



2012–2013  
Corporate Citizenship Report

Our Communities,  
Our Commitment

High performance. Delivered.

**accenture**

Strategy | Digital | Technology | Operations

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With our core values at its heart, corporate citizenship is an ongoing journey for Accenture. We take thoughtful actions to bring positive change, for today and for the future. In this report, we highlight our impact in fiscal 2012 and 2013 across each of the five pillars of our corporate citizenship reporting strategy: Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain.

► [Download the Executive Summary](#)



Skills to Succeed opens doors to employment for people like Jeevan Dhillon, a formerly unemployed college graduate in the United Kingdom. [Read more.](#)

# Overview

## Letter from Our Leaders

"What does it mean to be a good corporate citizen?

At Accenture, it means playing a vital role in convening people and organizations—an entire ecosystem of players—to make a measurable difference to the communities in which we live and work."

Since we published our 2010–2011 Corporate Citizenship Report, Accenture has continued to make progress through the five pillars of our corporate citizenship reporting strategy: Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain.

This role demands that we have a clear vision of the future that is anchored to our core values, our unique culture and our strong commitment to corporate governance. Our people fuel our corporate citizenship agenda by collaborating with clients, suppliers and one another on driving sustainable economic growth. Working together on this journey, we share a focus on encouraging competitiveness and creating long-term value across both mature and growth markets.

Since we published our 2010–2011 Corporate Citizenship Report, Accenture has continued to make progress through the five pillars of our corporate citizenship reporting strategy: Corporate Governance, Skills to Succeed, Environment, Our People and Supply Chain.

In this report, "Our Communities, Our Commitments," we highlight our goals, progress and challenges, including the following:

- We are proud that we have surpassed our Skills to Succeed goal of equipping 250,000 people by 2015 with the skills to get a job or build a business. By the end of fiscal 2013, we had already equipped more than half a million people with these skills, and as a result, we have raised our target to reach 700,000 people by 2015.

- Our environmental strategy contributed to a reduction of per employee carbon emissions by more than 36 percent in fiscal 2013 against our fiscal 2007 baseline. This strategy spans 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.

- As part of our deep commitment to the ongoing development of our people, in fiscal 2013, we invested more than US\$870 million in training and professional development. This investment will help ensure that our 289,000\* employees have the skills they need to serve our clients at the highest level. And for the sixth consecutive year, we were recognized on FORTUNE's "100 Best Companies to Work For" list.

We are confident that the investments we make today—in areas such as learning, technology and skills—will serve as the foundation for tomorrow's growth. By focusing on these critical needs, we will contribute to creating opportunities for individuals, families, organizations and communities worldwide.

Pierre Nanterme  
Chairman & CEO



Pierre Nanterme  
Chairman & Chief Executive Officer

Adrian Lajtha  
Chief Leadership Officer



Adrian Lajtha  
Chief Leadership Officer

A handwritten signature in black ink, appearing to read "Pierre Nanterme".

A handwritten signature in black ink, appearing to read "Adrian Lajtha".

# Accenture at a Glance

Accenture is a global management consulting, technology services and outsourcing company, with approximately 289,000\* people serving clients in more than 120 countries. Our clients span the full range of industries around the world and include 91 of the FORTUNE Global 100 and more than three-quarters of the FORTUNE Global 500. And, of our 100 largest clients in fiscal 2013, 91 have been clients for at least 10 years.

Since its inception, Accenture has been governed by six core values that 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.

With our **core values** at its heart, corporate citizenship is an ongoing journey for Accenture. We take thoughtful actions to bring positive change, for today and for the future. This includes creating long-term value for the communities in which we live and work, strengthening our business and enhancing our contribution to society as a whole.

In these pages, we highlight our impact in fiscal 2012 and 2013 across each of the five pillars of our corporate citizenship reporting strategy: Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain.

On our path forward, we remain committed to collaborating with our people, **strategic partners**, suppliers, clients and other stakeholders so that together we can make an even greater impact in the years to come.



# About This Report

Our 2012–2013 Corporate Citizenship Report, "Our Communities, Our Commitments," details the impact we made across each of the five pillars of our corporate citizenship reporting strategy: Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain. The report explores our corporate citizenship goals, progress and challenges across our global operations during fiscal 2012 and 2013 (ended August 31, 2012 and 2013) unless otherwise noted.

We use **Global Reporting Initiative (GRI)** G3 Guidelines as a foundation for our reporting approach and self-declare this report at Application Level B, as checked by GRI. The report serves as our fifth Communication on Progress to the **United Nations Global Compact (UNGC)**, which we signed in January 2008, and it documents our progress as a member of **Global Compact LEAD**, which focuses on raising sustainability performance.

