On the cover:
Richard Hill, associate manager – Health & Public Service, shows Knowledge is Power Program (KIPP) summer interns at Accenture the robot he helped their fellow high school students build for KIPP’s DC-FIRST Robotics team. For summer 2015, Accenture recruited over 175 organizations to provide internships and applied learning opportunities to more than 500 KIPP high school students across the country.
LETTER FROM OUR CHIEF EXECUTIVE

Julie Sweet

At Accenture, we are passionate about improving the way the world works and lives for our clients, our people and our communities. For us, corporate citizenship is central to our culture and reflects our core values.

Our 50,000 people across the United States bring the same passion and rigor to our corporate citizenship initiatives as they do to serving clients, by leveraging digital technologies and delivering measurable outcomes. They represent a wide variety of cultures, ethnicities and beliefs, making our company stronger, smarter and more innovative, and they consider giving back to our communities a key component of what makes Accenture a great place to grow a career.

Recent highlights include:

- **Our Skills to Succeed** initiative has equipped more than 800,000 people around the globe with the skills to get a job or build a business. Together with our strategic partners, we are expanding this figure to more than 3 million people worldwide by the end of fiscal 2020, and we are increasing our focus on the successful transition from skill-building programs to sustainable jobs and businesses.

- Fiscal 2014 was the most energy-efficient year in our company’s history. We reduced our global per employee carbon emissions by more than 43 percent against our fiscal 2007 baseline, and by the end of fiscal 2020 we will reduce this to more than 50 percent. Additionally, we are beginning to measure and report the impact of our sustainability initiatives with clients and suppliers.

- We are committed to supporting the professional goals and aspirations of our more than 130,000 women globally, providing an environment and culture that empowers them to define and achieve their personal approaches to success. Women account for 37 percent of new hires and we plan to increase this percentage to at least 40 percent worldwide by the end of fiscal 2017.

- Additionally, hiring veterans is a top priority, and we are committed to hiring 5,000 US veterans and military spouses by 2020.

- Creating an environment that supports our people over the course of their careers and enabling them to thrive personally and professionally is one of our top priorities. We doubled our parental leave in the U.S. and now offer up to 16 weeks of paid maternity leave for the our full-time and part-time women and eight weeks for primary caregivers. Additionally, we introduced a new program that allows primary caregivers to work locally for the first year after returning from parental leave, rather than traveling to out-of-town assignments.

- We launched myGiving, an online platform where any US employee can create fundraisers for charities that are personally important to them. In its first year, more than 350 fundraisers were created and over US$5.5 million was raised through fundraisers as well as our annual employee giving campaign.

I hope you will take the opportunity to explore additional highlights of our corporate citizenship initiatives both in the United States and beyond in the following pages. These achievements are a reflection of our people, who give generously of their time and talent. With their help, we look forward to continuing to make a measurable difference in our locations across the country and around the world.

Julie Sweet
Group Chief Executive – North America

Read more at accenture.com
US AND GLOBAL HIGHLIGHTS

800K+
Number of people equipped with Skills to Succeed worldwide between fiscal 2010 and 2014

43%
Percentage reduction in global per employee carbon emissions we achieved in fiscal 2014 against our fiscal 2007 baseline

36%
Percentage of women in our global workforce in fiscal 2014

nearly 7,000
Number of KIPP students in the US equipped with career readiness skills by Future Focus since 2011

5,000
Number of US veterans and military spouses we plan to hire by 2020

16 weeks
Amount of paid maternity leave offered to US full-time and part-time women employees—and up to 8 weeks for primary caregivers

7
Number of consecutive years recognized among FORTUNE’s 100 Best Companies to Work For

9
Number of consecutive years recognized among DiversityInc’s Top 50 Companies for Diversity

13
Number of consecutive years included among Working Mother’s 100 Best Companies

8
Number of consecutive years recognized among Ethisphere’s World’s Most Ethical Companies

Read more at accenture.com
In today’s climate of constant change and volatility, building a resilient workforce is more important than ever. For individuals, having skills that open doors to employment and economic opportunity is critical. Our Skills to Succeed corporate citizenship initiative responds to this need by equipping people in the United States and around the world with the skills to get a job or build a business—enabling them to successfully navigate today’s rapidly changing marketplace.

—I had always been shy—sitting in the back of the classroom. My internship experiences helped me build confidence and realize my skills and potential so I can achieve more than I ever thought possible.

—Elbert Martinez, Genesys Works intern
A Global Need

Today, more than 200 million people are unemployed worldwide, including more than 70 million young people. To keep unemployment from rising even higher, 280 million additional jobs must be created in the next five years.

We launched Skills to Succeed in 2009 to address this need by advancing employment and entrepreneurship opportunities in markets around the world. It draws on two of Accenture’s core capabilities: training talent and convening partnerships to achieve tangible, measurable results.

To date, we have helped equip more than 800,000 people with workplace and entrepreneurial skills, and we are setting our sights even higher for the future. By the end of fiscal 2020, together with our strategic partners, we will pursue the following targets:

• DEMAND-LED SKILLING: Equip more than 3 million people worldwide with the skills to get a job or build a business.

