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High performance. Delivered.

Our Journey Forward

2010–2011 Corporate Citizenship Report Summary

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Read our full report online at www.accenture.com/corporatecitizenshipreport

About the cover:

Huiyan Zhang is learning metalwork skills at the Fengxian Technical School in Shanghai. She is one of many students supported by Accenture and Save the Children, who are helping migrant urban youth learn vocational job skills to secure jobs in their communities.

Letter from Our Leaders

Pierre Nanterme and Adrian Lajtha

With the development of this report, we have taken the opportunity to pause and reflect on the last few years at Accenture. Among many things that stand out for us is the fact that, against the backdrop of today's increasingly complex, fast-changing and interconnected global business environment, Accenture remains a company committed to making a sustainable, measureable difference to the world in which we work and live. We believe profoundly that a company's business purpose is most powerful when it aligns with the company's potential for broader societal impact.

Accenture's long-standing involvement in corporate citizenship means that, as we help our clients achieve high performance, we also focus on our people and the communities in which we live and work. Guided by our strong culture and enduring core values, we take thoughtful actions to bring positive change—for today and for the future.

For us, corporate citizenship is an ongoing journey, and we are proud of our progress in the last few years: from the impact of our **Skills to Succeed** initiatives, to our innovative use of Telepresence, to the collective efforts of our people—our more than 246,000* men and women around the world, who bring our corporate citizenship goals to life in the marketplace.

At Accenture, we are making a measurable impact across the five pillars of our corporate citizenship strategy: Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain. Here are some highlights of what we've accomplished since we published our last corporate citizenship report in 2010:

Corporate Governance. We have put in place a number of new policies and practices to ensure that all of our employees, contractors and suppliers follow

the highest ethical standards. For example, our refreshed Code of Business Ethics includes 58 "action statements" that synthesize the conduct we expect of our employees and our leadership.

Skills to Succeed. In 2010, we set an overarching goal for our **Skills to Succeed** impact: By 2015, we will equip 250,000 people around the world with skills to get a job or build a business. Today, we are proud to report that we are nearly two-thirds of the way toward achieving this goal. Our people are involved in more than 200 initiatives aimed at building skills that will enable people around the world to participate in and contribute to the global economy.

Environment. Our environmental strategy spans the entire business—from internal operations, to the sustainability services we provide clients, to how we engage with suppliers and employees. In our 2011 Team Eco Challenge, more than 160 teams, representing more than 1,400 employees, committed to reduce more than 3,300 metric tons of carbon. As part of our ongoing efforts to reduce Accenture's environmental footprint, we are working closely with our global network of employees, clients and suppliers to accelerate our journey toward more sustainable operations and a smaller environmental footprint.

*As of February 29, 2012



Pierre Nanterme,
Chief Executive Officer
(left)

Adrian Lajtha,
Chief Leadership Officer
(right)

Our People. We know that our people are the key to our differentiation in the marketplace. We remain focused on building a strong, diverse and dynamic workforce with the experience, skills, passion and energy to deliver high performance. In our last fiscal year, which ended August 31, 2011, we invested more than US\$800 million in training and developing our people. Accenture has long been recognized as a great place to build a career in nearly every major country in which we operate, and we continue to be a highly attractive career choice to prospective employees around the world—we receive more than 2 million resumes annually.

Supply Chain. As a global company, Accenture has a responsibility to encourage sustainable business practices, as well as inclusion and diversity, among our thousands of suppliers around the world. In fiscal 2011, 98 percent of Accenture Procurement-issued RFPs included environmental questionnaires. Additionally, the percentage of our total US procurement spend with diverse suppliers in fiscal 2011 rose to 23 percent from 21 percent the previous year.

On a final note, as we prepared this report we sought feedback from a number of our stakeholders—clients, employees and third-party organizations with

whom we work closely on our corporate citizenship agenda. In addition to many specific suggestions, they consistently asked that we be realistic about our goals, achievements and potential roadblocks. We've tried to do just that in providing a thorough and transparent summary of our activities.

We hope this report provides a sense of our deep and unwavering commitment to corporate citizenship. We are on a journey—and we recognize that we must continue to examine how we can raise our game, challenge ourselves and ask the questions that we must address together as businesses, employees and stakeholders. Our ability to make an even bigger impact depends on it.

A handwritten signature in black ink, appearing to read 'Pierre Nanterme', written over a light blue background.

Pierre Nanterme
Chief Executive Officer

A handwritten signature in black ink, appearing to read 'Adrian Lajtha', written over a light blue background.

Adrian Lajtha
Chief Leadership Officer

Q&A with Our Executive Chairman Bill Green

Since we published our last corporate citizenship report, Bill Green has been named Accenture's Executive Chairman, with Pierre Nanterme having succeeded Bill as Chief Executive Officer. Among his other responsibilities, Bill remains actively involved in our corporate citizenship agenda, and here, he talks about it.

Bill, why is it important for a company to be a good corporate citizen?

Being a good corporate citizen is essential to doing business today. People look at Accenture not only for the service we provide, the products we deliver and the results we achieve, but also for who we are as people and our character. They want to know if we're a company with integrity and honesty. Going forward, I think that one of the measures of a high-performance business will be its commitment to corporate citizenship and its measured progress toward goals and outcomes. It's as simple as that.

Tell us why Accenture's commitment to corporate citizenship is so important to our people.

When I host a town hall meeting with Accenture people anywhere in the world, corporate citizenship is one of the first topics that usually comes up. Our people want to be involved with efforts in their communities, and their values are very much aligned with corporate citizenship. And they want to be part of something special—which is often more about what you learn and do than how much you make. I am incredibly proud of our impact, and I am grateful to the men and women of Accenture who have devoted their time and talents to it. Together we have set the stage to achieve our goal of educating people around the world and bringing positive change to the lives of others—for today and for generations to come.

What role does a company's leadership play in this?

Good corporate leaders "walk the talk." I believe they must define the outcome and be part of the process that drives it, rather than simply initiating the process or writing a check. We're moving away from an era of "corporate philanthropy," which had more to do with giving than with outcomes. I think we need more evidence-based philanthropy: we need to have measureable outcomes. This starts with what you give—time or money—but it ends with an improvement in the community or someone's life.

You've always been involved in corporate citizenship, particularly in community involvement. What is it about Skills to Succeed that speaks to you?

As a professional services company, developing talent is at the heart of what we do each and every day. With Skills to Succeed, we have put a stake in the ground to help a quarter million people develop skills and confidence to find jobs. We focus on attracting, training and deploying them to make bigger contributions, raise their personal game and learn, grow and develop. Beyond that, Skills to Succeed has become an important source of pride for our people, and it has also had a positive impact on our clients and our business. We've made a very strong commitment to harnessing our resources and the talent of our people, so aligning Skills to Succeed with our core competence has had a multiplier effect on the difference we make in communities around the world.



Bill Green, Executive Chairman

Accenture at a Glance

A light gray world map serves as a background for the top half of the page. Overlaid on the map are large, bold numbers in different colors: red for '246,000+', green for '200+', and orange for '\$25.5B'.

