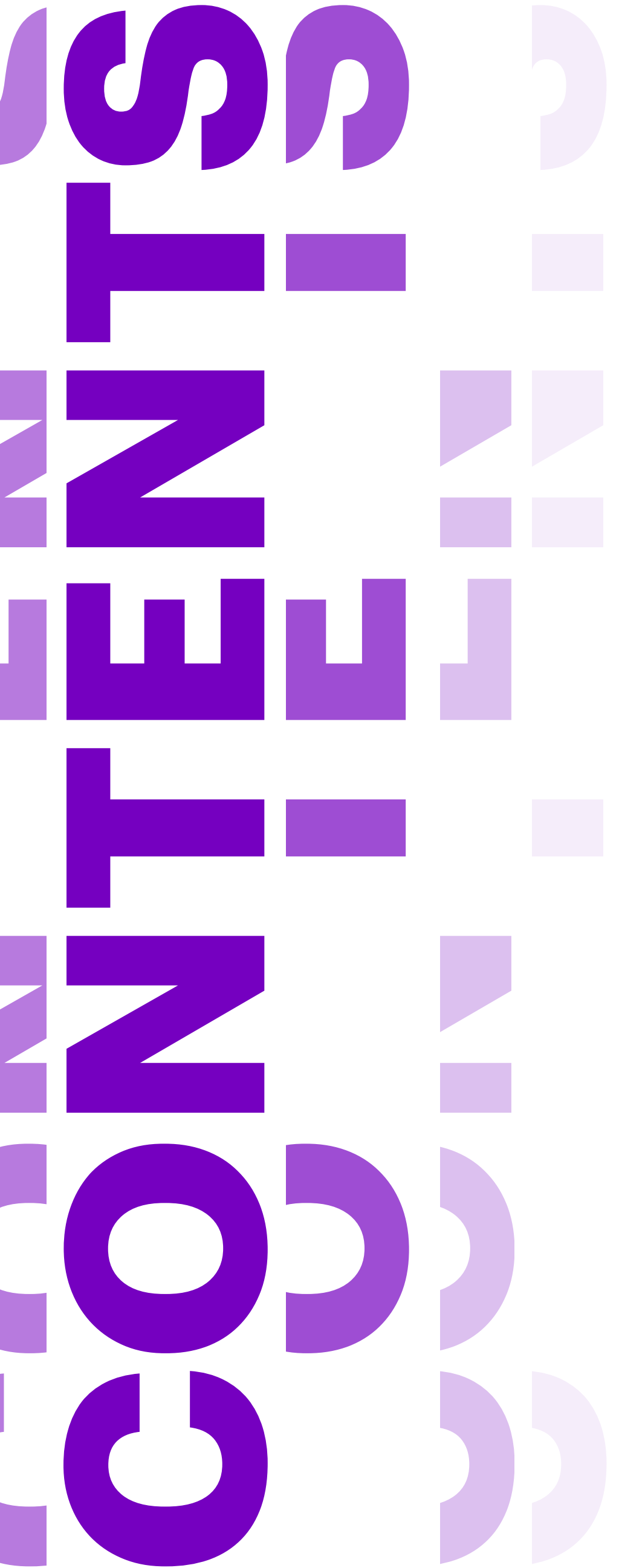


# United Nations Global Compact:

## Communication on Progress 2020

Reporting on Our Growth as a  
Responsible Company





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## A letter to our stakeholders

A year unlike any other has brought us to an inflection point. The single biggest change in human behavior in history, triggered by the pandemic, has now triggered the single biggest reinvention of industry in living memory. We are seeing a world awakened to an incredible opportunity to reimagine and rebuild responsibly and sustainably, and, in turn, transform our global economy into one that works for the benefit of all. Shared success will depend on the ability to understand all stakeholders; connect the power of technology, human ingenuity and business value; and accelerate technology-led transformation.

To realize this future, business, government and society must embrace this moment of change. We must think differently, act boldly and reach new levels of collaboration—and we must do it now. Accenture’s position as partner to many of the world’s leading businesses, organizations and governments—and as the workplace of more than 500,000 people around the globe—affords us both an extraordinary opportunity and a tremendous responsibility to make a difference.

We believe sustainability is the new digital—it will create the most powerful force of change in our generation, transforming how we live and work and driving new value and growth. We are making sustainability one of our greatest responsibilities, embedding it by design into our core business—into everything we do and for everyone we work with: our clients, people, shareholders, partners and communities. This is Accenture’s Sustainability Value Promise.

Since 2008, we have been committed to the 10 Principles of the United Nations Global Compact (UNGC), supporting its efforts to advance sustainability, equality and human rights. As a Global Compact LEAD member, we champion the UN Sustainable Development Goals (SDGs), with a special focus on those that are most relevant for our company, and we are working with the UNGC, SAP and 3M on SDG Ambition, which challenges and supports participating companies of the UNGC in setting ambitious corporate sustainability targets and accelerating the integration of the SDGs into core business management. We also continue to align with Environmental, Social and Governance (ESG) best practices, such as the World Economic Forum’s new Stakeholder Capitalism Metrics.

We are proud of Accenture’s progress in a very challenging year, but there is still much more work to do. As this report demonstrates, we continue to raise the bar for what we can accomplish—and the speed at which we act. With our people remaining our top priority, we are now expanding our focus on helping our clients and partners more fully embrace sustainability. To help guide these efforts, we are partnering with the UNGC on studies of CEOs’ views on two key issues—progressing sustainability in a post-pandemic world and taking action on climate change—which we will publish later this year.

We are grateful to our people around the world for their boundless humanity and heart, and for their unstinting dedication, resilience and commitment to our clients and all our stakeholders. Together, we are driving positive change every day—and delivering true shared success.



Julie Sweet  
Chief Executive Officer



Peter Lacy  
Chief Responsibility Officer and  
Global Sustainability Services Lead





## Highlights of our 2020 progress across the focus areas of the UNGC

### Caring for our people in challenging times

Our talented people are our most important source of competitive differentiation. After the global pandemic was declared, we quickly enabled about 95% of our people to work remotely, as we ensured their safety and well-being. Our commitment to helping them be their best both professionally and personally has never been stronger than in this time of compounding crises and disruption.

### Reaffirming our stand against racism

In the face of more tragic losses of African American and Black lives in the United States, we reaffirmed our unwavering commitment to equality for all, with zero tolerance for discrimination, bigotry or hate of any kind. We announced new goals for increased race and ethnicity representation in the United States, the United Kingdom and South Africa; new, mandatory training to support our people in

identifying and speaking up about racism; and increased community investments to support economic inclusion.

### Making progress on gender equality

We are now 45% women, on track to meet our gender-balanced workforce goal by 2025. We also achieved our goal of 25% women managing directors by 2020 and set a new goal of 30% by 2025.

### Skilling our people in the digital economy

We invest nearly US\$900 million annually in continuous learning and professional development opportunities that are customized to ensure our people remain highly relevant. In fiscal 2020, this included upskilling more than 70,000 people in hot skill areas, such as cloud. We seamlessly redesigned our digital learning platform and delivered 6% more training hours, while reducing training costs by 11%.

### Setting the pace on net-zero and environment

We set three new industry-leading goals: to achieve net-zero emissions by 2025, move to

zero waste and plan for water risk. This includes committing to power our offices with 100% renewable energy; engaging key suppliers to reduce their emissions; and equipping our people to make climate-smart travel decisions.

### Committing to responsible procurement

Our ambition is to create supply chains that are more sustainable and more inclusive. We met our 2020 goal—ahead of plan—to engage 75% of our suppliers in disclosing their environmental targets and actions, and we set a new goal of 90% by 2025. We also achieved our goal of graduating 170 suppliers from our Global Diverse Supplier Development Program and set a new goal of 250 graduates by the end of fiscal 2023.

### Living our core values

Our governance structure and Code of Business Ethics are designed to help ensure that our people live our core values, and we are proud that Ethisphere recently recognized Accenture as one of the World’s Most Ethical Companies for the 14<sup>th</sup> consecutive year.



## Committed to climate action:

### UNGC Business Ambition for 1.5° Pledge

- We’ve joined 400+ companies in pledging to do our part to keep global warming below 1.5° Celsius.

### Science-based target

- We are the largest professional services company to date to have a target approved by the Science Based Targets initiative.

### Achieve net-zero emissions by 2025

- We’ll focus on actual reductions in our emissions and will invest in nature-based solutions that will remove carbon from the atmosphere.



# Goals & Progress at a glance

## Path to net-zero by 2025



**NOTE:** In geographies where measured, we have set race and ethnicity goals that represent the communities we serve. (SDG 10.2) See page 16 for more detail. See page 66 for a more complete look at our Goals & Progress.





# Our commitment to the Sustainable Development Goals: A universal language and a call to action

The health, economic and social crises of 2020 have set back progress against the Sustainable Development Goals (SDGs), with one comprehensive analysis suggesting the pandemic will drive a highly or moderately negative impact on 13 of the 17 SDGs.\*

Now, more than ever, we are committed to playing our part in accelerating change. This year, Accenture has continued to partner with the United Nations—alongside SAP and 3M—to launch [SDG Ambition](#) to challenge and support companies everywhere to raise the bar in driving progress on the SDGs. As part of the SDG Ambition Accelerator, we are helping to drive adoption among more than 600 companies across 65 countries.

Shared action and collaboration remain crucial to our strategy. Increasingly, we use SDGs as a universal language to galvanize action with our clients, ecosystem partners, suppliers and other stakeholders. For example, we use Accenture’s SDG prioritization to inform our clients and suppliers about our most important SDGs. Against this backdrop, we have continued to focus our efforts against our top-priority SDGs.

We have also refreshed our SDG analysis against our ESG materiality matrix as part of our standard annual review, further strengthening the link between our ESG materiality matrix and the SDGs we are prioritizing. In addition, we have set several important new goals relating to SDGs and

ESG material issues, particularly around climate, waste, water, and inclusion and diversity.

We recognize that we can increase our impact by thinking about the ripple effect of outcomes we can generate. For example, we know that action on gender (SDG 5) helps reduce inequalities (SDG 10), and that strong, ethical institutions (SDG 16) foster the conditions for innovation to thrive (SDG 9), thereby enhancing work opportunities and economic growth (SDG 8).



## Enabling circular innovation at speed and scale

Building on the success of the Circular Awards program, we worked with Anglo American, Ecolab and Schneider Electric to launch [The Circularity Accelerator](#) in collaboration with the World Economic Forum. The program connects leading global organizations prioritizing circular innovation with disruptors seeking to scale circular solutions, with the goal of helping expedite the circular transition.

The Circularity Accelerator attracted more than 200 entrants in its first call for applications and through a multi-stage selection process, announced 17 startups as the first cohort. Startups are categorized into one of three circular transformation types, which span the full value chain and respond to circular challenges: innovating products and production, transforming consumption and recovering value.

\*Sachs, J., Schmidt-Traub, G., Kroll, C., Lafortune, G., Fuller, G., Woelm, F. 2020. The Sustainable Development Goals and COVID-19. Sustainable Development Report 2020. Cambridge: Cambridge University Press.



We are committed to the 10 Principles of the UNGC, and they continue to guide the way we do business

### Highest 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 policies, strategies and planning.

**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...





# Accenture's Environmental, Social and Governance materiality matrix

Following a full refresh in fiscal 2019, we completed our standard annual review of Accenture's Environmental, Social and Governance (ESG) materiality matrix in fiscal 2020. Our goal was to understand emerging issues—including the effects of the global pandemic—and potential changes to how we prioritize our ESG topics.

We continue to capture the importance of our highest-priority ESG topics to our stakeholders and our business in our ESG materiality matrix. This serves as a consistent framework for articulating our priorities and engaging with our stakeholders about the journey we are taking. At the summary level, the process we undertook was:

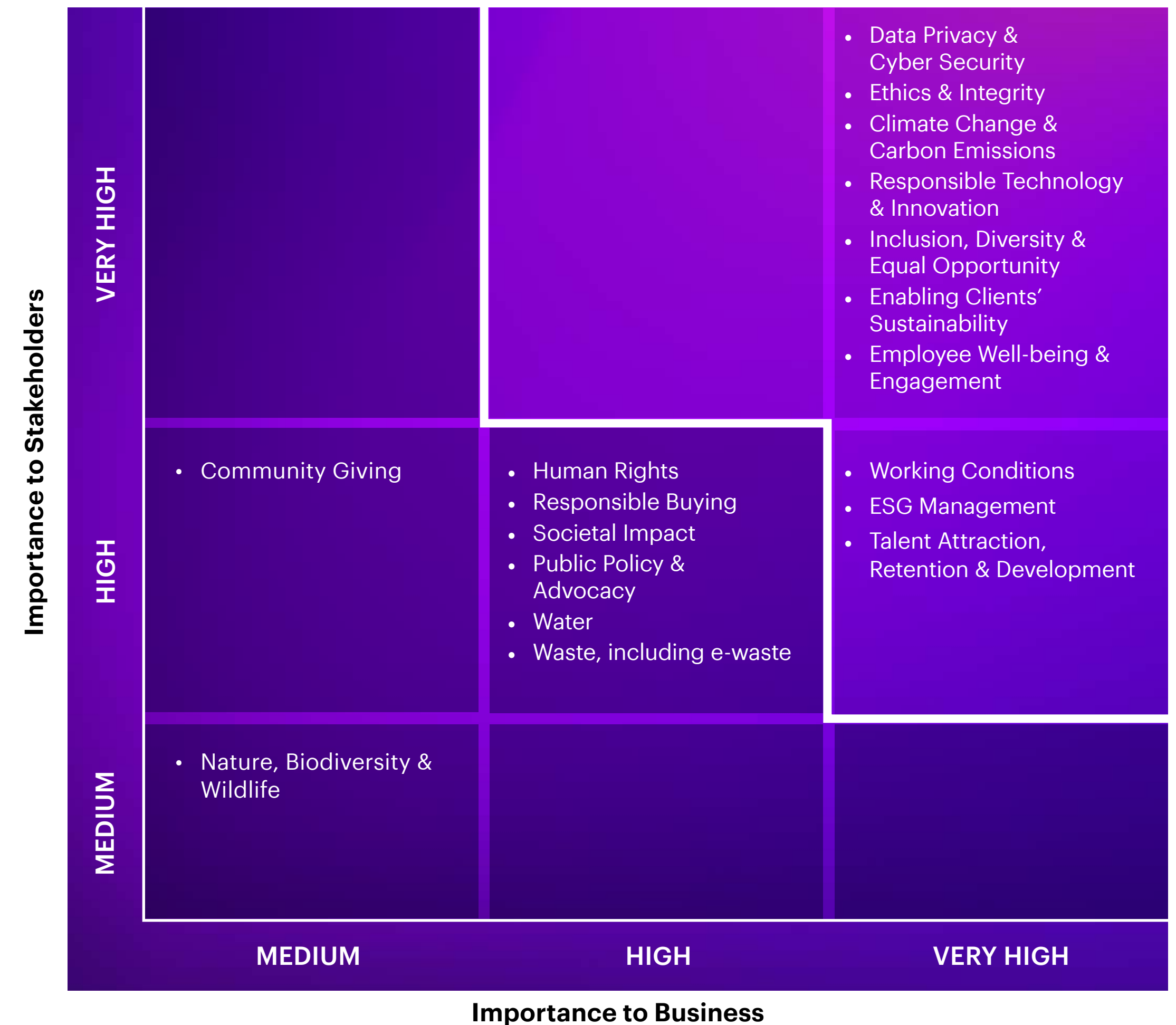
## Inputs to the stakeholder axis

We used specialist third-party software to conduct detailed benchmarking and analysis of recent and emerging ESG issues across peers, competitors and others. We also reviewed the latest insights on ESG materiality in the context of 2020 from

relevant nongovernmental organizations (NGOs), industry bodies and academics; new frameworks and good practices, such as the universal ESG metrics from the World Economic Forum; and the SDG Ambition benchmarks. We worked with our Investor Relations team to understand emerging investor requirements captured through our annual shareholder outreach process, and analyzed our clients' ESG requests and emerging priorities using our client request tool, where we log and respond to clients' requests for ESG information (e.g., as part of proposals or supplier compliance reviews).

## Inputs to the business axis

We reviewed our business prioritization in light of Accenture's new purpose and governance changes, our new ESG targets, our Enterprise Risk Management program, and other related impacts on our people and global operations. We also worked directly with a number of our senior leaders to identify possible changes to our issues or how we prioritize them.



**Notes:**

- Topics not included on this matrix are not considered relevant for our non-financial disclosures.
- For GRI purposes, the outlined sections of the above matrix contain the most material non-financial topics in scope for reporting with the GRI Standards that are included in our [GRI Content Index](#). For each topic, our list of [definitions of material topics](#) references the specific Standards used as well as Management Approach information. This report has been prepared referencing the GRI Standards. For more information about these Standards, please visit the [GRI website](#).
- To view the high priority SDGs mapped to Accenture's ESG material issues, please see [page 65](#).





People

# Leading with compassion and humanity

We are helping our people be their best  
professionally and personally.





# People

## IN THIS CHAPTER:

- Caring for and sustaining our people
- Investing in our people
- Accelerating equality for all

### Most relevant Accenture ESG material issues:

- Responsible Technology & Innovation
- Inclusion, Diversity & Equal Opportunity
- Employee Well-being & Engagement
- Working Conditions
- Talent Attraction, Retention & Development
- Human Rights

### Most relevant Principles of the UN Global Compact:

#### Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

#### Labour

- Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.

### High priority SDG targets relevant for this area:

**5** GENDER EQUALITY



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

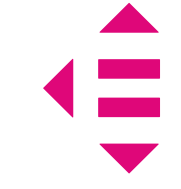
**5.b** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

**8.5** 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** DECENT WORK AND ECONOMIC GROWTH



**10** REDUCED INEQUALITIES



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

**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.

### Relevant second priority SDGs:

**3** GOOD HEALTH AND WELL-BEING





## PEOPLE

Throughout Accenture’s history, our people have embraced constant change. Fiscal 2020 was no different. Last year—despite an unprecedented health, economic and social crisis—our more than 500,000 people around the world demonstrated their dedication, resilience and commitment to our clients and creating shared success for all our stakeholders.

Facing multiple crises, our top priorities were the overall safety, health and well-being—both physical and psychological—of our people and their families, along with contributing to the recovery and vibrancy of our local communities. One of our primary goals is to lead with compassion and humanity—to help our people be their best professionally and personally—and this took on a deeper meaning and sense of urgency this past year.

