accenture

360° Value Report 2025

Reinventing what's possible for our clients, partners and communities

Contents

To our stakeholders

This report, along with our online 360° Value Reporting Experience, provides an in-depth view of how Accenture delivers value to our clients, people, shareholders, partners and communities.

We define 360° value as delivering the business case and unique value for our clients, partnering with them to achieve greater progress on their financial and non-financial business outcomes, and creating meaningful experiences, both with Accenture and for the customers and employees of our clients.

As part of our ongoing commitment to reporting on the 360° value we create for our clients and for Accenture, this report details our progress and performance across Accenture global operations during fiscal 2025 (ended August 31, 2025), unless otherwise noted.

Every day, our 779,000 Reinventors bring their extraordinary talent, work and commitment to our clients. We are grateful to them and to all our stakeholders—thank you for your ongoing trust and support.

This year's highlights include:

- In fiscal 2025, we further advanced our strategy to be the reinvention partner of choice for our clients, reflected in strong revenue and adjusted earnings per share growth, strong free cash flow, and a record 129 quarterly client bookings of more than $100 million.

- Our AI & Data workforce reached approximately 77,000 professionals, against our goal of doubling this workforce to 80,000 by the end of fiscal 2026. Our people's training hours increased by 9% from fiscal 2024 to approximately 47 million.

- We achieved our 2025 carbon removal goal, as well as our 2025 goals related to water risk, e-waste and office furniture, and supplier sustainability.

- Building on the legacy of our Skills to Succeed program, programs supported by our new Learning to Earning initiative reported that approximately 2.5 million people worldwide gained employment-relevant skills, and more than 190,000 people were supported in finding a job or starting a business.

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CLIENT

We work every day to be our clients' reinvention partner of choice

In this dimension

CLIENT

Our goal is to deliver 360° value for our clients, enabling them to reach new levels of performance.

Highlights

Client-centricity strengthens our relationships

9,000+

clients

305

Diamond clients, our largest client relationships

129

quarterly client bookings of $100 million+

We bring the scale our clients need

We serve clients in

120+

countries

Approximately

779,000

people

Nearly

80%

of our large deals are now multi-service

Our impact is being recognized

#1

in our industry on Fortune World's Most Admired Companies for 12 consecutive years, which is based on feedback from the wider business community

#20

on Kantar BrandZ Top 100 Most Valuable Global Brands, with a brand value of $103.8 billion

Top spot

for the 4th consecutive year on the World's Best Management Consulting Firms list by Forbes, which is determined by consultants and clients worldwide

Helping our clients reinvent

Our strategy—to be the reinvention partner of choice for our clients and the most client-focused, AI-enabled great place to work for our Reinventors—guides every decision and investment.

We serve clients in more than 120 countries, with offices and operations in 52 countries and more than 200 cities. We work across every major market with more than 9,000 clients, including the world's largest companies—three-quarters of the Fortune Global 100 and 500. We have long-term relationships and have partnered with 195 of our top 200 clients for 10 or more years. And as of the end of fiscal 2025, we had 305 Diamond clients, our largest client relationships.

We believe our global footprint, strong ecosystem partnerships, proprietary assets and platforms, and breadth of capabilities mean we are uniquely positioned to help our clients reinvent.

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We have partnered with 195 of our top 200 clients for 10+ years

We also believe the depth and breadth of our industry expertise is a key competitive advantage which allows us to bring client-specific industry solutions and services to our clients to accelerate reinvention and value creation.

Our industry focus gives us an understanding of industry evolution, business issues and trends, industry operating models, capabilities and processes and new and emerging technologies.

Reinventing Accenture to better serve our clients

With advanced AI, which includes generative, agentic and physical AI, we are reinventing what we sell, how we deliver, how we partner and how we operate to better serve our clients.

In fiscal 2025, we announced the launch of Reinvention Services, a single, integrated business unit that brings Accenture's services—strategy, consulting, technology, operations, Song and Industry X—together.

As our clients' reinvention partner of choice, we are building the digital core and helping reinvent nearly every part of the enterprise—everything from functions that are common across industries like HR and Finance to industry-specific functions like manufacturing and capital projects, by combining our capabilities to create multi-service solutions.

We believe our new model will provide our clients faster, easier access to the full range of our expertise aligned around their business needs and our unique, deep industry and cross-industry knowledge.

This model is designed to better align our offerings to embed more AI and data, and to equip our people with the skills they need to succeed in the future.

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Nearly 80% of our large deals are now multi-service

We have already embedded advanced AI into our proprietary platforms, such as GenWizard, so that we are now delivering differently to help our clients. And we have reinvented our corporate functions to create additional investment capacity, among other benefits, and expect to increasingly use advanced AI in our next chapter.

Drive technology ecosystem leadership: We are one of the world's leaders in helping drive technology change through our strong ecosystem partnerships—we are proud to be the number-one partner for all of our top 10 ecosystem partners. These partners are among the world's largest technology companies, and they are seeking deeper partnerships with us as they look for help to turn their technology into business outcomes and scale the adoption of AI.

In fiscal 2025, we expanded our partnerships beyond the top 10 in AI and data and created new ones with companies that are becoming critical to many of our clients, which also want us to help them scale their client and customer relationships.

Bring cross-industry expertise: We go to market by industry across our five industry groups—Communications, Media & Technology, Financial Services, Health & Public Service, Products and Resources. Our industry breadth and depth enables us to accelerate value and create solutions that help our clients transform their products and customer experiences and optimize their operations.

Invest at scale: In fiscal 2025, we continued to make significant investments—we invested $1.5 billion across 23 strategic acquisitions; $800 million in research and development; and $1 billion in the learning and development of our people.

Nurture our brand: In fiscal 2025, our brand value increased 27% to $103.8 billion on Kantar BrandZ Top 100 Most Valuable Global Brands and our brand value grew 2% to $41.5 billion on the Brand Finance Global 500. In fiscal 2026, we ranked No. 37 with a brand value of $20.9 billion on Interbrand Best Global Brands.

Together, these strengths position Accenture as a leader in harnessing AI, data and technology as a force to help our clients reinvent their enterprise. By working with our clients as their trusted advisors, we help them navigate change.

AI leadership

We are focused on creating value and delivering results by being the most relevant, trusted advisor to our clients—and relevance today requires leadership in AI.

As the potential of AI unfolds, we increasingly partner with clients at every stage of their AI journey—helping those just starting to become AI-ready and accelerating its deployment, supporting others to unlock immediate value even if they are not fully ready across the enterprise, and enabling clients already far along on their AI journey to lead transformative change.

We have been leading in AI as evidenced by our multi-year investment of $3 billion in AI announced in fiscal year 2023. That same year, we had 40,000 AI and data professionals and roughly 30 people working on a handful of generative AI projects. We had approximately 77,000 skilled AI and data professionals at the end of fiscal 2025, and we worked on more than 6,000 advanced AI projects during the year.

Our core talent competency—training and upskilling at scale—has enabled us to equip over 550,000 of our people with generative AI fundamentals.

As it is very early in the age of AI, we believe there is significant opportunity ahead for our clients, our ecosystem partners and Accenture.

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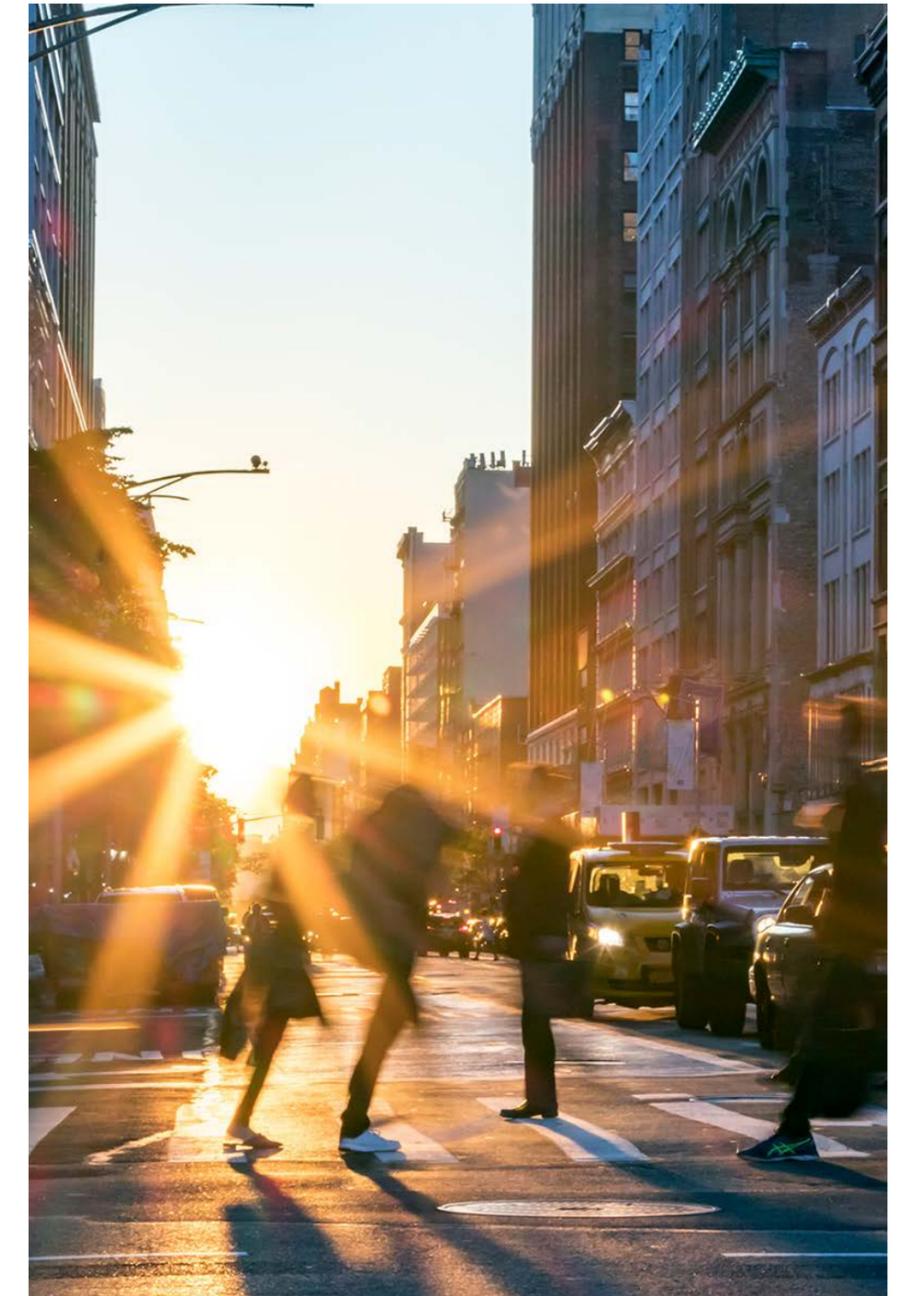
EXPERIENCE

We create experiences that help build trust

In this dimension

EXPERIENCE

We create meaningful experiences for our clients, people and partners that are designed to build trust and strengthen our relationships, our work and our impact in our communities.

Highlights

Building trust with our clients helps drive reinvention

We have partnered with

195

of our top 200 clients for

10+

years

600+

clients engaged with 360° Value Meter

Strong partnerships create new possibilities

No. 1

partner for all our top 10 ecosystem partners

530,000+

credentials held by our people with our ecosystem partners

Meaningful experiences inspire our people

Great Place To Work® Trust Index™ Survey

75%

of participants agree Accenture is a great place to work

Six-time winner

Gallup Exceptional Workplace Award for strengths

Experience—Clients

Trusted relationships drive value

We are privileged to serve clients that turn to us as a trusted partner for the 360° value we deliver. Client-centricity is the foundation on which we build trust, collaborate and deliver reinvention for our clients, and we take pride in creating exceptional experiences for them.

Our clients' satisfaction with the results and impact we deliver in our work together—including our proven track record for delivering on programs that drive tangible value—is reflected in the length and depth of our relationships.

Measuring 360° value for our clients

Our 360° Value Meter helps our clients become the next and best versions of themselves by having more complete and meaningful conversations on value.

In fiscal 2025, we used this framework with more than 600 Accenture clients worldwide to monitor and measure the value we are creating together.

The 360° Value Meter reflects our multi-dimensional approach to value and helps us create a shared vision with clients by exploring what value means to them. We start by measuring the value we can drive for our clients' business across multiple dimensions.

We then commit to measurable outcomes to drive together and align on how we can continually share and assess the progress toward our shared goals and achievements across these dimensions.

Listening creates better experiences

We are listening to our clients, using surveys and project-based feedback tools to augment our daily interactions. We want to understand our clients' expectations and their perceptions across key performance areas such as relationships, value generation, innovation, delivery and ease of doing business. We then use insights to co-create improvement actions with our clients to create even stronger relationships.

We believe this approach creates deeper partnerships and ongoing opportunities to make a profound positive impact on our clients' business, their employees and customers, and the communities where they operate.

❏ Learn more in the **Sustainability—Community impact** section.

Collaborating with our clients

We co-create with our clients to help drive 360° value, including aligning on the list of value outcomes and strategic priorities they are seeking to achieve. We also co-invest with our clients to help maximize business outcomes. This can include establishing an innovation fund; creating a new asset; identifying opportunities for value-sharing; supporting training for our clients' people in new skills and capabilities; and staffing additional Accenture resources.

We collaborate to make a greater positive impact on the world

Our focus on shared success with our clients extends to our shared values. Our clients and partners are also committed to skilling, and we are proud of the ways we amplify our impact when we team with them to do more, together.

Building career pathways through hospitality skilling with Marriott

In partnership with Marriott International, Pratham Education Foundation and Don Bosco Tech, we launched a program to empower economically challenged young people in India with some of the key skills needed for entry-level roles in the hospitality sector. Through this collaboration, we are funding training in hospitality, employability and digital skills for approximately 4,000 young people, and Marriott is offering two-month paid internships to eligible participants.

Experience—Partners

Innovating with our ecosystem partners

Our strong relationships with the world's leading technology companies, as well as emerging startups, enable us to enhance our service offerings, augment our capabilities and deliver distinctive business value to our clients.

We collaborate with our ecosystem partners to push the boundaries of what technology can enable, empowering new ways of working and transforming at speed for our clients.

To address our clients' most critical business needs and accelerate their reinvention, leveraging Cloud, ERP, AI & Data and Security, we co-create and co-invest with our clients and look to our ecosystem and strategic partners as we develop industry-relevant solutions.

We are proud to be the No. 1 partner for all of our top 10 ecosystem partners, who are among the world's largest technology companies. Sixty percent of our revenue in fiscal 2025 was from work that we do with these partners, and in fiscal 2025 this revenue grew 9% from the prior year, outpacing our overall revenue growth.

In fiscal 2025, we expanded our ecosystem partnerships beyond the top 10 in AI and Data and created new ones with companies that are becoming critical to many of our clients and that also want to work with us to help them scale their relationships.

In addition, we invest in emerging technologies through Accenture Ventures to help emerging technology companies realize their full potential and our clients harness the leading innovation of startups globally.

As of the end of fiscal 2025, our people held more than 530,000 credentials with our ecosystem partners.
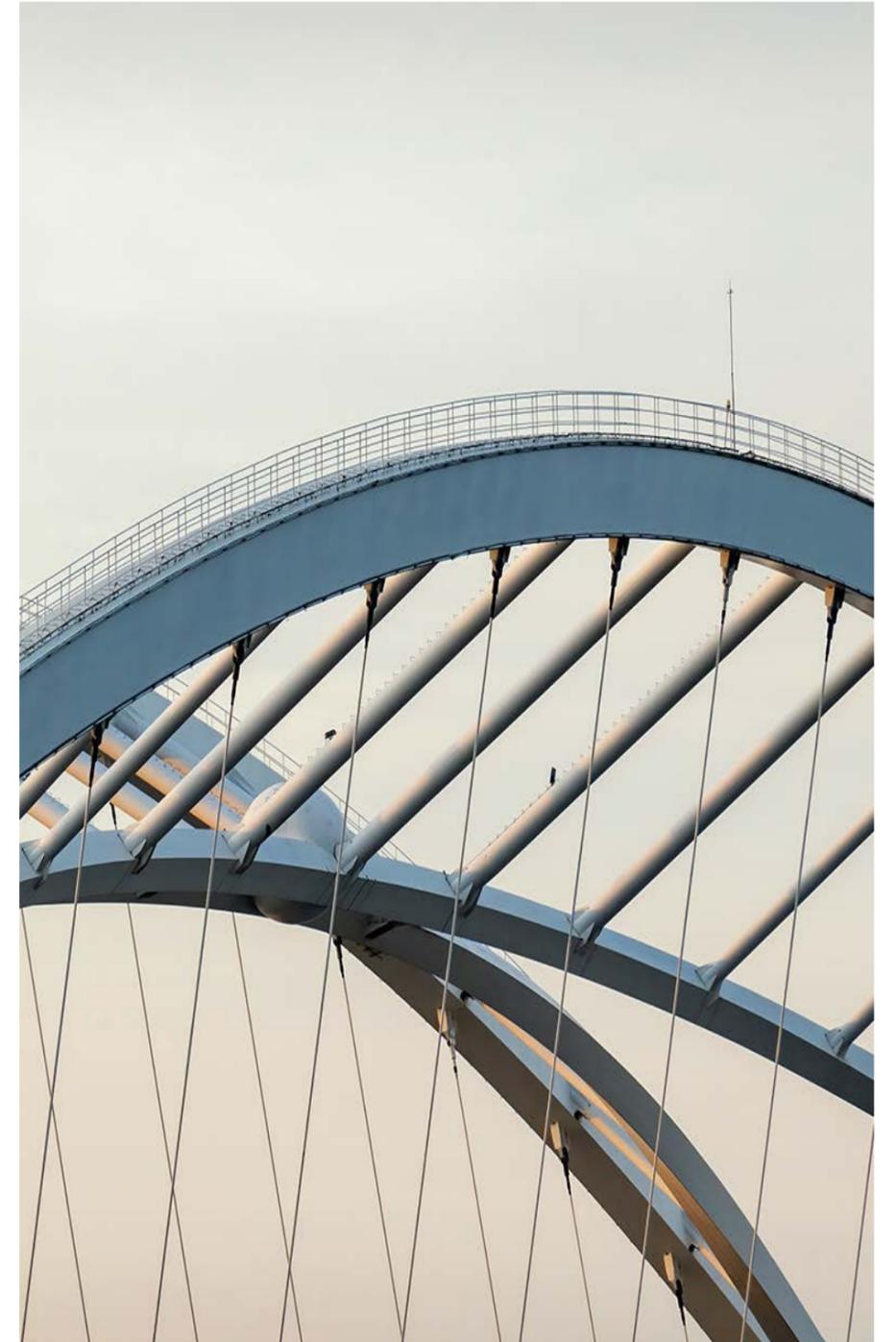
→ Learn more about our **Ecosystem Partners** and **Industry Analyst recognitions**.

Creating community impact together

We also work with our industry partners to make a positive social impact in our communities.

For example, in collaboration with our ecosystem partners Google Cloud and Oracle, we launched technology career learning modules in Spain, hosted on our **Learning to Earning portal**. The initiative provides inclusive, expert-led training and job placement assistance in programming and cybersecurity for individuals without prior technology experience. In collaboration with public sector, nonprofit and technology partners, in the last two years the initiative trained approximately 120 people.

❑ Learn more in the **Sustainability—Community impact** section.

Experience—People

Great experiences for our people begin with listening

We create meaningful experiences for our people to help them achieve their aspirations both personally and professionally. This starts by listening deeply to our people to help us understand how they feel and what they need, using data and insights to create experiences, advance initiatives and adjust policies. We believe that listening strengthens our culture and builds trust, which drives greater business value.

We rely on a variety of tools and channels to gain data-driven insights into our people's experiences at the team, city, country and global levels; to help us benchmark and evolve their perceptions around transformation, change, engagement and well-being; and experience. Our listening tools and channels include:

Transformation GPS

This proprietary survey helps us understand how our people perceive our ability to sustain business performance and our transformation. By collecting data and analyzing results against a comprehensive set of benchmarks, we can better plan, manage and guide our own organizational change journey.

Great Place To Work® Trust Index™

We value employee experience and satisfaction. We expanded our use of the Great Place To Work® Trust Index™ Survey to measure levels of trust, pride and camaraderie in more countries around the world. Among our people who participated in the Great Place To Work® Trust Index™ Survey in June 2025, 75% agreed that "Taking everything into account, I would say this is a great place to work." This external survey tool also enables us to benchmark ourselves against leading companies, globally and locally.

Conduct Counts

We strive to be a place where our people feel safe, respected and valued. Our Code of Business Ethics and extensive training help our people make informed and ethical decisions, act responsibly and strengthen our workplace culture so that our people feel respected and supported. Our Conduct Counts survey, which is conducted periodically, allows us to better understand the strength of our culture, the conduct of our people in the work environment and their comfort level in raising concerns.

