

An aerial photograph of a lush green forest with a winding asphalt road. Several large, clear glass bubbles are overlaid on the image, reflecting the forest and road. The bubbles are of various sizes and are arranged in a cluster on the left side of the image. The overall scene is vibrant and natural.

accenture

United Nations Global Compact:
**Communication on
Progress 2021**

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A letter to our stakeholders

December 16, 2021

The onset of the pandemic has sparked extraordinary change and challenges that have created a greater urgency to imagine and shape a more sustainable and equitable future by achieving the United Nations Sustainable Development Goals. We are committed to helping our clients achieve their sustainability goals and to operating Accenture to reach ours.

Our purpose at Accenture—to deliver on the promise of technology and human ingenuity—has never mattered more. We are privileged to work with the world’s leading businesses, organizations and governments to help them simultaneously grow sustainability and competitiveness—a growing imperative for this generation.

Our goal is to create 360° Value for all our stakeholders—our clients, people, shareholders, partners and communities. This goal reflects our growth strategy, our purpose, our core values and our culture of shared success. We measure our success by how well we are achieving this goal. In this report, we describe the progress we made this year on some of the key environmental and social aspects of the 360° Value we created in fiscal 2021.

We have also launched our [360° Value Reporting Experience](#)—a new way to share our progress on how we are creating this value. This comprehensive digital tool brings together all our environmental, social and governance (ESG) and financial metrics, progress and performance in one place, measuring how we are doing against our goals.

In addition, because we believe that transparency builds trust and helps us all make more progress, we have expanded our ESG reporting with three additional ESG frameworks—the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-Related Financial Disclosure (TCFD) and the World Economic Forum International Business Council (WEF IBC) metrics—while continuing to report against the Global Reporting Initiative (GRI) Standards, the United Nations Global Compact’s (UNGC) Ten Principles and the Carbon Disclosure Project (CDP).

Looking ahead, we welcome the creation of the new International Sustainability Standards Board. Its work to combine these metrics under one umbrella in 2022 will both simplify and raise the bar on ESG reporting and disclosure. Together we can use this new approach to help usher in a new era of business performance and measures of success, value and impact.

We are working toward embedding sustainability into everything we do, guided by the Accenture Sustainability Value Promise, which we created in collaboration with our stakeholders. Our approach is grounded in science, economics and data by design—it is built into our business strategy, not “bolted on.” Increasingly, we are supporting our clients on their sustainability journeys and collaborating with governments and our ecosystem partners across the globe. We work with them to create and measure tangible outcomes across all ESG areas.


We have set ambitious, industry-leading sustainability goals—for climate action, net-zero emissions, inclusion, diversity and equality as well as other areas—and we will continue to build on the momentum that emerged from COP26 to combat climate change and achieve the United Nations Sustainable Development Goals.

We want to thank our more than 674,000 people for their inspiring energy, dedication and humanity in bringing our commitments to life across every part of Accenture. Please join us on our journey—together, with all our stakeholders, the changes we make today will make all the difference tomorrow.




Julie Sweet
Chair & Chief Executive Officer




Peter Lacy
Global Sustainability Services Lead &
Chief Responsibility Officer

Our commitments

Setting priorities to serve all

Our strategy is to deliver 360° Value in everything we do and for everyone we work with. By acting across a spectrum of environmental, social and governance (ESG) priorities—and by helping all our stakeholders do the same—we contribute to the creation of a more sustainable world for all.

In the pages ahead, we detail our ESG priorities, the commitments and progress we have made, and the actions we take inside our company and our communities, in collaboration with our clients and partners. With our people always our top priority, we are continually setting higher standards for what we can achieve at speed, at scale and with lasting impact.

We champion the SDGs

The United Nations (UN) Sustainable Development Goals (SDGs) provide powerful guidance for partnering with all our stakeholders for good. By sharing our SDG commitments and progress, we work to drive sustainable practices in our sphere of influence.

As a UN Global Compact (UNGC) signatory since 2008, we champion the SDGs with a focus on those that are most relevant for our company. We galvanize and support our clients, many of them FORTUNE Global 500 and Forbes Global 2000 companies, as well as our ecosystem partners, suppliers and other stakeholders on their SDG journeys.

Pandemic-related health, economic and social crises have halted or reversed global progress on many of the SDGs. The [2021 UNGC-Accenture CEO Study](#), our survey of more than 1,200 CEOs globally, calls for solidarity and leadership and conveys an urgent, clear message: business leaders want policymakers to take action so that all stakeholders can deliver on the SDGs.

Evolving our reporting

We continue to build on our long-standing partnership with the UNGC and our commitment to the SDGs. This year, we have added three ESG reporting frameworks—the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-Related Financial Disclosure (TCFD) and the World Economic Forum International Business Council (WEF IBC) metrics—while continuing to align with the Global Reporting Initiative (GRI) Standards, the Ten Principles of the UNGC and the Carbon Disclosure Project (CDP).

As reporting standards continue to evolve, we are well-positioned to report against standards issued by the newly established International Sustainability Standards Board of the International Financial Reporting Standards Foundation.

“

We are proud of Accenture’s long-standing commitment to the Ten Principles of the United Nations Global Compact as well as the UNGC’s leadership in growing businesses’ contributions to the Sustainable Development Goals. We continue to build on our decade-long partnership in many of the UNGC’s global activities and programs as well as with its Local Networks.

The critical work of the UNGC to advance sustainability, equality and human rights reflects our core values and our commitment to ethical leadership. We look forward to working together to address some of the world’s biggest challenges and imperatives.

”

Julie Sweet
Chair & Chief Executive Officer

Our goals & progress

Goals

Path to Net-Zero

UNGC Business Ambition for 1.5° Pledge

Joined 1,100 companies in pledging to help keep global warming below 1.5° Celsius

Meet our science-based target by 2025

Reduce absolute greenhouse gas (GHG) emissions by 11%, our Scope 1 and 2 GHG emissions by 65%, and Scope 1, 2 and 3 emissions per unit of revenue intensity by 40%, against our 2016 baseline

Net-zero emissions by 2025

Focus first on actual reductions across our Scope 1, 2 and 3 emissions:

100% renewable electricity by 2023

Require 90% of our key suppliers* to disclose their environmental targets and actions to reduce emissions by 2025

To address remaining emissions, invest in nature-based carbon removal solutions



Supplier Diversity



Graduate 250 diverse suppliers

Through our Diverse Supplier Development Program by end of fiscal 2023

Ethics & Compliance



Maintain 90%+

Completion rates for Ethics & Compliance training

Progress

65%

Reduction in total emissions from our 2016 baseline

Scope 1 and 2 reduced by 72%

Emissions per unit of revenue reduced by 76%

53%

Renewable electricity powering our offices and centers around the world

58%

Of our key suppliers* disclosed targets and 60% have disclosed actions to reduce their emissions

13M+

Investing in nature-based carbon removals expected to remove an estimated 13+ million metric tons of carbon over the next 20 years

*Key suppliers are defined as vendors that represent a significant portion of our 2019 Scope 3 emissions.

196

Graduates of our Diverse Supplier Development Program

99%

Completed Ethics & Compliance training

Our goals & progress

Goals

Gender Equality



Achieve 50% women and 50% men in our workforce

by 2025 for those whose gender is binary

Grow percentage of women managing directors

to **30%** by 2025

Race and Ethnicity



Increase our race and ethnicity representation by 2025*

In the U.S.:

African American and Black colleagues from 9% to 12% and managing directors from 2.8% to 4.4%

Hispanic American and Latinx colleagues from 9.5% to 13% and managing directors from 3.5% to 4.7%

In the U.K.:

Black colleagues from 4% to 7%** and more than double the number of our Black** managing directors to 16 or more

In South Africa:

African Black colleagues from 45% to 68% and **Coloured*** colleagues from 6% to 10%**

African Black, Coloured* and Indian managing directors from 39% to 70%** with a focus on African Black and Coloured** representation

Progress

46%

Women in our workforce

27%

Women managing directors

In the U.S.:

African American and Black colleagues represent 10.9% of our workforce and 4.0% of our managing directors

Hispanic American and Latinx colleagues represent 10.6% of our workforce and 4.2% of our managing directors

In the U.K.:

Black colleagues represent 4.1% of our workforce** and 10 of our managing directors

In South Africa:

African Black colleagues represent 45.2% of our workforce

Coloured* colleagues represent 7.5% of our workforce**

African Black, Coloured* and Indian colleagues represent 50% of our managing directors**

* Data in goal statements is reflective of announcement date—for the U.S., September 1, 2020, and for the U.K. and South Africa, October 1, 2020. Progress data is as of December 1, 2021. It includes our people who have self-identified their race and ethnicity through our internal channels.

** Black includes Black/Black British colleagues who have self-identified as being of African and Caribbean heritage or with dual heritage of White and Black African or White and Black Caribbean.

***Coloured is a multiracial ethnic group native to Southern Africa who have ancestry from more than one of the various populations inhabiting the region, including Khoisan, Bantu, Afrikaner, Whites, Austronesian, East Asian or South Asian.

Our Company



Our Company

In this chapter:

- Our people
- Environmental sustainability
- Supply chain
- Ethics & governance

High priority SDGs relevant to this area:



Second priority SDGs relevant to this area:



Select principles from the Ten Principles of the UNGC relevant to this area:

- Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2:** make sure that they are not complicit in human rights abuses.
- Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4:** the elimination of all forms of forced and compulsory labour
- Principle 5:** the effective abolition of child labour; and
- Principle 6:** the elimination of discrimination in respect of employment and occupation.
- Principle 7:** Businesses should support a precautionary approach to environmental challenges; and
- Principle 8:** undertake initiatives to promote greater environmental responsibility.
- Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.





Our Company

What role can one company play in creating a better world? Accenture's position as partner to many of the world's leading businesses, organizations and governments—and as the workplace of more than 674,000 people around the globe (as of November 30, 2021)—affords us both an extraordinary opportunity and a tremendous responsibility to make a difference.

We continually set bigger and bolder ESG goals for our company, from taking climate action on the path to net-zero and caring for our people to accelerating equality for all and conducting business with integrity. And every day, we live our values and infuse them into our work with our clients, partners and communities.

Richa, Senior Manager - Advanced Technology Center
Mumbai, India





Our people

As a talent- and innovation-led organization, Accenture relies on the creativity and ingenuity of our people to define our unique role in the world, enable us to grow—and drive change for our clients. We support our people with care and compassion and continually offer them opportunities to learn, develop their skills and advance their careers, with a commitment to equal pay and to creating an inclusive work environment. Our focus on sustainability across our business not only improves our own competitiveness and drives returns for shareholders—it also helps us attract, motivate and retain the best people.

Care and compassion

We take a “Truly Human” approach, and strive to foster an environment where our people can be successful both personally and professionally. As a result, our people are better equipped to handle challenges, think more creatively, forge trusting relationships, innovate and inspire by example. Our latest Conduct Counts Survey, which measures how our people experience our culture, shows that 87% of our global respondents believe they can work to their potential because they are treated with respect.

Health, safety and well-being first

The health, safety and well-being of our people is our top priority. We provide our people and their dependents with a comprehensive range of health benefits, from medical, dental and drug coverage to supplemental programs tailored to individual countries. All our people have access to employee assistance programs, public health systems, company-sponsored health programs, and mental health and wellness programs, where relevant.

Rodrigo, Analyst – Operations, Analytics
Nova Lima, Brazil





Our Occupational Health and Safety policy, which was implemented in 2020, defines the responsibilities of all our people and contractors to keep our work environment healthy and safe, wherever they work; drives compliance with applicable laws and regulations; and fosters adoption of health and safety management standards across our company. We continue to maintain our OHSAS 18001:2007 certification and have received ISO® 45001 certification—a globally recognized standard for occupational health and safety—in several countries, including Brazil, India, Ireland, Italy, Spain and the United Kingdom.

Our Global Asset Protection team provides crisis management and security advice and assistance to our people. The team maintains a 24/7 Global Watch program to assist our people with security risks and health advice, and alerts our people to security events in their area based on residential, office and travel data.

Our Global Health Champion program helps to educate, inform and advocate for our people about health and safety concerns, with senior leaders serving as health champions on site in every office. Additionally, we continue working to meet our goal that all our locations are physically accessible. Our Accessibility Centers also offer enablement and advisory services, collaborative technology research, recruiting and other support for our people with disabilities.

Support during the pandemic

As we continue the critical programs that have helped our people and their families throughout the COVID-19 pandemic—including 24/7 telemedicine, care-at-home services, increased insurance coverage, virtual and back-up childcare, mental health support and COVID-19 testing and vaccination services—we also have introduced or expanded life-enhancing initiatives.

Following COVID-19 surges in India, the Philippines and South Africa, we prepared nearly 300,000 home care kits (mask, thermometer, sanitizer, finger oximeter) to support our people and their families in those countries, with nearly 100,000 distributed to our people and 100,000 going to our communities to date. We also expanded health benefits in many of our countries to alleviate pressure on local medical facilities and medics.

This year, we welcomed Dr. Tam Brownlee as our first Chief Health Officer. Her primary focus is devising strategies to support our people's health and mental resilience, particularly as the pandemic continues, and she is dedicated to making equitable access to health care a cornerstone of her work with clients and communities. Dr. Peter Piot, a world-renowned scientist and global health expert, answers our people's questions on everything from self-care in a time of crisis to the science behind the virus, vaccines and precautions.

We continued connecting our people and their families to effective COVID-19 testing. More than 500,000 tests have been procured directly, with still more provided through private medical facilities and in partnership with local government programs. We facilitated the administration of vaccinations in 10 countries, including India, the

Philippines and the United States. Where needed, we also provided paid time off for our people to receive their full vaccine course.

As our people began returning to the office, we created safe return to the office guidelines to enhance the quality of the workplace environment and elevate COVID-19 health and safety protocols.

Shifting into the future of work

We are taking what we learned during the pandemic—from our people, clients and partners—to imagine new ways of working and shape the future of work at Accenture. We are creating a work environment that is diverse and flexible, and we know that some in-person connections are vital. In our recent global all-people survey, 88% of respondents said flexibility in when and where they work is the most important enabler for a future work environment, and 75% said team workshops and meetings were connections they wish to participate in more. At the same time, our clients are assessing how they work and how they want to work with us. This means certain types of work and some teams will operate successfully almost fully remotely, while others will require more in-person time, either at client sites or at our locations. Our future of work will vary by team and by type of work—there is no "one size fits all."

We are being intentional about creating omni-connected experiences—where each of us feels connected, included, and has a sense of belonging, no matter where we work. When we are omni-connected, we use technology and human ingenuity to make sure people are seen, can fully contribute and have equal quality of experience. This comes from the digital tools we use, our physical locations, our behaviors and the culture we create.

Investing in our people

Our vibrant career paths are intentionally flexible so that our people are encouraged to develop their skills, bring new ideas, suggest creative solutions and lend their bold, authentic voices to their work. We offer ongoing rewards programs; fair, equitable pay; and world-class learning to help every one of our people discover new talents and continue to grow as the workforce keeps pace with the digital revolution.

Continuous recognition

We recognize our people throughout the year for who they are, what makes them unique and the valuable contributions they make through their work. Accenture provides rewards including cash compensation, equity, recognition programs and a wide range of benefits, tailored to the markets where our people work and live. Additionally, equity and bonuses are opportunities for our people to share in the overall success of our company. In a major shift that is becoming a catalyst for real cultural change, a new shared success scorecard for our leadership teams in fiscal 2022 ties individual compensation and rewards to the performance of their teams.

We promoted more than 120,000 people in fiscal 2021. In addition, we paid a special one-time bonus for all our people below managing director to recognize their contributions and dedication to our clients and communities throughout the challenges of the past year.

A commitment to equal pay for equal work

We are firmly committed to pay equity and have processes in place to help ensure that our people—across gender, race and ethnicity—are compensated fairly. Pay equity at Accenture means that our people receive pay that is fair and consistent when considering similarity of work, location and tenure at career level.

We conduct an annual pay equity review; as of our last review on November 5, 2021, we have dollar-for-dollar, 100% pay equity for women compared to men in every country where we operate (countries with de minimis headcount were excluded from the analysis). By race and ethnicity, we likewise have dollar-for-dollar, 100% pay equity in countries where we collect this data (the United States, United Kingdom and South Africa).

Additionally, we have a regular review process to validate living wages in the local country context and help ensure we pay 100% of our people a living wage or more, which is above the legally required minimum wage in those countries. Accenture in the United Kingdom is an accredited "real Living Wage" employer.

Continuous learning

To help our people discover their best opportunities, we invested US\$900 million during fiscal 2021 in learning and professional development. With our digital learning platform, Accenture Connected



Kara, Analyst – Advanced Technology Center
Nashville, USA

Learning, we delivered over 31 million training hours, an increase of 43% from fiscal 2020, with an average of approximately 60 hours of training per person.

Our Technology Quotient (TQ) experience—an ongoing technology skills curriculum and learning program—supports our belief that everyone working to solve the world’s biggest problems must be comfortable with the emerging technology needs of our digital world. By the end of fiscal 2021, 435,000 of our people had achieved our goal of completing or demonstrating knowledge of at least four of the 10 current TQ topics, which range from cloud and AI to blockchain and security.

Skilling

We continue to help our people identify and grow their unique skills. We use algorithms to assess projects and the career opportunities we offer, assisting with staffing needs, job opportunities, tailored learning recommendations and helping our people connect with each other. There are over 8,000 skills in our library that our people can earn, based on their work experience and through certifications and learning opportunities.

