Foreword

Accenture is committed to making a sustainable, measurable difference in Canada and around the world. Our impact through corporate citizenship mirrors our business success—a diverse group of people sharing knowledge and skills that benefit our clients and our communities. Accenture helps Canada’s leading businesses, governments and charities with their most significant challenges. The work our people do has a positive impact on the lives of Canadians, from helping governments deliver improved services, to building high-performance businesses, to helping disadvantaged individuals contribute to our economy.

Our corporate citizenship work is comprised of five pillars—Skills to Succeed, Corporate Governance, Environment, Our People and Supply Chain—that demonstrate Accenture’s commitment to diversity, sustainability and developing people across our organization, our suppliers, our clients and our communities. In the pages of this report, we will take a look back at some of our best achievements in corporate citizenship throughout fiscal 2012. Here are a few of the highlights.

Skills to Succeed

We are excited to report that we are nearly two-thirds of the way toward achieving our global Skills to Succeed goal to equip 250,000 people around the world with the skills to get a job or build a business by 2015. Accenture awarded 12 grants totaling $780,000CAD to help support Canadians who are seeking job skills to re-enter the workforce. Our volunteers brought Accenture’s innovative thinking to initiatives across the country, like piloting an “eco-calculator” application with Junior Achievement that encourages students to consider sustainability in their lifestyle choices.

Corporate Governance

We implemented a new Decision Review Committee, modeled after the popular television show Dragons’ Den, to review proposals for our pro bono program in an interesting and engaging way. Under this review process, employees with proposals being considered for funding can present their case in front of this panel of senior executives, who ask challenging questions to ensure we select the projects most likely to succeed and make an impact.

Environment

As part of our ongoing efforts to reduce Accenture’s environmental footprint, we worked closely with our network of employees, clients and suppliers to accelerate this journey. Our local FRESH teams (Focused on Responsible Environmental Sustainability for a Healthy Planet) engaged employees across the country in a series of environmental initiatives aimed at awareness and accountability for our environmental footprint both during and after work.

Our People

We know that our people are the key to Accenture’s success. We saw strong leadership participation in events and programs that support employee diversity, inclusion and development, such as the International Day Against Homophobia (IDAHO) and our cross-country International Women’s Day workshops.

Supply Chain

We understand our responsibility to encourage sustainable business practices, inclusion and diversity among our many suppliers. Accenture supported supplier diversity and development in Canada through a program under which senior executives mentor business owners to enhance market competitiveness of small and minority-owned businesses.

We wish to sincerely thank all of our dedicated volunteers at Accenture in Canada. We look forward to continuing to raise our game, challenging our leadership, employees and stakeholders to make an even bigger impact in the years to come.
Canada Corporate Citizenship at a Glance

Our five corporate citizenship pillars ensure social responsibility is the foundation of everything we do.

Skills to Succeed
Working toward our goal to equip 250,000 people around the world with the skills to get a job or build a business.

Our People
Supporting our people through training, development, inclusion and diversity to the benefit of our clients and our employees.

Environment
Nurturing sustainability, ethical conduct and supplier diversity every step of the way.

Supply Chain
Nurturing sustainability, ethical conduct and supplier diversity every step of the way.

Corporate Governance
Striving toward the highest standards of ethics and integrity in every aspect of our business.

We have 44 Charity Partners across 8 locations.

Nearly 46% of employees in Canada have volunteered for a corporate citizenship initiative.

Our Skills to Succeed work helps six key groups: young adults, people with disabilities, people new to Canada, women, Aboriginal people and those living in poverty.

Canadian Youth Business Foundation
United Way
Junior Achievement
Canadian Youth Business Foundation
United Way
CUSO
Dress for Success
Autism Ottawa
Ottawa Food Bank
Nepean, Rideau and Osgoode Community Resource Centre (NROCRC)
Montreal Children’s Hospital Foundation
CCS Community Services
Bénévoles d’affaires
MR3 Montréal Relève
Share the Warmth
Edmonton Food Bank
Edmonton Children’s Foundation
Immigrant Services Calgary
Community Kitchen Program of Calgary
North East Adopt a Family
Alberta Institute for Wildlife Conservation

Nearly 46% of employees in Canada have volunteered for a corporate citizenship initiative.

Legend
- Young Adults
- People with Disabilities
- People New to Canada
- People Living in Poverty
- Aboriginal People
- Women
- Community Stewardship
- Environmental Stewardship
Skills have become a key driver of economic empowerment for individuals and communities alike. In a rapidly changing world with competitive workforce pressures, the need is greater than ever to have the right skills to build confidence and capabilities that will open doors to employment. This need resonates with Accenture’s key competence as a talent-based organization—we specialize in training and developing people to reach higher levels of performance.

In response to this growing need, Accenture launched Skills to Succeed in 2009. Skills to Succeed focuses our corporate citizenship efforts through a portfolio of initiatives aimed at helping people build skills and contribute to the economy. In 2010, we set a goal to further drive our employees’ determination to make a measurable impact: to equip 250,000 people around the world with the skills to get a job or build a business by 2015 through Skills to Succeed. We’re proud to report that by the end of fiscal 2011, we had equipped more than 160,000 people globally with these skills, already reaching nearly two-thirds of our goal.

**160,000 people** already equipped with the skills to get a job or build a business

**250,000 people** targeted to be impacted through Skills to Succeed by 2015
National Strategic Partners

We are driving measurable impact through our relationships with national strategic partners. We team with organizations based on a shared vision for Skills to Succeed, and on our partner organizations’ own proven track record. We look for organizations that can fully leverage our services and resources, and that are accessible to our employee volunteers who seek to engage and support them.

