

What are these cards and why should I use them?

Part of maintaining our ethical culture is setting the tone where people feel they can speak up freely and raise ethical dilemmas or concerns. These cards contain useful resources and interactive exercises to help you **facilitate a space that promotes ethical deliberation and discussion**. Leading these conversations regularly will show your team that you are committed to setting the tone, and are available if they have questions, need advice or support, or need to raise a concern.

How should I use them?

1. Set aside **15 minutes in a team meeting** every few months.
2. In advance, **prepare for the discussion** by reviewing the facilitator notes and activities.
3. During your team meeting, **refer to the Facilitator Notes side to lead the discussions** and activities with your team, **while you display and share the Key Messages side with your team**.

The **resources and activities** on these cards initiate discussions within teams, creating a space for connection and consideration. These discussions **set expectations for ethical behavior** and ensure your team is **aware of how to raise concerns** and make decisions in gray areas. If your team leader isn't currently using the cards, take the initiative to make the recommendation and share the resource. Our ethical culture grows stronger with each team's participation.

If you have questions, reach out to ComplianceProgram@accenture.com.

Card topics

Disrespectful Behavior

Courageous Conversations

How to Raise Concerns

How to Handle Concerns

Ethical Decision Making

Card 1: Facilitator notes

Disrespectful Behavior

Respect, inclusiveness, and shared ethical values are at the heart of Accenture's culture and grounded in our core values. Making your conduct count is about fostering these values and describes behaviors that we expect from—and for—our people so they can be at their best each day.

Your team should know how Accenture describes disrespectful behavior and what to do if it's witnessed or experienced. Together we work to make Accenture a place where we all feel respected.

What to say and do

- Ground your team in the importance of Respect for the Individual. What does that core value mean to you?
- Review the examples of Disrespectful Behavior in [our Code](#). Do any stand out to you? To others on your team?
- Watch one or all of the Disrespectful Behavior [Videos](#) as a team, and use the [discussion guide](#) to lead a relevant discussion.
- If someone begins to share or report a concern, respectfully suggest that you might discuss this matter privately after this team discussion.

What to know

- Respect for the Individual is a core value of Accenture.
- We treat each other with respect.
- Disrespectful behavior and harassment can take many forms.
- Examples of Disrespectful Behavior listed in our [Code](#), including microaggressions (see the Respect for the Individual tab, under Make Your Conduct Count).
- Our ethical values go beyond what the law requires.
- Review [Policy 1001 – Respecting the Individual](#).



Card 1: Key messages

Disrespectful Behavior



We treat each other with respect

Respect, inclusiveness, and shared ethical values are at the heart of Accenture's culture and grounded in our core values. Disrespectful behavior or harassment of any kind are not tolerated by Accenture.

Disrespectful behavior and harassment are any treatment of a person that creates an intimidating, hostile or offensive work environment, or any inappropriate behaviors that interfere with work performance. Disrespectful behavior and harassment can also be a form of discrimination, when someone is treated less favorably in the workplace based on personal characteristics.

Disrespectful behavior can take many forms including but not limited to:

- Something someone says or does (or does not say or do), whether in person or remotely
- An email, letter, or document
- A posting on the internet or intranet (for example, on Facebook, Twitter, or on a blog)
- A message sent by instant messenger, Microsoft Teams or other applications such as WhatsApp
- An interaction in a virtual environment
- A physical gesture

Additional examples including microaggressions, and those rising to the level harassment or discrimination are found in our Code under Respect for the Individual, and in [Policy 1001 – Respecting the Individual](#).

Our ethical values go beyond what the law requires

We require a workplace that is free from any form of disrespectful behavior or harassment, whether it is covered by law or not. What matters when evaluating disrespectful behavior or harassment is how the behavior is received by the impacted individual, not whether it was intentional. If it is reasonably perceived as disrespectful or harassing, it is prohibited by Accenture.

Card 2: Facilitator notes

Courageous Conversations

It takes courage to speak up. Setting the tone for your team to be comfortable raising concerns to you or directly to one another is part of being a good leader.

