



accenture

360° Value Report 2022

Measuring value in all directions

Contents

Overview

Dimensions

Reporting & Data

Overview	Dimensions						Reporting & Data
	Sustainability	Talent	Inclusion & Diversity	Client	Experience	Financial	
A letter to our stakeholders	Environment	Investing in our people	Our unwavering commitment	Creating value together	People	FY2022 performance	Frameworks
Reporting approach	Ethics & governance	Caring for our people	Gender equality	Purpose, strategy and brand	Clients		ESG priority issues and SDGs
Our goals & progress	Human rights	Collaborating to create innovative career pathways	Race and ethnicity	Five key forces of change	Partners		Awards & recognition
	Supply chain		Disability inclusion				Performance data table
	Sustainability Services and partnerships		LGBTIQ+ inclusion				
	Community impact		Cross-cultural diversity				
			Supplier inclusion & diversity				

A letter to our stakeholders

On behalf of the 721,000 people of Accenture, I welcome you to our 360° Value Report for fiscal 2022.

Together with our online [360° Value Reporting Experience](#), this report brings to life how Accenture delivers 360° value to our clients, people, shareholders, partners and communities.

As its name implies, 360° value encompasses the full value an organization can deliver—not only its financial metrics, but also its progress toward its sustainability, talent, and inclusion and diversity goals; and its ability to create meaningful experiences for its customers, employees and communities.

We create 360° value by helping the world’s leading businesses, governments and other organizations harness what we believe are the five key forces of change for the next decade: total enterprise reinvention; talent; sustainability; the metaverse continuum; and the ongoing technology revolution.



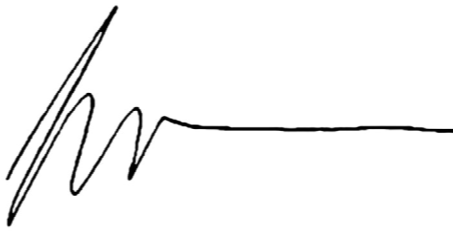
Julie Sweet
Chair and Chief Executive Officer

We measure our success by how well we are realizing this strategy, which reflects our growth drivers, our purpose, our core values and our culture of shared success.

As we pursue our company’s purpose—to deliver on the promise of technology and human ingenuity—we work to continue our progress toward several ambitious goals, including reaching net-zero emissions by the end of 2025; moving to zero waste; achieving gender parity by 2025; increasing our race and ethnicity representation and, always, contributing to our communities.

Our human-centric approach to 360° value is reflected in the dedication, commitment and boundless creativity and innovation of the incredible people of Accenture around the world. With their smarts and hearts, they are truly redefining value with our clients and all our stakeholders, and we are grateful for all that they do.

We invite you to join us on this journey. Together, we can continue to turn our commitments into action that brings value—and makes change—in every direction.



Julie Sweet
Chair and Chief Executive Officer

Our approach to 360° value reporting

We believe that transparency builds trust.

To underscore our commitment to delivering and reporting on 360° value, we are publishing this first full 360° Value Report in tandem with our online 360° Value Reporting Experience. This approach will serve as our core annual reporting vehicle going forward.

Our reporting captures how we deliver unique value across six vital dimensions—Sustainability, Talent, Inclusion & Diversity, Client, Experience, and Financial—and offers a comprehensive view of our financial and environmental, social and governance (ESG) measures, and our goals, progress and performance for each.

We continue to build on our long-standing partnership with the United Nations Global Compact (UNGC) and our commitment to the UN Sustainable Development Goals. In addition, we report against three ESG reporting frameworks—the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-Related Financial Disclosure (TCFD) and the World Economic Forum International Business Council (WEF IBC) metrics—while continuing to align with the Global Reporting Initiative (GRI) Standards, the Ten Principles of the UNGC and the Carbon Disclosure Project (CDP).

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



To measure 360° value, we have developed the 360° Value Meter, a framework across six dimensions: Financial, Experience, Sustainability, Talent, Inclusion & Diversity and Client (Accenture's Custom dimension is referred to as Client).

Our goals & progress

Path to net-zero

UNGC Business Ambition for 1.5° Pledge

In alignment with the Paris Climate Agreement, we joined other leading companies and **pledged to do our part to keep global warming below 1.5° Celsius.**

Meet our science-based target by the end of 2025

Achieved 68% reduction in total emissions from our 2016 baseline, surpassing our 2025 target to reduce absolute greenhouse gas (GHG) emissions by 11%.

Scope 1 and 2 GHG emissions reduced by 91%, surpassing our goal of a 65% absolute reduction against our 2016 baseline.

Total emissions per unit of revenue reduced by 82%, surpassing our goal of reducing Scope 1, 2 and 3 emissions per unit of revenue intensity by 40% against our 2016 baseline.

Net-zero emissions by the end of 2025

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

Achieved 97% renewable electricity toward our goal of 100% by the end of 2023.

68% of our key suppliers* disclosed targets and 75% disclosed actions toward our requirement that 90% of our key suppliers disclose their environmental targets and actions to reduce emissions by the end of 2025.

Invested in nature-based carbon removals expected to remove an estimated **13 million+ metric tons of carbon** over the next 20 years to address remaining emissions.

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

Move to zero waste

99% of our electronic waste from computers and workstations was reused

or recycled toward our goal to reuse or recycle 100% of our e-waste, as well as all our office furniture, by the end of 2025.

Ethics & compliance

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

Supplier diversity

217 graduates of our Diverse Supplier Development Program

toward our goal of 250 graduates by end of fiscal 2023.

Skills to Succeed

1.6 million+ people worldwide equipped with the skills to make substantive improvements to their lives, for a total of 7.5 million+ since 2009.

Our goals & progress

Gender equality

Women now represent 47% of our workforce,

closing the gap toward our goal to achieve gender parity—for those whose gender is binary—by 2025.

29% of our managing directors are women,

approaching our goal to grow the percentage of women managing directors to 30% by 2025.

Race and ethnicity

Increase our race and ethnicity representation by 2025*

United States:

African American and Black colleagues represent 12.1%

of our workforce, achieving our goal to increase African American and Black colleagues from 9% to 12%, ahead of schedule.

African American and Black colleagues represent 4.2%

of our managing directors, approaching our goal to increase managing directors from 2.8% to 4.4%.

Hispanic American and Latinx colleagues represent 11.1%

of our workforce and 4.5% of our managing directors, on the path to our goal to increase Hispanic American and Latinx colleagues from 9.5% to 13% and managing directors from 3.5% to 4.7%.

United Kingdom:

Black colleagues represent 5.1%**

of our workforce and 12 of our managing directors, on the path to our goal to increase Black colleagues from 4% to 7% and more than double the number of our Black managing directors to 16 or more.

South Africa:

African Black colleagues represent 44.4%

of our workforce. We continue our journey to increase African Black colleagues from 45% to 68%.

Coloured* colleagues represent 9.8%** of our workforce, on our path to increase Coloured colleagues from 6% to 10%.

African Black, Coloured and Indian managing directors represent 55.5%

of our managing directors, on the path to increasing African Black, Coloured and Indian managing directors from 39% to 70% with a focus on African Black and Coloured representation.

* Data in goal statements is reflective of announcement date—for the U.S., September 1, 2020, and for the U.K. and South Africa, October 1, 2020. Progress data is as of December 1, 2022. It includes our people who have self-identified their race and ethnicity through our internal channels.

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

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

An aerial, top-down view of a city landscape. On the left, several tall, modern residential buildings with balconies are visible. In the center and right, a multi-level highway interchange with several lanes and overpasses is shown, with several cars and trucks driving on it. The highway is surrounded by lush green trees and vegetation. The overall scene is a mix of urban infrastructure and nature.

Sustainability

Sustainability

In this dimension

Environment

Ethics & governance

Human rights

Supply chain

Sustainability Services and partnerships

Community impact

We believe every business must be a sustainable business, as customers, employees, partners, regulators and communities demand more progress and greater transparency. In addition to advancing our own net-zero emissions and other environmental goals, we help our clients embed sustainability across their businesses, and innovate with our people and partners to support communities in crisis, including providing aid and opportunities to refugees.

FY2022 Highlights

- **97%** renewable electricity in our locations
- Our total carbon emissions decreased by **68%** from our baseline
- **99%** of our e-waste relating to computers and workstations was reused or recycled
- **98%** of our people completed Ethics & Compliance training
- **1.6M+** people worldwide equipped with the skills to make substantive improvements to their lives

Environment

Accenture is committed to environmental sustainability in how we operate our business, and we hold ourselves accountable to clear and measurable objectives. Our ambitious environmental goals address climate, waste and water.

Since beginning our environmental journey in 2007, we have continually set challenging goals in alignment with climate science, but we cannot do it alone. We are dedicated to enabling global cooperation among our people, our clients, our suppliers and our partners to achieve a low-carbon future. Together, we can help to transform our global economy into a more sustainable marketplace.

Our external commitments

Our commitments to the leading standard-setting bodies on climate issues provide external validation for our carbon targets and guide the continuing evolution of our environmental commitments to reflect the latest climate science.

Science-based target

In 2018, we set a target approved by the Science Based Targets Initiative (SBTi), a collaboration among CDP, the United Nations Global Compact (UNGC), World Resources Institute and the World Wide Fund for Nature.

- Our goal is to reduce our absolute greenhouse gas emissions by 11%. In fiscal 2022, our total emissions reduced by 68% from our 2016 baseline, surpassing one aspect of our 2025 target.
- Our Scope 1 and 2 GHG emissions reduced by 91%, surpassing our goal of a 65% absolute reduction against our 2016 baseline.
- Our total emissions per unit of revenue reduced by 82%, surpassing our goal of reducing Scope 1, 2 and 3 emissions per unit of revenue intensity by 40% from our baseline in 2016.

Building on our long-standing commitment to reduce our emissions—and reflecting our progress and increased ambitions—we are setting a new science-based target aligned to 2030, with a base year of 2019. This new target has been submitted to the Science Based Targets initiative for approval.

UNGC Business Ambition for 1.5° Pledge

In 2020, we signed the UNGC Business Ambition for 1.5° Pledge and joined leading companies in pledging to do our part to keep global warming below 1.5° Celsius, in alignment with the Paris Climate Agreement and the criteria and recommendations of the SBTi.

Environmental goals & progress

Path to net-zero

UNGC Business Ambition for 1.5° Pledge

In alignment with the Paris Climate Agreement, we joined other leading companies and **pledged to do our part to keep global warming below 1.5° Celsius.**

Meet our science-based target by the end of 2025

Achieved 68% reduction in total emissions from our 2016 baseline, surpassing our 2025 target to reduce absolute greenhouse gas (GHG) emissions by 11%.

Scope 1 and 2 GHG emissions reduced by 91%, surpassing our goal of a 65% absolute reduction against our 2016 baseline.

Total emissions per unit of revenue reduced by 82%, surpassing our goal of reducing Scope 1, 2 and 3 emissions per unit of revenue intensity by 40% against our 2016 baseline.

Net-zero emissions by the end of 2025

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

Achieved 97% renewable electricity toward our goal of 100% renewable electricity by the end of 2023.

68% of our key suppliers* disclosed targets and 75% disclosed actions toward our requirement that 90% of our key suppliers disclose their environmental targets and actions to reduce emissions by the end of 2025.

Invested in nature-based carbon removals expected to remove an estimated 13 million+ metric tons of carbon over the next 20 years to address remaining emissions.

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

Achieve net-zero emissions by 2025

We have set a goal to achieve net-zero emissions by the end of 2025. Our approach is:

Carbon reduction

We are focusing first on actual reductions across our Scope 1, 2 and 3 emissions.

Our environmental sustainability management is particularly focused on addressing climate change. Our most significant aspects relate to indirect emissions from Scope 2 electricity usage and Scope 3 emissions from business travel and purchased goods and services. Through continuous innovation, we are scaling solutions to make real, lasting change.

Renewable electricity

We are committed to achieving 100% renewable electricity in our offices globally by the end of 2023. At the end of fiscal 2022, our mix of renewable electricity reached 97%, an improvement over 53% in fiscal 2021.

Because we do not own our office buildings and procure most of our energy from the grid, we increase our renewable electricity through contracts purchased from the grid or local renewable energy markets—in line with the guidelines set by RE100, the global initiative bringing together hundreds of large and ambitious businesses committed to 100% renewable electricity.

We strive to purchase renewable electricity equivalent to the amount of electricity we use to power our global operations annually, which reduces our reported carbon emissions from electricity usage.

As we purchase more renewable electricity, we also support the generation of more renewable sources of electricity.

We also continue to drive energy efficiency. In fiscal 2022, we expanded our use of smart meters, which allows us to collect energy data at the source and quickly upload to our global environmental reporting system to inform our energy management decisions.

Responsible travel

As a digital-first business, we use collaboration technology with agility and at scale to deliver for our clients. We are one of the largest enterprise users of Microsoft Teams in the world, using more than 18 billion minutes of audio and more than 1.8 billion minutes of video calls in fiscal 2022, hosted on Microsoft Azure Cloud powered with renewable energy. Our increased reliance on digital collaboration and ability to meet client needs without travel has led to more cost-efficient client delivery and reduced carbon emissions.

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

- Analytics and reporting help travelers and business runners identify opportunities to reduce travel or to use less carbon-intensive modes of travel.

- We encourage the use of more carbon-efficient alternatives, such as rail, which is often much less carbon-intensive than air travel.
- An aviation carbon calculator highlights actual emissions differences between flights to inform booking decisions.

We continue to use technology to facilitate more cost- and carbon-efficient delivery for our clients and our business, and we have implemented an internal carbon price on travel to encourage climate-smart travel decisions.

Our industry partners are a key resource in reducing the carbon associated with travel. We are working with our air, hotel and ground transport providers to increase the availability of lower carbon choices for our travelers.

Responsible buying

Just as the emissions we generate in the service of our clients impact their emissions, our own suppliers contribute to our emissions.

We are working with our suppliers to reduce our Scope 3 emissions. Our goal is that 90% of our key suppliers* disclose their environmental targets and actions being taken to reduce emissions by 2025. We are making progress—68% of our key suppliers have disclosed targets and 75% have disclosed actions to reduce their emissions.

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

Green IT

Accenture's global IT organization takes a cloud-first approach to the way we operate, develop new applications and innovate to run our business. Now that our journey to cloud is complete, we have the direct advantage of consuming the new, more sustainable capabilities from cloud providers.

In fiscal 2021, we created a CO₂ calculator prototype to measure an estimation of Accenture's public cloud energy consumption. This enabled us to precisely manage energy consumption, to lower energy usage and to estimate carbon emissions. In fiscal 2022, we embedded this calculator into our Intelligent Cloud Management Dashboard, enabling access to this data for more leaders and application teams.

Building on the measurement of our public cloud carbon footprint, we are also focused on measuring our overall IT carbon footprint. By expanding the calculators to include devices and their usage patterns, we can better understand reduction opportunities and make more data-driven decisions. We are also engaged in other areas to further our journey including:

- Device fleet energy consumption
- Digital cleanup best practices
- Green software engineering practices
- Integrating sustainability questions into our preferred supplier program
- Sharing sustainability data with users via our new device catalog

Additionally, we are working with our IT suppliers to understand how we can collaborate to accelerate our journey to net-zero.

Carbon removal

To address remaining emissions, we are investing in nature-based carbon removal solutions.

Nature-based carbon removal

Our nature-based carbon removal solutions are generally expected to reforest land, rebuild biodiversity, make agriculture more sustainable, help create green jobs and allow natural ecosystems to rebound and thrive—all while removing CO₂ from the atmosphere.

Over the next 20 years, this program is expected to physically remove more than 13 million metric tons of carbon from the atmosphere. At the end of fiscal 2022, our [nature-based carbon removal portfolio](#) included projects in Indonesia, the Philippines, the United Kingdom and the United States.

Our nature-based carbon removal projects will support and respect the universal principles of the UNGC in the relevant areas of human rights, labor, environment, anticorruption and the UN Sustainable Development Goals (SDGs). We have established reporting procedures to provide oversight of activities on the ground, quality control and alignment to the universal principles of the UNGC. Where technically feasible, our projects will be registered under the Sustainable Development Verified Impact Standard, verifying SDG outcomes along with the carbon removals.

Move to zero waste

To move toward zero waste, we have committed to:

Reuse or recycle 100% of our e-waste, such as computers and servers, as well as all our office furniture, by the end of 2025.

- During fiscal 2022, we reused or recycled 99% of our e-waste relating to computers and workstations. We continue our efforts to reuse or recycle other e-waste such as monitors and servers. While we already responsibly manage other forms of e-waste, we will expand our digital asset tracking of additional categories to include monitors, servers and uninterruptible power supply devices in fiscal 2023.
- We extended our asset tracking system to include our furniture assets—this allows more comprehensive management, including refurbishment and reuse to extend the life cycle of our furniture assets. The data also allows us a more comprehensive view of the global furniture marketplace to optimize our partnerships with vendors offering Cradle to Cradle certification—the global standard for products that are safe, circular and responsibly made— and other zero-waste credentials.

Eliminate single-use plastics in our locations. We continue to advance our programs in this area, pivoting to purchasing reusable and plastic-free items in our locations around the world.

Plan for water risk

To promote business continuity and resilience due to climate change-related risks, we are planning to mitigate the potential impacts of water risk by the end of 2025.

We proactively analyze our water risk using the World Resources Institute Aqueduct tool.

To safeguard our people and operations, we are developing plans to reduce the impact of flooding, drought and water scarcity on our business and our people in high-risk areas. In addition to developing water resiliency plans, we now measure and report water use in these locations.

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 our locations in water-stressed areas.

Investing in a low-carbon future

To unlock shared value for both business and society, we are committed to investing in a low-carbon future.

Sustainable aviation fuel

As a signatory of the World Economic Forum’s Clean Skies for Tomorrow sustainable aviation fuel (SAF) pledge, which includes an aviation industry goal of flying on 10% SAF by 2030, we are committed to purchasing SAF with our partners and only doing so from socially and ethically beneficial sources.

Nature and biodiversity

Accenture is committed to contributing to a nature-positive future with our people, clients, suppliers and our broader ecosystem. We are taking action for nature through our goals on climate, waste and water, including supporting biodiversity through initiatives such as our nature-based carbon removals, as well as engaging our people to act for nature and biodiversity through our Eco Action initiative.

Although our direct impact on nature is low, due to our location footprint being comprised largely of leased office space in urban areas, other examples of our commitment to nature and biodiversity include:

- **Pledges:** We are a member of the Taskforce on Nature-related Financial Disclosures Forum, and we have signed pledges from Get Nature Positive, Terra Carta and Business for Nature—acknowledging that we cannot decouple nature loss and climate change.
- **Collaborating for action:** In a collaboration between Accenture, the U.K. Department for Environment, Food and Rural Affairs and the Council for Sustainable Business (CSB), we launched the Get Nature Positive (GNP) handbook, which aims to support businesses on their journey to protecting, restoring and sustainably using nature, and to position nature-positive actions as key to reaching net-zero targets. We are now partnering with, and supporting, global NGO Business for Nature, alongside their 75+ partners including the World Economic Forum (WEF), We Mean Business, World Business Council for Sustainable Development, International Chamber of Commerce, Capitals Coalition, World Wide Fund for Nature and many others to bring GNP to a global audience as part of broader efforts to scale and speed up business action to address nature loss.

- **Community investment:** Our investments in this area include projects such as helping Conservation International build a tool that will allow Indigenous communities to process and manage wildlife insights data collected on their lands. The tool will enable communities to produce reports to validate and demonstrate their current wildlife management practices and provide insights on wildlife species they depend on for their livelihoods.

Planting trees to celebrate our people

In support of our overall commitment to sustainability, and to recognize the importance of each of our people around the world, [we are planting 674,000 trees](#)—one to represent each person at Accenture at the time of our announcement in December 2021. So far, more than 350,000 of our trees have been planted in Canada, Denmark, India, Ireland, Malawi, New Zealand, South Africa and Thailand.