In fiscal 2012, we had strategic national partnerships with two organizations under Skills to Succeed—Junior Achievement and the Canadian Youth Business Foundation. Our work with both organizations has helped young adults across Canada learn critical employment skills, while inspiring Accenture employees to develop innovative programs that help these organizations make an even greater impact.

Accenture and Junior Achievement: Preparing and Inspiring Young People to Succeed!

Accenture has a long-term relationship with Junior Achievement (JA), a nonprofit organization that teaches youth about business and the economy through programs that simulate the inner workings of real businesses. It is the largest nonprofit of its kind globally, reaching more than 226,000 students across Canada every year through the efforts of more than 10,000 business volunteers. Over fiscal 2012, Accenture volunteers donated more than 800 hours to JA programs, helping more than 700 young people in Canada. Accenture has been a very strong supporter of JA across Canada for close to eight years now. We have teams in eight cities and are adding another in Saskatchewan this year.

One of Junior Achievement’s most popular programs, the Company Program inspires high school students to understand the role of business in society by running a small business from start to finish. Our volunteers mentor student teams to come up with some truly innovative business ventures. We sponsor this program today in Vancouver and Calgary. In 2012, our Accenture volunteers in Calgary coached 13 high school students to design, organize and operate a small business called Chillitecht, successfully selling winter gloves compatible with touchscreen devices—a fresh and innovative business idea. In fiscal 2012, we also initiated a pilot of our own Sales 101 course in conjunction with the Company Program curriculum in Calgary, aimed at introducing new sales concepts to students.

Accenture has delivered a very valuable tool for JA to complement their Economics for Success program called “JA - Keep Your Balance”. This is a tool that helps students to track monthly expenses in order to prepare them for the time when they will be living on their own. The tool also helps students measure and understand the carbon footprint impact of their lifestyle choices. It was introduced with grade nine students overcoming learning difficulties at Lucien-Pagé High School in Montreal and was a big success.

“A special thanks to all of you for making the [eco-calculator] pilot a great success! I know that all of you spent evenings and weekends configuring, uploading, and testing changes, and it paid off greatly with our successful pilot.” Maurice Kowanetz, JA National Director, Information Technology

Finally, we are helping JA develop a Canadian version of the global Success Skills program, a fun and interactive program where trained business professionals teach high school students how to develop personal strategies and critical thinking skills. Through engaging activities, students learn to appreciate the importance of personal appearance, professional demeanor, punctuality, and written and oral communication. We are currently supporting Success Skills pilots in five locations across Canada: Toronto, Niagara, Edmonton, Saskatoon and Calgary. Success Skills will be a flagship program for Accenture in the next fiscal year.

Accenture mentors work with students through Junior Achievement.

Canadian Youth Business Foundation

Accenture is partnering with Canadian Youth Business Foundation (CYBF) on programs aimed at investing in aspiring entrepreneurs aged 18 to 39. CYBF is a member organization of Youth Business International (YBI), a global network of independent nonprofit initiatives helping young people to start and grow their own businesses and create employment. YBI member organizations assist young entrepreneurs with a combination of training, mentoring, financing and other business development services.

Accenture spent three months on a pro bono project to help CYBF enhance a mentoring program that reaches a community of more than 2,000 young entrepreneurs. Accenture helped streamline CYBF’s current mentoring programs and procedures. Since receiving Accenture’s recommendations, CYBF has begun examining the social and economic impact of its mentoring services on entrepreneurs, mentors and the Canadian economy.

Programs supported by Accenture through this project include:

- New Stand-Alone Mentoring Feasibility Study: Accenture recommended a program to help increase the number of youth entrepreneurs who benefit from CYBF mentoring services, based on research of the competitive landscape and the resulting program pilot project, moMENTum, is nearing completion.
- New Mentor-in-Residence (MIR) Program: Accenture defined the new program, which included a new mentor training curriculum.
- New Mentor Advisory Panel Program: Accenture provided insight into industry best practices and recruited employee volunteers across Canada to participate in the panel.

A mentor from Canadian Youth Business Foundation examines an entrepreneur’s new product.

Pro Bono Consulting

One of Accenture’s key Canadian initiatives to help support our Skills to Succeed goal is pro bono consulting. These projects allow us to share Accenture’s best people and deep skills with our partner organizations free of charge.

We launched our pro bono consulting efforts in fiscal 2011, and had successful projects in our first year with the Canadian Youth Business Foundation and Junior Achievement. We took pro bono consulting to the next level this past fiscal year, creating a new selection process and a decision review board that includes representation from some of Accenture Canada’s top leaders. The decision review board meets twice a year to review the many innovative ideas and proposals from our teams across Canada.

As with our projects with clients, each pro bono project has a senior executive sponsor and a delivery team, and efforts are considered in year-end employee evaluations. These projects provide valuable skill-building experiences, both for the organizations we help and for our own people.

Microskills Business Incubator Project

Accenture worked on a project aimed at helping Microskills fulfill its vision to teach networking and career-building skills to recent immigrants, youth, visible minorities and low-income women across the Greater Toronto Area (GTA). A team of five Accenture volunteers worked with the charity to design an operating model for a Business Incubator program that provides entrepreneurs in the GTA with the network, education and mentorship required to successfully launch and grow a business.

Microskills is now in the process of implementing the program, which can help 20 entrepreneurs successfully launch their businesses.
We were also involved in a Supply Chain Forum event, presenting topics based on consultants’ experiences in the Canadian supply chain marketplace. The forum provided 60 Microskills attendees with Accenture’s perspective on supply chain in Canada and an opportunity to network with industry experts.