We supported our people personally with new virtual tools and initiatives to ensure they were seen, heard, connected and productive, as well as to help cope with the demands and stresses

of the compounding crises and to strengthen their mental resilience. We took decisive action to reaffirm our stand against racism and our unwavering commitment to equality for all. We continued to make progress toward becoming a more inclusive and diverse organization, and set important new goals to further accelerate these changes.

At the same time, we remain focused on supporting our people professionally, equipping them with leading-edge technologies, continuous learning and a supportive global community to enable them to seize opportunities and resources to successfully manage their careers—and to help themselves, our clients, our communities and one another as we look ahead to a new reality beyond COVID-19.

Aideé, Specialist – Human Resources, Program & Operations, and her dog, Sansa, Mexico City, Mexico →





# Caring for our people

As a talent-led organization, the ingenuity and unique strengths of our people are our most important source of competitive differentiation. To grow our business, we must support our people with deep compassion and care.

After the pandemic was declared, we worked to ensure their safety and well-being. Our commitment to helping our people be their best both professionally and personally has never been stronger than in this time of crisis and disruption.

## Supporting our people's resiliency and well-being

Our commitment to fostering a "Truly Human" environment took on greater meaning in fiscal 2020, providing a road map and principles for

helping our people to become even more resilient and to maintain and enhance their physical energy, mental focus, value and sense of purpose.

We have demonstrated compassion and shown our people just how deeply we care for them with new or expanded services tailored to the needs of their local markets. In addition to existing programs such as [Thriving Mind and our Mental Health Ally network](#), we provided live access to professionals around the clock to help answer questions and provide guidance based on an individual's situation; introduced an innovative virtual program that helps our people manage stress and anxieties and build their resilience; shared best practices for working from home; and extended our benefits where possible, from back-up dependent and family care, to childcare discounts, education benefits, adoption assistance and more.

We provide employee assistance programs in 100% of the countries where we operate, free of charge to all employees and people in their households. All providers are available 24/7 for phone counseling and can assist with

personal or work-related issues that may affect job performance or mental, emotional or physical well-being.

Public health systems often play a critical role in our people's healthcare worldwide. In addition, where relevant, we provide employees and their dependents access to company-sponsored health programs such as medical checks, preventative care, outpatient and inpatient medical, dental and prescription drug coverage. In some countries, we supplement with programs such as healthy pregnancy, stress management, critical illness, chronic condition management, biometrics, health risk assessments, nutritional counseling and fitness.

With most of our people working remotely, human and social connections became even more essential. In response, we created a "home" for our people online, called #moretogethernow. Even though Accenture was uniquely positioned to adapt in virtual environments, it was important that our people had somewhere to turn that addressed their new concerns and fears, supported their entire selves, and helped them to stay safe, seen, connected and enabled.

The Accenture #moretogethernow site offers tools and support for everything from working remotely to mental health to specific topics like parenting and juggling the demands of new "co-workers" (i.e., children). Since launch, the site has been continually refined and updated with relevant content based on the feedback and needs of our people—reinforced with the mantra, "Together, we are better than ever."





## Pivoting to remote work and preparing for the future

Building on our decades of experience with remote working, we quickly enabled approximately 95% of our global workforce to work from home and suspended substantially all business travel. We also shared our expertise in remote working with many clients and community organizations that were doing it for the first time. While about 90% of our people continued to work remotely in the first quarter of fiscal 2021, approximately two-thirds of our offices were partially open, and we were approving requests to return to client sites and client-related travel.

We are implementing a comprehensive plan to return to Accenture offices and our clients' offices where permissible. The safety of our people and the needs of our clients will guide how we manage our phased transition. By taking a phased approach, we have been able to prepare our workspaces and monitor and adjust protocols as needed. We have also built in the flexibility to respond quickly if government directives and local conditions change.

We believe the work environment of the future will continue to evolve, but will include more remote working and be very fluid as we innovate, collaborate and develop personal connections with people working from home, offices and at client sites. Over the longer term, we believe that personal collaboration and engagement will remain essential to maintaining our culture of shared success.

## Maintaining a healthy and safe workplace

Supporting our people also includes helping to ensure rigorous health and safety programs for them—at our offices and client sites.

In 2020, we implemented a new, globally consistent Occupational Health and Safety policy to reinforce our commitment and define the responsibilities of all our people and contractors to keep our work environment healthy and safe—whether at an Accenture office, project site or at an alternate location. The new policy drives compliance with applicable laws and regulations

and fosters adoption of health and safety management standards across Accenture.

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. We continue to support other geographies currently working toward ISO® 45001 certification.

Our Global Asset Protection (GAP) team is responsible for providing crisis management and security advice and assistance to our people. GAP maintains a 24/7 Global Watch program to assist our people with security risks and health advice, and promotes awareness when our people travel to high-risk locations. GAP provides security awareness training on issues such as workplace violence, travel safety and natural disaster preparation. GAP also maintains a mass notification capability to alert employees to security events in their area based on residential, office and travel data.

In 2020, our GAP and Workplace teams led the development of a global Health Champion program, which helps to educate, inform and

advocate for our people about health and safety concerns. We have champions working on-site in every office, delivery center and client site where our people are working. Additionally, we strive to ensure that all our locations are physically accessible, and we continue to invest in Accessibility Centers focused on enablement and advisory services, collaborative technology research, recruiting and showcasing clients. These centers provide space where persons with disabilities can interact with technology, demonstrating our accessible design leadership and best practices. We currently operate Accessibility Centers in China, India, Japan, Malaysia and three in the Philippines with plans for more locations around the globe.



# Investing in our people

We are committed to continually enhancing the capabilities of our people through training and on-the-job learning opportunities. We continue to make significant progress in helping our people pivot to new, advanced technologies by providing them with the tools, skills and flexibility to discover new talents and keep pace with the digital revolution and our new reality. When they are equipped for success, not only are they fulfilled in their career journeys, but our clients, our business and our communities reap the benefits.

## Continuous learning

We have a relentless focus on helping our people develop skills to remain at the forefront of both technology and trends in specific industries. We invest nearly US\$900 million annually in continuous learning and professional

development opportunities that are customized to ensure that our people remain highly relevant. In fiscal 2020, we upskilled over 70,000 people after the pandemic was declared in hot skill areas, such as cloud. We were able to seamlessly redesign our learning during the pandemic on our digital learning platform, Accenture Connected Learning, and delivered 6% more training hours this year while reducing training costs by 11%.

## Performance Achievement

Our Performance Achievement experience, supported by patented technology, is another way we invest in our people. Our people identify and apply their strengths, focus on a few vital priorities, ask for and share regular feedback, and take personalized actions to grow and develop. During fiscal 2020, our people provided 2.5 million instances of feedback to each other—critical to enabling a culture of performance.

In a particularly challenging year, we created the capacity to pay meaningful bonuses for fiscal 2020 performance. We also announced a significant number of promotions in our

December 2020 cycle, including 605 new managing directors and 63 new senior managing directors—record percentages of whom were women (39% and 29%, respectively). Following our strong financial results for the first quarter of fiscal 2021, we committed to continuing to invest in vibrant career paths for our people and expanded our usual promotion cycle for the first time ever—naming an additional 42 new managing directors effective February 1.

## Skilling and specialization at scale

We know how important it is for our people to have a solid grasp of the major technologies that we create, customize, consult on and deploy, such as cloud, AI and cybersecurity. And, crucially, our people must be able to share that knowledge easily with their teams and clients alike.

In fiscal 2020, Accenture introduced Technology Quotient (TQ)—a new training program to make tech fluency table stakes for everyone. The more our people can discuss technology in plain language, the more our clients can, too—and the

**We invest nearly  
US\$900  
million annually  
in learning and  
development for  
our people**





easier it will be for them to adapt to changes and explain them to their customers, shareholders and employees. At the end of the first quarter of fiscal 2021, approximately 75% of Accenture people had started their TQ journeys.

We believe skills are the common currency that will unlock boundaryless opportunities for our people and power our networks. In fiscal 2020, we renewed our focus on skills and specialization as we implemented our new growth model. We continued our focus on Specialization at Scale—a program that provides a robust and agile way to ensure that the right team, with the right skills, is ready to serve our clients. Using the power of AI, we help our people identify their skills and specializations, and then match them with project leaders and career opportunities. Since the program went live in fiscal 2019, more than 80% of our people have updated their skills and continue to maintain their skill profiles. These skills credentials are a source of pride for our people and help them be visible to leadership as new opportunities arise.

## Accelerating equality for all

Our unwavering commitment to inclusion and diversity enables us to attract, develop, inspire and reward the best people. It 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. We approach inclusion and diversity with the same discipline and rigor as any other business priority. We set goals, share them publicly, collect data to continuously improve and hold our leaders accountable.

In fiscal 2021, we are implementing a new shared success scorecard for our leadership teams, including new metrics for advancing inclusion and diversity.

Our commitment starts at the top with our Board, our executive chairman and our chief executive officer, and we expect leaders at

all levels to help create and sustain a culture of equality. Our areas of focus include gender; ethnic and racial diversity; disability inclusion; lesbian, gay, bisexual, transgender and intersex (LGBTI); mental health; cross-cultural diversity; religion and faith; and additional areas as determined by our local markets.

We also commit to diversity and equal opportunity by eliminating discrimination in employment and applying our principle of [meritocracy](#) when we make decisions about our people.

### Ethnic and racial diversity

In the face of more tragic losses of African American and Black lives in the United States, we took immediate action to confirm our stand against racism. [Our CEO, Julie Sweet, and our entire Global Management Committee reaffirmed our sincere commitment to equality for all](#), with zero tolerance for discrimination, bigotry or hate of any kind.

To reinforce our commitment, we announced three next steps: new goals for 2025 for

increased race and ethnicity representation in our workforce overall and among managing directors in the United States, the United Kingdom and South Africa; new mandatory training in the United States, the United Kingdom and Ireland—which will be rolled out in other markets—to support our people in identifying and speaking up about racism and reinforcing what we expect of them; and increased community investments to support economic inclusion. Additionally, we continue to stay closely connected to our people through a host of channels, including townhalls with leadership and Board members.

Examples of how we are putting our commitment into action for our people include Drive, a learning and development program designed to enhance performance of U.S.-based African American and Hispanic American non-executive consultants; the African & Caribbean Network Accelerate Program, which helps African and Caribbean employees in the United Kingdom to achieve their full potential; and the Planning for Success Forum, a sponsorship program for all U.S.-based African American and Hispanic American managing directors that is focused on increasing the representation of diverse managing directors at the most senior levels.



In our communities, we are making investments that leverage our unique strengths. In the United States, we launched the [Black Founders Development Program](#) to help Black entrepreneurs advance and grow their technology businesses through more direct access to venture capital, corporate mentorship and strategic connections with Accenture business partners and clients. As part of this program, we established the Black Founders Development Fund, with an initial commitment to invest US\$15 million.

In the United Kingdom, we are working with [MOBO](#) to create “Mobolise”—a digital job platform to connect Black professionals with the best career opportunities at the most innovative organizations. Also, we are a corporate member of DIAL Global, a peer-to-peer network of diverse professionals helping to inspire individuals and corporations to advocate for diversity inside and outside their organizations.

In addition, our CEO, Julie Sweet, is co-chairing the newly launched [New York Jobs CEO Council](#), a joint initiative composed of two dozen leading companies and educational institutions. The Council, which has committed to create 100,000 new jobs by 2030, is designed to provide increased opportunities for people in low-income and minority communities by transforming job training, recruiting and hiring in New York City.



## Our commitments

We have set goals that will make our company more representative of the communities in which we work.\* For example, by 2025 we will increase our race and ethnicity representation as follows:

### In the U.S.:

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

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

### In South Africa:

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

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

### In the U.K.:

**Black colleagues from**  
**4% to 7%**  
 and more than double the number of our Black managing directors (currently eight people)

\* 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.

\*\* 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.





## Gender equality

We are making progress toward the global gender goals we set for ourselves 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. Also, we have a goal to achieve a gender-balanced workforce (for those whose gender is binary) by 2025, and we are well on our way. In 2020, women accounted for 45% of our global workforce, 49% of our new hires, 30% of our executives (manager and above), 27% of our Global Management Committee and 36% of our Board of Directors (in fiscal 2020, increasing to 42% at the time of publication).

Fiscal 2020 marked our 16<sup>th</sup> annual celebration of International Women's Day, with more than 130 virtual and face-to-face events for our people, clients and partners. For more than a decade, we have published groundbreaking research in conjunction with these celebrations. Our [global research](#) explored the hidden value of culture makers, the perception gap that exists between leaders and employees on this topic, and how

closing this gap will yield substantial benefits for companies and their employees.

In addition to publishing our workforce demographics annually across key geographies, we disclose our gender pay gap data in the United Kingdom in line with government regulations. We are firmly committed to pay equity and have robust processes in place to ensure that all our people—across gender, race and ethnicity—are compensated fairly based on their markets and skills, from the moment they are hired through the milestones of their careers at our company. If we find an issue, we fix it. We continue to participate in the Employers for Pay Equity consortium with other companies that understand the importance of ensuring all individuals are compensated equitably for equal work and experience and have the same opportunity to contribute and advance in the workplace. Additionally, we have a regular review process to validate living wages in the local country context and ensure we pay 100% of our employees a living wage or more.

We have a robust suite of opportunities to help our women grow in their careers, including:

### High-Tech Women Edge

A specialized, custom, demand-driven program in focused technology areas that enables candidates to be deployed onto projects to apply their training

### Developing Our Women Program

Connects junior, mid-level and senior-level women for networking and co-creating development plans for career advancement

### Insight Program

Brings together mid-career women with senior leadership potential for a hands-on, nine-month career development program focused on defining their personal career path and purpose

### Pivot Program

Enables our women with practical resources for career development through a locally driven, instructor-led learning series

### Accenture Women's Network

Across more than 150 chapters globally, serves as a resource for our women to network, learn and grow in-person and online

### Women's Executive Leadership Program

Provides senior leadership sponsorship plus leadership-led collaboration and learning opportunities for senior women leaders

**Women  
accounted for  
45%  
of our global  
workforce and  
49%  
of our new hires**



## Mental health and wellness

We have made mental wellness a cornerstone of our commitment to helping our people be their best every day. We continue to break the stigma surrounding mental health by fostering a workplace environment where people feel comfortable engaging in open, honest dialogue about mental illness and mental well-being, including in response to external stresses such as the pandemic, natural disasters and other world events.

Through our Mental Health Ally network, Allies serve as ambassadors and advocates who can help colleagues facing mental health challenges find the support they may need. In 2020, our Mental Health Ally network expanded to nearly 7,000 members across every country where we operate. Our new Mental Health Essentials training helps 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 our people a variety of digital tools to support their mental health and wellness:

**Talkspace:** Confidential virtual counseling and therapy support from a licensed provider

**Calm:** A robust mental wellness platform for individuals and organizations

**Wysa:** An AI-powered chatbot offering coping techniques

**Virgin Pulse:** A fitness and healthy habit tracking app

In certain markets, daily live “mindful moment” sessions are also offered to help our people unplug, connect and build their mental resilience.

Nearly five years ago, we became one of the first corporate partners of Thrive Global, a behavior change technology company on science-based solutions to lower stress and enhance well-being and productivity. Thrive 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.

In February 2020, we began offering Thriving Mind, a voluntary, whole human well-being program developed in partnership with Thrive Global to help our people learn about the science behind their brain’s response to stress, and provide tools and techniques to help them recharge wherever they are. Available in eight languages, Thriving Mind had more than 125,000 participants as 2020 ended. We are expanding the program in 2021, including launching an app that will provide easier access and new tools for our people. It will include an e-learning course, Thriving Together: Building Resilience and Belonging.



### CLIENT SPOTLIGHT

## Comfort in crisis: Equipping Australia with a dedicated COVID-19 mental well-being support service

Beyond Blue, a mental health nonprofit organization, partnered with Accenture and Medibank to co-design the strategy of a new, 24/7 digital mental health service created to help Australians cope with depression and anxiety in the wake of the pandemic. The dedicated national digital service has been accessed nearly 600,000 times.

[Learn more >](#)





## Disability inclusion

According to our [global research](#), companies that fully include employees with disabilities grow faster than their peers. Yet, employees with disabilities around the world say they often feel excluded and unsupported. Our findings uncovered eight important factors that leaders can consider to build more inclusive cultures for all employees to unlock their—and their companies’—full potential.

Our focus on enablement means we welcome people with different abilities. We provide access to technology and people-centric programs that allow persons with disabilities to achieve success in a barrier-free workplace. These include using AI to create applications that improve accessibility for people with hearing- or sight-related disabilities. These efforts, which include public advocacy and the expansion of our internal accommodation programs, have raised our

visibility among clients, candidates and third-party partner organizations.

Our commitment starts at the top and is led by our Disability Council, which defines priorities, measures progress, offers support across the different areas of our company and provides budget oversight for disability inclusion. We have invested in our applications to ensure that at least 75% are accessible and have supplemental resources to navigate additional accessibility requirements. Through our Adjustment Request Tool, our people with disabilities can easily ask for an accommodation such as assistive technology, flexible work arrangements, sign language interpreters, screen readers and more. The tool is now available in 16 countries, and we plan to expand availability going forward.

We continue to create a safe environment for our people with disabilities to self-identify, and more than 7,800 of our people have done so. Our Disability Inclusion Champion network of nearly 36,000 brings our people, supporters and friends

together regularly for networking, collaborating and mentoring.

Abilities Unleashed, our new, award-winning disability inclusion leadership development program, enables our people with disabilities to feel empowered, plan their career journeys, build their network and collaborate across the company. The program began in Europe and is expanding to Asia and North America, bringing additional aspiring leaders into its fold.

**Nearly**  
**36,000**  
**of our people are in our**  
**Disability Inclusion**  
**Champion Network**





## Pride

Ensuring an inclusive environment for all our people—including LGBTI and all other sexual orientation, gender identities and expressions—is a key part of our belief that equality drives innovation.