Gallup Q^{12}®

This team-level survey is a key way we listen to our people across four essential pillars: basic needs, individual contributions, teamwork and growth. These surveys enable data-driven conversations and action planning to improve engagement.

Anyone at Accenture*, at any time, can launch a Gallup Q^{12}® engagement survey on demand to enable data-driven team conversations that can identify actions they can take to improve their own ways of working.

Along with feedback captured through our employee networks and focus groups across our markets, these tools help shape our employee experiences and drive greater business value.

Everyday and signature experiences that make a difference

Our employee experience approach focuses on two types of experiences: everyday experiences that impact people's day-to-day feelings and engagement, often brought about by human interactions; and signature experiences, which are curated experiences across the employee journey. Examples of signature experiences include our New Joiner Experience (NJX), Industry Days, Season of Impact and our robust well-being offerings.

❑ Learn more about our Season of Impact in the **Sustainability—Community impact** section.

* Excludes Avanade, a joint venture between Accenture and Microsoft; Accenture Federal Services.

Industry Days

To effectively drive reinvention for our clients, practitioners must have deep industry expertise at the intersection of their functional and technical skills—along with a strong understanding of their industry's reinvention strategy and how advanced AI is enabling it.

To support this, more than 80,000 of our people came together for our inaugural Industry Days initiative in fiscal 2025 to participate in learning events. Sessions were tailored across 13 industries and connected colleagues globally and locally across career levels, services and markets. Through a mix of in-person and dynamic virtual learning, practitioners focused on industry priorities, trends and challenges, Accenture's solutions and AI tools, reinvention strategies across the industry value chain and how advanced AI is transforming work.

Industry Days are one example of our signature experiences that foster community and learning at scale while also boosting industry knowledge with real and relevant stories.

Empowering teams to connect, collaborate and innovate

In-person connection continues to be part of every role because we know the value of connecting and collaborating to learn, share, ideate and celebrate with each other and our clients.

Our offices are platforms for great experiences and spaces to build strong relationships with both our clients and teams.

We create "stacked experiences" in offices so that teams can plan in-person collaboration with clients to overlap with training, networking and volunteering events. These experiences include employee network sessions, leader office hours, networking sessions with new joiners and community giving projects.

Our clients are eager to work with us in our spaces. We continue to leverage our offices to facilitate greater collaboration and ways for virtual and on-site team members to work seamlessly together.

We also strengthen human connection through collaborations with clients at their office locations.

Working with flexibility

Flexibility is a priority, and approximately 81% of responses* from our people agree or strongly agree that they are empowered to work flexibly within their team. We do not have a "one size fits all" approach. Our flexible working programs are designed to provide our people with the opportunity to create a working pattern which meets personal, business and clients' needs, tailored to each market.

We focus not only on where but also when and how people work. Our policies include consideration of working arrangements such as hybrid formats, part-time/ job sharing as well as schedule flexibility.

* Excludes Avanade, a joint venture between Accenture and Microsoft; Accenture Federal Services.

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TALENT

Our people help us deliver on the promise of technology and human ingenuity

In this dimension

TALENT

We access, create and unlock people's potential to help them achieve their professional and personal aspirations.

Highlights

We invest in training

$1B
invested in the learning and development of our people

Approximately
47M
training hours, an increase of 9% compared with FY24, with an emphasis on generative AI

We unlock people's potential

Approximately
97,000
promotions celebrated

Over
550,000
of our people have completed training on the fundamentals of generative AI

54
Accessibility Centers available across 24 countries

We are recognized for our commitment

#4
in 2025 up from #6 on the World's Best Workplaces™ by Great Place to Work®

Top winner
Brandon Hall Group in Human Capital Management Excellence Awards (10 consecutive years)

Our talent strategy

Our people power our business and talent strategy, driving our ability to be a great place to work for our people—our Reinventors.

Our talent strategy is based on three pillars—how we:

Access talent

Create talent

Unlock people's potential

To access and create the best talent and unlock our people's potential, we, among other actions, work to ensure our people feel they are better off for working at Accenture across four dimensions: marketable skills, working for a purpose, well-being—physical, mental and financial—and trusted relationships where our people feel they belong and can thrive.
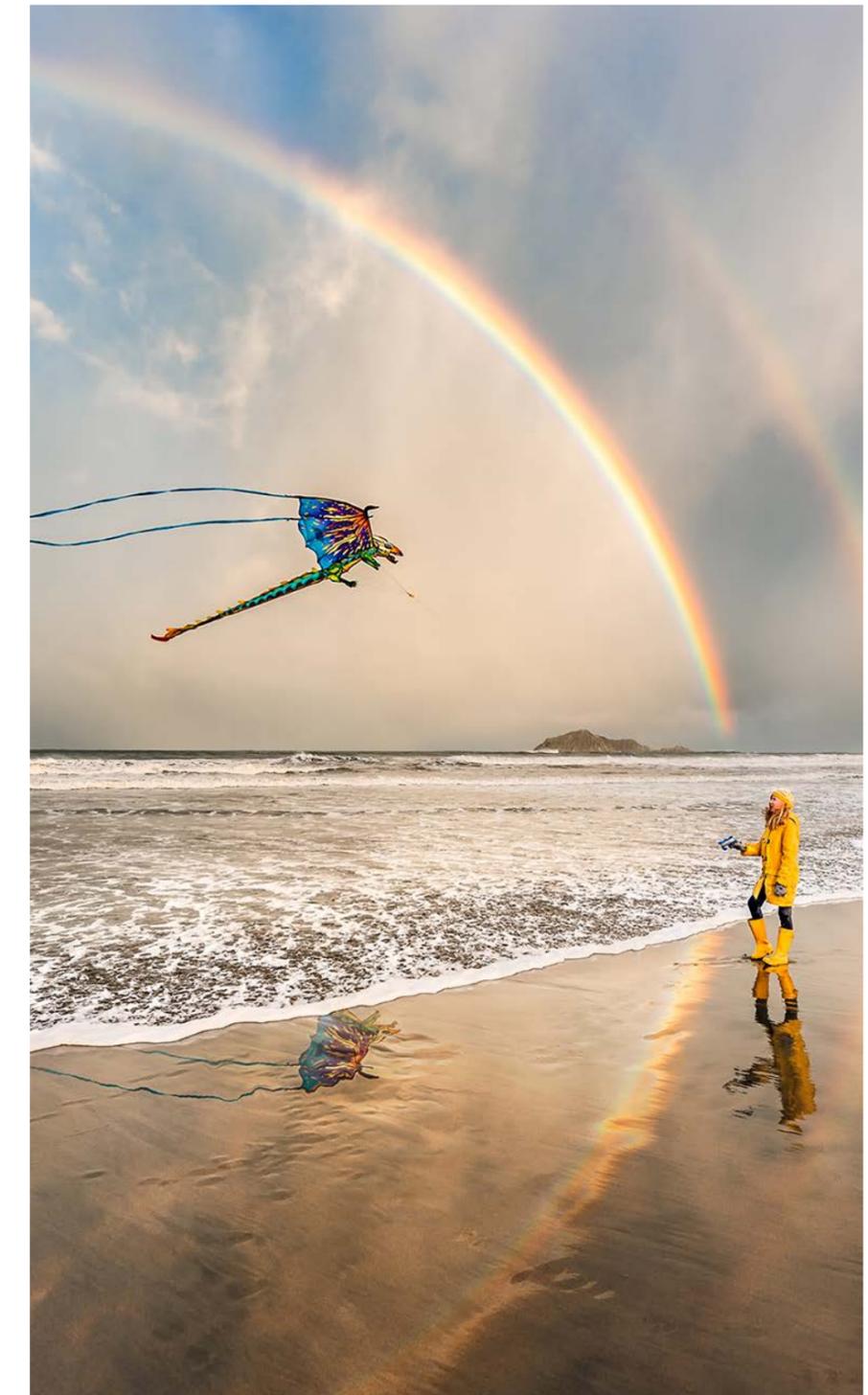
Reinventing for the future

Our purpose is to deliver on the promise of technology and human ingenuity and our talent strategy is designed to ensure our workforce is prepared to lead in an era of transformation and innovation, aligning leadership, talent and culture with our business strategy. We are building on our established strengths including innovation, delivery excellence and global expertise, while embracing the evolving demands of the business landscape. Because of our people, Accenture is positioned as a trusted reinvention partner capable of delivering innovation and growth at scale for our clients.

To drive reinvention, innovation must be at the forefront, which requires us to attract, develop and inspire top talent. Talent is one of our most important areas of competitive differentiation. As part of our talent strategy, we embrace the variety of viewpoints and insights that we believe are essential to drive the innovation needed to reinvent.

At Accenture, we are committed to equal opportunity, a workplace free from bias and providing all of our people with the opportunity to thrive and unlock their full potential. We are a meritocracy.

Our intention is to foster a culture and a workplace in which all of our people feel a sense of belonging and are respected and empowered to do their best work and to create 360° value for all our stakeholders. We expect our leaders to foster this culture and embody our core values.

Access talent

Finding the best people

Our ability to lead with skills—matching the right people with the right projects at the right time—is essential to delivering results. As a talent-and innovation-led organization, we anticipate our talent needs through skills data and signals from the market, allowing us to proactively identify the skills we need today and tomorrow.

Using core technologies and strategic sourcing, we identify untapped talent pools to help build teams of exceptional people, and we expand our talent pools through apprenticeships and other opportunities.

We also have the agility to source talent internally to meet our clients' needs and to give our people new opportunities to grow vibrant careers. By bringing together people with technology, AI and data, we can access talent at the speed of business and at scale.

People are drawn to our purpose, the cutting-edge work we do with industry leaders and our talent brand. We have been able to access a broad range of talent because we look for people with high learning agility using a variety of recruiting resources, and we hire for skills over credentials.

Welcoming our new Reinventors

Our award-winning global onboarding program is a year-long experience that immerses new joiners in our culture, core values and purpose. Our [New Joiner Experience](#) (NJX) is a robust, end-to-end journey that helps new joiners feel supported, empowered and confident in their decision to join Accenture.

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Our top source of hires in fiscal 2025 came from referrals, representing 24% of our overall hires.

NJX begins before Day 1, with the signed acceptance letter followed by an invitation to an engaging portal that offers a taste of what it's like to work at Accenture.

Once on the job, NJX provides onboarding activities ranging from interactive storytelling, gaming and networking moments with a small "start group" cohort to in-person gatherings and an immersive experience at One Accenture Park, a virtual world built exclusively for Accenture's new joiners to help them learn about Accenture and how we help clients.

Anticipating tomorrow's skills today

We put skills at the heart of everything we do. This approach helps us proactively seek candidates globally, prioritizing skills reflecting our clients' needs along with our own strategic priorities and culture.

We closely monitor the market to help us see our clients' needs at the earliest stages of our sales pipeline, and identify emerging skills before they are needed. Our AI-powered skills engine helps us ensure that we know the skills our people have—so we can make the best decisions to hire or upskill our people.

Our Talent Orchestration dashboard puts integrated data at our leaders' fingertips and breaks down silos across functions. The dashboard also enables smarter, faster, more accurate workforce planning for clients, holistically assessing impacts across demand, skills, revenue, payroll and more.

Ultimately this enables us to be more predictive and ramp up or rebalance our skills footprint through agile recruiting and training aligned to market needs. The console is part of Accenture's 360° Value Navigator, a data and analytics platform that measures how we deliver 360° value across our business.

Apprenticeships open vibrant career pathways

We continue to invest in our communities to reach and empower previously untapped pools of talent, and to innovatively create career pathways and opportunities.

We partner with governments, nonprofits, community colleges and other organizations to educate, train and support the workforce through apprenticeships and other roles at Accenture.

Professional apprenticeship remains pivotal to building recruiting pipelines that reflect the entire available labor market, so we can hire the best talent.

Our fiscal 2025 apprenticeship and other work-based learning programs include:

United States and Canada

Since 2016 we have hired, trained, coached and provided career opportunities for untapped talent through our Apprenticeship Program in the United States and Canada, where apprenticeship hires made up 20% of our entry-level hiring in fiscal 2025.

A majority of apprentices stay at Accenture after completing the program. We have also engaged more than 200 companies to launch or scale their own apprenticeship programs.

In fiscal 2025, to help connect talent with opportunity, we collaborated with the University of the District of Columbia (UDC) and PeopleShores to launch a new Cybersecurity Tech Hub at UDC's Congress Heights campus in Washington, D.C. This partnership is designed to expand career pathways and invest in the future of the District of Columbia's workforce. Apprentices experience robust cybersecurity technical training, hands-on project experience with Accenture teams and mentoring from industry experts, all while receiving competitive pay and full benefits.

United Kingdom

Accenture's U.K. apprenticeship programs create powerful career pathways offering two distinct career routes. Our undergraduate degree apprenticeships are designed for individuals with little or no prior experience, blending academic study with real-world experience to help individuals build strong foundations in technology and consulting. Launched in fiscal 2025, our AI engineer apprenticeship is tailored for career-changers with non-technical degrees who are looking to upskill in AI. This program provides practical skills and experience to launch a career in AI, with the option to progress to a master's degree for qualifying candidates.

Japan

In fiscal 2025 we launched an internship program in Japan for developing engineers whose disabilities limited their ability to pursue or complete higher education. The program is designed to empower participants with an 8-week work experience and training that helps participants advance their engineering careers and manage their physical and mental health. They receive individualized support from mentors, and upon completing the training, they are assigned to projects where they can make meaningful contributions for our clients.

Create talent

Learning for growth

We continually prepare our Reinventors to meet new demands and, in turn, help ensure they remain highly relevant with vibrant career pathways, inside or beyond Accenture.

Creating talent means investing in our people's capabilities so they can work with purpose, and boldly and innovatively solve problems.

Continuous learning is our superpower

To help our people discover new opportunities and expand their skill sets, we invested $1 billion during fiscal 2025 in the learning and development of our people. With our digital learning platform, we delivered approximately 47 million training hours, an increase of 9% compared with fiscal 2024, with an emphasis on generative AI.

Our award-winning programs include job-relevant, digital and industry-aligned skills training through always-available learning, built by our experts, grounded in neuroscience, and powered by leading content providers, certifications and global university partnerships.

Our people at all levels have opportunities to build leadership capabilities and grow their careers. To help deliver significant value to our clients, we also certify our people in key technologies from our ecosystem partners, from the largest players in tech to smaller, specialized providers.

Skilling in the age of AI

Besides helping us access talent, skills data also helps us create it. By enabling our people to identify, grow and track the development of their unique skills, we can deliver a more personalized employee experience —while flexibly responding to evolving client needs.

As of August 31, 2025, our people held more than 530,000 credentials with our ecosystem partners.

Using skills data, we tailor learning recommendations and offer staffing opportunities that align with individual interests and client priorities. Our ability to identify emerging skills early allows our people to build in-demand capabilities and advance their careers while helping our clients reinvent.

As new skills emerge, we work to integrate them into our skills architecture, enabling our people to signal their aspirations and track their growth through learning, staffing and networking opportunities.

Our AI skilling strategy is anchored in three pillars— Educate, Enable and Embed—designed to build AI fluency, hands-on ability and deep integration into how we work, based on role and need. Our AI learning programs are helping us expand our advanced AI specialists, with a focus on using new AI tools equitably, sustainably and without bias. In fiscal 2025, we deepened our emphasis on advanced AI and launched additional education efforts through our Technology Quotient (TQ) program—an ongoing technology skills curriculum and learning program—to help our people understand the growing impact of agentic AI.

As of August 31, 2025, over 550,000 of our people have completed training on the fundamentals of generative AI.

With the integration of Udacity, our technology learning platform, we have enhanced our content offerings and learning experiences to support the development of skills in key areas like advanced AI. Udacity focuses on practical, hands-on, mentor-supported learning, including enablement on proprietary AI tools.

Additionally, our advanced AI skilling roadmap includes role-based boot camps, in-person summits, partnerships with leading educational institutions and cross-service learning pathways—positioning our people to be not just AI-enabled, but agentically empowered.

We reached approximately 77,000 skilled AI & Data professionals in fiscal 2025 against our goal of 80,000 by the end of fiscal 2026.

We continue to grow our AI & Data workforce. We reached approximately 77,000 skilled professionals at the end of fiscal 2025, against our goal of doubling our AI & Data workforce to 80,000 by the end of fiscal 2026.

Our people are learning to guide clients across industries in reinventing their businesses through advanced AI utilizing immersive experiences like Consulting Day and Strategy Day to bring AI tools into real-world scenarios.

Strengthening leadership skills

People expect more from their leaders than ever before. Great leadership is fundamental to our culture and an integral part of how we run our business. We believe leadership is everybody's responsibility across all levels— from an experienced analyst who mentors a new joiner to the most senior executives leading our business. We are cultivating future-ready leaders who can navigate complexity, drive reinvention, and inspire teams across all levels.

In addition to targeted and curated learning for specific audiences, we work to embed the importance of leadership across our learning experiences including our performance, rewards and recognition processes utilizing generative AI tools and learning workshops. For example, a generative AI conversation simulator allows leaders to practice coaching conversations so they can be more effective in the moments that matter, the everyday developmental conversations with their teams.

We also recognize and celebrate those who role model leadership every day with a People Leadership award in our recognition platform.

Learning that increases understanding

We provide our people with a robust catalog of learning opportunities to build greater understanding and help foster an inclusive workplace. Examples include:

- Neuroinclusion training modules are available for our global workforce, people leads, HR business partners and recruiters. In addition, members of our neurodivergent community co-developed guides on autism, ADHD, dyslexia, dysgraphia and dyscalculia to educate and raise awareness of inclusive behaviors.

- To empower our people to work more effectively and inclusively across their teams, we offer, along with Aperian, an online learning platform that helps bridge work-style, communication and cultural difference, to help our people learn about cross-cultural differences and cultural styles.

Sustainability Quotient training

Our award-winning Sustainability Quotient (SQ) learning program, previously honored with the Brandon Hall Group Excellence Gold Award, features expert-curated content from Accenture leaders. SQ includes 10 concise, real-time learning modules that provide valuable insights into the importance of sustainability in driving business impact and value creation.

Unlock people's potential

Striving to help people feel "Better Off"

We believe we are uniquely positioned to help drive positive change by unlocking people's potential with our clients and in communities around the world through partnerships, community impact, skilling and employment opportunities.

Unlocking people's potential starts with a fundamental question: Are they "Better Off" working here? Leaving our people Better Off means that we meet their fundamental human needs so they feel they are:

- Healthy and well—physically, emotionally and financially
- Connected, with a strong sense of belonging
- Doing work that has purpose and makes a meaningful difference
- Building market-relevant skills that lead to vibrant careers

Our [research](#) shows that meeting these human needs can unlock up to two-thirds of a person's potential at work.

Improving through listening

Listening to the voices of our people provides the input to help make sure they have the tools and resources to do their jobs and the right learning opportunities, and that they can explore meaningful career pathways and experience a positive and respectful work environment.

❑ Learn more in the **Experience—People** section.

Growing vibrant careers

Our vibrant career paths are flexible by design, so that our people are encouraged to develop their skills, bring new ideas, suggest creative solutions and lend their bold, authentic voices to their work. We want Accenture to be the best place for our people to achieve their personal and professional aspirations— a place to learn, grow and thrive.

Our people are empowered to share their career interests and be supported in charting a career that aligns with their interests and ambitions. Throughout the year, people leads are responsible for guiding individuals on how to develop and grow to achieve their ambitions.

Our Performance Achievement approach helps our people get and stay on track to make an impact, through quality priorities, honest self-reflections and reflections from priority reviewers.

We support all career journeys

Mentoring and returnship programs are critical drivers for the development, engagement and retention of our talent and complement our leadership development programs.

Mentoring

Mentors promote holistic personal and professional development, connecting our people with a shared interest, experience or passion for advancing our culture. Our mentoring programs, which are open to all our people, give participants the opportunity to grow their global network and learn from a variety of perspectives.

Returnship

These programs focus on clearing barriers to workforce re-entry through mentoring, training and skilling opportunities and other support. For example, in the Netherlands, our Parental Reboarding Program supports a smooth return to the workforce with personalized return-to-work plans, mentorship, coaching and community support through our Working Parents Network.

Pride at Accenture

90+ networks across **45+** countries

Neurodiversity-based networks

20 countries

Gender-based networks

130+ vibrant communities in **35+** countries

Disability-based networks

30+ countries

Cultural diversity

We also have networks for Caregivers, Race & Ethnicity, Indigenous People, Refugees, Socio-economic inclusion, Interfaith and Veterans, where locally relevant.

We hold annual talent discussions to help our people reflect on their performance and to identify meaningful development opportunities and actions to support their career growth.