**Gordon House Youth S.E.A.R.Ch Project**

Gordon House Youth S.E.A.R.Ch (GHYS) is an organization committed to supporting at-risk youth who face multiple barriers to education and employment, including homelessness, alcohol and drug addiction, discrimination and/or lack of education. GHYS runs a Skills Link program that offers youth the opportunity to increase their employability and life skills through formal classroom training, one-on-one support and work placements. Over the past 30+ years, GHYS has helped thousands of youth in Vancouver change their lives. On average, every 3-4 youth will secure and maintain employment, or pursue further education upon completion of the program.

Accenture collaborated with GHYS as part of our pro bono consulting initiative to perform a strategic review and financial sustainability assessment to help the charity decrease its reliance on government funding. The nine-week engagement involved assessing the current situation, analyzing funding alternatives and developing a road map for the future. The Accenture team also developed a social return on investment (SROI) framework to help quantify the community impact of GHYS’ programs, helping the organization become more financially independent and sustainable.

**Making a Difference in Local Markets**

We take great care to assess each of our local markets across Canada to determine the areas where skills development was needed most. This information gives us a clear understanding of our vulnerable populations, high-growth job sectors and desirable charity partners, and in turn shapes the strategies that inform our Skills to Succeed approach. We found that we can make the greatest impact in Canada across six key areas: women, people with disabilities, immigrants, young adults, Aboriginal people and people living in poverty. We partner with organizations that focus on building employment skills in these areas, many of which have a personal connection to our employees.

**Women**

**Minerva Foundation**

Minerva Foundation for BC Women is changing the face of leadership in BC through their leadership development, education, and economic security programs. Since 2001, Minerva has helped more than 3,000 women and girls across BC, with over 500 women re-entering the workforce after an absence, ensuring economic security for themselves and their families.

Accenture supports Minerva Helping Women Work™ (MHWW), a program which offers unique career mentoring and coaching programs for women entering the workforce, who are in career transition, recently unemployed, under-employed, new grads or returning to work after an extended absence. These women face a number of unique challenges different from other job seekers, such as outdated skills and connections, reduced earning potential, specific income needs and lack of confidence about re-entering the marketplace. In 2012, Accenture supported MHWW in helping over 40 women successfully re-enter the workforce with the skills they received through this program.

![Auctioneers excite the crowd during Minerva Foundation’s signature All About Minerva fundraising event.](Image)

**People with Disabilities**

**New Brunswick Association for Community Living**

The New Brunswick Association for Community Living (NBACL) is a nonprofit organization that works on behalf of children with intellectual disabilities and their families. NBACL supports families, provides training and education, does research and provides inclusive recreation and leisure opportunities.

In 2012, Accenture volunteers from Fredericton formed a new partnership with NBACL and Jobs Unlimited, an employment agency for men and women who face barriers to employment, such as intellectual disabilities. The volunteers visited a local high school to teach resume writing, interview skills and hiring practices with six young adults with intellectual and learning disabilities, helping them prepare for the workplace. The youth are currently in a work co-op program, and will enter the job market within the next 12 months.

**ErinoakKids**

ErinoakKids Centre for Treatment and Development is Ontario’s largest children’s treatment centre, working with young adults with physical and developmental disabilities, communication disorders, autism, blindness and deafness.

Accenture supports ErinoakKids’ Independent Living Program (ILP), which helps young adults prepare to enter the next phase in life and live independently. Over the course of ten days, program participants live in barrier-free accommodations at Sheridan College, with access to 24-hour care. Since its inception in 2002, 132 ErinoakKids clients have participated in the program.

Accenture volunteers teach workshops as part of ILP, helping participants develop resumes and cover letters, practice interviewing and learn effective communication skills. We held two separate workshops at Sheridan College in 2012, helping 14 participants to learn essential life skills that will help them to start work or attend college, and most importantly, to gain independence.

![An Accenture volunteer gives one-on-one mentoring support during a resume building workshop with ErinoakKids.](Image)

**Cynthia Barria, a Toronto Accenture employee and ErinoakKids volunteer, was featured in the “Making a Difference” video segment on Global TV Toronto in August 2012. The segment showed footage of volunteers working with participants at a sailing event, as well as interviews with a participant who talked about how meaningful the Independent Living Program was to his development.**

**People New to Canada**

**SUCCESS**

SUCCESS is an agency in British Columbia aimed at helping new Canadians of Chinese ethnicity overcome language and culture barriers. SUCCESS helps clients in five key areas: social services, employment, business and economic development, training and education and health services.

Accenture has been working with SUCCESS for many years to help newcomers transition to life in British Columbia. In fiscal 2011, we helped develop the Career Start Program aimed at preparing clients for the Canadian workforce. The program consists of three events that help participants build their resumes, find the right work and prepare for future interviews. These sessions are run twice a year by Accenture volunteers, and involve approximately 30 participants for each session.

Recently, a participant from the SUCCESS Employment Mentoring Program shared feedback on the program with coordinators:

“I must really thank you and all the other people who helped organize this SUCCESS and Accenture program for the new immigrants. I strongly feel that I’m able to obtain this job because of the knowledge gained from this program and advice from the mentors. Without this program, I believe I would still be searching around.”