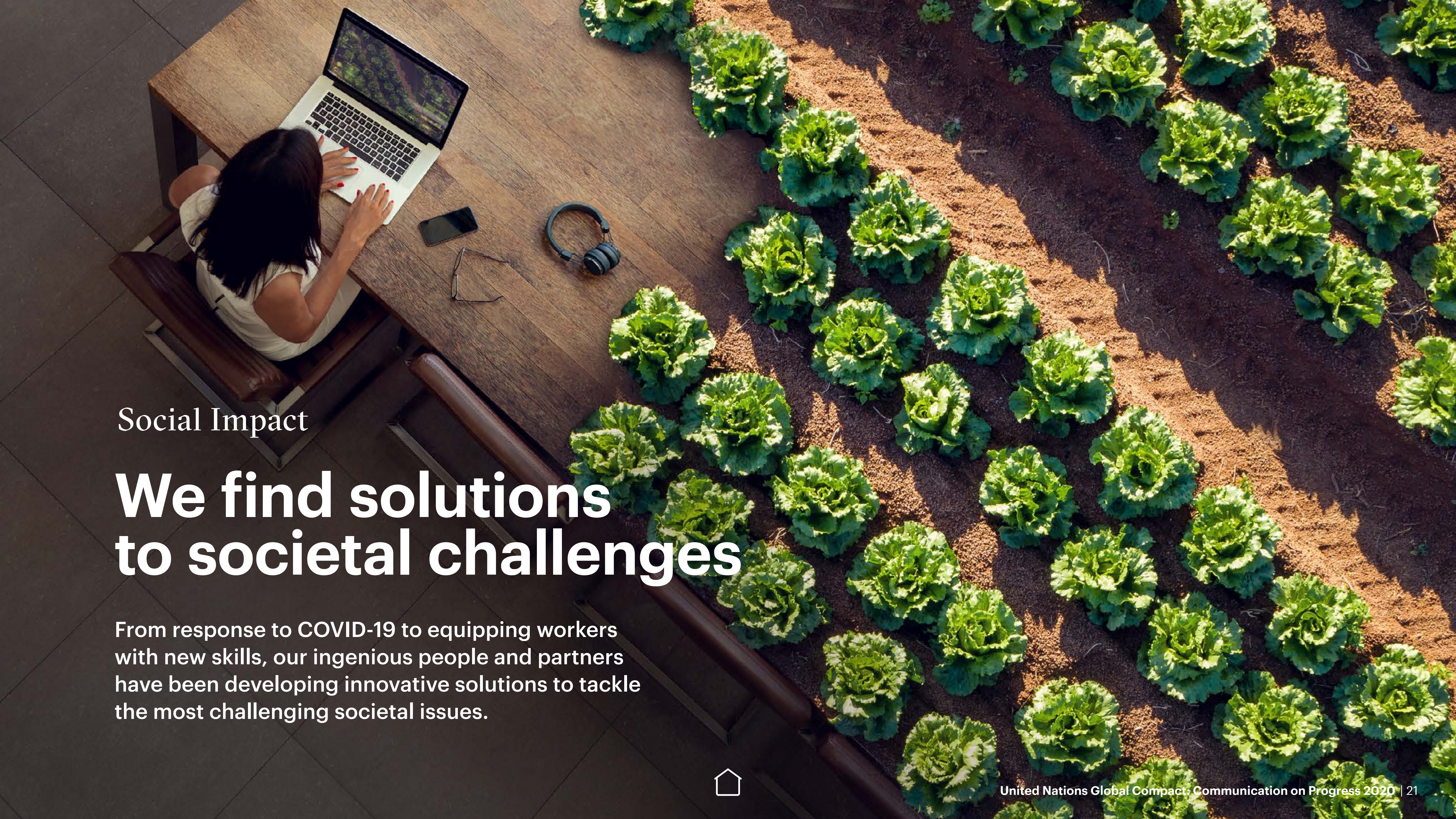
We strive to provide identical employee benefits to same-sex and opposite-sex partners in all countries as law permits. To date, same-sex or equivalent benefits are available in 98% of countries where legally allowed and transgender transition benefits are available in 11 countries where the national health service does not cover transitioning. Our self-ID programs provide our people with the option to voluntarily share information about themselves—such as their gender identity, sexual orientation, disability or veteran status.

Our Pride at Accenture community has more than 120,000 LGBTI Allies across more than 50 countries. We provide specialized training, networking support and mentoring for our LGBTI people and help ensure a workplace of equality every day. More than 1,000 people have participated in LGBTI Leaders Learning, an interactive training workshop we have hosted since 2012.

We are proud to be recognized as a corporate leader that supports LGBTI people and the broader community. Accenture is a member of the Partnership for Global LGBTI Equality, a consortium of 19 leading multinational companies and six civil society partners. The initiative provides a platform to accelerate LGBTI workplace inclusion globally. In 2020, the initiative partnered with OutRight and the World Economic Forum to respond to COVID-19 by launching the COVID-19 Global LGBTIQ Emergency Fund and made significant progress on the UN Standards Gap Analysis Tool.





An aerial photograph showing a woman with long dark hair, wearing a white sleeveless top, sitting at a wooden table. She is using a silver laptop. On the table are also a smartphone, a pair of glasses, and a pair of headphones. To the right of the table is a hydroponic farm with rows of green lettuce growing in a brown nutrient solution. The scene is brightly lit, suggesting an indoor or covered outdoor setting.

Social Impact

# We find solutions to societal challenges

From response to COVID-19 to equipping workers with new skills, our ingenious people and partners have been developing innovative solutions to tackle the most challenging societal issues.





# Social Impact

## IN THIS CHAPTER:

- Societal response to COVID-19
- Skills to Succeed
- Accenture Development Partnerships
- Volunteering

### Most relevant Accenture ESG material issues:

- Responsible Technology & Innovation
- Inclusion, Diversity & Equal Opportunity
- Enabling Clients' Sustainability
- Talent Attraction, Retention & Development
- Societal Impact
- Community Giving

### Most relevant Principles of the UN Global Compact:

#### Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

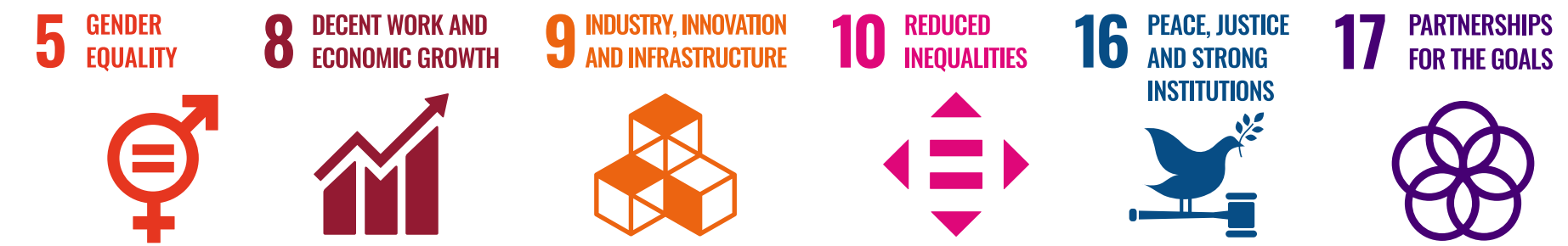
#### Labour

- Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.

#### Environment

- Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

### High priority SDG targets relevant for this area:



**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.

**9.2** Promote inclusive and sustainable industrialization...

**9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries...encouraging innovation...

**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.

**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...

### Relevant second priority SDGs:





## SOCIAL IMPACT

Through the ingenuity of our people, clients, ecosystem partners and nonprofit partners, we develop and scale innovative solutions to help create a more inclusive society where everyone can thrive. Over the past year, these initiatives were tested like never before as the world faced new challenges and the exacerbation of existing challenges due to the global health, economic and social crises.

Innovating to help our clients and communities tackle societal issues has always been an important part of what we do as a responsible business. In 2020, this mindset informed our response to COVID-19, while we also continued to evolve and expand our long-standing commitment to Skills to Succeed, our work through Accenture Development Partnerships and supporting our people in volunteering their time to make a difference in our communities.

**In fiscal 2020, our corporate giving totaled more than**  
**US\$94M**

Karan, Senior Manager – Intelligent Operations, Financial Services, Sydney, Australia →



# Societal response to COVID-19

Exponential changes in technology were already transforming the way we worked and lived before COVID-19. The pandemic accelerated these changes, as companies were forced to reimagine their role in society, and economies and industries needed to rebuild.

[We helped clients, partners and communities around the world](#) meet challenges related to the pandemic in three priority areas:

**Respond:** Supporting first responders and pharmaceutical companies on the frontlines of the crisis

**Recover:** Helping our clients, partners and communities navigate uncertainty and pivot to digital

**Rebuild:** Supporting people who have lost their jobs or businesses by helping them to upskill, find employment opportunities and adapt to fast-changing economic conditions

## **Respond** **SeamosUno:** Delivering critical food supplies

At the start of the pandemic, volunteers from governmental, religious, business and social organizations in Buenos Aires came together to figure out how to feed 4 million people with limited resources in quarantine.

Transparency was crucial to attract and assure donors that their contributions were properly invested and that supplies were reaching those who needed them most.

With our partners, we focused on three areas: establishing procurement and payment processes; developing a dashboard to monitor funding; and creating an application to track deliveries and confirm the contributions were reaching those most in need.

In less than a month, the first deliveries were made, and more than 1 million boxes of food—each with enough food to feed a family of four for a week—have been delivered to date.

## **Recover** **Virtual Ways of Working Playbook:** Supporting nonprofits in creating a thriving digital culture

Organizations that adapted to remote work early were able to maintain stability during the pandemic and in some cases, gain further success. To support nonprofits in making the transition, we created [a learning guide](#) that advises how to pivot to working virtually—including how to establish a virtual culture, manage people remotely, and leverage technology to be collaborative and productive. Since its launch, our people have delivered more than 50 sessions and trained nearly 2,000 nonprofit professionals.



### CLIENT SPOTLIGHT

## “Stopp Corona” app: Digitizing contact tracing to flatten the COVID-19 curve

The Austrian Red Cross teamed with Accenture to develop one of the first digitized corona contact tracing solutions in Europe.

Launched in less than three weeks, hundreds of thousands of Austrians have downloaded the “Stopp Corona” app and are now able to help contain the spread of COVID-19.

[Learn more >](#)





**Rebuild**

**People + Work Connect:**

Helping people get back to work faster

With unemployment surpassing record highs due to COVID-19, we created People + Work Connect in just 14 business days to enable companies, at no cost, to connect directly and review their workforce needs together. We launched in April 2020 with leading companies including ADM, Baxter, Marriott, Mondelēz, Nordstrom, ServiceNow and Walmart. Endorsed by Business Roundtable, Society for Human Resource Management, World50 and others, People + Work Connect helps HR leaders innovate at speed and scale while creating critical human connections and a community built on trust and knowledge sharing. The initiative shortens the complex and lengthy unemployment cycle by addressing both sides of the job equation. Companies can rapidly share the locations and skills of their laid-off or furloughed workforces and connect with other companies that are immediately hiring to meet demand.

Founded by chief human resource officers from Accenture, Lincoln Financial Group, Procore, and Verizon, [People + Work Connect](#) is powered by an analytics-driven B2B platform built by Accenture. Global and cross-industry, it pools non-confidential and aggregated workforce information by categories such as location and experience, enabling companies to tailor their search to suit their talent needs. Platform features include a Knowledge Exchange, Ambassador Program and a CHRO Mentorship Program. Currently, more than 270 companies from 94 countries have uploaded more than 390,000 roles onto the platform.

**Accelerating social innovation for clients and ecosystem partners**

As schools, offices and cities shut down around the globe, a groundswell of Accenture people stepped up with ideas to mitigate the effect of the pandemic. In response, we rapidly created the Social Innovators Accelerator to maximize the impact our teams could have in our communities.

The Accelerator supports Social Innovators across Accenture with booster funding, connections and coaching to design social innovation at speed. The program encourages teams to work with partners across sectors with a mindset that together we have the potential to make a dent in some of the most complex societal and environmental challenges we face.

Within six months of its launch, more than 90 teams with over 360 people and more than 90 innovation partners—including more than 35 clients—participated in the Accelerator. The projects our people advanced in the Accelerator ranged from expanding access to essential health care services in Canada; to closing the digital divide for school children in Colombia, India, Slovakia, the United Arab Emirates and the United States; to virtualizing services for nonprofits and small businesses in Japan, Mexico, Portugal and Spain. In 2021, we have expanded the scope of the Accelerator to tackle additional highly relevant global challenges including inclusion and diversity, and environmental issues.

Cherisse, Senior Manager - Technology, Test Engineering, Tampa, United States →





# Skills to Succeed

Our global Skills to Succeed initiative is about supporting and empowering people to take on the shifting workforce landscape and build a more economically inclusive world. Together with our partners, in the past decade Skills to Succeed has equipped nearly 4.6 million people with the skills to make substantive improvements to their lives.

In 2020, this support was in demand even more due to the impact of the pandemic, with more than 246,000 lives transformed—meaning a job, entrepreneurship or other transformational support was provided. And, we officially launched our next-generation program, connecting more than 390,000 youth to development opportunities.

We are continually evolving Skills to Succeed to meet changing market needs and support people throughout their career journey:

**Workforce of today:** Experienced workers learning new skills

**First jobs and apprenticeships:** Individuals preparing for a first job or business venture

**Next generation:** Young students gaining skills to prepare for a digital future

## Workforce of today

We provide workers with new skilling solutions in a way that is flexible for their existing career and personal responsibilities while leveling up their capabilities to map out further career paths.

## Youth Business International: Helping young entrepreneurs

We partner with Youth Business International (YBI) to support underrepresented, disadvantaged young entrepreneurs as they start, grow and sustain their businesses—unlocking income generation, job creation and inclusive economic growth. In fiscal 2020, our partnership reached more than 77,000 young entrepreneurs—58% of them women—with skills development opportunities, mentoring and financing.

Together, Accenture and YBI have developed the Digital Accelerator program to create initiatives that support small businesses in embracing digital transformation. The program—launched in 2018—expanded for a second round in 2020 with co-funding from the IKEA Foundation.

Additionally, we collaborate with YBI’s U.S. partner Sky’s the Limit to build its platform that connects upcoming entrepreneurs with resources, skills training and mentoring. In 2020, we supported the expansion of the platform to offer services aimed at helping young entrepreneurs navigate the pandemic. Since its launch, the platform has helped more than 30,000 young entrepreneurs in the United States (70% women, 61% Black, 80% identify as people of color and 85% report low income) to launch businesses and build jobs.





## New Profit:

### Elevating the voice of workers through future of work innovation

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The global pandemic and rising inequities have heightened the challenges our world faces related to the future of work. To create accessible, inclusive and relevant solutions for the most underinvested workers in the United States—African American, Black, Hispanic American, Latinx and indigenous communities (particularly women)—New Profit launched the Future of Work Grand Challenge, powered by XPRIZE, MIT Solve and Jobs for the Future. We provided cash grants, volunteering and pro bono consulting services to support the implementation of an XPERT Worker Advisory Board to ensure that the “voice of the worker” is an integral part of the innovation process. The Board, which includes diverse workers, or XPERTs, helps to identify the most promising ideas and solutions from the innovators participating in the Challenge, which will:

- Empower social entrepreneurs to pilot their solutions through workforce boards.
- Reskill 25,000 displaced workers in the United States into living-wage jobs.
- Achieve broader systemic change to help prepare 12 million Americans from underinvested communities for workforce success by 2025.

XPERTs participating in the Board not only contribute to the innovation cycle but also benefit from skills building and professional development opportunities, underscoring the principle of placing equity at the core of the Grand Challenge.

## SkyHive: Advancing economic prosperity and inclusion through technology

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As part of our Project Spotlight investment program, we are working with tech startup SkyHive to bring its workforce solution to the enterprise level. Using AI with quantum

labor analysis, SkyHive helps facilitate labor market transformation, reskilling and learning. Accenture’s technologists at The Dock, our flagship R&D and global innovation center in Dublin, and our FinTech Innovation Lab in New York, are collaborating with SkyHive to solve challenges.

This collaborative industry effort to reskill and redeploy workers is part of the [World Economic Forum’s Consumer Industries Taskforce on Future of Work](#) and is also supported by Walmart and Unilever. The AI technology from SkyHive, paired with Accenture’s expertise, is helping dozens of clients with their pandemic response and navigating rapid workforce changes, with the goal of helping people remain productive and employable, even as the labor market transforms.

## WeAct Program:

### Shining the light on women entrepreneurs

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To empower women entrepreneurs in rural India, we developed the WeAct program in collaboration with the Entrepreneurship Development Institute of India. Through the program’s online platform, female entrepreneurs can access market information and financial guidance, connect with peers and attend appropriate training to transform their business.

Launched in March 2020, the program has worked with five partner organizations to support 2,800 enrollments across 11 states and one union territory. The program continues to expand to include mentorship programs, grants to address capital needs, wider market access through several e-commerce platforms and a mobile application to further expand their reach.





## First jobs and apprenticeships

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 internship, apprenticeship and first job opportunities—including at Accenture.

### Impact hiring: Creating new pathways for future success

We are committed to driving growth and innovation through an inclusive workforce that reflects the full diversity of our clients and communities. Impact hiring offers opportunities to work with us for those who may lack access to traditional recruiting channels and, in doing so, we create alternative pipelines of talent, positively contributing to our business.

We work with our nonprofit partners to identify high-potential talent and, often via targeted pre-employment training and work experience programs, we create opportunities to join our company, helping individuals to grow their careers, develop new skills, access advanced technology and work with our client teams. We have seen that this, in turn, increases confidence, earning potential and social mobility for these individuals.

Impact hires are employed across all areas of Accenture's business and in 23 countries where we operate, with the highest number of individuals joining us in Latin America and the United States.

For example, in Argentina, Brazil, Chile, Colombia and Mexico, our START initiative offers low-income students a three- to four-month pre-employment e-learning program with 200 hours of technical, digital skills and soft skills training to prepare them for jobs in technology and administration. Since 2013, more than 2,400 students have graduated from the program, and, of these, nearly 800 have been hired by Accenture.

In North America, even amid COVID-19, we honored all our Skills to Succeed internship commitments and maintained apprenticeship targets. In our North America apprenticeship program, we hire, train and provide career opportunities at Accenture for people from backgrounds historically underrepresented in technology and professional careers. Since 2016, we've created opportunities for 800 apprentices across more than 25 of our North America offices and were able to keep up the momentum through the pandemic. The majority of apprentices stay on with Accenture as permanent employees after graduating from the program.