We publish a Corporate Citizenship Report every two years, with supplemental updates in interim years to the UNGC, which complements our annual reporting to **CDP**, **Dow Jones Sustainability Index** and **FTSE4Good Index**. Read our **2010–2011 Corporate Citizenship Report** and our **2013 Communication on Progress to the UNGC**.

More information about our global corporate citizenship activities, including our comprehensive **GRI** and **UNGC Indexes**, is available on [accenture.com](#). Additionally, current financial information about Accenture can be found in our recent 10-K and Proxy Statement on [accenture.com](#).

- Read more about our approach in the Reporting section.
- Read our full report online and [download the Executive Summary](#).

We welcome your [feedback](#).



Our cover photo features a formerly unemployed college graduate, Jeevan Dhillon, who participated in a training program sponsored by British Gas, environment charity Global Action Plan and Accenture. Jeevan is now employed at British Gas as a tenant liaison officer, advising housing residents on conserving energy in their homes. In this photo, Jeevan stands in front of a residential building in Walsall, England, where his team installed new central heating, external wall insulation and solar panels.

# Performance Data Table

Our Performance Data Table quantifies our progress over the last five years on key indicators such as carbon emissions, women new hires and training spend. Unless specified, all metrics are global in scope, consistent with previously reported figures and cover those of our consolidated entities. Accenture Foundations refers to independent charitable organizations that bear the Accenture name.

► [View the Performance Data Table](#)



Accenture's Performance Data Table quantifies our progress on key indicators over the last five years.

# Executive Summary

Our 2012–2013 Corporate Citizenship Report, "Our Communities, Our Commitments," details the impact we made across each of the five pillars of our corporate citizenship reporting strategy: Corporate Governance, Skills to Succeed, Environment, Our People and Supply Chain. The report explores our corporate citizenship goals, progress, and challenges across our global operations during fiscal 2012 and 2013 (ended August 31, 2012 and 2013) unless otherwise noted.

- ▶ Download the Executive Summary for highlights of our key efforts and achievements.



# Corporate Governance

Critical to creating and sustaining long-term value, corporate governance is a fundamental component of operating as a high-performance business, a foundation block of our culture and key to helping our clients meet their objectives. We strive to make certain that every aspect of our business operates according to the highest standards of ethics and integrity.



We strive to make certain that every aspect of our business operates according to the highest standards of ethics and integrity.

**19**



Number of languages in which our Code of Business Ethics is available

**7**



Number of languages in which our Code of Business Ethics is available

"Corporate governance provides the freedom to open our doors for business around the world; it differentiates us to clients that demand ever-higher standards; and it protects Accenture, our brand, our financial performance and each of our employees."

Julie Sweet  
General Counsel, Secretary & Chief Compliance Officer

# Goals and Progress

- Goal: Conduct regular risk assessments of our global compliance program and share enhancements made as a result of those assessments
- Progress: In fiscal 2012 and 2013, we significantly enhanced our **Ethics & Compliance program** in several areas, including training and communications
- New Goal: In fiscal 2014, we will update our **Code of Business Ethics** to reflect business and regulatory developments and to provide additional guidance and detail about areas such as the use of social media and political contributions



We have significantly improved our Ethics & Compliance program in several areas, including training and communications.

## Ethics & Compliance program enhancements

We strive to improve our Ethics & Compliance program on an ongoing basis. In fiscal 2012, we developed a new approach to help ensure training topics are timely and relevant to our employees. We also refined the process for scheduling regular risk assessments to improve our ability to identify and address emerging risks, and we enhanced communications to help ensure our employees have information on key ethics and compliance topics.

Additionally, we made our training more scenario-based to reflect potential situations we might face and to improve employee comprehension and retention. Finally, we simplified key policies, including those related to personal conduct and social media, as well as our anticorruption compliance program, and made them more accessible to our people.

# Strategy, Framework and Guidelines

Our formal **Ethics & Compliance program** comprises four areas:

- Global compliance programs that address our highest compliance risk areas, such as a global anticorruption compliance
- A **Code of Business Ethics** that reflects our **core values**—Client Value Creation, One Global Network, Respect for the Individual, Best People, Integrity and Stewardship
- Compliance plans for our joint ventures and affiliates
- An annual, five-element assessment of other global risks, such as social media, on which we need to focus



Our Corporate Governance Guidelines describe the functions, composition, performance and operation of the Board of Directors, as well as its committees, leadership and performance.

## Strategy

Upholding the highest ethical standards at Accenture requires us to make compliance part of our overall company strategy. This means that compliance at Accenture is:

- Critical to growth—it provides the freedom to operate and sell.
- A competitive differentiator—our clients and people demand high standards, and to have their trust, we must comply with the law. Conducting our business this way is more than an operational requirement—it is a dynamic, strategic driver of our success.
- Essential to protection—compliance decisions can significantly affect our brand, financial performance and people.