**ACCES Employment**

ACCES Employment is a charity dedicated to connecting employers to qualified candidates through quality services at no cost. More than 15,000 job seekers are served annually at five locations across Greater Toronto Area. Accenture shares ACCES Employment’s vision of a fully inclusive workforce that reflects the diversity, skills and experience of Canada’s population.
Accenture has partnered with ACCES for more than three years on programs that help job seekers succeed in the workforce. One such program is IT Connections, where volunteers provide resume critiques and mock interviews to help internationally trained IT professionals find work in Canada. Accenture volunteers are also involved in Speed Mentoring®, an event modeled after the “speed dating” concept, which gives job seekers the opportunity to discuss industry information and job search techniques with many experts in their field over the course of the event. Twelve Accenture mentors helped 120 job seekers at the 2012 ACCES Speed Mentoring® Marathon.

Young Adults
Accent on the Community

Accent on the Community is an initiative that matches Accenture consultants eager to build leadership skills, with Montreal business students looking to gain consulting experience. Together, they team up to help local charities in need of business expertise from the private sector.

During fiscal 2012, we helped three charities through Accent on the Community. Our team of consultants and Montreal area business students helped a local nonprofit organization to transform its funding approach from a traditional charity toward one of a social enterprise that employs commercial strategies to maximize improvements for a social cause. We helped this organization determine appropriate revenue-generating initiatives that respect its mission of local development.

Two additional teams of volunteers ran similar projects with two other nonprofits in the area. All three projects were successful in helping these charities identify ways to develop more sustainable funding models. The next step for our Accent on the Community volunteer teams will be to create a plan for the organizations to implement those activities with the best revenue generating potential.

MR3 Montréal Relève

MR3 Montréal Relève drives initiatives aimed to prepare qualified workers for the job market through innovative economic development projects. MR3 Montréal Relève was created by the Board of Trade of Metropolitan Montreal through an agreement with the City of Montreal, and has been in operation for 17 years.

Accenture is involved with Classes Affaires, a program of career exploration intended to increase student retention. It offers students in the third and fourth years of secondary school the opportunity to take on an internship in various trades and professions.

In February 2012, Accenture participated in the Academic Perseverance Program, providing a one-week, full-time internship for two students from disadvantaged neighbourhoods. The internship program, titled “One Week in the Life of a Consultant,” provides students a better understanding of the career options available to those who pursue post-secondary education. Throughout the week, our student interns learned about different business functions through case studies, presentations, job shadowing and animated activities led by Accenture volunteers at all levels of our company.

Aboriginal People
Free the Children

An international charity and educational partner, Free the Children believes in a world where all young people are free to achieve their fullest potential as agents of change. With more than 1.7 million youth involved in Free the Children’s innovative education and development programs in 45 countries, the organization works to empower youth to remove barriers that prevent them from being active local and global citizens.

Free the Children is the world’s largest network of children helping children through education, with more than one million youth involved in development programs in 45 countries. The organization is dedicated to freeing children from poverty and exploitation, while demonstrating to youth across the world that they are not powerless to drive positive change. Free the Children inspires young people to become socially conscious global citizens.

Accenture partners with Free the Children around its Sacred Circle program, an innovative Aboriginal leadership model that empowers First Nations youth, through academic achievement and engagement, to reach their full potential. In addition, Accenture is also leading the Junior Achievement Economics for Success program as part of the Sacred Circle curriculum to encourage youth to stay in school. This initiative was successfully launched in five schools across British Columbia in 2012.

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Poverty
Salvation Army Vancouver Harbour Light

The Salvation Army Vancouver Harbour Light is dedicated to assisting men and women in Vancouver’s Downtown Eastside who are homeless, previously incarcerated or whose lives have become difficult due to addiction. Harbour Light provides services that enable clients to regain their health and recover from substance abuse, access housing, become employable and re-integrate into society.

Accenture has been involved with Harbour Light for more than ten years, helping at 20 soup kitchen events each year. In fiscal 2011, we helped the organization fund an upgrade to its computer lab for better services and to provide a facility for a new Skills to Succeed program called Harbour Light College. Under this new initiative, Accenture volunteers teach computer skills to people recovering from addiction, incarceration and homelessness.

Harbour Light classes include a short lecture on hardware and software basics, typing lessons and a chance for participants to work one-on-one with an instructor to learn a new skill of their choice. One student took the opportunity to set up an email account and send his first-ever email, in which he let his wife know that he was about to graduate from his detox program.

In 2012, we ran workshops every four to five weeks. Since then, Harbour Light College has evolved to include more advanced sessions for Harbour Light trainees to advance their own computer skills. This gives Accenture the freedom to closely engage these trainers and hold even more learning labs. Client attendance has doubled since the inaugural training session.

Additional financial support from Accenture has helped Salvation Army Harbour Light develop a new assistance program called “The Bridge to the Future Fund.” The fund assists clients as they transition from Harbour Light to the next phase in life and secure full-time work, giving access to educational resources, technology and living expenses.

Accenture will continue to support these initiatives, Harbour Light and its clients in the coming fiscal year.

“Changes” Fredericton

“Changes” Fredericton provides work experience and teaches basic skills to people who have difficulty finding or maintaining employment. Clients are offered one-on-one training and post-training placements, as well as a mentoring relationship that continues for up to two years after successful completion of the program.

In fiscal 2012, Accenture volunteers organized a free session on resume writing and interviewing skills, including mock interviews, for more than 30 unemployed adults in the Fredericton area.
At Accenture, we believe that strong corporate governance is critical to creating long-term value for our clients. We strive to ensure that every aspect of our business—from financial practices to environmental stewardship—operates according to the highest standards of ethics and integrity. Our core values—Client Value Creation, One Global Network, Respect for the Individual, Best People, Integrity and Stewardship—form the foundation of our Ethics & Compliance programs, and ensure that we meet the highest standards of accountability, independence and transparency. Our corporate governance is essential to our success as a high-performance business, and to maintaining good corporate citizenship at Accenture.
Anchoring Guidelines and Principles

Operating ethically and in compliance with all laws is not only a responsible action, it is a sound business strategy. Ethics & Compliance are essential to our culture, and to supporting our clients in meeting their own business and performance objectives. We work to stay ahead of the market, be proactive and act with courage and foresight to provide direction to our clients—and we apply this same approach to our Ethics & Compliance initiatives.