We also nearly doubled the U.S. Skills to Succeed internship program's capacity in 2020 by hosting interns from other companies and programs whose internships had been canceled due to the crisis, offering valuable work experience to more than 270 young people this year. And, since 2015, more than 590 impact hires have joined our workforce in the United States.

## Plan International: A long-standing partnership reaches a milestone

Over our 10-year collaboration with Plan International we have supported more than 45,000 vulnerable and disadvantaged young people—with a focus on young women—in finding their first job or starting a business. This year we supported the Wired for Work collaboration in Indonesia and the Philippines and launched the Yes!Hub—a knowledge-sharing platform and set of digital tools for nonprofit workers. The Hub is part of the Yes!Digital ecosystem that provides marginalized young people with job readiness through virtual training, online job matching, and a chatbot that provides resume development guidance and interview prep. The overall partnership contributed to 7,500 youths receiving skilling and 1,330 gaining employment in fiscal 2020.



## Next generation

We believe 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 ample opportunities to learn and create new technologies that will change the world for the better.

### Junior Achievement: Helping millions of young people succeed

To date, our partnership with Junior Achievement (JA) has helped more than 735,000 young people gain knowledge and skills to own their economic success, plan for their future, and make smart academic and economic choices. To support JA's continued impact, in fiscal 2020 we made a new US\$4.5 million grant to enhance digital learning experiences for 2.3 million youth in 15 countries,

including Argentina, Ireland, Japan, Philippines and the United States. Through this support, JA will embed enhanced content and functionality into existing programs and platforms to support youth, teachers, parents and allies across the globe. This grant has served as motivation and an entry point into discussions around measurement and evaluation, technology and digital enhancements and how regions can more effectively collaborate.

### Save the Children: Supporting students worldwide with major grant

Building on our shared understanding of the skills and mindsets younger learners will need to thrive, we committed to a new three-year, US\$5.5 million grant to support Save the Children, reaching over 332,000 students across China, Indonesia, Italy, Mexico and Bangladesh. This support will build upon the more than 159,000 people skilled and more than 85,000 placed into a job through our

partnership to date. This year, we reached more than 40,000 beneficiaries—some through the SoMeYouMe app that was created by Save the Children, Fjord and Accenture to tackle online harassment and bullying. The SoMeYouMe app

fosters conversations between children and their parents about online social behavior through more than 400 challenges, questions and dilemmas.



### Social Innovators: Sparking innovation for society with our people and ecosystem

The Social Innovators initiative is inspired by two fundamental beliefs: that anyone can be a social innovator if they are equipped with key skills and mindsets—and that tackling the complex challenges facing society can only be done in collaboration across businesses, sectors and industries.

The program has three elements to spark and sustain social innovation with our people, clients and other ecosystem partners. At the

core is an action learning experience designed around the Social Innovators Guidebook inspired by experts from across Accenture and our ecosystem. Our people have already taken more than 2,000 hours of coursework building critical skills like life-centered design, conscientious innovation, storytelling, cross-sector collaboration and measuring social impact. The Eco Innovation Challenge and Accelerator empower our people to put these skills into practice taking their ideas to reality with clients, startups and nongovernmental organizations (NGOs).

To hear firsthand from a Social Innovators team member, learn more on the [Accenture Careers Blog](#).





# Accenture Development Partnerships

[Accenture Development Partnerships](#) delivers the power of Accenture’s global capabilities and experience to address complex social, economic and environmental issues in the developing world. In 18 years, Accenture Development Partnerships has completed more than 1,800 engagements in more than 95 countries across areas such as health, gender, livelihoods and education, financial inclusion, humanitarian response, agriculture, water and environment. Accenture Development Partnerships directly contributes to SDG 17 (partnerships for the goals), one of Accenture’s high priority SDGs, as well as generating impact across other goals such as SDG 5 (gender equality) and SDG 10 (reduced inequalities).

## World Wildlife Fund Promoting the case for conversion-free food production

Our global food systems provide fundamental nutrition for human survival and are critical to economic, environmental and social well-being. However, current global food supply chains are a major contributor to environmental degradation, social and health inequities and climate change. To help mitigate these impacts and protect both people and planet, we worked with World Wildlife Fund (WWF) to examine the conceivable future of conversion-free food production—in other words, food production that does not degrade natural ecosystems. This [analysis](#) is key to WWF’s global effort to bring together companies in food supply chains, facilitating dialogue and action toward a more environmentally sustainable future.

## Partnership with MSD for Mothers: Providing safe and quality maternal health outcomes

Nigeria has the largest number of maternal deaths of any country, accounting for nearly 20% of all maternal deaths globally. Since 2015, [MSD for Mothers\\*](#), MSD’s global initiative to help create a world where no woman has to die while giving life, has taken a comprehensive approach to ensure women have access to two of the most powerful ways to prevent these tragedies: quality maternity care and modern contraception. We are helping to lead the MSD for Mothers country portfolio, including a program which led to reduction of maternal death by up to 66% in one state. The program incorporated a total market approach in Nigeria’s Cross River State to better link public and private facilities. Now, more than 90% of women in the state have access to quality emergency obstetric care within two hours. Through another program, IntegratE,

MSD for Mothers is supporting the Pharmacist Council of Nigeria with implementing a tiered accreditation model for community pharmacies and patent medicine vendors aimed at expanding access to family planning in rural and peri-urban communities. This effort was especially significant during COVID-19 lockdown, enabling continuous access to quality services when movement in the country was restricted.

**18 years**  
**1,800**  
**engagements**  
**95+**  
**countries**

**In fiscal 2020**  
**191**  
**engagements**  
**37**  
**countries**

\* MSD for Mothers is an initiative of Merck & Co., Inc., Kenilworth, NJ, U.S.A.





# Volunteering

Volunteering is one of the many ways our people can bring their time and skills to make a difference while growing in their careers. In March 2020, our volunteering program shifted to purely virtual volunteering. This allowed our people to continue to make a difference from home and help our partners address real needs during a challenging time. In some cases it has increased the accessibility of volunteering opportunities for our people.

## **CoderDojo:** Sparking an early interest in technology

Around the world, our people mentor primary and secondary students by introducing them to coding through interactive computer science projects at our CoderDojo locations.

In fiscal 2020, nearly 400 of our people volunteered more than 3,300 hours to provide training to nearly 2,000 students in a safe, virtual environment.

## **Hour of Code:** Empowering students across the globe to build coding capabilities

Over six years, tens of thousands of our people globally have volunteered with Hour of Code. We believe that by learning to code, children and teenagers will have a powerful tool that will help them achieve success in the future. In 2020, our people drove record participation, organizing events in 36 countries and spending nearly 15,000 hours delivering classes to 34,000 students across the globe.

## **Missing Maps:** Supporting COVID-19 response efforts

Through our partnership with Humanitarian OpenStreetMap Team, our people helped digitally map communities vulnerable to disasters. This year's efforts specifically provided local governments and NGOs the critical information needed to provide COVID-19 relief and support. This year, we saw a record turnout from our people across 32 countries, mapping more than 4,000 square kilometers and 230,000 buildings. We mapped an area home to approximately 990,000 people for future relief efforts.

**In fiscal 2020, our people  
contributed approximately  
1.3 million  
hours of their time  
to making a positive  
social impact through  
volunteering, pro bono  
work and Accenture  
Development Partnerships**







Path to Net-Zero

# Co-creating a greener future

We accelerated our commitment to industry transitions to low-carbon energy; migrating to greener IT, cloud and software; and responsible value chains.





# Path to Net-Zero

## IN THIS CHAPTER:

- Helping our clients achieve their goals
- Reducing our footprint
- Engaging our people

### Most relevant Accenture ESG material issues:

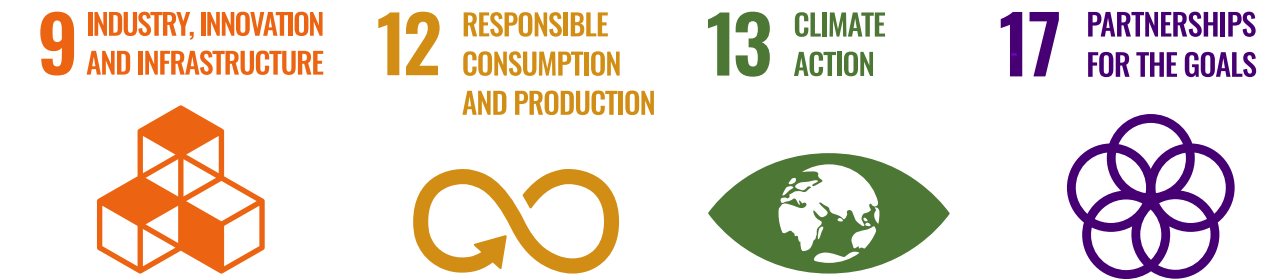
- Climate Change & Carbon Emissions
- Enabling Clients' Sustainability
- ESG Management
- Responsible Buying
- Water
- Waste, including e-waste
- Nature, Biodiversity & Wildlife

### Most relevant Principles of the UN Global Compact:

#### Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

### High priority SDG targets relevant for this area:



- 9.2** Promote inclusive and sustainable industrialization...
- 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 policies, strategies and planning.
- 17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships...

### Relevant second priority SDGs:





## PATH TO NET-ZERO

The UN Global Compact has designated this the “decade to deliver” on the UN SDGs and the promise of a greener, more equitable future. Meaningful climate action requires collaboration between businesses, individuals, governments and nongovernmental organizations. We are committed to enabling global cooperation among business leaders to achieve a low-carbon future. The calls for business action grew louder in 2020 as the world navigated unprecedented challenges, including the ongoing, intensifying climate crisis as well as the global pandemic.

At this unique moment when the world is reimagining how to work and live, we have an opportunity to change the business of business by incorporating sustainable practices into the design of operations.

Through our own actions and our work with clients and ecosystem partners, we are helping to transform the global economy into a more sustainable marketplace. In this context,

we announced three new industry-leading environmental goals in October 2020: achieve net-zero emissions by 2025, move to zero waste and plan for water risk.

Our environmental strategy focuses on three areas:

- Helping our clients achieve their goals, including transitioning to low-carbon energy, migrating to greener IT and responsible value chains
- Reducing our own footprint, including carbon emissions, waste generation and water impact
- Engaging our people to innovate to address key environmental issues

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](#).

Prashant, Specialist – Marketing & Communications, →  
Art Direction, Gurugram, India





# Helping our clients achieve their goals

At Accenture, we make a difference for the environment through our work with clients, who are some of the world’s leading companies and governments. By engaging our ecosystem partners, we help develop innovative solutions to help our clients reach their goals. Our priority areas include industry transitions to low-carbon energy; migrating to greener IT, cloud and software; and driving responsible value chains.

## 2021 United Nations Climate Change Conference

We know that the next frontiers of environmental sustainability are challenging and will require new innovations and ways of collaborating across industries and borders. In November 2021, during the 26<sup>th</sup> United Nations Climate Change Conference (COP 26) we will highlight the role emerging and established

technologies will play in accelerating the pace of environmental sustainability to meet the needs of the environment and communities. We will bring together key clients to deliver compelling and actionable thought leadership with strategic partners such as the World Economic Forum and UNGC, and co-develop a CEO Biodiversity study. We will use our deep expertise to focus on how we collectively drive innovation and solutions to reshape the future of industry. Beyond COP we will work with each of our clients to identify the ways they can become more sustainable organizations and find new sources of value. Sustainable thinking will be infused into everything we do because we believe that sustainability is the new digital and that it presents the biggest opportunity for transformative change for a generation.

## Industry transitions to low-carbon energy

### O2 and Accenture deliver smart metering across 20 million U.K. homes

Aligned with the EU’s mandate for member countries to reduce carbon emissions 20% by 2020, the United Kingdom determined that every domestic energy customer should have a

smart meter. Together with [IoT company O2](#), we developed a communications hub to connect U.K. energy consumers, smart meters and suppliers.

From concept through execution, we shared expertise from supply chain to security processes, testing and employee upskilling. The rollout has resulted in the installation of more than 5.5 million smart meters, with Accenture services contributing to the improved streamlining, measurement and accountability of energy use and emissions.

## Migrating to a greener cloud

Our recent [The Green Behind the Cloud](#) research found that companies can unlock greater financial, societal and environmental benefits through cloud-based circular operations and sustainable products and services. Migrations to the public cloud can reduce CO<sub>2</sub> emissions by 59 million tons per year, which equates to taking 22 million cars off the road.

### Takeda accelerates data and digital transformation with Accenture and AWS

We partnered with Amazon Web Services (AWS) and [Takeda](#), a global, values-based, R&D-driven biopharmaceutical leader headquartered in Japan, committed to discover and deliver life-transforming

treatments to fuel the company’s transition to the cloud. Over three years, the integrated Accenture/AWS/Takeda team will move 80% of Takeda applications to the cloud and close nine data centers, with the goal of increasing efficiencies to accelerate drug development and innovation while reducing costs and environmental impacts.



### CLIENT SPOTLIGHT

## Digital plant for global CO<sub>2</sub> filtration: Driving scale to meet an ambitious vision

Addressing global warming is a top priority for many. That’s why Swiss eco-tech Climeworks teamed with Accenture to create a digital plant to help optimize performance and increase competitiveness. This will help Climeworks reach its ambitious goal of filtering 1% of global CO<sub>2</sub> emissions from the air by 2025.

[Learn more >](#)





## Helping to build sustainability across our clients' businesses

### Client Carbon Savings program: Creating solutions to reduce environmental impact

We are seeing increased demand from clients for renewable energy solutions and have responded by expanding our Client Carbon Savings program to identify emissions-reduction activities that help our clients meet their goals. This program also helps us advance our material issue of enabling client sustainability. As the COVID-19 crisis impacted our clients in unique ways, we adapted our energy monitoring solutions and idled them when appropriate to minimize energy use—particularly in the case of a global athletic retailer that was impacted by COVID-19 on a store-by-store basis and was able to reduce energy use as store operations fluctuated. In fiscal 2020, through our Energy Management-as-a-Service offering, we identified potential client savings of approximately 15,750 metric tons of CO<sub>2</sub>. In addition, we implemented strategies to help clients avoid 808,890 metric tons of CO<sub>2</sub>.

### Accenture and Salesforce help companies embed sustainability

Integrating sustainability into the core of business is now easier thanks to our expanded partnership with Salesforce. [Announced in January 2021](#), the power of our Sustainability Services, Salesforce Sustainability Cloud, and Salesforce Customer 360 will bring sustainability to the front office with visibility into real-time Environmental, Social and Governance (ESG) data. This helps business leaders track, measure and act on their responsible business initiatives, such as carbon use, to meet regulatory requirements and develop new business models.

## Reducing our footprint

Over the last decade, we have continually set bigger and bolder environmental goals for ourselves, innovating our approach to environmental sustainability and making strategic investments.

Our new, industry-leading climate action goals take an ambitious approach to addressing energy, waste and water management. By 2025, we have committed to:

### Achieve net-zero emissions by 2025

- We'll focus first on actual reductions in our emissions by powering our offices with 100% renewable energy, engaging key suppliers to reduce their emissions and equipping our people to make climate-smart travel decisions.
- To address remaining emissions, we'll invest in proprietary, nature-based carbon removal solutions, such as large-scale tree planting, that will directly remove carbon emissions from the atmosphere.

### Move to zero waste

- We'll reuse or recycle 100% of our e-waste, such as computers and servers, as well as all of our office furniture.
- We're committed to eliminating single-use plastics in our locations at the conclusion of the COVID-19 pandemic.

### Plan for water risk

- We'll develop plans to reduce the impact of flooding, drought and water scarcity on our business and our people in high-risk areas.
- We'll also immediately begin to measure and reduce water use in these locations.

In alignment with the Paris Climate Agreement, we've also pledged to do our part to keep global warming below 1.5° Celsius by joining the more than 400 companies that have signed the UN Global Compact's Business Ambition for 1.5° Pledge to date.

Multiple industry-wide external certifications, such as [ISO® 14001](#), demonstrate our commitment to running our business responsibly and sustainably and to integrating robust environmental practices into our operations. Accenture's Environment Management System is ISO® 14001-certified globally—to see our ISO®-certified locations, locations that use smart metering and where we're powering our offices with renewable energy, visit our [Environmental Impact Map](#).





## Emissions and energy

To reach our net-zero goal by 2025, we will reduce emissions by powering offices with 100% renewable electricity, engaging key suppliers to reduce their emissions and equipping Accenture's people to make climate-smart travel decisions.

Because we do not own our office buildings, 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 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. We increased our mix of renewable electricity to 30% in fiscal 2020, an improvement over our 26% renewable electricity rate in fiscal 2019. We are committed to reaching 100% renewable electricity by 2023 as part of our participation in the RE100, a global corporate leadership initiative bringing together influential businesses committed to 100% renewable electricity.

### Our absolute reductions

We are proud to be the largest professional services company with a goal aligned to the [Science Based Targets initiative](#). By 2025, we aim to reduce our absolute greenhouse gas emissions by 11%, our scope 1 and 2 greenhouse gas emissions by 65% and scope 1, 2 and 3 emissions per unit of revenue intensity by 40%. Our progress against those goals in 2020:

- Total emissions—reflecting short-term impacts of the pandemic—decreased by 32% from our baseline, exceeding one aspect of our 2025 target
- Scope 1 and 2 were reduced by 39%
- Emissions per unit of revenue were reduced by 45%

While we celebrate the temporary reductions in emissions seen in fiscal 2020 and the important possibilities this represents, we remain committed to keeping our sights set on exceeding all the elements of our science-based target on a long-term basis following the end of the pandemic and its related impacts. This includes how we power our offices, taking a cloud-first approach to improve energy

efficiency. In some offices, during the early stages of shelter-in-place due to the global pandemic, we saw energy reduction of more than 80%. We are able to track this because Accenture uses precision monitoring tools that automate energy measurement and feed into cloud-based energy management systems, enabling us to rapidly consolidate and understand our energy use. As we return to our offices, we are committed to implementing more AI technology to capture data and continuously improve our energy efficiency.

Since beginning our environmental journey in 2007, we have saved more than 2.43 million megawatt hours of electricity, more than 1.22 million metric tons of CO<sub>2</sub> and generated more than US\$326 million in energy savings.

