | 14.2 |
| | Total | 43.3 | 56.1 |
| Average personnel | W | 1,299 | 780 |
| | M | 1,727 | 1,065 |
| | Total | 3,026 | 1,845 |

(*) Number

Note: The formula used for this calculation is: Number of days lost x 200,000 divided by the number of hours worked.

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

GRI 403-2

| 2019 | | | | 2018 | | 2017 | |
|---|-------|--------|------|--------|------|-------|------|
| AP | | | | AP | AP | AP | AP |
| % | | | | AP | AP | AP | AP |
| Number of days lost due to illness | W | 9,068 | 56% | 8,039 | 60% | 4,752 | 66% |
| | M | 7,018 | 44% | 5,319 | 40% | 2,478 | 34% |
| | Total | 16,086 | 100% | 13,358 | 100% | 7,230 | 100% |
| Number of days lost due to occupational accidents | W | 335 | 27% | 206 | 31% | 817 | 85% |
| | M | 897 | 73% | 467 | 69% | 145 | 15% |
| | Total | 1,232 | 100% | 673 | 100% | 962 | 100% |

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



COMPANY RELATIONS

TABLE 21: PERCENTAGE OF EMPLOYEES COVERED BY THE ORDINANCE OF WORKING CONDITIONS FOR ADMINISTRATIVE WORKERS

GRI 102-41, 407-1

| 2019 | 2018 | 2017 |
|-------------------------|------|------|
| AP | AP | AP |
| Percentage of employees | 53% | 60% |



TRAINING

TABLE 22: TOTAL NUMBER OF HOURS TRAINING BY PROFESSIONAL CATEGORY

GRI 404-1

| 2019 | | | | | 2018 | | | 2017 | | |
|---------------------------|-------|--------------------|---------------------|---------|--------------------|---------------------|---------|--------------------|---------------------|---------|
| Accenture Portugal | | | | | Accenture Portugal | | | Accenture Portugal | | |
| | | Training hours (A) | Total Employees (B) | A/B (*) | Training hours (A) | Total Employees (B) | A/B (*) | Training hours (A) | Total Employees (B) | A/B (*) |
| Managing Directors | W | 454 | 5 | 90.8 | 298 | 5 | 59.6 | 133 | 3 | 44.3 |
| | M | 504 | 21 | 24.0 | 573 | 18 | 31.8 | 837 | 15 | 55.8 |
| | Total | 959 | 26 | 36.9 | 871 | 23 | 37.9 | 970 | 18 | 53.9 |
| Senior Manager & Managers | W | 3,092 | 94 | 32.9 | 2,968 | 80 | 37.1 | 3,148 | 71 | 44.3 |
| | M | 7,119 | 200 | 35.6 | 7,350 | 182 | 40.4 | 6,611 | 174 | 38.0 |
| | Total | 10,210 | 294 | 34.7 | 10,318 | 262 | 39.4 | 9,759 | 245 | 39.8 |
| Consultants | W | 5,678 | 196 | 29.0 | 4,599 | 173 | 26.6 | 4,151 | 149 | 27.9 |
| | M | 9,002 | 298 | 30.2 | 8,352 | 264 | 31.6 | 5,966 | 227 | 26.3 |
| | Total | 14,680 | 494 | 29.7 | 12,951 | 437 | 29.6 | 10,117 | 376 | 26.9 |
| Analysts | W | 21,901 | 1,011 | 42.5 | 18,241 | 976 | 42.5 | 16,410 | 556 | 60.8 |
| | M | 23,682 | 1,234 | 41.0 | 20,778 | 1,148 | 41.0 | 20,793 | 650 | 62.7 |
| | Total | 45,583 | 2,245 | 41.7 | 39,019 | 2,124 | 41.7 | 37,203 | 1,206 | 61.3 |
| Total | W | 31,125 | 1,306 | 23.8 | 26,106 | 1,234 | 21.2 | 23,842 | 779 | 30.6 |
| | M | 40,307 | 1,753 | 23.0 | 37,053 | 1,612 | 23.0 | 34,207 | 1,066 | 32.1 |
| | Total | 71,432 | 3,059 | 23.4 | 63,159 | 2,846 | 22.2 | 58,049 | 1,845 | 31.5 |

(*) A / B Training hours among the total number of employees



LENGTH OF SERVICE

TABLE 23: LENGTH OF SERVICE BY GENDER

GRI 102-8

| GROUP | 2019 | 2018 | 2017 |
|--------------|----------|----------|----------|
| Women | 4 | 4 | 6 |
| Men | 4 | 4 | 6 |
| Total | 4 | 4 | 6 |

Length of service in years.