Inclusion and diversity

Our commitment to inclusion, diversity and equality creates an environment that unleashes innovation, allows our people to perform at their very best and underpins a culture in which everyone feels they have an equal opportunity to belong, advance and thrive.

Our Board demonstrates this commitment from the top, with 60% of our directors racially and ethnically diverse, and 50% women, including our Chair and CEO Julie Sweet. We expect leaders at all levels to help create and sustain a culture of equality. Our areas of focus include gender; racial and ethnic diversity; disability inclusion; lesbian, gay, bisexual, transgender and intersex (LGBTI); mental health and wellness; cross-cultural diversity; religion and faith; and additional areas as determined by our local markets.

We approach inclusion, diversity and equality with the same discipline and rigor as any other business priority—we set goals, share them publicly and collect data to continuously improve and hold our leaders accountable. We recognize our people are multidimensional and offer a wide variety of resources, including courses to increase understanding of our inclusive culture, such as Unconscious Bias and Thriving Together; training programs to build skills and leadership capabilities; and employee resource groups and networks that create a sense of belonging and community.

Working to eliminate discrimination in employment and applying our principle of meritocracy when we make decisions about how our people advance are fundamental parts of our commitment. In addition, we are

building inclusion into how we deliver at Accenture through our work on accessibility, Responsible Artificial Intelligence (AI) and inclusive design. Our self-ID programs, where legally permitted, provide our people with the option to voluntarily share information about themselves—such as their legal gender, gender identity, sexual orientation, ethnicity and race, military service/veteran status and disability.

Race and ethnicity

In September 2020, our CEO and entire Global Management Committee reaffirmed our stand against racism and commitment to equality for all—with zero tolerance for discrimination, bigotry or hate of any kind—by announcing new actions to support ethnic and racial diversity. We set new external goals to increase race and ethnicity representation by 2025 in our workforce overall and among managing directors in the United States, the United Kingdom and South Africa; launched new training to combat racism; and increased our community investments to support economic inclusion.

We are steadily making progress by increasing our representation; introducing mandatory training in the United States, Canada, the United Kingdom, Ireland and South Africa (completed by 97% of our people in those countries, with more countries to come) on identifying, speaking up and reporting racism; and collaborating with communities and other partners to promote equality, fight racism and create more opportunities for employment and advancement.

We continue to expand our pool of qualified candidates to better reflect the diversity of talent in the marketplace and promote equity throughout the hiring process. A series of listening and design thinking sessions for recruiters led to the creation of an action plan that is designed so that our processes are equitable at every stage of the recruitment journey.

We continue to create a safe space for open and honest discussions on tough topics regarding race and ethnicity as part of our continuing work to build trust and increase transparency.

For example, as hate crimes increased against Asian Pacific Americans and Asians around the world, we held listening sessions, provided training on how to safely intervene as a bystander and matched donations by our people to Asian Americans Advancing Justice. Also, during fiscal 2021, our leaders denounced the rise in Islamophobia and antisemitism; conducted town halls with our Jewish and Muslim Employee Resource Groups; and held learning sessions on cultures and faiths to increase our people's understanding.

In our communities, we are making investments that leverage our unique strengths. For example, in the United States we launched the Black Founders Development Program, an initiative to support Black entrepreneurs. As of June 2021, we had engaged more than 250 founders and developed a network of more than 25 corporations and nonprofits.

Gender equality

We strive to create a culture of equality through inclusion for all, including non-binary and gender-diverse people, and continue to make progress toward the global gender goals we set in 2017. We achieved our goal of 25% women managing directors by the end of 2020 and set a new goal of 30% by 2025. As of December 1, 2021, women accounted for 46% of our global workforce, 32% of our executives (manager and above), 27% of our Global Management Committee and 50% of our Board of Directors. Also, we remain committed to pay equity and are well on our way to our goal to achieve gender parity—for those whose gender is binary—by 2025.

Fiscal 2021 marked our 17th annual celebration of International Women's Day, with more than 130 virtual and face-to-face events for our people, clients and partners. With the G20's Women 20 (W20) group we released a [report](#) on the unequal impact of COVID-19 on women. We also marked our first International Men's Day, and helped drive awareness of men's role in gender equality and the multidimensional nature of gender.

Mental health and wellness

We strive to create an environment and provide the tools, programs and practices for mental well-being. We continue working to help break the stigma surrounding mental health by fostering a workplace environment where people feel comfortable engaging in open, honest dialogue, including in response to external stresses such as the COVID-19 pandemic, natural disasters and other world events.

Our corporate partnership with Thrive Global, a behavior change platform offering science-based solutions to lower stress and enhance well-being and productivity, has enabled us to deliver customized workshops that help our people not only achieve a sense of belonging and purpose, but also stay physically energized and mentally focused in our hyper-connected, digital world. Our Thrive Global programs—Thriving Together, Thrive Reset and Thriving Mind—have collectively been completed by nearly 180,000 of our people as of December 1, 2021.

Through our Mental Health Ally network, thousands of our people serve as ambassadors and advocates who help their colleagues facing mental health challenges find the support they may need. We offer training to help our people understand the signs that a colleague needs help, how to have a conversation about mental health and the steps to take to support someone in need. Additionally, we offer a variety of digital tools to support mental health and wellness, including Talkspace, Calm, Wysa and Virgin Pulse.

Disability inclusion

We strive to ensure that our people with disabilities have access to the latest technology, tools and training to succeed in a barrier-free workplace. Our Global Disability Council defines our priorities, measures progress and helps advance our disability inclusion agenda.

We are working to build accessibility practices into everything we do in order to become a truly inclusive workplace and to help provide our clients with the tools and the knowledge they need to implement those practices themselves. A few examples:

- **Accommodation Support Tool:** We developed an Accommodation Support Tool that enables our people to easily ask for assistive technology, flexible work arrangements, sign language interpreters, screen readers and more. It is a first-of-its-kind tool in the industry, designed to make the request process easy, private and personalized, available in 39 countries as of September 2021.
- **Accessibility Centers:** Our Accessibility Centers focus on enablement and advisory services, collaborative technology research, recruiting and showcasing our capabilities related to accessibility to clients. As of September 2021, we have built 17 Accessibility Centers around the world, with more to come.
- **Abilities Unleashed:** Our award-winning disability inclusion leadership development program provides opportunities for our people with disabilities to feel empowered, plan their career journeys, build their network and collaborate across the company.

We are on a journey toward 75% accessibility of all our global high-traffic internal platforms. Our Accessibility Program brings together teams from our Procurement, Real Estate, Workplace and IT organizations to provide the best accessibility solutions for all. As part of our Global Accessibility Awareness Day, we released a new report, "[AI for Disability Inclusion](#)," which highlights that designing, developing and using AI in the right ways can tap the incredible talent potential of people with disabilities, while helping all workers reach their potential.

We continue to create a safe environment for our people with disabilities to self-identify and, as of May 2021, more than 8,700 of our people have done so. Our Disability Inclusion Champion network of more than 35,000 members worldwide brings our people together regularly to collaborate, network and support the community.

LGBTI inclusion

Our Pride at Accenture community has more than 90 networks and over 120,000 LGBTI Allies in all countries in which we operate. We provide specialized training, networking support and mentoring for our LGBTI people and help promote a workplace of equality every day. Since 2018, more than 450 people have participated in LGBTI Leaders Learning, which provides high-potential LGBTI executives with the information, tools and support to continue to build their careers and develop into LGBTI role models and leaders.

All Accenture people have access to same-sex or equivalent benefits where legally allowed. In addition, transgender health benefits are available in 14 countries. Our self-ID programs, where legally permitted, provide our people with the option to voluntarily share information about themselves—such as their pronouns, gender identity and sexual orientation.

We are proud to be recognized as a corporate leader that supports LGBTI people and the broader community. Accenture is a founding member of the Partnership for Global LGBTI Equality, a consortium of 20 leading multinational companies and six civil society partners. The initiative provides a platform to accelerate LGBTI workplace inclusion globally.

Environmental sustainability

Driven by the science, the economics and the data of sustainability—as well as our own values—we are committed to addressing environmental issues both for Accenture and by helping our clients and our suppliers make and meet their commitments.

Since beginning our environmental journey in 2007, we have continually set bigger and bolder ambitions, but we cannot do it alone. To unlock shared value for both business and society, we are committed to enabling global cooperation among our people, our clients, our suppliers and our partners to achieve a low-carbon future. Together, we can transform our global economy into a more sustainable marketplace.

From making ambitious commitments that align with climate science to encouraging our people to take eco-positive actions, we are dedicated to reducing our environmental footprint.

Our commitments and goals

The path to net-zero

In alignment with the Paris Climate Agreement, we have pledged to do our part to keep global warming below 1.5° Celsius as one of the 1,100 companies that have signed the United Nations Global Compact Business Ambition for 1.5° Pledge to date.

Through our science-based target, by 2025 we aim to reduce our absolute greenhouse gas emissions by 11%, our Scope 1 and 2 greenhouse gas emissions by 65% and our Scope 1, 2 and 3 emissions per unit of revenue intensity by 40% from our baseline in 2016.

We have committed to achieve net-zero emissions by 2025, focusing first on actual reductions across our Scope 1, 2 and 3 emissions. To do this, we will:

- Plan to meet our office energy needs with 100% renewable electricity by 2023—to date we have reached 53% renewable electricity—and equip our people to make climate-smart travel decisions.
- Require 90% of our key suppliers* to disclose their environmental targets and actions being taken to reduce emissions by 2025. To date, 58% have already disclosed targets and 60% have already disclosed actions.
- Address remaining emissions by investing in nature-based carbon removal solutions that will directly remove carbon from the atmosphere.

**Key suppliers are defined as vendors that represent a significant portion of our 2019 Scope 3 emissions.*

Hugh, Specialist Technology – Application Engineering
Dublin, Ireland



Move to zero waste

- We will reuse or recycle 100% of our e-waste, such as computers and servers, as well as all our office furniture, by 2025.
- Post-pandemic, we are committed to eliminating single-use plastics in our locations.

Plan for water risk

- We are developing plans to reduce the impact of flooding, drought and water scarcity on our business and our people in high-risk areas.
- We are also measuring and reducing water use in these locations.

Reducing our environmental impact is built into our [Code of Business Ethics](#) (COBE) and our core values, specifically Stewardship. These inform our [Environmental Responsibility Policy](#), which was established in 2007 and is reviewed annually by our Environment [governance group](#). In addition, industry-wide external certifications, such as [ISO® 14001](#), demonstrate our commitment to running our business responsibly and sustainably and to integrating environmental practices into our operations. Accenture's Environment Management System is ISO® 14001-certified globally. To see our ISO®-certified locations and smart metering locations, and where we procure renewable electricity for our offices, visit our [Environmental Impact Map](#).

Progress against our goals

The path to net-zero by 2025

We are particularly focused on emission reductions related to Scope 2 electricity usage and Scope 3 business travel. Through continuous innovation we are scaling solutions to make real, lasting change.

Science-based target

Our progress to date on our science-based target as of the end of fiscal 2021:

- Total emissions—reflecting continued impacts from the pandemic—decreased by 65% from our baseline, exceeding one aspect of our 2025 target
- Scope 1 and 2 reduced by 72%
- Total emissions per unit of revenue reduced by 76%

Renewable electricity

Because we do not own our office buildings and procure most of our energy from the grid, our plans to increase renewable electricity are not heavily focused on on-site renewable generation. Rather, we are engaging market-based renewable electricity purchase opportunities—in line with the guidelines set by RE100, the global corporate renewable energy initiative bringing together hundreds of large and ambitious businesses committed to 100% renewable electricity. In locations where Accenture owns electricity procurement decisions, we can move fast to make changes. In locations where energy is purchased on our behalf, we are collaborating with building management and others to improve our renewable electricity mix.

At the end of fiscal 2021, our mix of renewable electricity reached 53%, an improvement over our 30% renewable electricity rate in fiscal 2020. We are committed to reaching 100% renewable electricity in our offices by 2023 as part of our participation in the RE100.

Even as we purchase more renewable electricity, we continue to drive energy efficiency. In fiscal 2021, we expanded our use of smart meters, which allow us to collect energy data at the source and quickly upload to our global environmental reporting system to inform our energy management decisions.

Thoughtful travel and use of collaboration technology

The pandemic proved we can deliver for our clients—even with significant reductions in conventional travel—by using collaboration technology. We are one of the largest enterprise users of Microsoft Teams in the world. Our increased reliance on digital collaboration and ability to meet client needs without travel led to more cost-efficient client delivery and reduced carbon emissions.

Looking ahead, we anticipate that business travel will begin to rise. We are also working with suppliers to understand our carbon footprint per trip (flight, hotel room, car rental) and ways to further decarbonize business travel.

To further reduce emissions from travel, this year we introduced a program to encourage high-speed train usage instead of airplane flights in five countries—Germany, Italy, Japan, Spain and the United Kingdom and will expand it to other regions. With the launch of our beta release aviation carbon calculator—which shows our people the different emissions for specific flight alternatives for business travel at the time of booking—our people now have a better understanding of the impact of their travel decisions.

Green IT

Accenture's global IT organization takes a cloud-first approach to the way we operate, develop new applications and innovate to run our business. Our first major step was to move Accenture applications from data centers to the public cloud. Now that our journey to cloud is complete, we have a direct advantage of consuming the new, more sustainable capabilities from cloud providers. As they deploy these new sustainable capabilities, by being in the cloud already, we can consume them much faster. By fully being in the cloud, we can truly pivot to using the cloud through a consumption-based model where we manage our computing needs through just-in-time computing and optimize our footprint constantly to serve Accenture.

Additionally, within our global IT organization, we are cloud platform-powered first. When we cannot consume a cloud platform and need to write custom code, we leverage microservice architectures. This helps further reduce the consumption of servers via a traditional infrastructure-as-a-service (IaaS) approach. For our existing high-end workloads, we constantly evaluate our consumption through deliberate analysis of usage patterns, performance data and new cloud offerings to drive further efficiency that leads to optimal utilization and reduced emissions.

We also created a CO₂ calculator prototype based on formulas to measure an estimation of Accenture's public cloud energy consumption. It produces detailed, data-driven measures of the environmental impact of our cloud environment. This information enables our people to precisely manage energy consumption to lower energy usage and estimated carbon emissions.

Engaging our suppliers

Just as the emissions we generate in the service of our clients inform their emissions, our own suppliers contribute to our emissions. Learn more about how we are working with our suppliers to take climate action in the [Supply chain](#) section of this report.

Nature-based carbon removal

In September 2021, we announced our investments in nature-based carbon removal projects. Our projects will broadly align with our geographic footprint, and will reforest land, rebuild biodiversity, make agriculture more sustainable, help create green jobs and allow natural ecosystems to rebound and thrive—all while removing CO₂ from the atmosphere. Over the next 20 years, this program is expected to physically remove more than 13 million metric tons of carbon from the atmosphere.

All our [nature-based carbon removal projects](#) will support and respect the universal principles of the UNGC in the relevant areas of human rights, labor, environment, anticorruption and the UN SDGs. Our projects will be registered under the Sustainable Development Verified Impact Standard where technically feasible, verifying SDG outcomes along with the carbon removals.

Moving to zero waste

While our most significant aspects of environmental impact relate to climate change, we are also waste conscious. To address e-waste, we are working with our global IT asset disposition partners to implement an asset reuse program and to manage our ongoing box program to

facilitate remote disposal of personal computers globally. The data allows us to further manage our e-waste by spotting trends on specific product lines or locations, as well as determining efficacy of a particular local waste management policy.

In fiscal 2021, our offices worked to eliminate single-use plastics by shifting away from single-use items; using non-plastic items such as bamboo when disposable products are offered; and providing water refill stations.

Planning for water risk

Although Accenture is not a water-intensive company, we minimize our use of water wherever feasible, including responsible use, reuse, management and discharge across our office portfolio. We are particularly conscious of water-stressed locations and have committed to develop water resiliency plans for our facilities to reduce the impact of flooding, drought and water scarcity in high-risk areas by 2025.

Accenture uses the World Resources Institute's Aqueduct tool to identify areas of water risk and impacts to local communities. In addition to developing water resiliency plans, we now measure and report the total percentage of water consumed in regions with high or extremely high baseline water stress. In fiscal 2021, 37% of our company's total water consumption occurred in high or extremely high baseline water-stressed regions.

Investing in a low-carbon future

Sustainable aviation fuel

In September 2021, we were one of 60 companies to sign the World Economic Forum's Clean Skies for Tomorrow sustainable aviation fuel (SAF) pledge, which includes an aviation industry goal of flying on 10% sustainable aviation fuel by 2030. We are committed to purchasing SAF with our partners and only doing so from socially and ethically beneficial sources.

Supporting biodiversity

We understand we cannot address climate change without also addressing nature loss. Although our direct impact on nature is low, due to our location footprint being comprised largely of leased office space in urban areas, we are committed to doing our part to build a nature-positive world with our clients, suppliers and through our nature-based carbon removal projects.

We are identifying programs that offer co-benefits for ecosystems and our environment. In our collaboration with the U.K. Council for Sustainable Business, we developed the Get Nature Positive handbook for business, which includes case studies and practical actions businesses can start taking today.

Disclosures and reporting

We support the Task Force on Climate-related Financial Disclosures (TCFD) goal to improve and increase reporting of climate-related financial information. Accenture recently released its first TCFD index, available at [accenture.com](https://www.accenture.com).