• EMPLOYMENT AND ENTREPRENEURSHIP OUTCOMES: Increase our focus on the successful transition from skill-building programs to sustainable jobs and businesses, and improve our collective ability to measure and report on these outcomes.

• COLLABORATION FOR SYSTEMIC CHANGE: Bring together organizations across sectors to create large-scale, lasting solutions aimed at closing global employment gaps.

To support our corporate citizenship efforts globally, including Skills to Succeed, Accenture and the Accenture Foundations have contributed more than $220 million since fiscal 2011 through cash as well as pro bono contributions of time and Accenture employee skills.

Although Skills to Succeed is focused on reaching millions and effecting global change, behind the numbers lies the heart of this initiative: the individuals whose lives are transformed by gaining the skills to get a job or build a business.
Skills to Succeed in the United States

Unemployment and under-employment remain a challenge for many Americans; yet employers are struggling to find people with the right skills and experience to fill open jobs.

Our Skills to Succeed initiatives in the United States provide in-need populations, such as disadvantaged youth, veterans, women and legal immigrants, with relevant skills needed to secure lasting work.

We focus on demand-led skilling and are creating opportunities for individuals by developing talent to fill urgent and diverse business needs. For example, an ever-growing number of employment opportunities require digital and technology skills. In fact, according to Burning Glass Technologies, nearly eight in 10 middle-skill jobs require digital skills. Spreadsheet and word processing proficiencies have become a baseline requirement, and digitally intensive jobs pay more than those that do not require a digital component. To respond to this need, we are shaping our programs to include more digital and technology skills training and align with other market opportunities.

In addition, we are investing in technology-enabling initiatives to advance employment and skilling outcomes. For example, our Skills to Succeed Learning Exchange provides dozens of nonprofits with online training offerings.

We also partnered with Goodwill Industries International to enhance the website for its GoodProspects® for Credentials to Careers program and teamed with Usher’s New Look Foundation to create the iLEAD platform, which enables students to access online training to develop their professional skills.

By empowering people with the right skills to meet the demands of today’s marketplace, Skills to Succeed is changing lives. At the same time, these newly trained individuals are positively impacting their communities by bringing much-needed skills to US-based businesses. This, in turn, enables businesses to better compete in the global marketplace, strengthening our economy.

Our People’s Contributions

Our people are active and generous volunteers, and serve as a driving force behind our Skills to Succeed initiative. They share their time, skills and counsel by providing pro bono services and volunteering—from working with nonprofits to build capabilities to interacting one-on-one to introduce young women and girls to STEM career opportunities.

• Pro bono projects: The majority of our grants to national nonprofit partners include pro bono support in addition to funding. This allows our partners build their capacity to better achieve their missions, and gives Accenture employees the opportunity to apply their professional skills in a full-time, paid capacity. In fiscal 2015, US employees spent more than 71,000 hours on pro bono projects. Projects ranged from research with Harvard Business School to helping nonprofit partners such as Genesys Works, KIPP, Upwardly Global and Year Up plan for strategic growth and build their capabilities.

• Local volunteer leadership: Each of our US locations has a team of employees who volunteer to lead local employee engagement corporate citizenship programs and events, and manage local granting budgets. The team has local support from leaders and employees at all levels. Says Chicago location corporate citizenship lead Michael Flatt, senior analyst - Workplace Solutions, “I’m proud to be part of Accenture and support our collective passion for community outreach.”

To maximize the impact of our employees’ contributions, we provide convenient ways for them to offer time, services and financial assistance to support their communities. Our global volunteering tool, myCorporateCitizenship, is a centralized online source for employees to offer their time and talent to support Skills to Succeed and other initiatives.
In 2014, we launched a new online platform, myGiving, offering a variety of ways for employees to make charitable donations year round. Employees can create fundraisers for charities that are personally important to them and support fundraisers created by their colleagues. In addition, employees can donate to grants supporting colleges and universities from which Accenture recruits. With myGiving, we introduced matching benefits for charitable donations, and offer an annual US-wide giving campaign. In its first year, more than 350 fundraisers were created on myGiving. Over $5.5 million was raised through these fundraisers and our annual employee giving campaign, which also takes place via myGiving.

Our New York City Girls Who Code Summer Immersion Program students visited design and innovation consultancy Fjord, where they learned how to leverage the power of code and design.

Our employees’ spirit and generosity comes to life through the myGiving platform. When a Manila-based colleague was diagnosed with Stage 4 cancer, a Minneapolis senior manager kicked off a fundraiser to provide financial support for the out-of-pocket costs associated with her treatment. In only a month, fellow employees contributed more than $2,800 and offered messages of support through the site.

People have also used the platform to support individuals outside of our Accenture family. When an earthquake struck Nepal in 2015, employees launched a fundraiser resulting in more than $17,500 to support relief efforts—employee donations were augmented by a $10,000 match from Accenture. Employees also used myGiving to raise more than $10,000 to help US military service members stationed around the world stay connected with family and friends through satellite time, phones, web cameras and phone cards. In addition to the dollars contributed by employees, Accenture matching benefits provided financial support.
Partnering for Success in the United States

No single organization can adequately address the issues of employment and entrepreneurship. It takes collaboration, working across an ecosystem of nonprofit partners, employers and other donors, to create meaningful work, lasting change and sustainable economic growth for millions of people worldwide.