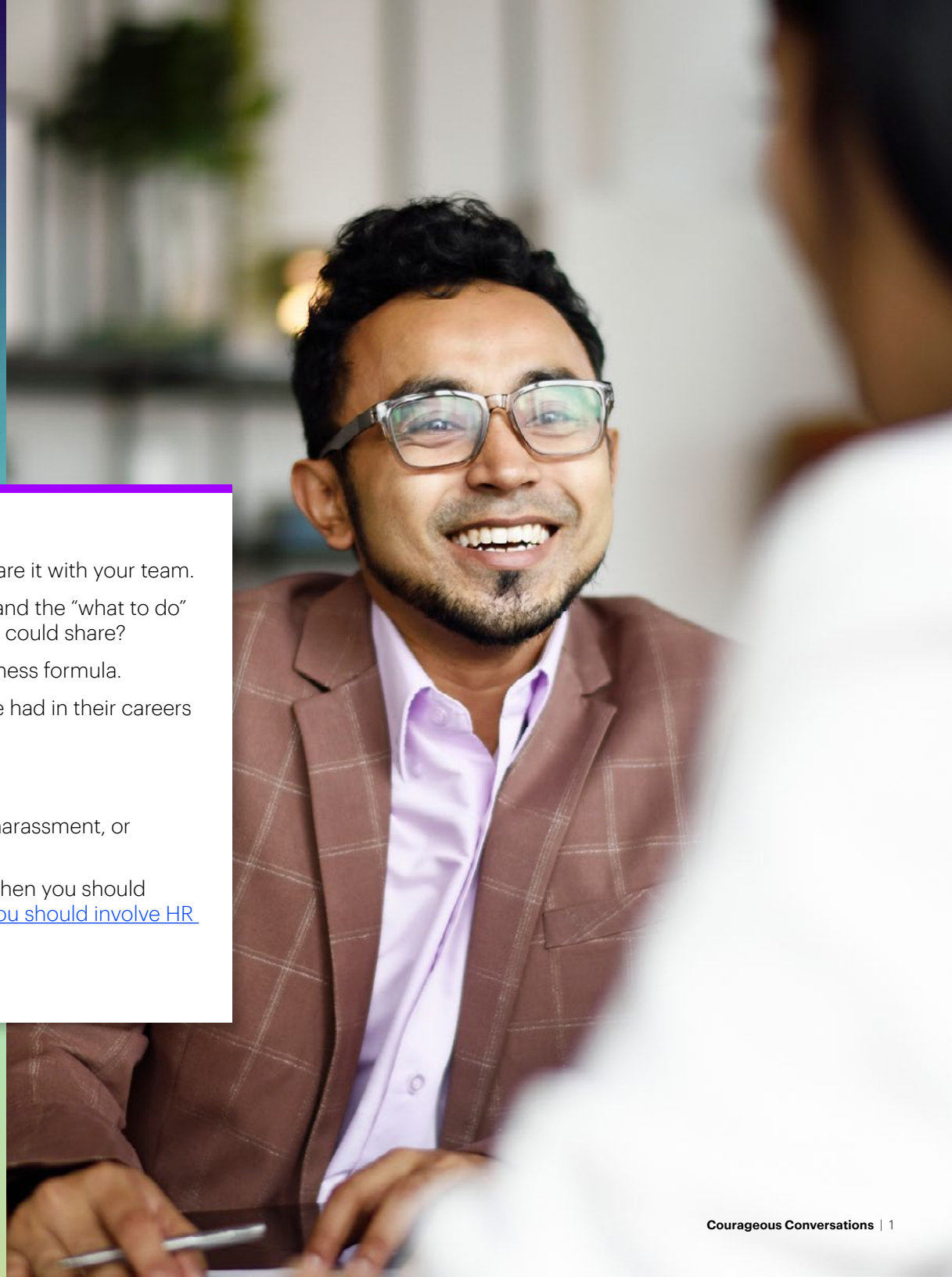
This card covers encouraging courageous conversations, where people address issues directly if they feel comfortable.

What to say and do

- Read the [Courageous Conversation Guide](#) in advance, then share it with your team.
- Review and discuss the solution-seeking communication tips, and the “what to do” and “what if” content. Have you had a relatable experience you could share?
- Ask a few people to practice conversations using the assertiveness formula.
- Ask if anyone wants to share courageous conversations they’ve had in their careers (without identifying details).

What to know

- Speak up if you experience or witness disrespectful behavior, harassment, or discrimination, including microaggressions.
- Some situations are too serious to handle yourself, and that’s when you should raise a concern through an appropriate channel. [Know when you should involve HR or Legal](#).
- Know how to best directly address concerns.