Impact from these projects includes:

- **In Denmark,** improving conditions for key species, with the aim of long-term improvement in biodiversity.
- **In India,** small farmers planting fruit trees to create sustainable livelihoods. The project also employs a local workforce consisting of widowed and elderly women, who face many inequalities in already marginalized communities.
- **In Thailand,** working with small farmers to increase forest coverage and organizing tree-planting events with local primary and secondary schools to raise awareness for environmental literacy.

The trees will eventually be planted in 14 countries across six continents in regions where our people live and work.



Denise, Client Account Executive
Singapore

Environmental Responsibility Policy

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. In addition, industry-wide external certifications, such as ISO® 14001, demonstrate our commitment to running our business responsibly and sustainably, and to integrating environmental practices into our operations. Accenture’s Environment Management System is ISO® 14001-certified globally.

Ethics & governance

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

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

We believe a shared ethical culture is critical to our growth in a competitive marketplace. Our clients involve us in some of the most sensitive areas of their business, in part because of our integrity and commitment to the highest ethical standards, as evidenced by our long-term client relationships around the world. Of our top 100 clients, 99 have been our partners for more than 10 years.

Oversight of ESG

The core of our growth strategy is delivering 360° value to our clients, people, shareholders, partners and communities. To drive change for our clients, and for our business, we work across a spectrum of environmental, social and governance (ESG) priorities—and help our stakeholders do the same—contributing to the creation of a more sustainable world for all.

At Accenture, responsibility for ESG matters starts at the top, with our Board actively overseeing our ESG strategies and progress in meeting our ESG-related commitments, and cascades throughout the business. As part of this, we have implemented a clear and comprehensive governance structure designed to help us achieve our goals and reflect our objectives throughout the organization while guiding our strategic approach.

The Nominating, Governance & Sustainability Committee is responsible for overseeing our overall ESG performance, disclosure, strategies, goals and objectives, and monitoring evolving ESG risks. In carrying out its responsibilities, the Nominating, Governance & Sustainability Committee receives periodic reports throughout the year from management on key ESG matters, including the Sustainability Services we provide to clients, our actions around being a responsible company and citizen, our progress in meeting our ESG-related commitments, and our integrated reporting, which demonstrates our commitment to transparency and accountability of our goals and progress.

In addition, the Compensation, Culture & People Committee is responsible for overseeing our strategies related to our people, including matters such as pay equity, inclusion and diversity, leadership succession and culture; and the Audit Committee oversees our approach to the quality of ESG-related data and controls.

Our Global Management Committee (GMC) sponsors our responsible company strategies. These senior leaders, spanning multiple corporate functions, industries, services and geographies, engage on these topics and are responsible for implementing strategies, goals and policies. Together, they make strategic recommendations and decisions on our ESG initiatives, including sponsorship of our non-financial goals.

In fiscal 2022, we formed a newly structured ESG Executive Committee, made up of a subset of the GMC, accountable for approving strategic global decisions aligned to Accenture's corporate environmental sustainability commitments and growth objectives. Our ESG Executive Committee and steering committee (which is comprised of leaders across Accenture) meet regularly to monitor our environmental performance, identify improvement areas and elevate matters to the Board as appropriate through the GMC.

Building a strong ethical culture

We rely on our core values and COBE to not only inform our behavior but also help all our people make ethical choices and consider the full impact of their decisions. Accenture has been recognized on Ethisphere's 2022 [World's Most Ethical Companies](#) list, our 15th consecutive year on the list and a testament to our dedication to ethical leadership, compliance practices and sustainability.

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

Our core values

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

Client value creation

Enabling clients to become high-performance businesses and creating long-term relationships by being responsive and relevant and by consistently delivering value.

One global network

Leveraging the power of global insight, relationships, collaboration and learning to deliver exceptional service to clients wherever they do business.

Respect for the individual

Valuing diversity and unique contributions, fostering a trusting, open and inclusive environment and treating each person in a manner that reflects Accenture's values.

Best people

Attracting, developing and retaining the best talent for our business, challenging our people, demonstrating a "can-do" attitude and fostering a collaborative and supportive environment.

Integrity

Being ethically unyielding and honest and inspiring trust by saying what we mean, matching our behaviors to our words and taking responsibility for our actions.

Stewardship

Fulfilling our obligation of building a better, stronger and more durable company for future generations, protecting the Accenture brand, meeting our commitment to stakeholders, acting with an owner mentality, developing our people and helping improve communities and the global environment.

Ethics & Compliance training

We continue to evolve our required Ethics & Compliance training with shorter, interactive and visually engaging courses. Our people (including part-time employees) must complete all required Ethics & Compliance training by July 31 each year to be fully eligible for year-end rewards (as permitted by law). In fiscal 2022, we achieved completion rates of 98% for Accenture people, including managing directors and our GMC. As part of our Ethics & Compliance training, we offer a module on anticorruption, which is required for all executives (managers and above) and people at all levels in certain corporate functions. We had a 99% completion rate for this module.

Our training curriculum includes courses to build our people's knowledge and support for inclusion and diversity. There is a mandatory training on identifying, speaking up and reporting racism in the United States, Canada, South Africa, Australia, New Zealand and all of Europe, including the United Kingdom and Ireland.

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 part-time employees and contractors. Contractors with access to systems are also required to complete assigned Ethics & Compliance training within 60 days of onboarding in our Sustainable Procurement Hub, 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 training globally and to continue to evaluate our training (including through user feedback) to make sure it remains relevant and effective. Individuals in higher-risk roles and markets receive additional anticorruption and other compliance training, including training led by our local Legal teams in high-risk markets.

Anticorruption policies and compliance

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

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

We are a member—and our Chair and CEO is the co-chair—of the World Economic Forum [Partnering Against Corruption Initiative](#), a cross-industry collaborative effort that unites companies that have a zero-tolerance policy toward bribery and corruption in any form.

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

Reporting concerns and transparency

We [encourage and empower our people to speak up](#) safely and confidently if they experience, see or become aware of any inappropriate behavior, including any form of disrespect, harassment, racism, discrimination or retaliation—or have any concerns about unethical or illegal behavior. And we have zero tolerance for retaliation.

We offer our people many ways to raise a concern—through our leaders, through anyone in Human Resources or Legal, and anonymously through our [Accenture Business Ethics Helpline](#)—and once they do, we make it clear what to expect.

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

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

Greater transparency—from what happens after our people raise a concern to the resulting outcomes—is an important element in helping our people speak up. We promote greater transparency through a dedicated internal site where our people can find out:

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

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

Further increasing transparency, we make public our policy on [Speaking Up and Zero Tolerance for Retaliation](#), which outlines how employees can raise a concern (including formal grievances if required) and reporting and escalation procedures.

Guiding our people's behaviors

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

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

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

We believe these ethical behaviors are critical to the success of our business and continue to include them in our required Ethics & Compliance training. We monitor our ethical environment through anonymous surveys of our people at regular intervals.

Data privacy and information security

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

Beyond specific regional legal requirements, we apply strict data privacy and security standards to all information, everywhere. All our people have a personal responsibility to practice effective and responsible data management in accordance with our policies, including our Data Privacy Policy and procedures, our Binding Corporate Rules, as well as new and changing global regulations and jurisprudence.

This responsibility serves as a cornerstone of all we do. The Audit Committee of our Board continues to have oversight of our information technology risk exposures, including cybersecurity, data privacy and data security.

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

For example:

- We adhere to the highest and strictest information protection and privacy standards for handling and protecting personal data, as evidenced by our global certifications for Information Security (ISO® 27001:2013) and Data Privacy (ISO® 27701:2019). These certifications acknowledge that Accenture complies with the highest, strictest standards for handling and protecting personal data everywhere, and demonstrates accountability. We were the first global organization to be ISO® 27701-certified by the British Standards Institution (BSI) globally, across both our Enterprise and Client Service Business.
- We work hard to uphold global data protection and privacy requirements, including the European Union's General Data Protection Regulation (GDPR), and other data privacy laws in countries where we do business.
- Our Enterprise and Client Data Protection programs define the stewardship of Accenture and client information. They define our management processes and controls, in accordance with relevant information protection and privacy laws. BSI has rated Accenture as highest for all U.S. National Institute of Standards and Technology (NIST) at the Adaptive (Tier 4) implementation-level maturity for our Global Enterprise Services and Client Data Protection Program. Periodic independent assessments by BSI continue for maintenance and re-certification purposes.

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

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



Responsible AI

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

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

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

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

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

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

Business continuity

Our approach to managing disruptions is based on years of experience, preparation and adapting the way we manage and deliver services. Our business resilience strategy supports how we operate as a company, starting with our global client base, underpinned by internal functions and technology, and supported by the collaborations of our third-party ecosystem. Accenture's business resilience program is aligned to industry standards (ISO® 22301, ISO® 20000, ISO® 27001 and ISO® 27701). For more information, see our [business continuity case study](#). As society continues moving to a digital-first reality, promoting human rights and setting industry standards are top of mind as we adapt our offerings to reflect this new collective consciousness.

Corporate governance: practices and policies

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

Accenture’s corporate governance matters are described in our 2022 Proxy Statement, filed with the U.S. Securities and Exchange Commission on December 13, 2022, as well as our Corporate Governance Guidelines and committee charters, which are all found on our corporate website.

These documents outline the role of our Board and its committees and our key governance practices, as well as the experience, qualifications, attributes and skills of our directors. We are especially proud that this mix contributes to our 9 director nominees being 56% racially and ethnically diverse* and 56% women.

**For the purposes of this report, racial and ethnic diversity of our directors is based on self-reported EEO-1 categories. Please see our 2022 Proxy Statement for further information.*

Our practices and policies

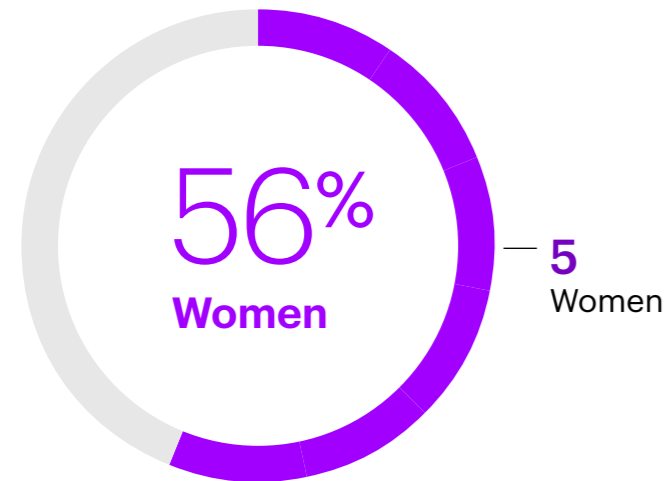
The following summarizes some highlights of our corporate governance practices and policies:

- Annual election of directors
- 100% independent Board committees
- Shareholders holding 10% or more of our outstanding share capital have the right to convene a special meeting
- 8 of 9 director nominees are independent
- Strong independent Lead Director, elected by the independent directors
- Annual Board, committee and individual director evaluations and self-assessments
- Active shareholder engagement
- Proxy access right
- Regular executive sessions, where independent directors meet without management present
- Robust director selection process resulting in a diverse and international Board in terms of gender, race, ethnicity, experience, perspectives, skills and tenure
- Policy on political contributions and lobbying
- Board takes active role in Board succession planning and is committed to Board refreshment
- Active Board oversight of strategy, risk management and environmental, social and governance (ESG) matters
- Committee oversight of ESG performance, disclosure, strategies, goals, objectives, risks and opportunities, as well as strategies related to our people, including pay equity, inclusion and diversity, leadership succession and risks
- Board diversity policy to actively seek out women and underrepresented candidates
- Director policy limiting service to three other public company boards or two other public company boards if the director is a public company chief executive officer
- Formalized committee oversight to cover political, lobbying and other grassroots advocacy activities and related policies and practices

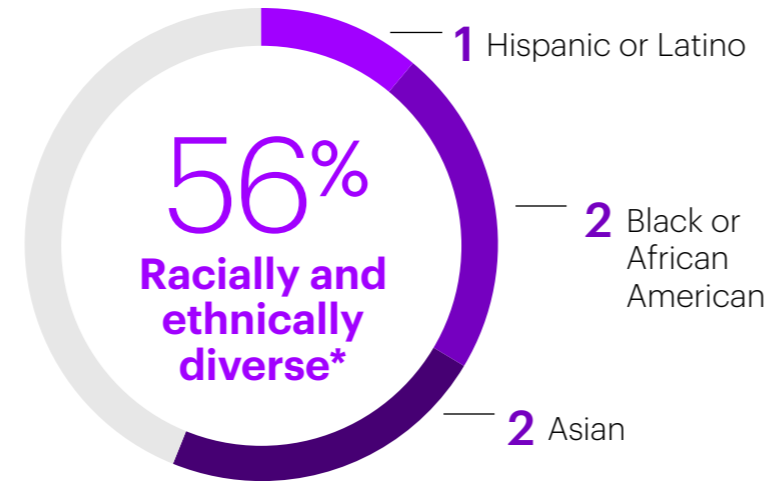
Board diversity

of our nine director nominees:

Gender



Ethnicity



Board committees chaired by women

50% of committees

Significant board refreshment

3 New directors over past 5 years

Board committees chaired by racially and ethnically diverse directors*

75% of committees

Age distribution

63 Average age of director nominees

Age range: **55-68**

Board tenure

6.4 years average tenure



*Racial and ethnic diversity is based on self-reported EEO-1 categories.

Human rights

Accenture Global Human Rights Statement

Our commitment

Accenture has been a signatory to the United Nations Global Compact (UNGC) since 2008.

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

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

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

Our human rights governance

We recognize that support and respect for human rights is an integral part of our sustainability commitments. The ESG steering committee has responsibility across all operational sustainability topics, including human rights governance and strategic decision making. This committee is chaired by our Senior Managing Director and Executive Director – Corporate Services & Sustainability and Business Operations.

Our human rights priorities

We focus our human rights efforts on areas most relevant to our business and operations in terms of potential human rights impacts:

- Diversity and equal opportunity
- Health, safety and security
- Employment conditions and working practices
- Supply chain
- Data privacy
- Anticorruption

Human rights and our supply chain

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

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

Our relationships with our suppliers help us amplify our human rights commitment. Our [Supplier Standards of Conduct](#) (SSoC), which supplements our COBE, sets out the standards and practices that Accenture suppliers are required to uphold or make an equivalent commitment. In turn, Accenture expects our suppliers to apply our SSoC to their own suppliers.

Malica, Interaction Design – Manager
Atlanta, United States



We work to be thoughtful and targeted in how we select and engage our suppliers, particularly in relation to higher-risk sectors and countries, and as our business evolves. For example, we worked with a third-party specialist to help prepare our first [Conflict Minerals Report](#) by reviewing our supply chain for products that contain 3TG minerals (tin, tungsten, tantalum or gold).

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

We continue to invest in new technology and processes to help us have greater visibility into the ESG performance of our suppliers. We are proud of the launch of our Sustainable Procurement Hub (The Hub), which we are rolling out globally. This new technology platform will enhance and provide greater transparency from our direct suppliers about their own human rights policies, due diligence and inclusive practices.

The Hub supports how we make ethical purchasing decisions, onboard our suppliers and assess their ESG progress. It is also a vital part of our compliance with supply chain due diligence requirements, including Germany's Supply Chain Act and Norway's Transparency Act.

Raising concerns

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

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

Anyone with an ethical or human rights concern about Accenture's supply chains or organization can contact the helpline by phone or online:

- A free phone number—+1 312 737 8262 (or in India, +1 888 276 6226; access code 000-117)—is available 24 hours a day, seven days a week.
- Online inquiries can be submitted to our Business Ethics Helpline website.
- All queries are handled by an independent team confidentially—and, where allowed by law, anonymously.

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

Living wage

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

Modern slavery, child labor and human trafficking

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

However, we are not complacent and frequently review how we can improve and evolve in response to changing circumstances and our evolving business.

Our [Modern Slavery Transparency Statement](#) provides more information about our efforts. While this statement is required by law in the United Kingdom and Australia, it also covers our commitment beyond these jurisdictions.

Conflict minerals

Accenture's Supplier Inclusion & Sustainability team has a dedicated focus on conflict minerals in our supply chain. Given the recent evolution of our Industry X business into hardware manufacturing, this work is a vital part of how we address modern slavery across our global supply chain. For more information, see our [Conflict Minerals Report](#).

Supply chain

The size and scale of our supply chain affords us the opportunity to drive a culture of responsible buying. As we continue to grow as a company, we recognize our responsibility to deliver long-term value to society through our clients, suppliers and communities.

Procurement Plus

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

Responsible procurement

Our Procurement Plus buying program influences key initiatives such as our award-winning Supplier Inclusion & Sustainability Program. We are committed to driving responsible buying practices for ourselves and for the wider marketplace. We have shared insights into our approach on sustainability during business reviews with select suppliers. We continue to focus on priority areas such as environment, human rights, supplier inclusion and diversity, and our [Supplier Standards of Conduct](#) (SSoC).

Our ethical procurement strategy

As we continue to build supply chains that are more sustainable and inclusive, we recognize the need for an ethical procurement strategy that is reflective of our core values and our Code of Business Ethics (COBE). Our ethical procurement strategy is an underlying component of our business practice and influences applicable training for Accenture people, selection criteria for suppliers and the development of our standards for conducting business with our suppliers.

To encourage broader transparency within our supply chains, we require our suppliers to adhere to our SSoC, which supplement our COBE, or to make an equivalent commitment. We communicate the standards through a range of mechanisms, including contractual terms and conditions, the [Supplier's Guide to Doing Business with Accenture](#), as well as our purchase order process. We continue to reiterate our commitment to our standards through communication to 100% of suppliers that are included in our supplier management program.* We have invested in further developing and strengthening our governance framework (for suppliers who agree to an equivalent) in line with our new Sustainable Procurement Hub operating model.

Our SSoC reflects our support of the [Ten Principles](#) of the UNGC—and we have continued to lead by example in upholding these principles since we signed the UNGC in 2008. 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 SSoC to uphold when conducting business.

We also expect our suppliers to apply these standards to their own suppliers, thereby continuing the impact of our ethical procurement strategy. We continue to evolve our global SSoC in line with our commitment to responsible business. For example, in fiscal 2022, we updated our trade control requirements.

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

Payment certainty

We realize the economic certainty that prompt payments can provide a supplier, whether a FORTUNE 500 company or a SME. In the United Kingdom, we are a signatory to the voluntary Prompt Payment Code, which requires a continual focus on ensuring that we pay our suppliers on time, within the payment terms agreed. We consistently make more than 95% of our U.K. payments within 60 days, as required by the code. Our Payment on Time Centre of Excellence and technology investment drives continuous improvements in this area. We are proud to be leaders in shifting the payment culture to be more efficient and fairer.

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

Driving supplier sustainability

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

Promoting supplier engagement

We actively work toward increasing the number of suppliers reporting their sustainability performance—for example, the percentage of suppliers that report emissions reduction targets and actions or regularly assess their own supply chains.

Sustainable Procurement Hub

We continue to invest in new technology and processes to help us have greater visibility into environmental, social and governance (ESG) performance of our suppliers. The Hub (introduced on p. 24,) which launched in fiscal 2021 and continues to roll out globally, is providing greater transparency from our suppliers about their own human rights policies and sustainability practices. The tool also allows us to perform due diligence processes to inform our buyer selection decisions, onboarding and ad hoc ESG assessments. The Hub is currently operational in over 30 countries with further

deployments and program enhancements planned in fiscal 2023. We have utilized The Hub to conduct more than 3,000 sustainability assessments to better understand our suppliers' ESG performance.

Carbon disclosure

We expect our suppliers to prioritize sustainability and provide updates on their environmental initiatives, goals and impact. As a corporate member of CDP's Supply Chain Program, we use CDP tools as well as The Hub to promote engagement, transparency and sustainable practices with our suppliers.

For example, since 2010 we have invited select suppliers to respond to CDP's supply chain self-assessment questionnaire. As of December 1, 2022, 68% of key suppliers disclosed their targets and 75% disclosed the actions they are taking, up from 58% and 60% as of December 1, 2021, respectively.