We are committed to bringing together organizations across sectors to create large-scale, lasting solutions aimed at closing employment gaps. Convening partnerships is central to our Skills to Succeed approach and requires flexibility, patience and an ongoing dialogue. We believe this type of deeper collaboration is critical to durable systemic change.

Examples of our collaborative partnerships in the United States that are leading to skillling and employment outcomes include the following:

**KIPP (Knowledge is Power Program)**

Together with KIPP, a national network of open-enrollment, college-preparatory public charter schools, we created Future Focus, a college and career readiness program for KIPP students, and supported the rollout of this program in nine US cities. To date, nearly 7,000 students have received career skilling through Future Focus. Our support also helped secure more than 175 partner organizations to provide internships and applied learning opportunities to more than 500 KIPP students and recent graduates during the summer of 2015.

In addition, to provide Future Focus alumni with the tools and support they need to be successful in pursuing careers, Accenture helped enhance the KIPP Through College program. We have worked with KIPP to build formal partnerships with more than 70 universities and colleges around the country, as well as funded on-campus activities and offered support from Accenture volunteers at career readiness workshops. Since 2011, Accenture has awarded KIPP nearly $6.8 million in funding and pro bono resources to support the Future Focus and KIPP Through College programs.

**Upwardly Global**

Upwardly Global helps eliminate employment barriers and integrates skilled immigrants into the professional workforce. Over the past two years, we have awarded the organization more than $500,000 to expand their online training program and reach jobseekers outside its original local markets of Chicago, New York and San Francisco. The program offers remote access to free interactive training on job search skills, resume writing, interviewing and networking.

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**MEET MICHAEL**

*Washington, DC*  
*KIPP*

As a 12th grade student at KIPP DC College Preparatory, Michael loved football and had many interests, including business and engineering, but lacked exposure to professional opportunities and experiences that could help him identify his true passion.

KIPP’s Future Focus program and his internship at Accenture helped Michael learn about opportunities in the corporate world while gaining professional skills and confidence. He is now enrolled at the University of Rochester on full scholarship and is a member of the KIPP DC Robotics Club—and he still stays in touch with his Accenture mentor.

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**MEET ALEXANDRU**  
*Chicago, Illinois*  
*UPWARDLY GLOBAL*

Alexandru moved to the United States from Moldova. He had more than three years of software development experience in his native country, but struggled to find a job due to difficulties navigating a foreign job market. Upwardly Global's training helped Alexandru adjust his resume, write a cover letter, network and prepare for interviews so he could re-enter the information technology field.

Alexandru now works as a software engineer at Accenture, earning three times more than he earned as a mover when he first arrived in the United States, and saving four times more than he could save doing a similar job in his native country.
In fiscal 2015, we also provided additional pro bono support of approximately $270,000, bringing our total funding to more than $1.4 million in cash and pro bono services since 2012.

As a result of the training and support from Accenture, more than 1,600 jobseekers participated in online or in-person training, and more than 500 program participants secured professional positions.

**Goodwill® Industries International**

In 2014, we awarded Goodwill Industries International $1.5 million for a new program aimed at equipping more Americans with the skills for college and career success. Through GoodProspects® for Credentials to Careers, 40 Goodwill agencies across the country will connect more than 15,000 job seekers with credentials and job-readiness skills. The program offers services such as resume refinement, job-search assistance, soft-skills workshops and access to technology, as well as financial coaching, credentialing opportunities, employer referrals, and childcare and mental-health services. The White House recognized Accenture and Goodwill in 2015 for providing programs like Credentials to Careers that are equipping Americans with skills needed to advance into better paying jobs.

**Genesys Works**

Genesys Works empowers low-income high school students to see themselves as professionals and provides the tools to make this a reality: workplace training, a corporate internship and guidance from high school, through college and into the workforce. Since 2011, we have provided more than $970,000 in cash, pro bono and volunteer support to Genesys Works. We conducted feasibility studies and a strategic growth plan that created the foundation for Genesys Works’ five-year strategy. The feasibility studies led to the opening of offices in Chicago, San Francisco, Oakland and Washington, DC, and the creation of a replica of Genesys Works’ model in Ireland. The studies also helped Genesys Works increase class sizes, implement a finance track in Chicago, enhance their curriculum and create a program for their alumni. To date, nearly 100 students from Genesys Works have received internships at Accenture.

**Year Up**

We are working with Year Up to provide low-income young adults with the skills, experience, tools and support that will empower them to reach their potential through professional careers and higher education. In Miami, Accenture volunteers led training to equip Year Up participants with the Java skills required to work as entry-level programmers at a large financial services company, which resulted in internships and ultimately full-time jobs for many students. Our employees also serve as mentors for Year Up students in four cities across the United States, where they prepare individuals for professional roles. In addition to volunteering, Accenture has contributed a total of more than $425,000 in funding and pro bono support to Year Up locally and nationally.