246,000+

We have more than 246,000 people serving clients in more than 120 countries

200+

Offices and operations in more than 200 cities in 54 countries

\$25.5B

Net revenues for fiscal 2011

Accenture is a global management consulting, technology services and outsourcing company, with more than 246,000* people serving clients in more than 120 countries. Our clients span the full range of industries around the world. In fiscal 2011, we served 92 of the FORTUNE Global 100 and more than three-quarters of the FORTUNE Global 500, while 99 of our top 100 clients have been clients for at least five years.

We are committed to being a good corporate citizen—fostering environmentally sustainable growth across our operations and helping to equip 250,000 people around the world with skills to get a job or build a business through our **Skills to Succeed** initiative.

Since our inception, Accenture has been governed by its core values. They shape the culture and define the character of our company, guiding how we behave and make decisions: Client Value Creation, One Global Network, Respect for the Individual, Best People, Integrity and Stewardship.

*As of February 29, 2012

Winning Facts

Corporate Governance

370,000+

Number of hours of ethics and compliance training completed by our people in fiscal 2011

58

Number of "action statements" in our Code of Business Ethics that describe a broad spectrum of behaviors expected of our people

Skills to Succeed

250,000

Number of people Skills to Succeed initiatives will equip by 2015 with skills to get a job or build a business

\$100M+

Amount Accenture and the Accenture Foundations will contribute to support corporate citizenship efforts between fiscal 2011 and 2013

358,000+

Number of hours Accenture people participated in corporate citizenship efforts in fiscal 2011



Students of the Don Bosco Tech program in India receiving skill-based training in business process outsourcing.

Environment

99%

Percentage of Accenture e-waste that avoided landfill in fiscal 2011

30%

Percentage of per employee carbon reduction in fiscal 2011 against our fiscal 2007 baseline

3,300+

Number of metric tons of carbon reduction committed by more than 160 teams, representing more than 1,400 employees during our 2011 Team Eco Challenge



Accenture women network as they celebrate International Women's Day in Malaysia.

Our People

\$800M+

Invested in training and developing our people in fiscal 2011

80,000+

Number of women in our workforce in fiscal 2011

2M+

Number of resumes we receive per year globally

Supply Chain

98%

Percentage of RFPs issued by Procurement including environmental questionnaire in fiscal 2011

88%

Percentage of Procurement-issued agreements including Accenture's Supplier Standards of Conduct in fiscal 2011

23%

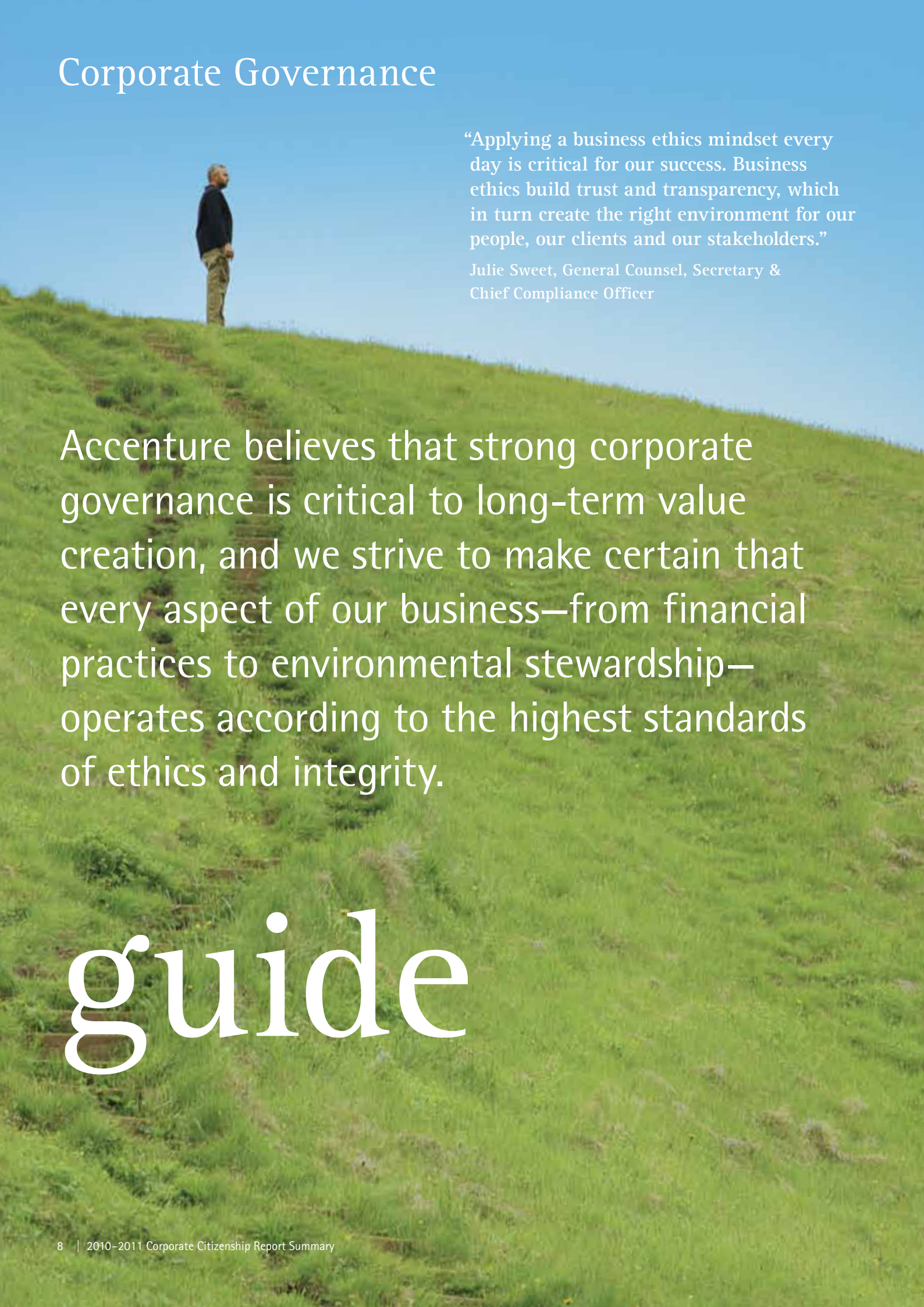
Percentage of total US procurement spend with diverse suppliers in fiscal 2011



Accenture uses Telepresence as an alternative to travel in more than 85 Accenture locations.



Corporate Governance

A man in a dark jacket and camouflage pants stands on a grassy hill, looking out over a vast landscape under a clear blue sky. The hill is covered in green grass with some small plants and a faint path leading up to it.

“Applying a business ethics mindset every day is critical for our success. Business ethics build trust and transparency, which in turn create the right environment for our people, our clients and our stakeholders.”

Julie Sweet, General Counsel, Secretary & Chief Compliance Officer

Accenture believes that strong corporate governance is critical to long-term value creation, and we strive to make certain that every aspect of our business—from financial practices to environmental stewardship—operates according to the highest standards of ethics and integrity.

guide

Anchoring Guidelines and Principles

Operating ethically and in compliance with all laws is not only the responsible thing to do, but is sound business strategy, a key component to operating as a high-performance business and critical both to Accenture's culture and to helping our clients meet their own business and performance objectives. We work to stay ahead of the market, be proactive and act with courage and foresight to provide direction to our clients—and we apply this same first-mover mentality to our Ethics & Compliance initiatives.