Since 2007, Accenture has [reported our environmental performance to CDP](#) annually, including our environmental risks, opportunities and methodologies on climate change mitigation and adaptation. We are proud to be recognized in the CDP Climate Change Leadership Band for eight years as a company implementing current best practices.

Engaging our people

Accenture people are passionate about environmental issues, and we believe the multiplier effect of our efforts can make a positive impact around the world.

Innovating to address climate-related issues

In the spirit of leveraging human ingenuity and technology to address some of our world's most complex challenges, we launched our first sustainability-focused Innovation Challenge in fiscal 2021. More than 2,300 people from across Accenture came together—alongside clients, startups and nonprofits—to use innovation to help solve issues across seven critical topics, from circular packaging to rewilding land.

Solutions demonstrated inventiveness across technologies including artificial intelligence (AI), blockchain and even consumer-facing apps.

The [winning teams](#) received support to bring their ideas to life and fuel positive change—co-creating with our partners—through the Social Innovators Accelerator program. In November 2021, we featured the winning teams at COP26 in a virtual showcase of their solutions to the world's greatest environmental "grand challenges," including an AI platform to integrate global coral reef monitoring efforts, an app to scale last-mile distribution of clean energy solutions, and a blockchain solution to trace the water footprint of supply chains.

Eco Action 2021 virtual volunteering

Our people served as "citizen scientists" to support environmental research. Using the online platform Zooniverse, they helped researchers track changes in the environment by classifying animal behaviors, such as counting penguins in Antarctica, identifying elusive wildlife species in the Serengeti and classifying Beluga whales in Canada.

Through the GLOBE Observer app, they tracked their observations of clouds and helped researchers interpret satellite data that is key to their environmental research.

Making climate-smart choices

Our Eco Action Club meets monthly to discuss environmental topics, including how to make climate-smart choices at home and at work. During our "eco season" from Earth Day through World Environment Day, Accenture people also engaged in a challenge to take daily eco actions to help reduce their individual footprint. For this challenge, we collaborated with Count Us In, which aims to mobilize 1 billion people to act sustainably over the next decade. Daily eco actions included shopping locally, reducing electricity consumption at home and committing to waste-free and meatless days.

Supply chain

As a global company with a multi-billion-dollar supply chain, we have a significant opportunity to use our procurement process to drive responsible change at scale. We are committed to responsible buying practices both inside and outside Accenture. Since 2010, we have engaged supplier partners on how we address sustainability in their supplier business reviews.

Procurement Plus, our overarching approach, shapes how we work with suppliers to promote sustainability. Beyond transactional procurement, Procurement Plus addresses four thematic pillars to advance responsible buying: the environment, human rights, supplier inclusion and diversity, and the future of work. This approach informs every aspect of our supply chain, building stronger partnerships based in ethical behaviors, transparency, agility and inclusivity.

Responsible procurement

Our buying program influences key initiatives such as our award-winning Supplier Inclusion & Sustainability Program. This program allows us to work within our ecosystem to identify, develop and work with smaller, more diverse suppliers with increased agility. We also request select suppliers to provide information and data on how they are improving their business performance to reduce their environmental impact, which, in turn, helps us improve our performance.

At Accenture, innovation and running a responsible business go hand in hand. We invest in our processes to pay our suppliers in a timely manner, because—whether a FORTUNE 500 company or a small- and medium-sized enterprises (SMEs) supplier—running an ethical business requires adequate cash flow. We want to enable the right environment for our suppliers to facilitate continuous innovation.

In the United Kingdom, we are a signatory to the Prompt Payment Code, which requires a continual focus on ensuring that we pay our suppliers on time, within the payment terms agreed. We consistently make more than 95% of our U.K. payments within 60 days as required by the code. Our Payment on Time Centre of Excellence and technology investment was established to drive continuous improvements and efficiencies globally in this area.

Timothy, Associate – Operations, Client Experience
Manila City, Philippines



Our ethical procurement strategy

Our ethical procurement strategy directs key training for Accenture people, how we select our suppliers and the development of our high standards for conducting business with our suppliers. To encourage broader transparency within our supply chains, we require our suppliers to adhere to our [Supplier Standards of Conduct](#) or to make an equivalent commitment. We communicate the standards through a range of mechanisms, including contractual terms and conditions, the [Supplier's Guide to Doing Business with Accenture](#), as well as our purchase order process, and we continue to reiterate our commitment to our standards through communication to 100% of suppliers* that are included in our supplier management program.

As with our [Code of Business Ethics](#) (COBE), our Supplier Standards of Conduct reflect our core values and our commitment—as a signatory to the Ten Principles of the United Nations Global Compact (UNGC)—to lead by example in upholding these principles. These Standards are published in 20 languages and set out the labor standards, human rights principles and other legal and ethical standards we require our suppliers to meet. We continue to evolve our global Supplier Standards of Conduct in line with our commitment to responsible business. For instance, in fiscal 2021 we added the requirement that suppliers must comply with all applicable conflict minerals rules and laws.

Additionally, we review our supply chain strategy annually through the lens of our COBE and the UNGC Ten Principles as part of our efforts to set industry standards for maintaining an ethical supply chain. This is particularly important as part of our continuing efforts to encourage our suppliers to pay a living wage. Learn more about human rights and our supply chain in the [Ethics & governance](#) section of this report.

Driving supplier sustainability

In our drive for responsible buying excellence, we work continuously through relevant networks with our industry peers and clients to adopt sustainable practices and are continually improving our supplier and contractor management processes. We encourage a responsible buying culture by advocating for supply chains that are more sustainable and inclusive, both inside and outside our company.

Promoting supplier transparency

We are working to increase visibility into the number of suppliers reporting their sustainability performance—for example, the number of our suppliers that report emissions reduction targets or regularly assess their own supply chains.

Accenture's new blockchain-enabled Sustainable Procurement Hub and its platform, the Accenture True Supplier Marketplace, which we began rolling out in fiscal 2021, are helping us qualify and onboard suppliers we invite to work with Accenture. Our new Supplier Sustainability Assessment aims to streamline the process of collecting environmental, social and governance data, and provide a user-friendly tool that standardizes the collection of information, further centralizing data in a single location and enabling responsible buying while driving transparency.

**Third-party suppliers with whom Accenture has a direct and enduring contractual relationship.*

Broader improvements to our Supplier Risk Management Model allow us to identify and manage risks, check that suppliers support our commitments—including environmental sustainability, human rights, inclusion and diversity—and enable us to better focus on relevant suppliers and take further investigative action where appropriate.

CDP Supply Chain Program

We expect our suppliers to prioritize sustainability and provide updates around their environmental initiatives, goals and impact. As a corporate member of CDP's Supply Chain Program, we use CDP tools to promote engagement, transparency and sustainable practices with our suppliers. Since 2010, we have invited select suppliers to respond to CDP's supply chain self-assessment questionnaire.

As part of our goal to reach net-zero by 2025, we set an ambitious target requiring 90% of our key suppliers* to disclose their environmental targets and actions being taken to reduce emissions by 2025. Scope 3 emissions are an important and often overlooked metric in addressing climate change.

**Key suppliers are defined as vendors that represent a significant portion of our 2019 Scope 3 emissions.*

In fiscal 2021, 71% of the suppliers we invited to participate responded, above the CDP average of 67%—with 58% of suppliers disclosing their targets, and 60% disclosing the actions they are taking, both metrics up from 57% in fiscal 2020.

We know that addressing this area of emissions is a priority to drive action toward responsible business decisions, and overall, our suppliers are collectively using more emission-reducing energy sources, minimizing the footprint of their goods and services, and adapting to customer preferences in their reporting.

Priscila, New Associate – Operations, Client Experience
Dublin, Ireland



Supplier inclusion and diversity

We believe inclusive procurement creates long-term value for our clients and our communities while helping us leverage our buying power for good. At the same time, we hope that these responsible business practices help our suppliers grow their businesses and influence in their own markets, contributing to our collective shared success.

Supplier Inclusion & Sustainability Program

Our [Supplier Inclusion & Sustainability Program](#) is global; to drive a more inclusive marketplace, we reached 21 countries in fiscal 2021 and plan to expand into more countries in fiscal 2022. The program also works closely with our Accessibility Center of Excellence to establish sufficient accessibility roadmaps for our web-based technology. We categorize diverse suppliers as minority, women, small- and medium-sized, service-disabled veteran, veteran, historically underutilized, people with disabilities and lesbian, gay, bisexual, transgender and intersex (LGBTI) enterprises.

We monitor our diverse spend most consistently within the United States and Canada. In fiscal 2021, our U.S. diverse spend increased from 31% in fiscal 2020 to 32%, while our Canadian spend was 25%, an increase from 19% in fiscal 2020.

In South Africa, we are leading the way to supplier inclusion, going above and beyond requirements of the Broad-Based Black Economic Empowerment (B-BBEE) Act. We understand the importance and see the value of increasing diverse, inclusive procurement spending for its far-

reaching impact. In 2021, we maintained our B-BBEE Level 1 recognition for the fourth consecutive year. In fiscal 2021, our procurement spend with Black-women-owned enterprises in South Africa increased to nearly 40%, again exceeding the B-BBEE target of 12%. Additionally, our spend with Black-owned-SMEs was more than 57%, against a target of 30%. Our procurement spend in South Africa with Black-owned suppliers increased to 60% from 47% in the previous year, surpassing the target of 50%.

Our efforts in South Africa also include investing in and cultivating SME suppliers. In fiscal 2021, we identified 19 SMEs participating in the Enterprise and Supplier Development Program and converted six to Accenture suppliers to further diversify our supply chain.

Global Diverse Supplier Development Program

Since 2006, we have put our commitment to supplier inclusion and diversity into action by mentoring diverse suppliers across the globe through our intensive 18-month [Global Diverse Supplier Development Program](#) (DSDP) initiative. This program matches senior Accenture executives with diverse supplier companies for holistic mentoring. This year we evolved the program by expanding the mentorship pool to include client-mentors, in addition to our Accenture experts. In order to graduate, our DSDP mentees must attend monthly meetings with their mentor/sponsors and participate in online training sessions. They must also demonstrate their progress as a diverse supplier by completing business health assessments and quarterly progress reports throughout the 18-month program.

In early 2021, we set a new DSDP goal: By the end of fiscal 2023, we will graduate 250 diverse suppliers. As of the end of fiscal 2021, a total of 196 have graduated. In fiscal 2021, DSDP graduated 19 suppliers in South Africa and seven in India (our first virtual class, which is looking forward to an in-person ceremony in fiscal 2022). In fiscal 2022, we launched our program in Australia; and we began our seventh class in the United States, which helped mark our 15th DSDP anniversary.

This past fiscal year we unveiled the DSDP Sustainability pilot program, a new sustainability-focused program based on the Ten Principles of the UNGC and the 17 SDGs. The DSDP Sustainability program will help suppliers accelerate their transition toward building their own responsible business models. These models help suppliers deliver the right products and services for their customers, contributing to improving their overall sustainability performance and demonstrating their commitment to climate action and human rights.

Our goal is to create a culture of sharing learnings, experiences and resources to drive collaborative successes. Each year, we continue to evolve our DSDP program. In fiscal 2021, we successfully launched a digital tool to give small- and medium-sized enterprises easier access to information and opportunities for diverse partners. Developed by a DSDP graduate in South Africa, the digital ecosystem simplifies interactions between diverse suppliers and businesses to drive growth and sustainability through development, commercial opportunities and tools to thrive in the Information and digital age. To date, the tool has allowed us to host all DSDP programming virtually since November 2020.

Supporting a global inclusive economy

We are proud to be a corporate leader in inclusive procurement practices, and we continue to promote the inclusion of people who may be excluded from the labor market for physical, social or cultural reasons through our Supplier Inclusion & Sustainability Program. The program includes minority-, ethnic- and women-owned businesses; the LGBTI community; persons with disabilities; veterans; refugees; and people living away from economic centers. We support broader inclusion, not only through direct recruitment, but also through agreements with vendors and in collaboration with other organizations.

We co-founded and have representation on the board and executive committee of WEConnect International. Our deep involvement with this organization is one way we continue to provide opportunities for women-owned businesses around the world. Accenture also has local collaborations with the organization in 16 countries, while supporting conversations to launch the network in new markets in the Middle East and Asia. For our DSDP countries including Australia, Canada, India, Ireland, South Africa and the United Kingdom, we collaborate with WEConnect International-certified businesses, providing more opportunities to strengthen their operations and increase business.

Accenture also brings our commitment to life through organizations such as Disability:IN and the U.S. National LGBT Chamber of Commerce, where we hold Advisory Board seats. In addition, we are a founding partner of and hold a Board seat on the European LGBTIQ Chamber of Commerce (EGLCC). We continue to support this organization's endeavors to build a pan-European collaboration that unlocks opportunities to develop the LGBTI business community and provide connections with potential clients. Our support includes advice on expanding the business network, certification and building a strong corporate member base as well as including EGLCC-registered businesses in our Global DSDP program in Austria, Germany and Switzerland.

Working with our clients

We continue to support our clients who seek value delivered by including supplier inclusion and diversity in sourcing. For instance, our report, "[Five reasons why you should prioritize supplier diversity as part of your sourcing strategy.](#)" shows how companies can generate value by:

- Improving supplier competitiveness.
- Boosting innovation.
- Heightening the perception of impact.
- Attracting and retaining top talent.
- Providing positive social impact.

Ashish, Manager – Advanced Technology Center
Gurugram, India



Ethics & governance

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

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

We believe a shared ethical culture is critical to our growth in a competitive marketplace. Clients involve us in some of the most sensitive areas of their business in part because of our integrity and commitment to the highest ethical standards, evidenced by our long-term relationships with our clients around the world. Of our top 100 clients, 98 have been our partners for more than 10 years.

Conducting business with integrity

Responsibility for [environmental, social and governance \(ESG\)](#) matters starts at the top—with our Board and our Chair and CEO—and cascades throughout the business, including our use of performance objectives relating to being a responsible company. At the Board level, the Nominating, Governance & Sustainability Committee oversees Accenture's overall ESG performance, disclosure, strategies, goals and objectives while monitoring evolving ESG risks and opportunities. In addition, the Compensation, Culture & People Committee of our Board oversees Accenture's strategies and policies related to our people, including matters such as overall well-being, pay equity, inclusion, diversity and equality, leadership succession and culture. We have a clear governance structure to help us achieve our goals and reflect these objectives throughout the organization while guiding our strategic approach.

Karen, Senior Manager – Marketing & Communications
Beijing, China



Our Global Management Committee (GMC) members sponsor our responsible company strategies. These senior leaders, spanning multiple corporate functions and geographies, engage on these topics and are responsible for making final decisions on strategies, goals and policies recommended by various management groups. Together, they make strategic recommendations and decisions on our integrated responsible business and ESG initiatives, including sponsorship of our non-financial goals.

Building a strong ethical culture

We rely on our core values and [COBE](#) to not only inform our behavior but to also help all our people make ethical choices and consider the full impact of their decisions. Accenture has been recognized on Ethisphere's 2021 World's Most Ethical Companies list, marking 14 consecutive years on the list, a testament to our dedication to ethical leadership, compliance practices and sustainability.

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

We continue to evolve our required Ethics & Compliance training with shorter, interactive and visually engaging courses. Accenture people (including part-time employees) must complete all required Ethics & Compliance training by July 31 each year to be fully eligible for year-end rewards (as permitted by law). In fiscal 2021, we achieved completion rates

of 99% for all Accenture people including managing directors, and 100% of our GMC. As part of our Ethics & Compliance training, we have a specific module on anticorruption, which is required for all executives (managers and above) and people at all levels in certain Corporate Functions. We had a similar completion rate for this module.

Contractors are also required to complete Ethics & Compliance training within 60 days and may face revocation of access to systems or even termination if they fail to do so. Our goal is to maintain our high completion rates for trainings globally and to continue to evaluate our trainings (including through user feedback) to make sure they remain relevant and effective.

Reporting concerns

We provide multiple reporting channels to minimize potential unease in reporting an issue that may involve a colleague, an Accenture leader, a client, supplier or contractor, or anyone else.

We strongly encourage our people to raise concerns to a manager or trusted advisor, an Accenture leader, Human Resources or Legal, and we make it clear that they can always escalate concerns without fear of retaliation. Concerns may also be reported anonymously 24/7 to the [Accenture Business Ethics Helpline](#). We encourage our people to contact Human Resources or Legal for guidance if they are unsure whether an issue should be reported. We take all good faith concerns seriously and all steps necessary to help ensure that those who raise concerns do not experience any form of retaliation.

Blanca, Managing Director - Interactive, Design
Barcelona, Spain



Guiding our people's behaviors

The first fundamental behavior featured in COBE is “Make Your Conduct Count.” It articulates five locally relevant yet globally applicable standards to guide how we think and act across our unique and diverse culture:

- We speak up about concerns knowing Accenture never tolerates retaliation.
- We treat each other with respect.
- We are proud to be ambassadors of Accenture, and we act accordingly.
- We apply our principle of meritocracy when we make decisions about our people.
- We ensure our personal interests and relationships do not create conflicts for Accenture.

This framework creates a foundation for a positive, respectful and inclusive work environment that can inspire our people, reflect who we are and who we want to be as a company, and guides how we work with clients, our partners and each other.

We believe these ethical behaviors are critical to the success of our business and continue to include them in our required Ethics & Compliance training. We continue to monitor the ethical environment through anonymous surveys at regular intervals. In fiscal 2021, we analyzed the results of our global Conduct Counts Survey that was conducted across all eligible countries and engaged with our country and regional leadership to develop localized action plans based on their results.