In fiscal 2025, we promoted approximately 97,000 people. Our proprietary Careers Marketplace app supports our people to pursue new opportunities. Our people use it to explore and apply for open roles within our company.

Celebrating each other's achievements

Our new recognition platform, Recognize, is transforming how our people celebrate each other's achievements and making gratitude a natural part of daily work life. Utilizing generative AI-assisted messaging, this platform provides an enhanced digital experience for our people to celebrate key milestones and accomplishments—resulting in an average of nine recognition moments being shared every minute since its launch in April 2025.

Our culture

We value and respect all our people, and we are committed to creating an environment that enables everyone to fully contribute. Consistent with our Core Value of "Respect for the Individual," we treat each other, and those we interact with, respectfully. We strive to maintain a safe and non-threatening workplace, and perform our work in an environment of respect, collaboration and meritocracy.

With zero-tolerance for discrimination, a workplace free from bias and a culture where all our people feel they are respected, we empower our people to do their best work so we can more effectively help our clients reinvent their businesses. We build teams that embrace differences because we believe that different perspectives can create better, more innovative solutions for our clients.

Our employee networks

Our employee networks are open to everyone to build community and nurture trusted relationships, mentorship opportunities and avenues for growth, benefiting participants across all career levels and fostering community and inclusion.

Our networks include those for women, persons with disabilities, military veterans and families, LGBTIQ+ people, neurodivergent individuals, and people from various racial, ethnic and cultural backgrounds as well as people of faith and non-faith beliefs.

Commemorating cultural observances

We recognize and celebrate the different cultures of our people to create an environment where everyone is valued for who they are. The publicly recognized observances we marked this year provided opportunities to celebrate, connect and show support for all our people.

These observances include the following globally celebrated moments:

International Women's Day

We celebrated our 21st annual IWD with more than 135 virtual and face-to-face events for our people, clients and partners in more than 40 countries.

World Interfaith Harmony Week

We recognized World Interfaith Harmony Week, focusing on the importance of mutual understanding and interfaith dialogue to promote a culture of peace for all people, expand our knowledge about how our faith or non-faith traditions inform our identities and build bridges. In the United States and Canada, our people also attended, in-person and virtually, our first Interfaith Summit, which focused on a theme of "Honoring Difference with Respect".

International Day for Persons with Disabilities

We participated in PurpleSpace's #PositivelyPurple initiative at 125 of our locations to celebrate the contribution of people with disabilities in the workplace around the world.

International Day for the Elimination of Racial Discrimination

We encouraged our people to gain a better understanding of inclusive leadership and elevate ally behaviors by taking meaningful action to combat the potential impacts of racial and ethnic discrimination.

World Day for Cultural Diversity for Dialogue and Development

Our people were given the opportunity to learn about the importance of intercultural dialogue for achieving peace and sustainable development.

Pride celebrations

Our Pride at Accenture network hosted 180 events around the globe.

Neurodiversity observances

Our Neurodiversity networks held a range of live events during Neurodiversity Celebration Week, including panel discussions with neurodivergent leaders to educate and raise awareness of neuroinclusive behaviors.

Global Accessibility Awareness Day

To commemorate Global Accessibility Awareness Day we hosted informative sessions that emphasized the importance of accessibility, demonstrated how to create more accessible everyday work products and highlighted our efforts to support both our people and clients.

We are committed to equal opportunity and a workplace free from bias

We proactively monitor our processes in an effort to avoid bias and work to ensure all our people have the right skills, roles and behaviors to successfully advance in their careers at Accenture.

Our self-identification programs, where legally permitted, provide our people with the option to voluntarily share information about themselves—such as their legal gender, gender identity, sexual orientation, ethnicity and race, military service or veteran status, disability and neurodiversity status and socio-economic background.

As of August 31, 2025, approximately 17,000 of our people have self-identified as a person with a disability and approximately 82%* of our people may share their sexual orientation and gender identity.

Zero tolerance for discrimination

We have a zero-tolerance policy for any form of discrimination, regardless of age, disability, race and ethnicity, gender identity or expression, sexual orientation or religion.

Our leaders are expected to exemplify this commitment to meritocracy and non-discrimination. Our employment decisions are required to be based on merit, considering a person's qualifications, contributions, capabilities and potential to grow. We also gather our people's feedback to evaluate our progress.

* Excludes Avanade, a joint venture between Accenture and Microsoft.

We make well-being a priority

We offer and curate programs and practices designed to meet our people's fundamental needs. In fiscal 2025, we continued supporting our people's well-being through a range of digital tools and initiatives designed by a variety of wellness experts.

We provide our people and their dependents with a comprehensive range of health benefits, from medical, dental and drug coverage to supplemental programs tailored to individual countries.

Across Accenture, we seek input on the needs of our people and provide access to employee assistance programs, public health systems, company-sponsored health programs and mental health and wellness programs, adapted to local contexts where relevant.

For example, in Canada, we have inclusive family-building services such as infertility, adoption and surrogacy, giving our people access to care navigators, support networks, resources and reimbursement. We also offer specialized support to promote healthy pregnancies and babies.

Health and well-being

We strive to create an environment and provide the tools, programs and practices for the emotional and mental health and well-being of our people.

Our mental health initiatives help foster a workplace environment where people feel comfortable engaging in open, honest dialogue which helps to strengthen employee engagement.

❏ Learn more in the **Experience—People** section.

We also continue to elevate proactive support for the well-being of our people through enhanced digital tools, initiatives and internal communications and campaigns.

For example, we provide:

Peer-to-peer support: Through our Mental Health Ally network, approximately 24,000 of our people, from analysts to managing directors, are equipped to help colleagues facing mental health challenges find the support they may need. We offer training to help our people, including our leaders, understand the signs that a colleague needs help, how to have a conversation about mental health, and the steps they can take to support someone in need.

Holistic well-being resources: We partner with mental health organizations to advocate for policies and initiatives that prioritize mental health in the workplace. Our corporate partnership with Thrive Global, a behavior change platform offering science-based solutions to improve health outcomes, has enabled us to deliver customized programs to help our people achieve a sense of belonging and purpose.

These programs include skills to support emotional and mental resilience, strengthen a sense of belonging, adopt nutritional strategies for better cognitive health and support the holistic needs of our people and their families.

The Accenture Well-being Hub: Globally, we provide our people with a single online source for their physical, mental and financial health offerings supporting them across key stages of life.

The Hub offers support for sleep, mindfulness, parenting, work/life balance, productivity, financial literacy and mental health (with counselor support where needed) through partners including Thrive Global, Calm, Wysa, RethinkCare, nudge and Optum. Users are guided by an AI-powered chatbot that can help them find what they need. Additionally, our people in Canada and in the U.S. can access their medical plans via the Hub. These programs are also available to our people's family members to help support the whole person.

Workplace health and safety

Our global Workplace Health and Safety policy defines the responsibilities of all our people and contractors to keep our work environment healthy and safe, wherever they work; drives compliance with applicable laws and regulations; and fosters adoption of health and safety management standards across our company.

We have received ISO® 45001 certification—a globally recognized standard for occupational health and safety—in countries including Australia, Brazil, Germany, India, Ireland, Italy, Spain, the Philippines and the United Kingdom. We aim to bring all countries we work in to a baseline standard equal to ISO® 45001.

In fiscal 2025, we continued to enhance our Global Health, Safety & Environmental program with new training and tools, building on our global governance model. Our Global Protection & Security (GP&S) team continues to provide incident management and security advice and assistance to our people. The GP&S team is responsible for maintaining a 24/7 Global Watch program to assist our people with urgent physical security and life safety incidents.

We continue working to meet our goal that all our locations are physically accessible. Our Accessibility Centers also offer enablement and advisory services, collaborative technology research, recruiting and other support for our people with disabilities.

Workplace accessibility by design

We strive to create a safe and welcoming environment where all our people can thrive. Across our physical spaces, this includes:

- **Accessibility Centers**—available in 54 locations in 24 countries, these interactive spaces support our people to try and test accessible technology and solutions to provide the tools that best support their individual needs. Our Centers also serve as hubs for education, collaboration and exchanging ideas, including with our clients and local communities

- **Accessible design**—automated doors, ramps, elevators and wide corridors accommodate wheelchairs and other mobility aids. We support different needs by providing braille signage, sound reduction surface treatments, adjustable desks and seating zones, and by eliminating flashing or strobe lighting. Our people can also access location-specific accessibility reports through our office reservation tool—providing transparency into available accessibility features like step-free access, door width, counter heights, and more, helping them plan their day with confidence

- **Private and supportive spaces**—includes wellness rooms, interfaith rooms, lactation rooms and all-inclusive restrooms

- **Expressive environments**—we celebrate different cultures, backgrounds and perspectives including through art, programming and signage

And to support our people whether they are working in person or virtually, we provide an Accommodation Support Tool—available in 42 countries—for requesting assistive technology, flexible work arrangements, ergonomic equipment, screen readers, noise-cancelling headphones and more. Employees can also use the tool to raise concerns about accessibility barriers—whether related to a website, application or physical workspace—for which they need support.

Total Rewards

Our Total Rewards program is designed to reward our people's skills, contributions and career progression. Our total rewards consist of cash compensation, equity and benefits, and are tailored to the market where our people work and live. Certain rewards, like equity and bonuses, are opportunities for our people to share in the overall success of our company. As our people advance in their careers, they have expanded opportunities to be rewarded. Our rewards go beyond financial rewards and include health and well-being programs that help care for our people.

Commitment to pay equity

We are committed to pay equity—across gender, race and ethnicity—and we have processes and reviews in place to compensate our people without bias, based only on legitimate business factors.

Additionally, we have a regular review process to validate living wages using applicable external benchmarks in the local country context and help ensure we pay 100% of our people the appropriate living wage or more, which is above the legally required minimum wage in those countries. Accenture is accredited as a Living Wage employer in both the United Kingdom and the United States, the two countries where such accreditation is currently offered.

Foundational benefits standards

We are on a journey to be a leader in offering a unique set of foundational benefits to all our people, regardless of where they live and work, so they can be their best selves—professionally and personally—and achieve their aspirations.

Our foundational benefits allow our people to optimize their health and know they are truly cared for across the stages of life. We are working to provide equal access to these benefits in order to create opportunities for our people to thrive.

Our goal is to provide the following level of minimum benefits globally, where legally allowed or available in the market.*

We realize these are standard offerings in some markets; however, where not standard, our intention is that providing the following benefits will improve access and parity:

Telehealth services

To provide convenient and accessible health care, we offer telehealth services to approximately 99% of our people—including virtual access to non-emergency medical services for common ailments. Our people can access this care through Accenture-sponsored plans or government-provided plans.

* Excludes Avanade, a joint venture between Accenture and Microsoft.

Preventative health care

We offer approximately 88% of our people a range of preventative health care services—such as exams and immunizations—through Accenture-sponsored plans or government-provided plans. These services help to identify potential risks or conditions early on and prevent their development or minimize their impact.

LGBTIQ+ medical plans

We provide, where legally allowed or available in the market*:

- Equal access to medical plans for same-sex partners and/or recognized domestic partners where currently provided to spouses.

- Coverage for transgender-inclusive health care benefits through Accenture-sponsored medical plans or government-provided plans.

Vacation

To give our people space to refresh, re-energize and enjoy time away from work, we offer a minimum of 15 days of paid vacation, inclusive of vacation entitlements, non-statutory holidays and additional paid time off.

Maternity leave

We aim to provide a minimum of 16 weeks of paid maternity leave (which may include both parental and disability leave) or the equivalent paid time away to all birth parents, inclusive of dual parental benefits and social subsidies, where available and in accordance with law. This benefit is offered to approximately 97% of our people. In addition, we are working to expand our parental, adoption and surrogacy leave standards globally.

Bereavement leave

Mourning the loss of a loved one is a very personal journey that looks and feels different to each individual. To give all our people time to grieve, no matter where they work or live, we provide paid bereavement for the loss of a family member, specific to each country's local norms.

We strive to provide a minimum of four weeks of paid leave to our people who experience the loss of a spouse or a partner, or child(ren), including a stillbirth. This benefit is offered to approximately 96% of our people, inclusive of statutory requirements and parental leaves.

In addition, we strive to provide a minimum of three days of paid bereavement leave to our people who experience a miscarriage or have a partner who experiences a miscarriage. This benefit is offered to approximately 98% of our people, inclusive of statutory requirements.

* Excludes Avanade, a joint venture between Accenture and Microsoft.

>

SUSTAINABILITY

We anchor sustainability in business fundamentals

In this dimension

SUSTAINABILITY

We help our clients connect sustainability to reinvention; operate our business with a strong commitment to the environment, ethics and human rights; and work to create value in communities around the world.

Highlights

We continue to work toward our environmental goals

We achieved our

2025 carbon removal goal

We continue to work toward our

SBTi-approved net-zero targets

We maintained

100%

renewable electricity in our facilities

We encourage supplier sustainability

90%

of our key suppliers* have disclosed emissions targets and

96%

of key suppliers* have disclosed actions to reduce their emissions, achieving our 2025 supplier sustainability goal

Our Sustainable Procurement Hub is available in

50+

countries

We create value in communities around the world

Our new Learning to Earning initiative helped approximately

2.5M+

people worldwide gain employment-relevant skills and

190,000+

people were supported in finding a job or starting a business**

149,000+

of our people participated in Season of Impact

*Key suppliers for the purposes of this goal were defined as vendors that represent a significant portion of our 2019 Scope 3 emissions.
**The same individual may be reported as receiving support in both learning and earning.
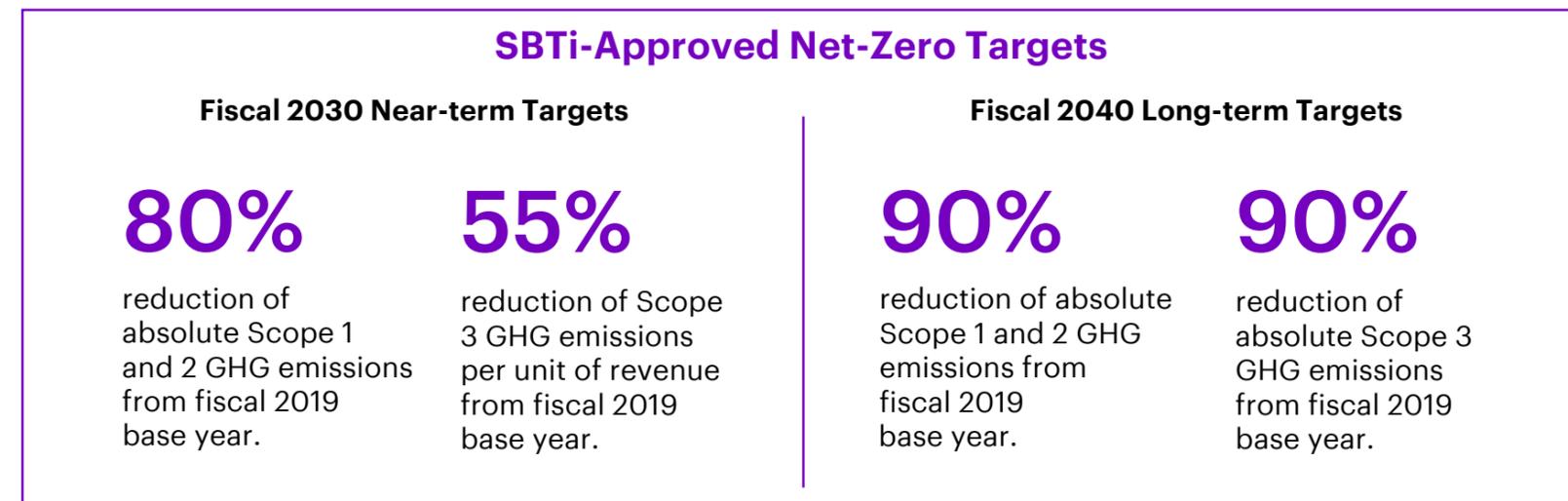
Our goals & progress

Our journey

We began to measure and disclose our environmental impact in 2007.

We have set goals in alignment with the criteria and recommendations of the Science Based Targets initiative (SBTi).

Carbon reduction and removal

- In 2018, we established **an SBTi 2025 near-term emissions reduction target,** which we have surpassed.

- In 2023, we achieved our goal of **100% renewable electricity** in our facilities, and we maintained this in fiscal 2025.

- In fiscal 2025, **we achieved our 2025 carbon removal goal** through the use of credits from our nature-based carbon removal projects, which were applied to remaining emissions after reductions across our Scope 1, 2 and 3 emissions.

SBTi-Approved Net-Zero Targets

Fiscal 2030 Near-term Targets

80%
reduction of absolute Scope 1 and 2 GHG emissions from fiscal 2019 base year.

55%
reduction of Scope 3 GHG emissions per unit of revenue from fiscal 2019 base year.

Fiscal 2040 Long-term Targets

90%
reduction of absolute Scope 1 and 2 GHG emissions from fiscal 2019 base year.

90%
reduction of absolute Scope 3 GHG emissions from fiscal 2019 base year.

Water risk

To reduce the impact of climate-related flooding, drought and water scarcity on our business and our people, **we have completed the development of water resiliency action plans for 100% of our facilities in high-risk areas,** achieving that goal by the end of 2025.

Zero waste

We achieved our goal to reuse or recycle 100% of our electronic waste relating to computers, servers and uninterruptible power supply devices as well as all our office furniture, by the end of 2025 and we will continue to focus on this going forward.*

Since 2023, we have **maintained the elimination of single use plastics** in our facilities (straws, plates/bowls, cutlery, cups, lids, stirrers, bottles and to-go containers) by purchasing reusable and plastic-free items.

*Excludes Avanade, a joint venture between Accenture and Microsoft.

Supplier sustainability

We have achieved our goal that 90% of our key suppliers disclose their environmental targets and actions to reduce emissions by the end of 2025.**

Ethics & Compliance

98% of our people completed Ethics & Compliance training, achieving our annual goal to maintain 90%+ completion rates.

**Key suppliers for purposes of this goal were defined as vendors that represent a significant portion of our 2019 Scope 3 emissions.

Environment

Our environment goals span three areas: carbon reduction and removal, planning for water risk and moving toward zero waste.

🌍 Carbon reduction and removal

We remain committed to reducing our environmental impact in how we operate our business. In fiscal 2025, we achieved our 2025 carbon removal goal through the use of credits from our nature-based carbon removal projects, which were applied to remaining emissions after reductions across our Scope 1, 2 and 3 emissions.

We continue to work toward our SBTi-approved net-zero greenhouse gas (GHG) emissions targets, including near-term 2030 and long-term 2040 reduction targets, which are aligned with SBTi's Corporate Net-Zero Standard.

Carbon reduction

Our GHG emissions primarily result from business travel and purchased goods and services. In fiscal 2025, we maintained 100% renewable electricity in our facilities through the purchase of renewable electricity contracts equivalent to the amount of electricity we consume.

As of the end of fiscal 2025, our Scope 1 and 2 emissions decreased 91% from our fiscal 2019 base year against our 2030 target, primarily due to a mix of maintaining 100% renewable electricity in our facilities, as well as driving energy-efficient practices where possible. Our Scope 3 emissions per unit of revenue decreased by 61% against our 2030 target.

We continue to strive to reduce or mitigate increases in our Scope 3 emissions, by leveraging digital tools to meet client needs while minimizing travel where feasible; encouraging our people to make climate-smart travel decisions; working together with our suppliers to decarbonize business travel, set environmental targets and collaborate on their decarbonization journey; and focusing on sustainable AI and technology solutions.

While we plan to continue these actions, our ability to achieve our near- and long-term goals remains challenging. Our emissions may increase as our business grows and evolves to meet our clients' needs, including driving reinvention with AI, data and technology, and as we continue to collaborate with clients in their locations.

Additionally, our progress may be impacted by the availability and cost of low- or zero- carbon energy sources and technologies, and the ability of our suppliers to reduce their emissions and harness new technologies.

Renewable electricity

In fiscal 2025 we maintained 100% renewable electricity in our facilities.

As we do not own our facilities and procure most of our energy from the grid, we purchase renewable electricity contracts equivalent to the amount of electricity we consume, in line with the guidelines set by RE100, the global consortium of businesses committed to 100% renewable electricity.

Going forward, we plan to maintain 100% renewable electricity in our facilities. As we purchase renewable electricity, including through power purchase agreements, we also support the generation of more renewable sources of electricity.

We also continue to drive energy efficiency. In fiscal 2025 we expanded our use of smart meters, which provide benefits including increased speed of data collection and analytic insights to inform our energy management decisions.

Responsible travel

We continue to use technology to facilitate more cost- and carbon-efficient delivery for our clients and our business and have implemented an internal carbon price on travel to encourage climate-smart travel decisions. We used Microsoft Teams for more than 17 billion minutes of audio and more than 4 billion minutes of video calls in fiscal 2025.