### Adapting to reduce impact

Additionally, the pandemic proved we can deliver for our clients using collaboration technology. We are one of the largest users of Microsoft Teams in the world, with more than 500,000 users. As an early adopter of the technology, we had aggressive targets in place that helped us quickly transition to working from home. We also used the extensive functionality of the platform

to create a new on-demand support facility for our leaders. The tool offers chat response services, across every time zone, on questions around Teams and virtual meetings. It means our business leaders can help our people around the world to be better prepared, informed and equipped as we adjust to remote working. Our Microsoft Teams audio usage is now around 1.1 billion minutes a month, while our video minutes saw the most dramatic increase—to around 120 million minutes a month. Our increased reliance on collaboration technology and ability to meet client needs without travel led to a better work-life balance for our people, more cost-efficient client delivery and reduced carbon emissions.

As a professional services company, the most significant aspects of our environmental footprint are the greenhouse gas emissions related to travel and electricity used in our locations. As the impacts of the pandemic led to travel restrictions for our people, Accenture saw a drop of more than 86% in business travel during our third and fourth fiscal quarters, compared to the previous year. We will continue to evaluate our travel and technology capabilities even as our offices reopen.





## Helping to build environmental sustainability

We agree with the industry-led Task Force on Climate-related Financial Disclosures (TCFD) that enhanced disclosure of climate-related financial risks improve financial impact assessments and support the transition to a low-carbon economy. Beginning in 2017, in accordance with TCFD guidelines, we updated our financial filings to strengthen our language on climate-related risks, and we include the financial impact in our annual CDP response. These include the increasing frequency and severity of adverse weather conditions, which may have a negative impact on our people, facilities and operations.

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 included in CDP’s Climate Change A List of top-performing global companies for the sixth time since 2014. More than 270 companies—less than 3% of the 9,600 companies that disclosed—received an A grade.

## Waste

Supporting our 2025 target to move to zero waste, Accenture will reuse or recycle 100% of e-waste, such as computers and servers, as well as office furniture. Accenture’s Global IT Asset Disposition (ITAD) partners are supporting us in meeting this target, by implementing an asset reuse program and collaborating on a new box program to facilitate remote disposal of personal computers (PCs) globally.

Due to the pandemic, team members were unable to bring their PCs to our offices for disposal. When a PC refresh is needed, our Local Technology Support team sends a box to the team member, who ships their old PC to the ITAD partner. The ITAD partner processes the devices at their facility to ensure they have been wiped, any scratches removed and missing components replaced. They then return the devices back to Accenture so that we can redeploy them in our business. This program was piloted in the United Kingdom and Ireland.

We will also eliminate single-use plastics in all locations at the end of the global pandemic.

## Water

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

plans for our facilities to reduce the impact of flooding, drought and water scarcity in high-risk areas by 2025. In alignment with the World Economic Forum’s recommendation, Accenture uses the [World Resources Institute’s Aqueduct tool](#) to identify areas of water risk and understand impacts to local communities. In addition to developing water resiliency plans in all high-risk locations by 2025, we plan to measure and report our water use in these high-risk locations as well.

↓ Ilze, Associate Manager – Corporate Mobility, Riga, Latvia





# Engaging our people

Accenture people are passionate about learning and applying their skills to help the environment. Our internal, global network of eco champions promotes emissions reduction, climate mitigation, circular economy and biodiversity through a mix of virtual and in-person events, challenges and volunteer opportunities. With more than 500,000 people worldwide, our collective actions can have a large-scale impact on climate solutions.

## Innovating for the environment

Tackling the complex global challenges of climate change, waste and biodiversity will require innovation and sustainable behavior shifts on a massive scale. To help address these issues, we launched Accenture’s first Eco Innovation Challenge to give our people a platform to collaborate with innovation partners—including clients, startups and nonprofits—on the frontlines of tackling these critical issues.

As part of the Challenge, more than 2,300 Accenture people came together as teams to think through how to take action on topics like: rewilding land, circular packaging, clean energy at home, future of food, green(er) supply chains and sustainable cloud. The winning teams will receive support from Accenture’s Social Innovators Accelerator and the Sustainability Innovation Network to take their ideas forward. We are grateful to the more than 40 innovation partners from around the world and across sectors including Amazon, Marriott, Endesa X, Aditya Birla, Land O’Lakes, the Climate Group, and AeroFarms who will help select the winning

teams and may provide mentorship when the teams are in the Accelerator. There is no expectation of financial support from innovation partners.

In 2020, our ninth annual “Greener Than” challenge gamified the learning and development of Accenture’s environmental initiatives, and nearly 43,000 of our people competed to show their eco-smarts. We also offered virtual eco-volunteer opportunities in critical areas such as biodiversity where

colleagues anywhere in the world at any time can make an impact as citizen scientists doing tasks such as tagging photos to identify endangered species with our partner Zooniverse.

At Accenture, we celebrate the power of shared success and creativity to solve real-world environmental issues that impact not only our business directly, but also industries, communities and people worldwide.

→  
As part of our Eco Innovation Challenge TEDx event for Accenture people, Chief Responsibility Officer Peter Lacy interviewed [Eric Sala](#), National Geographic Explorer-in-Residence and author of *The Nature of Nature* (pictured, on a research dive in Costa Rica), about innovating for biodiversity.

Photo by [Manu San Felix](#) for [National Geographic Pristine Seas](#)





Supply Chain

# A new wave of supplier inclusion and sustainability

We're encouraging a mindset of responsible buying to build supply chains that are more sustainable and inclusive.





# Supply Chain

## IN THIS CHAPTER:

- Responsible procurement
- Driving supplier sustainability
- Supplier inclusion and sustainability

### Most relevant Accenture ESG material issues:

- Inclusion, Diversity & Equal Opportunity
- Responsible Buying
- Human Rights
- Working Conditions
- ESG Management
- Nature, Biodiversity & Wildlife

### Most relevant Principles of the UN Global Compact:

#### Human Rights

- 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.

#### Labour

- Principle 4: Businesses should uphold 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.

#### Environment

- Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

#### Anticorruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

### High priority SDG targets relevant for this area:



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

**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...

**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.

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

**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...



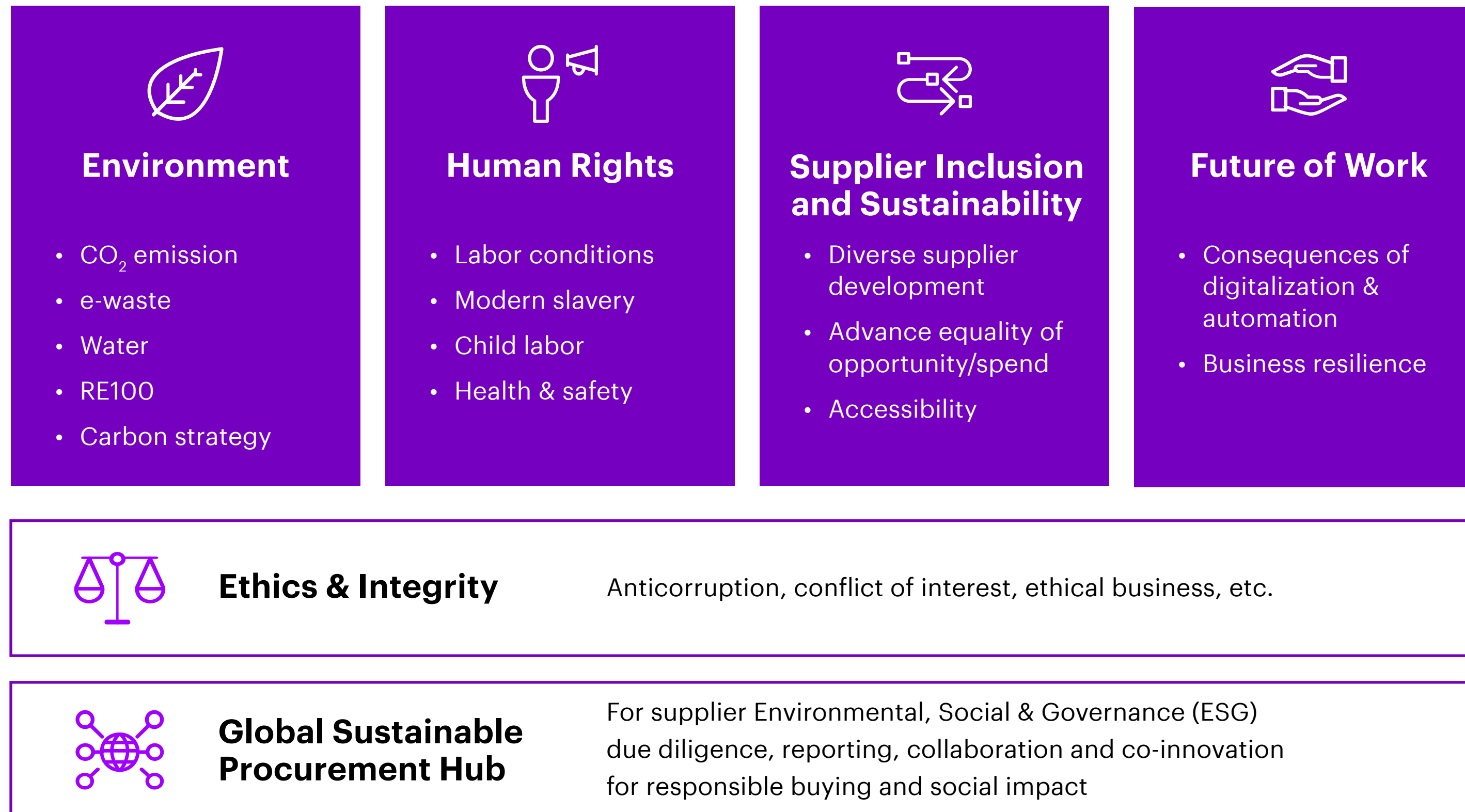


## SUPPLY CHAIN

One of our key objectives as a responsible business is to help build supply chains that are more sustainable and more inclusive. By encouraging a mindset of responsible buying both inside and outside Accenture, we are helping to generate long-term value for our clients, supplier partners and communities.

Supplier inclusion, diversity and sustainability are at the core of this mindset and our procurement strategy. Procurement Plus, our overarching philosophy, promotes these values by shaping how we work with suppliers. As we advance equality of opportunity and address climate change, these commitments manifest in a global responsible buying culture—one that we cultivate and leverage at scale with our multi-billion dollar supply chain. Operating a responsible business, where everyone benefits through buying for long-term value, is one of the many ways we are delivering change on a global scale.

### Pillars of Responsible Buying





# Responsible procurement

Beyond transactional procurement with our partners and suppliers, Procurement Plus addresses four thematic pillars to advance responsible buying: the environment, human rights, supplier inclusion and sustainability, and the future of work. This approach informs every aspect of our supply chain, building stronger partnerships and making us more transparent, agile and ethical. Our buying program influences key initiatives such as our award-winning [Global Supplier Inclusion & Sustainability Program](#). Part of that initiative involves working within our ecosystem to identify, develop and work with small/diverse and adaptive suppliers. We also require 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 especially in times of economic and social uncertainty. We make it a priority to pay our suppliers in a timely manner, because—whether a Fortune 500 company or small- and medium-sized enterprises (SMEs) supplier—running a responsible, innovative and digital-first business requires adequate cash flow. We want to help ensure our suppliers have the necessary resources to continue innovating and operating as efficiently as possible.

In the United Kingdom, we are a signatory to the Prompt Payment Code and consistently make more than 95% of our U.K. payments within 60 days. We also have a continual focus on ensuring that we pay our suppliers globally on time, within the payment terms agreed. In early 2020, we founded a Payment on Time Centre of Excellence to drive continuous improvements and efficiencies globally in this area.

## Our ethical procurement strategy

Our ethical procurement strategy directs our key employee training, how we select our suppliers and the development of our [high standards for conducting business](#) with our suppliers. To continue encouraging broader transparency within our supply chains, we require all suppliers—regardless of category or size—to adhere to our [Supplier Standards of Conduct](#) or to make an equivalent commitment. We bring this to life by frequently hosting open discussions with suppliers across the business and have a strong [Global Diverse Supplier Development Program](#) (DSDP).

As with our [Code of Business Ethics \(COBE\)](#), our Supplier Standards of Conduct reflect [our core values](#) and our commitment to the 10 Principles of the United Nations Global Compact (UNGC). As an active Global Compact LEAD participant and signatory to the 10 Principles, we strive to lead by example in upholding its 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. In the spirit of continuous improvement, we continue to evolve our global Supplier Standards of Conduct in line with our commitment to responsible business. Additionally, we annually review our supply chain strategy through the lens of our COBE and the UNGC 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.



Caroline, Managing Director - Technology, Financial Services, Toronto, Canada →





## Human rights commitment

At Accenture, we have a long-standing commitment to supporting and respecting human rights, including the elimination of modern slavery, child labor and human trafficking in our supply chains and business operations. Given the nature of our business, and the risk assessments we have undertaken to date, we believe the risk of modern slavery, child labor and human trafficking in our business is low. But we are not complacent and frequently review how we can improve and evolve in response to changing circumstances such as COVID-19. Our intention always is to be thoughtful and targeted in how we select and engage our suppliers, particularly in relation to higher-risk sectors and countries. For example, this year our Modern Slavery Risk Assessment included a review of personal protective equipment supply chains into our U.K. business.

We do not compromise when it comes to doing business ethically and legally, and we leverage our global buying power to advance human and labor rights. We seek to encourage a culture of transparency within our supply chains and provide a mechanism to enable employees of our suppliers 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.

To promote a high quality of life for the communities we touch, Accenture continues to drive the adoption of a living wage. 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. This was particularly important in 2020 as the pandemic exposed societal and financial inequities all over the world. Likewise, we have a robust regular

review process in place to validate living wages in the local country context and ensure we pay 100% of our employees a living wage or more. We continue to take targeted actions and support advocacy in our supplier ecosystems to work toward the elimination of modern slavery as part of our commitment to maintaining an ethical supply chain that respects human rights.

Our [Modern Slavery Act Transparency Statement](#) provides more information about our efforts in this area. This statement is required by law, but it describes our efforts beyond the United Kingdom, particularly in key geographies that we identified as higher risk for slavery and human trafficking. Our approach is consistent throughout the globe and this year, Accenture Australia is publishing its own modern slavery transparency statement.

Given the significant growth in AI, respecting human rights across our supply chain also includes responsible use of this technology to grow our business the right way. We are

building on our ethical procurement philosophy by adopting new AI tools to help simplify the contracting process, implement digital solutions, and identify and eliminate human rights risks within our supply chains.

As part of our efforts, Accenture has invested in a new blockchain-enabled global Sustainable Procurement Hub. This Hub will help to better assess and drive transparency around our suppliers' ESG performance, including in relation to slavery and trafficking.





## Collaborating with clients

Shared success leverages our [Global Supplier Inclusion & Sustainability Program](#) to advance and engage a diverse supply chain to accelerate long-term value with technology and human ingenuity. We do this by hosting global procurement summits while developing and strengthening relationships with clients. With the current pandemic disrupting this in-person process, we hosted our first global three-day Supplier Inclusion & Sustainability Virtual Summit in 2020.

At the [summit](#), Accenture leadership emphasized the importance of inviting procurement to the table and called upon businesses to identify supply chain gaps as well as opportunities to address equity and environmental sustainability. The event showcased our capabilities while providing diverse suppliers opportunities to network and exchange innovative ideas. More than 800 people from six continents attended, including more than 150 clients, seven of whom exhibited at the summit.

Our summit helps clients build their diverse supply chains and facilitates the growth of our suppliers such as AP42. Since meeting AP42 at the Women’s Business Enterprise National Council Conference in 2018, we have worked with them to bring forward-thinking technology and creative marketing concepts to their clients. AP42 worked as a co-collaborator and innovator alongside Accenture Liquid Studios on the Global Supplier Inclusion & Sustainability Virtual Summit. Their technology brought the summit to life with a customized virtual reality experience.

## Driving supplier sustainability

Our commitment is reflected in our award-winning programs around supplier inclusion and sustainability. We are constantly working with our industry and clients to adopt sustainable practices and establish better processes. This year, we redesigned the way we interact with

suppliers in recognition of how supply chains have evolved and the role they play in responsible business operations and in our communities.

In continuing to drive responsible buying excellence, we are constantly updating our supplier and contractor management processes. This year, we are improving our Risk Management Model to maintain tight controls throughout the supplier life cycle where needed. Improvements to our Risk Model help ensure that our suppliers support our commitments including environmental sustainability, human rights, inclusion, diversity and social innovation. Risk Model updates will also enable us to focus on suppliers presenting higher-risk levels and prompt the relevant teams to take further investigative action due to stronger coordination between the Accenture business groups managing risks and controls for suppliers.



### CLIENT SPOTLIGHT

## Prescription for supply chain efficiency: Helping a global pharmaceutical company get medicine to patients when they need it most

A global pharmaceutical company collaborated with Accenture on a three-year transformation to create a new global supply chain organization across 110 countries when complete. The program is on track to significantly reduce costs and improve margins, manufacturing flexibility and service levels. It is already benefiting from efficient COVID-19 crisis planning.





## Promoting supplier transparency

We expect our suppliers to provide updates around their environmental initiatives, goals and impact. Since 2010, we have invited select suppliers to respond to CDP’s Supply Chain self-assessment questionnaire. Overall, our suppliers are collectively seeing more opportunities to use emission-reducing energy sources, minimize the footprint of their goods and services, and align with shifting customer preferences in their reporting.

As a corporate member of [CDP’s Supply Chain Program](#), we use CDP tools to promote engagement, transparency and sustainable business practices with our suppliers. In 2015, we set a goal to encourage 75% of our suppliers to disclose their environmental targets and actions taken to reduce their impact. As already reported, we met this goal in early 2019.

In the past year, we significantly increased the number of suppliers we asked to participate in CDP’s reporting program, representing 75% of our scope 3 emissions. This caused a drop to 70% in the 2020 disclosure percentage of those invited to participate relative to 2019, but is still in line with the CDP average of 71%.

As part of our new goal to reach net-zero emissions by 2025, we have set an ambitious target requiring 90% of our key suppliers, which account for 75% of our scope 3 emissions, to disclose their impact and actions being taken to reduce emissions through channels like CDP. As a company, this comprises three-quarters of our scope 3 emissions—an important and often overlooked metric in addressing climate change. At Accenture, we know that being a responsible business requires taking responsibility for all our supply chain touchpoints, which is why we developed this new goal. During our first year of tracking progress against the new goal, 57% of suppliers disclosed their targets, and 57% disclosed the actions they are taking. Although these percentages are lower than reported

in previous years, they reflect our increased ambition to engage more suppliers than ever before as we work toward our new goal.