Our Corporate Governance Guidelines describe the functions, composition, performance and operation of our board of directors, its committees, its leadership and its performance. The board is responsible for providing governance and oversight regarding the company's strategy, operations and management, including our five corporate citizenship pillars: Corporate Governance, Skills to Succeed, Environment, Our People and Supply Chain.

Accenture treats business ethics, corporate governance and operational transparency as top management priorities, and our Ethics & Compliance program aims to foster the highest standards among our people. In fact, as of fiscal year 2012, we have been named to Ethisphere’s "World's Most Ethical Companies" list in the Business Services category for five consecutive years.

Accenture Code of Business Ethics

One visible aspect of our Ethics & Compliance program is our Code of Business Ethics, with which all our employees must comply. Currently available in 16 languages, the code emphasizes critical areas for our organization and business model, and highlights aspects of conduct that are imperative for all employees.

We rely on our people to live according to our Code and core values every day, in every interaction with each other, our clients and our stakeholders. In fiscal 2011, we launched a refreshed, dynamic Code of Business Ethics website, which provides access to a vast set of resources, including scenarios depicting ethical dilemmas, policy information, training and much more. Additionally, we help our employees improve their decision-making through guidance from leadership, our Ethical Fitness® Decision-making Model and a variety of other tools.

Data Privacy and Information Security

Protecting privacy and ensuring the security of personal and business data, for our clients and for us, is a cornerstone of Accenture’s business. This is a commitment to our clients that we will behave appropriately when we access data. We use data responsibly in accordance with numerous laws and client agreements.

Our Data Privacy policy demands that we access and use personal data only when access to that data is necessary and when we have a legitimate business purpose. Our Acceptable Use and System Security policies demand that we implement and use technology in an appropriate and defensive manner in order to protect data. To help our people understand the importance of data privacy and information security, each Accenture employee must complete our "Data Privacy—What It Means and Why It Matters" and "Information Security" training courses.

Corporate Citizenship Governance

Accenture’s corporate citizenship and environmental strategies are governed by a dedicated subcommittee of our Global Management Committee, our most senior management group. This subcommittee meets three times each year to consider policy and guide the work of the Corporate Citizenship Council and the Environment Steering Group. The Corporate Citizenship Council is a group of senior executives from multiple disciplines and geographies who implement those policies and supporting programs—assessing strategy, guiding overall programming activity and approving major initiatives. Each of our 15 geographic units has a council member responsible for his or her implementation of Accenture’s corporate citizenship priorities within that geography.

The Environment Steering Group includes leaders from across Accenture and determines our processes for providing guidance around carbon-emissions disclosure. Also, this group recommended that Accenture pursue global ISO 14001 certification, as well as the employee Eco Challenge.

The Corporate Citizenship Council and the Environment Steering Group make strategic recommendations on our sustainability initiatives. Our leadership approves and acts on these recommendations, taking responsibility for driving our objectives through the organization.
Working Sustainably

We run and grow our business on an environmentally sustainable basis, cultivating eco-efficient practices that include energy management and resource conservation. Our Smart Work program promotes eco-efficiency by encouraging eligible employees to work one or more weeks per month from their local office or from home, and to connect with colleagues and clients through web conferencing or one of our two Telepresence video-conferencing locations in Canada.

We have implemented Remote Energy Monitoring (REM) technologies to help decrease our office electricity use worldwide. Accenture has connected more than 150 smart meters in 20 locations, including Canada, allowing us to feed our electricity consumption data to a central tool, which records and monitors consumption in real time. We also procure more than 10 percent of our global office electricity from renewable sources. Our collective global energy activities have helped us achieve 30 percent reduction in our per employee emissions against our 2007 baseline.

Enabling Client Sustainability

Accenture is committed to helping our clients to drive innovation and profitable growth, while striving for positive economic, environmental and social impacts. We work to help clients achieve sustainable high performance in four strategic areas:

- Regulation and Strategy—Developing a sustainability strategy and complying with sustainability regulations
- Operational Excellence—Improving cost effectiveness and efficiencies in core operations
- Emissions Management—Reducing energy consumption, waste and emissions
- Sustainable Infrastructure—Improving energy efficiency and reducing emissions through large infrastructure projects that involve energy, transportation and construction

Additionally, our relationship with the Carbon Disclosure Project (CDP) plays an important part in making robust and meaningful data on climate change and corporate carbon footprints available. The CDP is an independent not-for-profit organization holding the largest database of primary corporate climate change and water information in the world. Our collaboration with the CDP also furthers our joint ambition of supporting corporations that wish to transform their carbon performance and reduce climate change-related risks.

Examples of client sustainability measures:

- • Working with a major telecommunications provider to offer our clients unified communications and collaboration services and products that reduce our clients’ carbon footprints and enhance customer satisfaction
- • Helping a major healthcare client to determine options for becoming a leading low-carbon healthcare organization over coming years, including an estimated 40 to 50 percent reduction in emissions by 2020

Awards and Certification

- • Accenture was included for the second consecutive year on the Carbon Disclosure Project’s 2011 Global 500 Carbon Disclosure Leadership Index (CDLI), representing the top 10 percent of companies, and was named as a leader in the Information Technology sector.
- • Accenture has an Environmental Management System (EMS) and has held global ISO 14001 certification since 2009. Successful audits of Accenture’s ISO 14001 locations has resulted in renewal of our global certificate.
- • Many Accenture offices hold “green building” certifications, including Leadership in Energy and Environmental Design (LEED), Building Research Establishment Environmental Assessment Method (BREEAM) and Green Star 6.