Building and maintaining trust and transparency

In fiscal 2020, our CEO and our Global Management Committee reaffirmed our commitment to equality for all, with zero tolerance for harassment, discrimination, bigotry or hate of any kind. We followed up by holding focus groups and roundtables to collect feedback from our people. We identified two critical areas where we can do better—building trust and increasing transparency—and developed an action plan, most of which we implemented in the subsequent months:

Building trust:

- Appointed an investigations advisory panel and increased the representation of affected groups among conduct investigators;
- Refreshed our policies on speaking up, disrespectful behavior and harassment, and non-discrimination;
- Implemented a retaliation monitoring framework, which will continue to evolve in fiscal 2022;
- Introduced specialized training for investigators, supervisors and managers; and updated Conduct Counts policies to enhance our understanding of how microaggressions and microinequities impact our people, and to reflect our commitment to stand against racism.

- In early fiscal 2022, we completed the initial launch of our Employee Investigation Advocate Network to increase support for those involved in a race, ethnicity or sexual harassment conduct investigation in the United Kingdom or United States. Our intention is to help evolve the perception of our people and strengthen trust in our investigation process. Later in fiscal 2022, we plan to extend the network to all investigations relating to other protected statuses across Accenture.

Increasing transparency:

For many years, we have communicated frequently and effectively with our people about how to raise a concern. In fiscal 2021, we increased transparency through a dedicated internal site where our people can learn about how they can find support once they raise a concern, how the investigation process works, and where to find aggregated internal data about the types of conduct-based matters we investigate and their outcomes.

Supporting and respecting the rights of all people

Accenture has been a UNGC signatory since 2008. Our commitment to supporting and respecting internationally proclaimed human rights is a common thread throughout our business, requiring the support of our leaders, our people and our suppliers.

As stated in our [COBE](#), we seek to align to the United Nations Guiding Principles on Business and Human Rights. We therefore focus our human rights efforts on areas most relevant to our business and operations in terms of potential human rights impacts. We also recognize that our clients and other stakeholders increasingly look to us for visibility into our human rights practices and policies.

We actively encourage our people to raise ethical and legal concerns, including any concerns about human rights issues, and we make multiple channels available for them to do so—including anonymously, where legally permitted, as per our [Global Policy on Raising Legal and Ethical Concerns and Prohibiting Retaliation](#), which can be accessed via our [Modern Slavery Act Transparency Statement](#).

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

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

Human rights and our supply chain

Given the scale and diversity of our business, we prioritize supply chain due diligence efforts with a focus on those areas that are:

- Most relevant to our own priorities (e.g., environmental sustainability, anticorruption),
- Where we can most effectively and appropriately exert leverage, and/or
- Of heightened concern and in relation to higher risk geographies.

We recognize the importance of assessing potential risks to rights-holders, not only risks to Accenture. As our operating context evolves at pace, we also recognize the need to continuously adapt our human rights due diligence strategies (e.g., in relation to responsible mineral sourcing). We continue to incorporate human rights due diligence within many of our broader enterprise risk management systems and legal compliance processes, and at different stages of the supply life cycle.

We believe the relationship between Accenture and our suppliers is an important component to achieving our objectives in this arena. Our [Accenture Supplier Standards of Conduct](#), which supplements our COBE, sets out the standards and practices that Accenture suppliers are required to uphold or make an equivalent commitment, including in

relation to a range of relevant human rights. In turn, Accenture expects our suppliers to apply our [Supplier Standards of Conduct](#) to their own suppliers.

Our goal always is to be thoughtful and targeted in how we select and engage our suppliers, particularly in relation to higher-risk sectors and countries. To that end, in 2021 we adopted a new global policy and implemented processes around the responsible sourcing of minerals to support our growing Industry X practice.

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

We continue to invest in new technology and processes to help us have greater visibility of ESG performance of our suppliers. We are proud of our [Sustainable Procurement Hub](#), which we are rolling out globally. This new technology platform will enhance or provide greater transparency from our direct suppliers about their own human rights policies, due diligence and practices at the point at which Accenture makes buyer selection decisions, onboarding or ad hoc ESG assessments.

We provide a mechanism to enable our suppliers' employees to speak up about legal or ethical concerns, including slavery and human trafficking. Employees of Accenture suppliers may report concerns or violations (anonymously, where permitted by local law) through the [Accenture Business Ethics Helpline](#).

Living wage

Accenture continues to drive the adoption of a living wage with our suppliers around the world. Through our [Supplier Standards of Conduct](#), we strongly encourage all our suppliers to pay a living wage or higher to those who provide services directly to our company and/or our clients.

Modern slavery, child labor and human trafficking

Our long-standing commitment to supporting and respecting human rights includes the elimination of modern slavery, child labor and human trafficking in our supply chains. Given the nature of our business and supply chains, and the risk assessments we have undertaken to date, we believe the risk of modern slavery, child labor and human trafficking in our supply chains is low. However, we are not complacent and frequently review how we can improve and evolve in response to changing circumstances and our evolving business.

Our [Modern Slavery Act Transparency Statement](#) provides more information about our efforts in this area. This statement is required by English law, but it describes our efforts beyond the United Kingdom; Accenture in Australia published its own modern slavery transparency statement in fiscal 2021.

Anticorruption policies and compliance

Our COBE and related anticorruption policies, both part of our global Ethics & Compliance program and human rights efforts, require our people, business partners and business intermediaries (and suppliers through our Supplier Standards of Conduct) to comply with the anticorruption laws everywhere we do business, including but not limited to:

- U.S. Foreign Corrupt Practices Act (FCPA)
- Organization of Economic Cooperation and Development Convention on Combating Bribery of Public Officials in International Business Transactions
- United Nations Convention Against Corruption
- U.K. Bribery Act
- Other applicable anticorruption laws

We are a member—and our Chair and CEO is the co-chair—of the World Economic Forum Partnering Against Corruption Initiative, which unites companies that have a zero-tolerance policy toward bribery and corruption in any form.

We continually assess and refine our Ethics & Compliance program, including how we train our people. Our approach provides a baseline of training to all Accenture people, including our part-time employees and contractors. Individuals in higher-risk roles and markets receive additional anticorruption and other compliance training, including in-person training with local members of the Legal team in high-risk markets.

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

Digital responsibility

As technology becomes even more ubiquitous in our lives, trust becomes paramount. To build—and maintain—trust in today’s digital age, businesses must use data and AI ethically across customer information, product development and workforce training. Data, Security and AI are among the topics within our [Technology Quotient](#) (TQ) training available to all Accenture people.

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

Our approach to managing disruptions is based on years of experience, preparation and adapting the way we manage and deliver services. Our business resilience strategy supports how we operate as a company, starting with our global client base, underpinned by internal functions and technology, and supported by the collaborations of our third-party ecosystem. Accenture's business resilience program is aligned to industry standards (ISO 22301, ISO 20000, ISO 27001 and ISO 27701). For more information, see our [Business Continuity Case Study](#).

As society continues moving to a digital-first reality, promoting human rights and setting industry standards are top of mind as we adapt our offerings to reflect this new collective consciousness.

Data privacy and information security

Safeguarding data is one of our most important responsibilities in building and maintaining trust, not only with our people, but also with our clients and other partners. We are continually evolving our approach to information security and data protection, identifying emerging threats and driving appropriate behavior to prevent and mitigate attacks. For example, we expanded the oversight of the Audit Committee of our Board of Directors to include our information technology risk exposures, including cybersecurity, data privacy and data security. Everyone at Accenture has a personal responsibility to practice effective and responsible data management in accordance with our company policies, including our Data Privacy Policy and procedures, as well as new and changing global regulations and jurisprudence.

Facing the unique challenges and evolving global mandates created by COVID-19, we took additional steps to protect sensitive personal data to respond to the new operational realities resulting from the majority of our people working remotely. We maintained our transparency about how and what personal data we process as outlined in Accenture's Binding Corporate Rules and privacy notices, and implemented new processes, security controls and technology to address challenges presented by remote work to protect both client and internal personal data, including comprehensive guidance on how to securely work from home.

Accenture was already a seasoned leader in remote work with a long-established Information Security learning program, so our learning assets were easily amended to address changes in our work environments across the globe. For example:

- Work-from-home users received specific guidance and job aids. Advanced Technology Centers and Intelligent Operations Centers received increased levels of guidance.
- Accenture quickly amended—and continues to update—our dedicated internal information security websites and communications with up-to-date work-from-home guidance and COVID-19 scam awareness.
- Accenture rapidly enhanced its award-winning learning programs with COVID-19-specific information. Accenture developed a work-from-home/COVID-19-themed episode for the Cannes Corporate Media and TV award-winning internal web series "Hacker Land" (the most-viewed internal video series in Accenture's history) to reinforce work-from-home security hygiene.
- Further, we updated our required Ethics & Compliance training to include enhanced work-from-home guidance.

We adhere to the highest and strictest information protection and privacy standards for handling and protecting personal data, as evidenced by our global certifications for Information Security (ISO 27001:2013) and Data Privacy (ISO 27701:2019). These certifications acknowledge that Accenture complies with the highest, strictest standards for handling and protecting personal data everywhere, and demonstrates accountability. We were the first global organization to be ISO® 27701-certified by the British Standards Institution (BSI) globally across both our Enterprise and Client Service Business.

We work hard to uphold global data protection and privacy requirements like the European Union's General Data Protection Regulation (GDPR), the United Kingdom's GDPR and Data Protection Act, U.S. state privacy legislation, Brazil's Lei Geral de Proteção de Dados Pessoais (LGPD) and many more.

Both our Enterprise and Client Data Protection program define the stewardship of Accenture and client information. It has defined our management processes and controls in accordance with relevant information protection and privacy laws. BSI has rated Accenture as a "Role Model" (the highest rating) for all U.S. National Institute of Standards (NIST)/U.S. Department of Commerce Cybersecurity Framework (CSF) categories. Periodic independent assessments by BSI continue for maintenance and re-certification purposes.

We also outperformed our peer groups in top-tier, third-party security benchmarking and endorsements:

- **CIS Controls:** Maintains at or above its peers and industry verticals in all 20 categories, validated by Verizon Security Services
- **Cyber Essentials Plus certification:** Awarded as required by the National Cyber Security Centre for suppliers to the United Kingdom
- **NIST CSF:** Role Model across all 23 categories, the highest-possible benchmark rating

We take security seriously, with extensive training and learning assets. All Accenture people regularly participate in required and targeted data privacy trainings. Further, our global awareness campaign, Protecting Accenture: Live Smart to Stay Safe, equips our people with the latest best practice learnings and behaviors necessary to maintain safe data security hygiene. Our people are required to complete at least one level of our Information Security Advocate program, a self-paced training program designed to strengthen awareness and adoption of secure behaviors.

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

Responsible artificial intelligence

Responsible artificial intelligence (AI) is the practice of designing, developing and deploying AI with good intention to empower employees and businesses, and fairly impact customers and society.

At Accenture, we are acutely sensitive to our role in innovating responsibly and consider AI and related technologies one of our highest ESG priorities. As AI decisions increasingly influence and impact peoples' lives, the responsibility of enterprises to manage the potential ethical and sociotechnical implications of AI adoption also grows.

When we think about these implications, issues such as bias/fairness and transparency/explainability become paramount. Businesses cannot expect to scale data and AI effectively within their organizations—and thus ultimately realize the business value of the technology—without embedding Responsible AI into their approach from the onset.

To create trust and build confidence in AI, we work with our clients to translate ethical principles and academic research into practical, measurable metrics and methodologies that can be embedded into everyday processes. We take a cross-functional, multidisciplinary approach and provide our clients with strategic leadership and tools across the spectrum of AI governance, compliance, risk management, and accountability and explainability.

We have defined four pillars of Responsible AI based on what we've learned from implementing our solutions with clients:

- **Principles and governance:** Define and articulate a Responsible AI mission and principles while establishing a transparent governance structure across the organization that builds confidence and trust in AI technologies.
- **Risk, policy and control:** Strengthen compliance with current laws and regulations while monitoring future ones, develop policies to mitigate risk, and operationalize those policies through a risk management framework with regular reporting and monitoring.
- **Technology and enablers:** Develop tools and techniques to support principles such as fairness, explainability, robustness, traceability and privacy, and build them into AI systems and platforms.
- **Culture and training:** Empower leadership to elevate Responsible AI as a critical business imperative and require training to enable all employees to have a clear understanding of Responsible AI principles and criteria for success.

Corporate governance: Adhering to best practices and policies

We have a history of strong corporate governance and believe that good governance is critical to achieving long-term shareholder value. We are committed to governance practices and policies that serve the long-term interests of Accenture and our shareholders.

Accenture's corporate governance matters are described in our [2021 Proxy Statement](#), filed with the U.S. Securities and Exchange Commission on December 9, 2021, as well as our [Corporate Governance Guidelines](#) and committee charters, which are all found on our corporate website.

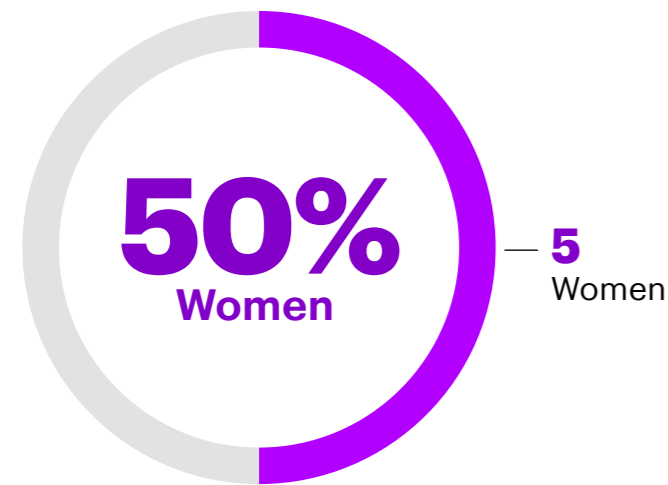
These documents outline the role of our Board and its committees and our key governance practices, as well as the experience, qualifications, attributes and skills of our directors. We are especially proud that this mix contributes to our current 10-director Board being 60% racially and ethnically diverse and 50% women.

We continuously assess our corporate governance policies and practices. In fiscal 2022, the Board approved the following enhancements:

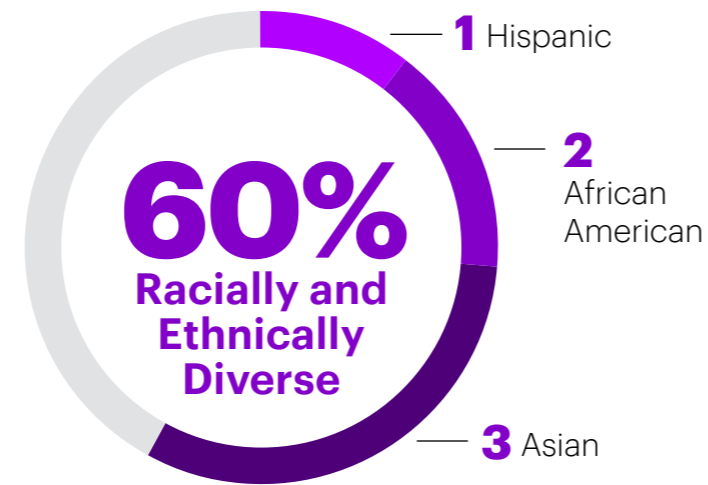
- **ESG Oversight**—expanded the Nominating & Governance Committee's role in overseeing our ESG performance, disclosure, strategies, goals and objectives and monitoring evolving ESG risks and opportunities and renamed the committee the Nominating, Governance & Sustainability Committee.
- **People and Culture Oversight**—expanded the Compensation Committee's role in overseeing our strategies and policies related to our people, including matters such as overall well-being, pay equity, inclusion, diversity and equality, leadership succession and culture, and renamed the committee the Compensation, Culture & People Committee.
- **Information Technology Oversight**—expanded the Audit Committee's role in overseeing Accenture's information technology risk exposures, including cybersecurity, data privacy and data security.
- **Board Diversity Policy**—implemented a new policy that as part of the search process for a new director, the Nominating, Governance & Sustainability Committee will actively seek out women and underrepresented candidates to include in the pool from which Board nominees are chosen.
- **Director Overboarding Policy**—adopted a new policy that provides that directors may not serve on the boards of more than three public companies, in addition to Accenture's Board, and further limits directors who are chief executive officers of public companies to no more than two other public companies, in addition to Accenture's Board.