TABLE 24: LENGTH OF SERVICE BY PROFESSIONAL CATEGORY

GRI 102-8

| GROUP | | 2019 | 2018 | 2017 |
|---------------------------|--------------|-----------|-----------|-----------|
| Managing Directors | Women | 20 | 20 | 19 |
| | Men | 19 | 20 | 19 |
| | Total | 20 | 20 | 19 |
| Senior Manager & Managers | Women | 12 | 13 | 13 |
| | Men | 13 | 13 | 13 |
| | Total | 13 | 13 | 13 |
| Consultants | Women | 8 | 9 | 9 |
| | Men | 7 | 7 | 8 |
| | Total | 8 | 8 | 9 |
| Analysts | Women | 4 | 4 | 5 |
| | Men | 3 | 3 | 4 |
| | Total | 4 | 4 | 5 |
| Associate | Women | 2 | 1 | 2 |
| | Men | 1 | 1 | 2 |
| | Total | 2 | 1 | 2 |

Length of service in years.

TABLE 25: LENGTH OF SERVICE BY AGE BRACKET

GRI 102-8

| GROUP | | 2019 | 2018 | 2017 |
|-------------------|-------|------|------|------|
| Up to 30 | Women | 1 | 1 | 1 |
| | Men | 1 | 1 | 2 |
| | Total | 1 | 1 | 2 |
| Between 30 and 50 | Women | 6 | 5 | 6 |
| | Men | 6 | 6 | 7 |
| | Total | 6 | 6 | 7 |
| Over 50 | Women | 12 | 11 | 12 |
| | Men | 9 | 11 | 15 |
| | Total | 11 | 11 | 14 |

Length of service in years.

**TABLE 26: EMPLOYEE TURNOVER**

GRI 401-1

| Average turnover (%) | | 2019 | 2018 | 2017 |
|----------------------|-------------------------|------|------|------|
| | | AP | AP | AP |
| % of turnover | Total | 27.3 | 22.2 | 20.6 |
| By gender | Women | 28.4 | 20.5 | 20.5 |
| | Men | 26.6 | 23.6 | 20.6 |
| By age groups | Up to 30 years | 30.8 | 29.2 | 42.2 |
| | Between 30 and 50 years | 24.6 | 19.2 | 15.9 |
| | Over 50 years | 42.4 | 30.1 | 10.4 |

TABLE 27: NEW JOINERS TURNOVER

GRI 401-1

| Average turnover (%) | | 2019 | 2018 |
|----------------------|-------------------------|------|------|
| | | AP | AP |
| % of turnover | Total | 22.4 | 16.3 |
| By gender | Women | 22.4 | 16.3 |
| | Men | 22.4 | 16.4 |
| By age groups | Up to 30 years | 17.6 | 12.5 |
| | Between 30 and 50 years | 24.6 | 18.1 |
| | Over 50 years | 43.2 | 44.2 |



PERFORMANCE

TABLE 28: PERCENTAGE OF EMPLOYEES WHOSE PROFESSIONAL PERFORMANCE AND DEVELOPMENT ARE REGULARLY ASSESSED

GRI 404-3

| GROUP | | 2019 | 2018 | 2017 |
|---------------------------|-------|------|------|------|
| Managing Directors | Women | 100% | 100% | 100% |
| | Men | 100% | 100% | 100% |
| | Total | 100% | 100% | 100% |
| Senior Manager & Managers | Women | 98% | 100% | 100% |
| | Men | 99% | 100% | 98% |
| | Total | 99% | 100% | 98% |
| Consultants | Women | 99% | 99% | 96% |
| | Men | 95% | 100% | 95% |
| | Total | 97% | 100% | 95% |
| Analysts | Women | 94% | 99% | 92% |
| | Men | 93% | 100% | 92% |
| | Total | 93% | 100% | 92% |
| Total | Women | 95% | 99% | 94% |
| | Men | 94% | 100% | 94% |
| | Total | 94% | 100% | 94% |

TABLE 29: NUMBER OF TRAINEES

GRI 102-8

| GROUP | 2019 | 2018 | 2017 |
|-------|------|------|------|
| Women | 106 | 106 | 69 |
| Men | 97 | 123 | 117 |
| Total | 106 | 106 | 69 |



SUBSIDIES

TABLE 30: SUBSIDIES IN TRAINING

GRI 201-4

| | 2019 | 2018 | 2017 |
|----------------------------|------------|--------------|-----------|
| | AP | AP | AP |
| Income | 747,421.31 | 1,237,418.98 | 71,931.17 |
| Rate of hiring of trainees | 94% | 62% | 58% |

In euros.