Card 2: Key messages

Courageous Conversations



We are the culture of Accenture

Together, we make this place what it is. Because all of us here, in every position, at every level, we are the culture of Accenture. When we respect each other and the diverse ideas, experiences, and skills that make us one Accenture, we create a place where we can all thrive.

But what about when someone treats you disrespectfully? Or you observe someone else not being treated appropriately? When this happens, we want you to speak up confidently knowing that we have zero tolerance for retaliation. Visit the [Raise a Concern](#) page to learn more about how we support you, protect you—and act on your concerns.

Be courageous for yourself and others

For some concerns, you may wish to handle the situation in the moment or find the right time to address the situation on your own. When you experience or witness behavior that makes you uncomfortable, think about what you could do to communicate your concern in a solution-seeking way. Avoiding uncomfortable situations doesn't resolve or correct the inappropriate behavior. We know it takes courage to have these conversations.

You are supported and protected

Some disrespectful behaviors are too serious to handle yourself, and you must report any forms of harassment, discrimination, retaliation, workplace violence or threats, even if the behavior has stopped.

When you have a courageous conversation or speak up through one of our official channels, for yourself or others, you can do so without any fear of retaliation. If you see or experience retaliation, you must report it.

Card 3: Facilitator notes

How to Raise Concerns

Speaking up creates a better and safer workplace for all of us and should be encouraged.

This card covers all the ways to raise a concern at Accenture, and when you're required to do so.

What to say and do

- Review with your team the various ways we can raise concerns. Have you ever raised a concern through one of these ways?
- Walk through the [Raise a Concern page](#) together, reviewing how to find HR and Legal contacts, the Business Ethics Helpline, and the reporting process. Does anything stand out to you? What about others on the team?
- Hold space for anyone on the team to discuss and share if they raised a concern (without revealing any identifying details).

What to know

- Speak up if you experience or witness disrespectful, inappropriate, fraudulent, unethical, or illegal behavior.
- There are many ways to raise a concern, and the most effective way may depend on the nature of the concern.
- You must report any forms of harassment, discrimination, retaliation, workplace violence or threats, even if the behavior has stopped.
- You can always escalate a concern without fear of retaliation.
- Review [Policy 1000 - Speaking Up and Zero Tolerance for Retaliation](#)

Card 3: Key messages

How to Raise Concerns



Speaking Up

Together, we make Accenture's speak up culture what it is. Misconduct doesn't have a place at Accenture, and if we see it, we should speak up.

Speak up if you experience or witness disrespectful, inappropriate, fraudulent, unethical, or illegal behavior, including concerns about sexual harassment, harassment or discrimination based on personal characteristics (such as race, color, ancestry, national/regional or ethnic origin, religion, sex, gender identity or expression, sexual orientation, pregnancy, age, or disability), retaliation, or workplace violence or threats.

Ways to raise a concern

There are many ways to raise a concern, and the most effective way may depend on the nature of the concern. You can always raise a concern with your management or other trusted advisors, any Accenture Leader, Human Resources, or Legal. You can always escalate your concern without fear of retaliation if you do not receive an acceptable response from your first point of contact.

You may also visit the Accenture Business Ethics Helpline, where you may report your concern via the web or obtain a country-specific phone number to speak with an agent 24 hours a day, seven days a week. In most cases, you may remain anonymous when using the Accenture Business Ethics Helpline; however, in certain countries this may not be the case due to local legal restrictions.

You are supported and protected

Some concerns are so serious they must be reported. This includes any forms of harassment, discrimination, retaliation, workplace violence or threats, even if the behavior has stopped. Accenture follows up on every concern raised and has zero tolerance for retaliation. See [Policy 1000 – Speaking Up and Zero Tolerance for Retaliation](#) for additional details.

Card 4: Facilitator notes

How to Handle Concerns

Accenture's speak up culture encourages people to raise concerns. Most concerns are raised to supervisors over any other reporting channel. Knowing what to do and expect enables effective management of a difficult situation.

This card covers how to handle a concern raised, and what to expect when you do.