Our Board diversity

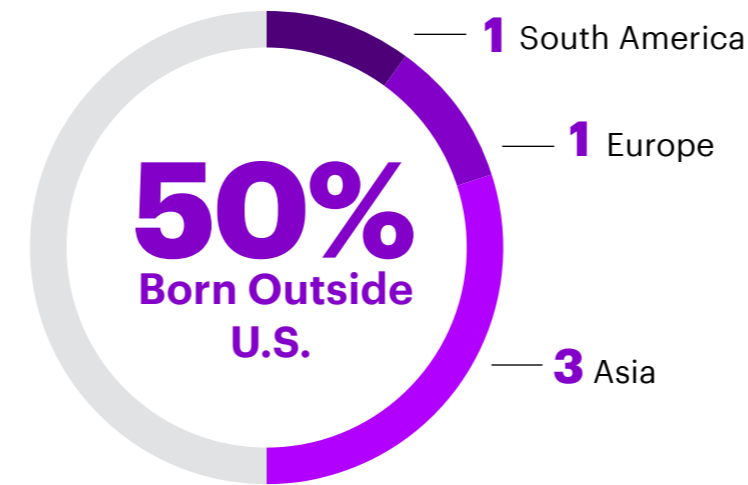
Gender



Ethnicity



Global



Board Committees Chaired by Women

50%
of Committees
Chaired by Women

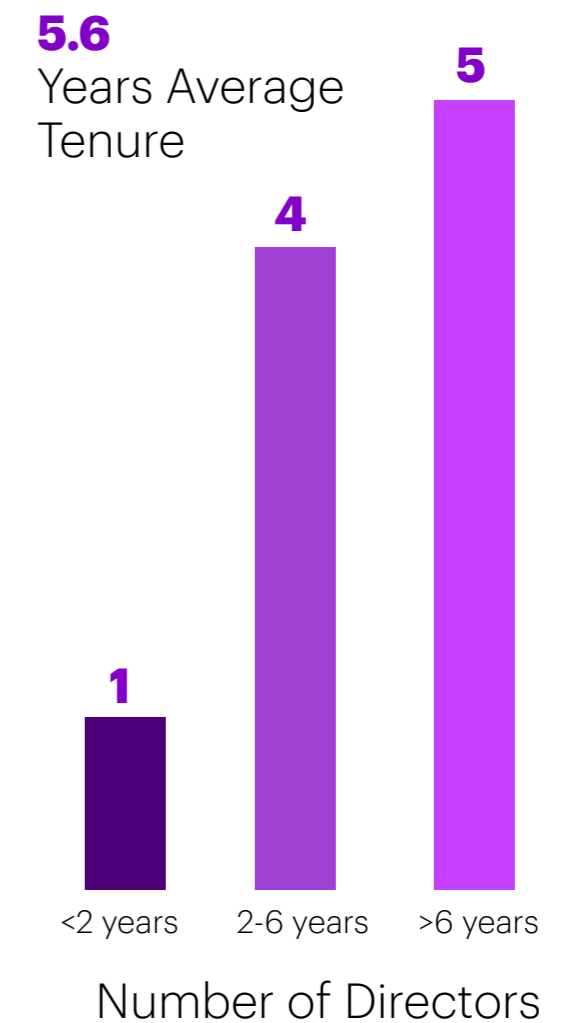
Significant Board Refreshment

4 New Directors
Over Past 5 Years

Age Distribution

61 Average Age of
Directors
Age range: **53-67**

Board tenure



A hand holding a white stylus pointing at a tablet screen. The screen displays a green bubble graphic. The background is a blurred green field. The text "Our Clients & Partners" is overlaid on the left side of the image.

Our Clients & Partners

Our Clients & Partners

In this chapter:

- Sustainability Services
- Sustainability by Design
- Our partners

High priority SDGs relevant to this area:



Second priority SDGs relevant to this area:



Select principles from the Ten Principles of the UNGC relevant to this area:

- Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2:** make sure that they are not complicit in human rights abuses.
- Principle 7:** Businesses should support a precautionary approach to environmental challenges; and
- Principle 9:** encourage the development and diffusion of environmentally friendly technologies.
- Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.



Sustainability Services

Building on years of investment and experience, we have developed a suite of Sustainability Services to help our clients become more sustainable and competitive.

Drawing across our four services—Strategy and Consulting, Technology, Interactive, and Operations—we deliver on the promise of technology and human ingenuity to enable our clients to tackle their greatest sustainability challenges. Together with our partners, we help our clients reinvent their businesses at scale, creating business value and sustainable impact for all stakeholders.

Our Sustainability Services comprises solutions focused in the following areas.

Sustainability Strategy

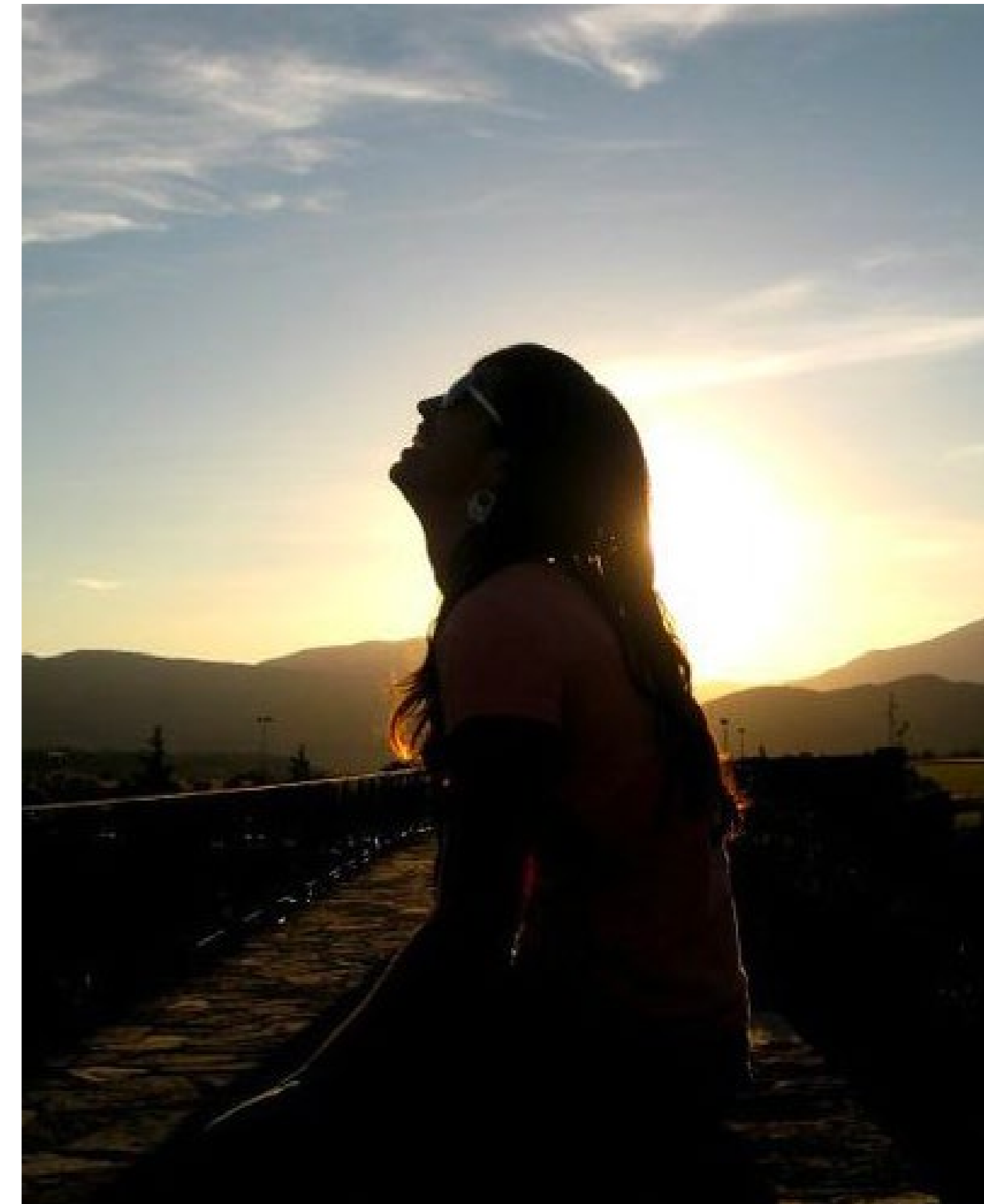
Our Sustainability Strategy shapes our clients' business strategies to create value and impact on sustainability in their core businesses across environmental, social and governance issues. This capability underpins our portfolio of Sustainability Services, guides clients in defining their sustainability ambitions, building the business case and developing sustainability roadmaps. From strategy to execution, these services deliver business transformation at scale to help our clients—and the world—achieve the United Nations Sustainable Development Goals (SDGs) and tackle climate change.

Net-Zero Transitions

Transitioning to net-zero is increasingly a priority for all businesses. Entire industries are now urgently looking at how they can reinvent their end-to-end value chains for a sustainable future. Accenture enables businesses to accelerate progress toward their net-zero goals by helping to:

- Decarbonize industry and manufacturing.
- Decarbonize transport.
- Decarbonize buildings and infrastructure.
- Decarbonize energy systems and integrate renewables.
- Deploy recovery and removals.
- Reinvent demand and behaviors.

Teresita, Senior Analyst – Operations, Enterprise Analytics
Buenos Aires, Argentina



With our partners, we are helping clients make carbon-informed decisions across the enterprise, adapt transmission and distribution networks, make buildings more intelligent and efficient, and roll out electric vehicle infrastructure and renewable generation. We are also working with business leaders to advance battery and storage technologies, develop new business models for hydrogen, carbon capture, utilization and storage and nature-based solutions, educate consumer choices and behaviors and more, while driving social and economic benefits for all stakeholders.

SSE Renewables reimagines operations: SSE Renewables, a leading developer and operator of renewable energy across the United Kingdom and Ireland, is working with Accenture's Joint Venture Partner, Avanade, to apply technology to reimagine its operations. Analytics, AI and data visualization capabilities are being deployed on Microsoft Azure for scalability and speed, empowering the company to generate actionable operational and commercial insights from diverse data sets. This will help SSE Renewables to be more cost effective and increase the reliability and life of its renewable generation assets. The company is also using artificial intelligence (AI) for species recognition to ensure wildlife is not adversely affected by its new windfarms.

Sustainable Value Chains

Organizations are facing a new wave of pressure and urgency to reimagine their value chains and optimize for triple-bottom-line impact. This requires a systemic transformation that embeds sustainability requirements into every stage of the value chain. We enable organizations to build more trusted, circular and net-zero value chains by providing the insights, tools and expertise to:

- Define and deliver a holistic sustainable value chain strategy
- Realize end-to-end visibility and transparency of ESG performance across the value chain
- Enable responsible sourcing and operations, considering human rights, corruption and greenhouse gas emission factors
- Embed and innovate for circularity across product development, production, and end of use, and through deployment of new business models
- Decarbonize energy, logistics, and other emission-heavy components of the value chain
- Activate responsible consumption and more sustainable customer experiences

We help clients deliver impact at scale by embedding new skills, smart technologies, and ways of working, and activating ecosystem partnerships, resulting in tangible system change.

Closing the loop on medical products: Accenture is helping a global pharmaceutical company develop a global program to collect used injectable medicine devices. For example, in the first country where the program is being piloted, patients will take their used injectable devices back to their pharmacy, and logistics partners will pick up the waste on their existing route to ensure there is no increase in carbon emissions associated with the program. The program, which the company plans to scale around the world, will enable it to “close the loop” with this product—maintaining control over and recycling non-reusable plastic waste that, until now, has always ended up in landfills.

Ecolab transforms water management: [Ecolab](#) is delivering value to customers by transforming the delivery of enterprise-wide industrial water management. Ecolab is on the frontline of this global challenge, committed to delivering digital water management solutions that enable customers to respond to this growing demand. Ecolab set about transforming its current way of working and replacing its many unique customer portals, applications and architectures with a new digital platform that is enabling Ecolab customers to realize operational efficiencies and energy savings.

Sustainable Technology

We understand first-hand the vast promise of technology as well as the need to decouple the growth of emissions from growing technology adoption. We enable organizations to leverage technology to drive sustainability across the organization, operations, supply chains and ecosystem while making sure that technology is deployed and used in the most sustainable way. We help clients to:

- Decarbonize and enable circular IT infrastructure.
- Design and implement green cloud migration and operations.
- Embed sustainability in software development.
- Enable sustainable machine learning, data and AI.
- Develop new sustainability use cases through technology.

Our goal is to help organizations not only use technology more sustainably, but also use and scale technology as a vehicle for being more sustainable.

A Nordic-based global leader in access solutions: We embedded sustainability principles within the client's software ecosystem and transformed the existing hardware-focused assessment tool to identify, measure and track the sustainability impact of software development practices. This involved visualizing a typical software architecture to identify key decisions that a software developer or a product designer takes, and then drawing upon extensive research conducted by Accenture to develop a set of customized sustainable software principles for the client. Through this, we did not just improve the overall sustainability awareness in the client's software but ultimately

contributed to the overall improvement of the sustainability quotient of their software solutions, thereby reducing energy consumption and carbon emissions.

Sustainability Measurement, Analytics and Performance

Chief Financial Officers (CFOs) have long understood that what we measure shapes what we do. As citizens, employees, stakeholders and regulatory bodies are increasingly demanding that businesses become more sustainable—and holding them accountable for their actions—measuring and reporting ESG performance has become an imperative and is rapidly evolving in the marketplace. Accenture helps boards, leadership teams and CFOs:

- Diagnose ESG exposure and upside potential.
- Align on ESG frameworks and standards.
- Prioritize and define ESG topics, metrics and key performance indicators.
- Transform operating models.
- Select and design ESG data architectures.
- Capture internal and external ESG data.
- Build confidence in data quality.
- Monitor real-time impact.
- Leverage ESG data intelligence to inform decision-making.

Kai, Specialist – Corporate Operations, IT Services
Zurich, Switzerland



We are helping clients embed sustainability data, decision-making and performance into everything they do to effectively measure business value and sustainable impact for all stakeholders.

Duke Energy methane emissions monitoring platform helps to rapidly identify and repair leaks:

With support from Accenture and Microsoft, Duke Energy is developing a technology platform to measure baseline methane emissions from natural gas distribution systems. Accenture joined with Avanade in applying analytics, AI and cloud computing to handle high volumes of data from a variety of sources using the Microsoft Azure platform. Field response teams can now rapidly identify and repair methane leaks, thanks to near real-time data collection.

Sustainable Leadership and Organizations

Organizations are increasingly pursuing more sustainable business models because it is the right thing to do. This shift also offers financial and competitive value to companies that make ESG and sustainability a priority at all levels of the organization. As business leaders transform their leadership and organizations into sustainable businesses, we help clients:

- Enhance board effectiveness by leveraging ESG and sustainability as a business imperative.
- Activate and develop responsible leaders at all levels of the organization.
- Optimize operating models to drive a sustainability strategy.
- Develop a purpose-driven strategy and align to company culture to enhance employee experience.
- Drive operational effectiveness by strengthening inclusion, diversity and belonging.
- Reskill and upskill talent to build sustainability capabilities.

We help business leaders build sustainability into everything they do, creating intelligent organizations that are sustainable at their core.

Sustainable Customer Experiences and Brand

From the brands they admire to the products and services they actually choose, consumers are increasingly conscious of sustainability. But while many have the best intentions, they are not always likely to change their behaviors. Accenture helps leaders convert their customers' intentions into new behaviors by creating sustainable customer experiences while shifting perceptions about a brand's commitment to sustainability. We do this by helping our clients:

- Activate purpose-driven brands.
- Create behavior change in consumers and employees.
- Design and re-design experiences for a sustainable age.

With our partners, we apply deep knowledge across sustainability challenges to enable enterprises to shift from merely looking at customer experience to becoming a business of experience, for a sustainable age.

Impact Index: Driving sustainability in fashion through standardized product certification and labeling:

Accenture collaborated with the Responsible Business Coalition, Vogue and a suite of fashion brands, retailers and nonprofits to define a new industry standard in fashion for the way companies collect product-level impact data and communicate trusted information to consumers — Impact Index. Over the course of a year, Accenture conducted consumer research to better understand what consumers want to know about the apparel products they are buying, built the Impact Index framework, tested and aligned upon the various certifications that will power the label, partnered with Vogue to design and test the front-end consumer label, and are now working toward the back-end data solution to power the label.

Sustainability by Design

Similar to the digital revolution—where we embedded digital technology into all our products and services, as well as creating new and distinctive offerings—we are now working to systematically embed environmental, social and governance (ESG) capabilities into our client-facing offerings and assets across our core business.

We call this Sustainability by Design—an evolution of our company-wide offerings and assets to embed sustainability in a way that creates value and impact for our clients.

Delivering 360° Value

With the United Nations SDGs as our North Star, we put sustainability at the very core of how we think about everything we do—from evaluating risk and improving brand value to uncovering opportunities for revenue growth and cost reduction to driving innovation for ourselves and with our partners and stakeholders. To deliver 360° Value for all our stakeholders, we focus not only on financial goals but also on multiple dimensions of value, such as sustainability, inclusion and diversity, talent and more.

As we design and deliver solutions for clients, we will identify opportunities to build in sustainability metrics such as carbon, circular economy, human rights, inclusion and diversity, bribery and corruption and Responsible AI, to name a few examples.

We have announced our commitment to the World Economic Forum’s Stakeholder Capitalism Metrics. We are long-standing supporters of the Ten Principles of the United Nations Global Compact, and we report regularly through other key sustainability frameworks. We are progressing well on building these metrics and principles into all the assets and services we offer in addition to how we operate our own business. As these standards converge and evolve, we will work to ensure that our assets and services reflect the changes.

Sustainability in our core: built-in, not bolted on

Our multidimensional approach to sustainability helps ensure that sustainability is built-in, not bolted on. This includes our suite of [Sustainability Services](#), which are focused on helping our clients progress their sustainability goals. But more than that, we are working to infuse sustainability across our core business.

Roger, Manager – CIO Organization, Digital Worker Technology
Atlanta, USA



Sustainability by Design applies a set of tools, assets and methodologies to build measurable sustainability impact into the design and delivery of our solutions. The following are just a few examples of how we do Sustainability by Design.