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

As part of our goal to reach net-zero by the end of 2025, we set an ambitious target requiring 90% of our key suppliers* to disclose their environmental targets and actions being taken to reduce emissions.

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

Working with our clients

We continue to support our clients who seek value delivered by including supplier inclusion and diversity in sourcing. For example, leveraging our global [Supplier Inclusion & Sustainability](#) model and experience, we helped develop a responsible sourcing strategy and operating model for a global bank. The strategy leveraged ESG Book analytics, set a comprehensive direction for the bank's procurement function to deliver on its net-zero and diversity and inclusion priorities, and provided a suite of toolkits and training for procurement, business and supplier engagement.

To further advance awareness of the positive impact procurement has on sustainability, Accenture has joined forces with The Sustainable Procurement Pledge (SPP). The SPP is a global, nonprofit community of procurement professionals that aims to embed sustainability in their daily activities. SPP empowers and equips procurement professionals with access to the right knowledge, tools and behavior. Accenture is supporting these efforts and participating in the leadership and advisory panels.

Sustainability Services and partnerships

Sustainability Services

Every business must be a sustainable business

Accenture has identified sustainability as one of the five key forces of change that companies must harness to lead in the next decade. As consumers, employees, business partners, regulators and investors demand that companies move from commitment to action, we believe every business must be a sustainable business—a growth engine for new markets, new products and new services.

Sustainability is a priority in what we do for our clients—and how we operate our own business. We continue to expand and evolve our portfolio of Sustainability Services to meet the changing needs of our clients and support the imperative to act on environmental, social and governance (ESG) issues. We are meeting that demand in three ways:

Create: Our comprehensive suite of sustainability-focused services helps our clients not only set goals but also shape and deliver on their transformation roadmap. We continue to develop new offerings, evolve our existing offerings and co-create with our ecosystem partners to deliver measurable business value and sustainable impact for our clients.

Embed: We embed ESG capabilities into our offerings across our core business, and this will continue to increase in scope and scale over the coming years. This is what we believe is required to address both the sustainability challenges facing the world, as well as the demands of our clients’ stakeholders to demonstrate action beyond ambition.

Innovate: We engage our partners to innovate with us by embedding sustainability in core business tools and processes our clients use to make decisions daily. This includes co-developing sustainability-focused products and services that open new growth opportunities, enhance their business and translate technology into solutions.

Together with our partners, we are helping the world’s leading organizations simultaneously become more sustainable and competitive, and build the resilience of their business to address climate change and achieve the United Nations Sustainable Development Goals (SDGs).



“Sustainability is going to be the next digital and every business will be a sustainable business.

This is why we are working toward embedding sustainability into everything we do, and with everyone we work with.”

Julie Sweet
Chair & Chief Executive Officer

Creating and evolving Sustainability Services

Drawing across all parts of our business, and collaborating with our partners, we help our clients reinvent their businesses at scale, creating business value and sustainable impact for all stakeholders. To advance our clients toward their sustainability goals, we offer a full suite of Sustainability Services:

Sustainability Strategy

Sustainability Strategy underpins all our Sustainability Services as we guide clients to define their sustainability ambitions, build the business case, and develop sustainability and technology roadmaps to deliver compressed transformation at scale. We lead C-suite conversations and architect solutions that enable system-level transformations and deliver untapped value and impact to clients and society.

Net Zero Transitions

We help our clients develop their full ESG agenda, making sustainability the driver of the enterprise, industry, value chain and systems change that is necessary to be competitive and deliver measurable shareholder and stakeholder value.

Transitioning to net-zero carbon emissions by 2050 is a priority for businesses and governments. We help our clients build the future net-zero emissions electricity, energy and production systems. We also help our clients accelerate decarbonization and progress toward their net-zero goals with an innovation and technology-led integrated approach,

spanning decarbonization of sectors, the transport and the energy systems, reinvention of demand and behaviors, carbon recovery and removals, all enabled by carbon and ESG intelligence.

Working closely with our ecosystem partners, we help companies set and implement net-zero strategies and programs including:

- Scaling low-carbon and renewable energy-generation, self-consumption, and procurement
- Building the supporting grids, networks, charging infrastructure and industrial clusters
- Setting science-based targets, decarbonization goals and programs, and roadmaps to emissions reduction, net zero and neutralization
- Developing and deploying carbon intelligence capabilities to enable integrated, carbon-informed decision making across business functions
- Designing strategies and developing and implementing new business models for e-mobility, hydrogen and ammonia, bioenergies and synthetic fuels, carbon capture, utilization and storage, batteries and energy storage, and nature based solutions
- Developing products and services to enable a future net-zero energy system
- Developing new capabilities and skills for the net-zero transition, spanning operating models, process design, incentives like internal carbon pricing, and training programs
- Shaping sustainability-informed consumer choices and behaviors

Sustainable Value Chain

We help our clients build more sustainable value chains by embedding sustainability into each supply chain function and through data-led transformation of the entire value chain.

We enable organizations to deliver more trusted, circular and net-zero value chains by providing the insights, tools and expertise to:

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

Sustainable Technology

We understand first-hand the vast promise of technology as well as the need to decouple emissions from growing technology adoption. Our goal is to help organizations not only use technology more sustainably, but also use it as a vehicle for being more sustainable.

We support companies to use and scale technology to drive sustainability across the business, including their operations, supply chains and ecosystem, while making sure that it is deployed and used in the most sustainable way. We help clients to:

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

Sustainability Measurement, Analytics and Performance

Business leaders today are increasingly devoting the same resources and attention to ESG/climate risk issues as they do to their financials. That means weighing risks and opportunities while staying on top of emerging disclosure requirements. The complex sustainability landscape demands a comprehensive, data-led performance management capability that blends financial and non-financial goals and consolidates key metrics in one place.

We provide the tools, technology and holistic methodology to support every stage of the transformation process. We can help clients make the right strategic decisions, redefine what value means for their business and create enduring value with critical insights.

We help boards, leadership teams and Chief Financial Officers to:

- Define ESG priorities, metrics and key performance indicators
- Understand ESG risks and transition scenarios
- Align on ESG frameworks and standards
- Create sustainability-led operating models
- Design ESG data architectures
- Monitor ESG measurement and real-time impact
- Leverage ESG data insights to inform decision making

Sustainable Leadership and Organization

The shift toward sustainable business models offers financial and competitive value to companies that make ESG and sustainability a priority at all levels of the organization, including the C-suite and the board. Transforming organizations to be sustainable at their core requires a new focus on people, process and technologies – upskilling of talent, change management processes for implementation, and the right data and insights to support leaders to drive meaningful change throughout the business.

As business leaders transform their organizations into sustainable businesses, we help clients:

- Communicate with the board members on the governance necessary to meet the organization's Sustainability and ESG goals, metrics and annual outcomes
- Educate board members on ESG and Sustainability, industry benchmarking and best practices for informed, incisive and bold leadership in the boardroom
- Create a purpose-driven strategy aligned to the company culture and values
- Optimize operating models and organizational design to drive a sustainability strategy
- Drive effectiveness by strengthening inclusion, diversity and belonging
- Develop and equip responsible leaders at all levels of the organization
- Reskill and upskill talent to build sustainability capabilities

Sustainable Customer Experience and Brand

From new digital touchpoints to innovative and inspiring products and services that help customers achieve their own sustainability goals, we help businesses shift perceptions and bring customers—and their own people—on the journey.

We apply deep knowledge of sustainability challenges and opportunities, along with design, creative, innovation and ethnographic skills, to position customer experience and brand narratives as differentiators and enablers of organizations' sustainability ambitions.

We help businesses convert their customers' intentions into new behaviors by creating sustainable customer experiences that also:

- Activate purpose-driven brands.
- Create sustainability-led behavior change in consumers and employees.
- Drive awareness and understanding about the company's net-zero ambitions.
- Build loyalty and relevance by meeting stakeholders' needs for sustainability transparency.

Creating value and impact

Our Sustainability Services portfolio is continually evolving to meet the changing needs of our clients. For example, as economic and geopolitical forces led to mounting energy costs, we expanded our energy efficiency capabilities with new offerings to help business leaders take short-term action to reduce energy costs and emissions and support customers' behavior change.

Our extensive cross-industry expertise and a robust partner ecosystem are core to the solutions we deliver. Our innovative sustainability solutions across industries include:

Financial services: We helped Sabadell, a multinational financial services company, build a centralized sustainability data repository according to European taxonomy, covering business units needs and regulatory reports.

Petrochemicals: We helped Braskem, a multinational petrochemical company, develop a decarbonization program that identified emissions reduction initiatives, calculated business cases and constructed a comprehensive marginal abatement cost curve.

Industrial: Our strategy is helping a multinational steel manufacturing company in its decarbonization initiative in its plants in Europe and Canada by the end of 2025. Our activities include creating a new capability, process and operating roadmap.

Manufacturing: We are helping Kubota, a leading agricultural equipment company, reduce CO₂ emissions and introduce circular water and waste solutions.

Utilities: EDF, a multinational energy company, is developing a nuclear power station that will provide low-carbon energy for more than 6 million U.K. homes. Our Industry X team is supporting EDF's total enterprise reinvention with digital construction processes and greater efficiency with a global delivery factory model on a secure cloud infrastructure.

Energy: We helped a Latin American energy company identify significant cost savings by developing a targeted roadmap to improve energy efficiency by 30% and CO₂ emissions by 10% by 2030.

Working toward embedding sustainability in everything we do

As part of delivering 360° value, we continue to embed sustainability into our work with clients and into our own solutions—with a goal to create meaningful business value and sustainable impact that can transform organizations and industries for a net-zero future.

As we help our clients create their own sustainable future, we are transforming our business to be sustainability-led, including:

- **Applying green software principles** to our ways of working, enabling our clients to accelerate their transition to a sustainable technology organization by helping them assess, prioritize and mobilize decarbonization strategies.
- **Transforming supply chains** to consider circularity in the value chain; identifying opportunities to remove waste and obtain net positivity across critical resources such as energy, water and net-zero emissions; keeping materials in productive use for as long as possible with circular consumption; and rethinking the last step of a product's life cycle.

- **Advancing Responsible AI** by translating ethical principles and research to apply practical, measurable metrics and methodologies, and provide our clients with useful tools across the spectrum of governance, accountability, fairness and explainability. By applying these practices when designing, deploying and monitoring AI, we empower our people and clients to embed Responsible AI in daily operations to engender trust and scale AI with confidence.
- **Building and engaging diverse teams and perspectives** in the full development process is essential for a culture of equality. We create experiences that work for everyone by considering accessibility design standards and co-creating inclusive tools and solutions with our clients and their customers.

This is all part of our goal to embed sustainability into everything we do and with everyone we work with to create business value and sustainable impact, enabled by technology and human ingenuity.

Making learning about sustainability at scale and speed a priority

From our Global Management Committee to all our people, we are embedding a sustainability mindset throughout our company. Our company-wide sustainability learning curriculum enables our people to understand and consider how our work can deliver more sustainable outcomes and drive change in line with the UN SDGs.

We offer a level approach to learning—including awareness, foundational and external academic partnerships—to drive SDG fluency and innovation. Our sustainability training provides self-paced opportunities for learners to explore the SDGs and Accenture's focus, building understanding about the importance of sustainability in today's context. As of August 31, 2022, nearly 395,000 of our people have taken sustainability awareness-level training.

The Sustainability Quotient (SQ) training features expert-curated content from Accenture leaders around the world. This training received a Gold Brandon Hall 2022 Excellence Award for Best Unique or Innovative Learning and Development Program. This year, we added two SQ topics—Green Software and Sustainable Customer Experience and Brand—bringing the total to seven real-time, right-sized learning modules.

Through our external partnership with the University of Oxford, we have curated a regular speaker series focusing on priority Sustainability topics with Accenture leaders and experts from the Oxford Smith School of Enterprise and the Environment. We also created an ongoing program with Oxford tailored for Accenture executives focused on the “Economics of Climate Change.”

Our continued participation as a member of the MIT Climate and Sustainability Consortium has given us the opportunity to partner with other sustainability leaders to accelerate large-scale, real-world implementation of solutions to address the threat of climate change.

We have also trained more than 100,000 software practitioners across Accenture, conducting awareness sessions for our technology sales leads, technology solution architects and green software advisors on green software principles.

Expanding capabilities through acquisitions and strategic investments

Through our ventures and acquisitions, we continue to expand our ecosystem to connect our clients with best-in-class emerging enterprise startups to unlock new opportunities for growth and sustainability innovation.

Our recent sustainability acquisitions include:

- **akzente**, based in Munich and Berlin, which provides sustainability strategy, reporting, communication and stakeholder-management consulting services.
- **Avieco**, a leading U.K. sustainability consultancy in London.
- **Carbon Intelligence**, London, which helps companies set Science Based Targets initiative (SBTi)-approved targets and net-zero commitments.
- **Fortitude Partners** in London, which joined Accenture to provide strategic sustainability innovation consulting as part of our Sustainable Customer Experience and Brand team.
- **Greenfish**, a Brussels-based engineering and advisory company that specializes in sustainability.
- **Zestgroup**, a Dutch company that specializes in energy transition services.

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

Our recent sustainability investments include:

- **ESG Book** (minority investment; formerly **Arabesque S-Ray**) to accelerate our clients’ ability to benchmark and evaluate sustainability impacts.
- **Pixxel** (strategic investment), which is building an earth imaging satellite constellation. Its AI-powered insights will identify and predict climate issues at a fraction of the cost of traditional satellites.
- **pulsESG** (minority investment), which offers an integrated, comprehensive and flexible cloud-based software as a service platform that solves the complexity of ESG reporting, planning and management.
- **Reactive Technologies** (strategic investment), a provider of power and grid measurement technology to help utilities accelerate the transition to low-carbon energy.
- **SkyHive** (spotlight investment), which is democratizing labor opportunities and unleashing human potential in real-time with the world’s only quantum labor analytics platform by marrying economic theory with workforce modeling and human analytics.

Innovating with clients and partners

We lead with innovation to help our clients imagine and invent their futures as they transform their organizations to become more sustainable. We bring together our capabilities across our organization to develop and deliver disruptive innovations at scale to help business leaders achieve their sustainability goals. We anticipate market needs and deepen our impact by embedding sustainability innovation through technology, which is key to how we innovate with clients and partners.

Co-creating with clients

Accenture Innovation Centers deliver sustainability innovation for our clients by building and scaling solutions across technologies and industries:

- **The Dock**, our Innovation Center in Dublin, helps business leaders redefine value for their organizations, make strategic decisions based on ESG metrics, and pioneer new opportunities while helping to promote their sustainability agenda to employees, clients and the market.
- **The Seed**, our Innovation and Sustainability Lab in Costa Rica, designs transformative change through immersive experiences and pioneering practices.
- **The Accenture Global Sustainability Innovation Network**, a community spanning more than 20 countries, works to accelerate and build sustainability into innovative products and services through co-creation and sharing sessions, prototyping and implementation initiatives, industry-focused demonstrations and more.

- **The Accenture Sustainability Studio**, an accelerator program where our people devise and prototype digital solutions that deliver business value and sustainable impact. The focus is on developing cost-effective prototypes for clients to test and prove viability before scaling and rolling them out.

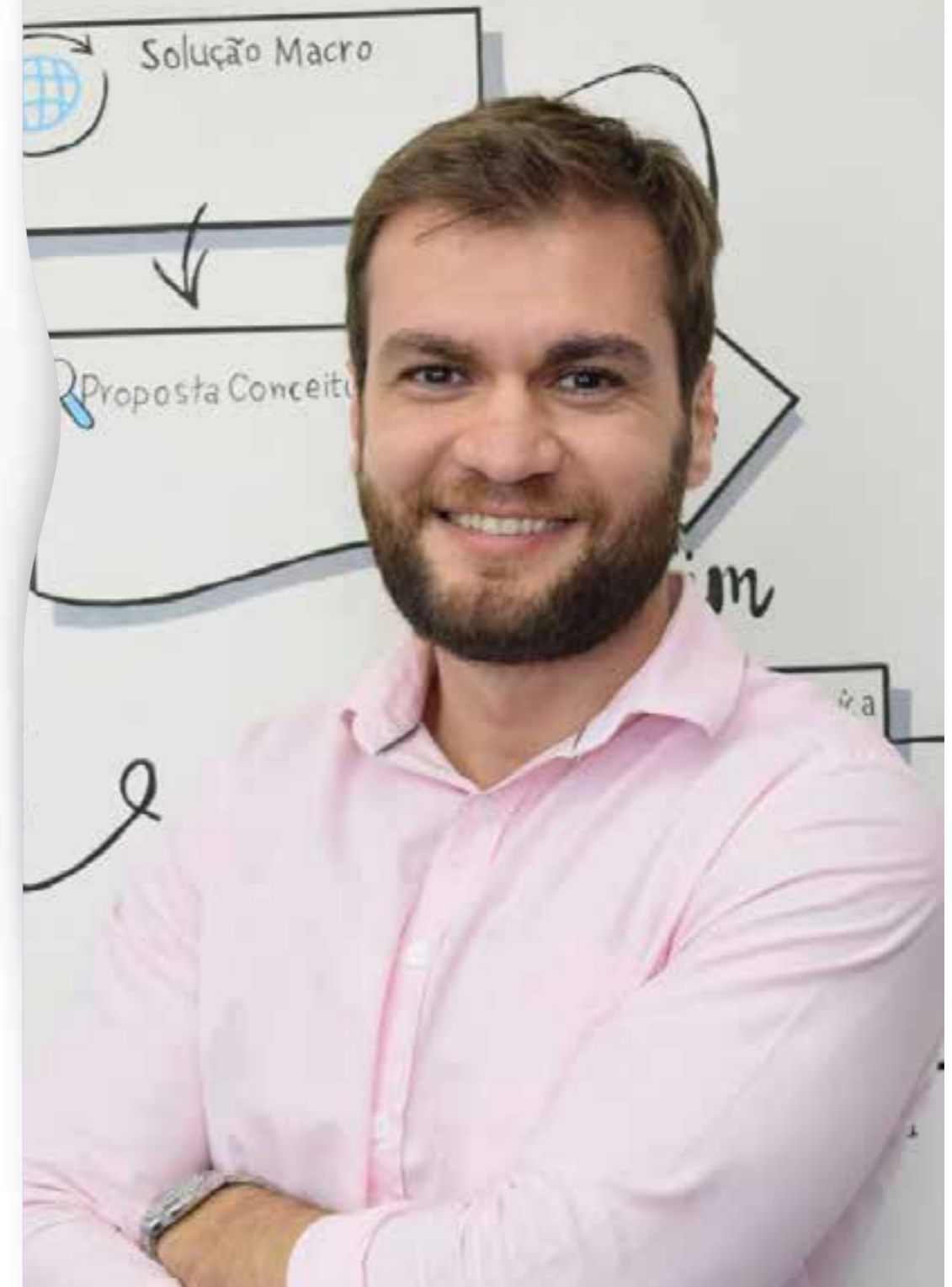
Accenture Innovation Centers help clients quickly see the value of, and inform decisions about, the right digital solutions for their business, stakeholders and the environment.

Innovating with our ecosystem partners

We have a robust network of innovation partners with whom we collaborate to create sustainability value and impact for our clients.

Together with our technology partners, Accenture is changing how organizations use technology to support responsible business operations and high value, more sustainable customer outcomes. We have formed strategic sustainability partnerships with SAP, Salesforce and Microsoft, with whom we are co-creating differentiated offerings and assets to accelerate and scale our clients' sustainability and innovation agendas.