Our core values—Client Value Creation, One Global Network, Respect for the Individual, Best People, Integrity and Stewardship—form the foundation of every aspect of our corporate Ethics & Compliance programs and are essential to our success as a high-performance business, a corporate citizen and a global employer.

By maintaining these values and vigorously enforcing consistent principles on a global basis, Accenture strives to ensure that our corporate governance meets the highest standards for accountability, independence and transparency.

Our core values align well with the 10 universally accepted principles of the United Nations Global Compact (UNGC), the world's largest voluntary corporate citizenship initiative. We have been a UNGC signatory since 2008.

We treat business ethics, corporate governance and operational transparency as top management priorities, and our Ethics & Compliance program aims to foster the highest ethical standards among our people. In fact, 2011 marked our fourth consecutive year on Ethisphere's "World's Most Ethical Companies" list in the Business Services category.

One visible aspect of our Ethics & Compliance program is our Code of Business Ethics, with which all our employees are required to comply. The Code emphasizes critical areas particular to our organization and business model. To further ensure its ongoing relevance to our business and our people, in 2010 we enhanced the Code with a set of 58 "action statements" that describe a broad spectrum of behaviors expected of our people. In 2011, we launched a refreshed Code website, which provides access to a vast set of resources for our employees.

To provide our people with a solid foundation in our Code, we require all employees to complete a minimum of one to three hours of Ethics & Compliance training annually. In fiscal 2011, Accenture people completed more than 370,000 hours of Ethics & Compliance training on topics from personal responsibility to antibribery.

Zero Tolerance Policy

We have a publicly stated formal policy of zero tolerance for corruption or serious violations of our Code. We actively encourage reporting of suspected Code violations through multiple channels, including through management, Human Resources, Legal and our 24/7 confidential Business Ethics Line, all without fear of retaliation. We are committed to work against corruption in all its forms across our entire business. Externally, we are involved in industry initiatives designed to combat corruption, including the World Economic Forum's Partnering Against Corruption Initiative.

Data Privacy and Information Security

Protecting the privacy and security of personal and business data for our clients and ourselves is a cornerstone of Accenture's business. We use data responsibly in accordance with numerous laws and client agreements that determine how we use and share data when we deliver our services.

Corporate Citizenship Governance

Accountability to advance corporate citizenship at Accenture starts at the top, with our CEO and our Executive Chairman, and is cascaded through our business, including through performance objectives relating to corporate citizenship..

A dedicated subcommittee of our Global Management Committee, our most senior management group, governs Accenture's corporate citizenship and environmental strategies. It guides the work of the Corporate Citizenship Council, a group of senior executives from multiple disciplines and geographies who implement policies and supporting programs across our 15 geographic units, and the Environment Steering Group.

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

The Path Forward

Our Ethics & Compliance programs will continue to evolve with our company's growth strategy. Looking ahead, we will continue enhancing our Code of Business Ethics website and ensuring that each of our Ethics & Compliance programs is relevant to our business, is aligned with Accenture's strategic vision, and provides our employees with practical tools and resources, as well as clear communications and awareness programs, to enable compliance around the world.



Skills to Succeed

Skills to Succeed applies an Accenture core competence—training talent—to the need for skills that open doors to employment around the world. Our goal: to equip 250,000 people by 2015 with skills to get a job or build a business.

impact

Number of **Skills to Succeed** initiatives around the world in fiscal 2011

Number of people **Skills to Succeed** initiatives will equip by 2015 with skills to get a job or build a business

Amount Accenture and the Accenture Foundations will contribute to support corporate citizenship efforts between fiscal 2011 and fiscal 2013

250K

200+

\$100M+



160,000+ \$44.5M

Number of people equipped with skills through **Skills to Succeed** initiatives during fiscal 2010 and fiscal 2011—already two-thirds of our goal

Total Accenture and Accenture Foundations contributions during fiscal 2011—nearly one-half of our US\$100 million commitment

“We have a vision of the difference we can make, the extraordinary talent and organizations we can help build, and the way in which we can help accelerate the growth of markets around the world.”

Jill Huntley, Senior Director, Corporate Citizenship

Skills have become a key driver of economic empowerment for individuals and communities alike. In a rapidly changing world with competitive workforce pressures, the need is greater than ever to have the right skills to build confidence and capabilities that will open doors to employment in emerging and mature markets. At the same time, this societal need resonates with a key competence and hallmark of our talent-based company: training and developing people to achieve higher levels of performance.

In 2009, we developed and launched a new corporate citizenship initiative, **Skills to Succeed**, which focuses on building skills that enable people around the world to participate in and contribute to the economy.

Skills to Succeed has inspired our people and gives us an opportunity to create sustained impact in our communities. In 2010, we set an overarching goal for our efforts. We announced that, by 2015, **Skills to Succeed** initiatives will equip 250,000 people around the world with skills to get a job or build a business. That goal further fueled our employees' determination to create measureable impact,

and in 2011 we implemented an enhanced performance measurement framework, which provides a comprehensive approach to tracking and managing progress toward our goal. By the end of fiscal 2011, we had already equipped more than 160,000 people—nearly two-thirds of our goal of 250,000 people—with workplace and entrepreneurial skills.

We also announced that Accenture and the Accenture Foundations will contribute more than US\$100 million by the end of 2013—in global and local giving, as well as pro bono contributions of time and Accenture employee skills—to support our corporate citizenship efforts.

In fact, in fiscal 2011, Accenture and the Accenture Foundations contributed cash and in-kind support, such as business consulting services and sponsoring our people to volunteer their time, equivalent to US\$44.5 million.

Building Momentum

Today, **Skills to Succeed** is a singular, globally integrated initiative, and its momentum continues to build with distinct programs across our geographies, in both mature and emerging markets, from Canada to Germany and Haiti to Vietnam. As a result, in collaboration with global and local nonprofit organizations that share our passion for building skills, our pro bono, volunteering and grant-making efforts are making a sustainable difference to the long-term economic vitality and resilience of individuals, families and communities around the world.



Left to Right: Disadvantaged young people in Vietnam receive career skills training through Plan International; people helped by the IFRC program receive job skills training enabling them to rebuild their lives in Haiti; Accenture volunteers in Japan running a Telepresence meeting with beneficiaries of the Junior Achievement program.

Accenture has a long history of community involvement and we have successful partnerships with nonprofit organizations across the globe. Our challenge is to evolve these important relationships so they support skills development. While it will take some time to achieve that, we will continue to mobilize our efforts to increase the impact of **Skills to Succeed**. In our last corporate citizenship report, we stated that we expected to have 80 percent of our overall corporate citizenship activities aligned with **Skills to Succeed** by the end of fiscal 2010—and we achieved that goal during fiscal 2011.

Long-term Strategic Partners

We are driving measurable impact through our long-term relationships with strategic partners by increasing marketplace competitiveness and economic resilience, building sustainable businesses and creating employment opportunities. We select our strategic partners based on their shared vision for **Skills to Succeed**; their ability to fully leverage our services and resources; a footprint and reach that enable our employees to engage and support them wherever they are; and their proven track record.