Supply chain

As part of our portfolio of supply chain services, we help clients analyze the quality of their suppliers using digital technologies that identify opportunities to reduce costs and optimize their supplier base. We have now redesigned our solution to embed sustainability. This new Responsible Value Chain Index offering now includes benchmarks to further evaluate suppliers on their ESG scores.

In collaboration with [Arabesque S-Ray](#), a global provider of ESG data and insights (in which we made a strategic investment in March 2021) and other ecosystem partners, we analyze a company's performance on financially material ESG issues, such as emission performance relative to its industry peers and other ESG metrics. The solution also offers a sustainability analytics dashboard that enables data-driven insights to assess spend data on ESG dimensions across different categories and locations. We also provide industry-specific recommendations with details on improving ESG scores along with best-in-class examples.

Software development and engineering

Software can be an integral part of sustainability efforts. The way software is designed, developed and deployed can have a major impact on energy consumption. Our green software methodology deploys new assets and accelerators along with training for our people to support the development of sustainable software solutions.

Taking our commitment a step further, in May 2021, Accenture co-founded the [Green Software Foundation](#), a nonprofit organization established to drive standards, tooling and best practices for building green software. This consortium will also work to develop training, education and certification, while helping the software industry contribute to the information and communications technology sector's broader targets for reducing greenhouse gas emissions.

Cloud First

Through Sustainability by Design, we are also turning our cloud migrations into green cloud migrations. This is being enabled by Accenture's proprietary myNav Green Cloud Advisor, which helps clients make sustainability-led decisions about their cloud migration journeys, the solution is already helping clients systematically eliminate blind spots from their sustainable cloud journey.

We not only help clients realize sustainability benefits in cloud migrations, but we also innovate with them to create new sustainability use cases powered by cloud. For example, we partner with SAP to co-develop cloud solutions that help our clients shape, deliver and measure their end-to-end sustainability transformations. This helps companies embed sustainability into their core business, as well as collect and analyze the data they need to optimize their sustainability performance right across the value chain. SAP Responsible Design and Production is an SAP cloud solution that aims to address two critical challenges: managing complex extended producer responsibility regulations, which vary from country to

country, and enabling every organization to reduce their use of plastic, contributing to sustainable and profitable growth through less plastic, fewer fines and lower cost.

Zero-based transformation

Clients turn to Accenture to help them build back and transform their cost structures to succeed in a post-pandemic world. They are looking for answers to questions like: What is the right cost structure? What are the right cost levels? They seek to understand what is needed to be successful and grow, but also how to do the right thing for employees, stakeholders, communities and the society and planet at large.

With sustainability baked into our approach, we are finding new ways to help our clients define the right cost levels and structure. From applying green software practices to using renewable energy to power offices, we help clients achieve their cost-savings objectives while becoming more sustainable. We integrate the impact of these decisions on society and climate into the client's reporting, allowing them to measure and demonstrate the good they do.

We also consider the implications on our clients' workforces and suppliers by including responsible skilling into our recommendations and initiatives enabling an improved employee experience, preparing people for the future of work, developing supplier communities in developing countries or areas and delivering more effective business outcomes. By delivering future workforce and labor market analytics, cutting-edge learning tools and capability, skills assessment, role matching and curated learning paths, we help facilitate options for employees and suppliers to acquire much needed skills for the future.

We help our clients transform to rethink their organization, cost structure and levels, and carbon footprint, and to successfully deliver significant improvements to their bottom line, employees and stakeholders, society and the planet.

All industry services and solutions

Our commitment to sustainability extends to all of our focus industries, each of which has a sustainability leader and strategy that is embedded into the industry program and value propositions. We have applied our Sustainability by Design approach and deep industry expertise to develop a series of propositions for clients that enable them to capitalize on the new opportunities emerging as the demand for sustainability drives industry convergence and creates new marketplaces.

For example, by bringing together sustainability and industry experts from utilities and public service, we have developed a solution for net-zero carbon transition management for capital infrastructure projects that offers an integrated, holistic approach through which emissions are measured, optimized and tracked end-to-end throughout the entire life cycle of the project.

Our Life Sciences practice is helping drive health equity by focusing on improving diversity in clinical trials where there is underrepresentation of certain populations and the study of diseases disproportionately affecting them. The solution applies advanced analytics capabilities

and considers the patient experience to create greater engagement by identifying the right interventions across different patient populations to enable participation in clinical trials.

Prioritizing learning about sustainability at scale and speed

From our Global Management Committee across our more than 674,000 people, we are embedding a sustainability mindset throughout our company. Our "Sustainability Quotient" (SQ), a company-wide learning program, enables all our people to understand and consider how our work can have a more sustainable outcome and drive change in line with the SDGs.

As part of our sustainability learning curriculum, we offer a level approach to learning—foundational, deeper dives and external academic partnerships—to jump-start organizational fluency and mindsets around SDG goals.

Our sustainability foundational training provides self-paced opportunities for learners to explore the SDGs and Accenture's focus, building awareness about the importance of sustainability in today's context.

The deeper-dive SQ trainings are expert-curated content sourced from Accenture leaders around the world. The real-time, right-sized learning modules focus on a range of topics, including:

- **Climate and Carbon:** This series explains the drivers of climate change and its impact on people, societies and business.
- **Sustainable IT, Software, and Cloud:** Explores the concept of sustainable technologies, how they work, and their impact on society, organizations and the ecosystem.
- **Circular Economy:** Understanding the circular economy concept, its models and enablers, and its importance to people and the planet.
- **Sustainable Performance Measurement:** Focused on the indicators of and the various frameworks for sustainability performance measurement, technology and transformation agenda.
- **Responsible Value Chains:** Looks at how responsible companies can drive trust, net-zero and circularity to manage dynamically changing global value chains.

Through external partnerships, we also offer a curated speaker series with the University of Oxford called SQ@Oxford. Together with the Smith School of Enterprise and the Environment, we offer 10 live lectures with Q&A by Oxford academics and Accenture leaders in addition to an invite-only partnership program with Oxford for dedicated sustainability learners.

Accenture was also among the 13 inaugural members of the [MIT Climate and Sustainability Consortium](#), an action alliance of sustainability leaders that aims to accelerate large-scale, real-world implementation of solutions to the looming threat of climate change.

Putting sustainability at the heart of our innovation

Sustainability is also embedded into how we innovate with clients. As companies reinvent themselves to become more sustainable, we lead with innovation to help clients “imagine and invent” their own futures. We bring together our capabilities across the company to develop and deliver disruptive innovations at scale to help business leaders achieve their sustainability goals. For example:

Accenture Research identifies and anticipates game-changing sustainability trends through provocative thought leadership, spanning business functions, industries and markets. Recent publications include:

- [Shaping the Sustainable Organization](#)
- [UNGC CEO Study](#)
- [Delivering on the promise of sustainability](#)
- [The Green Cloud](#)
- [Busting automotive sustainability myths](#)
- [European Companies’ 2050 Net Zero Commitment](#)

Accenture Ventures partners with and invests in growth-stage companies that create innovative enterprise technologies to help drive business value and sustainable impact, using an open innovation approach.

Accenture Labs incubate and prototype new concepts through applied R&D projects that are expected to have a significant near-term impact on the sustainability agenda of our clients’ businesses.

Accenture Innovation Centers help build and scale solutions across technologies and industries.

- The Dock, one of our Innovation Centers, located in Dublin, is helping C-suite executives redefine value for their organizations, make strategic decisions based on ESG metrics, and pioneer new opportunities while helping to promote their sustainability agenda to employees, clients and the market.
- The Seed is Accenture’s Innovation and Sustainability Lab, based in Costa Rica, with the aim of planting transformative change towards regenerative performance through immersive experiences, pioneering practices and collective knowledge from our global sustainability innovation network.
- The Global Sustainability Innovation Network, a self-governed community integrated by people from more than 20 countries working to accelerate, create and build sustainability into innovative products and services through co-creation and sharing sessions, prototyping and implementation initiatives, industry-focused demos and more.

Bailaou, Senior Analyst – Accenture Federal Services
Washington, D.C., USA



Our partners

Strategic partners

For over 20 years, our strategic partnership with the World Economic Forum has seen collaboration on research, events and industry initiatives. During 2021, the organizations worked together on programs including Net Zero Carbon Cities, Net-Zero Industrial Clusters and The Circulars Accelerator.

We collaborated with the World Economic Forum and WBCSD as part of The Circular Cars Initiative to accelerate the sustainability transformation of the automotive industry.

We also partnered with the Platform for Accelerating the Circular Economy (PACE) to publish groundbreaking reports and guidance to support the drive to a circular economy within four key sectors. PACE is hosted by the World Resources Institute.

Since 2017, we have partnered with Movin'On, the world's leading ecosystem of strategic anticipation and co-innovation for sustainable mobility. In 2021, we joined Michelin and 10 other global companies to share governance and worked together on ecosystem transformation programs related to measuring and optimizing supply chain footprint, developing an automotive circular economy and zero-emission mobility.

In addition, we are a leading member of B4IG, a CEO-led coalition of 40 companies and OECD committed to foster inclusive growth.

We work with B4IG on programs related to inclusion and diversity, responsible transformations, living wage and acceleration of Accenture corporate citizenship projects in Canada, Italy and South Africa through B4IG ecosystem participation.

Industry and technology ecosystem partners

Accenture has been actively elevating and progressing sustainability as part of a number of long-term partnerships, many with technology at their core such as SAP, Salesforce and Microsoft, to in turn accelerate and scale our clients' sustainability and innovation agenda.

Together with SAP and the UNGC, we are mobilizing over 1,100 companies across 80 countries to accelerate both their adoption of ambitious corporate targets and integration of the 17 SDGs into their business operations and performance management. We are also working with SAP to address our clients' imperatives in sustainability measurement and reporting in the value chain, with a focus on circularity as part of responsible design and production and on business transformation related to decarbonization.

In January 2021, we joined forces with Salesforce to contribute to advancing the United Nations SDGs by unlocking the power of sustainability metrics for impact in the customer-facing value chain. Our collaboration is bringing sustainability to the front office and providing the C-suite with visibility into their company's historical and current

ESG data. We are also working together to reimagine sustainable customer experiences, helping companies track and analyze broader ESG metrics—from water and waste management to diversity and inclusion—to create business value and address the growing end-user demand for data-based sustainability performance and insights.

Through Accenture Ventures, we made a strategic investment in Reactive Technologies, a provider of power and grid technology, to help utilities accelerate the transition to low-carbon energy. We also took a minority investment interest in Arabesque S-Ray to accelerate our clients' ability to benchmark and evaluate sustainability impacts.

Together with Microsoft and Avanade, we are helping our clients gain more visibility and intelligence into their decarbonization approach to thrive in their transition to net-zero. We also support them to rethink the optimization of their entire IT and business operations, from rightsizing their cloud footprint to eliminating waste in the production process.

With our partners, we are changing the way organizations can use technology to enable responsible business operations and better, more sustainable customer outcomes.

Our Community Impact



Our Community Impact

In this chapter:

- Response to COVID-19
- Accenture Development Partnerships
- Innovating for society
- Volunteering & participation

High priority SDGs relevant to this area:



Second priority SDGs relevant to this area:



Select principles from the Ten Principles of the UNGC relevant to this area:

- Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 6:** The elimination of discrimination in respect of employment and occupation.
- Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.



Our Community Impact

Through our partnerships and innovation, Accenture is leading the way—to strengthen communities, help rewire the global economy for shared success and create a more inclusive and equitable future. We measure our impact in part by the benefit we bring our people, partners and communities around the world.

With the incredible talents of our people, capabilities and experience and the latest technology, we are creating social impact, empowering individuals around the world and improving millions of lives.

We are turning global challenges into meaningful change, including through our response to the COVID-19 pandemic, our Accenture Development Partnerships, how we are innovating for society, and the passion and ingenuity of our people.

Response to COVID-19

We have long said that our culture of shared success extends to all our stakeholders. The ongoing COVID-19 pandemic has shown that swift action can make a difference—so we continue to step up to provide funding, access to vaccines and resources, and support to those most affected by the pandemic.

Standing by our communities in a crisis

As communities around the world fought to address new and urgent needs resulting from the COVID-19 pandemic, Accenture contributed US\$100 for each of our 540,000 Accenture people at the time of the donation, for a total of US\$54 million to COVID-19 relief efforts.

We identified and supported organizations that were on the front lines, including the U.S. Chamber of Commerce’s Global Task Force on Pandemic Response: Mobilizing for India, UNICEF’s COVID-19 response efforts and the COVID-19 Solidarity Response Fund in support of the World Health Organization. These organizations addressed issues ranging from food insecurity and the deployment of health care equipment to lack of hospital capacity, vaccine preparedness and vaccine equity.

Denielle, Associate Manager – Marketing & Communications
Johannesburg, South Africa



In addition to global humanitarian initiatives, Accenture supported local relief efforts in our communities where COVID-19-related challenges continued to be significant, including Brazil, India, the Philippines and South Africa, as well as other countries in the Americas and Southeast Asia.

Our people also contributed directly to these and other organizations making a difference, with Accenture matching 100% of personal donations made through our giving channels.

Examples of the work funded by Accenture include:

- **Establishing the Global Task Force on Pandemic Response:** As a founding member of this public-private partnership organized by the U.S. Chamber of Commerce in May 2021, our Chair and CEO Julie Sweet helped assemble 40 CEOs to bring together corporate resources to aid global relief efforts. Funds directed through the task force rapidly provided hospitals in India with 1,000 needed ventilators and 25,000 oxygen concentrators, and were used to support COVID-19 relief efforts in Southeast Asia. In recognition of their leadership and contributions, Julie Sweet received the U.S.-India Business Council 2021 Global Leadership Humanitarian Award alongside IBM's Chair and CEO, and Microsoft's President and Vice-chair.
- **Building health care infrastructure:** When a second wave of COVID-19 hit India hard in 2021, Accenture worked with nongovernmental (NGO) partners to increase the capacity of government-run or charitable hospitals, especially in remote and rural areas. We strengthened emergency and critical care infrastructure

by supporting hospitals with oxygen plants and other necessary equipment. We also helped distribute COVID-19 care kits and food supplies; extend home care services, mental health support and care for the elderly; and train community health workers to assist families in need.

- **Driving vaccine equity:** As soon as COVID-19 vaccines became available, equitable accessibility became a priority. Accenture Development Partnerships is working with Gavi, the Vaccine Alliance—a public-private partnership to increase access to immunization in low- and middle-income countries—to improve supply chain forecasting and optimize the rollout of COVID-19 vaccines worldwide.
In partnership with NGOs in India, we also helped deliver more than 5 million vaccine doses to members of hard-to-reach communities, including the elderly, persons with disabilities, the LGBTI community, and migrants. Additionally, we worked with organizations offering mobile vaccination vans to reach residents in remote areas.
- **Combating vaccine hesitancy:** As vaccine availability became more widespread, vaccine hesitancy and misinformation challenged many in South Africa. To help combat this, Accenture collaborated with the Aurum Institute—a leading African health impact organization—to help disseminate accurate information about the vaccine and create a demand for the vaccine. The campaign supports the country's goal to vaccinate 67% of the adult population by 2022.

- **Feeding people in need:** To help feed residents in Brazil's poorest neighborhoods, Accenture partnered with the nonprofit Gerando Falcões to help distribute pre-paid cards for food purchases and develop an app to manage the roll-out. Our support also provided basic food packages to struggling families. Similarly, in the Philippines we have collaborated with Caritas Manila, a nonprofit organization, to distribute food vouchers and deliver a six-month feeding program to 5,000 malnourished children in Manila and nearby provinces.

Making a positive impact with our clients

Managing the impact of COVID-19 continues to challenge industries, business and governments. We have focused on making a difference through policy, scalability, funding and collaboration. Our efforts have concentrated on evolving and transitioning business strategies to meet the greatest needs, including equitable vaccine distribution and supporting preventative health and safety measures.

Delivering vaccines at scale

The [Accenture Vaccine Management Solution](#)—our innovative, modular and flexible cloud-based solution for delivering expert support—provides everything from counsel on tracking, supply management, community education and engagement to contact management, analytics, reporting and client organizational support.

Working with health care providers and government entities, our people served as site leads or shift managers for mass vaccination sites or provided on-site and telephone technical support, enabling residents to get their COVID-19 vaccinations.

Accenture Development Partnerships

For nearly two decades, [Accenture Development Partnerships](#) has applied the talents of our people, capabilities and experience to improve lives by addressing complex social, economic and environmental issues around the world. Accenture Development Partnerships has completed more than 1,900 engagements in nearly 100 countries across critical areas such as global health and nutrition, gender, inclusion and diversity, livelihoods and education, inclusive finance, humanitarian and refugees, agriculture, energy, climate and environment.

The following examples illustrate the scope and impact of Accenture Development Partnerships' work in fiscal 2021:

Empowering garment workers

In partnership with our clients, Accenture Development Partnerships is helping workers in the global supply chain build new skills and regain financial stability in light of COVID-19.

- **Empower@Work:** Empower@Work provides skill-building programs for supply chain workers, with a focus on collective action, gender equity and policy and systems change. We helped Empower@Work further define its business and operating model and develop a road map for mobilization—solidifying its role as an independent organization to drive impact at scale and accelerate systemic change.

- **Business Partnerships for Global Goals (BP4GG):** The pandemic's impact on garment factories put workers at risk. In collaboration with other organizations, we helped BP4GG provide donors, NGOs and brands with key learnings to consider—including COVID-19 safety measures, integrating training programs and facilitating supplier collaboration to address critical challenges—when implementing occupational health and safety programs for garment workers.