What to say and do

- Take the Conduct Counts [Supervisor Training: How to Handle Concerns](#), if you haven't already. Encourage the supervisors on your team to do the same.
- Share with your team that most concerns are raised to supervisors, and that you want them to feel comfortable raising concerns to you. Have you handled a concern? Do you feel prepared to handle a serious concern? Do you have a trusted advisor you could turn to?
- Share and discuss the [Supervisor Scorecard](#) with your team. What steps do you think are most important? What mistakes resonate with you?
- Watch members of the Conduct Counts investigations team [share what happens](#) when a serious concern is raised. How does your team feel? Do they feel they could raise concerns to you or a trusted advisor? Do they understand what happens when a concern is raised?

What to know

- There are many ways to raise a concern and many concerns are raised to supervisors and trusted advisors.
- You should be prepared to handle concerns raised to you, either directly or by escalating to the appropriate contact.
- We follow up on every concern raised.
- Review [Policy 1000 – Speaking Up and Zero Tolerance for Retaliation](#).



Card 4: Key messages

How to Handle Concerns



Raising a concern

There are many ways to raise a concern, and the most effective way may depend on the nature of the concern. Most concerns are raised to supervisors and trusted advisors. Know what to do and expect when someone raises a concern to you.

You can always escalate your concern without fear of retaliation if you do not receive an acceptable response from your first point of contact. We take seriously all concerns raised, including allegations of retaliation. See [Policy 1000 – Speaking Up and Zero Tolerance for Retaliation](#) for more information.

Handling concerns

Be present in the moment and remember it takes courage to speak up. Give the person your full attention and conduct conversations in a private space to gather the facts. Work to resolve the situation, assessing if it must be raised directly to HR or if it's something that you or the person can handle directly. Have any necessary conversations and follow up by sharing the appropriate level of information. HR is your partner in handling concerns, either by addressing directly or coaching you through the process.

You are supported and protected

When concerns are reported, we investigate, determine the outcomes, and follow up. Our investigations are professional, methodical, thoughtful, and balanced. We determine appropriate outcomes and ensure that they are applied fairly and consistently on a global basis—regardless of seniority, position, or contribution to Accenture. The outcomes of the investigation are often confidential but typically result in discipline, counseling, or termination.

We recognize that reporting misconduct and going through an investigation can be stressful. Our [Employee Assistance Program](#) is available for support.

Card 5: Facilitator notes

Ethical Decision Making

At Accenture, we care deeply about doing the right thing. We run our business responsibly and we share a commitment to operating with the highest ethical standards and making a positive difference in everything we do. It's part of our culture. It's who we are.