Leonardo, Specialist – App Technical Support
São Paulo, Brazil



SAP: We have been working with SAP since early 2020 to address our clients' sustainability needs by co-innovating in areas such as:

- **ESG measurement, analytics and performance:** We are collaborating to streamline sustainability reporting, including Stakeholder Capitalism Metrics developed by the World Economic Forum, the Global Reporting Initiative Index, and a partnership with 3M and the United Nations Global Compact (SDG Ambition).
- **Sustainable value chain with a focus on circular economy:** We are SAP's circularity co-development partner, starting with the SAP Responsible Design and Production module, to manage regulatory risk and helps to reduce packaging waste.
- **Social responsibility:** We are working to catalyze the ESG impact across multitier supplier networks and mitigate ESG supply chain risks to secure stakeholder trust.
- **Climate action:** We are helping to define a decarbonization transformation consistent with the UN's Climate Action roadmap and our own carbon intelligence capabilities to increase business value at the product and corporate levels and across the value chain.

We also work closely with the SAP:iO Accelerator program to incubate new technology solutions for sustainability and build startup innovation networks with and for our joint clients. The SAP software we develop and implement follows green software engineering practices that also make digital accessibility, ethics, data protection and security integral components.

Salesforce: We are helping organizations unlock the power to track and measure their sustainability goals with Net Zero Cloud from Salesforce. Through our partnership with Salesforce, we bring sustainability to the front office and provide business leaders visibility into their company's historical, current and future carbon footprint.

Our joint offering helps our customers see their impact across Scope 1, 2 and 3 carbon emissions with reliable and insightful data, so they can drive positive change across the enterprise. We also facilitate collaboration with suppliers and customers to collect more granular Scope 3 emissions data and engage in net-zero initiatives.

Together, Accenture and Salesforce are working to help companies track and analyze broader ESG metrics—from greenhouse gas emissions to water and waste management to diversity and inclusion—to create business value and address the growing end-user demand for data-driven ESG insights and performance.

As a leading Net Zero Cloud partner, we have developed several accelerators to extend the reach of the solution, including ESG dashboards, field service sustainability management and product carbon footprint tracking.

Microsoft: In June 2021, we founded the Green Software Foundation with Microsoft and Avanade to infuse sustainability into the entire software development life cycle (SDLC). This growing forum of businesses, academic and nonprofit organizations is helping to develop industry standards, metrics and tools to measure and reduce the SDLC carbon footprint and raise awareness.

We are working toward applying our findings to everything we do for our clients, from software development to data and AI, as well as in the approach we take when we roll out cloud migration and optimization aboard a greener Azure cloud.

We recently announced that with Microsoft and Avanade, we are helping our clients gain more visibility and intelligence into their decarbonization approach to their net-zero transition. Our goal is to help clients rethink the optimization of their entire IT and business operations, from reducing carbon emissions to right-sizing their cloud footprint, to eliminating waste of finite resources such as water, food and raw materials in production or manufacturing processes.

With the Microsoft Cloud and Cloud for Sustainability, we are helping organizations break silos and provide data-led insights so they can track their carbon footprint across the entire operation and improve visibility and transparency throughout the value chain.

Making a difference with strategic partners

For over 20 years, we have formed strategic partnerships with leading organizations including the United Nations, the World Economic Forum and global nonprofit organizations to help achieve the UN SDGs and tackle climate change. Our partnerships involve joint action to develop thought leadership, deliver programs, coordinate ecosystem action and support sustainable business transformation.

We partner with highly visible and influential market forums and international organizations on programs focused on key sustainability challenges and solutions. Examples include:

United Nations Global Compact: Since 2008, we have been committed to the Ten Principles of the United Nations Global Compact (UNGC), supporting its efforts to advance sustainability, equality and human rights. We champion the UN Sustainable Development Goals (SDGs). We also partner in other ways, including:

- **The UNGC–Accenture CEO Study on Sustainability:** This [annual study](#) gathers and analyzes the perspectives of more than 1,200 CEOs across 113 countries and 21 industries, highlighting the urgent challenges and opportunities for business leaders to address the climate crisis.
- **SDG Ambition:** The UNGC partnered with Accenture, SAP and 3M to launch the SDG Ambition program to support over 1,100 businesses across 80 countries to accelerate their actions on the SDGs into their business operations and planning.

The World Economic Forum: We collaborate with the World Economic Forum (WEF) on thought leadership, events, programs and initiatives to address climate and net-zero challenges at scale, including:

- **The Circularity Accelerator:** This partnership with WEF, Anglo American, Ecolab and AWS pairs global organizations with disruptors seeking to scale circularity.
- **Net-Zero Carbon Cities program:** This cross-sector collaboration seeks to advance clean electrification and circularity in cities across the globe.
- **Transitioning Industrial Clusters towards Net Zero:** We have partnered with WEF and EPRI to accelerate the transformation of industrial clusters to reduce emissions, create jobs, and improve the economic competitiveness of industrial areas.
- **Aluminium for Climate:** This initiative is designed to accelerate innovative solutions to address the carbon footprint of the carbon-intensive aluminum industry.
- **Accelerating Clean Hydrogen:** This public-private collaboration aims to decarbonize hydrogen production to reach net-zero emissions by 2050.
- **Accelerating Transition from Coal to Renewables in Emerging Markets:** This WEF-sponsored initiative plans to repurpose old, inefficient coal power plants into renewable energy assets.
- **HUB Ocean:** We support HUB Ocean and its Ocean Data Platform, powered by WEF, Aker and 17 other organizations, to develop projects and solutions for a healthier ocean.

- **World Business Council for Sustainable Development** Accenture is a long-standing partner of World Business Council for Sustainable Development (WBCSD), including providing important input to WBCSD business strategy and participating in programs such as circular cars, net-zero retail and the decarbonization of transportation. Our work with WBCSD provides thought leadership and net-zero transition models to the 250-plus WBCSD member companies.

Platform for Accelerating the Circular Economy: The World Economic Forum, along with Accenture, and other leaders in private and public sectors, launched the Platform for Accelerating the Circular Economy (PACE) in 2018 to scale impact and advance a global circular economy. PACE is now hosted by the World Resources Institute. We partnered with PACE in 2021 to publish thought leadership on how the electronics, textiles, food, plastic and capital equipment sectors can increase circularity with 50 calls-to-action in the Circular Economy Action Agendas, and more recently, are collaborating to enhance corporate circular target-setting in collaboration with the Circular Economy Indicators Coalition. Peter Lacy, Global Sustainability Services Lead & Chief Responsibility Officer, is a Board member of PACE, and the work of the organization heavily influenced "[The Circular Economy Handbook](#)," which was published in 2020 to inspire organizations to take transformative steps toward circularity and create new opportunities for competitiveness and sustainable prosperity.

The World Bank: Accenture Development Partnerships and The World Bank are helping countries in East Asia Pacific become credible, attractive and efficient actors in the global carbon reduction credit markets. We designed a program to provide a knowledge platform, capacity building, technical assistance and financing solutions.

International Finance Corporation: In 2018, Accenture and the IFC Financial Institutions Group co-created the DigiLab program, a digital innovation accelerator to help financial services institutions support underserved customers, reach new markets and gain efficiencies in their operations. To date, we have helped over 30 organizations engage to serve more than 11 million customers in 19 countries.

Recent Analyst Recognition

Everest: Accenture has been recognized as a leader in the inaugural “Sustainability Enablement Technology Services PEAK Matrix Assessment 2022” report, by industry analyst firm Everest Group. We are an overall leader and ranked highest in the Vision & Capability dimension within the assessment that detailed profiles of 14 service providers and the integrated capabilities that they offer in the sustainability services ecosystem.

IDC: Accenture has been positioned as a leader in the inaugural “IDC MarketScape: Europe, Middle East and Africa Service Providers for Energy Transition and New Business Models for Oil and Gas Companies 2022 Vendor Assessment.” Several of our key strengths were highlighted, including end-to-end services—spanning strategy, consulting, digital, technology and operations—and integrated service portfolio, supported by new energy research, innovation capabilities and energy-focused digital labs.

Leading in research

Accenture places great importance on thought leadership to drive environmental and social imperatives. We produce a variety of research, insights and reports across the ESG landscape. We also conduct timely topic-specific research to help us continually understand and better shape the evolving ESG landscape. For example, the [United Nations Global Compact–Accenture CEO Study on Sustainability](#) has provided the most comprehensive longitudinal study of CEOs’ changing attitudes about sustainability since 2007.

Other recent publications include:

- [Measuring sustainability. Creating value.](#)
- [Shaping the Sustainable Organization](#)
- [Uniting technology and sustainability](#)
- [Reaching Net Zero by 2050](#)
- [Industrial clusters: Working together to achieve net zero](#)

Our thought leadership also extends to industry-specific research and reports, including:

- [Sustainability in automotive aftersales](#)
- [Aerospace sets sights on sustainability](#)
- [Sustainable lending: An action plan for banks](#)
- [New Energy Consumer: Transition on demand](#)
- [How investors view mining's new role as a champion of decarbonization](#)
- [Scaling ESG Solutions in Fashion](#)
- [Investing for Impact: ESG in private equity](#)
- [Decarbonizing energy: From A to Zero](#)

We also co-author publications and reports, including:

- [Get Nature Positive](#) (with the Council for Sustainable Business)
- [The Net-Zero Industry Tracker](#) (with the World Economic Forum)
- [How China is decarbonizing the electricity supply for aluminium](#) (with the World Economic Forum)

Community impact

As a company of 721,000 people serving clients in more than 120 countries, Accenture is uniquely positioned to help drive positive change in communities around the world.

We work to create lasting impact by focusing on skilling for technology careers, innovating for society, helping communities in crisis and refugees, and offering meaningful volunteering, participation and innovation opportunities for our people.

Collaboration is at the heart of how we deliver this impact. We work with our clients, ecosystem partners, nonprofit partners and others to accelerate our collective progress and do more with our resources.

Skills to Succeed

Through our global Skills to Succeed initiative, we collaborate with our partners to prepare people for employment and entrepreneurship opportunities. In fiscal 2022, we equipped more than 1.6 million people worldwide with the skills to make substantive improvements to their lives, for a total of more than 7.5 million since 2009. The programs below align to the Skills to Succeed initiative to help nurture the next generation, help people prepare for a job or business venture and help people build work experience.

As a global professional services company, we already are realizing a future in which we see how critical technology skills are necessary for jobs and careers. And we believe we have a

responsibility to skill—and reskill—people in our communities to be ready for the changes we are involved in creating, and their impact on jobs, careers and the workplace. This responsibility also contributes to companies' ability to find and nurture diverse talent and tomorrow's innovators.

We are rising to this challenge through our global Skills to Succeed initiative, which aims to help create a more economically and digitally inclusive world. For example, our [Skills to Succeed Academy](#) is a free, immersive online learning program to help young people build skills and confidence to succeed in the workplace. In fiscal 2022, the academy has skilled approximately 98,000 people globally.

We are also hiring graduates of skilling programs ourselves, as we strive to find the best talent and offer new routes into the professional world.

Nurturing the next generation

- In collaboration with Amazon Web Services (AWS), Telstra and the Commonwealth Bank of Australia, we are supporting [Grok Academy](#)'s DT Applied program in Australia. Classroom-ready resources help develop students' digital skills and fluency, while also promoting tech career opportunities. The program covers four key applied technology skills—design thinking, user interface (UI) and user experience (UX) design, cloud computing and data analytics—with a goal to improve the lives of more than 18,000 students by the end of 2024.

- [Junior Achievement Worldwide](#) equips more than 12 million young people each year with the skillset and mindset to build thriving communities. The global NGO engaged Accenture Development Partnerships to define a strategy that accelerates digital education, cultivates partnerships, and empowers the underserved. We are also helping JA Worldwide operationalize these efforts in Africa, Asia, Europe, and the United States to help expand its reach to more than 100 million students annually by 2050.
- We are helping [GirlCode](#), a nonprofit organization in South Africa, empower girls and young women with tech skills and training to increase their job readiness. In a country where only 23% of tech jobs are held by women, GirlCode's mission is to increase access to in-demand skills by girls and young women, many from disadvantaged communities and backgrounds. We are supporting by providing Python, Java and AWS Cloud training.
- In Japan, we work with [Yokohama Spice](#) to promote STEM studies by running robotic programming workshops in schools. In fiscal 2022, over 1,100 students learned the basics of programming alongside the application of creative problem solving, supported by Accenture volunteers.
- We participated in [Latin Code Week](#), a digital education initiative co-created by SAP and Junior Achievement Americas to promote STEM studies and careers for youth in Latin America. Our people mentored participants in a sustainability app challenge that involved working to solve one of the Sustainable Development Goals, coding, skills of the future (including creative problem solving) and business skills (including analytics).

Preparing for a job or business venture

- As a partner to **Youth Business International** (YBI), we support and skill young entrepreneurs from disadvantaged backgrounds as they start, grow and sustain businesses—unlocking income streams, job creation and inclusive economic growth. We are furthering our investment with a new \$5.25 million grant to YBI that will help an estimated 240,000 young adults (ages 18-35).
- We expanded our 12-year partnership with **Save the Children**, including through a new grant of \$4.8 million to focus on investing in a green economy, promoting gender equality and social justice for in- and out-of-school youth, supporting youth-led advocacy to drive social and environmental change and leveraging technology for digital skilling. This investment has the potential to help an estimated additional 70,000 young people—a majority of whom will get a job, start their own business or continue their education—and support 5,000 adults in helping youth achieve these outcomes. Our partnership will leverage the best of our capabilities, and together, we aim to create a sustainable future for all. In fiscal 2022, our tech-enabled skilling initiatives equipped nearly 34,000 people with the skills to improve their lives.
- Across India, we are collaborating with AWS to help underemployed or unemployed individuals start careers in cloud computing through **AWS re/Start**,

a free 12-week, in-person and virtual skills-development program that prepares participants for entry-level roles in IT operations, site reliability and infrastructure support. It will also connect learners to potential employers and offer job-readiness support including resume writing and coaching. We are rolling out this program in partnership with the Anudip Foundation, Don Bosco Tech Society, Magic Bus Foundation and the Hope Foundation, and our volunteers will offer mentoring support.

Building work experience

Through our work-based learning initiatives, we are working with organizations to break down barriers to employment and expand job opportunities to motivated, high-potential underrepresented talent who traditionally have lacked access to the digital economy.

- In Belgium we are working with **BeCode** to support people who are unemployed or not actively seeking jobs with coding skills. BeCode recruits people, trains them with digital and coding skills—and guides them to find the right internship and job for them. Since 2019 we have supported over 30 internships at Accenture.
- Accenture is a founding partner of **Movement to Work**, a collaboration of U.K. employers committed to tackling youth unemployment through the provision of vocational training and work placements for young people who are not in education, employment or training. In fiscal 2022, we hosted more than 150 placements and hired 11 people.

- In the United States, our **Skills to Succeed internship and Learning to Lead programs** provide early career exposure and work experience to high school and college-aged individuals through summer and year-round internships. This year, more than 700 high school and post-high school interns participated in the programs. In addition, more than 65 interns received an offer to return to Accenture as a summer analyst, apprentice or full-time employee.

Innovating for society

As innovators, we have an opportunity to leverage existing and emerging technologies to address critical challenges facing society and help build a more sustainable and inclusive world.

We are helping **Dansk Blindesamfund**, the Danish Association of the Blind, explore how AI-enabled voice-activated assistants can help make life easier for people who are visually impaired using digital AI assistants, natural language processing and integration of Internet of Things (IoT) devices. From navigating online services to controlling devices, appliances and equipment, and supporting everyday practical tasks, the goal is to help people who are blind or partially sighted personally and professionally, to help enable everyone to contribute and participate on equal terms in society.

To support **Gerando Falcões**, a social justice movement in Brazil's poverty-stricken favela communities, Accenture Song developed Favela X-The Game, a metaverse experience that highlights social inequities in order to generate social impact and cultural awareness. Young people are invited to a virtual favela in Roblox to understand the hardships facing millions of Brazilians. Attracting more than 18,000 players in the first two months, in-game brand activations also raised more than \$48,000 to support the nonprofit organization's work.

In China, we work with **The Inclusion Factory**, a global parts manufacturer that seeks to compete in the manufacturing space while leading in social responsibility. As part of this, they aim to be more inclusive in their hiring, and to hire people with disabilities.

To support these workers as they execute a dynamic standard operating procedure, we developed an AI-powered computer vision approach that analyzes hand gestures and action sequences of workers to understand which steps have been completed and which steps are next. These AI smarts were integrated into a 3D virtual environment so that feedback can be provided to the worker in an intuitive way, empowering employees across a range of learning abilities to continuously remain productive despite dynamic and agile business demands.

We supported the **Spanish Red Cross** in a six-month pilot to build a digital reforestation platform, focusing on capturing the digital representation of an existing forest and a digital reforestation training program.

We are collaborating with **T4 Education** on the World's Best School Prize for Environmental Action. The prize recognizes innovation in how educators run their organizations and in how they integrate sustainability into the core of what they teach, empowering the next generation to harness new technologies and innovative practices that tackle the global sustainability issues that impact us all. Students and schools play a key role in addressing climate action and the resulting issues of uncertainty, inequity and poverty.

Communities in crisis and refugees

We help welcome refugees in the communities where we work and live around the world, and we recognize how they enrich our communities through their courage, strength and talent.

We partner with local and global organizations to help refugees, both individuals and families, who need to leave their home countries and establish new lives, gain meaningful employment and start businesses.

Welcome.US

Co-chaired by our Chair and CEO Julie Sweet and Alphabet and Google CEO Sundar Pichai, the Welcome.US CEO Council is working to accelerate and scale private sector support for people seeking refuge and build a culture of welcoming.

We are also providing pro bono services to Welcome.US to scale support for the resettlement of newcomers. To date, we have given more than \$4 million in pro bono consulting services and cash donations to support the strategic priorities of Welcome.US.

Our Welcome.US activities and impacts include:

- Hiring 29 Afghan evacuees and creating referral pathways to further connect promising candidates with meaningful employment, referring more than 100 candidates to other companies.
- Co-hosting a refugee hiring fair in Atlanta with other companies and almost 300 newcomers in attendance.
- Supporting the Welcome Legal Alliance—a Welcome.US initiative that has already helped more than 600 applicants with asylum applications—providing pro bono legal and consulting support.
- Creating the Welcome Employment Exchange, in coordination with Welcome.US and Manpower, where companies have posted nearly 50,000 jobs available for newcomer job applicants as of November 2022.
- To further mobilize American communities and the private sector, Accenture's creative agency Droga5 has helped the Welcome.US team develop meaningful campaigns to help spread awareness about welcoming newcomers.

Ukraine relief

We are helping meet the essential immediate and longer-term needs of Ukrainian refugees. Examples include:

Developing apps to meet essential needs

- In Slovakia, our people developed an app to help distribute insulin and other essential supplies to Ukrainian children with diabetes. The app coordinates requests efficiently and securely to avoid potential misuse and protect users' highly sensitive data.
- Another team created the Map of Help—a solution based on Google Maps that was created to help identify key location points and resources for Ukrainian refugees in Slovakia, while also connecting Slovaks with volunteer opportunities.

Partnering to deliver food and aid

- We partnered with the **Confederation of British Industry** to organize essential humanitarian food boxes for delivery to Ukraine. Our people in the United Kingdom worked with British food manufacturers, supply chain partners and the Ukrainian embassy in London to enable this essential aid to reach people in need.

Supporting long-term economic inclusion of refugees

- We quickly mobilized to partner with job marketplace **The Adecco Group** to support Ukrainian refugees looking to start a new career and to open a recruiting channel for new talent. To support this effort, we adapted our Skills to Succeed Academy to provide basic employment and digital skills to Ukrainian refugees, with additional follow-up to help connect graduates to job opportunities.

- In Poland, we rapidly transformed our **Carrots Academy for Women** initiative into an upskilling program to provide cybersecurity training to Ukrainian women refugees. On completion, participants may receive job offers from Accenture or another established employer in Poland.
- We are an anchor partner in the **Sunflower Project—a Tent Partnership for Refugees** initiative to accelerate economic inclusion of Ukrainian refugee women across Europe through direct hiring, training and upskilling programs, mentoring and additional support.
- We are helping **YMCA Europe** establish community hubs in Ukraine, Romania, Moldova and Slovakia to help internally displaced people and refugees connect with local communities and resources, including access to safe and secure skill development and support. The program is expected to provide more than 10,000 participants with holistic support and to be a replicable offering that will encourage other organizations to co-fund and replicate this approach across Europe.
- In Poland, we are working with **Upwardly Global** to create a private sector coalition which aims to develop new support systems and career advancement initiatives for Ukrainian women refugee job seekers aligned to their skills and experiences.