Mergers and acquisitions for NGOs

International development and NGOs are evolving to help advance the UN Sustainability Development Goals (SDGs). This means building speed, scale and innovation into their everyday operations. According to our recent report, mergers and acquisitions (M&A) can help NGOs increase their scale, reach and effectiveness.

Accenture's extensive experience working with many FORTUNE 500 companies on their M&A efforts and Accenture Development Partnerships' long-standing involvement in supporting NGOs enable us to provide the expertise needed to support NGOs as they explore and establish these types of partnerships. For example, with the support of Accenture Development Partnerships, Lutheran World Relief and IMA World Health merged to form the Corus International family of organizations that, together, enables the group to expand funding, increase their geographic presence and deepen their missions.

Reimagining global health through AI

Together with Novartis Foundation, Microsoft and the ITU/UNESCO Broadband Commission, we are exploring how artificial intelligence (AI) can transform health care systems in low-income countries. The recent report of the Broadband Commission's Working Group on Digital and AI in Health shares how AI can make essential health care more accessible and less cost prohibitive.

Innovating for society

With the passion of our people and commitment of our partners, we apply human ingenuity and technology expertise to develop and scale innovations and programs that help provide solutions to societal challenges. Through our Skills to Succeed, Tech4Good and Social Innovators initiatives, we are leveraging our expertise to strengthen our global communities, broaden our social impact and innovate for a more equitable society.

Skills to Succeed

Skills can open doors to a better future—and combined with the power of technology, can help create a more economically inclusive world for all.

Through our global Skills to Succeed initiative, we provide employment and entrepreneurship opportunities alongside our partners. We have equipped more than 5.8 million people worldwide with the skills to make substantive improvements to their lives.

We are continually evolving Skills to Succeed to meet changing market needs and support people throughout their career journey—from students to new graduates to more experienced workers—with a focus on:

- **Careers for a digital future:** Developing skills that create opportunity and thriving in a digital economy
- **Innovating to skill at scale:** Leveraging technology to build skills in new ways
- **Experienced workers:** Individuals learning new skills for their future career
- **First jobs and entrepreneurship:** Individuals preparing for a first job or business venture
- **Next generation:** Young students gaining skills and preparing for a digital future
- **Impact hiring:** A path to employment at Accenture and other leading companies for individuals without degrees or with other barriers to entry

Careers for a digital future

Our digital platforms—which have been essential as the pandemic drove virtualization—enhance employability skills for people around the world. We are also continually innovating to leverage newer technologies such as virtual reality (VR) to help equip job seekers and entrepreneurs for the new economy.

We have created a variety of online learning platforms to help people develop beneficial skills to progress in their careers and excel in the digital economy.

- **Fundaula:** During the pandemic, through the Accenture Foundation in Spain, we launched Fundaula, a free online training platform that equips people with increasingly in-demand digital skills, promotes digital immersion, enhances personal growth, enables reskilling and improves employability. To date, more than 6,000 people have taken courses via partners in Argentina, Chile, Colombia, Mexico, Portugal, Spain and the United States.
- **ReDI School of Digital Integration:** In partnership with Microsoft, we helped to initiate ReDI in Düsseldorf, Germany, to support reskilling refugees and other displaced people with in-demand technology training, including web development, data analytics and UX design. ReDI also provides career support in a community of learners, teachers, volunteers and partners, and has a successful track record in helping individuals with refugee backgrounds find employment within the tech sector.

Imran, Director – Interactive, Digital
Abu Dhabi, United Arab Emirates



Innovating to skill at scale

Technology can help people learn new skills in a more experiential way, which is particularly beneficial for those re-entering the workforce. Accenture uses VR to upskill new joiners, and we are leveraging similar technology to help our Skills to Succeed beneficiaries. Some ways we are using technology to enrich learning and development include:

- **New Skills Now:** To complement Skills to Succeed Academy, our free online learning program that has helped more than 300,000 people to date, we launched our New Skills Now curriculum. This focuses on developing skills in key areas including critical thinking, problem solving, technology fluency and data literacy—all critical to securing a first job, starting a business and navigating to the next opportunity.
- **Virtual Skill-Up:** This immersive-learning smartphone application uses VR to help people prepare for a first job or business venture by enhancing their communication skills—including public speaking, pitching ideas and interviewing—in Australia, Brazil, Canada, Colombia, Mexico and South Africa.
- **Institute for Veterans and Military Families (IVMF):** Along with IVMF, we built a VR application that helps U.S. service members, veterans and military spouses transition to the workforce by enabling them to practice interviewing for jobs in a realistic setting and offering tangible feedback to improve their skills.
- **Goodwill Industries International:** We co-developed Project Overcome, an innovative VR experience that has given more than 700 people affected by the criminal justice system or being helped by Goodwill, a 2D- or 3D-immersive experience that includes mock interviews and coaching on re-entering the workforce.

Experienced workers

Exponential changes in technology were already shifting the workforce landscape even before the pandemic. Now, in addition to the skills and capabilities needed to thrive, workers must further adapt globally. Our initiative provides experienced workers with new skilling solutions that add flexibility to their career path.

Stay Nimble

We helped this U.K.-based social enterprise create a digital platform to help mid-career workers at risk of displacement, so they can build confidence and envision new career paths. The platform provides personalized coaching—including emotional support during the pandemic—and helps users discover their natural talents and transferable skills. In fiscal 2021, Stay Nimble connected more than 6,300 people with new opportunities, facilitated over 3,500 assessments and skilling sessions, and helped over 500 people get new jobs or further their education.

Upwardly Global

Working directly with college-educated immigrants and refugees, Upwardly Global is dedicated to helping newcomers—including Afghan Special Immigrant Visa (SIV) holders who supported U.S. military troops in Afghanistan as translators, engineers and embassy clerks—rebuild their lives and futures in the United States. Accenture donated US\$200,000 and pro bono services to help Upwardly Global assist 1,400 Afghan refugees and SIVs find long-term employment aligned with their capabilities.

** Information disclosed on skysthelimit.org/Accenture as of November 30, 2021.*

Refugee Talent Hub

Founded by Accenture people in the Netherlands—many of whom have a refugee background—Refugee Talent Hub (RTH) has engaged clients and others to meet refugees and mentor and train them toward a job. To date, more than 120 of our people served as mentors. Last year, 940 refugees were reskilled through RTH.

First jobs and entrepreneurship

We are continually innovating to find new ways of creating and building more inclusive career pathways so everyone has access to sustainable careers. To do so, we partner with governments, nonprofits, universities and others to educate, train and support the incoming workforce through internships, apprenticeships and first job opportunities—including roles at Accenture.

Generation Unlimited's Passport to Earning

Accenture has joined forces with UNICEF's Generation Unlimited and Microsoft to equip 10 million youth (ages 15-24) across 10 countries with digital skills essential for employment. The new program, Generation Unlimited's Passport to Earning, will be one of the largest digital skilling platforms for young people. Accenture's commitment includes US\$3 million in funding to UNICEF alongside design and enablement collaboration.

Sky's the Limit

We collaborate with Sky's the Limit to support underrepresented young adult entrepreneurs with resources, skills training and mentoring by Accenture volunteers. Since its launch, the platform has helped more than 40,000 young entrepreneurs (70% women, 60% Black and 90% reporting low-income)* predominantly in the United States. In 2021, we supported the program's expansion into the United Kingdom.

Next generation

We believe that when the next generation of workers is equipped with critical skills, they will be ready for the digital future. We aim to empower the innovators of tomorrow with vibrant opportunities to learn and create new technologies that will change the world for the better.

eSmart Digital Licence+

Accenture, the Alannah & Madeline Foundation and the DQ Institute partnered to create the eSmart Digital Licence+. This gamified learning experience will help 150,000 students in Australia and New Zealand (ages 11-14) develop digital intelligence, online safety and problem-solving skills to harness the opportunities and deal with the challenges of the digital world. The program will expand to the Philippines in 2022.

Junior Achievement

We have partnered with Junior Achievement in Ireland (JAI) for more than 10 years—positively impacting the lives of over 10,000 young people. In fiscal 2021, our people worked with JAI to create its new Innovate and Grow program, which introduces students to a growth mindset, instilling confidence in them and developing their critical thinking and creative skills.

Impact hiring

We are committed to fostering an inclusive workforce that reflects the full diversity of our clients and communities. Through our nonprofit partners, recruiting teams and tech bootcamps, we identify untapped

high-potential talent who do not have access to traditional educational qualifications or work experience often required in conventional recruiting channels. Our impact hiring programs help accelerate people's skills and build a pathway to a full-time role at Accenture or other leading companies.

- In Australia, our partnership with Generation Australia—a career reskilling and preparation nonprofit—is developing the next generation of cloud practitioners. Of 200 program participants, Accenture has committed to hire 20 over the next 12 months.
- In France, we work with Mozaïk RH, a recruitment firm that specializes in promoting social diversity, to find qualified candidates from disadvantaged areas who are university graduates and have prior working experience. Accenture has committed more than US\$2.2 million over the next three years to Fondation Mozaïk RH and other organizations dedicated to helping young people in France find employment.
- In North America, through our apprenticeship program, we hire, train, coach and provide career opportunities for non-traditional hires and reskillers whose jobs are at risk of disruption by technology. Since 2016, more than 1,200 apprentices have joined Accenture across more than 35 of our North America offices, and we have hired an overwhelming majority of program graduates for full-time roles. In fiscal 2021, we offered valuable work experience to more than 220 post high-school interns and more than 1,460 high-school interns. In fiscal 2021, 96 interns received an offer to return to Accenture as a summer analyst, apprentice or full-time employee.

Olcayto, Manager – Interactive, Experience, and his son, Rüzgâr
Berlin, Germany



- In South Africa, the Accenture Education Trust helps financially disadvantaged people gain a degree in engineering, information technology or computer science through our scholarship and mentoring programs. To date, nearly 140 students have been helped through the program, including nearly 20 that have joined Accenture.

Tech4Good

Artificial intelligence (AI), blockchain, quantum computing, neuromorphic computing and other emerging digital technologies continue to create opportunities to shape the future. Improving access to education and health care, achieving gender equity and other challenges are bigger than any single entity—in academia, business or government—could possibly take on alone.

Our award-winning Tech4Good initiative applies exponential technologies to address critical challenges facing society and help build a more sustainable and inclusive world. Through our various endeavors, we help drive social change and impact well-being across the globe.

Wheelchair-mounted robotic arm

By creating more affordable, precise and energy-efficient robotic arms, we are helping to make advanced, assistive technology accessible to more people in need. Accenture, Applied Brain Research (ABR) and Intel collaborated with researchers from Open University of Israel to develop and test a wheelchair-mounted robotic arm powered by Intel Lab's Loihi neuromorphic research chips. Through adaptive controls, users will be able to independently control the robotic arm to perform daily tasks that require strength and dexterity of arms and hands, such as drinking from a glass, with fewer errors and an improvement in energy efficiency over traditional control methods.

Non-binary voice assistant

Accenture collaborated with CereProc, an advanced text-to-speech technology provider, to create Sam, the world's first comprehensive non-binary voice solution for the fast-growing global digital assistant market. To encourage adoption, the companies have released all the materials used to generate the voice to the Open-Source community—including a version of the text-to-speech voice running on an open-source engine and the voice-training data to encourage broader adoption.

Social Innovators

Two fundamental beliefs inspire Accenture's Social Innovators initiative:

- Tackling the complex challenges facing society and our planet is most effective when done in collaboration across businesses, sectors and industries.
- Anyone can be a social innovator if they are equipped with key skills and mindsets, networks and resources.

In fiscal 2021, more than 10,000 of our people engaged with the Social Innovators program alongside more than 100 clients and ecosystem partners to deliver social and environmental impact in nearly 40 countries.

The program also offers a learning curriculum to build the critical skills and mindsets needed to take ideas to market for impact.

We host virtual upskilling sessions on topics including design thinking, rapid prototyping, empathy-led value creation and storytelling. We run an immersive four-week program called Base Camp in partnership with digital learning leader Hyper Island, to build skills in creative problem solving, consequencing, prototyping, life-centered design and cross-sector collaboration.

Accelerator

The Accelerator supports our people with funding, connections and coaching to address four priority areas: disaster response; jobs and skills; inclusion and diversity; and environment. During fiscal 2021, nearly 60 teams have created Accelerator projects including:

- **Supporting the design of a new hospital experience:** We are partnering with BørneRiget, a new children's hospital in Copenhagen, to drive an effort to bring a sense of belonging and normalcy for patients ages 14-17. We are designing a digitally driven universe to ensure that they can still be teenagers—owning their surroundings, forging new friendships and creating safe spaces to express themselves—even though they are in the hospital.
- **Using technology to improve inclusivity in recruiting:** In partnership with The Career Foundation in Canada, our social innovators developed an inclusive job post screening tool to minimize bias in the recruiting process. The objective is to help multiple demographics, including persons with disabilities and newcomers to the workforce, gain equitable access to employment opportunities. The solution provides a novel inclusivity score and makes recommendations to improve the inclusivity and quality of job postings.
- **Fueling a diverse talent pipeline:** To continue to improve the representation of African American, Black, Hispanic American and Latinx individuals in the technology field, we partnered with Prairie View A&M University and Microsoft to create Level Up: A Technology and Innovation College Credit Co-op, which offers students at

Historically Black Colleges and Universities (HBCUs) access to tools and opportunities to build careers in innovation and technology. This program provides mentoring, training and hands-on experience with client projects, as well as the potential for a future internship or a full-time position at Accenture.

- **Transforming global food production:** To help meet global food demands, AgXelerator, a set of advanced data-driven tools to speed up the development of controlled environment agriculture, was created as part of our [inaugural sustainability-focused Innovation Challenge](#) that leveraged strategic partnerships with leading vertical indoor farm companies like Innovative Growth Solutions (IGS) and AeroFarms.

Volunteering & participation

There are many ways our people can offer their time and skills to make a difference while growing in their careers.

In 2021, our volunteering program continued to remain primarily focused on virtual volunteering. This allowed our people to continue making a positive impact from home while helping our nonprofit partners address critical needs during a challenging time. In some cases, it has even increased the accessibility of volunteering opportunities for our people.

Purpose-driven campaigns

In late 2020, our people in India launched Spark Joy, an internal campaign to create 1 million moments of joy during the pandemic. Focusing on simple acts of kindness to support communities and the environment, Spark Joy inspired our people to create meaningful change locally. Micro

actions or “sparks” included mentoring, teaching a student to code, driving eco actions, volunteering and donating to a charity. Together, our people in India have ignited nearly 350,000 “sparks” of joy so far.

In Australia and New Zealand, our Be the Change initiative took a gamified approach to this idea, with our people completing over 60,000 points from their acts for change. They earned points for activities including COVID-19 response efforts, eco volunteering donations to charities, allyship training, mentoring students and other activities in support of the SDGs.

Days of service

Our people participate in days of service to volunteer virtually and in-person alongside colleagues.

- During our Human Resources team’s Day of Service, our people digitally mapped buildings and roads in Zambia to identify where there is a need for services like health clinics, solid waste management and better lighting. These efforts will equip local communities with the data they need to seek aid and foster resilience.
- During a Month of Service in the Philippines, more than 2,200 of our people helped others build the skills to get a job; spent time with young people to inspire their interest in technology; championed continuous learning; participated in activities to help fight climate change; and supported humanitarian relief efforts.
- For our 14th annual Day of Service in Metro Washington, D.C., nearly 2,000 volunteers participated in 120 virtual and in-person service projects, including packing backpacks for children in foster care, sorting donated clothes for homeless and low-income women, and gardening to support a more equitable and sustainable local food system.

COVID-19-related volunteering

When the pandemic temporarily closed our NGO-managed skilling centers across India, our people sprang into action by creating DigiClass, an online learning platform run by more than 2,800 Accenture volunteers.

DigiClass enables a diverse audience—from children and youth in rural and semi-urban areas to persons with disabilities, the LGBTI community, NGO staff and our own workplace support teams—to gain workplace and digital literacy skills, including coding. The platform has reached more than 14,500 people to date.

To further aid relief efforts in India, our people in Atlanta, Chicago, San Francisco and Washington, D.C. came together to assemble and send health and safety kits to colleagues in India.

Kidovation

Created by Accenture Interactive, Kidovation uses hackathons to help children in 19 countries learn design thinking and creative problem-solving skills to solve social and environmental issues. In fiscal 2021, the initiative reached nearly 5,000 kids from diverse socioeconomic backgrounds, particularly through The Kidovation Challenge, which scaled the impact through schools and teachers in the United Kingdom.

Eco Action 2021 virtual volunteering

Our people served as “citizen scientists” in unique ways—learn more in the [Environmental sustainability](#) section of this report.

Reporting & Data



Reporting approach

Accountability and transparency are priorities for Accenture and are part of the foundation on which we build trust with our clients, people, shareholders, partners and communities.

This report explores how we are creating 360° Value that matters for all our stakeholders. We detail our sustainability goals, progress and performance across our global operations during fiscal 2021 (ended August 31, 2021), unless otherwise noted.

With this publication, we are shifting our annual environmental, social and governance (ESG) reporting from March to December as part of our journey to integrate Accenture's financial and ESG data in one place.

Our first-ever [360° Value Reporting Experience](#) integrates our financial and ESG reporting and illustrates how we approach sustainability as a top business priority for our clients and for our company. Our previous reports are available on [accenture.com](#).