When travel is necessary, we are equipping our people to make climate-smart travel decisions. For example:

- We use analytics and reporting to help our travelers and business stakeholders to estimate future travel and use less carbon-intensive modes of travel. This includes measuring the carbon savings by switching from air to less carbon-intensive rail travel, and emphasizing in our travel policy and communications the use of rail over air when practical.

- Our Travel Smart Toolkit shares policies, resources, ideas and templates to support project teams in their carbon reduction journey.

- An aviation carbon calculator highlights emissions differences between flights to inform booking decisions.

Our air, hotel and ground transport suppliers are a key resource in reducing the carbon associated with travel, and we are working together to increase the availability of lower-carbon choices for our travelers.
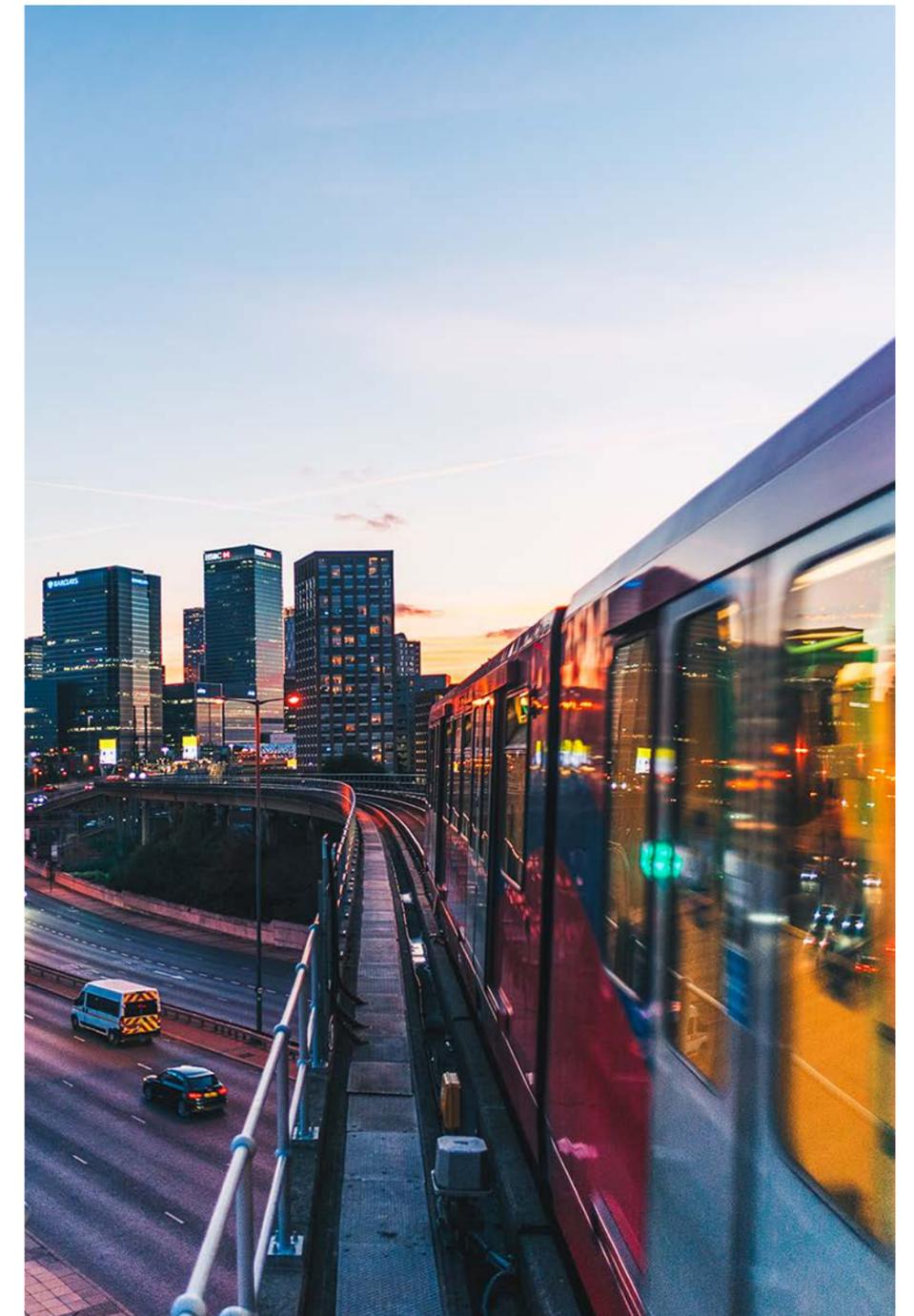
Supplier sustainability

We are working with our suppliers to reduce our Scope 3 emissions.

In fiscal 2025 we achieved our goal that 90% of our key suppliers* disclose their environmental targets and actions being taken to reduce emissions. Going forward we plan to continue engaging with our suppliers to gather more emissions data using our Sustainable Procurement Hub and work together with our suppliers to set environmental targets and collaborate on their decarbonization journey.

❑ Learn more about how we are engaging with our suppliers in the **Sustainability—Supply chain** section.

Enabling low-carbon client delivery

Just as we engage with our key suppliers to understand how their actions affect our emissions, our clients engage with us to understand our impact on their emissions.

To support transparency with our clients, we have developed detailed analytics and reporting focused on our business travel emissions so we can share emissions data with our clients as part of our delivery activities.

Sustainable IT

Our global IT organization takes a cloud-first and sustainability-focused approach to the way we operate, develop new applications, and innovate to run our business. With our journey to cloud complete, we continue to focus on new, more sustainable capabilities from our technology providers while further embedding Sustainable IT practices into our operations.

Key ongoing initiatives designed to help lower our technology emissions include:

- Cloud optimization efforts to manage energy consumption and improve efficiency

- Centrally managing device and energy settings of workstations

- Using a data-driven refresh program to extend device lifecycles

- Working with our IT suppliers to understand how we can collaborate to accelerate our journey

As technology rapidly evolves, it unlocks transformative opportunities to address the world's most pressing challenges. However, new technologies can also pose sustainability challenges.

As one of the co-founders of the Green Software Foundation (GSF), we are helping to advance sustainable technology. GSF's initiatives include assessing and reporting the carbon footprint of applications, equipping developers with the tools and training needed for sustainable software engineering, and discovering energy-efficient practices for AI.

In fiscal 2025 we made notable progress in scaling sustainable AI, including:

- Creating role-based Sustainable Software and AI training for leaders, architects, and developers, to embed sustainability-by-design into generative AI solutions

- Continuing to embed sustainability as a core principle in how we design, deploy and use AI

- Building a generative AI carbon calculator and dashboard to measure the emissions and cost impacts of AI. The tool evaluates how efficiently an AI system uses computing power to deliver meaningful outcomes, which provides actionable insights for right-sizing models and optimizing prompts

As we continue taking steps to embed sustainability into technology innovation, including through the responsible use of AI, we remain focused on creating lasting value—for Accenture and with our clients.

*Key suppliers for purposes of this goal were defined as vendors that represent a significant portion of our 2019 Scope 3 emissions.

Nature-based carbon removal

We are investing in nature-based carbon removal projects to remove carbon from the atmosphere.

Our nature-based carbon removal projects are generally targeted to reforest land, improve biodiversity and the resilience of ecosystems, help make agriculture more sustainable and help create green jobs. They are expected to physically remove millions of metric tons of carbon from the atmosphere as part of our journey to our SBTi-approved fiscal 2040 net-zero targets.

At the end of fiscal 2025, our nature-based carbon removal portfolio included projects in Indonesia, the Philippines, the United Kingdom, the United States, and Uruguay. Where technically feasible, we are working with our partners to make sure our projects are registered and tracked or certified against relevant standards.

Our nature-based carbon removal projects are designed to support and respect the United Nations Global Compact's (UNGC) universal principles on human rights, labor, environment, anti-corruption and the UN Sustainable Development Goals (SDGs). We have established reporting procedures to help ensure oversight, quality control and alignment with these principles.

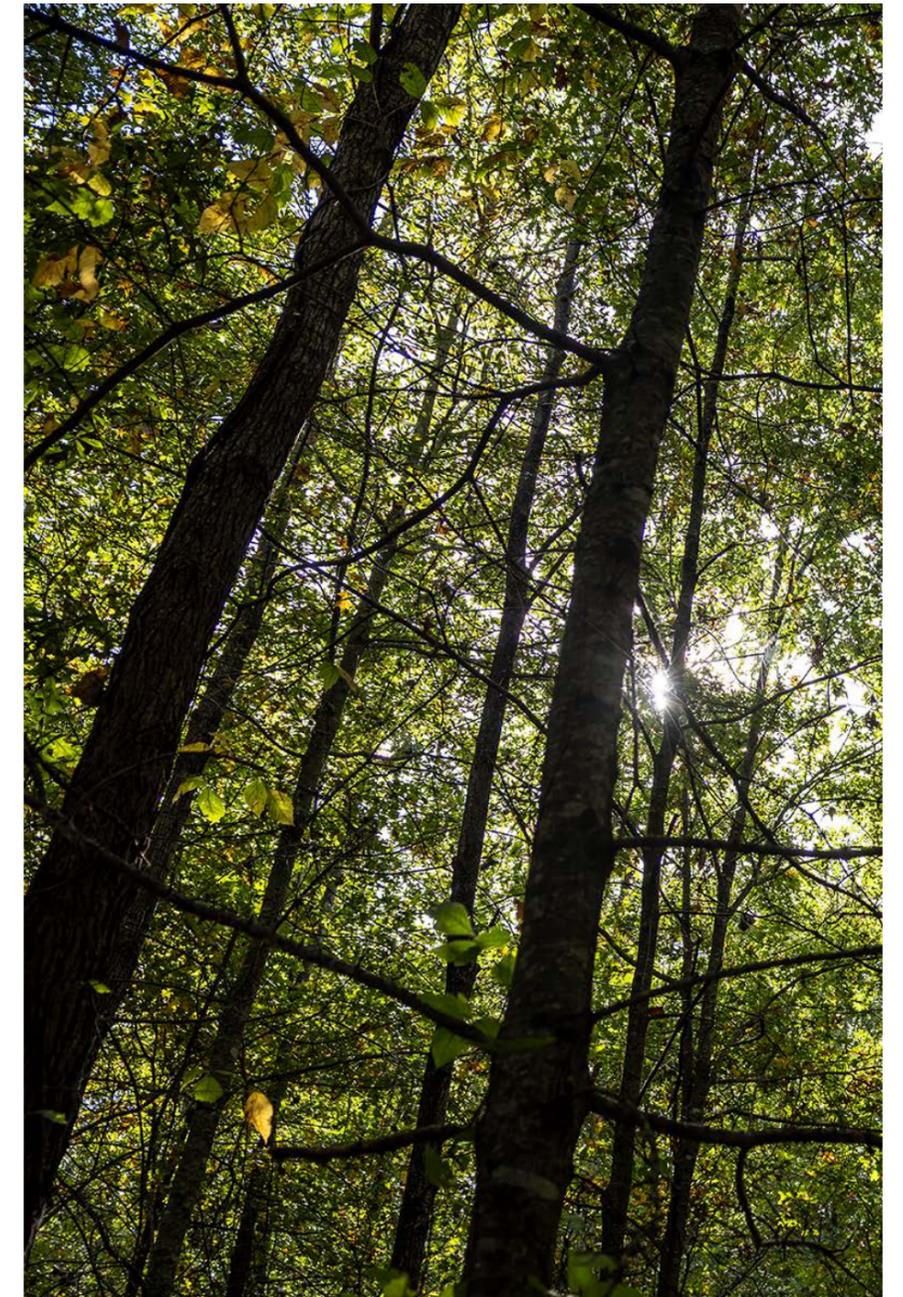In fiscal 2025 we applied carbon removal credits from these projects to address our remaining emissions. We continue to evaluate how best to achieve our SBTi-approved 2040 net-zero targets, which prioritize emissions reductions over removals. We will adapt and evolve our strategy as needed between carbon removals and reduction initiatives, including how we engage with suppliers and focusing on sustainable AI and technology solutions that minimize environmental impact for us and our clients.

Planning for water risk

Although Accenture is not a water-intensive company, to safeguard our people and operations we have developed water resiliency action plans for 100% of our facilities in high-risk areas to reduce the impact of climate-related flooding, drought and water scarcity on our business and our people. We proactively analyze our water risk using the World Resources Institute Aqueduct tool, and we also measure, monitor and report water use for our locations in high-risk areas.

We continue our efforts to minimize our operational use of water where feasible.

An on-site view of our nature-based carbon removal project reforesting the Mississippi Valley in the United States.

Moving toward zero waste: e-waste, furniture and single-use plastics

E-waste and office furniture

In fiscal 2025, we achieved our goal to reuse or recycle 100% of our electronic waste (e-waste)—such as computers and servers—as well as all our office furniture, and we will continue to focus on this going forward.*

- We reused or recycled 100% of our e-waste relating to computers, servers, and uninterruptible power supply devices.

- We reused or recycled 100% of our furniture waste relating to chairs, desks/workstations, sofas and tables, working with vendors to help us extend the life cycle of our furniture, including through refurbishment and reuse or recycling.

Eliminated single-use plastics in our facilities

Since 2023, we have maintained the elimination of single-use plastics in our facilities (straws, plates/bowls, cutlery, cups, lids, stirrers, bottles and to-go containers) by purchasing reusable and plastic-free items.

*Excludes Avanade, a joint venture between Accenture and Microsoft.

Supporting a low-carbon future

To unlock shared value for business and society, we are supporting the development of solutions that aim to help create a low-carbon future.

Examples include:

Direct air capture

We are helping support development and scaling of carbon dioxide removal technology using direct air capture (DAC) with Climeworks and 1PointFive. We are continuing to help Climeworks use IT and cloud in its operations, and have also engaged the company to explore how its innovative technology-based carbon dioxide removal solution may be used to help advance our environmental commitments.

Sustainable aviation fuel

To help facilitate the growth of sustainable aviation fuel (SAF) supply and demand, we are collaborating with cross-industry ecosystem partners.

We are a member of United Airlines' Eco-Skies Alliance of corporate SAF buyers and are committed to purchasing SAF only from socially and ethically beneficial sources. We are also a partner in the Qantas Sustainable Aviation Fuel Coalition, which was created to help Qantas accelerate the use of SAF across their fleet, and aims to support the development of the SAF industry in Australia.

In 2022, Shell Aviation, Accenture and American Express Global Business Travel, with support from Energy Web Foundation, collaborated to launch Avelia, a blockchain-powered book-and-claim solution for aviation. Avelia uses blockchain, a digital database, that securely tracks both the delivery of SAF into the aviation fueling network and the allocation of associated environmental attributes, preventing erroneous double counting. As of June 2025, Avelia has contributed to more than 41 million gallons of SAF being injected into the global aviation fuel network.
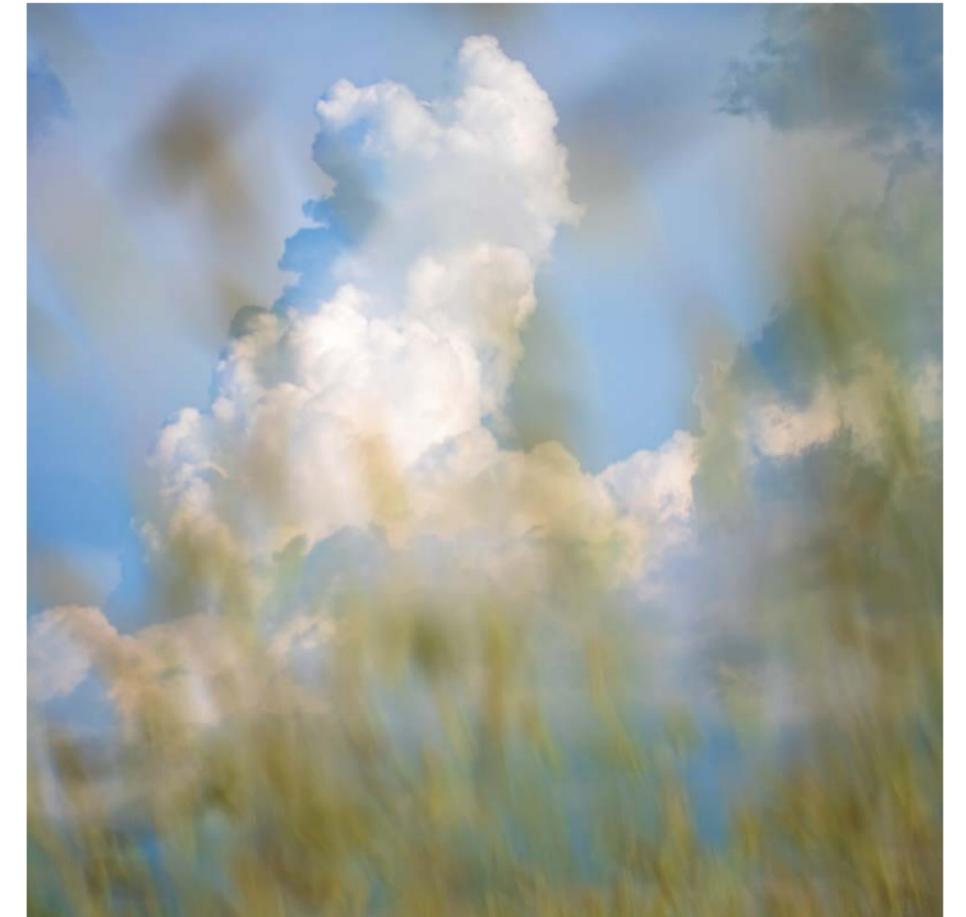
Nature and biodiversity

We recognize the importance of nature and biodiversity restoration and remain committed to managing our impact. We have taken steps in our own operations and we are engaging with our clients, our suppliers, our people and our communities to take action.

- **Our operations:** We are taking action for nature through our environment goals—including our nature-based carbon removal solutions.

- **Our clients:** We are helping clients prioritize nature-related risks and opportunities, develop strategic roadmaps with actionable targets and tech-enabled monitoring to drive business resilience and value.

- **Our suppliers:** We engage with suppliers around nature and biodiversity through our Sustainable Procurement Hub.

- **Our people:** We provide opportunities for our people to learn, commit, volunteer and innovate. This includes nature and biodiversity training and acting as environmental volunteers and teachers.

- **Our communities:** We are engaging with our communities to create positive impacts on nature by collaborating with partners and investing in projects to support innovation, education and digital solutions.

We support the call for nature and biodiversity targets, that drive business value grounded in science and based on clearly defined guidance and frameworks, in collaboration with leading standards-setting organizations.

Environmental Responsibility Policy

Accenture's most significant environmental aspects relate to Scope 2 electricity usage in our locations and Scope 3 emissions from business travel and purchased goods and services. Reducing our environmental impact is built into our Code of Business Ethics and our Core Values, specifically Stewardship. These inform our Environmental Responsibility Policy, which was established in 2007 and is reviewed annually. In addition, industry-wide external certifications, such as ISO® 14001, demonstrate our commitment to running our business responsibly and sustainably and to integrating environmental processes into our operations. Accenture's Environment Management System is ISO® 14001 certified globally, with more than 100 locations in scope across our operations. Our ISO® 14001 certified locations are listed on Accenture's ISO® 14001 certificate.

Ethics & governance

Our commitment to ethics, human rights and strong corporate governance is a key driver of our business strategy and is essential to safeguarding our people, clients, brand and financial performance. It is the foundation on which we build trust.

Our defined corporate governance structure and Ethics & Compliance program—grounded in our Core Values and Code of Business Ethics (COBE)—guide our strategic business decisions and actions as we strive to foster a culture of integrity, transparency, inclusivity and respect for all people.

We believe that our shared ethical culture is critical to our growth in a competitive marketplace. Our clients involve us in some of the most sensitive areas of their business, in part because of our integrity and commitment to the highest ethical standards, as evidenced by our long-term client relationships around the world. This is reflected in the fact that we have long-term relationships and have partnered with our top 195 clients for 10 or more years.

❏ Learn more in the **Client** section.

We are building a strong ethical culture

Making the right decision in the moment when it matters is essential in today's fast-changing business, legal and regulatory landscape. To help our people make ethical choices and consider the full impact of their decisions, we rely on our Core Values, our COBE and policies to inform our behavior.

We offer a broad range of resources to help our people better understand and fully engage with our COBE, including annual required Ethics & Compliance training, a Making Good Decisions tool, our COBE toolkit with downloadable job aids, and internal and external platforms for raising concerns, including anonymously.

In recognition of these efforts, Accenture has been named to Ethisphere's World's Most Ethical Companies list for 18 consecutive years—a testament to our commitment to ethical business practices.