**Institute for Veterans and Military Families (IVMF)**

We are committed to hiring 5,000 US veterans and military spouses by 2020. In addition, we will support the IVMF at Syracuse University through 2017 to train approximately 3,000 veterans, with more than 1,000
expected to find a job. In fiscal 2015, more than 4,000 veterans and military family members were provided with the skills to get a job or build a business, and more than 1,100 obtained employment as a result of Accenture’s program management and cash grant support.

Our funding and pro bono consulting support of more than $1.4 million since 2011 is also enabling IVMF to build capabilities by piloting a coordinated network of private, public and nonprofit resources to offer holistic services that include employment training, housing, health care and the expansion of existing career services initiatives. This deeper collaboration is expected to support durable systemic change and benefit approximately 27,000 veterans and transitioning service members.

**Girls Who Code**

We support Girls Who Code’s efforts to close the gender gap in technology and inspire, educate and equip young women with computing and professional skills that enable them to pursue technology careers. We contributed $500,000 in funding and the time and skills of our employee volunteers to help Girls Who Code deliver their core programming, further expand across the United States and establish a new online community for their alumni.

In 2015, we hosted Girls Who Code Summer Immersion Programs in New York and Chicago, offering seven weeks of intensive instruction in robotics, web design and mobile development. The programs also fostered career-focused mentorship and exposure to the industry’s top female entrepreneurs and engineers.

**University of Notre Dame Initiative for Global Development**

We are working with the University of Notre Dame Initiative for Global Development to support the Connectivity, Electricity and Education for Entrepreneurship (CE3) Project—a joint initiative developed by Accenture and the University to increase the livelihoods of individuals living in Uganda and South Africa. In 2015, Accenture announced a grant of $1.6 million to expand a CE3 pilot in Uganda and into South Africa. The project harnesses solar energy to deliver clean, efficient, renewable power and Wi-Fi connectivity to off-grid communities, significantly improving access to technology, job-skills training and mentoring. CE3 also supports on-the-ground nonprofits that train and mentor entrepreneurs to replicate solar power in neighboring villages.

Accenture’s commitment, which includes both cash and pro-bono services, will help expand the project in Uganda and launch it in South Africa, enabling more than 2,400 individuals to find a job or start a business. In 2015, Accenture received the Notre Dame Initiative for Global Development Corporate Partner of the Year Award.

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**MEET JULIA**

Raleigh, North Carolina
IVMF

Julia joined the military in 2009 and served during Operation Iraqi Freedom as a flight medic in the U.S. Air Force. After she completed her training, she remained in the Active Reserves. It was difficult to juggle her many responsibilities, including raising her little girl, continued military service, work and school—and she sometimes put off school to find balance. Then Julia learned about IVMF’s Veterans Accelerated Career Transformation Services program in an email from Wake Technical Community College. IVMF’s funding enabled Julia to participate in this program and complete the basic Emergency Medical Technician certification bridge course. This funding covered everything—tuition, books, travel costs, even childcare vouchers. Julia now works at a local hospital and is taking classes to achieve the next level of certification as a paramedic. She is considering completing her nursing degree or even becoming a nurse practitioner or physician’s assistant.

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**MEET AVIVA**

New York, New York
GIRLS WHO CODE

A rising high school senior, Aviva had no experience with computer science nor did she really know what it was. She heard about Girls Who Code through friends. In her first few weeks of the program, Aviva came to understand the fundamentals of computer science, robotics and computer graphics. She learned how to draw and color pictures through java-coding, think about things from the user’s perspective and use technology to problem-solve. Aviva is still unsure exactly what she would like to pursue in college, but computer science—before an unknown—is now a possibility. For next year, she enrolled in a computer science class at her high school. In the meantime, she plans to take the Girls Who Code advice and keep networking to learn about opportunities—introducing herself and shaking hands.
“Volunteering with my local Eco team was a fun way to take action in my community, meet colleagues interested in improving our environment and make a measurable difference. ”

– Abigail Rojas, consultant – Communications, Media & Technology
Overview

Fiscal 2014 was the most energy-efficient year in our company's history, and we continue to raise our ambition. By the end of fiscal 2020, we will pursue the following targets:

• **RUNNING EFFICIENT OPERATIONS:** Reduce our carbon emissions to an average of two metric tons per employee—representing a more than 50 percent reduction against our 2007 baseline.
• **ENABLING CLIENT SUSTAINABILITY:** Begin to measure and report the impact of our work with clients and suppliers in key areas of sustainability.

Running Efficient Operations

More than 80 percent of our carbon footprint consists of the emissions generated from air travel for business purposes and from the use of electricity in our office locations. Since setting our initial carbon target in fiscal 2008, we have reduced our per employee carbon emissions globally by more than 43 percent against our fiscal 2007 baseline. This reduction is equal to avoiding approximately 2 million metric tons of CO₂ or the annual electricity usage of about 275,000 North American homes.

We report our non-financial performance each year through our global Corporate Citizenship Report, the Dow Jones Sustainability Index, FTSE4Good Index and by responding to CDP—specifically, to its Investor Program since 2007 and its Supply Chain Program since 2009.

This year, Accenture was recognized on Newsweek’s 2015 Green Rankings, ranking No. 39 among the Global 500. The Global 500 ranks the world’s largest publicly traded companies on corporate sustainability and environmental impact, considering factors such as energy, greenhouse gas and waste productivity.