Skills to Succeed has seized the imagination of our employees, and their time, skills, advisory services and expertise enhance the impact of our cash giving. In 2010, Accenture people participated in more than 267,000 hours of corporate citizenship efforts; in 2011, that number rose to more than 358,000.

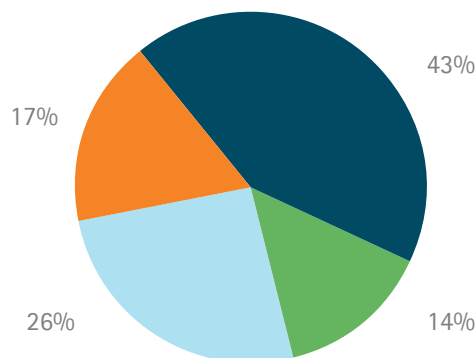
In 2009, we had 80 collaborative initiatives around the world; today, we have more than 200, including:

- **International Federation of Red Cross and Red Crescent Societies (IFRC)**—In China, Haiti, Peru and the Philippines, we are helping IFRC increase its ability to support vulnerable people, enabling them—in the wake of disasters and more generally—to secure livelihoods and play a part in the economy. Through this four-year effort, we will train almost 900 trainers and help almost 1,900 people secure jobs. In 2010, Accenture awarded IFRC US\$3.7 million, including US\$1.7 million of in-kind consulting and related services.
- **Junior Achievement and Junior Achievement Young Enterprise (JA-YE)**—We are involved with Junior Achievement in more than 19 countries around the world, helping to equip young people with workplace and entrepreneurial skills. In Europe, we are working with JA-YE to provide innovative education programs to train young people in employability, entrepreneurship and economics in a practical way. In 2009, we committed US\$735,000 to JA-YE, and our "Accenture Enterprise without Borders High Potential Award" encourages student companies to collaborate and conduct business across borders. By the end of fiscal 2011, nearly 18,000 students in 16 countries had benefited from this program. JA-YE Europe predicts, based on its outcomes approach, that approximately 15 percent of participants will become entrepreneurs within five to seven years of completing the program.



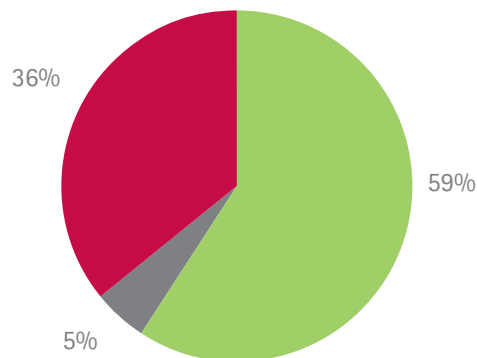
Skills to Succeed

Accenture Contribution Value by Region
(Fiscal 2011)



	US\$ thousands
Americas	\$ 6,519
Europe, Middle East, Africa	\$ 16,110
Asia Pacific	\$ 5,303
Accenture Development Partnerships—Global	\$ 9,683

Accenture Contribution Value by Type
(Fiscal 2011)



	US\$ thousands
Cash	\$ 13,516
In-Kind	\$ 22,285
Time	\$ 1,815

- **Plan International**—In India and Vietnam, we support Plan International's work to provide training and career opportunities to more than 3,500 underprivileged young people to prepare them for jobs in industries such as information technology, customer relations, business process outsourcing and electronic repair. In 2011, we committed US\$1.93 million over a three-year period to Plan International.
- **Save the Children**—In China, we are teaming with Save the Children to provide migrant young people in Shanghai and Beijing with vocational and life skills, helping them to secure work opportunities that will enable them to become active members of their local communities and find their place in society. In 2010, we awarded Save the Children US\$800,000, and by the end of fiscal 2011, we had helped train 1,200 migrant workers. Our target is to help provide skills to 10,000 workers by the end of fiscal 2013.

“Working with Conexão is very rewarding. When I meet the people doing the training, I feel so inspired by the impact we have. All of us benefit—the students, the volunteers as well as myself—we are all together, growing our professional skills.”

Renata Oliveira—Accenture, Brazil

- **Youth Business International (YBI)**—We are helping Youth Business International provide its global network with improved tools, funding, mentoring and training to help disadvantaged young people become successful business entrepreneurs. Our support has enabled YBI to train more than 16,000 entrepreneurs and, since 2006, we have given the organization US\$3.6 million.



Left to Right: Chinese students learning IT skills through Save the Children; a Canadian entrepreneur speaking with her mentor as part of a program run by YBI's Canadian member, the Canadian Youth Business Foundation; young people learn IT skills to help them find their first job with Conexão.

Making a Difference in Local Markets

In the last two years, each of our geographies undertook a local market assessment to determine the areas where skills development was needed most. Based on the information they gathered about vulnerable populations, high-growth job sectors and potential nonprofit partners, they shaped strategies for **Skills to Succeed** initiatives that are locally relevant. These strategies take a variety of approaches to ensure the initiatives change the lives of people in need of skills, including: providing skill-based training through cross-sector collaboration in India; applying our competencies to train disadvantaged young technical students across Latin America; and helping young, disadvantaged people in the United Kingdom become entrepreneurs.

The Path Forward

We look to fiscal 2012 knowing that we are better prepared to increase the impact of our corporate citizenship efforts.

To further empower our people, we will launch an online tool that will streamline access and registration for upcoming community events and track volunteer hours. Ultimately, the tool will improve our ability to capture our people's volunteer contributions and the impact we are making in our communities worldwide.

While we strive to replicate the quality of our long-standing, mature partnerships with nonprofit organizations across our geographies, we recognize that achieving the same level of consistency in all our relationships may take some time. That process is, however, under way, and all of our geographies have strong foundational relationships from which to build.

Going forward, we will look for ways to extend and deepen our impact, our forms of collaboration and our partnerships. We will continue to bring innovation, as well as the convergence and energy of new players to the mix, and we will announce a new **Skills to Succeed** goal.

Skills to Succeed is a singular, globally integrated initiative, and its momentum continues to build with distinct programs across our geographies in both mature and emerging markets, from Canada to Germany and Haiti to Vietnam.



Environment

Environmentally sustainable growth has become central to all high-performance businesses. At Accenture, our efforts to ensure sustainable growth span our entire operations, from how we run our business to the services we provide our clients to how we engage with our employees and suppliers.

Percentage of
per employee carbon
reduction in fiscal
2011 against our
fiscal 2007 baseline

30%

Number of Accenture
Telepresence locations
worldwide

85+

Percentage of Accenture
e-waste that avoided landfill
in fiscal 2011

Score, out of a possible
100, on the Carbon
Disclosure Project's
Global 500 Carbon
Disclosure Leadership
Index in 2011

93

99%

sustain



Environment



We are teaming with clients, when appropriate, to implement smart work and alternative travel arrangements so we can stay connected and deliver value, regardless of where our people are located.

“Through our combined efforts, we strive to understand and address environmental impacts—including carbon, e-waste and water—resulting from our operations and to enhance sustainability across our operations and in the communities where we live and work.”