Out of the more than 8,000 companies that participated in CDP’s 2020 program, we earned an “A” rating. Of the 154 CDP supply chain member companies inviting suppliers to participate, we were recognized on the Supplier Engagement Leaderboard for the fourth consecutive year—an honor given to only the top 7% of the companies assessed.

More information is available in CDP’s Global Supply Chain Report 2020, [“Transparency to Transformation: A Chain Reaction.”](#)

**In 2020**  
**57%**  
**of suppliers disclosed their targets, and**  
**57%**  
**disclosed the actions they are taking**





# Supplier inclusion and sustainability

We believe inclusive procurement creates long-term value for our clients and our communities and helps us run a responsible business. At the same time, these practices help our suppliers grow their representation and influence in their own markets, contributing to our collective shared success.

## Global Supplier Inclusion & Sustainability Program

Our Global Supplier Inclusion & Sustainability Program, which currently reaches 20 countries and is expanding to 24 countries in fiscal 2021, allows us to drive a more inclusive marketplace. The Global Supplier Inclusion & Sustainability Program also works closely with our Accessibility Center of Excellence, stakeholders and vendors, establishing road maps to ensure sufficient accessibility of our web-based technology for people with disabilities. We categorize diverse suppliers as minority, women, small- and medium-sized, service-disabled veteran, veteran, historically underutilized and lesbian, gay, bisexual, transgender and intersex (LGBTI) enterprises.

We monitor our diverse spend most consistently within the United States and also track this figure in Canada. Due to the COVID-19 pandemic, in fiscal 2020, our Canadian spend with diverse suppliers decreased from 25% in fiscal 2019 to

19%, and our U.S. diverse spend decreased from 34% in fiscal 2019 to 31%.

In South Africa, we are committed to leading the way with supplier inclusion, aiming to go above and beyond requirements of the Broad-Based Black Economic Empowerment (B-BBEE) Act. In 2020, our procurement spend with black-women-owned enterprises in South Africa increased to 39%, again exceeding the B-BBEE target of 12%. Additionally, our spend with black-owned-SMEs was more than 52% against a target of 30%. Our procurement spend in South Africa with black-owned suppliers increased to 47% from 39% in the previous year, nearly reaching the target of 50%.





## Global Diverse Supplier Development Program

We continue to prioritize our work with diverse suppliers. One way we do this is through our 18-month Global Diverse Supplier Development Program (DSDP) initiative that matches senior Accenture executive mentors with diverse supplier companies. We pay particular attention to vendors that use AI and other innovative skills that we consider part of the digital future.

Our DSDP goal by the end of fiscal 2020 was to graduate 170 diverse suppliers. Due to class schedules, we achieved this goal by the middle of fiscal 2021, graduating five U.S. suppliers who participated in virtual classes. Although the program did not extend the full 18 months and was not in a formal class setting due to COVID-19,

the virtual environment also allowed us to test our digital tool—our Small Medium Enterprises-Digital Ecosystem platform—that will now be leveraged by all our classes. In fiscal 2021, DSDP will graduate suppliers in South Africa and India. We continued making progress with the Global DSDP program last year and launched our first class in India—virtually, due to the COVID-19 pandemic—in early November 2020. Comprising seven diverse suppliers—businesses primarily run by women and LGBTI owners—the program is bringing these diverse business owners into the mainstream procurement ecosystem. While the COVID-19 pandemic delayed our launches in Austria, Germany, Mexico and Switzerland, we plan to begin our programs there and in Australia in fiscal 2021. Our new goal is to have graduated a total of 250 diverse suppliers by the end of fiscal 2023.

We continued innovating despite the pandemic. This past fiscal year we unveiled a new offering, DSDP Sustainability, in which we help diverse suppliers working to establish plans to improve their sustainability performance. We also launched a digital small- and medium-sized enterprises tool for easier access to information and opportunities for diverse partners.



### DSDP participant: WeFresh

U.S. DSDP alum, ASAP Solutions LLC, Nancy Williams, and U.K. DSDP alum, Microfresh CEO, Byron Dixon, met at the 2014 National Minority Supplier Development Council National Conference in Orlando, Florida, as guests at the Accenture table. Throughout the event, each reflected on their experiences in the mentoring program that had helped them to expand their business. Years later, that brief introduction and DSDP synergy would propel a partnership that would span the globe. Nancy would later create WeFresh LLC as a partner with Byron to bring antimicrobial solutions to North America. Through their collaboration and innovation, they are driving antimicrobial solutions to many clients in North America and crediting Accenture’s DSDP with their success.





## Supporting an inclusive labor market

We are proud to be a corporate leader in inclusive procurement practices, and we continue to explore new ways and opportunities to promote the inclusion of persons who may be excluded from the labor market for physical, social or cultural reasons through our Global Supplier Inclusion & Sustainability Program. These groups include 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 our vendors and in collaboration with other organizations.

We co-founded and have representation on the Board and executive committee of WEConnect International. Our involvement with this organization is one way we continue to provide opportunities for women-owned businesses around the world. This year, we provided

in-kind support to develop and launch the new WECommunity platform that includes an improved database for business women to engage with one another and large member buyers. Additionally, WEConnect International-certified women-owned businesses are set to participate in the next DSDP class representing Austria, Germany and Switzerland.

In addition to our partnership to launch the WECommunity platform, Accenture 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 new DSDP countries including Austria, Germany, India, Mexico, South Africa and Switzerland, we will include WEConnect International-certified businesses providing more opportunities to strengthen their operations and increase business.

Accenture also brings our commitment to life through involvement in organizations such as [Disability:IN](#) and the [National LGBT Chamber of Commerce](#), where we hold Board seats. In addition, we are also a member of the European LGBTIQ Chamber of Commerce (EGLCC).

We continue to support the 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, building a strong corporate member base as well as including EGLCC-registered businesses in our Global DSDP program in Austria, Germany and Switzerland. We supported and delivered a keynote at the first formal virtual EGLCC conference in June 2020, demonstrating growing corporate support to build an organization like EGLCC on the European continent.



## Business women grow economies, Singapore is next: The S\$95 billion opportunity

Accenture Research, together with WEConnect International and the American Chamber of Commerce, [published a study](#) around the status of female entrepreneurship in Singapore. The research outlines challenges local women-owned businesses face and opportunities to break down existing barriers and help them grow. The report found that raising the number of women-owned businesses to equal the number of businesses owned by men could add S\$95 billion to Singapore’s economy—roughly 20% of the country’s gross domestic product.





Ethics & Governance

# Integrity is always top of mind

We demonstrate the highest standards of business ethics and governance with every interaction and decision.





# Ethics & Governance

## IN THIS CHAPTER:

- Conducting business with integrity
- Digital responsibility
- Adhering to best practices & policies

## Most relevant Accenture ESG material issues:

- Data Privacy & Cyber Security
- Ethics & Integrity
- Responsible Technology & Innovation
- Inclusion, Diversity & Equal Opportunity
- ESG Management
- Human Rights
- Public Policy & Advocacy

## Most relevant Principles of the UN Global Compact:

### Human Rights

- 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.

### Labour

- 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.

### Environment

- Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

### Anticorruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

## High priority SDG targets relevant for this area:

**5** GENDER EQUALITY



**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.

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

**9.2** Promote inclusive and sustainable industrialization...

**8** DECENT WORK AND ECONOMIC GROWTH



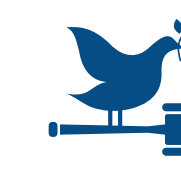
**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**10** REDUCED INEQUALITIES



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



**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.

**16.5** Substantially reduce corruption and bribery in all their forms.

**16.6** Develop effective, accountable and transparent institutions at all levels.





## ETHICS & GOVERNANCE

Doing business responsibly, in compliance with laws and with integrity is the foundation of Accenture's culture, reflecting our [core values](#), inclusiveness and the highest ethical standards.

# Conducting business with integrity

Responsibility for [Environmental, Social and Governance \(ESG\)](#) topics at Accenture starts at the top, with our Board, our executive chairman and our chief executive officer, and cascades through the business, including our use of performance objectives relating to responsible business. For example, the Nominating &

Governance Committee of the Board regularly reviews our policies and practices on significant corporate social responsibility issues.

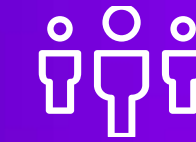
We have a clear governance structure to help us achieve our goals and ensure that these objectives are reflected throughout the organization. Members of our Global Management Committee sponsor our responsible business strategies. These senior leaders, from multiple corporate functions and geographies, 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.

We believe an ethical culture is critical to our growth and differentiates us in a competitive marketplace. Clients choose to 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. Our robust Ethics & Compliance program has helped earn Accenture a spot on Ethisphere's 2021 World's

Most Ethical Companies list for the 14<sup>th</sup> consecutive year, recognizing our dedication to ethical leadership, compliance practices and sustainability.

One way we demonstrate our commitment to behaving ethically is by supporting labor and human rights across our global business and operations. We also uphold this commitment as a LEAD participant of the United Nations Global Compact (which we signed in January 2008) and by adhering to the United Nations Guiding Principles on Business and Human Rights.

Our commitment to ethics, human rights and strong corporate governance is a key driver of our business strategy and is essential to safeguard our people, clients, brand and financial performance. It is the foundation on which we build trust and is evident in our long-term relationships with our clients around the world. Of our top 100 clients, 97 have been with us for over 10 years.



## Leadership transition

We continue to shape our leadership structure so it reflects our values of governance throughout the business. Our Responsible Business, Corporate Sustainability & Citizenship Lead, Chad Jerdee, retired in February 2021. Effective December 2020, Peter Lacy was appointed to the newly created role of Chief Responsibility Officer and Global Sustainability Services Lead, and also joined the Global Management Committee, taking the first senior leadership position at Accenture with a primary focus on both client and corporate sustainability. Peter's work spans ESG issues as they relate to our business, clients and ecosystem partners—including our actions to help achieve the United Nations Global Compact's Sustainable Development Goals by 2030.





## Building a strong ethical culture

In today’s evolving business, legal and regulatory landscape, determining what the right decision is can be difficult. To help our people make ethical choices and consider the full impact of their decisions, we rely on our core values and [Code of Business Ethics \(COBE\)](#) as guides.

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

We continue to evolve our required Ethics & Compliance training with shorter, interactive and visually engaging courses. Accenture employees (including part-time) 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 2020, we achieved completion rates of more than 99%.

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.

We are committed to providing a positive, respectful and inclusive work environment to all our people. This means we prohibit disrespectful behavior and have zero tolerance for sexual harassment, harassment or discrimination based on personal characteristics (such as race, color, ancestry, national/regional or ethnic origin, religion, sex, gender identity, sexual orientation, pregnancy, age or disability), retaliation, workplace violence or threats.

We understand that it is not always easy or comfortable to raise concerns. As a result, we provide multiple reporting channels for our people to raise those concerns in order 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 make it clear that they can always escalate concerns without fear of retaliation if they do not receive an acceptable response from their first point of contact. Concerns may also be reported anonymously to the [Accenture Business Ethics Helpline 24/7](#). 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 ensure that those who raise concerns do not experience any form of retaliation.

**99%+**  
**of our people**  
**completed**  
**Ethics & Compliance**  
**training in fiscal**  
**2020**

Scott, Senior Analyst – Technology, Software Applications  
Cloud Technical Support, Vancouver, Canada →





## Guiding our people’s behavior

The first fundamental behavior featured in COBE is “Make Your Conduct Count,” which articulates five locally relevant yet globally applicable standards to guide how we think and act across our unique and diverse culture. 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 guide how we work with clients, our partners and each other.

We believe these ethical behaviors are critical to the success of our business, and we continue to monitor the ethical environment through anonymous surveys. We conducted our global Conduct Counts survey across all eligible countries at the end of fiscal 2020 and will continue to conduct the global survey at regular intervals.

Because we are a global organization, we can leverage our scale to establish and improve efficient programs for our global workforce. We are pleased to see continued adoption of Conduct Counts across our geographies, with

local leaders embracing the program and setting the “tone from the top,” further enhancing our professional environment by visibly modeling good behavior and holding themselves and others accountable.

As the program continues to grow and incorporate insights gained through local learning sessions and focus groups, we see positive individual and workplace changes. Survey data is driving our training and development programs to make sure we are meeting the needs of our people. One direct result of data-driven training is our interactive, scenario-based course for supervisors focused on handling feedback and concerns, which we introduced this year to ensure they have the tools they need to properly approach and elevate incoming feedback.

Ramzel, Analyst – Operations, Finance & Accounting, Transaction Processing, Manila, Philippines →





## Building and maintaining trust and transparency

In fiscal 2020, our CEO, Julie Sweet, and our Global Management Committee reaffirmed our unwavering commitment to equality for all, with zero tolerance for discrimination, bigotry or hate of any kind. Following this commitment, our people made clear that they felt there were not enough opportunities to speak up about discrimination and racism or to report race-related incidents. We took a hard look at our business and practices—and we enlisted experts to help. We held anonymous focus groups and feedback sessions, which allowed us to identify two critical areas where we can do better: building trust and increasing transparency.

From there, we developed an action plan, which is well under way. We are:

### Building trust:

- Appointing an investigations advisory panel and increasing the representation of affected groups among conduct investigators.
- Launching a retaliation monitoring system.
- Increasing support for those involved in a conduct investigation.
- Introducing specialized training for investigators, supervisors and managers.
- Further understanding how microaggressions and microinequities impact our people.
- Updating our Conduct Counts policies to reflect our commitment to [stand against racism](#).

### 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 with our people 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 matters we investigate and their outcomes.

## Regular audits of ethical standards

We continually assess the effectiveness of compliance-related processes across corporate functions through audits and risk assessments. One example: We have adopted a three-year cycle of ongoing risk assessments for each of our global compliance programs on a rotating basis. This is in line with the seven elements of an effective compliance program outlined by the U.S. Department of Justice:

- Year one consists of a “deep dive” assessment of an individual compliance program in collaboration with outside counsel and external consultants.
- Year two consists of program enhancements, including designing/implementing enhancements, program reviews and desk reviews.
- Year three consists of a program review (e.g., targeted “health check” of select program criteria and framing of next global risk assessment).



### CLIENT SPOTLIGHT

## Insights for law enforcement: Identifying human trafficking networks to bring perpetrators to justice

Artemis is the world’s first human trafficking content classifier, developed by the Global Emancipation Network and Accenture. It analyzes public records, finds common trafficking terminology and identifies potential illegal activity, sending alerts to law enforcement agencies so they can further investigate. Insights garnered from Artemis have led to prosecutions in California’s Ventura and San Luis Obispo Counties.

[Learn more >](#)





## Supporting and respecting the rights of all people

Our commitment to supporting and respecting internationally proclaimed human rights is a common thread connecting our business and requires the support of our leaders, people and suppliers.

As stated in our [COBE](#), we focus our human rights efforts where they are most relevant to Accenture. Our clients and other stakeholders increasingly look to us for visibility into our human rights commitments and policies. Some of our key global policies are publicly available through our [Modern Slavery Transparency Statement](#) to show how we drive human rights within our organization. These include: Speaking Up and Zero Tolerance for Retaliation, and Prohibition on Human Trafficking, Forced Labor and Child Labor.

We continue to review our human rights efforts, as well as best practices in the marketplace, to understand how we can best meet our commitments. If it is unclear how to apply the law consistent with our human rights principles,

we use good judgment consistent with 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 United Nations Guiding Principles on Business and Human Rights. See the [Supply Chain section](#) for information on our Modern Slavery Transparency Statement.

## Anticorruption policies and compliance

We are committed to conducting business ethically and leading by example. Our COBE and related anticorruption policies, both part of our global Ethics & Compliance program and human rights efforts, require our people, business partners and suppliers to comply with the anticorruption laws everywhere we do business, including:

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

We are a member—and our CEO, Julie Sweet, 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.

Our relevant anticorruption policies apply to all Accenture people working for any Accenture entity in any country and to the many ways we handle our broad-based Anticorruption program.

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 regions 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 Policies Act division—to conduct a risk assessment 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 ubiquitous, trust becomes paramount. To build—and maintain—trust in today’s digital age, businesses must use data and artificial intelligence (AI) ethically across customer information, product development and workforce training. 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 each new innovation—both positive and negative—on people, the planet and the economy.

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

Safeguarding data is one of our most important responsibilities. We are continually evolving our approach to information security and data protection, identifying emerging threats and driving appropriate behavior to prevent and mitigate attacks. Everyone at Accenture has a personal responsibility to practice effective data management in accordance with our company policies, including our Data Privacy Statement and procedures, as well as changing global regulatory policies.

Facing the unique challenges created by COVID-19 and large employee populations working remotely, we took additional steps to protect sensitive health data while operating safely and effectively. We continued to maintain our robust data protection for every individual within our global network and our transparency about how and what personal data we process as outlined in Accenture’s Binding Corporate Rules. In addition, we quickly implemented a multi-phased COVID-19 risk management plan with a focus on adapting our security posture to the immediate crisis and preventing misuse

of personal data (such as required temperature checks, questionnaires, etc.).

With a goal to stabilize, normalize and optimize our approach to the changing environment, we strengthened our processes and privacy controls already in place to enable a secure and safe mobile workforce, and enhanced information security and data protection training to include guidance on how to securely work from home.

Already a seasoned leader in remote work and having a long-established Information Security (IS) learning program, our employee learning assets were easily amended to address COVID-19-related 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. In particular, 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.
- We generated global awareness of our guidance around work-from-home security practices and increased participation in the [IS Advocate program](#).
- Accenture applied our Client Data Protection (CDP) controls across the enterprise and acquisitions, as well as collaborated with CIO to strengthen our app and cloud security.
- Further, we updated our required Ethics & Compliance training to include enhanced work-from-home guidance.

We adhere to the highest and strictest standards for handling and protecting global privacy requirements. Our robust data privacy management program is acknowledged through receipt of both Enterprise and Client Service Business ISO® 27001:2013 and ISO® 27701 certifications. These certifications





acknowledge that Accenture complies with the highest, strictest standards for handling and protecting personal data everywhere, and demonstrates accountability to upholding global data protection and privacy requirements like the European Union’s General Data Protection Regulation (GDPR), California’s Consumer Privacy Act (CCPA), Brazil’s Lei Geral de Proteção de Dados Pessoais (LGPD) and many more. We were the first global organization to be ISO® 27701 certified by the British Standards Institution (BSI) globally across both Enterprise and Client Service Business.