Globally, we made advances in three areas of impact in fiscal 2014:

• **Improved efficiencies:** We cumulatively saved an estimated 530,000 total megawatt-hours of electricity and avoided more than 330,000 metric tons of related CO₂ since setting our fiscal 2007 baseline.
• **Increased renewable energy sources:** We increased the share of purchased renewable energy across our office portfolio by more than 30 percent, compared to fiscal 2013.
• **Reduced air travel:** Our efforts to invest in virtual collaboration technology, staff locally where possible and leverage our Global Delivery Network generated reductions in per employee carbon emissions from air travel of more than 13 percent, compared to fiscal 2013.

A Performance score on CDP’s 2014 Climate Change Report, recognizing our actions to manage climate change

RESTORING GALVESTON BAY

In 2014, Accenture’s Houston office received the Guardian of the Bay award from the Galveston Bay Foundation in recognition of the office’s ongoing commitment to sustainability and support of local conservation efforts. Accenture contributed $175,000 in funding and pro bono support to the Galveston Bay Foundation in partnership with Restore America’s Estuaries to work with local companies to understand the feasibility of creating a blue carbon fund, complete preliminary assessments for conducting an estuary restoration project and explore the possibility of creating a green jobs skilling program. Since coastal habitats can remove up to 10 times more CO₂ per acre from the atmosphere compared to forests, the restoration of the Galveston Bay estuary has the potential to lead to climate mitigation benefits.

Currently, the Galveston Bay area supports more than 40,000 jobs in recreational and commercial fishing industries. Through our work with Galveston Bay, we also hope to promote green job growth in this area and bring together organizations with shared sustainability missions.
Working Sustainably

We aim to deliver for our clients in the most environmentally and economically efficient manner possible. By explicitly managing the need for air travel, we have reduced its use, even as our workforce has expanded. During fiscal 2014, gross air travel decreased by 5 percent globally, and per employee emissions from air travel decreased more than 13 percent from the year prior.

Our widespread adoption of collaboration technology serves as a powerful catalyst for reducing the cost, time and necessity of travel. Video collaboration is a key mechanism for doing this—globally, Accenture people average approximately 8 million videoconferencing minutes per month. We are the largest global user of Microsoft® Lync®, and we are not alone: more than 500 of our client organizations communicate with our people easily and securely over communication platforms such as Lync. In fiscal 2014, more than 99 percent of our total disposed equipment, which this year was more than 57,000 laptop and desktop computers weighing 260 metric tons, was disposed in a method avoiding landfill, primarily through management by responsible disposal vendors.

Our people support our commitment to the environment. One important way is through Eco teams, a network of more than 1,800 volunteers across 30+ US offices who help facilitate the implementation of strategic environmental efforts throughout the company. Eco teams support awareness and adoption of personal and office-based eco-friendly practices, eco-volunteer events, eco-efficient practices within our office facilities as well as alternative travel and implementing efforts to increase sustainability at client sites. Our Eco Champion networks develop innovative approaches to eco-smart work practices and support our efforts to drive their adoption.

For example, from Earth Day in April, through World Environment Day in June, employees participated in our annual Travel Smart Challenge, held for the fourth year in North America and second year globally. The challenge encouraged Accenture people to think creatively about how they can reduce their travel-related carbon footprint. This year’s challenge inspired employees to avoid nearly 1,300 flights and almost 198,000 ground transportation miles—resulting in 526 tons of carbon saved. Accenture also donated $10 to EarthShare for every Travel Smart Challenge entry in North America.

Gina Rude, manager - US Corporate Citizenship, bikes to work in Atlanta during the 2015 Travel Smart Challenge.
Collaboration champions like Scott Yergin, manager – Technology, are helping to drive behavior shifts to reduce travel and leverage technology all year long. Scott’s work has helped as many as 1,200 Accenture people who support a client in the chemicals industry, better leverage collaboration technology. Scott created an internal online platform for team members located around the world to share information and learnings, using videos and contests to promote participation. He is also working to use virtual collaboration capabilities to improve best-practice sharing across client teams.

**Enabling Client Sustainability**

Accenture invests annually in research and development to help create, commercialize and disseminate innovative business strategies and technology solutions, including those that help our clients improve their sustainability performance. Further, we combine a comprehensive set of sustainability assets, offerings and tools with our insights and deep experience to help clients achieve high-performance in three strategic areas:

- **Sustainability strategy:** We help our clients develop robust sustainability strategies that support growth, enhance brand reputation and increase productivity.
- **Sustainability operational excellence:** We help our clients embed sustainability into their core operations, enabling cost savings, risk mitigation, operational efficiencies and improved business performance.
- **Technology and intelligent infrastructure:** We help our clients solve complex infrastructure challenges across construction, transportation and services by enhancing energy efficiency, reducing emissions and maximizing technology and mobility opportunities. For example, Accenture Analytics and Smart Building Solutions are helping the city of Seattle boost energy efficiency. Launched in 2013, the High-Performance Buildings Pilot Project aims to reduce power consumption through analysis of real-time data for buildings in downtown Seattle. Advanced information technology tools and systems enable building owners to take quick action to boost energy efficiency without costly retrofits. This pilot program is an important step in helping Seattle realize its goal of reducing downtown power usage by up to 25 percent.