**Phil Calcutt, Executive Director,
Geographic Services**

Environmental stewardship is ingrained in our Code of Business Ethics and our core values, specifically *Stewardship*. These inform our Environmental Responsibility Policy, which we established in 2007 and updated in 2009.

We have a clear governance structure to drive performance toward our goals and to articulate roles and responsibilities for our environmental efforts. For example, the Environment Steering Group, which supports a dedicated subcommittee of our Global Management Committee in making strategic recommendations on our sustainability initiatives, determines our processes for providing guidance around carbon-emissions disclosure. Also, this group recommended that Accenture pursue global ISO 14001 certification, as well as the employee Eco Challenge.

Fostering environmentally sustainable growth for our company and our stakeholders is at the heart of our environmental strategy, which comprises four areas: running efficient operations, working sustainably, enabling client sustainability and providing insights to advance sustainability.

Running Efficient Operations

We run and grow our business on an environmentally sustainable basis, cultivating eco-efficient practices that include energy management and resource conservation.

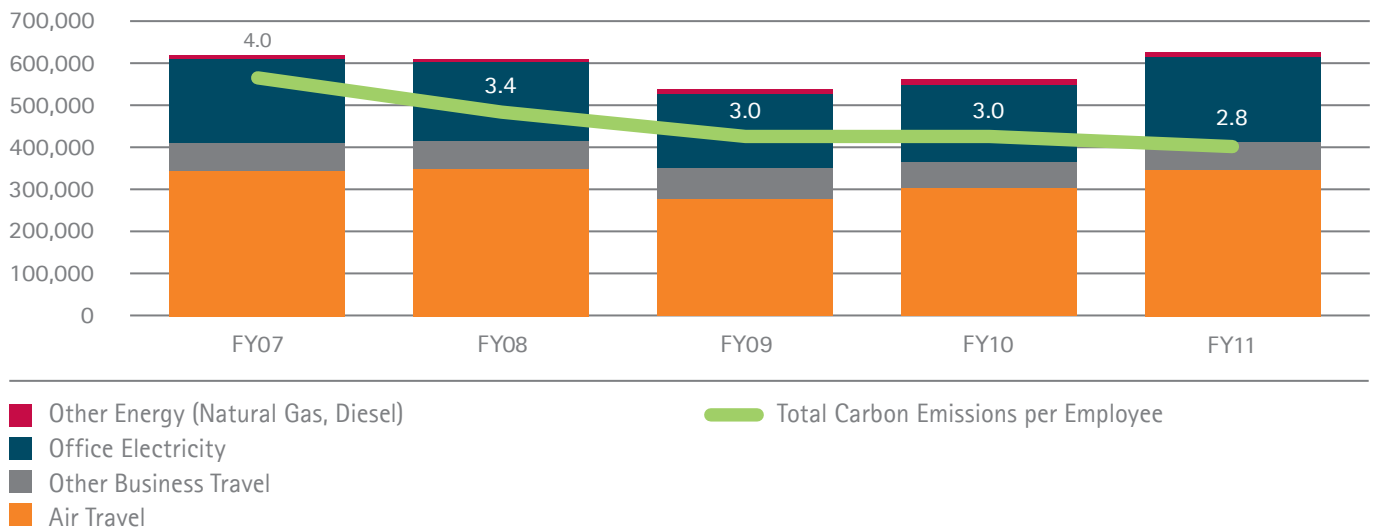
Our environmental footprint consists primarily of carbon emissions generated from business travel and office energy use, and we are committed to addressing both of these as we work to improve our environmental performance. We achieved our fiscal 2009 target of a 25 percent reduction of per employee emissions over fiscal 2007 baseline and continue to make significant strides.

In fiscal 2011, we reduced our per employee emissions approximately 30 percent from our fiscal 2007 baseline—but we recognize challenges to meet our robust environmental objectives. The strong increase in demand for our services and our expansion into emerging growth markets over the past year resulted in an associated increase in essential air travel, which has slowed our progress toward our goal of reducing per employee carbon emissions 40 percent by 2012 from our fiscal 2007 baseline. As a result, we are updating our fiscal 2012 goal: we will continue to maintain a per employee carbon reduction of approximately 30 percent against our fiscal 2007 baseline.

Because more than 80 percent of our overall carbon emissions is derived from electricity for our office locations and air travel, in fiscal 2010 we focused on applying technologies and implementing actions to improve our performance in these areas.

Total and per Employee Carbon Emissions

(in metric tons of CO₂-e)



For example, we have increased our use of Telepresence next-generation video conferencing technology. Now implemented in more than 85 Accenture locations worldwide, including at a number of client sites, the technology connects our people and our clients. Our adoption of collaboration technology also includes the installation of more than 50 personal Telepresence units, which expands our number of Telepresence facilities to more than 135.

We continue to be transparent in reporting on our environmental performance, responding to the Carbon Disclosure Project (CDP)—specifically to its Investor Program since 2007 and its Supply Chain Program since 2009. Our disclosure score on the Carbon Disclosure Project's Global 500 jumped to 93, out of a possible 100, in 2011 from 91 in 2010. We were included on CDP's Global 500 Carbon Disclosure Leadership Index, which represents the top 10 percent of companies on the CDP Global 500, in 2010 and 2011.

Energy management

As part of our commitment to reduce our carbon footprint, we adopt "green" building techniques and operations around the world. For example, we have installed smart building technology in our facilities in Paris, where, over a period of six months in 2011, we saved the equivalent of 620 trees by reducing our energy usage by 14 percent over 2010.

Initiatives like these have helped us achieve global ISO 14001 certification, and in fiscal 2010 and 2011 successful audits of our ISO 14001 locations resulted in renewal of our global certificate. Additionally, many Accenture offices

around the world hold green building certifications, including Leadership in Energy and Environmental Design (LEED), Building Research Establishment Environmental Assessment Method (BREEAM) and Green Star 6.

To reduce our use of office electricity, in fiscal 2010 we implemented new Remote Energy Monitoring (REM) technologies. We now have connected more than 150 smart meters in 20 locations in 10 countries, and, in our Johannesburg, South Africa, location, REM technologies yielded a 10 percent efficiency improvement in only four weeks.

We have also improved our energy efficiency over the last two years. In fiscal 2010, our collective efficiency activities helped us save approximately 36,400,000 kWh compared with our fiscal 2007 baseline. These activities allowed us to avoid 21,000 metric tons of CO₂ emissions and approximately US\$4.1 million. In fiscal 2011, our collective efficiency activities helped us save approximately 63,400,000 kWh compared with our fiscal 2007 baseline, thereby avoiding 44,000 metric tons of CO₂ emissions and approximately US\$7.8 million.

We also procure more than 10 percent of our office electricity from renewable sources. Based on our ability to replace nonrenewable with renewable energy in several of our locations, we have developed a global energy procurement strategy that we plan to execute in additional locations over the next two years.



Environment

Water and waste management

Although our operations are not water intensive, we recognize the increasing importance of water scarcity and availability. In fiscal 2011, using the Global Water Tool provided by the World Business Council for Sustainable Development, we performed an analysis of water consumption in our offices located in areas of water scarcity. We estimate that our per-workstation consumption in these locations is less than 10 meters³ annually. We will continue to work with our building-management companies to promote the careful use of water, implementing improvements where practical.