We disclose our key ESG metrics in our [performance data table](#), including data from the last three years. Additionally, we hold a range of industry-wide external certifications that are relevant to ESG, including [ISO® 14001](#), [ISO® 27001](#) and [OHSAS 18001/ISO 45001](#).

Current financial and governance information about Accenture is in our [2021 Annual Report](#) and [Proxy Statement](#). More information about our global ESG activities, including our most recent [CDP Response](#), is in our [360° Value Reporting Experience](#).

Delivering for the UN Global Compact

This report serves as our 13th Communication on Progress to the United Nations Global Compact (UNGC), a commitment that we signed in January 2008, and documents our progress on implementing the Ten Principles.

Beginning this year, our annual Communication on Progress to the UNGC was published in December as part of our [360° Value Reporting Experience](#). For a detailed look at our progress, please see our [UNGC Index](#).

As a UNGC signatory, we work toward implementing the Blueprint for Corporate Sustainability Leadership, sharing related outcomes and learnings with Global Compact member organizations. Our commitment includes sharing best practices with the UNGC's U.K. Network's Modern Slavery Working Group to help support the elimination of slavery and human trafficking.



Our priority SDGs

High priority SDGs for Accenture's operations:



Second priority SDGs for Accenture's operations:



SDGs we may impact more indirectly:



15 Most relevant SDG targets for Accenture's operations

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

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

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

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

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

9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product...

9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries... encouraging innovation and...public and private research and development spending

10.2 Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

12.2 Achieve the sustainable management and efficient use of natural resources.

12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse

13.1 Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries.

13.2 Incorporate measures to fight climate change into planning, strategies and policies.

16.5 Substantially reduce corruption and bribery in all their forms.

16.6 Develop effective, accountable and transparent institutions at all levels

17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals...



Frameworks

We continue to align with the Global Reporting Initiative (GRI) Standards and United Nations Global Compact Ten Principles while adding indices for three additional frameworks: The Sustainability Accounting Standards Board (SASB), The Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD) and The International Business Council of the World Economic Forum.

[GRI Content Index](#)

We continue to align with the Global Reporting Initiative (GRI) Standards as a basis for disclosure. GRI Standards help businesses, governments and other organizations understand and communicate their impacts on ESG issues. They are regularly reviewed to ensure they reflect global best practices for sustainability reporting and help us respond to the needs of our stakeholders and regulators. Accenture has aligned with GRI disclosures and produced a GRI Content Index since our 2008-2009 Corporate Citizenship Report.

[SASB Index](#)

The Sustainability Accounting Standards Board (SASB) aims to produce information that is decision-useful for investors. This index reflects our alignment with the Software & IT Services industry standards from the SASB framework.

[TCFD Index](#)

We have reported in alignment with The Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD) since 2018, through [CDP's climate change program](#). The Financial Stability Board established TCFD in 2015 to move the climate disclosure agenda forward by emphasizing the link between climate-related risk and financial stability.

[UNGC Index](#)

Accenture has been a signatory to the United Nations Global Compact (UNGC) since January 2008. Our annual UNGC Communication on Progress and UNGC Index act as voluntary disclosures to stakeholders, to communicate the progress we have made during the prior fiscal year in implementing the Ten Principles of the UNGC and supporting the UN and SDGs.

[WEF IBC Index](#)

The International Business Council of the World Economic Forum developed the Stakeholder Capitalism Metrics in 2020. The framework is intended to help companies to align their mainstream reporting on performance against ESG indicators, with the near-term objective of bringing greater comparability and consistency to the reporting of ESG disclosures. Accenture has been involved in the initiative since its launch and signed the CEO "Letter of Commitment" in support of the Stakeholder Capitalism Metrics, which was showcased at the Davos Dialogues in January 2021.

ESG priorities

We continually assess our ESG priorities based on their importance to our business and our stakeholders. For fiscal 2021, we expanded our ESG frameworks in alignment with our company purpose—to deliver on the promise of technology and human ingenuity—and our business strategy to deliver 360° Value for all our stakeholders. We considered our expanded ESG targets, our Enterprise Risk Management program and other related impacts on our people and global operations. We also refreshed our priorities to account for the potential implications of critical issues, such as the ongoing effects of the global pandemic and the need for an increased focus on health, well-being, workers and workplaces.

Our process

Analysis:

- We reviewed the latest insights on ESG issues from relevant nongovernmental organizations (NGOs), industry bodies and academia; frameworks and good practices, such as the universal ESG metrics from the World Economic Forum; and the SDG Ambition benchmarks.
- We analyzed our clients' ESG requests and emerging priorities (e.g., as part of proposals or supplier compliance reviews).

Benchmarking:

- We continued to use specialist third-party software to conduct detailed benchmarking and analysis of recent and emerging ESG issues across peers, competitors and other organizations.

External feedback:

- We interviewed key stakeholders—including clients, ecosystem partners, NGOs, academics and other external stakeholders—so they could comment on our draft ESG priorities and rank them in terms of importance.
- We worked with our Investor Relations team to understand the investor input that was captured through our annual shareholder outreach process.

Internal feedback:

- We worked directly with our senior leaders to identify possible changes to our ESG priorities.
- We conducted interviews with Accenture business leads and subject matter experts across areas such as human capital, risk, environment and innovation.

- Focus groups across our markets helped us capture what matters most to our people.

Board feedback:

- Finally, as part of the ongoing engagement with our Board on ESG-related matters, we initially formed a sub-group of the Board to review our new 360° Value Reporting Experience, which was also presented to the full Board of Directors. Going forward we have also expanded the remits of our Board Committees to oversee ESG matters, including our ESG priorities and reporting, as further described on page 32.



Environmental

Climate Change & Carbon Emissions

Enabling Client Sustainability

Waste (incl. e-waste)

Water

Nature & Biodiversity



Social

Inclusion, Diversity & Equal Opportunity

Employee Well-being & Engagement

Talent Attraction, Retention & Development

Working Conditions

Human Rights

Responsible Buying (incl. Supplier Diversity)

Community Giving

Societal Impact

Governance

Data Privacy & Cybersecurity

Ethics & Integrity

Responsible Technology & Innovation

ESG Governance

Public Policy & Advocacy

	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Climate Change & Carbon Emissions		•	•		•	•		
Enabling Client Sustainability		•	•		•	•		•
Waste (incl. e-waste)		•			•			
Water		•			•	•		
Nature & Biodiversity		•			•	•		
Inclusion, Diversity & Equal Opportunity	•	•	•	•				•
Employee Well-being & Engagement		•						
Talent Attraction, Retention & Development	•	•	•	•				
Working Conditions	•	•		•				
Human Rights	•	•		•				•
Responsible Buying (incl. Supplier Diversity)	•	•		•	•			•
Community Giving	•	•		•		•		•
Societal Impact	•	•	•	•				
Data Privacy & Cybersecurity		•	•				•	
Ethics & Integrity		•					•	
Responsible Technology & Innovation	•	•	•	•				•
ESG Governance		•	•		•	•	•	
Public Policy & Advocacy	•	•	•	•			•	

Notes:

- The impact of certain priorities may extend across environment, social and governance (ESG). For more information, see our [Definitions of ESG priorities](#).
- The issues in bold represent our highest ESG priorities and are included in our [GRI Content Index](#).



Stakeholder engagement

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

Stakeholder group	Example of engagement
Board of Directors	Regular meetings with the Board and committees of the Board, as needed, to discuss our overall ESG performance, disclosure, strategies, goals and objectives as well as evolving ESG risks and opportunities.
Clients	Satisfaction surveys, client account lead relationships, project quality assurance processes, conferences and events, responses to information requests (e.g., CDP Supply Chain, EcoVadis)
Current Accenture People	Surveys, internal memos and webcasts, accenture.com, social media, Business Ethics Helpline, focus groups, employee resource groups, content on our portal and our Sustainability Quotient training program
Investors	Quarterly earnings calls, investor and analyst conferences, responses to investor questionnaires (e.g., CDP Climate Change, Dow Jones Sustainability Index, Institutional Shareholder Services, MSCI), Investor Relations team outreach
Suppliers	CDP's Supply Chain program, Supplier Standards of Conduct, Global Diverse Supplier Development Program, supplier summits, training and mentorship
Governments, Multilaterals & Policymakers	Political Contributions and Lobbying Policy , discussions via Government Relations team
Nonprofit Partners & Foundations	Long-term, strategic nonprofit partnerships in support of Skills to Succeed, employee volunteering and giving, grantee relationships via Accenture Foundations, advocacy and societal change through cross-sectoral coalitions, national and international forums
Potential Recruits, Alumni & Civil Society	Social media, accenture.com, careers blog, alumni forums and events, news releases

Awards & recognition

FORTUNE World's Most Admired Companies

No. 1 in our industry for 8 years, marking 19 consecutive years on list

Ethisphere World's Most Ethical Companies

14 consecutive years

Fast Company World Changing Ideas

2 years

Dow Jones Sustainability Index North America

and
FTSE4Good Index
Since 2005

CDP Climate Change Leadership Band

8 years
and

CDP Supplier Engagement Leaderboard

4 consecutive years

3BL Media 100 Best Corporate Citizens

No. 7, marking
13 consecutive years on list

JUST Capital

5 consecutive years

Bloomberg Gender Equality Index

4 consecutive years

Refinitiv Diversity & Inclusion Index

Top 3 for
4 consecutive years

Stonewall Global Workplace Equality Index

6 consecutive years

Human Rights Campaign Corporate Equality Index

In Chile, Mexico and U.S.

DiversityInc Top 50 Companies for Diversity

15 consecutive years
and 10 years in Top 15

Disability:IN and American Association of People with Disabilities Disability Equality Index

5 consecutive years

Great Place to Work Best Companies to Work For

In Brazil, Greater China, Japan, Mexico, U.K. and U.S.

Business Today India's Coolest Workplaces

Top 10 for
10 consecutive years

Randstad Employer Brand Survey in Greater China

4 consecutive years

Nikkei Top 100 Companies for Women in Japan

No. 1, highest result in
5 consecutive years

Somardh, Team Lead — Advanced Technology Center
Bengaluru, India





Performance data table

The following table quantifies our progress since fiscal 2019 on key non-financial indicators. Unless specified, all metrics are global in scope, reported on a fiscal year basis, consistent with previously reported figures and cover those of our consolidated entities. All data are consolidated from performance management systems across multiple Accenture teams and vetted through an internal controls process, which includes senior leadership, to confirm they provide an accurate representation of Accenture’s non-financial performance.

Accenture at a Glance¹	FY19	FY20	FY21
Revenues	\$43.2	\$44.3	\$50.5
Operating Expenses	\$36.9	\$37.8	\$42.9
Operating Income	\$ 6.3	\$ 6.5	\$ 7.6

(US\$ billions)



Our People	FY19	FY20	FY21
Global Headcount at Fiscal Year End (rounded)	492,000	506,000	624,000
Employee Workforce Percentage by Gender²			
Women	44%	45%	46%
Men	56%	55%	53%
New Hires Percentage by Gender²			
Women	49%	49%	47%
Men	51%	51%	52%
Executives Percentage by Gender^{2,3}			
Women	30%	30%	32%
Men	70%	70%	68%
Managing Directors Percentage by Gender^{1,2,4}			
Women	24%	25%	27%
Men	76%	75%	72%
Total Training Spend (US\$ thousands)	\$973	\$866	\$900
Average Training Hours per Employee	38	38	60





Community Impact ¹	FY19	FY20	FY21
People with a Substantive Life Improvement (cumulative rounded)⁵	3,588,000	4,598,000	5,878,000
Accenture Contributions by Region			
North America	\$15,973	\$18,925	\$42,239
Europe	19,654	22,193	24,976
Growth Markets	18,419	21,021	23,947
Cross-Region	21,167	32,105	74,717
Total Accenture Contributions	\$75,213	\$94,244	\$165,879
Accenture Contributions by Type			
Cash	\$24,191	\$28,721	\$97,319
In-Kind (Accenture Development Partnerships and pro bono consulting)	47,489	62,869	66,611
Time (Paid volunteering)	3,533	2,654	1,949
Total Accenture Contributions	\$75,213	\$94,244	\$165,879
Accenture Foundations Contributions ⁶	\$11,008	\$14,762	\$10,838
Total Accenture and Accenture Foundations Contributions	\$86,221	\$109,006	\$176,717

Community Impact ¹	FY19	FY20	FY21
Hours of Participation in Accenture-sponsored "Time & Skills" Programs ⁷	872,023	971,990	1,047,729
Employees Participating in Accenture-sponsored "Time & Skills" Programs ⁷	9,847	8,289	6,895
Employee Donations	\$10,798	\$18,003	\$20,345

(US\$ thousands)

Environment ^{1,9}	FY19	FY20	FY21
Percentage Change in Total Carbon Emissions Compared to FY16 Baseline	-7%	-32%	-65%
Core Carbon Emissions per Employee (metric tons of CO₂)⁸	1.57	0.87	0.83
Core Carbon Emissions by Source⁸	Metric Tons of CO ₂		
Air Travel	370,028	176,482	16,798
Other Business Travel	157,097	104,586	37,235
Office Electricity ¹⁰	210,934	159,522	66,811
Other Energy (Natural Gas, Diesel)	4,426	3,896	4,154
Total Core Carbon Emissions	742,485	444,486	124,998
Core Carbon Emissions by Region⁸	Metric Tons of CO ₂		
North America	233,664	136,342	26,370
Europe	130,125	67,283	26,113
Growth Markets	378,696	239,931	71,762
Cross-Region	0	930	753
Total Core Carbon Emissions	742,485	444,486	124,998
Carbon Emissions from Other Purchased Goods and Services	423,771	410,436	317,473
Total Carbon Emissions	1,166,256	854,922	442,471

Environment ^{1,9}	FY19	FY20	FY21
Carbon Emissions by Scope^{1,9}	Metric Tons of CO ₂		
Scope 1	18,923	13,945	9,250
Scope 2 ¹⁰	214,680	162,983	70,659
Scope 3	932,653	677,994	362,562
Total Carbon Emissions	1,166,256	854,922	442,471
Office Electricity Efficiency (kWh/square meter)	159	124	93
% Electricity from Renewable Sources	26%	30%	53%
Energy Usage by Source	MWh		
Non-Renewable Electricity	351,414	272,485	132,311
Renewable Electricity	121,101	115,149	147,260
Natural Gas	13,596	14,171	16,854
Diesel	6,709	4,130	2,994
Total Energy Usage	492,820	405,935	299,418
Electronic Waste by Disposal Method^{11,12}	Metric Tons		
Avoided Landfill	423	278	320
Landfill	<1	<1	<1
Total	423	278	320
Total Water Consumption (cubic meters)	2,639,436	1,997,036	1,019,067
Water Consumption per Employee (cubic meters)	5.57	3.93	1.92



Supply Chain ^{1,12}	FY19	FY20	FY21
Diverse Procurement Spend by Type (U.S. only)			
Minority-Owned Business	\$429,455	\$395,892	\$360,210
Women-Owned Business	164,835	122,482	95,194
Small Business	49,930	50,846	43,312
Other Type Business ¹³	2,264	3,323	5,335
Total Diverse Procurement Spend (U.S. only)	\$646,485	\$572,543	\$504,050
Diverse Procurement Spend as Percentage of Total Procurement Spend (U.S. only)	34%	31%	32%
Diverse Procurement Spend as a Percentage of Total Procurement Spend (Canada only)	25%	19%	25%
Global Diverse Supplier Development Program Graduates			
Global Diverse Supplier Development Program Graduates (cumulative)	165	165	196

(US\$ thousands)

Endnotes

1. Some detailed numbers may not sum exactly to total number due to rounding.
2. Fiscal year 2021 values reflect our workforce as of December 1, 2021, and prior year values reflect our workforce as of December 31 in 2019 and 2020. Values do not include information from Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.
3. "Executives" comprises our managers, senior managers, managing directors, senior managing directors and members of our Global Management Committee.
4. "Managing Directors" comprises our managing directors, senior managing directors and members of our Global Management Committee.
5. Substantive Life Improvement includes both people skilled to get a job or build a business as well as lives improved in the Next Generation cohort (people between the ages of 8-14).
6. Accenture Foundations refers to independent charitable organizations that bear the Accenture name.
7. "Accenture-sponsored 'Time & Skills' Programs" comprise Accenture Development Partnerships, pro bono consulting and paid volunteering projects.
8. Emissions designated as "Core" represent those most directly associated with Accenture's business model.
9. Detailed methodology for carbon emissions and energy usage calculations is available in [Accenture's CDP Climate Change response](#). A [limited assurance review](#) was performed by an independent third party over all of Accenture's fiscal 2021 Scope 1 and Scope 2 emissions, as well as a subset of Scope 3 emissions.
10. CO₂ emissions related to Scope 2 Office Electricity reflect a market-based accounting approach as defined by the updated GHG Protocol Scope 2 guidance. In line with the guidance, office electricity market-based emissions factor renewable electricity impacts as well as residual non-renewable emissions where appropriate. Also in line with the guidance, we report CO₂ emissions using a location-based approach, which for fiscal 2021 would be 151,932 tons for Office Electricity and 155,779 tons for Scope 2.
11. Electronic waste (e-waste) is a significant environmental aspect in our waste stream. E-waste by disposal method is provided for laptops and workstations.
12. Balance excludes Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.
13. "Other Type Business" consists of the following subcategories: Veteran, Disabled Veteran Business Enterprise, Historically Black Colleges and Universities and LGBTI.

Disclaimer and Forward-looking Statements

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