**TEACHING STUDENTS ABOUT ORGANIC GARDENING**

In Minneapolis, Accenture provided a grant and volunteer support to help create KIPP North Star Academy’s first organic garden.

KIPP North Star Academy is a college-prep middle school and part of the national network of 183 KIPP charter schools that primarily serve students of color from low-income families. Approximately 97 percent of the 260 students at the school receive federal lunch aid—with 94 percent qualifying for free lunch.

Employees and volunteers from Accenture, KIPP and Backyard Farms built a working organic garden on school property—mixing mulch and soil, creating trellises, rabbit-proofing fences and planting a large variety of fruits and vegetables.

KIPP will be using the garden to teach their students and families how to eat and prepare meals with the food they harvest, as well as to learn about nutrition, health and the environment. The garden will also expose students to healthy foods and help them gain an appreciation for where food comes from.
RENEWING THE ATLANTA BELTLINE

Our Atlanta Eco team is helping to create the Atlanta BeltLine Arboretum, an urban renewal project transforming a 22-mile loop of abandoned rail lines into walking and biking trails. In 2014, Accenture adopted a quarter-mile stretch of the trails, and our volunteers maintain it monthly.

In addition, our people have planted trees, wildflowers, shrubs and other plants along the Eastside Trail—one of four completed Atlanta BeltLine trails that is already well trafficked by bikers and walkers. As part of the Atlanta Office Day of Service, a team of nearly 50 Accenture volunteers transformed 10,000 square feet of weeds along the trail into grass and flowers.

Atlanta Eco lead Morgan Greenleaf, consultant - Communications, Media & Technology, said, “Eco volunteering is a great opportunity to engage your local community, make a difference for the environment and improve your city—all while promoting Accenture’s sustainability core value. Leading the Atlanta Eco team has allowed me to introduce Accenture people to the amazing Atlanta BeltLine trail and contribute to its success as an urban renewal project.”

Providing Insights to Advance Sustainability

Accenture strives to contribute to the overall environmental agenda by serving as a collaborator, convener and thought leader. We team with other businesses and organizations to gain insight into issues and solutions that will help make the world a better place. Highlights in fiscal 2014 include collaborations with the United Nations, World Economic Forum, World Business Council for Sustainable Development, Chinese Academy of Sciences and CDP.

Accenture Chairman & CEO Pierre Nanterme recently joined the World Economic Forum-facilitated CEO Climate Leadership Group. In 2015, this coalition of more than 40 CEOs signed an open letter to world leaders, urging a comprehensive, inclusive and ambitious climate deal at the United Nations Climate Change Conference of the Parties 21 in December. “Not only is accelerating the shift to a low-carbon economy good for the planet, it will drive economic growth and create jobs around the world,” Nanterme said.

We are also an active member of the World Business Council for Sustainable Development (WBCSD), a CEO-led organization representing approximately 200 companies. The WBCSD unites the global business community to create a sustainable future for business, society and the environment.
“Thanks to my position at Accenture, I am putting my military experiences to work and growing professionally while supporting our client Pfizer. It is a win-win situation.”

- Thuymi Dinh, specialist – Accenture Technology

Our People

Our people are our greatest asset. It is their extraordinary contributions that fuel business results for our clients and our company - with this in mind, attracting, developing and inspiring the very best talent is a top priority at Accenture.
Overview

Accenture's ambition is to be the best place for the best talent on the planet. Two of our top priorities are advancing an inclusive and diverse environment and inspiring and developing our people. Ultimately, we aim to create a rich and rewarding career experience that is unmatched in the industry, while delivering client value and profitable growth for Accenture.

We have set the following targets for our global workforce:

• **INCLUSION & DIVERSITY**: By the end of fiscal 2017, we will increase the diversity of our workforce by growing our percentage of women new hires to at least 40 percent worldwide.

• **TALENT DEVELOPMENT**:
  - By the end of fiscal 2016, we will enhance the way our people interact and learn by building a global network of 100 connected classrooms that combine interactive technologies with innovative content design.
  - By the end of fiscal 2018, we will grow the percentage of Accenture Consulting professionals who have certified industry skills or are aligned with a specific industry to 90 percent.

The programs and initiatives we have in place for our people in the United States are helping us reach our global goals.

Advancing an Inclusive, Diverse Environment

Inclusion and diversity forms the foundation of Accenture's culture, and through our diversity, we are able to understand and be relevant to our clients. Advancing this culture is a business imperative, and our efforts make Accenture a stronger, smarter, more innovative and a better-performing company. Our more than 47,000 people across the United States represent a variety of cultures, ethnicities, beliefs and languages.

In 2015, we celebrated a number of milestones:

• We enhanced our programs for working parents in the United States in several ways: doubling paid leave for primary and secondary caregivers following the birth or adoption of a new child; offering primary caregivers the opportunity to work locally for one year following their return from parental leave; doubling the time we provide for back-up dependent care; providing the opportunity to ship breast milk when traveling on business and supporting parents with online education resources.