We also manage electronic waste (e-waste) across our company through a global tracking application and established relationships with disposal vendors. In fiscal 2011, we tracked the disposal of more than 38,000 laptops and desktop computers comprising more than 173 metric tons of equipment. Approximately 99 percent of these were disposed in a method avoiding a landfill primarily through management by responsible disposal vendors.

Working Sustainably

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

In 2010, more than 100 project teams submitted their environmental-impact-reduction case studies to the first Team Eco Challenge. The Bangalore-based winning team changed the pre-set temperature in Accenture in India's data centers, reducing power consumption by 11 percent and carbon emissions by approximately 1,000 metric tons annually. We are now implementing the initiative in 45 data centers around the world.

In 2011, more than 160 teams representing more than 1,400 employees calculated their carbon reduction amounts against their starting carbon footprint, using an online tool. Together, they committed to reduce more than 3,300 metric tons of carbon—the same amount of carbon emitted by 1,780 round-trip commercial flights between London and Bangalore (based on emissions factors from the United States Environmental Protection Agency).

Because business travel continues to be at the heart of our delivery model, we are teaming with clients, when appropriate, to implement smart work and alternative travel arrangements so we can stay connected and deliver value with maximum efficiency, regardless of where our people are located.

Our Smart Work program promotes eco efficiency by having employees work one or more weeks per month from their local offices or home-office locations, as appropriate, and the remainder of the month at the client site. Additionally, it encourages our people to purchase airline tickets and reserve hotel rooms in advance and to use tools and technology, such as Telepresence, web conferencing and other collaboration technologies, to help increase travel efficiency.

Enabling Client Sustainability

Accenture is committed to helping forward-thinking organizations position sustainability as a key lever to long-term success. We help them leverage their assets and capabilities to drive innovation and profitable growth, while striving for positive economic, environmental and social impacts.

Our projects range from helping Pão de Açúcar, Brazil's first green grocery store, become the industry's sustainability leader through operational efficiency and excellence to helping Baltimore Gas and Electric implement a smart meter network for its 1.2 million customers, aimed at reducing peak electricity demand, increasing customer service and enhancing operational performance.

93%

Percentage of CEOs surveyed who said sustainability issues will be critical to the future success of their businesses



Left to Right: Winners of Accenture's 2011 Team Eco Challenge share their eco stories in a Telepresence meeting with Chief Executive Officer Pierre Nanterme and Chief Leadership Officer Adrian Lajtha; Accenture people in Finland promote the use of reusable cups with a "no paper cups day"; Accenture employees collaborate at a World Environment Day workshop in Dublin.

For these and our other clients, we combine a comprehensive set of assets, offerings and tools with our insights and deep experience to help them achieve high performance.

Providing Insights to Advance Sustainability

Finally, we strive to contribute to the overall environmental agenda, helping to gain insight into issues and working with other businesses and organizations on solutions that will help make the world a better place. Examples of reports we have provided include: *A New Era of Sustainability: UNGC—Accenture CEO Study 2010*, which found that 93 percent of CEOs surveyed said sustainability issues will be critical to the future success of their businesses; *Energy-Smart Buildings: How IT Can Cut Energy Use and Costs*, co-authored with Microsoft and the Lawrence Berkeley National Laboratory, which found that innovative use of IT analytics can help companies save up to 25 percent of the US\$100 billion that US companies alone spend on energy, without major disruption; and *Energy Efficiency Research Report*, developed with the World Economic Forum, which focuses on energy efficiency as a widely recognized, scalable, low-cost route to reduce energy consumption.

The Path Forward

We continue to contribute to the sustainability agenda and are working with the UNGC to develop the private-sector perspective for Sustainable Energy for All (SE4ALL),

a strategy on the future of global energy. As part of this effort, we are developing a framework for business action that will define responsible corporate practices and include an engagement mechanism and supporting analytics. We will present the report at the 2012 United Nations Conference on Sustainable Development (Rio+20).

Looking ahead, our challenge is to maintain progress as our business grows. Working closely with our global network of employees, clients and suppliers, we are on a relentless journey toward more sustainable operations and a smaller environmental footprint. We will refresh our environmental strategy and we will continue investigating additional sources of renewable energy.

In fiscal 2011, we tracked the disposal of more than 38,000 laptops and desktop computers comprising more than 173 metric tons of equipment. Approximately 99 percent of these were disposed in a method avoiding a landfill.

Our People

We have set a high bar for what we expect of our people, and they raise that bar every day—stretching to take on new professional roles, contributing to the community and growing with the company.

achieve



“We have a global team of some of the most creative, forward-thinking individuals in the business world—and that team comes together every day to deliver the high performance our clients expect.”

Jill Smart, Chief Human Resources Officer

Our Human Capital Strategy

At the core of our business are the skills, abilities and knowledge of our people—our human capital. The source of our competitive differentiation both today and in the future, our people enable us to meet current business needs and position ourselves for ongoing market competitiveness and growth.

Our multi-year Human Capital Strategy paints a comprehensive picture of what our talent, leadership and culture will look like in the future. Our goal is to have the right capabilities, in the right places, to support the needs of our clients and ensure our future growth.

To this end, in the last two years we have defined our talent-management and leadership-development needs for the next three to five years and have accelerated our leadership-development practices in our priority emerging markets.

An Inclusive, Diverse Environment

Accenture is authentically diverse: our workforce spans countries, cultures, languages, generations, perspectives, backgrounds and educational experiences. We are recognized as a great place to build a career in nearly every major country in which we operate, and we receive more than 2 million resumes annually.

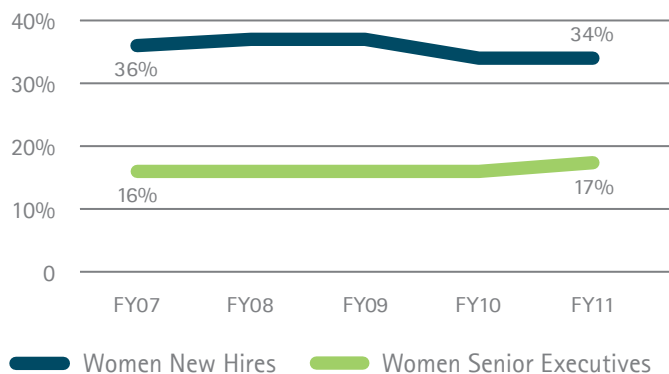
We take the widest possible view of diversity and are committed to creating and providing an inclusive, open and equitable environment for individuals with different backgrounds, lifestyles, needs and expectations. This allows us to give our clients access to a rich range of talent.

Additionally, our wide variety of employee resource groups connects individuals who wish to strengthen their support networks. These interest groups include those focused on sexual orientation, persons with disabilities and women. In recent years, we have expanded support for our lesbian, gay, bisexual and transgender (LGBT) employees. As local regulations permit, we have introduced policies to ensure the equal treatment of employees regardless of sexual orientation or gender identity. We also seek to provide assistive technologies and workplace accommodations for our persons with disabilities.