Driving Employee Environmental Engagement

Our people enthusiastically create and adopt innovative approaches to eco-smart work practices, notably in our global Team Eco Challenge competitions, which encourage embedding eco-smart work practices into Accenture projects.
Global Eco Challenge

Each year as a part of our World Environment Day celebrations, we encourage our people to embrace environmental stewardship and adopt eco-smart work practices through Eco Challenge competitions. Eco Challenge 2012 built on the success of previous competitions by encouraging Accenture people and recruits to compete in the interactive game, “Are you a Green Superhero?” During the Challenge, the game was played 50,000 times in more than 60 countries. Ten winners were selected among the Accenture participants with the highest scores. Winners from Canada, China, India, Indonesia and the Philippines received an eco-friendly prize pack, including an iPad.

Employee Training

Employee environmental engagement is also promoted in the form of various global training programs. Examples of programs made available to employees include sustainability training, Environment Management System training and our Green Learning Series. Training provides employees with awareness of the impacts of energy consumption and waste generation.

Sweater Day

In February, all of our North American offices participated in an energy conservation effort by lowering the office temperature settings by three degrees Celsius for the day, resulting in an estimated five percent reduction in energy consumption for each office that took part. Employees across our offices were also encouraged to support the event by wearing their favourite (and funniest) sweaters. Employees submitted photos of their sweater day attire to the North America Sweater Day Photo Contest and three winners were selected.

Earth Day Travel Smart Challenge

The six-week Earth Day Travel Smart Challenge took place between Earth Day and World Environment Day. This challenge aimed to inspire employees to challenge the need for travel and the means by which they travel. Accenture employees from across Canada and the US were engaged to think creatively about how to reduce their travel-related carbon footprint—both from a personal and work perspective. The initiative was embraced with high participation as individuals logged hundreds of actions in the Travel Smart Challenge Tool.

FRESH teams

Accenture has environmental leaders in each of our 15 geographic units worldwide, including Canada, where we have a whole “green team” in each location! Our FRESH (Focused on Responsible Environmental Sustainability for a Healthy Planet) teams are made up of employees who are passionate about corporate sustainability. These individuals volunteer to drive all our green initiatives from their local offices.
Human Capital Strategy

Accenture helps Canada’s leading businesses and governments overcome challenges on the road to high performance. Our people—our human capital—are the key to meeting the business needs of our clients, and to helping Accenture grow and remain competitive.

Our multi-year Human Capital Strategy paints a comprehensive picture of what our talent, leadership and culture will look like in the future. Our Human Capital Strategy focuses on accelerating leadership development and evolving our culture to meet the demands of an increasingly complex marketplace. We want to ensure that we always have the right people in the right places to best support our clients.

Inclusion and Diversity

Diversity is built into our Accenture DNA—our workforce spans countries, cultures, languages, generations, perspectives, backgrounds and educational experiences. We know that our clients benefit from our diversity, as we have a rich range of talent, skills and perspectives to share. We take the widest possible view of diversity and are committed to creating and providing an inclusive, open and equitable environment for every individual. Accenture also has a wide variety of employee resource groups that connect individuals who wish to strengthen their support networks:

Women

Accenture has a strong female workforce in Canada. We strive to provide an environment and culture that empowers female employees in Canada to define their personal approaches to success.

Our national Women’s Initiative (WI) lead listens to women’s views and works with our local leads to ensure that our female employees are experiencing engagement and job satisfaction. Additionally, our WI lead helps to continually evaluate our strategy and assess our impact on improving gender diversity.

There are many programs and initiatives geared toward the advancement of women offered at Accenture in Canada. We offer a three-day course called Developing High Performing Women, during which top female senior executives help female managers identify long-term career goals. Our Women & Negotiation Workshop helps women learn how to impact negotiations, while Women & Client Centricity teaches skills for managing client relationships and becoming more effective leaders.

In fiscal 2012, Accenture sponsored 16 outstanding women executives for the seventh consecutive year to attend a two-week “mini-MBA” course with the Smith College Leadership Consortium. This event, along with our ongoing relationships with Catalyst and the Women’s Executive Network, ensures that our high-performing female employees have access to networking opportunities with women from top companies outside of Accenture.

Lesbian, Gay, Bisexual, Transgender (LGBT)

Accenture has a strong program supporting our Lesbian, Gay, Bisexual and Transgender (LGBT) employees, one that is supported by leadership globally. Our program includes affiliations and equality indexes, communications, education and development, policies and procedures and events. Efforts around LGBT inclusion start from the top with our Global LGBT Network, bringing together the LGBT community and its allies. The LGBT Ally program launched in 2011 encourages allies to demonstrate their support by adding the campaign logo to their email signature. The Accenture Transgender Portal intranet site connects transgender employees and educates employees about transgender issues, and overall LGBT sensitivity training is available for all employees online.

In Canada, a monthly LGBT newsletter shares information and advo ces events, and our annual LGBT Pride Month campaign features communications to all employees to promote equality in the workplace. Canada has been instrumental in helping to shape policy around LGBT in the workplace. Additionally, our leadership continually demonstrates support through participation in events like the International Day Against Homophobia (IDAHO) and the North America LGBT leadership training. Diversity recruiting events in Canada, such as LGBT-specific job fairs, ensure that we continue to focus on the best people to serve our clients.