• Accenture joined more than 370 companies in signing an amicus brief urging the Supreme Court of the United States to affirm that all couples share in the right to marry.

• We announced our plans to hire 5,000 US veterans and military spouses by 2020, significantly adding to the more than 1,000 former members of the U.S. Armed Forces currently employed by Accenture.

• *DiversityInc* ranked Accenture No. 15 on its Top 50 Companies for Diversity list, marking our ninth consecutive year of inclusion.
Cross-Cultural Diversity

We collaborate globally to help our people learn how to work effectively across different cultures or overcome the challenge of quickly assimilating into a new cultural environment. And we provide access to more than a dozen global training courses on cross-cultural awareness and continue to expand our network of Cross-cultural Champions worldwide. For example, the training session “Leading a Diverse Workforce” enables executives to understand and address unconscious bias and learn strategies for successfully leading and managing diversity within their project teams.

Employee Resource Groups

Our Employee Resource Groups (ERGs), organized around a common interest or background, drive inclusion and diversity at the local level. They help our people build strong networks, offer education and awareness programs, and provide rich career and professional development opportunities. Nearly 50 percent of our people in the United States participate in ERGs.

The impact of our ERGs extends beyond Accenture. The Accenture American Indian Scholarship Fund, for example, is championed by our American Indian ERG. The fund has provided almost $1 million, over 10 years, to nearly 90 high-achieving American Indian and Alaska Native students from more than 50 tribal nations. The scholarship aims to help students pursue degrees in technology and/or business.

Women at Accenture

Attracting, retaining and advancing women is critical to being a high-performance business. Currently, our global workforce includes more than 130,000 women. Our goal is to have women represent at least 40 percent of new hires worldwide by the end of fiscal 2017.

We strive to provide an environment and culture that develops women, empowering and enabling them to thrive. Our programs and initiatives for women include training, mentoring, networking and celebrations. For the eleventh consecutive year, we recognized International Women’s Day worldwide; in addition, we held 83 events in 40 cities across the United States with more than 3,000 employees, clients, alumnae and recruits engaged in discussions about what it means to #ListenLearnLead in the digital workplace.

As one of Working Mother’s 100 Best Companies for 13 consecutive years, we are committed to providing flexible work options to support our people and help them achieve success both at work and at home. For example, we recently announced that primary caregivers, both women and men, have the opportunity to work locally for one year following their return from the birth or adoption of a child.

Our people celebrate International Women’s Day in Washington DC.
Lesbian, Gay, Bisexual and Transgender

We are committed to creating an environment where our people can bring their authentic selves to work every day. Through robust professional development programs, such as our Lesbian, Gay, Bisexual and Transgender (LGBT) Leaders Learning, we provide a visible commitment to supporting the professional growth and leadership development of our LGBT employees. Additionally, our highly successful LGBT Ally Program, made up of 3,700 members worldwide, reinforces the culture of acceptance in the workplace.

As part of our celebration of International Day for Persons with Disabilities, Accenture hosted global webcasts and other activities to celebrate this United Nations-sanctioned day of recognition. More than 800 people around the globe attended the celebration webcasts, and more than 700 people signed up as Persons with Disabilities Champions during the month.

Pictured here, Arvind Shankar, managing director – Accenture Enterprise Enablement talks about the global impact of our programs supporting persons with disabilities.

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As evidence of our commitment, we signed an amicus brief affirming that all couples share in the right to marry. We also held our annual celebration of LGBT Pride Month in June—our largest to date. And we hosted more than 40 LGBT events in the past year, including a webcast with Southwest Airlines that featured Jason Collins, the first openly gay player in the NBA.

Throughout the year, we support and sponsor our people's participation in a wide array of external LGBT organizations and events. Our internal LGBT Network regularly brings together our LGBT community and allies for networking, mentoring and information sharing in local offices.

Our efforts have helped us maintain a perfect score on the Human Rights Campaign’s (HRC) 2015 Corporate Equality Index for eight consecutive years. We are also one of 12 corporations supporting the HRC global coalition’s commitment to advance LGBT workplace equality around the world. As a founding member, Accenture will help the HRC in a number of ways—sharing best practices, supporting summits and helping to amplify the business case for LGBT equality in the workplace.

Persons with Disabilities

We respect the ability of all people and the value they can bring to our company. To support persons with disabilities, we aim to provide an accessible and barrier-free work environment by offering a workplace that is physically, technologically and attitudinally accessible.

Our network of Persons with Disabilities Champions helps raise awareness and drives programs and initiatives that build understanding, development and opportunity. We provide assistive technology, such as adaptive speech-to-text and screen-reading software, Braille printers and keyboards, and other accommodations to provide all employees with an accessible work environment.

In fiscal 2015, more than 800 people participated in our global webcast to celebrate International Persons with Disabilities Day. In addition, our people hosted and participated in multiple events throughout the year such as our Disability Inclusion Series including webinars focused on autism, hidden disabilities and workplace mental health,
local lunch and learns and volunteer activities. The group also created a blog to connect with one another and ran an awareness campaign on workplace mental health.

Our people also have access to a virtual training course that helps raise awareness and equip them with tools and resources to support persons with disabilities in the workplace.