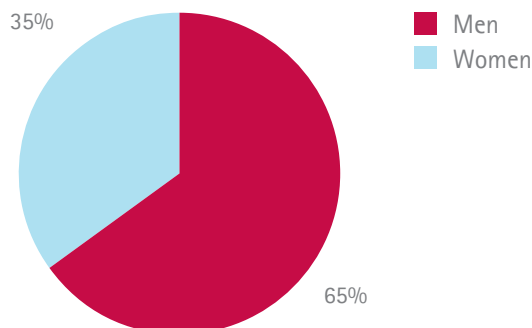


Our People

Women as Percentage of New Hires and Senior Executives at Accenture



Workforce by Gender (Fiscal 2011)



Women at Accenture

One global constant is outreach to women, and our support for our more than 80,000 women takes many forms. For example, in 2011 we added two new programs—"Maximizing Performance: Women and Client Centricity" and "Maximizing My Senior Executive Career"—to our customized training. At the same time, the Accenture Women's Network provides a global online resource with local impact for our women around the globe.

Today, women account for three of the 10 non-management directors on our board, 17 percent of our senior executives and 25 percent of our Global Management Committee, our primary governance group.

Our annual celebration of International Women's Day—a day designated by the United Nations to recognize women's contributions to the world's economy—reaffirms our leadership's commitment to women in our workforce. In 2010, we sponsored events in 134 locations across 35 countries, and in 2011, we expanded events to 162 locations across 40 countries.

Training and Development

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

\$800M+

In fiscal 2011, we invested more than US\$800 million in employee training and professional development

Training begins the first day an employee joins Accenture and continues throughout his or her career. We evaluate our courses regularly and provide our people with flexible training options—onsite, online, in teams and via mobile learning. Employees can choose courses tailored to their individual skills, experience and areas of interest, and we now have 55 internal certification programs to meet the growing demand for deep specialized skills.

Supporting Our People

We know how important it is for our employees to strike a balance between their work and personal lives, so we have made a serious commitment to enabling flexibility in the workplace.

We tailor a variety of initiatives—from flexible work arrangements and resources to minimize travel to financial management seminars and wellness offerings—on a local basis to ensure they meet the unique wellness and work/life integration needs of our people. Our robust range of



Left to Right: Accenture is committed to supporting our more than 80,000 women with training and mentoring programs; Accenture women celebrate International Women's Day in Abu Dhabi; since 2006, more than 600 employees from 23 countries have taken part in Challenge Events, raising nearly US\$4 million for the nonprofit VSO.

benefits provides employees with resources to better manage their personal and professional lives so they can continue to develop and advance their Accenture careers while taking care of personal commitments and responsibilities.

At the same time, our Global Asset Protection team provides physical security for our people and locations around the world. When needed, it comes to the aid of employees requiring emergency assistance in the course of their work and business travel. Additionally, together with Accenture Business Travel Services, the team maintains an online resource that offers health advice and information about security risks and business travel restrictions.

Our people's talent and capabilities help us bring innovative, proven solutions to our clients, and we recognize our employees' contributions through programs such as the Accenture Inventor Award Program and the Accenture Technology Labs Innovation Contest. In 2011, more than 325 Accenture inventors from 18 countries were honored on Accenture patent applications and/or issued patents.

Finally, we make it a priority to listen carefully and respond to our employees. Our annual Global Employee Survey gives all Accenture people an opportunity to share what they believe the company is doing well and what it could do better or differently, and in fiscal 2011, 84 percent of employees responded to the survey.

Giving Back to the Community

Accenture employees give back regularly to people around the globe, and we help them maximize the impact of their personal donations by providing channels through which to offer time, services, financial assistance or a combination of these. For example, in 2011 we mobilized an employee giving campaign that directed more than US\$700,000 in donations toward the Japanese Red Cross Society Earthquake and Tsunami Disaster Relief fund.

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

The Path Forward

In the coming years, we will continue to raise the bar in a number of areas. Increasing the representation of women and minorities among our leadership and welcoming all diverse employees will remain ongoing priorities for us.

At the same time, we will continue customizing training to build employee expertise. We will continue to focus on understanding which of our initiatives have been most successful and where we need to develop new programs. Our goal, as always, is to ensure that all our people have what they need to help our clients achieve high performance.



Supply Chain

At Accenture, we believe we have a responsibility to encourage sustainable business practices and inclusion and diversity among our thousands of suppliers across the world. Driven by our core values, we strive to ensure that our contractual agreements with those suppliers align with our Code of Business Ethics.

“The relationship between Accenture and its suppliers is an important component of achieving high performance. We are committed to helping our suppliers comply with our standards and we expect them to apply the same standards to their own suppliers.”

Al Williams,
Chief Procurement Officer

reach



Nurturing Supplier Sustainability

As we strive to improve the sustainability of our own operations, Accenture also seeks to use our knowledge, experience and technologies to encourage our suppliers' sustainability efforts.

We ask all new suppliers in our Procurement process questions about their environmental performance. In fiscal 2010 and 2011, 99 percent and 98 percent, respectively, of the RFPs issued by Accenture Procurement included environmental questionnaires. As we expand our operations, we will continue to work toward our fiscal 2012 target of at least 95 percent.

We continue to work with our suppliers to improve environmental practices. For instance, in 2011, Dell, a key provider of our personal computers and laptops, began shipping our purchases via ocean freight rather than air whenever possible. This change reduced associated shipping-related emissions by 92 percent for Dell's shipments to Accenture in the United States and 93 percent for Dell's shipments to Accenture in Europe.

In 2010, we became a corporate member of Carbon Disclosure Project's Supply Chain program and asked our top global IT suppliers to respond to its questionnaire on our behalf. We received a 100 percent response rate that year—and again in 2011, even though we doubled the number of supplier invitees. With the information we gleaned from the responses, we can improve our strategic planning and supplier selection.

Supplier Standards of Conduct

We expect our suppliers to comply with our Supplier Standards of Conduct, and in 2010 we began to track the number of new supplier agreements that include them. In fiscal 2011, 88 percent of our Procurement-issued agreements included the Standards, and our fiscal 2012 goal is to achieve at least 88 percent.

Advancing Supplier Diversity

We believe we can make a powerful difference by creating marketplace opportunities for enterprises that have historically experienced barriers to participation, and we continually strengthen our ability to find, develop and work effectively with small- and medium-sized enterprises.

We are a co-founder of WEConnect International, and we received its 2011 Corporate Advocacy Award—the highest accolade possible for corporate commitment to supplier inclusion and diversity in markets outside the United States. We are also a member of the Women's Business Enterprise National Council, which in 2011 recognized Accenture as one of its Top Corporations for Women's Business Enterprise for the third consecutive year.

Our Supplier Diversity Program develops and expands relationships with minority-owned, women-owned, small and other diverse businesses. In the United States, the percentage of our total Procurement spend with diverse suppliers rose to 23 percent in fiscal 2011 from 21 percent in fiscal 2010. And in 2011 we saw the third launch of our Diverse Supplier Development Program, in which Accenture executives mentor diverse suppliers to help them grow their businesses.

Expanding Our Scope

We are also expanding our support for diverse suppliers within emerging markets. In India, we work with WEConnect International, the UN International Trade Center and the World Bank to help the Self-Employed Women's Association of India (SEWA) up-skill and strengthen their business, which produces stationery items from recycled paper. Today, earnings of the SEWA production team members have increased dramatically, and SEWA now supplies stationery to Accenture.