In addition, as part of our immediate response, Accenture donated \$5 million to nonprofit relief organizations working to help people in Ukraine and those who are being displaced into Poland, Romania, Slovakia, Hungary and the Czech Republic. We matched 100% of the \$1.75 million in donations from our people.

Accenture Development Partnerships

[Accenture Development Partnerships](#) (ADP) helps our clients—including leading NGOs, private foundations, public donor agencies and the private sector—address society’s most critical challenges. Specifically, through its Inclusive Business offering, ADP collaborates with private sector clients to drive sustainable impact at scale to support their environmental, social and governance goals.

Celebrating two decades of impact

For 20 years, ADP has led diverse work fostering partnerships, collective impact and social equity to progress the UN Sustainable Development Goals (SDGs) improving lives around the world. Key focus areas include agriculture; climate and environment; energy; gender, inclusion and diversity; health and nutrition; humanitarian aid and refugees; inclusive financial services and products; and access to quality education and sustainable livelihoods.

In fiscal 2022, ADP led more than 270 engagements in approximately 80 countries. Recent work includes:

- We are working with Uganda-based **Mandulis Energy**, which is now developing the largest grid-tied biogas facility in Africa, on a digital transformation journey to optimize and expand its circular bioenergy model. The company converts agricultural waste purchased from refugee and emerging farmers into clean electricity and biogas, while the byproduct is turned into green charcoal briquettes for use in cement or fertilizer production.
- In partnership with **Novartis**, **WHO** and the **Broadband Commission for Sustainable Development’s Working Group on Virtual Health and Care**, we are [exploring how virtual technologies can help make health care accessible](#) through inclusive policy making and data-driven digitalization.
- Together with the **H&M Foundation**, we designed and launched a bespoke metaverse experience to educate and change the narrative on planet-positive fashion and inspire consumers to adopt a sustainability-first mindset.

- We helped The Human Safety Net, the philanthropic arm of **Generali Group**, a global insurance and asset management company based in Italy, better serve young families and migrants by developing new ways to think about inclusive insurance strategies that aim to solve for the “protection gap”—the difference between economic and insured losses—which hinders people from building economic resilience.
- We collaborated with a major consumer packaged goods company, financial services organizations (fintechs and payment services providers), and NGOs focused on skills development to design a multi-stakeholder program that has the potential to support the needs of more than 1 million small retailers across Mexico with training, access to loans, digital payments and energy efficiency assets to drive entrepreneurial success.



Talent

Talent

In this dimension

[Investing in our people](#)

[Caring for our people](#)

[Collaborating to create innovative career pathways](#)

Accenture is a talent and innovation led organization of more than 721,000 exceptional people working together across the world to deliver on the promise of technology and human ingenuity—including nearly 100,000 people we added to our global workforce in fiscal 2022. Creating 360° value across our business not only improves our competitiveness and drives returns for shareholders—it also helps us attract, inspire and retain the best people. We invest in our people and support them with care, compassion and continuous opportunities to learn, grow their skills and advance their careers.

FY2022 Highlights

- **Named one** of the World's Best Workplaces™ by FORTUNE and Great Place to Work®
- **157,000** promotions and added nearly **100,000** people to our global workforce
- **\$1.1 billion** invested in continuous learning and professional development
- **40+ million** training hours, a 27% year-over-year increase
- **100%** dollar-for-dollar pay equity for men and women*
- **20%+** of our entry-level hires in North America were apprentices

*Certain subsidiaries, including recent acquisitions, countries with de minimis headcount, temporary employees and interns were excluded from the analysis.

Investing in our people

Accenture's vibrant career paths are flexible by design, so that our people are encouraged to develop their skills, bring new ideas, suggest creative solutions and lend their bold, authentic voices to their work.

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

Continuous learning

To help our people discover their best opportunities and expand their skill sets, we invested \$1.1 billion during fiscal 2022 in learning and professional development. With our digital learning platform, we delivered over 40 million training hours, an increase of 27% from fiscal 2021, with an average of approximately 61 hours of training per person.

Our award-winning programs include job-specific, digital and industry skills training through: 24/7 learning created by Accenture experts and informed by neuroscience-based principles; leading providers of digital learning content; key industry certifications; and partnerships with leading universities around the globe. Across Accenture, people at all levels have opportunities to build leadership capabilities and grow their careers.

Technology Quotient

Our "Technology Quotient" (TQ) experience—an ongoing technology skills curriculum and learning program—supports our belief that everyone working to solve the world's biggest problems must be comfortable with the emerging technology needs of our digital world. As of August 31, 2022, more than 469,000 of our people had demonstrated knowledge in at least eight of the 12 current TQ topics, which range from cloud and AI to extended reality and quantum computing. In total, 597,000 of our people have participated in this program as of August 31, 2022.



Jain, Senior Analyst - Field HR
Gurugram, India

Skilling

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

We have skills data for our people, enabling us to flexibly respond to shifting client needs while also recommending skill-specific training and opportunities that align with an individual's interests.

Continuous recognition

We recognize our people throughout the year for who they are, what makes them unique and the valuable contributions they make through their work. In fiscal 2022, we promoted approximately 157,000 people—a record.

To help make recognition a daily opportunity, we introduced a new social recognition tool that our people can use to recognize and express gratitude to their colleagues—for a job well done, a collaboration or simply displaying grace under pressure. This new solution has led to four recognition moments given every minute since the system went live.

Equal pay for equal work

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

We conduct an annual pay equity review. As of our last review, which reflected annual pay changes effective December 1, 2022, we have dollar-for-dollar, 100% pay equity for women compared to men in every country where we operate (certain subsidiaries, including recent acquisitions, and countries with *de minimis* headcount, temporary employees and interns were excluded from the analysis). By race and ethnicity, we likewise have dollar-for-dollar, 100% pay equity in the United States, the United Kingdom and South Africa, which are the locations where we currently have the data available to use for this purpose.

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

Caring for our people

One of our Leadership Essentials is that we care deeply for all our people—which was reflected in October 2022 when we were named one of the World’s Best Workplaces™ by FORTUNE and Great Place to Work®. This recognition is truly a tribute to every one of the over 721,000 incredibly talented people of Accenture because when a company ranks highly on Great Place to Work, it is because of what its own people say. When asked, thousands of our people said Accenture is a great place to work.

Care and compassion

As part of our commitment to creating a place where people can achieve their aspirations both professionally and personally, we take a holistic view of well-being, which includes physical, mental, emotional and financial well-being.

We offer programs and curate experiences, programs and practices to meet our people’s fundamental human needs. For example, in fiscal 2022, we have continued to elevate our support for the well-being of our people, led by our Chief Health Officer and with digital tools and initiatives.

Our ability to care for our people starts with our sophisticated listening framework that helps us understand what matters most to them. We listen intently to what our people feel and need, and we make decisions based on their input to ensure what we do matches what we say. This builds trust, the most important currency we have with our people, and strengthens our culture.

Ukraine crisis response

Our commitment includes how we care for our people. In response to the Ukraine crisis, we introduced a range of support services for our people and their impacted families, along with their extended families who are located in Ukraine. This support included in-language:

- Crisis helpline for emotional support.
- Telehealth support with access to physicians.
- Employee assistance helpline to help with settlement assistance and other needs.

For our people in countries bordering Ukraine, as well as for our people and their extended families who have been impacted by the Ukraine conflict, we provided virtual support sessions focused on coping with trauma.

Health, safety and well-being first

The health, safety and well-being of our people is our top priority. We provide our people and their dependents with a comprehensive range of health benefits, from medical, dental and drug coverage to supplemental programs tailored to individual countries.

For example, in the United States we offer a medical travel benefit that covers any medical services that may not be offered within 100 miles of where an Accenture person lives, including a full range of reproductive health care that includes abortion. This medical travel benefit was in place for many years for transplants and gender-affirming care and, in the wake of the Supreme Court of the United States decision to overturn Roe v. Wade, we expanded that benefit to include all eligible medical services. As an organization, we believe that our people should have equitable access to health care provided under our programs, policies and plans.

In India, a Virtual Parental Benefit, launched to support our caregivers during the COVID-19 pandemic, is continuing due to its popularity. This suite of online learning opportunities for children, available to all of our people in India, includes access to online summer camps, activities and events plus an online child-minder and parental coaching.

Across Accenture, all our people have access to employee assistance programs, public health systems, company-sponsored health programs and mental health and wellness programs, where relevant.

Our Occupational Health and Safety policy defines the responsibilities of all our people and contractors to keep our work environment healthy and safe, wherever they work; drives compliance with applicable laws and regulations; and fosters adoption of health and safety management standards across our company. We have received ISO® 45001 certification—a globally recognized standard for occupational health and safety—in countries including Australia, Brazil, India, Ireland, Italy, Spain and the United Kingdom. In fiscal 2022, we launched our Health and Safety program, which includes a global governance model with health and safety professionals covering every country. Our goal is to bring all our countries to a baseline standard equal to ISO® 45001.

Our Global Assistance and Protection team provides crisis management and security advice and assistance to our people. The team maintains a 24/7 Global Watch program to assist our people with security risks, health advice and local security alerts covering where they live, work and travel.

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

Mental health and wellness

We strive to create an environment and provide the tools, programs and practices for mental well-being. We continue working to help break the stigma surrounding mental health by fostering a workplace environment where people feel comfortable engaging in open, honest dialogue. We also continue to elevate our support for the well-being of our people, particularly with the compounding stresses of the COVID-19 pandemic, macro-economic challenges and the humanitarian crisis caused by the war in Europe, through enhanced digital tools and initiatives.

Our corporate partnership with Thrive Global, a behavior change platform offering science-based solutions to lower stress and enhance well-being and productivity, has enabled us to deliver customized workshops to help our people achieve a sense of belonging and purpose. The Thrive Global

programs—"Thriving Mind" (skills to support mental resilience), "Thriving Together" (learning to build resilience and belonging) and "Nourish to Thrive" (nutritional strategies for cognitive health)—have collectively been completed by approximately 225,000 of our people since fiscal 2020.

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

We also launched a comprehensive hub that provides all Accenture people—and their dependents—with a central resource for all of our mental health and wellness offerings. The site includes a chatbot that helps individuals identify which offering best serves their specific needs.

Foundational benefits standards

We are on a journey to offer a foundational set of benefits to all our people, regardless of where they live and work. We are fostering an environment to help our people be their best selves—professionally and personally. And we believe that by caring deeply for all our people, we will help them achieve their aspirations.

We offer a suite of benefits that allows our people to optimize their health and know they are truly cared for through each stage of life. We also live our unwavering commitment to inclusion and diversity by offering benefits that are relevant to our people, ensuring everyone has equal access and opportunity to thrive. One of our goals is to provide the following level of benefits coverage—at a minimum—for all our people:*

LGBTIQ+ medical plans

As a means of fostering an inclusive environment for our lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) people—and all other sexual orientations, gender identities or gender expressions—around the world, we offer:

- Equal access to medical plans for our LGBTIQ+ people and their partners through Accenture-sponsored medical plans is offered to 100% of our people where legally allowed or available in the market

- Coverage for transgender-inclusive health care benefits is accessible to 95% of our people through Accenture-sponsored medical plans or government-provided plans, where legally allowed or available in the market.

Vacation

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

Maternity leave

We strive to provide a minimum of 16 weeks paid maternity leave, or the equivalent paid time away, to all birth parents inclusive of dual parental benefits and social subsidies, where available. This benefit is offered to more than 95% of our people.

Bereavement leave for miscarriage

We strive to provide a minimum of three days paid bereavement leave to our people who experience a miscarriage or have a partner who experiences a miscarriage. This benefit is offered to more than 85% of our people, inclusive of statutory requirements.

**Excludes Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture, and recent acquisitions.*

Shaping the future of work

We have built on what we learned during the COVID-19 pandemic—from our people, clients and partners—to embrace new ways of working at Accenture.

In fiscal 2022, we brought to life what we call omni-connected experiences—which level the playing field so everyone can participate fully, regardless of their physical location. Through these experiences, people are able to forge relationships, create both personal and business value and grow their careers. We strengthen human connection through our behaviors, digital tools, collaborations in our offices and the culture we create.

Our people and teams have embraced omni-connected ways of working. According to a survey, 85% of our global respondents feel empowered to work flexibly within their teams.

As people returned to working in person, they were welcomed back into safe, connected and collaborative office spaces.

Accenture Leadership Essentials

Our Leadership Essentials set the standard for what we expect from our people and enable us to successfully create 360° value, and include:

- Always do the right thing, in every decision and action.
- Lead with excellence, confidence and humility, as demonstrated by being a learner, building great teams and being naturally collaborative.
- Exemplify client-centricity and a commitment to client value creation.
- Act as a true partner, to each other, our clients, our ecosystem partners and our communities—committed to shared success.
- Care deeply for all of our people to help them achieve their aspirations, professionally and personally.
- Live our unwavering commitment to inclusion, diversity and equality, as demonstrated by personal impact and overall results.
- Have the courage to change and the ability to bring our people along the journey.
- Actively innovate—looking across Accenture at what we are doing for clients and externally to partners, competitors, startups, clients, academia and analysts—to learn, respectfully challenge our assumptions and apply the innovation, and cultivate and reward our people for doing the same.

Felanie, Senior Analyst – Network & Services Operations
Manila, Philippines



Collaborating to create innovative career pathways

We continually innovate to find new ways of creating and building more inclusive career pathways so everyone has access to vibrant careers. We are investing in our communities to reach and empower previously untapped pools of talent. By making this investment, we are widening Accenture's diversity of thought and experience, and expanding opportunities for all while delivering tremendous value to our people and our clients. To do so, we partner with governments, nonprofits, community colleges and others to educate, train and support the workforce through apprenticeships and other roles at Accenture.

Examples of apprenticeship programs around the globe include:

- In Latin America, **START** is a technology training program that since fiscal 2014 has focused on employability for low-income individuals in the communities where we operate. After a three-to-four-month course, participants are hired into technology roles with Accenture and other employers. In fiscal 2022, over 900 people were skilled through START, and 113 were employed by Accenture.

- In the Philippines, we are working with **Passerelles Numeriques** to train disadvantaged young people in our communities through a three-year program that helps them prepare for technology jobs. In fiscal 2022, there were 193 graduates—all of whom are now employed, nine of them by Accenture.
- Through our **North America Apprenticeship Program**, since 2016 we have hired, trained, coached and provided career opportunities for untapped talent and people who are reskilling because their jobs are at risk of disruption by technology. In fiscal 2022, we exceeded our goal for apprenticeship hires to make up 20% of our entry-level hiring in North America.
- Our **apprenticeship program in the United Kingdom** provides career opportunities to entry-level talent with little or no experience across technology, consulting and human resources. We also offer an M.Sc. Digital and Technology Solutions Degree Apprenticeship for individuals without a technical background who are looking to gain the skills

needed for a career in technology. In fiscal 2022, we had nearly 200 apprentices in the program, a 93% increase in participation over the prior year. Our apprenticeship program remains pivotal to boosting our diversity by widening our talent pool to include underrepresented groups. To date, we have achieved great success. At our London cohorts over the last three years, over 30% of the participants were Black, nearly 60% were women and nearly 70% were from low socio-economic backgrounds.



Inclusion & Diversity

Inclusion & Diversity

In this dimension

Our unwavering commitment

Achieving gender equality

Taking a stand against racism

Fostering disability inclusion

Advancing LGBTIQ+ inclusion

Cultivating cross-cultural diversity

Supplier inclusion & diversity

Accenture has an unwavering commitment to inclusion and diversity to create an environment where everyone feels they belong. This commitment unleashes innovation, allows our people to perform at their very best, and delivers value for our clients, our communities and all our stakeholders.

FY2022 Highlights

- **#1** Refinitiv Diversity & Inclusion Index
- **Highest-scoring company** on Bloomberg Gender-Equality Index
- **Recognized among** Stonewall Inclusion & Diversity Top Global Employers; Network of the Year in 2022
- **#1** DiversityInc Top 50 Companies for Diversity in the U.S.
- **47%*** of our global workforce is women (vs. our 2025 goal of 50%)
- **29%*** of our managing directors are women (vs. our 2025 goal of 30%)
- **56%** of our director nominees are racially and ethnically diverse;** **56%** are women

* As of December 1, 2022.

**For the purposes of this report, racial and ethnic diversity of our directors is based on self-reported EEO-1 categories. Please see our 2022 Proxy Statement for further information.

Our unwavering commitment

Accenture's unwavering commitment to inclusion and diversity starts at the top with our Chair and CEO and our Board of Directors. Our Board demonstrates this commitment with 56% of our director nominees racially and ethnically diverse* and 56% women, including our Chair and CEO Julie Sweet. We expect leaders at all levels to help create and sustain a culture of equality where everyone can achieve their professional and personal aspirations.

Our areas of focus include advancing inclusion and diversity for:

- Women
- Racial and ethnic minorities
- Persons with disabilities
- Lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) people
- People from different cultures
- People with different religious and faith-based traditions

We focus on additional areas such as age and social mobility as determined by our local markets.

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

We recognize our people identify in many different ways—spanning the multiple dimensions that make each individual unique. Having an intersectional approach is key to how we create a work environment where every one of our more than 721,000 people feels like they can be authentically themselves.

We approach inclusion and diversity with the same discipline and rigor as we do any other business priority—we set goals, share them publicly and collect data to continuously improve and hold ourselves accountable.

Building belonging

We offer a wide variety of resources to support our people and to increase understanding of our inclusive culture, including by offering courses such as “Unconscious Bias” and “Thriving Together”; training programs to build skills and leadership capabilities; and employee resource groups and networks to create a sense of belonging and community. As part of our commitment, we launched “Thriving Together: Building Resilience & Belonging,” a behavior change program focused on building resilience and belonging, which already has been completed by more than 71,000 of our people during fiscal 2022.

**For the purposes of this report, racial and ethnic diversity of our directors is based on self-reported EEO-1 categories. Please see our 2022 Proxy Statement for further information.*

Advancing equality through impact sourcing

In India, our flagship programs—Aarambh and the Inclusive Internship Program—create pathways to careers for qualified, underserved people making them future-ready and employable. These 12-to-24 week experiential internships offer training and on-the-job learning to transgender people, people with disabilities and women from low-income backgrounds. The goal is to create a diverse talent pool that empowers underrepresented communities. Both programs had nearly 460 participants in fiscal 2022, with 82% of the participants hired after completing the internship.

Inclusion by design

Working to eliminate discrimination in employment and applying our principle of meritocracy when we make decisions about how our people advance are fundamental parts of our commitment. We treat each other with respect, so everyone feels included and valued for their differences, unique strengths and perspectives.

In addition, we are building inclusion into how we work and how we deliver value to our clients by creating and sustaining a company where:

- We embed inclusion into the fabric of our organization and client work through our work on accessibility, Responsible AI and inclusive design.
- Our leaders are role models for inclusive behavior.
- Our people are equipped to be active allies and lead change.
- Our policies, practices and processes across the employee life cycle aim to create a level playing field for equal opportunities.



Imoh – Business Process Development Specialist
Washington D.C., United States

Achieving gender equality

We believe the future workforce is an equal one and have set bold goals to accelerate gender equality. We achieved our goal of 25% women managing directors by the end of 2020 and set a new goal of 30% by 2025. As of December 1, 2022, women accounted for 47% of our global workforce, 29% of our managing directors, 32% of our executives (manager and above), 25% of our Global Management Committee and 56%* of our director nominees. We are well on our way to our goal to achieve gender parity—for those whose gender is binary—by 2025.

We celebrated our 18th annual **International Women’s Day** across our business with 114 virtual and face-to-face events in 33 countries, engaging our people, clients and partners. Building on our [“Better to Belong”](#) research, we examined women’s workplace experiences and how to unlock human potential using our [Net Better Off Framework](#). Our **International Men’s Day** celebrations also reinforced our commitment to accelerating gender equality and drove awareness of men’s role in gender equality.