“As a deaf employee, Accenture has helped me since day one. From my initial job interview to ongoing training and networking, Accenture supports my communication needs—even providing interpreters and real-time translation tools.” Joaquin Ortiz, senior analyst - Accenture Digital.

Ethnic Diversity

Valuing and supporting the diverse perspectives of our people who may be influenced by a variety of ethnic and cultural backgrounds improves the way we work together and deliver to our clients every day. We actively build awareness and understanding of ethnic diversity across our business and in our communities in the United States and around the globe.

We offer an engaging work environment and training programs that help our people hone their talents and work toward their aspirations. For example, in 2015, more than 850 African-American and Hispanic American Employee Resource Group members gathered in five US locations to participate in leadership summits. The events provided executives with targeted networking that supported career growth opportunities, through both formal and informal sponsorship and mentoring.

We also partner with external organizations to help increase the representation of minorities at leadership levels in business. We are working with the IT Senior Management Forum (ITSMF) on a development program, EMERGE, for women of color in technology. ITSMF enables members to share personal and professional experiences, seek advice and gain insights into career growth through networking and relationship building.

In addition, we maintain close relationships with professional associations and universities dedicated to specific ethnic groups to support recruiting and as an opportunity for our leaders to help build a better future. For example, we are working with the Hispanic Information Technology Executive Council (HITEC) to increase the representation of Hispanic Americans in leadership positions in technology.

In 2015, both HITEC and ITSMF named us “Corporation of the Year” and we were recognized as a Top Company by LATINA Style magazine.

Veterans

The lessons that military men and women learn throughout their service are highly applicable to the work we do for our clients. Veterans have proven their success in challenging and demanding environments and exemplify our core values of Stewardship and Integrity. They embody many of the skills we look for—leadership, discipline, teamwork and organization. Hiring veterans is a top priority, as demonstrated by our commitment to hire 5,000 US veterans and military spouses by 2020. To further support veterans' employment, we look for new opportunities to help them transition into the workplace, equipping them with the technical skills needed to gain entry-level employment at Accenture and partnering with a leading online university to offer veterans free training in Java programming.
We run a number of initiatives to attract former active-duty personnel and current reservists who possess the experience, skills or aptitude to be successful in a technology, operations or consulting career. Our Military Recruiting Program brings veterans into our workforce and helps them succeed. Our people also work with veterans who may need assistance building a career outside of Accenture through Operation: Employment, our effort to equip veterans with the skills needed to transition to civilian work.

Supplier Diversity

Inclusive procurement practices create long-term value for our clients and our communities. Our supplier network includes minority- and women-owned businesses, as well as those owned by persons with disabilities and Lesbian, Gay, Bisexual and Transgender persons. By cultivating these relationships, we hope to promote the growth of these businesses, as well as the long-term growth of Accenture.

Such a diverse network of suppliers allows for new ideas and new business opportunities. It improves our ability to find the best quality, best ideas and most cost-effective services.

Our goal for the end of fiscal 2016 is to develop a total of 170 small, medium and diverse suppliers through our Diverse Supplier Development Program (DSDP), which links select diverse suppliers with Accenture leadership and includes strategies on expanding their businesses. This program pairs senior Accenture executive “mentors” with diverse supplier “protégés” to help them grow their own businesses. In turn, we, our clients and our communities benefit from their innovative contributions. We launched DSDP in the United States in 2006 and celebrated the graduation of its fourth class in fiscal 2014.
Developing Our People

As a professional services company, our people are our ultimate differentiator. We recruit the best and help them develop deep, specialized skills to grow their careers and our clients. In fiscal 2014, we invested $787 million globally in employee training and professional development. And for the seventh consecutive year, we were listed among FORTUNE magazine’s “100 Best Companies to Work For.”

Our approach to training is to provide tools that enable learning and give our people access to growth opportunities and resources to build and guide their careers.

A highlight of our training program for diverse executives is “Inclusion and Diversity Super Week,” which brings together nearly 200 executives for one-on-one coaching, career planning, and networking with our leadership team. They share insights and strategies for success, and stress the importance of building a stronger, more inclusive company for future generations.

In addition to our classroom learning opportunities, we introduced Accenture Connected Learning in 2014, offering an expanded range of new virtual and physical learning environments linking our people to expert content and world-class faculty—from Accenture and beyond.

Through Accenture Connected Learning, our people can deepen their skills through a range of learning environments, including innovative learning boards, new connected classrooms, learning centers, and professional communities. One of those resources is our Digital Learning Boards, an application that presents curated, digital content from leading subject matter experts in a fun and engaging way, allowing our people to learn on the go and stay up to date on topics ranging from diversity to innovation. We plan to put in place a global network of 100 connected classrooms by the end of fiscal 2016, enhancing the way our people interact and learn by combining interactive technologies with innovative content design.

Matt Wexler, manager – Human Resources, curates a Digital Learning Board that helps people gather insights about themselves and their colleagues so they can better relate to each other, enhance job performance and enrich their employee experiences.
ABOUT ACCENTURE

Accenture is a global management consulting, technology services and outsourcing company, with more than 358,000 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$31.0 billion for the fiscal year ended Aug. 31, 2015. Its home page is www.accenture.com.