Ethics & Compliance training

All our people, including part-time employees, as well as contractors, are required to complete our Ethics & Compliance training each year and attest to their understanding of our COBE and relevant policies. This is fundamental to promoting a shared understanding of ethical conduct across our organization. In fiscal 2025, we achieved completion rates of 98% for Accenture people, including our managing directors, and 100% of our Global Management Committee (GMC).

Our Ethics & Compliance training is regularly updated to feature interactive and visually engaging courses on our COBE, including current topics such as AI and data, protection against deepfake threats, and protecting information. The training also promotes knowledge on identifying and reporting harassment, sexual harassment and disrespectful behavior and supporting inclusion and a bias-free workplace. Our people in Brazil, Canada, France, India, Philippines and the United States are required to take additional annual anti-harassment training that meets local regulations.

As part of our Ethics & Compliance training, we also offer a module on anticorruption, which is required for all executives (managers and above) and people in certain corporate functions. We had a 99% completion rate for this module in fiscal 2025.

Our goal is to maintain our high completion rates for training globally and to continue to evaluate our training (including through user feedback) to make sure it remains relevant and effective.

People in higher-risk roles and markets are provided additional anticorruption and other compliance training, including training led by our local Legal teams.

Our Core Values

Our values shape our culture and define our character. We live our Core Values through individual behaviors that guide how we act and make decisions.

To see our Core Values, visit the Code of Business Ethics page on our website and click "Download our code."

Anticorruption policies and compliance

Our COBE and related anticorruption policies, which are both part of our global Ethics & Compliance program and human rights efforts, require our people, business partners and business intermediaries (and suppliers through our Supplier Standards of Conduct) to comply with anticorruption laws everywhere we do business, including:

- U.S. Foreign Corrupt Practices Act (FCPA)

- Organization of Economic Cooperation and Development (OECD) Convention on Combating Bribery of Foreign Public Officials in International Business Transactions

- United Nations Convention against Corruption

- U.K. Bribery Act

- Other applicable anticorruption laws

As the business environment continues to evolve, we remain focused on assessing and mitigating our risk profiles. In fiscal 2025, we continued to work with outside counsel to conduct a compliance review to assess the effectiveness of our anticorruption program and identify areas for continued enhancement to align with leading practices and global regulatory expectations.

Reporting concerns and transparency

We encourage and empower our people and third parties to speak up safely and confidently if they experience, see or become aware of any potentially inappropriate behavior, including any form of disrespect, harassment, racism, discrimination or retaliation—or have any concerns about unethical, illegal behavior or breaches of human rights. We have zero tolerance for retaliation.

We offer our people many ways to raise a concern—through our leaders, through any of our people in Human Resources or Legal, and anonymously through our Accenture Business Ethics Helpline—and once they do, we make it clear what to expect, with descriptions of the review and resolution process.

We also encourage our people to escalate a concern—without fear of retaliation—if they do not receive an acceptable response from their first point of contact. We take all concerns raised seriously, including allegations of retaliation.

We investigate 100% of concerns reported to HR, Legal or the Accenture Business Ethics Helpline, and seek to confirm the facts in a professional, methodical, thoughtful and balanced manner. Upon completing our investigation, we determine appropriate outcomes and endeavor to apply them fairly and consistently on a global basis—regardless of seniority, position or contribution to Accenture.

Greater transparency—from what happens after our people raise a concern to the resulting outcomes—is an important element in helping them speak up.

We promote greater transparency through an internal site where our people can find out:

- How to raise a concern.
- How to find support once they raise a concern.
- How the investigation process works.
- How we protect reporting parties.
- How we have zero tolerance for any form of retaliation against anyone who raises a concern.

This site also reports aggregated internal data on a global percentage basis about the types of conduct-based matters investigated in the previous fiscal year and their outcomes.

Further increasing transparency, in addition to information found in our COBE, we make public our policy on Speaking Up and Zero Tolerance for Retaliation, which outlines how our people can raise a concern (including formal grievances if required) and reporting and escalation procedures.

Clear standards of behavior

The first fundamental behavior in our COBE is "Make Your Conduct Count." It articulates five locally relevant yet globally applicable standards to guide how our people act:

- We speak up about concerns, knowing Accenture never tolerates retaliation.

- We treat each other with respect.

- We are proud to be ambassadors of Accenture, and we act accordingly.

- We apply our principle of meritocracy when we make decisions about our people.

- We ensure our personal interests and relationships do not create conflicts for Accenture.

This framework is our foundation for creating a positive, respectful and inclusive work environment.

We continue to highlight our standards of behavior in our required Ethics & Compliance training. We also monitor our ethical environment through anonymous surveys of our people at regular intervals.

Cybersecurity governance

Our enterprise risk management program is an annual and ongoing process designed to identify, assess and manage Accenture's risk exposures over multiple time horizons. Our enterprise risk management program and disclosure controls and procedures are designed to appropriately escalate key risks to the Board of Directors, as well as to analyze potential risks for disclosure. As part of the Board's risk oversight, the Board devotes time and attention to cybersecurity and data privacy-related risks, with the Audit Committee responsible for overseeing information technology risk exposures, including cybersecurity, data privacy and data security.

The Audit Committee receives reports on cybersecurity and data privacy matters and related risk exposures from management, including our chief information security officer, at least twice a year and more frequently as applicable. In addition, the Audit Committee's quarterly risk updates include developments regarding IT security and data protection. Recent topics included integrated third-party risk management, the evolving AI security governance and innovation landscape and client data protection. The Audit Committee regularly updates the Board on such matters and the Board also periodically receives reports from management directly. We have protocols by which cybersecurity incidents that meet established reporting thresholds are escalated within the company and, where appropriate, reported promptly to the Board.
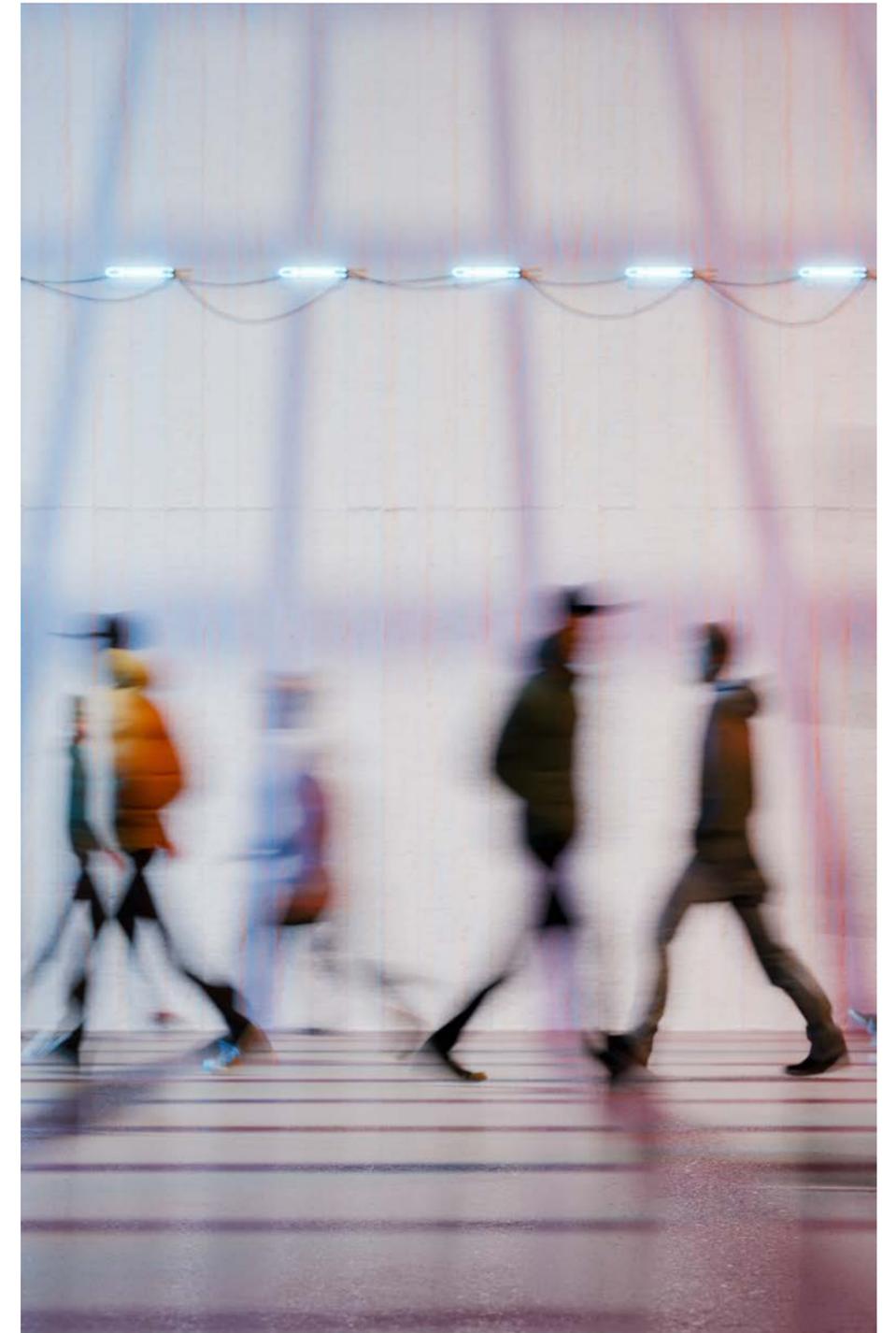
Data privacy and information security

Safeguarding data and systems is one of our most important responsibilities in building and maintaining trust, not only with our people but also with our clients and other stakeholders.

Beyond adhering to specific regional legal requirements, our global Data Privacy program obligations apply strict data privacy and security standards to the information, everywhere we receive or have access to it.

Our people are expected to practice effective and responsible data management in accordance with our policies, including our Data Privacy Policy and procedures, our Binding Corporate Rules for Controllers and Data Processors, and our Breach Notification process, as well as new and changing global regulations and jurisprudence.

While many of our people work in our office spaces, others work in remote and hybrid work environments. This complex work model, partnered with potential business risks associated with ongoing geopolitical tensions, reinforces the need for a proactive, cyber-resilient approach to keep data safe across our business, our people and our clients.

For example:

We strive to adhere to the highest and strictest information protection and privacy standards for handling and protecting personal data. Accenture holds ISO®/IEC 27001:2022 (Information Security) and ISO®/IEC 27701:2019 (Privacy Information Management) certifications across both our Enterprise and Client Service Business. In addition, Accenture obtained approval for its EU BCR for Processors in 2024 which further demonstrates the strength and effectiveness of Accenture's Data Protection Program. These approvals and certifications acknowledge our compliance to certain standards and laws and accountability and require regular reviews or audits to maintain.

Through our data privacy and data protection programs, we work hard to uphold global data protection and privacy requirements in countries where we perform business, including implementation of [Binding Corporate Rules for Data Controllers and Data Processors](#) and other approved international data transfer mechanisms, e.g. Standard Contractual Clauses as applicable. Both programs necessitate completion of privacy reviews (including Transfer Impact Assessments, Privacy Impact Assessments and Data Protection Impact Assessments and periodic external country and internal Enterprise risk assessments.)

Our Enterprise and Client Data Protection programs define the stewardship of Accenture and client information. They define our management processes and controls, in accordance with relevant information protection and privacy laws. Accenture has been externally assessed as operating industry-leading cybersecurity systems at the Highest NIST Cyber Security Framework (CSF) Implementation Tier by BSI.

We take security seriously, with extensive training and learning assets. Our people are mandated to complete data privacy and information security training. Beyond completing our required data security training, Accenture people participate in our Information Security Advocate program, an industry award-winning, self-paced training program designed to strengthen awareness and adoption of secure behaviors. Further, our global awareness campaigns are designed to equip our people with the latest best practice learnings and behaviors necessary to maintain safe data security hygiene.

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

Responsible AI

The Audit Committee's oversight responsibility includes AI risk exposures. As part of this oversight, the committee receives reports on AI-related matters, including our Responsible AI compliance program, and related risk exposures from management, at least annually and more frequently as applicable. The Audit Committee regularly updates the Board on these matters and the Board also periodically receives reports from management directly.

We have developed a Responsible AI compliance program, which is grounded in our COBE and core values and rests on a set of principles that we apply to our internal AI systems and the work we do with clients, partners and suppliers: human by design; fairness; transparency; explainability and accuracy; safety; accountability; compliance, data privacy and cybersecurity; and sustainability. Our program has CEO sponsorship and has been scaled to our people worldwide. As the development, adoption, and use of AI technologies continues to change, we are continuously working to evolve and improve our Responsible AI compliance program, which includes governance and principles, risk screening and assessments, standards and controls, risk mitigation, training and awareness and monitoring.

We continue to focus on embedding AI literacy, including responsible AI as a component within our required ethics and compliance training for all employees, embedding it as content in other AI-related training and then providing more in-depth, targeted training for those employees most directly involved with the development and

deployment of AI. We are also helping clients implement their own responsible AI compliance programs.

Business continuity

Our approach to managing disruption is based on years of experience, preparation and adapting the way we manage and deliver services.

Our business resilience strategy supports how we operate as a company, starting with our global client base and the services we provide to them, underpinned by internal functions and technology, and supported by the collaborations of our third-party ecosystem.

Accenture's business resilience program is aligned to industry standards and practices (ISO® 22301 across our India and Philippines locations and other select locations, based on need).

Corporate governance: our practices and policies

We have a history of strong corporate governance and believe that good governance is critical to achieving long-term shareholder value. We are committed to governance practices and policies that serve the long-term interests of Accenture and our stakeholders. Our 2025 Proxy Statement includes a listing and summary of our corporate governance practices and policies relating to the structure and independence of our Board of

Directors (Board), oversight and shareholder rights, among our other strong corporate governance practices.

→ Learn more in our **2025 Proxy Statement**.

In addition, our Corporate Governance Guidelines and committee charters, which are available on our corporate website, also address corporate governance matters.

These documents outline the role of our Board and its committees and our key governance practices, as well as the experience, qualifications, attributes and skills of our directors.

Oversight of Sustainability

Board oversight

At Accenture, responsibility for sustainability matters starts at the top, with our Board actively overseeing our sustainability strategies and progress in meeting our sustainability commitments, and cascades throughout the business. The Board has delegated sustainability oversight responsibility to committees of the Board based on the expertise of those committees. These committees include:

Nominating, Governance & Sustainability Committee

• The Nominating, Governance & Sustainability Committee is responsible for overseeing our overall sustainability performance, disclosure, strategies, goals and objectives and monitoring evolving sustainability risks and opportunities.

Compensation, Culture & People Committee

• The Compensation, Culture & People Committee is responsible for overseeing our strategies related to our people, including matters such as pay equity, leadership succession and culture, and monitoring related risks.

Audit Committee

• The Audit Committee oversees our approach to the quality of sustainability-related data and controls.

Management responsibilities

Global Management Committee

• Our Global Management Committee sponsors our responsible company strategies. These senior leaders, spanning multiple geographic markets, industries, services and corporate functions, engage on these topics and are responsible for implementing strategies, goals and policies.

• Together, they make strategic recommendations and decisions on our sustainability initiatives, including sponsorship of our non-financial goals.

Sustainability Operations Executive Committee

• Our sustainability operations executive committee, made up of a subset of the global management committee, is accountable for approving strategic global decisions aligned with Accenture's corporate sustainability commitments.

• Our sustainability operations executive committee and steering committee (which is comprised of leaders across the Company) meet regularly to monitor our sustainability performance, identify improvement areas and elevate matters to the Board as appropriate through the global management committee.

Human rights

Accenture Global Human Rights Statement

Our commitment

Accenture has been a signatory to the United Nations Global Compact (UNGC) since 2008. Every year, we submit our Communication on Progress in implementing the Ten Principles of the UNGC and supporting the United Nations Sustainable Development Goals.

As stated in our Code of Business Ethics (COBE), we seek to align to the UN Guiding Principles on Business and Human Rights. We therefore focus our human rights efforts on those areas that we determined are most relevant to our business and operations in terms of potential human rights impacts. We also recognize that our clients and other stakeholders increasingly seek visibility into our human rights practices and policies.

We continue to review our human rights efforts, as well as best practices in the marketplace, to understand how we can further strengthen our commitments.

If it is unclear how to apply the law consistent with our human rights principles, we are guided by our Core Values and COBE to support and respect the principles of internationally recognized human rights.

We also strive to adhere to relevant international instruments and documents, including the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, in addition to the UN Guiding Principles.

Our human rights governance

We consider the support and respect for human rights to be an integral part of our sustainability commitments. Our sustainability operations steering committee, which is comprised of leaders across Accenture, has responsibility across all operational sustainability topics, including human rights governance.

We have also appointed select Accenture managing directors to act as named officers with accountability for compliance with applicable human rights legislation including the Modern Slavery Acts of Australia, Canada and the United Kingdom and the German Supply Chain Due Diligence Act.

Human rights across our business and supply chain

Because of the global scale and diversity of our business, we focus our supply chain due diligence efforts on areas that align with our human rights priorities; areas where we can appropriately make the most impact; and areas of heightened concern or in higher-risk geographies.

We understand the importance of assessing potential risks to rightsholders. We continually review, adapt and incorporate human rights due diligence across our enterprise risk management systems and legal compliance processes, in addition to across our supply chain.

Living wage

Accenture is committed to paying a living wage and continues to drive the adoption of a living wage with our suppliers around the world. Our Supplier Standards of Conduct (SSoC) strongly encourages our suppliers to pay a living wage (or higher) to people who provide services directly to our company and/or our clients.

Supplier Standards of Conduct

Our relationships with our suppliers help us embed and amplify our human rights commitments. Published in 20 languages, our SSoC sets out the standards and practices that Accenture suppliers are required to uphold in respect of human rights and reflects our Core Values, our ethical principles and our commitment to human rights, and supplements our COBE.

In turn, Accenture expects our suppliers to apply our SSoC to their own suppliers, thereby continuing to scale the impact of our ethical procurement strategy.

Supporting human rights through our Sustainable Procurement Hub

We are committed to doing business ethically and legally, and we seek to leverage our global buying power to support human rights.

As part of this commitment, we continue to invest in new technology and processes to help us have greater visibility into our suppliers' sustainability performance, including human rights.

For example, our Sustainable Procurement Hub, is available in more than 50 countries and provides greater transparency from our direct suppliers about their own human rights policies, due diligence and inclusive practices.

❑ Learn more in the **Sustainability—Supply chain** section.

Our human rights priorities

We focus our human rights efforts on areas we determined are most relevant to our business and operations in terms of potential human rights impacts.

To see our human rights priorities, visit the Code of Business Ethics page on our website and click "Download our code."

Human rights reporting

As part of our commitment to transparency and human rights we assess our human rights risks and report on them.

Modern slavery

Our long-standing commitment to human rights includes our efforts toward eliminating modern slavery, child labor and human trafficking from our business and supply chains. Given the nature of our business and supply chains, and the risk assessments we have undertaken to date, we believe the risk of modern slavery, child labor and human trafficking in our business and supply chains is low.

However, we are not complacent and regularly review how we can improve and evolve in response to changing circumstances and our evolving business. Our Modern Slavery Transparency Statement provides more information about our efforts. While this statement is required by law in Australia, Canada and the United Kingdom, it also covers our commitment beyond these jurisdictions.

Conflict minerals

As our business evolves, we seek to continue adapting our human rights due diligence strategies. We work to be thoughtful and targeted in how we select and engage our suppliers, particularly in relation to higher-risk sectors and countries.

For example, we continue to invest in and develop our Sustainable Procurement Hub and Third-Party Risk Management processes, integrating supplier management functions to more seamlessly identify, prioritize and mitigate risks in our supply chain.

Our multidisciplinary 3TG minerals (tin, tungsten, tantalum or gold) working group continues to prepare our annual Conflict Minerals Report by reviewing our supply chain for products that contain 3TG minerals, in conjunction with our third-party specialist.

Our Supplier Impact & Sustainability team has a dedicated focus on conflict minerals in our supply chain and leverages tools like our Sustainable Procurement Hub to better understand our suppliers' sustainability performance, including whether any products our suppliers provide to Accenture contain 3TG. This work is a vital part of how we address human rights, including modern slavery, across our global supply chain.

German Supply Chain Due Diligence Act

We promote transparency, accountability and responsible business practices by conducting due diligence assessments on our own business and our supply chain to identify risks related to human rights, seeking to align with the UN Guiding Principles on Business and Human Rights and to comply with supply chain due diligence legislation.

We have published our German Supply Chain Due Diligence Act Policy Statement (LkSG Grundsatzerklärung). While this statement is required by law in Germany, it also covers our global commitments and processes.

Raising concerns

We encourage our people, suppliers and subcontractors to raise ethical and legal concerns, including potential human rights issues, and we provide a range of secure channels for them to do so confidentially, and, where allowed by law, anonymously.