**Please see our 2022 Proxy Statement for further information.*

Inclusive pipeline

We act on our commitment to gender equality by proactively helping to build a more inclusive talent pipeline. We continue to develop and roll out upskilling programs to accelerate the participation of women in society and the economy by building high-demand tech skills.

For example, the fourth edition of our **Starter Academy** in Poland, a reskilling program for people wanting to start IT careers, was dedicated to female Ukrainian refugees in the Silesia region. The Accenture Technology Center in Poland provided support to people who had fled the war and needed to further their careers in a new country. Women could join the program regardless of whether they already had IT experience. We provided them with new coding skills and support so they could restart their careers in a positive environment.

Leadership development

Our global **Women’s Executive Leadership** program is a two-year program tailored to participants’ needs and goals. Our current cohort includes 165 high-performing women who receive individual coaching, strategic networking and professional development opportunities along with additional support and tools to help them advance in their careers. Since the beginning of the program, 73 program participants were promoted and more than 1,200 individual coaching sessions were held.

Taking a stand against racism

Our Chair and CEO and Global Management Committee stand against racism and are committed to equality for all—with zero tolerance for discrimination, bigotry or hate of any kind.

We continue to support the actions we announced in September 2020 to advance racial and ethnic inclusion and diversity:

- Set goals to increase race and ethnicity representation by 2025 in our workforce overall and among managing directors in the United States, the United Kingdom and South Africa.
- Provide training to combat racism globally.
- Increase our community investments to support economic inclusion.

In 2022, we expanded our efforts for racial and ethnic inclusion across our organization, with a specific focus on increasing awareness in Latin America and Europe.

Across our business, we continue our progress toward our goals by increasing our pool of qualified candidates to reflect the diversity of talent in the marketplace. For example, our Inclusive Slate program in the United States helps ensure interviews for all roles include diverse candidates and candidates from underrepresented groups.

In addition to expanding our pool of candidates, we offer engaging leadership journeys to support career success. For example, in the United Kingdom, we created Engage!, a leadership journey for Black employees, their direct managers and sponsors that focuses on culture change and inclusive behaviors across the employee ecosystem. Engage! has expanded to the United States for African American, Black, Hispanic American and Latinx employees, with plans for additional markets.

Color Brave—Celebrating Ethnicity in Latin America

Color Brave is our racial diversity program and employee network in Brazil, which aims to recruit, retain, develop and promote Black talent by creating a sense of belonging throughout our people's careers with Accenture. The program addresses racism inside and outside Accenture through focused interactions with the Black and non-Black population. In recruitment, the program attracts talent through impact hiring with two internship programs, Adventures2Go and MaraTon, which embrace technology, innovation and diversity to unlock unexplored and potential markets. To advance inclusive development and retention, Color Brave conducts learning and listening sessions, focus groups, one-on-one conversations and anonymous surveys to understand the perceptions and needs of Black and Brown employees. Additional engagement activities seek to create and celebrate racial awareness.

Brazilian employees have participated in activities to advance their understanding on structural racism, racial literacy, microaggressions and intersectionality. In addition, Color Brave works with Black Connection, a local effort to connect partners, customers and other organizations to discuss challenges and exchange opportunities for the Black/Brown community in Brazil.

Collaborating with communities

We are committed to identify a portfolio of specific opportunities to collaborate with our communities and other partners to promote equality, fight racism and bigotry, and create more opportunities for employment and advancement.

In our communities, we are making investments that leverage our unique strengths. For example:

United States

- Our Chair and CEO Julie Sweet is Board Co-Chair of the **New York Jobs CEO Council**, a nonprofit membership intermediary, working to scale sustainable, market-driven workforce development solutions that benefit both job seekers and businesses in New York. The Jobs Council's goal is to place 100,000 low-income and diverse New Yorkers into high-paying, family-sustaining wage jobs, including 25,000 City University of New York students, by 2030.
- In 2021, we launched the **Black Founders Development Program** (BFD), an initiative to support Black entrepreneurs. In fiscal 2022, we deployed capital to our first BFD Founder; engaged more than 20 Founders for investment, partnership exploration, mentorship and pilot projects; and hosted more than 10 events to elevate Black Founders inside and beyond Accenture.
- We are a founding partner of **OneTen**, a coalition of leaders working to connect Black talent with career opportunities that do not require a four-year degree.

Europe

- We are a partner with **Business for Inclusive Growth**, a global CEO-led coalition of major companies fighting against inequalities of income and opportunity, with the Organization for Economic Co-operation and Development as its strategic partner, and co-created recommendations to drive racial and ethnic inclusion.

United Kingdom

- In fiscal 2022, through our **Empowering Black Futures** learning series, we continued to engage, inspire and motivate students of Black heritage to develop their employability and skills via a series of workshops.
- We co-created **Mobolise**, a digital recruitment platform to connect Black talent with career opportunities in the United Kingdom's creative and technology fields by enabling access to job opportunities, upskilling, mentoring and networking.

South Africa

- We are a partner with **Quirky 30**, a nonprofit focused on bringing in-demand tech skills and careers support to impoverished communities.
- We are a funding partner of **Mentec Foundation**, which funds industry-specific skilling and job creation programs.

Training to combat racism

We are steadily making progress by increasing our representation; continuing mandatory training on identifying, speaking up and reporting racism; and collaborating with communities and other partners to promote equality, fight racism and create more opportunities for employment and advancement. Training has been completed by 98% of our people in the United States, Canada, the United Kingdom, Ireland, South Africa, Australia, New Zealand and Europe, with more locations to come.

We continue to hold sessions to share the lived experiences of people from underrepresented racial and ethnic backgrounds and develop allyship. During fiscal 2022, in the face of additional tragedies experienced across diverse communities, we held listening sessions and heard from communities across the intersections of race and ethnicity, gender, interfaith and our Pride employee networks. We denounced hate and affirmed our commitment to join together against hate and violence.

In addition, we matched donations by our people to community-serving organizations including The Asian American Foundation, Historically Black Colleges and Universities, and Hispanic-Serving Institutions in the United States.

Fostering disability inclusion

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

Our Accommodation Support Tool enables our people with disabilities to easily access assistive technology, flexible work arrangements, sign language interpreters, screen readers and more. This innovative tool, designed to make the request process easy, private and personalized, is available in 43 countries.

Our award-winning Abilities Unleashed disability inclusion leadership development program provides opportunities for our people with disabilities to feel empowered, plan their career journeys, build their network and collaborate across the company.

We continue to create a safe environment for our people with disabilities to self-identify and, as of December 1, 2022, more than 11,500 of our people have done so.

Accessibility Centers

Our global network of Accessibility Centers offers persons with disabilities and their teams the unique tools, support

and technology they need to thrive in their roles. The centers include a wide range of assistive technology solutions for diverse needs, including hearing, vision, mobility and cognitive solutions, and disability prevention technology such as ergonomic keyboards. Importantly, they also offer a space to collaborate and exchange ideas about how we can support our people so that everyone, regardless of disability, is able to access opportunities to learn, grow and thrive. Currently, we have built 34 Accessibility Centers around the world with more to come.

Application accessibility

We are working to build accessibility practices into everything we do and to help provide our clients with the tools and the knowledge they need to implement those practices themselves. We have been on a journey to make interactions with our most heavily used, internally developed enterprise applications as accessible as possible for our people. Our journey will continue to focus on embedding accessibility requirements into every stage of the enterprise IT life cycle.

Expanding impact with clients

Our Accessibility Activation Centers at our Advanced Technology Centers in India help us work with our clients to embed accessibility into their solutions through inclusive and accessible design. They offer a wide range of specialized services to help clients strategize, design and build inclusive applications; conduct audits on existing applications; and remediate for compliance with A, AA and AAA level Web Content Accessibility Guidelines. The Centers enable our

clients to offer sustainable and inclusive digital channels to their consumers, employees, partners and communities, helping them increase the reach and revenue of client products and services by addressing the digital accessibility needs of more than 1 billion people globally living with some form of disability.

Disability Inclusion Champion Network

Our Disability Inclusion Champion Network of approximately 35,000 advocates worldwide brings our people together regularly to collaborate, network and support the community. We partnered with PurpleSpace's global Purple Light Up initiative to celebrate the contributions of our people with disabilities, lighting up 29 of our locations.

Neurodiversity inclusion

Our neurodiversity employee network grew to over 900 members globally as of October 2022. Our employee network is partnering with our Global Inclusion & Diversity team to drive new, employee-led efforts to increase neurodiversity awareness and education.

Advancing LGBTIQ+ inclusion

Our Pride at Accenture community has more than 90 employee networks and over 119,000 lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) Allies in all countries in which we operate. The networks are instrumental in driving progress toward our talent strategy goals, supporting recruitment initiatives and talent development activities, as well as collaborating externally with our ecosystem partners.

We provide specialized training, networking support and mentoring for our LGBTIQ+ people and help promote a workplace where everyone feels they belong and can thrive. Since 2018, more than 650 people have participated in LGBTIQ+ Leaders Learning, which provides high-potential LGBTIQ+ people and Allies with the information, tools and support to continue to build their careers and develop into LGBTIQ+ role models and leaders.

Same-sex and transgender health benefits

To be inclusive of LGBTIQ+ people—and all other sexual orientations, gender identities or gender expressions—around the world:

- Equal access to medical plans for LGBTIQ+ employees and their partners through Accenture-sponsored medical plans is offered to 100% of our people where legally allowed or available in the market.*
- We offer coverage for transgender-inclusive health care to 95% of our people through Accenture-sponsored medical plans or government-provided plans, where legally allowed or available in the market.*

Our self-ID programs, where legally permitted, provide our people with the option to voluntarily share information about themselves—such as their gender identity and sexual orientation. Additionally, our people can share their pronouns in their internal online company profile.

Advocating for equality

We are proud to be recognized as a corporate leader that supports LGBTIQ+ people and the broader community. Accenture is a founding member of the Partnership for Global LGBTI Equality, a coalition of 22 leading multinational companies and six nonprofit organizations in partnership with the World Economic Forum and the United Nations Office of the High Commissioner for Human Rights. The UN Standards of Conduct provides a platform to accelerate LGBTIQ+ workplace inclusion globally by driving the adoption of the UN Standards of Conduct for Business: Tackling Discrimination against Lesbian, Gay, Bi, Trans, & Intersex People. We have been recognized among the Stonewall Top Global Employers for seven years, and our Pride at Accenture employee network was named 2022 Network of the Year.

**Excludes recently acquired entities.*

Cultivating cross-cultural diversity

Our people are given the resources and training they need to collaborate and work effectively across cultures. This year, we recognized our more than 20,000 champions and trainers for their work and passion in this space.

We promote cross-cultural diversity throughout the year by profiling stories of our champions and trainers and local activities—including observing World Day for Cultural Diversity for Dialogue and Development on May 21 and celebrating of #NewYearsAcrossAccenture traditions from our people's cultures and countries around the globe.

Supplier inclusion & diversity

Through our responsible buying approach, we set an example by advancing inclusive procurement practices. We help our clients, partners and suppliers learn and improve how to design and implement inclusion and diversity in their own supply chain. Leveraging purchasing power for change empowers businesses throughout the ecosystem, including suppliers and buyers, and can also breed innovation.

Supplier Inclusion & Sustainability Program

Our buying approach influences key initiatives such as our award-winning Supplier Inclusion & Sustainability Program, dedicated to promoting the inclusion of people who may be excluded from the labor market for physical, social or cultural reasons. The program scope includes minority-, ethnic- and women-owned businesses; the LGBTIQ+ community; persons with disabilities; veterans; refugees; and people living away from economic centers. We categorize diverse suppliers as minority; women; small- and medium-sized (SME); service-disabled veteran; veteran; historically underutilized; people with disabilities; and LGBTIQ+ enterprises.

We support broader inclusion through direct recruitment, agreements with vendors and in collaboration with other organizations.

Supplier inclusion & sustainability in action

Our [Supplier Inclusion & Sustainability Program](#) is in 22 countries in fiscal 2022, with additional countries to follow in the year ahead. We continue to evolve this program with digitalization efforts, leveraging technology tools such as our Sustainable Procurement Hub (The Hub) to streamline activities such as supplier environmental, social and governance assessments.

Global Diverse Supplier Development Program

Since 2006, we have brought our commitment to supplier inclusion and diversity to life through our Global Diverse Supplier Development Program (DSDP). DSDP mentees gain a diversity-informed understanding of their business and demonstrate their progress as a diverse supplier by completing business health assessments and quarterly progress reports throughout the 18-month program.

In fiscal 2021, we set a new DSDP goal to graduate 250 diverse suppliers by the end of fiscal 2023. By the end of fiscal 2022, a total of 217 had graduated. In fiscal 2022, we also launched DSDP in Australia.

Spotlight on South Africa

Our goal is to create a culture of shared knowledge, experiences and resources to drive collaborative successes. Each year, we continue to evolve our DSDP program and lead by example.

For instance, in fiscal 2022, we applied the Small Medium Enterprise Digital Ecosystem Platform, a digital tool co-developed with a DSDP graduate in South Africa, to a pro bono partnership with the National Council for People with Disability, enabling the South African NGO to deliver a 12-month entrepreneurship program to businesses owned by people with disabilities.

Our efforts in South Africa also include investing in and cultivating SME suppliers and continuing to engage our DSDP graduates as suppliers.

United States, Canada, South Africa and India

We monitor our diverse spend with suppliers to understand our progress throughout the year. In fiscal 2022, we began tracking diverse spend in Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture. Our U.S. diverse spend increased from 32% in fiscal 2021 to 47%, and our Canadian spend was 34%, an increase from 25% in fiscal 2021. For the first time since we have reported our diverse spending, we are sharing that Accenture now spends approximately \$1 billion with diverse suppliers in North America (U.S. and Canada).

In South Africa, we continue to lead the way to supplier inclusion, going above and beyond requirements of the Broad-Based Black Economic Empowerment (B-BBEE) Act. We understand the importance and see the value of increasing diverse, inclusive procurement spending for its far-reaching impact. In fiscal 2022, we maintained our B-BBEE Level 1 recognition for the fifth consecutive year. In fiscal 2022, our procurement spend with Black-women-owned enterprises in South Africa increased to 57%, again exceeding the B-BBEE target of 12%. Additionally, our spend with Black-owned-SMEs was more than 63%, against a target of 30%. Our procurement spend in South Africa with Black-owned suppliers increased to 61% from 60% in the previous year, surpassing the target of 50%.

For the first time we are also reporting diverse spend in India. In fiscal 2022, our spend with diverse businesses including small and medium businesses was 23%.

Collaboration with other organizations

Our Supplier Inclusion & Sustainability Program supports inclusive procurement practices through direct recruitment of suppliers and partnerships with vendors and organizations. We are proud to partner with organizations that represent minority-, ethnic- and women-owned businesses; the LGBTIQ+ community; persons with disabilities; veterans; refugees; and people living away from economic centers.

The breadth of the organizations that we collaborate with reflects our global reach, spanning from the United States to Europe, Canada, South Africa, Australia and New Zealand. The depth of our involvement ranges from joining as a corporate member to being nominated for Boards of Directors and serving on Executive Committees, as well as co-founding organizations. For example, we co-founded WEConnect International, which connects buyers with women-owned businesses, enabling them to compete in the global marketplace. Serving on the organization's Global Board, Global Executive Committee, Membership Development Committee and local Advisory Councils allows us to drive awareness of, and opportunities for, women-owned businesses around the world.

Our work with WEConnect International in 18 countries, including our DSDP countries, Australia, Canada, India, Ireland, South Africa, the United Kingdom and the United States, provides a local partnership for a diverse set of program applicants. We also co-develop thought leadership on emerging trends in procurement for diverse suppliers.

In the United States, we also promote our supplier diversity commitment with organizations such as Disability:IN, Women Business Enterprise National Council, the National LGBT Chamber of Commerce, and others where we hold Advisory Board or Board seats. In addition, we are a founding partner of and hold a Board seat on the European LGBTIQ Chamber of Commerce. We continue to support its work to build a pan-European collaboration that unlocks opportunities for the LGBTIQ+ business community and provide connections with potential clients. Furthermore, we support the efforts of the National Minority Supplier Development Council in the United States, as well being founding members of the European Supplier Diversity Program led by Minority Supplier Development UK. Our support includes strategic advice, certification and building a strong corporate member base.

We also bring our capabilities to support organizations in building supplier diversity tools and awareness. We partnered with Minority Supplier Development United Kingdom (MSDUK) to develop a benchmarking tool that measures supplier diversity programs in areas such as supplier development, Tier 2 spending and leadership commitment. The analysis informs an annual report on U.K. Supplier Diversity Best Practices to benchmark and shape suppliers' strategies.



Raegan, Manager – Management Consulting
Brisbane, Australia

A low-angle photograph of a woman in a black sleeveless top looking up at several modern skyscrapers. The sky is a mix of blue and purple, suggesting a sunset or sunrise. The buildings have glass facades and intricate structural details. The overall mood is aspirational and professional.

Client

Client

In this dimension

Creating value together

Purpose, strategy and brand

Five key forces of change

Accenture helps our clients—including many of the world’s leading companies and governments—navigate change, seize opportunities and transform into thriving organizations. By staying close to them, understanding and anticipating their needs, and investing in solutions to help them, we create tangible value.

FY2022 Highlights

- **9,000+** clients
- **120+** countries around the world where we serve clients
- **40+** industries
- More than **75%** of the FORTUNE Global 500 are Accenture clients
- **#26** on BrandZ’s Most Valuable Global Brands, a 28% increase to over \$82 billion in brand value

Creating value together

We define 360° value as delivering the financial business case and unique value a client may be seeking, and striving to partner with our clients to achieve greater progress on inclusion and diversity, reskill and upskill our clients' employees, help our clients achieve their sustainability goals, and create meaningful experiences, both with Accenture and for the customers and employees of our clients.

Delivering 360° value helps our clients become the next and best versions of themselves. To do this, we use our 360° Value Meter framework with almost 600 Accenture clients worldwide to monitor and measure the value we are creating together.

Through this approach, we believe we can better embrace change across our own organization and make a positive impact for all our stakeholders—our clients, people, shareholders, partners and communities.

Growing client relationships

Throughout fiscal 2022, we expanded our largest and longest client relationships.

As we deepen our relationships with our clients, we are also growing their numbers, and now serve over 9,000 clients across more than 120 countries.

The depth, breadth and relevance of our services across the world are reflected in the FORTUNE Global 500—more than 75% of the top-ranked companies were Accenture clients in fiscal 2022.

Creating value for clients

We deliver meaningful value for our clients through our industry-specific solutions, services and skills across industries. We leverage our scale and global footprint, innovation capabilities and strong ecosystem partnerships, together with our assets and platforms, including myWizard, myNav and SynOps.

We also help our clients use technology to drive enterprise-wide transformation and compressed transformations—bold programs on accelerated timeframes, often spanning multiple parts of the enterprise at the same time—which include:

- **Building their digital core**—such as moving them to the cloud, leveraging data and artificial intelligence, and embedding security across the enterprise;
- **Optimizing their operations**—such as helping our clients digitize faster, access digital talent and reduce costs as well as through digitizing engineering and manufacturing; and
- **Accelerating their revenue growth**—such as through using technology and creativity to drive more personalized connections, experiences and targeted sales at scale, leveraging data and AI, transforming content supply chains and marketing and commerce models, and helping create new digital services and business models.

Additionally, our managed services have become increasingly strategic as companies seek to move faster and leverage our digital platforms and talent as well as reduce costs.

We go to market by industry, leveraging our deep expertise across our five industry groups—Communications, Media & Technology, Financial Services, Health & Public Service, Products, and Resources.

Our Integrated Service teams meet client needs rapidly and at scale, leveraging our network of more than 100 innovation hubs, our technology expertise and ecosystem relationships, and our global delivery capabilities, powered by one of the world's largest networks of Advanced Technology and Intelligent Operations Centers.