NEW HIRES

TABLE 31: NEW HIRES

GRI 401-1

| | | 2019 | | 2018 | |
|----------------|-------------------|------|-------|-------|-------|
| | | AP | % | AP | % |
| By gender | Women | 322 | 42.6 | 547 | 43.1 |
| | Men | 433 | 57.4 | 721 | 56.9 |
| By age bracket | Up to 30 | 340 | 45.0 | 601 | 47.4 |
| | Between 30 and 50 | 378 | 50.1 | 624 | 49.2 |
| | Over 50 | 37 | 4.9 | 43 | 3.4 |
| Total | | 755 | 100.0 | 1,268 | 100.0 |

APPENDIX II.3

INFORMATION ON ECONOMIC MATTERS

AP: Accenture Portugal

**TABLE 1: DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED**

GRI 201-1

| | 2019 | 2018 | 2017 |
|--|------|------|------|
| | AP | AP | AP |
| Direct generated economic value: Local turnover Portugal | 190 | 166 | 137 |
| Profit obtained in Portugal: After-tax profit | 15 | 13 | 14 |
| Economic value distributed: operating costs, salaries and employee benefits, payments to capital providers, payments to government (by country) and investments in the community | 180 | 148 | 126 |
| Tax paid on profits | 7 | 6 | 3 |

Millions of euros.

**TABLE 2: PUBLIC SUBSIDIES RECEIVED**

GRI 201-4

| | 2019 | 2018 | 2017 |
|--------------------------------|-----------|-----------|-----------|
| | AP | AP | AP |
| Tax deductions and tax credits | 1,186,424 | 1,291,345 | 1,539,970 |
| Employment incentives | 739,757 | 1,283,753 | 718,857 |

In euros.

**TABLE 3: REVENUES BY BUSINESS AREA**

GRI 201-1

| 2019 | | | | 2018 | | | 2017 | |
|-----------------------|----------|------------------|---------|----------|------------------|---------|----------|---------|
| Business area | Revenues | Increase over 18 | % Total | Revenues | Increase over 18 | % Total | Revenues | % Total |
| Operations | 32,522 | 37.9% | 25% | 23,584 | 46.9% | 21% | 16,053 | 17% |
| Strategy & Consulting | 21,134 | -5.1% | 16% | 22,274 | 18.1% | 19% | 18,859 | 20% |
| Technology | 78,732 | 14% | 59% | 69,093 | 16.8% | 60% | 59,131 | 63% |
| Totals | 132,388 | 15.2% | 100.0% | 114,951 | 22.2% | 100.0% | 94,044 | 100.0% |

Millions of euros.

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

**TABLE 4: COMPANY PAYMENTS FOR TAX. RATES. SS CONTRIBUTIONS**

GRI 201-1

| 2019 | | 2018 | 2017 |
|--|----|------|------|
| Items | AP | AP | AP |
| Tax withholdings on personnel | 7 | 10 | 10 |
| Social Security payments (withholdings + company cost) | 21 | 21 | 19 |
| Indirect Tax (VAT) | 16 | 14 | 16 |
| Taxes, local taxes and rates paid | 14 | 11 | 9 |
| Corporation Tax | 7 | 6 | 3 |


Millions of euros.

APPENDIX II.4

INFORMATION ABOUT THE SUPPLY CHAIN

TABLE 1: NUMBER OF SUPPLIERS


GRI 102-9, 201-1, 204-1



| | 2019 | 2018 |
|-------------------------|------|------|
| Active suppliers | 449 | 338 |
| National | 412 | 337 |
| Foreign | 37 | 46 |
| % National | 91.8 | 88.0 |
| % Foreign | 8.2 | 12.0 |

TABLE 2: SUPPLIER EXPENDITURE

GRI 102-9, 201-1, 204-1



| | 2019 | 2018 |
|-------------------------------------|------------|------------|
| Expenditure on suppliers (€) | 58,872,120 | 42,885,499 |
| National | 57,276,686 | 41,630,527 |
| Foreign | 1,595,434 | 1,254,972 |
| Expenditure on suppliers (%) | 100.0 | 100.0 |
| National | 97.3 | 97.1 |
| Foreign | 2.7 | 2.9 |