Whether internal or external, we treat all concerns seriously and in strict confidence. We protect anyone who raises, in good faith, a concern about a human rights issue or who assists us, or a law enforcement authority, by providing information to address such a concern.

We provide a mechanism to enable our suppliers' employees to speak up about legal or ethical concerns. Concerns or violations can be reported (anonymously, where permitted by local law) via the web or through a country-specific number available on the Accenture Business Ethics Helpline. All queries are to be handled by an independent team confidentially—and, where allowed by law, anonymously.

Our ambition is to create more sustainable and more inclusive supply chains through a mindset of responsible buying, both inside and outside our company, while generating long-term value for our clients, suppliers and communities. Engaging with small, medium, inclusive and sustainable suppliers—which are core to the global economy—brings new innovations and different perspectives, and drives resilience to support optimized and value-efficient contribution to our delivery.

Procurement Plus

Our overarching buying approach, Procurement Plus, informs our approach to our supply chain, and helps us build stronger partnerships based on ethical behaviors, transparency, agility and inclusivity. By working with our suppliers through our Global Supplier Impact & Sustainability (SI&S) Programs, we aim to leverage our purchasing power to drive positive change.

Supplier Impact & Sustainability

Within Procurement Plus, our award-winning SI&S Program is at the heart of how we deliver against our responsible buying priorities, and guides how we work with suppliers to promote:

- Ethical procurement and supply chain transparency
- Environmental sustainability and supplier decarbonization
- Human rights
- Supplier impact and development
- Accessible procurement

This program is delivered by a dedicated team of subject matter advisors in environmental sustainability, human rights, supplier impact and development, and data management.

We continue to drive innovation in supplier impact and sustainability by leveraging technology tools such as our Sustainable Procurement Hub to digitize our suppliers' sustainability performance.

Our ethical procurement strategy

One of our top priorities is to foster ethical procurement practices that are reflective of our core values and our Code of Business Ethics (COBE). Our ethical procurement strategy is an underlying component of our business practice and influences applicable training for our people, selection criteria for suppliers and the development of our standards for conducting business with our suppliers.

To encourage broader transparency within our supply chains, we require our suppliers to adhere to our Supplier Standards of Conduct (SSoC), which supplement our COBE, or to make a commitment that is equivalent to our SSoC.

We review our SSOC annually, in line with industry and market conditions, and communicate these standards through a range of mechanisms, including contractual terms and conditions, the Supplier's Guide to Doing Business with Accenture, as well as our purchase order process.

Supply chain

We continue to reiterate our commitment to our standards through communication to 100% of the suppliers that are included in our supplier management program.*

We also expect our suppliers to apply these standards to their own suppliers.

Our SSoC reflects our support of the Ten Principles of the UNGC—and we have continued working to lead by example in upholding these principles since we committed to the UNGC in 2008. These standards are published in 20 languages and set out the environmental commitments, labor standards, human rights principles, accessibility expectation, and other legal and ethical standards we require our suppliers to uphold when conducting business with Accenture.

Additionally, we review our supply chain strategy through the lens of our COBE and the UNGC Ten Principles as part of our efforts to set industry standards for maintaining an ethical supply chain. This is particularly important as part of our continuing efforts to encourage our suppliers to pay a living wage.

Payment certainty

We realize the economic certainty prompt payments provide a supplier, whether a Fortune 500 company or a small- or medium-sized enterprise. Our Payment on Time Center of Excellence and technology investment drive continued improvements in this area.

We are proud to be a part of shifting the payment culture to be more efficient and fairer.

*Our supplier management program includes third-party suppliers with whom Accenture has a direct and enduring contractual relationship.

Sustainable Procurement Hub

The Sustainable Procurement Hub (the Hub) allows us to assess and track performance in environmental sustainability, human rights, supplier impact and development, and ethics and compliance for suppliers we engage through the Hub.

These due diligence processes support our buyers on selection decisions and ongoing supplier relationships, while also giving us the insights to identify any critical gaps that may require actions from suppliers.

The Hub is available in more than 50 countries and continues to be advanced with new features and enhancements. We are now using generative AI to drive efficiency in reviewing our supplier standards of conduct and policy documents. Additionally, we also gather and review public information, as necessary.

In fiscal 2025, we conducted an additional 4,000 sustainability assessments, which help us actively engage with our new and existing suppliers to gain better visibility of sustainability performance in our supply chain and outline paths forward for increased positive environmental and social impact.

Promoting supplier engagement

We believe supporting our suppliers in their own sustainability journeys is a key element of our responsible buying culture and our responsibility towards our suppliers. To help drive value in this space, our Procurement Plus SI&S and Supplier Relationship Management teams encourage sustainability collaboration with suppliers leveraging insights from the Hub.
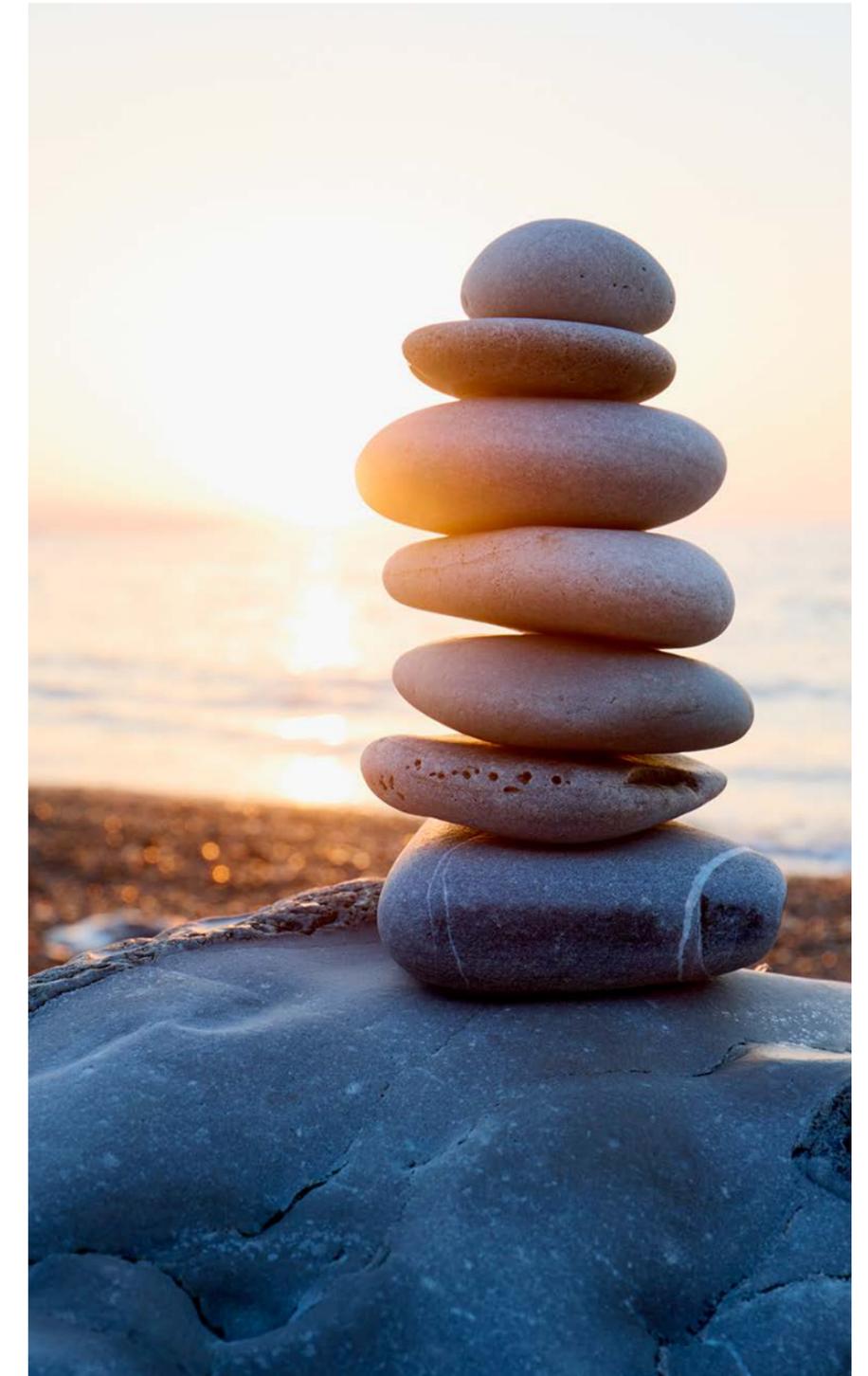
Environmental sustainability in our supply chain

Carbon disclosure

Our suppliers contribute to our own Scope 3 emissions, and so we expect them to prioritize environmental sustainability and provide updates on their carbon emission reduction initiatives, goals and impacts. As a corporate member of CDP's Supply Chain Program, we use CDP tools to promote engagement, transparency and sustainable practices with our suppliers. Since 2010, we have invited select suppliers to respond to CDP's supply chain self-assessment questionnaire.

In addition, we continue to use our Sustainable Procurement Hub for supplier sustainability assessments to gain carbon insights from select suppliers.

❏ Learn more about our goals and progress in the **Sustainability—Environment** section.

Supplier decarbonization support

We continued to help support suppliers in assessing their decarbonization maturity and, depending on the identified maturity, in emissions base lining, target-setting initiative selection and development of a roadmap to progress toward their decarbonization goals.

We have created several Supplier Decarbonization Handbooks, which are now available on the Hub.

These handbooks serve as self-learning tools and reference documents for suppliers to better understand greenhouse gas emissions terminology, key emission calculation concepts, and practical reduction measures.

We also continued to engage suppliers in a virtual supplier learning session to introduce Accenture's sustainability assessment.

Insights from investing in supplier decarbonization to drive emission reductions are shared in the Sustainable Procurement Pledge (SPP) Guide Deepdive.

Human rights in our supply chain

Our commitment to human rights is an integral part of our sustainability commitments and informs our supply chain and supplier selection. Our human rights obligations, including conflict minerals due diligence, are an integral part of our responsible buying strategy.

We have dedicated resources to assess human rights risks in our supply chains and carry out due diligence processes. In addition, we are supporting local compliance programs to help increase awareness within relevant procurement teams.

❏ Learn more in the **Sustainability—Human rights** section.

Supplier Impact & Development

We recognize the opportunity that we have to encourage economic growth and social equity through inclusive procurement practices.

Our Global Supplier Impact & Development program was developed to provide companies owned by people from a variety of backgrounds and experiences the opportunity to participate in our supply chain. Purchasing decisions are merit-based—our program works to help increase the number of companies we consider for each opportunity, using locally applicable terms and definitions and in compliance with local laws. The program's scope included 22 countries in fiscal 2025. In addition, through our experience developing and implementing this program, we have created a credential which is used by our clients to help build capacity of their small and medium suppliers.

Engaging with small, medium, inclusive and sustainable suppliers—which are core to the global economy—brings new innovations and different perspectives, and drives resilience to support optimized and value-efficient contribution to our delivery.

Global Supplier Development Program

Since 2006, we have brought our commitment to supplier impact and development to life through our global Supplier Development Program (SDP).

We deliver SDP, a formal typically 12- to 18-month training and mentoring program, to develop and expand relationships with suppliers in our seven SDP countries: Australia, Canada, India, Ireland, South Africa, the United Kingdom and the United States. SDP offers two main pillars of support: one-on-one mentoring between Accenture mentors and suppliers; and training, including quarterly symposiums, webinars and access to Accenture's online training academy.

SDP mentees demonstrate their progress by completing business health assessments and quarterly progress reports throughout the duration of the program. As of the end of fiscal 2025, we have graduated more than 290 suppliers since setting up the SDP program.

We continue to partner with accredited learning institutes to deliver the training component of several SDP cohorts. In the United Kingdom, we continue to partner with Henley Business School's Centre of Entrepreneurship and recognize our graduates with a Henley Business School Advanced Learning Certificate. In South Africa, we partnered with Tshwane University of Technology's Centre of Entrepreneurship Development for the 2025 SDP class.

To enable the efficient delivery of SDP programs, we run an SME-digital ecosystem (SME-DE) platform that facilitates easy interaction between SMEs and Accenture as well as a global ecosystem of SDP graduates, increasing collaboration opportunities among the alumni network.

The SME-DE platform enables us to drive impact and scale our SDP by having multiple programs running simultaneously and in different geographies. Several clients also use SME-DE now for their supplier development programs.

Inclusive/small business spend in key geographies

We monitor our inclusive and small business spend* with suppliers throughout the year. In total, our inclusive and small business spend was over $1 billion in fiscal 2025.

Accessible procurement

When it comes to accessibility, we are only as accessible as our suppliers' products. We work to help ensure that the interactions our people have with software, devices and services are compliant with globally defined accessibility standards of Web Content Accessibility Guidelines 2.2 AA (WCAG 2.2 AA level).

Procurement Plus and our Accessibility Center of Excellence embed accessibility requirements into standard procurement practices, including supplier selection, contracts and ongoing supplier relationship management, and we are a signatory to Disability:IN's Procure Access Statement, which aims to advance accessible procurement.

Partnerships

We actively promote sustainable and inclusive procurement practices by maintaining partnerships with global, regional and local organizations in this space, and supporting them through leadership positions on Boards of Directors, Executive Committees and founding teams.

→ Learn more about our **sustainable and inclusive procurement practices**.

*Reflects countries reporting on spend with suppliers that are certified, registered with a third party and/or that have self-identified as an inclusive business or small business/SME and reported spend varies by country.

Accenture Development Partnerships

Working at the intersection of civil society, government and the private sector, we champion and support impactful cross-sector partnerships.

Accenture Development Partnerships (ADP) helps clients—including leading NGOs, private foundations, public donor agencies and the private sector—address society's most critical challenges. For more than 20 years, ADP has led a wide range of work, fostering partnerships, collective impact and social equity to progress the UN Sustainable Development Goals, improving lives around the world.

We bring innovation and the power of our ecosystem to help our clients reinvent for the future—and maximize their impact—in today's AI-enabled environment.

Our impact

In fiscal 2025, ADP led more than 400 engagements in nearly 30 countries across seven impact areas:

Agriculture

Empowering smallholder farmers through technology and sustainable solutions to improve their livelihood and supply chain resilience

By providing strategic guidance and leveraging cutting-edge technologies and sustainable practices, we help create a better future for the most fragile actors of the agriculture supply chains. We work with our clients to provide education, improve access to markets and create economic opportunities along the value chain.

Climate and Environment

Tackling climate and environmental challenges sustainably to transform the world we live in

Driving sustainable solutions for a resilient future, we develop strategies and create solutions to tackle pressing environmental challenges. Our approach is designed to be adaptive and scalable, and to enable our clients to reduce emissions, conserve resources and adopt green technologies.

Energy

Unlocking access to affordable electricity, last-mile usage of renewable technology and enabling an energy transition

Pioneering sustainable energy solutions for a greener future, ADP is working to revolutionize the energy sector by promoting renewable solutions. We provide expert guidance to help organizations transition to more sustainable systems, reduce carbon emissions and enhance resilience, driving the adoption of clean energy practices for economic growth and environmental stewardship.

Global Health and Nutrition

Partnering to accelerate health and nutrition for all

ADP leverages its extensive experience and expertise to transform health and nutrition systems, advance health equity, and accelerate global health and nutrition impact for underserved individuals worldwide. By empowering communities and organizations, we seek to reimagine and scale innovative solutions to address global health and nutrition challenges.

Humanitarian and Refugees

Supporting people across their journey through displacement, lawful establishment and integration into host communities

Enhancing support systems for vulnerable populations, ADP focuses on delivering comprehensive aid for displaced and at-risk communities. We work to make programs resilient, adaptable and aligned with international standards, striving to create a world where vulnerable populations receive the support and opportunities they need to rebuild their lives and thrive.

Inclusive Finance

Expanding access to useful, responsible and sustainable financial products and services

We aim to broaden financial inclusion for underserved communities by uniting financial stakeholders and developing models to expand accessible services to more people. Leveraging our expertise in inclusive finance, we help clients design strategies that drive financial empowerment. Through our innovative offerings in this space, we strive to improve the effectiveness of capital deployed to address the SDGs.

Livelihoods and Education

Promoting effective skills building, leading to employment and economic growth
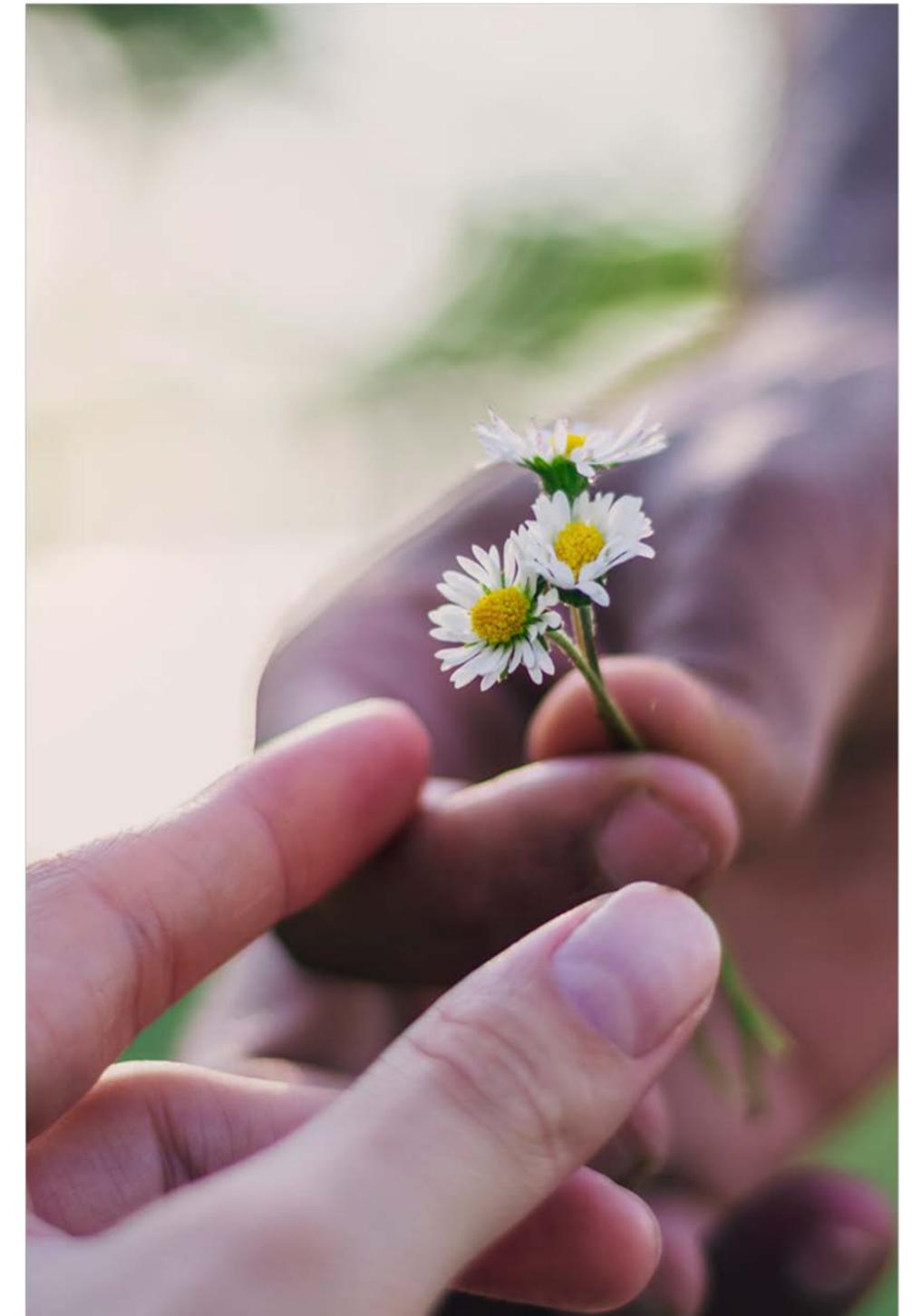
ADP enhances livelihoods by providing sustainable economic opportunities and improving access to quality education worldwide. We offer strategic guidance to help organizations develop vocational training, support skill development and improve educational infrastructure. Leveraging technology and collaboration, we help empower individuals for economic independence and educational growth.

→ Learn more about **Accenture Development Partnerships**.

Sustainability Services

To meet the changing needs of our clients and drive progress on sustainability issues, we continue to expand and evolve our portfolio of Sustainability Services. We help our clients drive and report sustainability performance, build next-generation value chains, rotate to more sustainable technology and decarbonize their extended enterprises. By leveraging the power of technology, we can unlock significant value and growth to support sustainable reinvention.

→ Learn more about our **Sustainability Services**.