Innovating for growth

We are committed to developing leading-edge ideas and leveraging emerging technologies, and we see innovation as a source of competitive advantage. We use our investment in R&D to help clients address new realities in the marketplace and to face the future with confidence.

Our innovation experts work with clients across the world to imagine their future, build and co-create innovative business strategies and technology solutions, and then scale those solutions to sustain innovation. We harness our unique intellectual property to deliver these innovation services.

We believe our combination of people, assets and capabilities, including our global network of innovation hubs, makes Accenture one of the leading strategic innovation partners for our clients. We have deep expertise in innovation consulting, including strategy, culture change and building new business models through to long-term technology innovation, which creates the products and markets of the future.

Purpose, strategy and brand

To better define and communicate how we create value for our clients—as well as for our people, shareholders, partners and communities—we continue to build on the purpose, strategy and brand expression we introduced in fiscal 2021.

Purpose

Our commitment to 360° value is powered by our purpose: “to deliver on the promise of technology and human ingenuity.” This is our unique reason for being that sets us apart and guides us, capturing the energy and inspiring nature of the work we do.

Strategy

The core of our growth strategy is delivering 360° value to our clients, people, shareholders, partners and communities. Our strategy defines the areas in which we will drive growth, build differentiation via 360° value and enable our business to create that value every day.

Brand expression

We celebrate and show the world the extraordinary things we do for clients today—and create energy, excitement and momentum for everything we can do together tomorrow.

The five key forces of change

The companies that will lead in the next decade need to harness five key forces of change:

- **Total enterprise reinvention** as we believe every part of every business must be transformed by technology, data and AI, with new ways of working and engaging with customers, employees and partners, and new business models, products and services. We are helping clients build their digital core, optimize operations and accelerate growth.

- **Talent** as companies must be able to access great talent, be talent creators not just consumers, and unlock the potential of their people—from the ways they organize and work, to their culture, to their employee value proposition.
- **Sustainability** as consumers, employees, business partners, regulators and investors are demanding companies move from commitment to action—we believe every business must be a sustainable business.
- **The metaverse continuum** moving seamlessly between virtual and physical, which we believe will provide even greater possibilities in the next waves of digital transformation.
- **The ongoing technology revolution** from the rich innovation to come in the powerful technologies being used to transform companies today, to the new fields of the future, from quantum computing to science and space technology.

We are investing and co-creating with our clients and partners to help businesses thrive across these forces. The strong demand we continue to see across our geographic markets, services and industries is being primarily driven by total enterprise reinvention and talent, as companies are in the early stages of harnessing them. We believe that helping clients navigate all five key forces of change will, in turn, drive our growth and ability to deliver even greater value to all stakeholders.



Experience

Experience

In this dimension

People

Clients

Partners

Accenture harnesses the best of technology, data, creativity and innovation to reimagine experience for our people, clients and partners. From our incredible people, who are passionate about applying their skills to make a difference through their work and in their communities, to our trusted relationships with our clients and ecosystem partners, we strive to deliver on our enduring value proposition while creating 360° value for our stakeholders.

FY2022 Highlights

- **120,000+** of our people engaged in Eco Actions
- **15,000** of our people participated in our Social Innovators initiative
- Our people submitted **1,400+ ideas** for our Sustainability Innovation Challenge, which is expanding to include students in 2023
- **267** Diamond clients, up from 229 last fiscal year
- **#1** partner for 9 out of our top 10 ecosystem partners
- **100** clients with quarterly bookings greater than \$100 million

People

Accenture strives to provide our people with a work environment that is positive, respectful and inclusive, with opportunities to use their time and talents to volunteer and innovate.

Our people are passionate about getting involved and applying their skills to make a difference.

It matters to them that they work for a company that offers meaningful opportunities to give back. We regularly ask for their feedback through surveys and other engagement mechanisms such as our global Social Impact Participation survey.

Purpose and participation

We offer many ways to get involved, including local and global volunteering opportunities, both virtual and in person, in addition to wider opportunities to act for social and environmental impact.

During the second half of 2022, our volunteering program progressively included in-person events in most countries, while continuing to offer virtual volunteering. This allowed our people more options to continue making a positive impact helping our nonprofit partners.

Global volunteering

Offered across multiple geographies, our global volunteering efforts give our people the opportunity to make a difference at scale—often working virtually alongside colleagues from around the world.

Every Name Counts

As part of the **Arolsen Archives' Every Name Counts** initiative, Accenture volunteers built an [artificial intelligence \(AI\)-based solution](#) that uses optical character recognition and other advanced technologies to accelerate the indexing of the world's largest archives dedicated to the victims of Nazi persecution.

Almost 2,000 Accenture people from more than 100 cities have participated in the indexing and extraction of documents, further improving our AI-based solution and helping to keep names and stories alive. Our process is estimated to be 40 times faster with AI than without and has organized more than 2.7 million documents into a digital resource for generations to come.

Legal Access

Through **Legal Access**, our global pro bono program, Accenture legal professionals respond to urgent needs for pro bono service. To date, volunteers supported nearly 100 Afghan evacuees in the United States and completed more

than 700 hours of legal research to support programs helping survivors of domestic violence, children deprived of liberty, and LGBTQ+ individuals seeking asylum. Our volunteers have contributed over 4,800 pro bono hours across 80 pro bono projects since the program began in 2020.

CoderDojo

Through Coolest Projects, a leading technology showcase for young people, **CoderDojo** fosters creativity while opening students' eyes to STEM careers.

Accenture volunteers in seven countries helped participants explore Scratch, web, mobile apps, games and advanced programming to bring their tech-inspired ideas to life.

Local volunteering

We also recognize that our people want to contribute close to home and respond to needs in their local communities.

Senior Hackers

Our volunteers helped senior citizens in Spain learn how to use mobile devices and applications through **Senior Hackers** events, where participants explored using tech to stay connected.

Alfred, Manager – Marketing + Communications
Johannesburg, South Africa



Empower Run

In India, we mobilized teams of more than 8,400 volunteers to participate in the Green Edition of our **Empower Run 2022**. For every 40,000 steps covered by each team, Accenture planted a mangrove tree, resulting in a total of 31,700 trees planted in the area of the Sundarbans.

Walk for Wenjack

In October 2022, in the spirit of walking for truth and reconciliation, Accenture people throughout Canada organized their first **Walk for Wenjack** event in partnership with the Gord Downie & Chanie Wenjack Fund (DWF). Indigenous and non-Indigenous people came together to remember the legacy of residential schools, which forcibly separated Indigenous children from their families and prohibited them from acknowledging their heritage, culture or language. The walk retraced the steps of Chanie Wenjack, an Anishinaabe boy who ran away from a residential school in 1966 and died attempting to walk 600 kilometers to reunite with his family.

With close to 1,000 participants, the team raised more than \$23,000 for the foundation, to continue the conversation that began with Chanie Wenjack’s story and to aid Canada’s collective reconciliation journey through a combination of awareness, education and action. Accenture has also partnered with DWF to launch six Legacy Spaces in our offices throughout Canada by 2024. Legacy Spaces are safe, welcoming places dedicated to providing education and spreading awareness about Indigenous history and our journey of reconciliation.

Eco Action

Our ongoing Eco Action initiative helps our people nurture their passion for environmental sustainability. We continue to partner with Count Us In, a global movement that is building the largest and most ambitious citizen-led effort to avert the impacts of climate change. Examples include:

- During **COP26** we hosted multiple sessions to raise awareness, including an all-people Eco Action event to inspire our people to act for impact in a variety of ways. We also hosted global volunteering sessions in support of Zooniverse and GLOBE Observer, the app of The GLOBE Program, engaging volunteers across 34 countries.
- On **Earth Day**, our people—and our partners at Microsoft and Avanade—collaborated on joint live events with Zooniverse in support of biodiversity, resulting in almost 9,000 classifications to advance understanding of penguins.
- **Local Eco Action events** throughout the year included more than 175 of our people in Australia and New Zealand helping nonprofit organizations plant more than 5,500 plants and trees.
- We offer year-round learning opportunities such as monthly **Eco Action Clubs**, at which we discuss environmental topics and the corporate and individual actions to address them, hints and tips in Eco Smart Choices postcards, and our Sustainability Quotient courses.
- More than 120,000 of our people were eco engaged across the globe this year, participating in learning, volunteering, innovating and taking action to reduce their personal environmental footprints.

Our people as innovators

Innovation is at the heart of how we serve our clients, and how we engage our people on sustainability issues.

With the belief that anyone can be a social innovator, we work with our clients and ecosystem partners to harness and accelerate innovative ideas with us and nurture the next generation of innovators.

More than 15,000 Accenture people participated in our Social Innovators initiative, which includes the Sustainability Innovation Challenge, the Social Innovators Accelerator program and Social Innovation Learning opportunities.

Sustainability Innovation Challenge

The **Sustainability Innovation Challenge** aims to harness and inspire the collective intelligence of our innovators worldwide to design solutions for some of the world's greatest environmental and social issues. Challenge areas include: the Future of Food, Energy, Climate Action Education, Sustainable Consumers, Sustainable Software, Net-Positive Water and Climate Resilient Communities.

More than 1,400 ideas were submitted by 2,500 of our people. Participants commit to a six-month program to build sustainability skills and pressure-test their ideas through rapid prototyping, life-centered design, 360° value, storytelling and building for scale.

They receive consistent support to advance their innovations, including mentoring from founders of Accenture acquisitions and investments, our Social Innovators Accelerator coaches and a brain trust of sustainability leaders from our clients and partners—including startups, NGOs and nonprofits, and academia.

A panel of jurors featuring leaders from across Accenture and our clients select the winning innovations with the most potential for implementation and impact.

This year's [seven winning teams](#) included:

- **CERU**, a flexible learning platform providing educators with resources to monitor students' eco impact and inspire next-generation sustainable thinkers.
- **WOTER**, a marketplace for water exchange to extend the life of water by trading recycled wastewater and reallocating unutilized water.

The winning teams continue to build their solutions as part of our Social Innovators Accelerator, where they receive support from our innovation hubs and participating clients to bring their sustainability innovation ideas to life.

Looking ahead, at the **Global Citizen Festival** in September 2022, we announced that we will invite students around the world to join us in the 2023 Sustainability Innovation Challenge as we continue to support and invest in the next generation of thinkers and doers.

Social Innovators Accelerator

From connections and coaching to funding and execution, our year-round **Social Innovators Accelerator** is designed to implement ideas that address four priority areas: disaster response and humanitarian relief; jobs and skills; inclusion and diversity; and environmental challenges. We supported 360 innovators across more than 50 projects.

Social innovation Learning

More than 1,000 Accenture people participated in four social innovation learning sessions with global learning provider Hyper Island. We also piloted a **Social Innovation Leadership Immersion** with Hyper Island as part of our ongoing education partnership to equip our senior managers, associate directors and managing directors with insights and tools to identify opportunities that can generate positive social and environmental outcomes.

V360 Awards

Our internal **V360 Awards** celebrate Accenture teams that are innovating to deliver 360° value to our clients, company and community, and showcase how we embrace change and deliver on the promise of technology and human ingenuity.

This year, our people entered more than 1,360 projects across three categories:

- **Client co-innovation**: co-creating with clients to deliver exceptional innovation and value.
- **Community**: living our Stewardship core value, leveraging innovation and driving value for the communities in which we work and live.
- **Company and people**: creating better experiences for our people and our organization as a whole, driving 360° value and distinguishing Accenture as an innovation leader.

Winning teams and their clients were celebrated in an event broadcast to all of Accenture from our global leadership meeting.



Julian, Team Lead – Business & Integration Architecture
Assago, Italy

Clients

Today's world sees the concept of value more broadly than it ever has. We are privileged to serve clients who turn to us as a trusted partner for the multidimensional value we deliver. We call this 360° value, which is based on the differentiating experience delivered, with a focus on sustainability goals; and the benefits for people, communities, shareholders and key partners in addition to financial performance.

This framework fuels our ability to be a trusted partner with strong, enduring relationships with many of the world's leading companies and governments.

In fiscal 2022, we had 100 clients with quarterly bookings greater than \$100 million compared to 72 last fiscal year. The number of Accenture's Diamond clients—our largest client relationships—continues to grow significantly, as the value we deliver for leading organizations fosters their ability to thrive and deepens our bond. We concluded fiscal 2022 with 267 Diamond clients, up from 229 last fiscal year—growth that demonstrates the trust and confidence our clients have in us.

Our clients' experience—including our proven track record for delivering on large, complex programs that drive tangible value—is reflected in our client retention, with 99 of our top 100 clients having been with Accenture for more than a decade. Additionally, 70% of our new bookings are sole-sourced—representing the deep trust our clients have in our work and their satisfaction with the value we deliver.

360° Value Meter

Accenture builds powerful partnerships that make a profound impact on our clients' business, their employees and customers, and the communities they operate within. We do this by being client-first and value-led.

Aligning on our purpose, to deliver 360° value by embracing change, drives greater impact for our clients and more meaningful work for our people.

We increasingly understand that our strategy, and the enhanced definition of value, needs to be measured and communicated, so that we can hold ourselves accountable and can mutually benefit from this unique concept with our clients. To do so, we have developed the 360° Value Meter.

Our 360° Value Meter is helping our clients become the next and best versions of themselves. We use this framework with more than 600 Accenture clients worldwide, up from more than 300 a year ago, to monitor and measure the value we are creating together. The 360° Value Meter helps us have more complete and meaningful client conversations on value.

First, we listen to our clients, seeking to understand what they value while looking across value dimensions for opportunities to drive more value. We start with the client account team, who will measure the value we are driving for our client's business across all six dimensions: Sustainability, Talent, Inclusion & Diversity, Custom, Experience and Financial.

We then commit to measurable outcomes that we drive together and continually assess our progress toward our shared goals.

We continuously talk about the value we are creating as a team and co-creating with our clients at every opportunity—building a shared narrative of what we are achieving together.

Financial

A focus on delivering financial expectations and outcomes to measure business impact—with relationships to other dimensions within the framework.

Experience

Helping our clients define experience-led business transformation by rethinking and redesigning customer interactions and measuring across sub-dimensions of employees and partners.

Sustainability

Measuring across sub-dimensions of environmental, social and governance aligned to a client's sustainability journey and goals.

Talent

Better defining the need for future skills and how to upskill quickly and sustainably.

Inclusion & Diversity

Supporting I&D by addressing Accenture's team diversity and culture, that of our clients and their I&D agenda, and how we co-create to deliver inclusive and accessible design solutions.

Custom

The custom dimension reflects the client specific priorities and/or initiatives that extend beyond the other five dimensions. Accenture's Custom dimension is referred to as Client.

Our 360° Value Meter enables regular, relevant and meaningful conversations with our clients on value, and builds trust and a deeper understanding about what our clients value most.

360° value is not a linear model, and neither is the 360° value journey of any organization. Expanding awareness of how value is driven and delivered accelerates progress and lasting change.

Our results consider multidimensional value from the beginning to provide the best possible results for our clients and drive the most impact on their business performance, for our shared success.

The 360° value journey evolves over time. For example, at the outset of the COVID-19 pandemic, many clients in the travel space at first focused on the Financial as well as Experience dimensions, and Accenture's approach helped enable a 360° value orientation to consider the other key dimensions. As the industry returned to growth, with this came a renewed focus on Sustainability and Talent & Organization dimensions. All through the process, the Inclusion & Diversity dimension guided the strongest possible strategy and helped teams to drive maximum value.

Miyuki, Specialist – Sourcing & Category Enablement
Yokohama, Japan





Michal, Senior Manager – Technology Delivery Lead
London, United Kingdom

What our clients are saying

Astellas:

“We were able to move to a full-cloud platform with the help of Accenture, which has extensive experience in implementing core platforms for global operations. The success of the project was due to Accenture’s ability to bring together a wide range of experts from around the world for a truly ‘one-team’ approach with Astellas. We can centralize data and make the best use of this technology to create a business platform that supports visualization and bold data-driven decision-making. In collaboration with Accenture and other internal and external partners, Astellas will continue to focus on creating innovations that contribute to the health of people around the world.”

Siam Commercial Bank Public Company Limited:

“Our efforts to modernize our data & AI platform is yielding great business results. Over the years we have built an advanced capability that is highly competitive. Accenture has been a valuable partner throughout this journey. We look forward to continuing the journey toward a data-driven reinvention.”

Discover:

“If you have a problem and choose to keep it to yourself, it will inevitably become your problem. Share it, and it becomes our problem. It’s the old proverb, ‘If you want to go fast, go alone. If you want to go far, go together.’ Together, with Accenture, Discover and Oracle, I’m pleased to say we did both.”

The Body Shop:

“The Body Shop have got some really massive ambitions, and now I really feel like we’ve got a technology platform and a partnership with Accenture to achieve them.”

Partners

Ecosystem partners

Our ecosystem partnerships enable us to deliver distinctive business value to our clients, with industry analysts consistently rating us a leader across our technology offerings.

We are proud to be the No. 1 partner for nine out of our top 10 ecosystem partners, all leaders in the technology industry, and now count 249 partners in our ecosystem.

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

We also work together to make a positive social impact in our communities. For example, we have joined forces with Microsoft and UNICEF's Generation Unlimited, among other leading private and public sector organizations, as a founding partner of Passport to Earning (P2E). The initiative will provide young people (aged 15–24) with free, world-class and job-relevant skills training, digital certificates and certifications they need to secure in-demand roles and opportunities for improved livelihoods. In its initial three-year phase, P2E intends to equip 10 million young people with skills essential for employment.

Our strong ecosystem relationships provide a significant competitive advantage, and we are a key partner of a broad range of technology providers including Adobe, Alibaba, Amazon Web Services, Blue Yonder, Cisco, Dell, Google, HPE, IBM, Microsoft, Oracle, Pegasystems, RedHat, Salesforce, SAP, ServiceNow, VMware, Workday and many others.

Partner awards

Our partners recognized the power of our relationships in delivering business value for our clients in fiscal 2022.

Oracle: Game Changer Tech Service Delivery Partner of the Year Award

Blue Yonder: Global Most Valuable Partner of the Year

Microsoft: Global System Integrators Partner of the Year

Adobe: Global Digital Experience Solution Partner of the Year

SAP: Global SAP Pinnacle Award, Delivery Excellence

Salesforce: Four MuleSoft Partner of the Year Awards (MuleSoft is a Salesforce company)

Google: Global Services Partner of the Year

What our partners are saying

Salesforce: "The Salesforce and Accenture sustainability partnership has never been stronger. We share a commitment to leveraging our business as a platform for change and a history of jointly solving the toughest business challenges. Together, we help our joint customers embed sustainability into the core of their businesses, go net-zero faster and drive sustained growth. We are excited to continue working with Accenture to help our customers achieve value for all of their stakeholders."

Microsoft: "Our decades-long alliance with Accenture and Avanade is stronger than ever, and we continue to build on our collaboration to help customers overcome extraordinary disruption and lead their industries into the future."

Analyst recognition

Analysts acknowledged our success and the value we provide through inclusion in leadership rankings in fiscal 2022.

AWS: Leader in the Everest Group PEAK Matrix® for system integrator capabilities on Amazon Web Services

Oracle: Leader in the Forrester Wave™: Oracle Cloud Apps Implementation Services Partners

ServiceNow: No. 1 in HFS top 10 ServiceNow Services report

Google: Leader in Everest Group PEAK Matrix for Google Cloud Platform System Integration

SAP: Gartner Magic Quadrant for SAP S/4HANA Application Services, Worldwide – Leader

Adobe: The Forrester Wave™: Global Adobe Services Partners



Prakash, Associate Manager – Sales Capture
Toronto, Canada

An aerial photograph of a long, multi-lane bridge spanning a wide body of water at sunset. The bridge is illuminated with warm lights, and its reflection is visible in the water. In the background, a city skyline with several tall buildings is visible on the left, and mountains are in the distance. The sky is a mix of orange, pink, and blue. A large, semi-transparent blue circle is on the right side of the image.