APPENDIX III

PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

| AREAS | PRINCIPLE | REFERENCE |
|-----------------|--|---|
| Human rights | Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights. | <ul style="list-style-type: none"> Committed to good governance and transparency (pages 64-79). Committed to our people (pages 48-63). Committed to the community (pages 80-89). |
| | Principle 2 Companies should ensure that they do not participate in human rights violations. | <ul style="list-style-type: none"> Committed to good governance and transparency (pages 64-79). Committed to our people (pages 48-63). Appendix 4. GRI Content Index (pages 124-167). |
| Labor practices | Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. | <ul style="list-style-type: none"> 60 % of Accenture professionals are covered by the national collective bargaining agreement for administrative personnel. Accenture does not impede freedom of association and collective bargaining. Appendix II – GRI content index (pages 124-167). |
| | Principle 4 Businesses should uphold the elimination of all forms of forced and compulsory labor. | <ul style="list-style-type: none"> Accenture has identified no activities or operations of this nature. Accenture operates in Portugal and is a professional services organization, so there are no potential risks of forced labor. Accenture subscribes to the principles of the Global Compact. Committed good governance and transparency (pages 64-79). |
| | Principle 5 Businesses should uphold the effective abolition of child labor. | <ul style="list-style-type: none"> Accenture has not identified activities or operations of this kind. The company operates in Portugal as a professional services organization, and is not aware of any potential risks of child labor. Furthermore, Accenture subscribes to the principles of the Global Compact. Committed good governance and transparency (pages 64-79). |
| | Principle 6 Businesses should uphold the elimination of discrimination in respect of employment and occupation. | <ul style="list-style-type: none"> Committed to our people -Diversity (pages 55-63). Appendix II – GRI content index (pages 124-167). |
| Environment | Principle 7 Businesses should support a precautionary approach to environmental challenges. | <ul style="list-style-type: none"> Committed to the environment (pages 90-99). Appendix II – GRI content index (pages 124-167). |
| | Principle 8 Businesses should undertake initiatives to promote greater environmental responsibility. | <ul style="list-style-type: none"> Committed to the environment (pages 90-99). Appendix II – GRI content index (pages 124-167). |
| | Principle 9 Businesses should encourage the development and diffusion of environmentally friendly technologies. | <ul style="list-style-type: none"> Committed to the environment (pages 90-99). |
| Anti-corruption | Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery. | <ul style="list-style-type: none"> Committed good governance and transparency (pages 64-79). Appendix II – GRI content index (pages 124-167). |

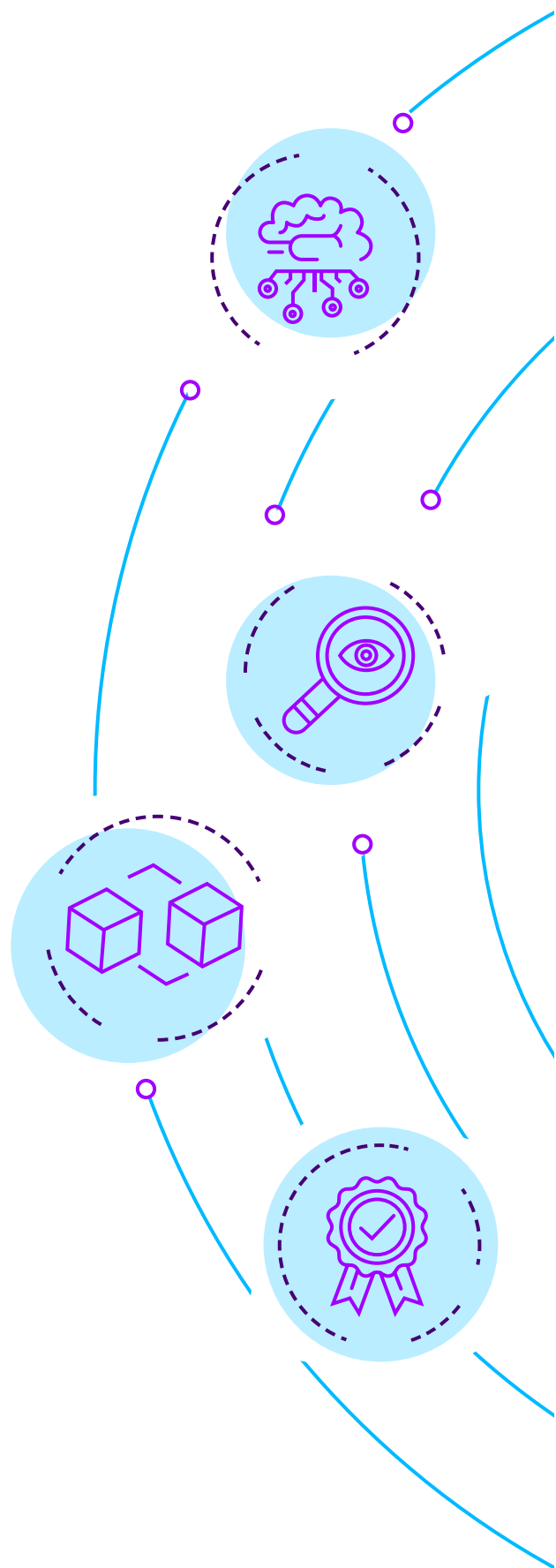
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This is our **Report on our Progress** in applying the principles of the **United Nations Global Compact**.

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