Community impact

We invest in our communities to help them thrive, and we continue making substantial impacts in the places around the world where we work and live. We do this by collaborating with our clients, ecosystem and nonprofit partners as well as empowering our approximately 779,000 people to make a difference.

In contributing to progress against a broad spectrum of social and environmental challenges, we prioritize helping historically underserved populations achieve economic self-sufficiency. In addition, we are empowering the next generation to build a sustainable future to help support thriving local communities.

Learning to Earning

For more than a decade, our Skills to Succeed program equipped people with skills for future employment or entrepreneurship opportunities. Building on this legacy, in 2025 we launched our new Learning to Earning initiative which continues our commitment to skilling and increases our focus on supporting people in securing employment or building a business.

In fiscal 2025, programs supported by Learning to Earning reported that approximately 2.5 million people worldwide gained employment-relevant skills, and more than 190,000 people were supported in finding a job or starting a business.*

*The same individual may be reported as receiving support in both learning and earning.

We are continuing to use technology to broaden our reach and impact. Building on our long history of running online skilling platforms, we have launched our AI-enabled [Learning to Earning portal](). This centralized source for free online content aims to help people build the skills and confidence to succeed in the digital economy.

Our Learning to Earning programs include:

Preparing for skills of the future

Providing AI and digital skills development with UNICEF's Generation Unlimited

We are continuing to collaborate with UNICEF's Generation Unlimited (GenU) to empower underserved youth in India and Brazil with future-relevant skills through the Passport to Earning (P2E) program. In fiscal 2025, the program reported benefiting approximately 1.2 million young people ages 15-24. Offerings include AI and digital, employability, financial and entrepreneurship skills, as well as coaching, mentoring and apprenticeships to support employment or entrepreneurship.

In April 2025, we joined Microsoft and others as core partners in a multi-year commitment to help GenU continue the P2E program's momentum towards training and certifying 8 million young people by 2027 since the start of the program, including 4 million in AI and digital skills.

Building future-ready skills with Save the Children

With our longstanding partner Save the Children, we launched a new program that aims to equip marginalized youth across seven countries with the critical, future-ready skills needed to succeed in a labor market increasingly shaped by human-machine collaboration. Through this more than $8.5M grant, we aim to support young people ages 15-29 on their journey to economic resilience by skilling more than 110,000 young people by 2029, and supporting a portion of these young people to get a job or start a business.

Enabling young entrepreneurs with Youth Business International

Through our work with Youth Business International (YBI) we aim to accelerate impact for young entrepreneurs—this partnership reported that in fiscal 2025 it helped skill more than 132,000 young people. As part of these efforts, YBI plans to design and launch the AI-enabled EYE (Excellence in Youth Entrepreneurship) Academy to deliver scalable, inclusive learning to support young entrepreneurs.

Advancing employment opportunities with Global Opportunity Youth Network

Accenture has been one of Global Opportunity Youth Network's (GOYN) core global strategic partners since it launched, helping to design, refine and evolve its overall strategy and approach. Our partnership accelerates and scales community-led strategies to advance employment opportunities for young people aged 15-29 who are out of school, unemployed, or working in informal jobs.

GOYN reported in fiscal 2025 that more than 95,000 young people improved their employability through skilling, mentoring or professional development.

Pathways to jobs

Building India's future-ready workforce

Together with Quest Alliance, we've formed a strategic partnership to help transform vocational education in India through technology, innovation, and systemic reform. A key focus is blended learning, combining online and in-person training to create personalized, inclusive experiences.

The partnership delivers impact at multiple levels: from directly training young people in IT-enabled services to embedding digital and life skills into Industrial Training Institutes. In fiscal 2025, the program skilled over 58,000 young people and helped more than 30,000 secure employment, including more than 8,000 as entrepreneurs.

Supporting green skills development in India

Together with Global Talent Track (GTT) Foundation in India, we are driving skill development at scale in the green jobs sector. As part of this initiative, Accenture supports the training of people from underserved communities with the skills required to become Electric Vehicle (EV) Technicians—an in-demand role in this fast-growing sector and for other green jobs. In fiscal 2025, GTT trained nearly 3,500 individuals, approximately 2,400 of whom have secured employment in the EV industry or in other green jobs.

Fueling entrepreneurship through digital innovation

Since 2016, Accenture and Sky's the Limit have partnered to support young entrepreneurs through a digital platform and skills-based mentoring, business milestone support and opportunities to apply for startup grants. Accenture people volunteer their time as mentors to support budding business owners. Sky's the Limit reported that in fiscal 2025 more than 10,000 entrepreneurs gained skills to help them launch or grow a business, of whom approximately 1,500 started or grew their business.

❑ Learn more about how we support pathways to work with our clients and partners in the **Experience** section.

Supporting refugees

Accenture is helping welcome refugees in the communities where we work and live, and we recognize how they enrich our communities through their courage, strength and talent. We partner with local and global organizations to help refugees around the world gain meaningful employment and start businesses.

Our work in Europe

As part of a pan-European response towards skilling and positioning refugees for meaningful work, we are partnering with organizations across Europe to position refugee job seekers for success.

As a member of the Tent Partnership for Refugees, in 2023 we committed to partnering with organizations to help skill and support an estimated 16,000 refugee and migrant job seekers in Europe. Targeted for 2026, this goal was met ahead of schedule.

YMCA Europe reported that in fiscal 2025 our work together provided more than 6,000 Ukrainian refugees with holistic support and skills training through local community hubs.

People & Planet

We help empower and inspire young people to address pressing social and environmental challenges through our community impact program, Sustainability Education & Action. Together with our partners, we help youth develop skills through action-based learning experiences that drive meaningful outcomes for their communities and the planet.

Sustainability Education & Action

In line with our commitment to upskill future leaders, we are excited to support youth-led innovation through key partnerships, including:

Propelling lifelong learning for Scouts worldwide

We are working with World Scouting to roll out a new Impact Innovators Challenge Badge in 12 countries. This six-stage learning journey aligns with the United Nations Sustainable Development Goals and equips young people with innovation and creative problem-solving skills to help

take meaningful action on sustainability challenges in their communities.

We also supported the digital transformation of the world's largest digital Scout event, reinventing "Jamboree" for the digital age, enabling record-breaking global participation and introducing gamification, competency tracking, and automatic awarding and delivery of badges to Scouts when they complete challenges.

Supporting youth-led innovation

Through our partnership with UNICEF Generation Unlimited's imaGen Ventures, we engage young people in addressing social and environmental challenges. The organization reported in fiscal 2025 that through this program we supported over 23,000 innovators around the globe participating in the imaGen Ventures Challenge. Our support includes assessing proposed solutions, mentorship and a workshop focused on storytelling, AI and business modeling. Their innovations include industrial water filtration in Turkey, upcycling e-waste into solar products in Nigeria and biopesticides in Mexico.

Embedding climate action in education

Through our partnership with Take Action Global, more than 70,000 students and teachers across 540 schools worldwide participated in the Climate Action Project. This intensive six-week program fosters critical thinking and problem-solving through project-based learning, empowers teachers to embed climate action across the curriculum, and inspires students to create solutions to real-world climate challenges.
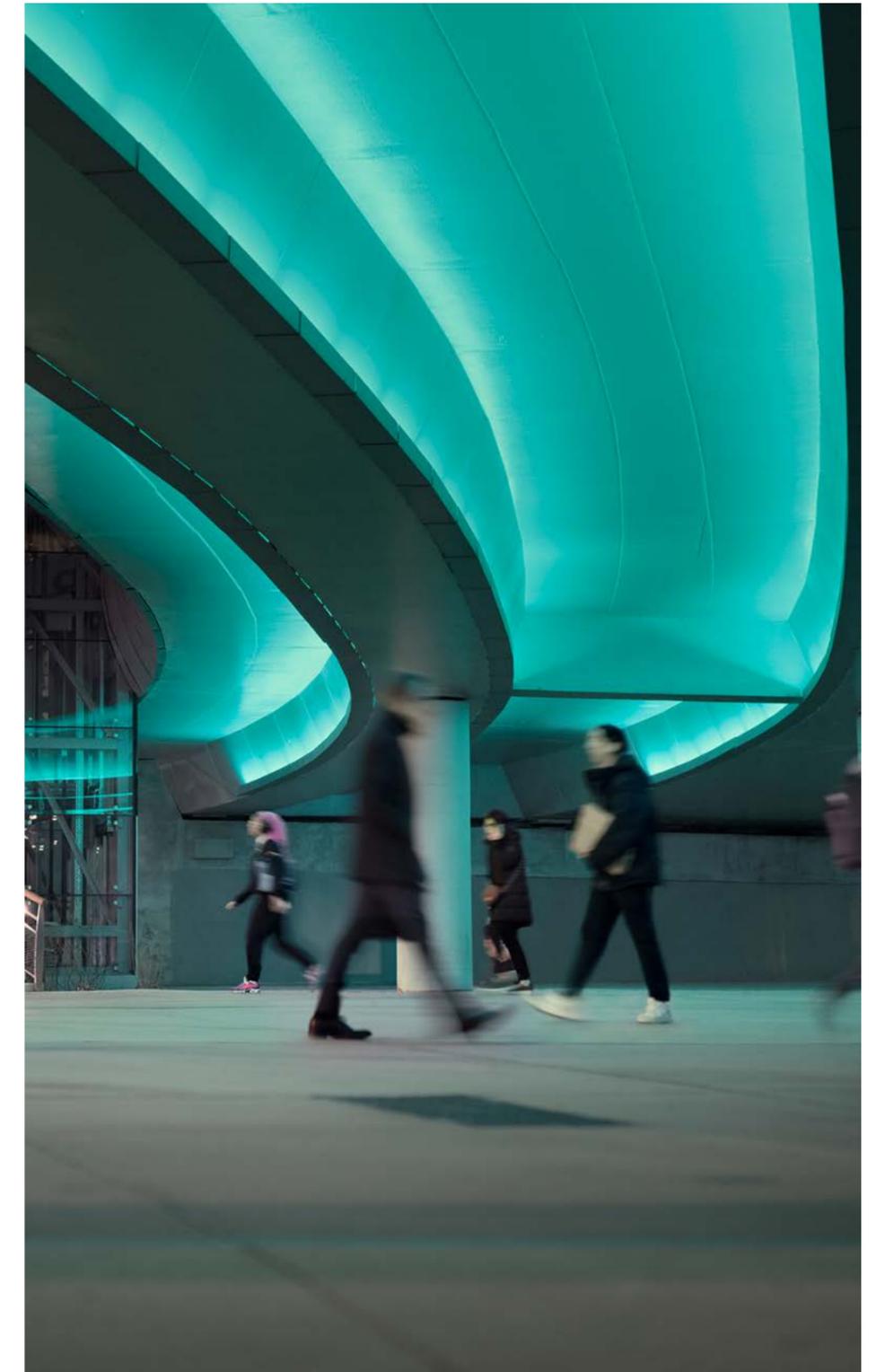
People with Purpose

We are committed to addressing local needs in our communities, offering a variety of ways for our people to act for social and environmental impact, including a wide range of local and global volunteering opportunities.

Acting for impact

In fiscal 2025 we held our second annual Season of Impact, a holistic global participation campaign. We engaged our people globally in volunteering, eco action, social innovation and giving, supporting both social and environmental causes.

During our most recent Season of Impact:

- 149,000+ of our people participated, an 84% increase over last year's inaugural program

- 190,000+ hours volunteered in support of social and environmental causes

Actions included:

- In the Philippines, nearly 9,000 volunteers joined a fundraising run in partnership with Save the Children. The effort raised funds to enhance computer learning and infrastructure in local schools.

- Through our Job Lab school-to-work training program in Italy, Accenture volunteers delivered courses aiming to bridge the gap between education and employment for students.

Our people as social innovators

Our Social Innovators Accelerator provides funding and coaching for innovative ideas developed by our people that have the potential to deliver clear social and environmental impacts. One example is our collaboration with Microsoft's AI for Good Lab and World Wildlife Fund Germany.Together we are harnessing the power of AI to address the issue of "ghost nets"—abandoned fishing gear that threatens marine ecosystems.

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FINANCIAL

Our strong financial results enable us to deliver 360° value

In this dimension

FINANCIAL

In fiscal 2025, we further advanced our strategy to be the reinvention partner of choice for our clients, reflected in strong revenue and adjusted EPS growth, and strong free cash flow, allowing us to create 360° value for all our stakeholders.

Highlights

Revenues
$69.7B
A **7% increase** in both local currency* and U.S. dollars, with nearly $5 billion in incremental revenue added in fiscal 2025

Operating Margin (Adjusted)
15.6%
An increase of 10 basis points, after adjusting FY25 GAAP operating margin of 14.7% and FY24 GAAP operating margin of 14.8% to exclude the impact of business optimization costs of 90 bps and 70 bps, respectively. On a GAAP basis, FY25 operating margin decreased 10 bps

Free Cash Flow
$10.9B
Defined as operating cash flow of **$11.5 billion** net of property and equipment additions of **$600 million**, with a very strong **free cash flow to net income ratio of 1.4**

New Bookings
$80.6B
A **1% decrease** in both local currency and U.S. dollars, with a book-to-bill of 1.2. We also delivered a record **129 quarterly client bookings of** more than $100 million

Earnings per Share (Adjusted)
$12.93
An **8% increase**, after adjusting FY25 GAAP EPS of $12.15 and FY24 GAAP EPS of $11.44 to exclude the impact of business optimization costs of $0.78 and $0.51 per share, respectively. On a GAAP basis, FY25 EPS increased 6%

Cash Returned to Shareholders
$8.3B
A **7% increase**, with share repurchases of **$4.6 billion** plus cash dividends of **$3.7 billion**

*Financial results "in local currency" are calculated by restating current-period activity into U.S. dollars using the comparable prior-year period's foreign currency exchange rates.

For 12 months ended August 31, 2025

Our strong fiscal 2025 results reflect our strategy to be the reinvention partner of choice for our clients and the most client-focused, AI-enabled great place to work.

In fiscal 2025, we delivered strong financial results and significantly elevated our competitive positioning, taking our next big steps to position us for growth in the age of AI.

We built on the rapid shift we made in our business by the end of fiscal 2024 to address challenging market conditions, and then took action to fully capitalize on the competitive advantages we have built over a long period of time to deliver these results.

These advantages include our ecosystem partnerships, our breadth of capabilities, our deep and trusted client relationships—we have partnered with 195 of our top 200 clients for 10 or more years—and our track-record of investing in new skills and rotating our business with successive technology revolutions.

We delivered new bookings of $80.6 billion in fiscal 2025, including a record 129 quarterly client bookings of more than $100 million.

We delivered broad-based revenue growth across all our markets, industries and types of work, with revenues of $69.7 billion, representing an increase of 7% in both local currency and USD over fiscal 2024 and adding nearly $5 billion in incremental revenue.

Technology is front and center for every client, and today we are the number-one partner for all of our top 10 ecosystem partners, who are among the world's largest technology companies. 60% of our revenue in fiscal 2025 was driven by work that we do with these partners, which grew 9% in fiscal 2025, outpacing our overall revenue growth in the year. These partners are looking for our help to turn their technology into business outcomes and to scale the adoption of AI.

Adjusted operating margin expanded by 10 basis points to 15.6% and adjusted earnings per share increased 8% to $12.93.*

Free cash flow totaled $10.9 billion in fiscal 2025, and we returned $8.3 billion to shareholders, an increase of 7% over fiscal 2024, through cash dividends and share repurchases.

We took market share at more than five times our investable basket of our closest global publicly traded competitors, which is how we calculate market share.

*See prior page for reconciliations of these non-GAAP measures.
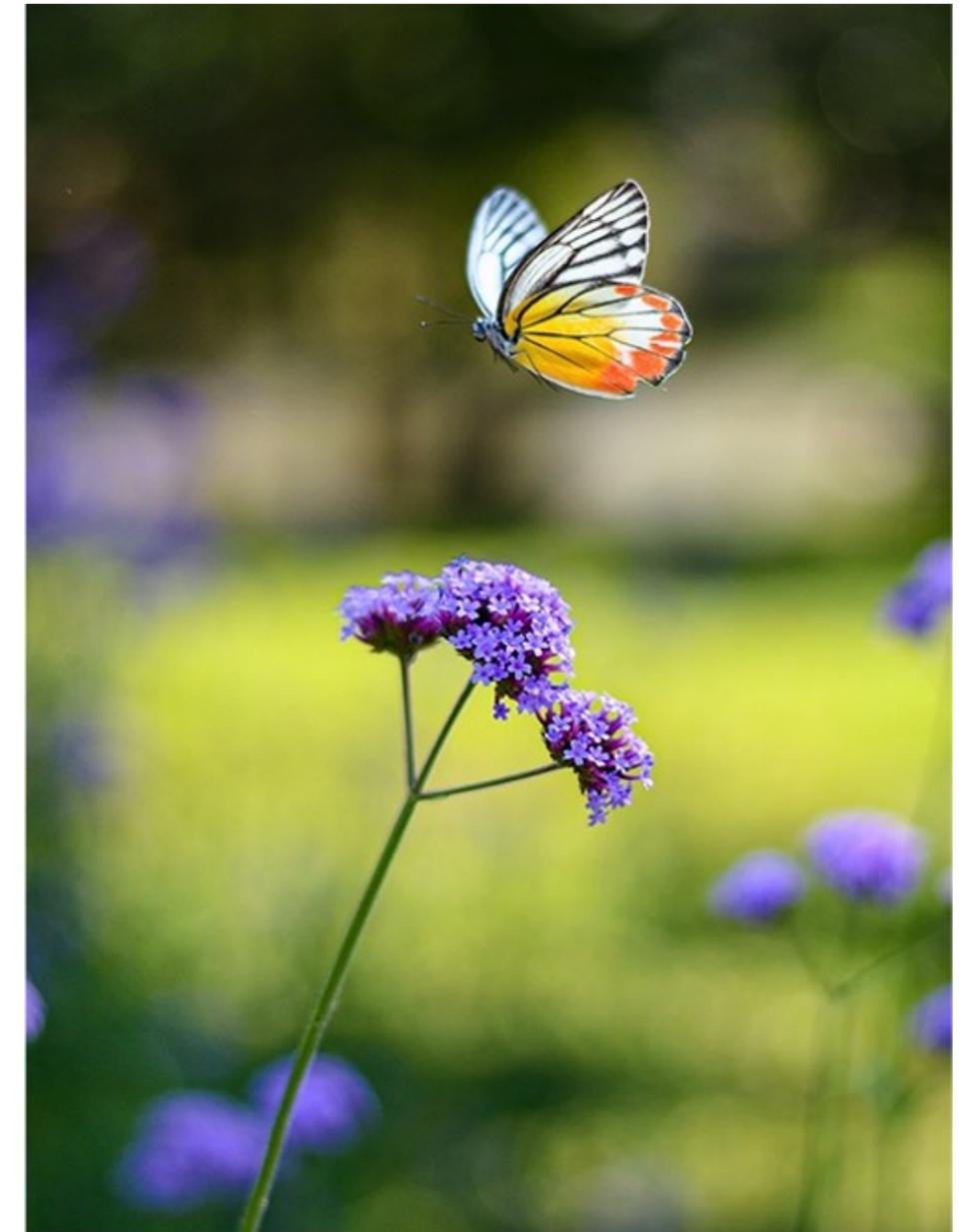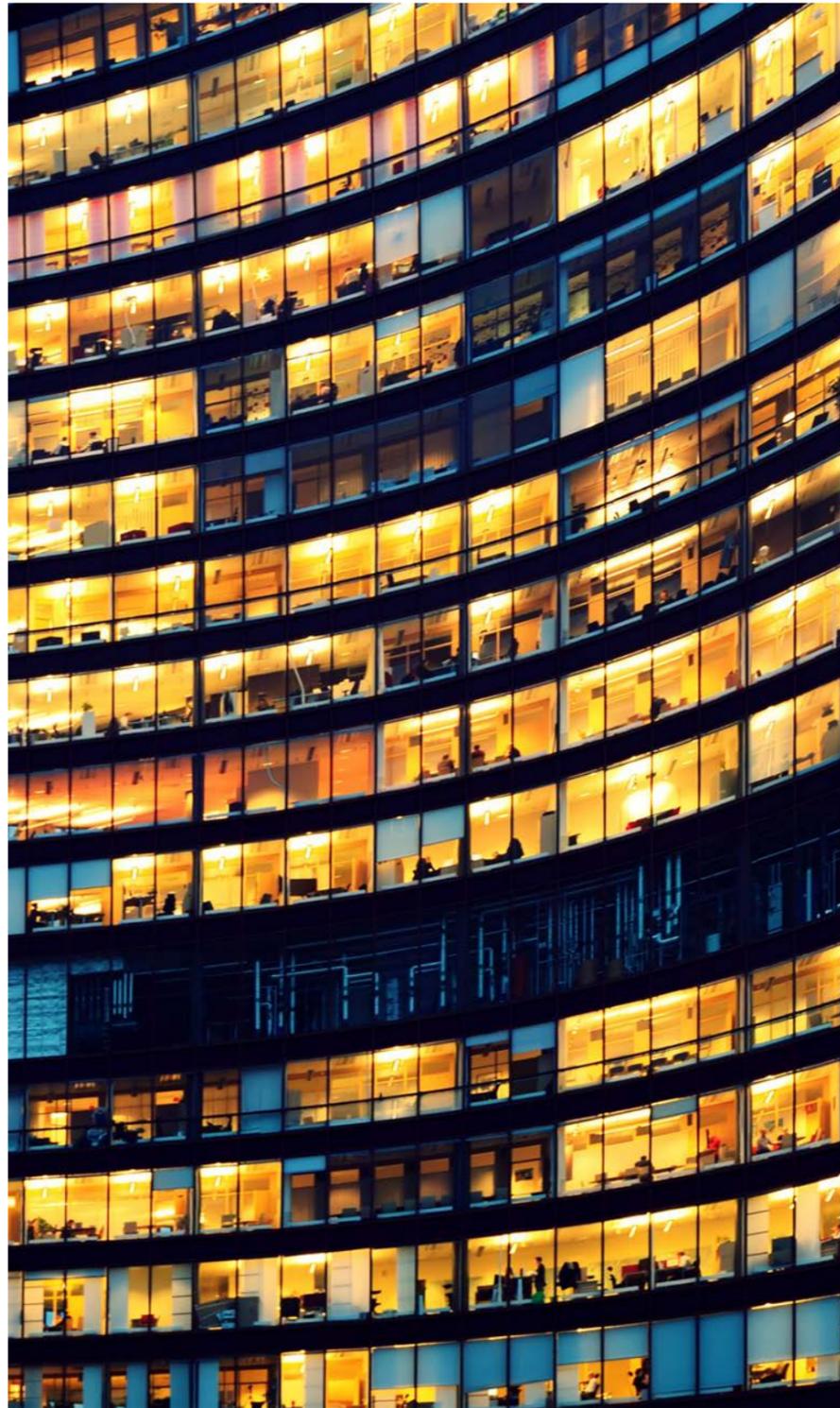
As the potential of AI unfolds, we are partnering with organizations at every stage of their AI journey—helping those just starting to become AI ready and accelerating its deployment, supporting others to unlock immediate value even if they are not fully ready across the enterprise, and enabling our clients already far along in their AI journey to lead transformative change.