The Path Forward

We will continue to embed sustainability in our procurement practices and actively engage our global supply chain, working closely with our suppliers to achieve sustainability goals. Our goal for fiscal 2012 is to include environmental questionnaires in at least 95 percent of our Procurement RFPs, and over the next two years we plan to review the environmental, social and ethical business practices of global suppliers representing at least 70 percent of our procurement spending with critical global suppliers in key categories such as information technology and telecommunications.

We will also continue to invest in our supplier inclusion and diversity programs and increase our reach, thereby strengthening our supply chain, extending our market penetration and supporting our commitment to more-inclusive and sustainable business models.



Performance Data Summary¹

See detailed data, including five-year trends, at www.accenture.com/corporatecitizenshipreport

Accenture at a Glance

		FY09		FY10		FY11
Net Revenues (US\$ millions) ²	\$	21,577	\$	21,551	\$	25,507
Operating Expenses excluding reimbursable expenses (US\$ millions)	\$	18,933	\$	18,636	\$	22,037
Operating Income (US\$ millions)	\$	2,644	\$	2,915	\$	3,470
Global Workforce at fiscal year end (rounded) ³		177,000		204,000		236,000

Skills to Succeed

		FY09		FY10		FY11
People Equipped with Skills to Get a Job or Build a Business (cumulative, rounded)		-		-		162,000
Total Accenture and Accenture Foundations Contributions (US\$ thousands)	\$	48,286	\$	34,127	\$	44,506
Accenture Foundations Contributions (US\$ thousands) ⁴	\$	6,258	\$	5,043	\$	6,890
Accenture Contributions (US\$ thousands)	\$	42,027	\$	29,083	\$	37,616
By Region (US\$ thousands)						
Americas	\$	11,283	\$	2,725	\$	6,519
Europe, Middle East, Africa	\$	21,875	\$	15,342	\$	16,110
Asia Pacific	\$	1,692	\$	2,008	\$	5,303
Accenture Development Partnerships-Global	\$	7,177	\$	9,008	\$	9,683
By Type (US\$ thousands)						
Cash	\$	12,497	\$	9,025	\$	13,516
In-Kind (Accenture Development Partnerships and pro bono consulting)	\$	28,040	\$	18,444	\$	22,285
Time (Paid volunteering)	\$	1,490	\$	1,614	\$	1,815
Hours of Participation in Accenture-sponsored "Time & Skills" Programs ⁵		338,873		267,425		358,204
Employees Participating in Accenture-sponsored "Time & Skills" Programs ⁵		3,877		2,895		3,309

Environment

		FY09		FY10		FY11
Total Carbon Emissions per Employee (Metric Tons of CO ₂ -e) ⁶		3.0		3.0		2.8
Total Carbon Emissions (Metric Tons of CO ₂ -e) ⁶		541,552		563,540		627,631
By Source (Metric Tons of CO ₂ -e)						
Air Travel		278,107		304,342		348,710
Other Business Travel		73,970		64,200		64,782
Office Electricity		176,323		182,328		204,036
Other Energy (Natural Gas, Diesel)		13,152		12,670		10,103

¹ Some detail numbers may not sum exactly to total number due to rounding.

² Net revenues excludes reimbursements (for example, travel and out-of-pocket expenses and third-party costs, such as the cost of hardware and software resales).

³ Summarized data is consistent with financial reporting.

⁴ Accenture Foundations refers to independent charitable organizations that bear the Accenture name.

⁵ "Accenture-sponsored 'Time & Skills' Programs" comprise Accenture Development Partnerships, pro bono consulting and paid volunteering projects.

⁶ Detailed methodology for carbon emissions and energy usage calculations is available in Accenture's response to the Carbon Disclosure Project.

Environment (cont.)

	FY09	FY10	FY11
By Region (Metric Tons of CO₂-e)			
Americas	195,280	220,567	235,851
Europe, Middle East, Africa	130,444	120,789	128,827
Asia Pacific	213,613	220,584	260,958
Global	2,215	1,600	1,995
By Scope (Metric Tons of CO₂-e)			
Scope 1	15,367	14,270	12,098
Scope 2	176,323	182,328	204,036
Scope 3	349,863	366,942	411,497
Energy Usage – Natural Gas, Diesel, Electricity (MWh) ⁶	370,397	369,810	382,022
By Source (MWh)			
Electricity	312,336	314,595	337,773
Natural Gas	27,348	23,509	19,610
Diesel	30,713	31,706	24,639
Total amount of electronic waste disposed by Accenture (Metric Tons) ⁷	-	-	173
Electronic waste disposed by Accenture that avoided landfill ⁷	-	-	99%

Our People

	FY09	FY10	FY11
Total Training Spend (US\$ thousands)	\$ 794,218	\$ 591,229	\$ 810,387
Average Training Hours per Employee ³	67	42	52
Employee Donations (US\$ thousands)	\$ 9,918	\$ 8,612	\$ 7,006
Women in Workforce ⁸	36%	35%	35%
Women New Hires ⁸	37%	34%	34%
Women Senior Executives ⁸	16%	16%	17%

Supply Chain

	FY09	FY10	FY11
Total Procurement Spend with Diverse Suppliers (US only)	16%	21%	23%
Total Diverse Procurement Spend (US only; US\$ thousands)	\$ 266,488	\$ 308,535	\$ 408,728
By Type (US only; US\$ thousands)			
Minority-Owned Business	\$ 81,907	\$ 114,824	\$ 193,085
Women-Owned Business	\$ 65,851	\$ 81,663	\$ 123,597
Small Business	\$ 92,461	\$ 81,223	\$ 62,004
Other Type Business ⁹	\$ 26,268	\$ 30,823	\$ 30,043
RFPs Issued by Procurement Including Environmental Questionnaire	98%	99%	98%
Agreements Issued by Procurement including Accenture's Supplier Standards of Conduct	-	-	88%

⁷ Electronic waste includes laptops and workstations with disposal method tracked in Accenture's global asset management system.

⁸ Does not include information from Avanade, a joint venture between Accenture and Microsoft that is majority-owned by Accenture.

⁹ "Other Type Business" consists of the following subcategories: Service-Disabled Veteran, Veteran, Historically Underutilized and Lesbian/Gay/Bisexual/Transgender.



About This Summary

Accenture is pleased to share this summary of our 2010-2011 Corporate Citizenship Report, *Our Journey Forward*.

We invite you to visit our full report online at:
www.accenture.com/corporatecitizenshipreport

For additional information, please also visit:
www.accenture.com/corporatecitizenship

Tell us what you think!

We welcome your feedback at corporatecitizenship@accenture.com

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 246,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become

high-performance businesses and governments. Through its **Skills to Succeed** corporate citizenship focus, Accenture is committed to equipping 250,000 people around the world by 2015 with skills to get a job or build a business. The company generated net revenues of US\$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is www.accenture.com

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We use Global Reporting Initiative (GRI)
G3 Guidelines as a foundation for our
reporting approach and self-declare our
full report at Application Level B, as
checked by GRI.