Persons with Disabilities

Accenture actively supports our employees with disabilities. Our global Persons with Disabilities (PwD) employee group focuses on various efforts such as assistive technology, workplace accommodations, HR policies, training and development, geographic networking and recruiting efforts.

In Canada, we have our Abilities Access Network, a senior executive-sponsored community to support and build awareness for people with disabilities. We have representation in Toronto, Vancouver, Ottawa and Niagara. Our Abilities Access Network also collaborated with the US Disability Interes Group to organize a widely-viewed internal awareness broadcast.

In fiscal 2012, the Enable! campaign hosted a “Work Day in the Life of an Accenture Mentor” event, with Accenture mentors and participants from Spinal Cord Injury Ontario (formerly Canadian Paraplegic Association Ontario) and Ability online. The campaign seeks to help people with disabilities hone professional skills, while increasing external awareness around those with special needs.

Aboriginal Strategy

Accenture has a strategy to engage our Canadian First Nations, Metis and Inuit employees to build on our diversity and make a sustained and meaningful impact in the community. We are involved in recruiting programs aimed at Aboriginal employees, as well as supplier diversity programs and projects that support skill building and mentoring for Aboriginal youth and businesses.

We have initiatives in Canada around recruiting full-time Aboriginal employees, as well as on educating employees—particularly those in recruiting and hiring roles—about Aboriginal culture, inclusion and diversity. Our Aboriginal Intern Program offers one-year internships supported by the Government of Canada, allowing Aboriginal candidates to work with Acosys Consulting, an Aboriginal-owned technology company. Interns may be offered full-time work after one year.

We are also recruiting qualified, full-time Aboriginal candidates to our Canadian delivery centres. In 2012, we supported the launch of a new delivery centre in Canada that is jointly owned by the Tsawwassen First Nation of British Columbia and the CAPE Fund. This centre leverages Accenture’s tools and methodologies through a mentoring relationship, allowing Aboriginal employees to live and work on reserve and foster economic development.
Training and Development

We continue our long-held commitment to ensuring that our people have the necessary skills and capabilities to serve clients at the highest level and to advance in their careers. To this end, in fiscal 2011 we invested more than US$800 million globally in employee training and professional development, an average of 52 hours per person.

Our training begins the first day an employee joins Accenture, with core programs to provide our professionals with foundational skills and knowledge of our culture, ethics and core values. Training and development continue throughout each employee’s career through flexible training options—onsite, online, in teams and via mobile learning—with courses tailored to the individual’s skills, experience and interests. We now have 55 internal certification programs to help meet the demand for deep specialized skills.

Supporting Our People

Accenture offers a variety of initiatives to ensure the well-being of our employees—from flexible work arrangements and resources that minimize travel to financial management seminars and wellness offerings. Our robust range of benefits provides employees with resources to better manage their personal and professional lives so they can continue to develop and advance their Accenture careers while taking care of personal commitments and responsibilities.

All of our people receive a formal annual review from their supervisor or career counselor under Accenture’s performance management process. Our Career Development Plan and Personal Engagement List foster open dialogue about employee engagement, steps that could be taken to improve job satisfaction, short- and long-term career goals and how to build a robust development plan for the year. Additionally, we encourage real-time feedback and mid-year discussions, and our annual Global Employee Survey gives all Accenture people an opportunity to discuss what Accenture is doing well and where we can improve. We also recognize our employees’ strong leadership skills and dedication to corporate citizenship through a series of Canadian award programs.

Giving Back to the Community

Accenture people in Canada are very dedicated to giving back to communities at home and around the globe. Our employees donated many hours in fiscal 2012 to causes that matter to them, from ensuring families in need get nutritious meals through our local food banks, to rising to the challenge at the annual Terry Fox Run. Many employees have strong personal connections to the organizations we support, and this drives them to truly make an impact across the country through our corporate citizenship initiatives.

United Way Campaign

Each year we participate in a campaign at all Accenture locations across Canada to support United Way, a national network that work to advance the common good by focusing on moving people from poverty to possibility, building strong communities and helping youth be all they can be. The support of donors across Canada allows United Way to work with almost 4,000 non profit and charitable organization.

Accenture has sponsored numerous pro bono projects and countless other volunteer initiatives aimed at raising awareness and funds to help United Way better strengthen and build our local communities. During our annual campaign, our location leads drive fundraising activities and events designed to encourage employees to donate to United Way. Events are fun and engaging for employees—bakes sales, luncheons and competitions to name a few.

Accenture Development Partnerships

Accenture Development Partnerships represents another way in which our people give back to the community. This pioneering “corporate social enterprise” employs an innovative not-for-profit business model that makes the core skills and assets of Accenture accessible to the international development sector to help strengthen organizations and build emerging markets from within.

These projects focused on various aspects, including the following:

- Market assessment and business planning
- Health network supply chain and information systems development
- Human rights review in global commodity supply chain
- Global Information and Communications Technology strategy development
- Resource mobilization plan development
- Donor and beneficiary management business transformation and system selection
- Operating model assessment
- Strategic partnership support
- Software development strategy
- Proposal support

Accenture Development Partnerships worked with NetHope in this rebuilt IT academy, helping young people develop skills to enter the workforce.

Accenture employees who work with Accenture Development Partnerships accept a voluntary salary reduction for the time they are on assignments. This represents a significant personal contribution to the program and to our clients.