We are positioned to capture this new area of spend for our clients as a result of our decision in fiscal 2023 to make a significant, multi-year investment in AI and become an early leader.

In fiscal 2025, we tripled our revenue over fiscal 2024 from generative AI and, increasingly, agentic AI to $2.7 billion. And we nearly doubled our generative AI bookings to $5.9 billion. (These numbers exclude data, classical AI or AI used in delivery of our services.)

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We continued significant investments in our business and people.

In fiscal 2025, we continued significant investments in our business and people with $3.3 billion invested in acquisitions, research & development and learning & development.

We invested approximately $1.5 billion across 23 strategic acquisitions. Our disciplined acquisition strategy, which is an engine to fuel our organic growth, is focused on scaling

our business in high-growth areas; adding skills and capabilities in new areas; and deepening our industry and functional expertise.

We invested $0.8 billion in research and development in our assets, platforms, and industry and functional solutions.

During the fiscal year, we also invested $1 billion in learning and development, with our people participating in approximately 47 million hours of training, representing an increase of 9% over last year, with an emphasis on generative AI.

Our enduring approach to shareholder value creation guides us as we seek to:

- **Grow faster than the market and take share**

- **Deliver strong earnings growth with sustainable modest margin expansion while investing at scale**

- **Drive strong cash flow and deploy it through disciplined capital allocation, including returning significant cash to shareholders**

Accenture's purpose—to deliver on the promise of technology and human ingenuity—underlies our commitment to delivering 360° value to all of our stakeholders.

→ Current financial and governance information about Accenture is in our fiscal 2025 **Annual Report** and **Proxy Statement**.

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Reporting & Data

Reporting & Data

This report details our progress and performance on non-financial business outcomes across our global operations (excluding recent acquisitions during fiscal 2025 or as of August 31, 2025, unless otherwise noted). We continue to align with key reporting frameworks, which can be found on our website, and we integrate our financial and non-financial reporting to show how we create 360° value for our stakeholders. Select environmental metrics, including Accenture's carbon emissions for fiscal 2025 were subject to limited assurance by an independent third-party accountant. Refer to the Independent Accountants' Review Report within the Environmental Metrics report for more information.

CDP Climate Response

Founded in 2000, CDP (formerly the Carbon Disclosure Project) is a not-for-profit charity that runs a global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. Accenture has responded to the CDP Climate Change questionnaire since 2007, and we ask our key suppliers to do the same. We are proud to be among the top-scoring companies on CDP's Climate A List for nine years.

GRI Content Index

The Global Reporting Initiative (GRI) Standards are designed to enable organizations to understand and report on their impacts on the economy, environment and people in a comparable way. Accenture has aligned with GRI disclosures and produced a GRI Content Index since our 2008-2009 Corporate Citizenship Report.

SASB Index

The Sustainability Accounting Standards Board (SASB) Standards provide industry-based disclosures on sustainability-related issues relevant to investor decision-making. In 2022, the International Sustainability Standards Board (ISSB) assumed responsibility for SASB Standards and the ISSB's Standards build on the SASB Standards. This index reflects our alignment with the Software & IT Services industry standards from the SASB framework.

TCFD Index

The Task Force on Climate-Related Disclosures (TCFD) recommendations provide a framework for climate-related reporting structured around four areas that represent core elements of how companies operate: governance, strategy, risk management and metrics and targets. In 2023, the ISSB assumed responsibility for TCFD, and the ISSB's Climate-related Disclosure Standard builds on the TCFD framework. Since 2018, we have provided climate-related disclosures aligned with the TCFD framework and we continue to do so through our TCFD index and CDP's Climate Change questionnaire.

UNGC Communication on Progress

Accenture has been a signatory to the United Nations Global Compact (UNGC) since January 2008. We continued to utilize the UNGC's reporting questionnaire format in 2025 to communicate the progress we made during the prior fiscal year (Accenture's fiscal 2024) in implementing the Ten Principles of the UNGC and supporting the United Nations Sustainable Development Goals.

World Economic Forum IBC Index

The International Business Council of the World Economic Forum introduced the Stakeholder Metrics (SM) in 2020, aiming to align mainstream reporting with sustainability indicators and help improve comparability and consistency. The SM initiative contributed to the development of the ISSB Standards, which build on and consolidate the work of reporting initiatives including SASB, TCFD and SM. Accenture has supported the SM initiative since its launch and signed the CEO "Letter of Commitment".

Assessing our sustainability priorities

We regularly assess our sustainability priorities based on their importance to our business and our stakeholders. Our assessment considers both negative and positive impacts we may have on the environment and society, and the financial risks and opportunities sustainability matters can present for our business.

Our process

We leveraged our generative AI tool to review the latest insights on sustainability issues from relevant nongovernmental organizations (NGOs), industry bodies and academia, frameworks and good practices. These insights, along with feedback from our stakeholder engagement, helped to provide the potential sustainability issues for our business.

Benchmarking

We conducted detailed benchmarking and analysis of recent and emerging sustainability issues across peers, competitors and other organizations. The results allowed us to identify our most pertinent sustainability issues to assess in more detail.

Stakeholder input

Our generative AI tool collated the voice of our key stakeholders—our clients, suppliers, investors, our people and communities—to provide an initial assessment of the magnitude and likelihood of actual and potential impacts, risks and opportunities across our most pertinent sustainability issues.

Business input

We worked directly with our business leads and subject matter experts across each sustainability area to review the initial assessment.

These priorities were reviewed by our sustainability operations executive committee and steering committee.

Stakeholder engagement examples

To inform our approach, align more closely with stakeholder expectations and improve our reporting, we regularly seek input on our goals, progress and performance from a variety of internal and external stakeholder groups.

Clients
Satisfaction surveys, client account lead relationships, project quality assurance processes, conferences and events, and responses to assessments and information requests (e.g., CDP Supply Chain, EcoVadis, IntegrityNext)

Suppliers
CDP's Supply Chain program, Sustainalytics, Supplier Standards of Conduct, Global Supplier Development Program, supplier summits, training and mentorship

Investors
Quarterly earnings calls, investor and analyst conferences, responses to investor questionnaires (e.g., CDP Climate Change, Institutional Shareholder Services, MSCI, Sustainalytics) and Investor Relations team outreach

Our People
Surveys, internal memos and webcasts, accenture.com, social media, Business Ethics Helpline, focus groups, employee networks, content on our portal, internal communications channels and our Sustainability Quotient training program

Communities
Long-term, strategic nonprofit partnerships in support of our work in our communities, employee volunteering and giving, grantee relationships via Accenture Foundations, advocacy and societal change through cross-sectoral coalitions, national and international forums

Our sustainability priorities

We combined our insights and business and stakeholder engagement to determine our sustainability priorities for fiscal 2025.

Supporting our highest priority SDGs:

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

13 CLIMATE ACTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

Carbon Emissions	• Creating a positive impact by fostering reductions among suppliers and other value chain partners, while also addressing carbon emissions from our business operations and to achieve our emission reduction goals
Community Giving & Societal Impact	• Supporting communities and generating economic and societal benefits through partnerships and initiatives
Data Privacy & Cybersecurity	• Safeguarding personal and business data and systems through strict data privacy and security standards for our business, people and clients
Ethics & Integrity	• Adhering to the highest ethical standards, upholding values, preventing corruption and acting with integrity
Human Rights	• Supporting and respecting human rights through due diligence practices and policies that uphold human rights standards
Responsible Buying	• Working with our suppliers and wider ecosystem partners to align our policies and advance our commitments to environmental sustainability, human rights, and other business standards
Responsible Technology	• Innovating with integrity by using our understanding of technology and its impact on people to develop responsible solutions, including powering sustainable AI, for us and our clients
Talent & Engagement	• Attracting, upskilling and engaging the right talent • Providing a workplace and fostering a culture of inclusion that supports the mental and physical wellbeing of employees with equal dignity, accessibility, voice and equal opportunities

Awards & recognition (as of December 1, 2025)

Ad Age Agency Report
Accenture Song ranked No. 1 among the world's biggest agency companies, marking 10 consecutive years on list

AVTAR & Seramount Best Companies for Women in India
Among the top companies for 10 consecutive years; Hall of Honor member since 2020

AVTAR & Seramount Most Inclusive Companies Index in India
"Champions of Inclusion" for 7 consecutive years

Brand Finance Most Valuable IT Services Brands
No. 1 for the 7th consecutive year with a brand value of $41.5B

Cannes Lions
Accenture Song won 12 Lions, including the prestigious Grand Prix Media Lion

CDP Climate Change A List
Among top-scoring companies for 9 years

CDP Supplier Engagement Assessment A List
Among top-scoring companies for 7 consecutive years

CIO 100 Awards
16 years

Disability:IN Disability Index
Earned a top score of 100 in all countries surveyed: 9 consecutive years in the U.S., and 2 years in Brazil, Canada, Germany, India, Japan, Philippines, and the U.K.

Ethisphere World's Most Ethical Companies
18 consecutive years

Fair360 Top 50 Companies for Diversity in the U.S.
Hall of Fame since 2023

Forbes Global 2000
No. 160, marking 22 consecutive years on list

Forbes World's Best Management Consulting Firms
Earned a top spot for the 4th consecutive year

Fortune 500 Europe
No. 51, marking 3 consecutive years on list

Fortune Global 500
No. 211, marking 24 consecutive years on list

Fortune India MNC 500
No. 9 on the inaugural list

Fortune Most Powerful People
Chair and CEO Julie Sweet ranked No. 11, marking 2 consecutive years on list

Fortune World's Most Admired Companies
No. 1 in our industry for 12 years and No. 30 overall, marking 23 consecutive years on list

FTSE Diversity and Inclusion Index
10 consecutive years

Great Place To Work® Best Workplaces™
No. 4 on the World's list; No. 10 in Asia; No. 24 in Europe; No. 11 in Latin America; No. 7 in the U.S.

Interbrand Best Global Brands
No. 37 with a brand value of $20.9B, marking 24 consecutive years on list

JUST Capital America's Most JUST Companies
No. 1 in our industry for 3 consecutive years and No. 5 overall, marking 9 consecutive years on list

Kantar BrandZ Top 100 Most Valuable Global Brands
No. 20 with a brand value of $103.8B, marking 20 consecutive years on list

Stonewall India Workplace Equality Index
Top 10 Employer, marking 6 consecutive years on list

TIME World's Best Companies
No. 31, marking 3 consecutive years on the list

Wall Street Journal Best-Managed Companies
No. 31 overall, and No. 3 in social responsibility, marking 8 consecutive years on list

Workplace Pride Global Benchmark
Among the top-scoring companies for 10 consecutive years

Performance data table

This report details our progress and performance on non-financial business outcomes across our global operations (excluding recent acquisitions during fiscal 2025 or as of August 31, 2025, unless otherwise noted).

Community Investment & Impact	FY25	FY24	FY23
Accenture and Accenture Foundations Contributions			
Accenture Contributions by Region[1]	**US$ thousands**		
Americas	$45,820	$47,288	$50,860
EMEA	29,429	31,806	29,765
Asia Pacific	27,018	24,873	21,691
Cross-Region	23,448	23,248	25,666
Total Accenture Contributions	**$125,715**	**$127,215**	**$127,982**
Accenture Contributions by Type			
Cash	$40,401	$41,157	$39,820
In-Kind (Accenture Development Partnerships and pro bono consulting)	79,207	80,717	82,870
Time (Paid volunteering)	6,107	5,341	5,292
Total Accenture Contributions	**$125,715**	**$127,215**	**$127,982**
Accenture Foundations Contributions[2]	$27,181	$22,778	$22,121
Total Accenture and Accenture Foundations Contributions	**$152,896**	**$149,993**	**$150,103**
Employee Donations (US$ thousands)	$7,210	$10,459	$12,909

Community Investment & Impact	FY25
Learning to Earning[3]	
People who gained the skills, experience and confidence to prepare for future jobs and entrepreneurship opportunities	2,581,000
People supported that got a job or built a business	190,000
Community Engagement[4]	
Hours of participation in Accenture sponsored initiatives	2,135,000
Employees participating in Accenture sponsored initiatives	129,000

Footnotes

1. During the first quarter of fiscal 2025, our Latin America market unit moved from Growth Markets to North America. With this change, North America became the Americas market and Growth Markets became the Asia Pacific market. Prior period amounts have been reclassified to conform with the current period presentation.

2. Accenture Foundations refers to independent charitable organizations that bear the Accenture name.

3. The results reported reflect outcomes achieved through programs delivered by our partners, who certify that the figures are true, complete, and accurate. Our partners use a range of evidence to determine outcomes. The same individual may be reported as receiving support in both skilling and getting a job or building a business.

4. Consists of pro bono consulting aligned with our community impact priorities, Accenture Development Partnerships, and Accenture-sponsored volunteering (paid and unpaid), which may include self-reported hours.

Environment	FY25	FY24	FY23
Carbon Emissions by Scope[1]	Metric Tons of CO_2e		
Scope 1	19,327	22,395	22,038
Scope 2	3,711	3,584	4,786
Scope 1 & 2 Emissions	23,038	25,979	26,824
Scope 3	688,393	628,840	515,371
Carbon Emissions	711,431	654,819	542,195
Carbon Removal Credits Applied[3]	(711,431)	—	—
Net Residual Emissions	—	654,819	542,195
Carbon Emissions by Source	Metric Tons of CO_2e		
Scope 1 & 2 Carbon Emissions by Source			
Leased Cars	13,269	16,076	16,163
Office Electricity	—	—	—
Other	9,769	9,903	10,661
Scope 1 & 2 Carbon Emissions	23,038	25,979	26,824
Scope 3 Carbon Emissions By Source			
Purchased Goods & Services	302,715	250,369	218,240
Capital Goods	36,729	32,707	31,068
Fuel- and Energy-Related Activities (FERA)	28,377	30,018	28,164
Business Travel	244,987	240,963	195,246
Employee Commuting	75,585	74,783	42,653
Scope 3 Carbon Emissions	688,393	628,840	515,371
Carbon Emissions	711,431	654,819	542,195
Carbon Emissions By Region[2]			
Americas	295,741	256,057	218,634
EMEA	196,334	186,455	168,414
Asia Pacific	219,356	212,307	155,147
Carbon Emissions	711,431	654,819	542,195
Carbon Emissions per Employee	0.9	0.9	0.7

Environment	FY25 Progress	Target	FY19 Base Year[4]
SBTi-Approved 2030 Targets[5]	Metric Tons of CO_2e		
Reduction of absolute Scope 1 and 2 emissions from fiscal 2019 base year	(91)%	(80)%	258,386
Reduction of Scope 3 emissions per unit of revenue from fiscal 2019 base year	(61)%	(55)%	0.000026

Office Energy By Source[1]	FY25	FY24	FY23
	Megawatt hours (MWh)		
Renewable Electricity	340,685	328,268	336,682
Non-Renewable Electricity	—	—	—
Natural Gas	17,218	15,431	21,162
Diesel	2,925	2,161	3,129
Office Energy	360,828	345,860	360,973
% Electricity from Renewable Sources	100 %	100 %	100%
Office Electricity Efficiency (kilowatt hours/square meter)	134	123	109
Water Consumption	Cubic Meters		
Total Water Consumption	1,524,942	1,495,728	1,442,861
% Water Consumption in High or Extremely High Baseline Water Stressed Regions	40 %	41 %	37%
Water Consumption per Employee	2.0	2.0	2.0

Footnotes

1. Emissions related to Office Electricity reflect a market-based accounting approach which includes the impact of renewable electricity contracts. Accenture's carbon emissions for fiscal 2025 have been reviewed by an independent third-party accountant. Refer to the Independent Accountants' Review Report within the 2025 Environmental Metrics report for more information.

2. During the first quarter of fiscal 2025, our Latin America market unit moved from Growth Markets to North America. With this change, North America became the Americas market and Growth Markets became the Asia Pacific market. Prior period amounts have been reclassified to conform with the current period presentation.

3. Carbon removal credits applied in fiscal 2025 have been retired from a Verified Carbon Standard (VCS) and Climate, Communities and Biodiversity (CCB) afforestation project in Uruguay.

4. Previously reported fiscal 2019 emissions have been recalculated to reflect cumulative inorganic growth since our previously reported inorganic growth adjustment in 2022.

5. Learn more about our goals and progress in the Environment section.

Disclaimer, forward-looking statements and trademark references

This report may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as "may," "will," "should," "likely," "promise," "commit," "anticipates," "expects," "intends," "believes," "estimates," "positioned," "continues," "maintain," "remain," "goal," "target," "plan," "recurring" and similar expressions are used to identify these forward-looking statements. These statements involve a number of risks, uncertainties and other factors that are difficult to predict, which could cause actual results to differ materially from those expressed or implied, including changes in clients' levels of business activity, regulatory or legislative developments, changes in global economic conditions, and updates to our business strategy. For a more detailed discussion of these and other factors, see the information under "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our most recent Form 10-K filed with the SEC. Our forward-looking statements speak only as of the date of this report or as of the date they are made, and we undertake no obligation to update them, notwithstanding any historical practice of doing so. Forward-looking and other statements in this document may also address our sustainability progress, plans and goals (including environmental matters), and unless specifically indicated otherwise, the inclusion of such statements is not an indication that these contents are necessarily material to Accenture, our investors, or other stakeholders or required to be disclosed in Accenture's filings, in each case, under U.S. securities or any other laws or requirements that may be applicable to Accenture. In addition, historical, current and forward-looking sustainability-related statements have been, and may in the future be, based on standards for measuring progress that are still developing; historical or current goals, commitments, or estimates; internal controls and processes that continue to evolve; and assumptions that are subject to change in the future. This report is not a comprehensive description or representation of all of our sustainability activities during the reporting period; instead, this report is intended to highlight some of our sustainability efforts during fiscal year 2025.

We caution you that these statements are not guarantees of future performance, nor promises that goals or targets will be met, and are subject to numerous and evolving risks and uncertainties that we may not be able to predict or assess. In some cases, we may determine to adjust our commitments, goals or targets, or establish new ones to reflect changes in our business, operations or plans.

Third-party data have been obtained from sources believed to be reliable, but the suitability of the design and effectiveness of the third-party systems and associated controls over the accuracy and completeness of the data has not been independently assessed, including information relating to the environmental benefits and quality of acquired or contracted carbon credits or renewable electricity.

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