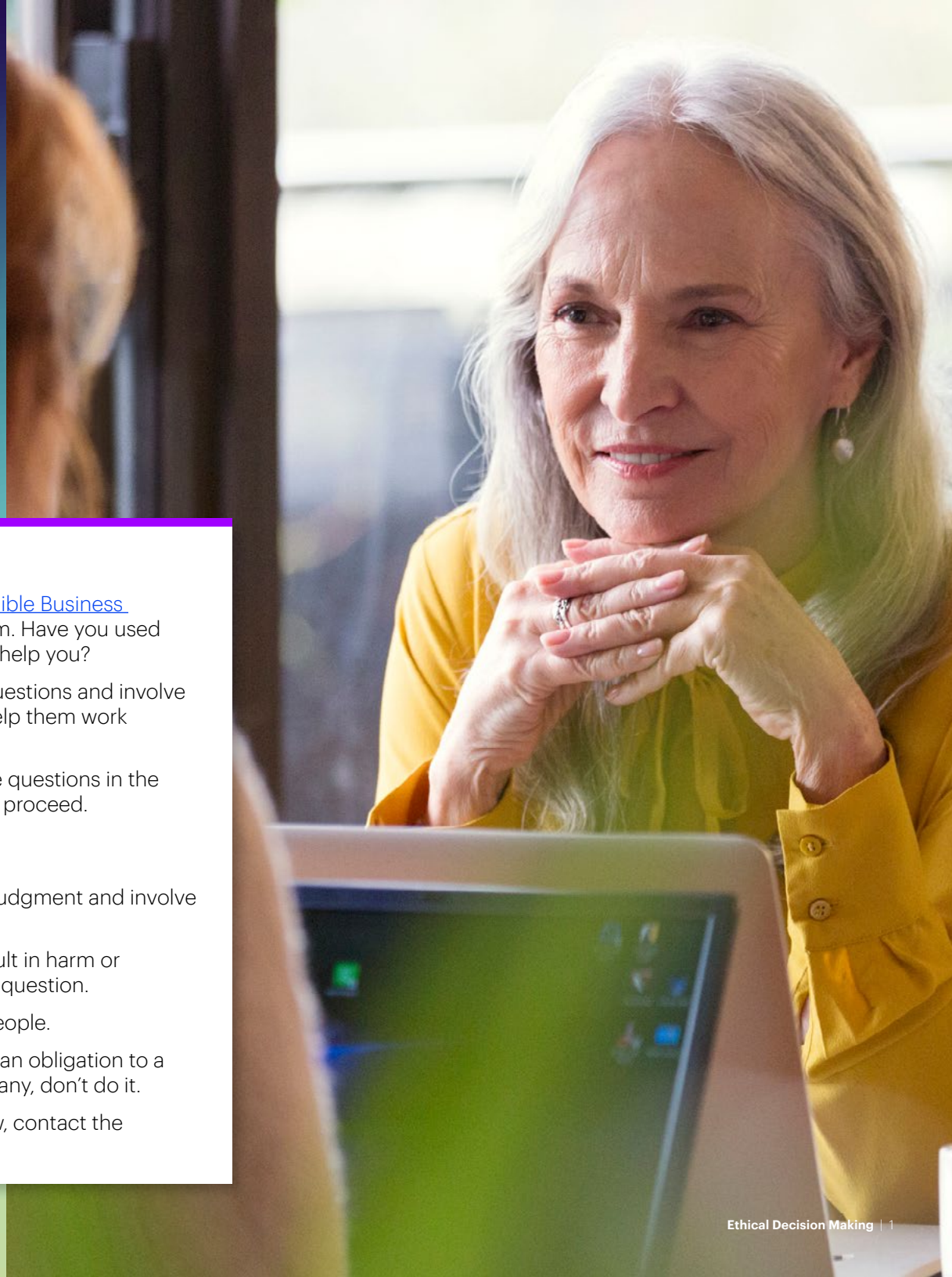
This card covers how to make good decisions in gray areas when the solution is unclear.

What to say and do

- Familiarize yourself with the [Decision Making Tool](#) and [Responsible Business Opportunity Assessment Framework](#), then share with your team. Have you used either? Could you see a scenario where these resources could help you?
- Set the tone for your team by knowing when to ask the right questions and involve the right people. Is your team comfortable coming to you to help them work through difficult decisions?
- Provide a gray-area scenario relevant to your team, and use the questions in the [Decision Making Tool](#) to prompt discussion on how you should proceed.

What to know

- Not all issues have clear paths to resolution, and we must use judgment and involve others to help make good decisions.
- Before pursuing an opportunity, consider if this work could result in harm or controversy, or call our corporate responsibility and ethics into question.
- Stop and Think + Ask the Right Questions + Involve the Right People.
- If it is against the law or our Code or policies, if it could breach an obligation to a client or partner, or could cause harm to a person or our company, don't do it.
- If you see something that violates our Code, policies, or the law, contact the [Accenture Business Ethics Helpline](#).



Card 5: Key messages

Ethical Decision Making



Run our business responsibly

We share a commitment to operating with the highest ethical standards and making a positive difference in everything we do. We use sound business judgment to make decisions and do so within our authority, using informed judgment to take appropriate risks and remaining accountable even where decision making is automated. We recognize the limits to our individual authority. When situations arise that require a more specialized or senior-level review, we are prudent in our decision-making and seek counsel.

Making good decisions

Not every issue that comes up has a clear path to resolution. In difficult situations, use judgment and involve others to help make good decisions. Unsure about any conduct or decision? Ask the following questions:

- Is it against the law?
- Could it violate our core values, Code, or policies?
- Could it cause harm to any person, our individual reputations or Accenture's brand, reputation, financial performance, or business relationships?
- Could it breach an obligation to a client or other business partner?

If the answer is "yes" to any of these questions—don't do it.

Stop and Think + Ask the Right Questions + Involve the Right People

Before pursuing an opportunity, [consider](#) if this work could result in harm or controversy, or call our corporate responsibility and ethics into question. If unsure, ask your management or other trusted advisor, any Accenture Leader, Human Resources, or Legal. If you are uncomfortable raising your questions or concerns directly, use the [Accenture Business Ethics Helpline](#).