Our CDP program governs the stewardship of client information and has defined our management processes and controls in accordance with relevant privacy laws. BSI has rated us as a “Role Model” (the highest rating) for all National Institute of Standards/U.S. Department of Commerce Cyber Security Framework categories.

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 U.K

**NIST CSF:** Role Model across all 23 categories, highest-possible benchmark rating

**UpGuard, SecurityScorecard and BitSight:** High ranks in maintaining a strong defense

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 hygiene of data security. Beyond our required, comprehensive training tracks, 80% of our people have completed our IS Advocate program, a self-paced training designed to

strengthen employee awareness and adoption of secure behaviors. Employees who complete the IS Advocate program are significantly less likely to contribute to an incident and outperform non-Advocates in identifying phishing email indicators and passing phishing tests.

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 spanning strategy development, risk management, cyber defense, digital identity, application and managed security services.

## Responsible AI

Responsible AI is the practice of designing, developing and deploying AI with good intention to empower employees and businesses, and fairly impact customers and society—allowing companies to engender trust and scale AI with confidence.

At Accenture, we believe that AI is everyone’s business. And one of the primary ways we deliver value for our clients is by scaling AI, analytics and automation—and the data that fuels it all—to power people and processes, responsibly.

As AI decisions increasingly influence and impact people’s lives, the responsibility enterprises have to manage the potential ethical and socio-technical implications of AI adoption increases. We are acutely sensitive to our role in innovating responsibly and consider the unintended consequences of AI and related technologies one of our highest ESG priorities.

When we think about responsible AI, issues such as bias, discrimination, explainability and fairness have become paramount. We are working with our clients to translate ethical principles and academic theories like algorithmic fairness into practical, measurable metrics. To embed these responsible approaches into everyday practices, we believe enterprises must put in place the necessary organizational, technical, operational and reputational scaffolding.



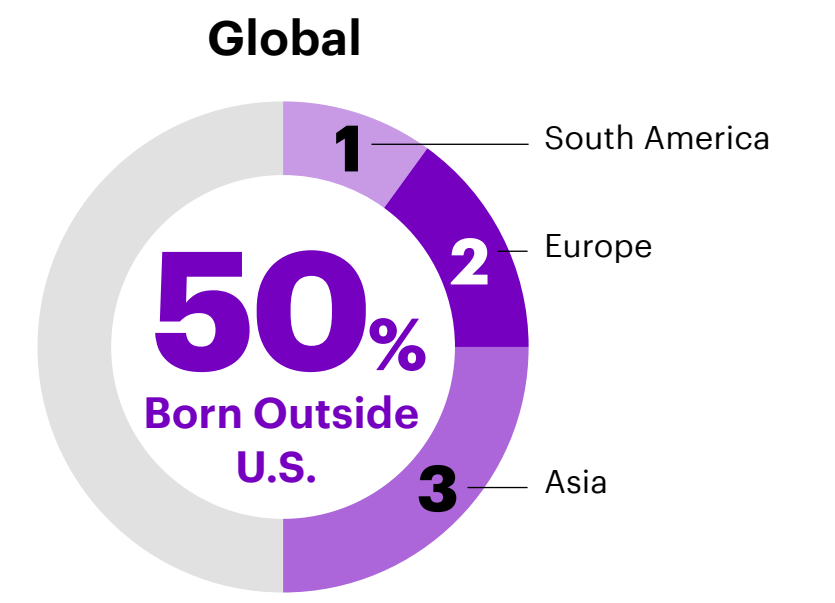
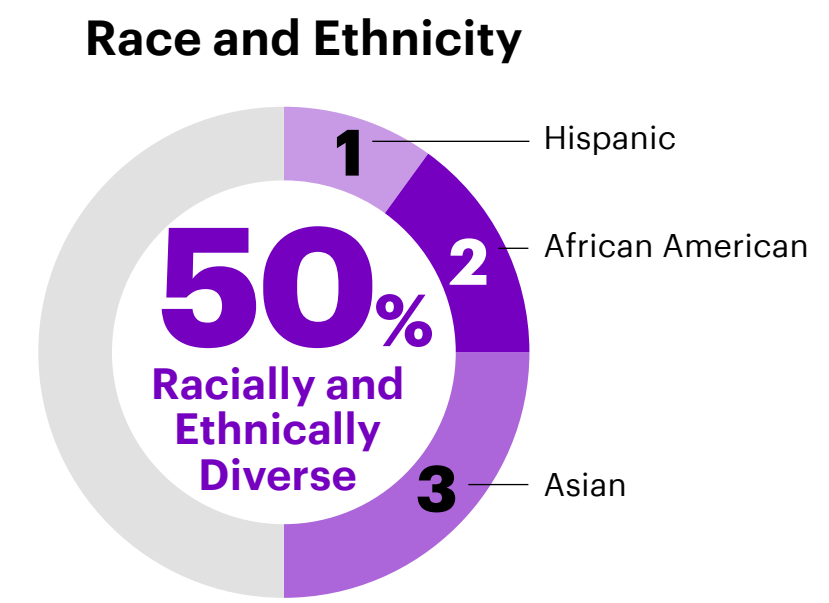
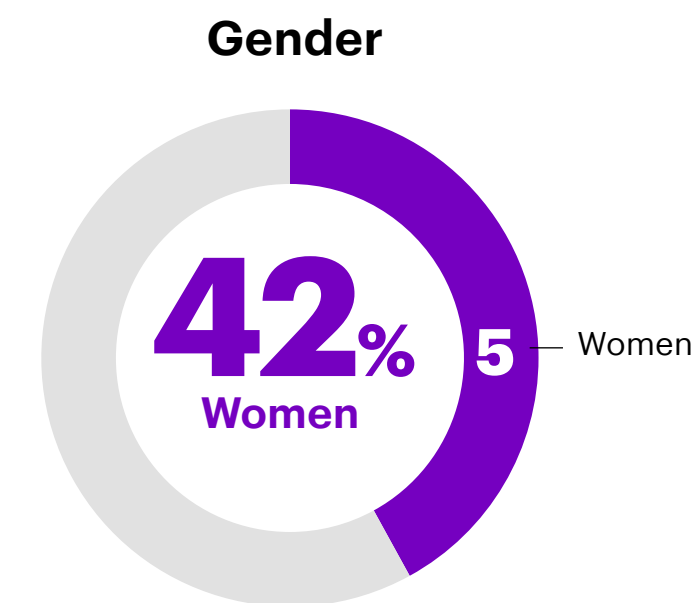


# Adhering to best practices and policies

Accenture’s corporate governance matters are described in our [2020 Proxy Statement](#), filed with the U.S. Securities and Exchange Commission on December 10, 2020, 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 of the mix of skills, experience, diversity and perspectives our directors bring to Accenture, as detailed in our [2020 Proxy Statement](#). In this regard, Beth E. Mooney was appointed to our Board in February 2021, enhancing the diversity of our directors and increasing the percentage of women directors to five out of 12, or 42%. In addition, Ms. Mooney brings a track record of fostering a culture of inclusion and diversity, which is an important attribute as we continue executing on our diversity strategy and goals.

## Board Diversity



## Board Committees Chaired by Women

**50%**

## Significant Board Refreshment

**7** New Directors Over Past 5 Years

## Age Distribution

**61** Average Age of Director Nominees  
Age range: 52-66

## Board Tenure



**4.3** Years Average Tenure





## Corporate governance highlights

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, as outlined in our 2020 Proxy Statement.

## Shareholder engagement

We maintain an ongoing, proactive shareholder outreach program. Throughout the year, members of our Investor Relations team and leaders of our business engage with our shareholders to seek their input, to remain well informed regarding their perspectives and to help increase their understanding of our business. In particular, we leverage these discussions to cover topics of interest to our shareholders. As outlined in our Proxy, 2020 engagement topics included: our commitment to our people; our culture, including inclusion

and diversity; ESG matters; risk management, including data privacy and security; and Board composition and structure.

As reflected in our Corporate Governance Guidelines, our independent Lead Director is available for consultation and has communicated directly with major shareholders at their request. The feedback received from our shareholder outreach efforts is communicated to and considered by the Board, and our engagement activities have produced valuable feedback that helps inform our decisions and our strategy, when appropriate.

Yonathan, Managing Director – Technology, SAP, Data Management, Washington D.C., United States →





# Reporting & Data

## **IN THIS CHAPTER:**

- Reporting Approach
- Goals & Progress
- Awards & Recognition
- Performance Data Table





# Reporting Approach

Our United Nations Global Compact (UNGC): Communication on Progress 2020\* details the impact we made across the following topics: People, Social Impact, Path to Net-Zero, Supply Chain and Ethics & Governance. The report explores our goals, progress and performance across our global operations during fiscal 2020 (ended August 31, 2020), unless otherwise noted. Our previous reports are available on [accenture.com](https://www.accenture.com).

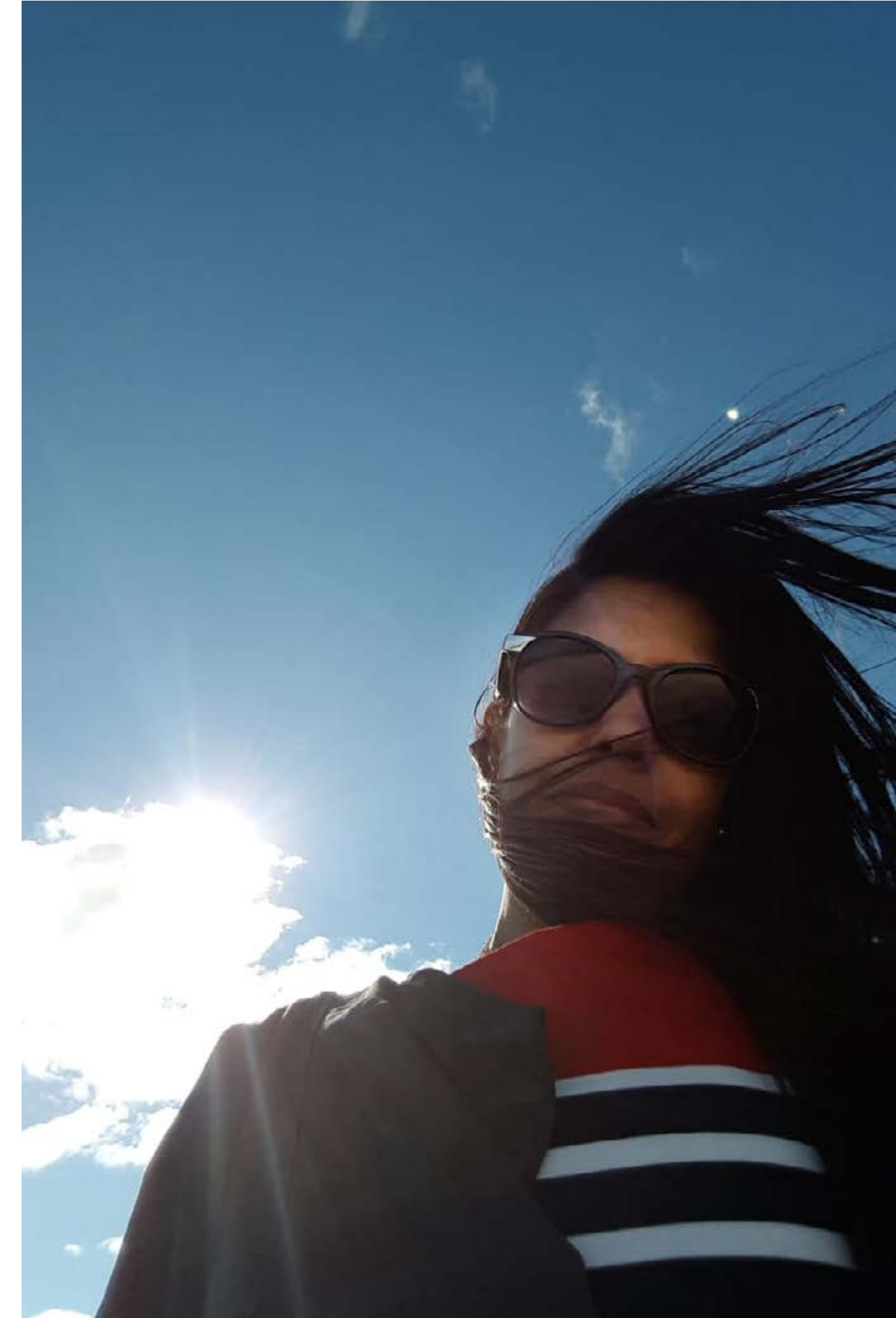
Accountability and transparency are priorities for Accenture and are part of the foundation on which we build trust with our clients, our people, our investors and other stakeholders. We continually take steps to strengthen our reporting approach through ongoing stakeholder engagement and voluntary adherence to global non-financial reporting standards.

For our 2020 report, we continue to align with the [GRI Standards](#) as a basis for disclosure. For more information, please see our [GRI Content Index](#). We also continue to align with Environmental, Social and Governance (ESG) best practices, such as the World Economic Forum’s new Stakeholder Capitalism Metrics.

We disclose our key non-financial metrics in our [Performance Data Table](#), including data from the last three years. More information about our global ESG activities, including our most recent [CDP response](#), is available on our [ESG Disclosures page](#). Additionally, Accenture holds 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 can be found in our [Annual Report](#) and fiscal [2020 Proxy Statement](#).

\*Our Communication on Progress 2020 contains forward-looking statements, and actual results could differ materially. Risk factors that could cause actual results to differ are set forth in the “Risk Factors” section of our 2020 Annual Report on Form 10-K. These risk factors are subject to update by our future filings and submissions with the U.S. Securities and Exchange Commission and earnings releases.

Renu, Senior Manager – Strategy & Consulting, Mumbai, India →







## Delivering for the UN Global Compact

This report serves as our twelfth Communication on Progress to the UNGC that we signed in January 2008, and it documents our progress on implementing the [10 Principles](#) as a member of [Global Compact LEAD](#), which focuses on raising sustainability performance. For a detailed look at our progress toward addressing the 10 Principles, see our [UNGC Index](#).

As a LEAD participant, we are committed to working toward implementing the [Blueprint for Corporate Sustainability Leadership](#) and sharing related outcomes and learnings with the broader universe of companies in the Global Compact. As part of our ongoing commitment, we actively engage with the UNGC's U.K. Network's Modern Slavery Working Group to share our view of corporate best practices to support the elimination of slavery and human trafficking, and to benchmark our own approach and strategies against those of other industry peers and thought leaders.

Since becoming a signatory to the UNGC, we have updated our reporting for the prior fiscal year each March. In our [2020 annual letter to shareholders](#), for the first time, we incorporated our latest reporting on a number of our goals because the actions we take to meet these goals are an important part of our commitment to being a responsible business and to our market leadership as a trusted partner. We also extended our coverage of responsible business and what that means at Accenture in our fiscal [2020 Proxy Statement](#). Going forward, we intend to shift the majority of our ESG reporting to our annual financial reporting time frame and will continue our annual Communication on Progress to the UNGC in a format different from this report.

← Mercedes, Senior Analyst – Technology, SAP,  
Application Development, Buenos Aires, Argentina





## Stakeholder Engagement

We regularly engage internal and external stakeholders regarding our goals, progress and performance to improve our reporting. We use input from a variety of groups to inform our approach and align more closely with stakeholder expectations (see table at right).

Additionally, we engaged extensively with varied stakeholders to help us revise our non-financial ESG materiality matrix, which we detail in the [ESG materiality section](#).

Stakeholder group	Example of engagement
<b>Clients</b>	Satisfaction surveys, client account lead relationships, project quality assurance processes, conferences and events, responses to information requests (e.g., CDP Supply Chain, EcoVadis)
<b>Current Accenture People</b>	Surveys, internal memos and webcasts, accenture.com, social media, Business Ethics Helpline, focus groups, employee resource groups
<b>Investors</b>	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
<b>Suppliers</b>	CDP's Supply Chain program, Supplier Standards of Conduct, Global Diverse Supplier Development Program, supplier summits, training and mentorship
<b>Governments, Multi-laterals &amp; Policymakers</b>	<a href="#">Political Contributions and Lobbying Policy</a> , discussions via Government Relations team
<b>Nonprofit Partners &amp; Foundations</b>	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
<b>Potential Recruits, Alumni &amp; Civil Society</b>	Social media, accenture.com, careers blog, alumni forums and events, news releases





## SDGs and our ESG material issues

Accenture's ESG material issues shown against the SDGs we have identified as highest priority for Accenture's operations.