Financial

Financial

In this dimension

FY2022 performance

Accenture delivered outstanding financial results in fiscal 2022, with significant market share gains, sustained profitability, record earnings growth, and excellent free cash flow, driving superior shareholder value. These strong financial results allow us to deliver 360° value for all our stakeholders.

FY2022 Highlights

- **\$61.6 billion** in total revenues
- **\$71.7 billion** in new bookings
- **\$8.8 billion** in free cash flow
- **\$6.6 billion** cash returned to shareholders
- **\$3.4 billion** invested in 38 strategic acquisitions across markets, services and strategic priorities
- **\$1.1 billion** invested in research and development
- **22%** increase in diluted earnings per share (EPS) growth on an adjusted basis*
- **10 basis points** increase in operating margin

*A 17% increase from \$9.16 in fiscal 2021, and a 22% increase from adjusted fiscal 2021 EPS of \$8.80, which excluded \$0.36 in gains on an investment.

Creating value through our financial performance

Accenture delivered outstanding financial results in fiscal 2022, with significant market share gains, sustained profitability, record earnings growth, and excellent free cash flow, driving superior shareholder value. These strong financial results allow us to deliver 360° value for our stakeholders—our clients, people, shareholders, partners and communities.

In fiscal 2022, we delivered revenues of \$62 billion, representing a record increase of 22% in U.S dollars and 26% in local currency,* adding \$11 billion in revenues for the year. We again gained significant market share, expanded our operating margin by 10 basis points, increased earnings per share to \$10.71, a 22% increase over adjusted fiscal 2021 earnings per share,** and returned \$6.6 billion to shareholders through cash dividends and share repurchases.

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

**A 17% increase from \$9.16 in fiscal 2021, and a 22% increase from adjusted fiscal 2021 EPS of \$8.80, which excluded \$0.36 in gains on an investment.

Our strong financial results reflect Accenture’s ability to serve the needs of our clients across their enterprises and over time, helping them build their digital core, optimize their operations, accelerate revenue growth and enhance citizen services— creating tangible value at speed and scale. Technology is at the core of change today, and we are one of the world’s leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology with unmatched industry experience, functional expertise and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Accenture Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients succeed and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities.

We remain committed to ongoing investments in our business and our 721,000 people serving clients across 120 countries.

In fiscal 2022, we deployed \$3.4 billion across 38 acquisitions that are well-balanced across markets, services and strategic priorities.

We invested \$1.1 billion in research and development in our assets, platforms and industry and functional solutions to extend our capabilities while protecting our innovative and differentiated technology solutions through more than 8,300 patents and pending patent applications worldwide.

We invested \$1.1 billion in the training and development of our people to provide meaningful opportunities to grow and learn, while allowing us to quickly pivot to changing markets and client needs.

Underlying these results is our enduring approach to shareholder value creation:

- Grow faster than the market and take share;
- Deliver strong earnings growth with sustainable modest margin expansion while investing at scale; and
- Drive strong cash flow and deploy it through disciplined capital allocation, including returning significant cash to shareholders.

Our purpose is to deliver on the promise of technology and human ingenuity. And more than ever, we are committed to creating 360° value in every direction.

Delivering strong financial results allows us to deliver greater 360° value for all our stakeholders.

Our commitment extends in all directions—from enabling our clients to drive change faster and at scale, to creating enduring shareholder value, to investing in our business and the careers and growth goals of our people.

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

Revenues

\$61.6B

A record increase of **22% in U.S. dollars and 26% in local currency*** from fiscal 2021, including revenues of \$29.1 billion from North America, \$20.3 billion from Europe and \$12.2 billion from Growth Markets

Operating margin

15.2%

An expansion of **10 basis points** from fiscal 2021, while continuing to invest in our business, people and communities

New bookings

\$71.7B

Record bookings, an increase of **21%** in U.S. dollars and 25% in local currency from fiscal 2021

Free cash flow

\$8.8B

Record free cash flow, defined as operating cash flow of **\$9.5 billion** net of property and equipment additions of **\$718 million**, with a free cash flow to net income ratio of 1.3

Diluted earnings per share

\$10.71

A **17% increase from \$9.16** in fiscal 2021, and a **22% increase from adjusted fiscal 2021 EPS** of \$8.80, which excluded \$0.36 in gains on an investment

Cash returned to shareholders

\$6.6B

Defined as **cash dividends of \$2.5 billion** and **share repurchases of \$4.1 billion**. In fiscal 2022, we paid dividends of \$3.88 per share, a 10% increase over the prior year

For 12 months ended August 31, 2022



Reporting & Data

Reporting & Data

Frameworks

ESG priority issues and SDGs

Awards & recognition

Performance data table

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

This report explores how we are creating 360° value for our stakeholders. We detail our sustainability goals, progress and performance across our global operations during fiscal 2022 (ended August 31, 2022), unless otherwise noted.

We also integrate our financial and environmental, social and governance (ESG) reporting to show how we create value for our clients and for our company. Our previous reports are available on [accenture.com](https://www.accenture.com).

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

Current financial and governance information about Accenture is in our 2022 Annual Report and Proxy Statement. More information about how we create 360° value, including our global ESG activities, is in our [360° Value Reporting Experience](#).

Frameworks

We continue to align with industry-leading reporting frameworks:

[CDP Climate Change Response](#)

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

[GRI Content Index](#)

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

[SASB Index](#)

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

[TCFD Index](#)

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

[UNGC Communication on Progress](#)

Accenture has been a signatory to the United Nations Global Compact (UNGC) since January 2008. This year we will transition to the UNGC's new reporting framework beginning in March 2023 to communicate the progress we have made during the prior fiscal year in implementing the Ten Principles of the UNGC and supporting the United Nations Sustainable Development Goals.

[WEF IBC Index Progress](#)

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

Assessing our ESG priority issues

We continually assess our ESG priorities based on their importance to our business and our stakeholders. We considered our expanded ESG targets, our Enterprise Risk Management program and other related impacts on our people and global operations. We also refreshed our priorities to account for the potential implications of critical issues, such as the ongoing effects of our work around communities in crisis and refugees and the need for an increased focus on health, well-being, workers and workplaces.

Our process

Analysis

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

Benchmarking

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

External feedback

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

Internal feedback

- We worked directly with our senior leaders to identify possible changes to our ESG priorities.
- We conducted interviews with Accenture business leads and subject matter experts across areas such as human capital, risk, environment and innovation.
- Focus groups across our markets helped us capture what matters most to our people.

Mai, Senior Manager – Business & Integration Architecture
Dublin, Ireland



Our priority SDGs

Highest priority SDGs for Accenture's operations



Second priority SDGs for Accenture's operations



SDGs we may impact more indirectly



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.

Mapping our priority ESG issues to the SDGs

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

- Notes:**
- The impact of certain priorities may extend across environment, social and governance.
 - The issues in bold represent our highest ESG priorities and are included in our GRI Content Index.

“Accenture is proud to be a long-standing supporter of the United Nations Global Compact and its critical work to advance sustainability, equality and human rights—reflecting our core values and our commitment to ethical leadership.

We are committed to the Ten Principles of the UNGC, and to ongoing efforts to help grow businesses' contributions to the Sustainable Development Goals. We look forward to continuing to build on our 14-year partnership as we work together to address some of the world’s biggest challenges and imperatives.”

Julie Sweet
Chair & Chief Executive Officer

Stakeholder engagement

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

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

Awards & recognition

Ad Age A-List Awards

13 consecutive years on list; Agency of the Year in 2021

AVTAR/Seramount

Best Companies for Women in India for 7 consecutive years; Hall of Fame since 2020

AVTAR/Seramount

Most Inclusive Companies Index in India for 4 consecutive years

Bloomberg Gender-Equality Index

Highest-scoring company in 2022, marking 5 consecutive years on list

BrandZ Most Valuable Global Brands

Increased brand value 28% to \$82.6B, ranked No. 26, marking 17 consecutive years on list

Business Today India's Best Companies to Work For

No. 4, among Top 10 for 11 consecutive years

CDP Climate Change A List

Among top-scoring companies for 7 years

Disability Equality Index

Among top-scoring companies for 6 consecutive years; Top Corporation for Disability-Owned Businesses in 2022

DiversityInc Top 50 Companies for Diversity in the U.S.

No. 1, marking 16 consecutive years on list; to be named to Hall of Fame in 2023

Dow Jones Sustainability Index North America

18 consecutive years

Ethisphere World's Most Ethical Companies

15 consecutive years

Forbes Global 2000

No. 183, marking 19 consecutive years on list

FORTUNE and Great Place to Work® World's Best Workplaces™

No. 17 among 25 companies

FORTUNE Global 500

No. 268, marking 21 consecutive years on list

FORTUNE Most Powerful Women

Chair & CEO Julie Sweet No. 2 on first-ever global list

FORTUNE World's Most Admired Companies

No. 1 in our industry for 9 years, No. 33 overall, marking 20 consecutive years on list

FTSE4Good Global Index

Since 2005

Human Rights Campaign Corporate Equality Index

Received top score in Argentina, Brazil, Chile, Mexico and U.S.

Interbrand Best Global Brands

Increased brand value 15% to \$20.41B, ranked No. 31, marking 21 consecutive years on list

JUST Capital America's Most JUST Companies

Top 20 for 3 years, marking 6 consecutive years on list

Minshu Top Employers in Japan

No. 1 in our industry, No. 13 overall, 7 consecutive years on list

Nikkei Leading Management Consultants in Japan

Among highest rated, inaugural year

Refinitiv Diversity & Inclusion Index

No. 1 for 3 out of the last 5 years

The Times Top 50 Employers for Women in the U.K.

Recognized for 7 consecutive years

Wall Street Journal Management Top 250

One of 7 "All-Stars" in 2022; marking 6 consecutive years on list

Women's Career Index (FKi) in Germany

No. 1 for 4 consecutive years

Workplace Pride Global Benchmark

7 consecutive years on list

Performance data table

The following table quantifies our progress since fiscal 2020 on key non-financial indicators. Unless specified, all metrics are global in scope, reported on a fiscal year basis, consistent with previously reported figures and cover those of our consolidated entities. All data are consolidated from performance management systems across multiple Accenture teams and vetted through an internal controls process, which includes senior leadership, to confirm they provide an accurate representation of Accenture's non-financial performance.

Accenture at a Glance	FY22	FY21	FY20
	US\$ billions		
Revenues	\$61.6	\$50.5	\$44.3
Operating Expenses	\$52.2	\$42.9	\$37.8
Operating Income	\$9.4	\$7.6	\$6.5
Global Headcount at Fiscal Year End (rounded)	721,000	624,000	506,000

Our People

	As of December 1, 2022	As of December 1, 2021	As of December 31, 2020
Gender Equality¹			
Employee Workforce Percentage by Gender	Percent of Total		
Women	47%	46%	45%
Men	53%	53%	55%
Executives Percentage by Gender²			
Women	32%	32%	30%
Men	68%	68%	70%
Managing Directors Percentage by Gender³			
Women	29%	27%	25%
Men	71%	72%	75%
	For the period ended December 1, 2022	For the period ended December 1, 2021	For the period ended December 31, 2020
New Hires Percentage by Gender⁴			
Women	50%	47%	49%
Men	50%	52%	51%

Footnotes

1. Accenture's gender equality and race and ethnicity data as of and for the period ended December 1, 2022, has been reviewed by an independent third-party accountant. Refer to the [Independent Accountants' Review report](#) for more information. Gender metrics reflect people who have self-identified as binary. Metrics do not include Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.

2. "Executives" comprises our managers, senior managers, associate directors, managing directors, senior managing directors and members of our Global Management Committee.

3. "Managing Directors" comprises our managing directors, senior managing directors and members of our Global Management Committee.

4. New Hires reflect employees hired during the twelve months ended December 1, 2022, and the eleven months ended December 1, 2021. In 2020, Accenture reported new hires for the twelve months ending December 31.

5. Race and ethnicity metrics for 2020 are reflective of the goal announcement date – for the U.S., September 1, 2020, and for the U.K. and South Africa, October 1, 2020.

6. For U.K. metrics, Black includes Black/Black British colleagues who have self-identified as being of African and Caribbean heritage or with dual heritage of White and Black African or White and Black Caribbean.

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

Our People

	As of December 1, 2022	As of December 1, 2021	Date of Goal Announcement 2020 ⁵
Race and Ethnicity¹			
U.S. Workforce	Percent of Total		
African American and Black	12.1%	10.9%	9.0%
Hispanic American and Latinx	11.1%	10.6%	9.5%
U.S. Managing Directors			
African American and Black	4.2%	4.0%	2.8%
Hispanic American and Latinx	4.5%	4.2%	3.5%
U.K. Workforce			
Black ⁶	5.1%	4.1%	4.0%
U.K. Managing Directors			
Number of Black Managing Directors ⁶	12	10	8
South Africa Workforce			
African Black	44.4%	45.2%	45.0%
Coloured ⁷	9.8%	7.5%	6.0%
South Africa Managing Directors			
African Black, Coloured ⁷ and Indian	55.5%	50.0%	39.0%
Training			
	FY22	FY21	FY20
Total Training Spend (US\$ millions)	\$1,114	\$900	\$866
Average Training Hours per Employee	61	60	38

Community Impact	FY22	FY21	FY20
Skills to Succeed			
People with a substantive life improvement (cumulative rounded) ¹	7,515,000	5,878,000	4,598,000
Accenture and Accenture Foundation Contributions			
Accenture Contributions by Region	US\$ thousands		
North America	\$49,464	\$42,239	\$18,925
Europe	26,915	24,976	22,193
Growth Markets	25,253	23,947	21,021
Cross-Region	28,949	74,717	32,105
Total Accenture Contributions	\$130,581	\$165,879	\$94,244
Accenture Contributions by Type			
Cash	\$52,379	\$97,319	\$28,721
In-Kind (Accenture Development Partnerships and pro bono consulting)	74,239	66,611	62,869
Time (Paid volunteering)	3,963	1,949	2,654
Total Accenture Contributions	\$130,581	\$165,879	\$94,244
Accenture Foundations Contributions ²	\$21,322	\$10,838	\$14,762
Total Accenture and Accenture Foundations Contributions	\$151,903	\$176,717	\$109,006

Community Impact	FY22	FY21	FY20
Community Engagement			
Hours of participation in Accenture-sponsored "Time & Skills" Programs ³	1,255,678	1,047,729	971,990
Employees participating in Accenture-sponsored "Time & Skills" Programs ³	9,463	6,895	8,289
Employee Donations (US\$ thousands)	\$19,522	\$20,345	\$18,003

Footnotes

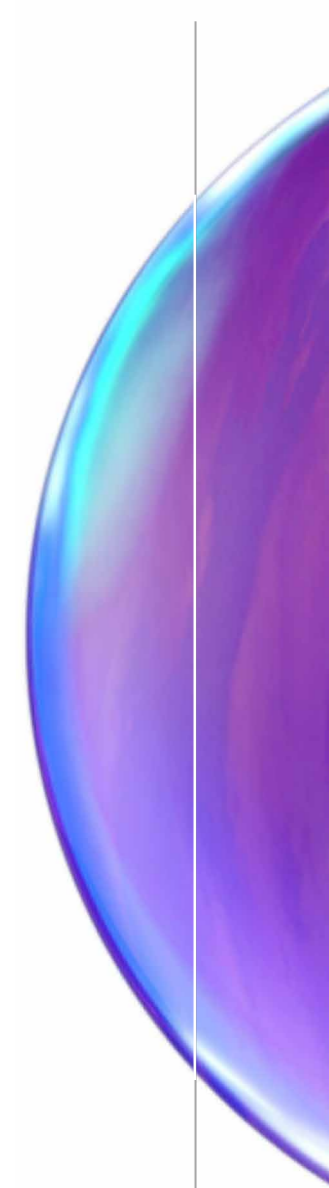
1. Substantive Life Improvement includes both people skilled to get a job or build a business as well as lives improved in the Next Generation cohort (people between the ages of 8-14), as reported by our Skills to Succeed partners.
2. Accenture Foundations refers to independent charitable organizations that bear the Accenture name.
3. "Accenture-sponsored 'Time & Skills' Programs" comprise Accenture Development Partnerships, pro bono consulting and paid volunteering projects.

Environment	FY22	FY21	FY20
Percentage Change in Scope 1, 2 & 3 Carbon Emissions compared to FY16 Baseline	-68%	-74%	-40%
Carbon Emissions per Employee (metric tons of CO₂e)	0.6	0.6	1.5
Carbon Emissions by Scope¹	Metric Tons of CO₂e		
Scope 1	17,804	9,250	13,945
Scope 2	8,356	70,659	162,983
Scope 1 & 2 Emissions	26,160	79,909	176,928
Scope 3	374,297	252,546	575,910
Carbon Emissions	400,457	332,455	752,838
Carbon Emissions by Source²	Metric Tons of CO₂e		
Scope 1 & 2 Carbon Emissions by Source			
Leased Cars	11,804	8,060	12,579
Office Electricity	3,572	66,811	159,522
Other	10,784	5,038	4,827
Scope 1 & 2 Carbon Emissions	26,160	79,909	176,928
Scope 3 Carbon Emissions By Source			
Purchased Goods & Services	218,838	182,183	208,711
Business Travel	129,404	53,592	339,459
Employee Commuting	26,055	16,771	27,740
Scope 3 Carbon Emissions	374,297	252,546	575,910
Carbon Emissions	400,457	332,455	752,838

Footnotes

1. Prior years have been restated due to a change in methodology for Scope 3 emissions. CO₂ emissions related to Office Electricity reflect a market-based (MBM) accounting approach which includes the impact of renewable electricity contracts and residual mix factors. Accenture's carbon emissions for fiscal 2022 have been reviewed by an independent third-party accountant. Refer to the [Independent Accountants' Review report](#) for more information.
2. Beginning in fiscal 2022, we updated the presentation to reflect the sources of our emissions by Scope. Prior periods have been adjusted to conform to the current year presentation.
3. Electronic waste (e-waste) includes laptops and workstations and excludes Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.

Environment	FY22	FY21	FY20
Carbon Emissions By Region	Metric Tons of CO₂e		
North America	154,623	116,024	284,922
Europe	112,743	80,049	148,764
Growth Markets	133,091	136,382	319,152
Carbon Emissions	400,457	332,455	752,838
Office Energy By Source	MWh		
Renewable Electricity	297,224	147,260	115,149
Non-Renewable Electricity	9,020	132,311	272,485
Natural Gas	21,726	16,854	14,171
Diesel	2,415	2,994	4,130
Office Energy	330,385	299,419	405,935
% Electricity from Renewable Sources	97%	53%	30%
Office Electricity Efficiency (kWh/square meter)	98	93	124
Electronic Waste by Disposal Method³	Metric Tons		
Avoided Landfill	512	320	278
Landfill	<1	<1	<1
Total	512	320	278
Total Water Consumption	Cubic Meters		
Total Water Consumption	1,100,707	1,019,067	1,997,036
Water Consumption per Employee	1.6	1.9	3.9
% Water Consumption in High or Extremely High Baseline Water Stressed Regions	37%	37%	N/A



Supply Chain

	FY22	FY21	FY20
Diverse Procurement Spend North America (U.S. and Canada)¹	\$997,549	\$534,524	\$582,238
US\$ thousands			
Diverse Procurement Spend By Type (U.S. Only)¹			
Minority-Owned Business	\$543,829	\$360,210	\$395,892
Women-Owned Business	135,422	95,194	122,482
Small Business	219,081	43,312	50,846
Other Business ²	38,352	5,335	3,323
Total Diverse Procurement Spend (U.S. only)	\$936,684	\$504,050	\$572,543
Diverse Procurement Spend as a Percentage of Total Procurement Spend (U.S. only) ¹	47%	32%	31%
Diverse Procurement Spend as a Percentage of Total Procurement Spend (Canada only) ¹	34%	25%	19%
Global Diverse Supplier Development Program Graduates			
Global Diverse Supplier Development Program Graduates (cumulative)	217	196	165

Footnotes

1. Prior year balances exclude Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.

2. "Other" consists of the following diverse organizations: Veteran, Disabled Veteran Business Enterprise, Historically Black Colleges and Universities and LGBTI.