In fiscal 2012, 16 Canadians contributed more than 11,000 hours to clients in locations all over the world, including Austria, Haiti, Netherlands, Malawi, Mali, Peru, South Africa, Thailand, USA, Zambia and at home in Canada. Some recognized international clients include ChildFund, Enablis, the Government of Haiti, PLAN, World Vision, SOS Children’s Villages, Humanity United, The Global Alliance for Improved Nutrition, NetHope and Greenpeace.

These projects focused on various aspects, including the following:

- Proposal support
- Strategic partnership support
- Software development strategy
- Market access and business planning
- Health network supply chain and information systems development
- Human rights review in global supply chain
- Global Information and Communications Technology strategy development
- Resource mobilization plan development
- Donor and beneficiary management business transformation and system selection
- Operating model assessment
- Strategic partnership support
- Software development strategy
- Proposal support

British Columbia employees help to feed people recovering from addiction and homelessness at the Salvation Army Harbour Light.

Niagara employees support Accenture’s annual United Way campaign.

Accenture people push their physical limits through a charity run.

Niagara employees attend the annual clothing swap event to raise funds for a local women’s shelter.
Nurturing Supplier Sustainability

As we strive to improve the sustainability of our own operations, Accenture also seeks to influence our suppliers’ business practices. Since 2007, we have asked all potential new suppliers about their environmental performance and goals to reduce environmental impact. We continue to work toward including environmental questionnaires in at least 95 percent of all RFPs issued.

In 2010, we became a corporate member of the Carbon Disclosure Project’s Supply Chain Program, and asked our top global IT suppliers to respond to the Supply Chain questionnaire, to which 100 percent responded in 2010 and in 2011. The information we gleaned from the responses helps us to improve our strategic planning and supplier selection.

Supplier Standards of Conduct

We expect our suppliers to comply with our Supplier Standards of Conduct, which supplement our Code of Business Ethics. These standards incorporate the principles of our core values and the United Nations Global Compact Ten Principles, and are part of our sourcing and contracting process.

Our intent is to do business only with suppliers who agree to the Standards or who provide proof of an equivalent document. To that end, we began tracking and reporting the number of new supplier agreements that include the Supplier Standards of Conduct.

Advancing Supplier Diversity

It is our policy that all certified and qualified diverse suppliers have equal opportunity to participate in the procurement sourcing process. In April 2012, Accenture launched an 18-month Diverse Supplier Development Program in Canada. The program partners Accenture executives with 11 certified and selected diverse suppliers, particularly women and minority-owned. Monthly one-on-one meetings between mentors and protégés help suppliers to grow the capacity of their businesses, and quarterly training events expose them to current business topics and issues. To foster supplier diversity in the broader community, Accenture is a founding member of WEConnect Canada, and holds a seat on the board of directors for the Canadian Aboriginal & Minority Supplier Council (CAMSC).

Key objectives of Accenture’s Supplier Diversity Program include:

- Expand the presence of certified diverse suppliers in our supplier base and encourage our large suppliers to do the same
- Increase the number of diverse suppliers in our contracting relationships on behalf of our clients
- Create an infrastructure for shared relationships to jointly market
- Promote economic growth for a multitude of businesses
Corporate citizenship is an ongoing journey for Accenture, and we are committed to making a sustainable, measurable difference in the world in which we work and live. In the pages of this report, we highlighted the impact we made over fiscal 2012 in Canada across each of the five pillars of our corporate citizenship strategy: Corporate Governance, Skills to Succeed, Environment, Our People and Supply Chain.

We will continue to drive toward our goals in the upcoming fiscal year with several new initiatives already in the works. In fiscal 2013, we will launch an online tool to help make volunteering easier, more accessible and more engaging for employees. The new tool will feature a streamlined process for advertising local community events for interested volunteers and a simple way to register. The tool will also help to improve our ability to track employee volunteer hours globally so that we can see the full impact of our efforts.

We will continue to drive toward our Skills to Succeed goal, and to build and sustain strong foundational relationships like we have with Canadian Youth Business Foundation, Junior Achievement and United Way. We’ll be looking for new ways to collaborate with clients and charity partners and to deepen our impact, continuing to bring innovation to our Skills to Succeed focus.

The environment will continue to be an important focus for Accenture. We are working with United Nations Global Compact to develop a private-sector perspective for Sustainable Energy for All (SE4ALL), a strategy on the future of global energy. We will work closely with our employees, clients and suppliers on our journey toward more sustainable operations and a smaller environmental footprint.

We will continue creating a diverse and inclusive environment for our people, and ensuring that each individual has the opportunity to reach his or her full potential. We will continue to raise the bar in representing women and minorities in leadership roles, while continuing to welcome diverse employees. Our focus on customized training will build employee expertise and ensure we have the right skills and people to help Canada’s leading businesses and governments with their challenges.

Over the next two years, we plan to review the environmental, social and ethical business practices of global suppliers representing at least 70 percent of our procurement spending. We will also continue to invest in our supplier inclusion and diversity programs and increase our reach, strengthening our supply chain and supporting our commitment to more inclusive and sustainable business models.

Going forward, we will continue to team with our people, our strategic partners, our suppliers, our clients and our other stakeholders—together we can make an incredible impact in the years to come.
The following Accenture employees have demonstrated outstanding effort and personal sacrifice through continual commitment to volunteering.
Our sincere thanks to everyone who contributed to this report and to the dedicated volunteers who contribute to the character of Accenture and to our communities.

Learn more about Corporate Citizenship in Canada on Accenture.com, or visit our microsite at: accenture.com/CanadaCC

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with 257,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.