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

High priority








# Goals & Progress

	Most relevant SDG targets for Accenture's operations	Most relevant UNGC principles	Guiding SDG Ambition benchmark	Most relevant Accenture goals and programs	Accenture metrics and progress
<p><b>5</b> GENDER EQUALITY</p> 	<p><b>5.5</b> Ensure women's full and effective participation and equal opportunities for leadership at all levels...</p> <p><b>5.b</b> Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.</p>	<p><b>Principle 1</b></p> <p><b>Principle 6</b></p>	<p>Gender balance at all levels of management</p>	<ul style="list-style-type: none"> <li>We set a goal to achieve 25% women managing directors by the end of 2020.</li> <li>Our new goal is to achieve 30% women managing directors by 2025.</li> <li>Additionally, by 2025 we will achieve a gender-balanced workforce (for those whose gender is binary).</li> </ul>	<ul style="list-style-type: none"> <li>We met our goal of achieving 25% women managing directors by the end of 2020.</li> <li>In 2020, women accounted for 45% of our global workforce and 49% of new hires.</li> </ul>
<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> 	<p><b>8.2</b> Achieve higher levels of economic productivity through diversification, technological upgrading and innovation...</p> <p><b>8.5</b> 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.</p> <p><b>8.8</b> Protect labour rights and promote safe and secure working environments for all workers...</p>	<p><b>Principle 1</b></p> <p><b>Principle 6</b></p>	<p>100% of employees across the organization earn a living wage</p>	<ul style="list-style-type: none"> <li>We are firmly committed to pay equity and have robust processes in place to ensure that all our people—across gender, race and ethnicity—are compensated fairly based on their markets and skills, from the moment they are hired through the milestones of their careers at our company. If we find an issue, we fix it.</li> <li>We invest nearly US\$900 million annually in continuous learning and professional development opportunities for our people.</li> <li>We have invested in our applications to ensure that at least 75% are accessible and have supplemental resources to navigate additional accessibility requirements.</li> <li>Through our Adjustment Request Tool, our people with disabilities can easily ask for accommodation such as assistive technology, flexible work arrangements, sign language interpreters, screen readers and more.</li> <li>We continue to invest in Accessibility Centers focused on enablement and advisory services, and collaborative technology research for persons with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>We pay 100% of employees working for Accenture a living wage or more.</li> <li>Our Adjustment Request Tool is now available in 16 countries and we plan to expand availability.</li> <li>We currently operate Accessibility Centers in China, India, Japan, Malaysia and three in the Philippines with plans for more locations around the globe.</li> </ul>








	Most relevant SDG targets for Accenture's operations	Most relevant UNGC principles	Guiding SDG Ambition benchmark	Most relevant Accenture goals and programs	Accenture metrics and progress
 <p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p><b>9.2</b> Promote inclusive and sustainable industrialization...</p> <p><b>9.5</b> Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries... encouraging innovation...</p>	<p><b>Principle 9</b></p>		<ul style="list-style-type: none"> <li>R&amp;D and innovation are pivotal to Accenture's strategy and we invest heavily to innovate for a better future, including innovating explicitly for sustainability.</li> <li>For our clients, we recently launched our myNav Green Cloud Advisor to enable sustainable migration to the cloud.</li> </ul>	<ul style="list-style-type: none"> <li>Accenture invested US\$871 million in R&amp;D in fiscal 2020.</li> <li>In fiscal 2020 cloud revenues accounted for approximately US\$12 billion of our global revenues.</li> </ul>
 <p><b>10</b> REDUCED INEQUALITIES</p>	<p><b>10.2</b> 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</p>	<p><b>Principle 1</b></p> <p><b>Principle 2</b></p> <p><b>Principle 4</b></p> <p><b>Principle 5</b></p> <p><b>Principle 6</b></p>		<ul style="list-style-type: none"> <li>We are taking action to fight racism. We have set goals in <a href="#">South Africa</a>, <a href="#">the U.K.</a> and <a href="#">the U.S.</a> to increase our ethnic and racial representation.</li> <li>Our Global Diverse Supplier Development Program explicitly targets minority-owned businesses. For example, in South Africa, we aim to go above and beyond requirements of the Broad-Based Black Economic Empowerment (B-BBEE) Act.</li> <li>We continue to prioritize diverse suppliers, including through our Global Diverse Supplier Development Program (DSDP). Our DSDP goal by the end of fiscal 2020 was to graduate 170 diverse suppliers. Our new goal is to graduate 250 diverse suppliers by the end of fiscal 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Due to the COVID-19 pandemic, our Canadian spend with diverse suppliers decreased from 25% in fiscal 2019 to 19% in fiscal 2020; our U.S. diverse spend decreased from 34% in fiscal 2019 to 31% in fiscal 2020.</li> <li>In 2020, our procurement spend with black-women-owned enterprises in South Africa increased to 39%, again exceeding the B-BBEE target of 12%. Additionally, our spend with black-owned-SMEs was more than 52% against a target of 30%. Our procurement spend in South Africa with black-owned suppliers increased to 47% from 39% in the previous year, nearly reaching the target of 50%.</li> <li>Our DSDP goal by the end of fiscal 2020 was to graduate 170 diverse suppliers. Due to class schedules, we achieved this goal by mid-fiscal 2021.</li> </ul>
 <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p><b>12.2</b> Achieve the sustainable management and efficient use of natural resources</p> <p><b>12.5</b> Substantially reduce waste generation through prevention, reduction, recycling and reuse</p>	<p><b>Principle 7</b></p> <p><b>Principle 8</b></p>	<p>Zero waste to landfill and incineration</p> <p>100% sustainable material inputs that are renewable, recyclable or reusable</p>	<ul style="list-style-type: none"> <li>We are committed to reaching 100% renewable electricity by 2023 under RE100.</li> <li>Accenture is moving to zero waste: By 2025, we will reuse or recycle 100% of our e-waste and office furniture.</li> <li>We are committed to eliminating single-use plastics in our locations at the conclusion of the COVID-19 pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>In fiscal 2020, 30% of Accenture's office electricity was from renewable sources, up from 26% in fiscal 2019.</li> <li>In fiscal 2020, we avoided landfill for more than 99% of Accenture's e-waste.</li> </ul>





	Most relevant SDG targets for Accenture's operations	Most relevant UNGC principles	Guiding SDG Ambition benchmark	Most relevant Accenture goals and programs	Accenture metrics and progress
 <p><b>13</b> CLIMATE ACTION</p>	<p><b>13.1</b> Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries.</p> <p><b>13.2</b> Incorporate measures to fight climate change into policies, strategies and planning.</p>	<p><b>Principle 7</b></p> <p><b>Principle 8</b></p>	<p>Science-based emissions reduction in line with a 1.5°C pathway</p>	<ul style="list-style-type: none"> <li>We are a signatory to the UN Global Compact's Business Ambition for 1.5° Pledge, and we aim to achieve net-zero emissions by 2025. We have science-based greenhouse gas (GHG) emissions targets to reduce our absolute greenhouse gas emissions by 11% and our scope 1 and 2 emissions by 65%.</li> <li>By 2025, we will develop plans to reduce the impact of flooding, drought and water scarcity on our business and our people in high-risk areas.</li> <li>In 2015, we set a goal to encourage 75% of our suppliers to disclose their environmental targets and actions taken to reduce their impact through CDP.</li> <li>We have now set a new goal: By 2025, we will require 90% of our key suppliers (accounting for 75% of our scope 3 emissions) to disclose their environmental targets and actions.</li> </ul>	<ul style="list-style-type: none"> <li>Accenture's total reported GHG emissions for fiscal 2020 have decreased by more than 30% since fiscal 2016.</li> <li>In fiscal 2019, we met our 2015 goal to have 75% of our suppliers to disclose their environmental targets and actions through CDP.</li> <li>In our first year of tracking progress against this new goal, 57% of suppliers disclosed their targets and 57% disclosed the actions they are taking.</li> </ul>
 <p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p><b>16.5</b> Substantially reduce corruption and bribery in all their forms.</p> <p><b>16.6</b> Develop effective, accountable and transparent institutions at all levels</p>	<p><b>Principle 10</b></p>	<p>Zero incidences of bribery</p>	<ul style="list-style-type: none"> <li>All Accenture people must complete all required Ethics &amp; Compliance training by July 31 each year to be fully eligible for year-end rewards (as permitted by law).</li> </ul>	<ul style="list-style-type: none"> <li>In fiscal 2020, we achieved Ethics &amp; Compliance training completion rates of more than 99%.</li> </ul>
 <p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>	<p><b>17.16</b> 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...</p>	<p><b>Relevant across the 10 UNGC principles</b></p>		<ul style="list-style-type: none"> <li>At Accenture, we collaborate with our clients, suppliers, ecosystem partners and others to mobilize collaborative action. For example, to meet our RE100 commitment, we are collaborating with partners to drive higher demand for renewables in targeted locations.</li> <li>Through our ongoing Skills to Succeed initiative, we support people in our communities with the skills to make substantive improvements to their lives.</li> </ul>	<ul style="list-style-type: none"> <li>Together with our partners, in the past decade Skills to Succeed has equipped nearly 4.6 million people with the skills to make substantive improvements to their lives.</li> </ul>





Mayank, Senior Principal – Technology Strategy & Advisory, San Francisco, United States ↓



# Awards & Recognition

**Ethisphere’s World’s Most Ethical Companies**

14 consecutive years

**Fast Company’s Most Innovative Companies**

2 consecutive years

**FORTUNE’s World’s Most Admired Companies**

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

**Wall Street Journal’s Management Top 250**

4 consecutive years

**3BL Media’s 100 Best Corporate Citizens**

12 consecutive years

**Dow Jones Sustainability Index North America and FTSE4Good Global Index**

Since 2005

**Forbes’ JUST Capital**

5 consecutive years

**CDP’s Climate Change “A List” and Supplier Engagement Leaderboard**

6 years and 4 consecutive years

**Business Today/ People Strong’s Best Companies to Work For in India**

Among Top 5 for 7 consecutive years

**Great Place to Work/FORTUNE’s 100 Best Companies to Work For**

In Japan, Mexico, U.K. and U.S.

**Bloomberg’s Gender Equality Index**

4 consecutive years

**Disability:IN’s Disability Equality Index**

4 consecutive years

**DiversityInc’s Top 50 Companies for Diversity**

14 consecutive years and 9 years in Top 15

**Human Rights Campaign’s Corporate Equality Index**

In Chile, Mexico and U.S.

**Randstad’s Most Attractive Employers in Greater China**

3 consecutive years

**Refinitiv Diversity & Inclusion Index**

Among Top 3 for 3 consecutive years

**Stonewall Global Workplace Equality Index**

6 consecutive years

**Working Mother’s 100 Best Companies**

18 consecutive years in U.S. and 5 consecutive years in India





# Performance Data Table

The following table quantifies our progress since fiscal 2018 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 ensure they provide an accurate representation of Accenture's non-financial performance.

Accenture at a Glance <sup>1</sup>	FY18	FY19	FY20
	US \$ Thousands		
Revenues <sup>2</sup>	\$40,992,534	\$43,215,013	\$44,327,039
Operating Expenses	35,093,755	36,909,939	37,813,395
Operating Income	\$5,898,779	\$6,305,074	\$6,513,644

Our People	FY18	FY19	FY20
<b>Global Headcount at Fiscal Year End (rounded)</b>	459,000	492,000	506,000
<b>Employee Workforce Percentage by Gender<sup>3</sup></b>	<b>Percent of Total</b>		
Women	42%	44%	45%
Men	58%	56%	55%
<b>New Hires Percentage by Gender<sup>3</sup></b>			
Women	47%	49%	49%
Men	53%	51%	51%
<b>Executives Percentage by Gender<sup>3,4</sup></b>			
Women	29%	30%	30%
Men	71%	70%	70%
<b>Managing Directors Percentage by Gender<sup>3,5</sup></b>			
Women	22%	24%	25%
Men	78%	76%	75%
<b>Total Training Spend (US \$ Thousands)</b>	\$927,484	\$972,939	\$866,063
<b>Average Training Hours per Employee</b>	42	38	38





Community Impact <sup>1</sup>	FY18	FY19	FY20
<b>People with a Substantive Life Improvement (cumulative rounded)<sup>6</sup></b>	2,845,000	3,588,000	4,598,000
<b>Accenture Contributions by Region</b>	<b>US \$ Thousands</b>		
North America	\$15,979	\$15,973	\$18,925
Europe	20,189	19,654	22,193
Growth Markets	17,026	18,419	21,021
Cross-Region	20,512	21,167	32,105
<b>Total Accenture Contributions</b>	<b>\$73,706</b>	<b>\$75,213</b>	<b>\$94,244</b>
<b>Accenture Contributions by Type</b>	<b>US \$ Thousands</b>		
Cash	\$22,289	\$24,191	\$28,721
In-Kind (Accenture Development Partnerships and pro bono consulting)	47,530	47,489	62,869
Time (Paid volunteering)	3,886	3,533	2,654
<b>Total Accenture Contributions</b>	<b>\$73,706</b>	<b>\$75,213</b>	<b>\$94,244</b>
Accenture Foundations Contributions <sup>7</sup>	\$13,884	\$11,008	\$14,762
<b>Total Accenture and Accenture Foundations Contributions</b>	<b>\$87,589</b>	<b>\$86,221</b>	<b>\$109,006</b>

Community Impact <sup>1</sup>	FY18	FY19	FY20
Hours of Participation in Accenture-sponsored "Time & Skills" Programs <sup>8</sup>	853,901	872,023	971,990
Employees Participating in Accenture-sponsored "Time & Skills" Programs <sup>8</sup>	8,465	9,847	8,289
Employee Donations (US \$ Thousands)	\$9,735	\$10,798	\$18,003





Environment <sup>1</sup>	FY18	FY19	FY20
<b>Percentage Change in Total Carbon Emissions Compared to FY16 Baseline</b>	-5%	-7%	-32%
<b>Carbon Emissions per Employee (Metric Tons of CO<sub>2</sub>)<sup>9</sup></b>	1.66	1.57	0.87
<b>Core Carbon Emissions by Source<sup>9,10</sup></b>	<b>Metric Tons of CO<sub>2</sub></b>		
Air Travel	351,966	370,028	176,482
Other Business Travel	164,533	157,097	104,586
Office Electricity <sup>11</sup>	216,051	210,934	159,522
Other Energy (Natural Gas, Diesel)	3,416	4,426	3,896
<b>Total Core Carbon Emissions</b>	<b>735,966</b>	<b>742,485</b>	<b>444,486</b>
<b>Core Carbon Emissions by Region<sup>9,10</sup></b>	<b>Metric Tons of CO<sub>2</sub></b>		
North America	223,720	233,664	136,342
Europe <sup>11</sup>	133,138	130,125	67,283
Growth Markets	379,108	378,696	239,931
Cross-Region	0	0	930
<b>Total Core Carbon Emissions</b>	<b>735,966</b>	<b>742,485</b>	<b>444,486</b>
Carbon Emissions from Other Purchased Goods and Services <sup>9</sup>	453,828	423,771	410,436
<b>Total Carbon Emissions</b>	<b>1,189,794</b>	<b>1,166,256</b>	<b>854,922</b>

Environment <sup>1</sup>	FY18	FY19	FY20
<b>Carbon Emissions by Scope<sup>10</sup></b>	<b>Metric Tons of CO<sub>2</sub></b>		
Scope 1	22,183	18,923	13,945
Scope 2 <sup>11</sup>	218,855	214,680	162,983
Scope 3 <sup>9</sup>	948,756	932,653	677,994
<b>Total Carbon Emissions</b>	<b>1,189,794</b>	<b>1,166,256</b>	<b>854,922</b>
Office Electricity Efficiency (kWh/square meter)	167	159	124
% Electricity from Renewable Sources	24%	26%	30%
<b>Energy Usage by Source<sup>10,12</sup></b>	<b>MWh</b>		
Non-Renewable Electricity	361,512	351,414	272,485
Renewable Electricity	111,574	121,101	115,149
Natural Gas	12,155	13,596	14,171
Diesel	3,839	6,709	4,130
<b>Total Energy Usage</b>	<b>489,080</b>	<b>492,820</b>	<b>405,935</b>
<b>Electronic Waste by Disposal Method<sup>13</sup></b>	<b>Metric Tons</b>		
Avoided Landfill	583	423	278
Landfill	<1	<1	<1
<b>Total</b>	<b>583</b>	<b>423</b>	<b>278</b>
Total Water Consumption (cubic meters) <sup>14</sup>	2,518,000	2,639,436	1,997,036
Water Consumption per Employee (cubic meters)	5.69	5.57	3.93





Supply Chain <sup>1</sup>	FY18	FY19	FY20
<b>Diverse Procurement Spend by Type (U.S. only)</b>	<b>US \$ Thousands</b>		
Minority-Owned Business	\$450,992	\$429,455	\$395,892
Women-Owned Business	118,587	164,835	122,482
Small Business	75,171	49,930	50,846
Other Type Business <sup>15</sup>	1,731	2,264	3,323
<b>Total Diverse Procurement Spend (US Only)</b>	<b>\$646,481</b>	<b>\$646,485</b>	<b>\$572,543</b>
Diverse Procurement Spend as Percentage of Total Procurement Spend (U.S. Only)	31%	34%	31%

## Footnotes

- Some detail numbers may not sum exactly to total number due to rounding.
- Effective September 1, 2018, we adopted ASU No. 2014-09 and eliminated our net revenues presentation. Prior period amounts have been revised to conform with the current period presentation.
- Values reflect our workforce as of December 31 of that year and do not include information from Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.
- “Executives” comprises our managers, senior managers, managing directors, senior managing directors and members of our Global Management Committee.
- “Managing Directors” comprises our managing directors, senior managing directors and members of our Global Management Committee.
- Substantive Life Improvement is the new term to include both people skilled to get a job or build a business as well as lives improved in the Next Generation cohort.
- Accenture Foundations refers to independent charitable organizations that bear the Accenture name.
- “Accenture-sponsored ‘Time & Skills’ Programs” comprise Accenture Development Partnerships, pro bono consulting and paid volunteering projects.
- Emissions designated as “Core” represent those most directly associated with Accenture’s business model and align with total emissions reported prior to fiscal 2016. As part of Accenture’s science-based emissions target, we now include scope 3 emissions for fiscal 2016 onward resulting from procurement of other purchased goods and services as part of our total emissions inventory.
- Detailed methodology for carbon emissions and energy usage calculations is available in [Accenture’s CDP Climate Change response](#); 100% of Accenture’s fiscal 2020 scope 1 and scope 2 emissions, as well as a small subset of scope 3 emissions received a [positive statement for a limited assurance](#) review by an independent third party.
- CO<sub>2</sub> 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, fiscal 2020 office electricity market-based emissions factor renewable electricity impacts as well as 2,201 tons of residual non-renewable emissions in Europe. Also in line with the guidance, we report CO<sub>2</sub> emissions using a location-based approach, which for fiscal 2020 would be 224,913 tons for Office Electricity and 228,373 tons for Scope 2.
- In previous reports, values for “Non-Renewable Electricity” and “Renewable Electricity” were combined into a single value for “Electricity.” Prior year values disclosed for “Electricity” are the same as the sum of values for “Non-Renewable Electricity” and “Renewable Electricity.”
- Electronic waste (e-waste) is the most significant environmental aspect in our waste stream and includes laptops and workstations with disposal method tracked in Accenture’s global asset management system. Other waste streams result primarily from our office-based activities, many of which include recycling services that are both inside and outside our operational control, and overall are not considered to have a significant environmental impact.
- Fiscal 2020 total water consumption is derived from 64% measured data and estimating the remainder based on average per-workstation consumption from measured locations.
- “Other Type Business” consists of the following subcategories: Veteran, Disabled Veteran Business Enterprise, Historically Black Colleges or Universities and LGBTI.





## ABOUT ACCENTURE

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world’s largest network of Advanced Technology and Intelligent Operations centers. Our 537,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities.

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