## Compliance Program Framework

To help ensure that all of Accenture's compliance programs are strategic, we evaluate existing compliance programs and implement new ones around a five-element framework that involves: leadership; risk assessment; standards and control; training and communication; and monitoring, auditing and response.

## Corporate Governance Guidelines and principles

Our **Corporate Governance Guidelines** describe the functions, composition, performance and operation of our **Board of Directors**, as well as its committees, leadership and performance. The guidelines also address the means for communicating concerns to the Board. They specify that our Board—which is responsible for providing governance and oversight regarding the company's strategy, operations and management, including our five corporate citizenship pillars (**Corporate Governance, Skills to Succeed, Environment, Our People and Supply Chain**)—should have a majority of independent directors, that those directors must not have any other direct or indirect material relationship with Accenture and that each director's continued independence should be verified in an annual review.

# Leadership and Corporate Citizenship Governance

Our global **Ethics & Compliance** program, which includes our global anticorruption program, requires leaders across our business to collaborate to address the topics that are of highest risk and most relevant to our business. This collaboration differentiates Accenture.

We expect every leader at Accenture—including our **Board of Directors; Chairman & CEO; General Counsel, Secretary & Chief Compliance Officer;** and **Global Management Committee (GMC)** members—to advocate for compliance and be a role model of the highest ethical standards. The GMC, which helps communicate about new training across all aspects of Accenture's business, helps us navigate the ever-changing legal landscapes of the hundreds of countries in which we and our clients operate.

Additionally, we assign lawyers to provide geographic support to all **56 countries** where we have a local market presence, including in-country lawyers in 28 markets. In addition to their geographic legal responsibilities, these lawyers implement our global and local compliance programs.

## Accenture leadership responsibilities

Our senior management is responsible and accountable for implementing all of our corporate policies. Our GMC provides management oversight to our anticorruption program, and the **Audit Committee** of our Board of Directors oversees our Ethics & Compliance program. This structure allows the Ethics & Compliance program a degree of independence in order to prevent any conflicts of interest.

Our Chairman & CEO plays a key role in establishing tone from the top. He visibly and frequently communicates on two matters: we have zero tolerance for violations of law and for retaliation against employees reporting issues; and a strong ethics and compliance program is an essential part of being a high-performance company and in reaching our goals as a company.



We expect every leader at Accenture to advocate for compliance and be a role model of the highest ethical standards.

## Corporate citizenship governance

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

Specifically, a dedicated subcommittee of our GMC determines specific corporate citizenship strategies. This subcommittee, comprising senior leaders from multiple corporate functions and geographies, meets one to three times each year to consider policy and guide the **Corporate Citizenship Council** and the **Environment Steering Group (ESG)**.

The Corporate Citizenship Council, a group of senior executives from multiple disciplines and geographies, implements those policies and supporting programs—assessing strategy, guiding overall programming activity and approving major initiatives. Each of our 15 geographic units has a council member responsible for his or her implementation of our corporate citizenship priorities within that geography. The ESG, which includes leaders from across Accenture, determines our processes for providing guidance around carbon-emissions disclosure. For instance, this group recommended that Accenture pursue global **ISO 14001 certification**, as well as our employee **Eco Challenge**.

The Corporate Citizenship Council and the ESG 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.

# Ethics & Compliance Program

Operating with integrity links directly to our **core values**—Client Value Creation, One Global Network, Respect for the Individual, Best People, Integrity and Stewardship. Our efforts to promote ethical behavior have been noticed: 2014 marked our seventh consecutive year on **Ethisphere's "World's Most Ethical Companies"** list, recognizing our commitment to ethical leadership, compliance practices and corporate citizenship.

## Code of Business Ethics

Our **Code of Business Ethics (COBE)** establishes an ethical framework of expected behaviors in everything we do, from serving our clients and running our business, to further enhancing our brand, reputation and transparency. It emphasizes critical areas particular to our organization and business model and highlights conduct by which all employees, business partners and suppliers must abide. We update our COBE regularly to account for internal and external issues, changes in the regulatory environment, and business priorities and strategies.

Our COBE establishes a comprehensive set of consistent standards brought to life through a series of “action statements” that explain them to our employees. The 58 action statements align with our core values and describe expected behaviors, such as zero tolerance for corruption in all its forms, including extortion, bribery or any activity that violates laws and regulations in places where we conduct business. We review and update these action statements regularly to keep them current with our changing business priorities. In early fiscal 2014, we will add a new action statement to reflect behaviors we expect of our people in relation to our Social Media policy released in fiscal 2013.

Our intent is for employees to reference our COBE to better understand our ethical standards and incorporate this understanding into their daily decision making. To support this, our internal employee portal features an interactive, fully searchable version of our COBE in 19 languages. The interactive website also provides access to a vast set of resources, including scenarios depicting ethical dilemmas, policy information, FAQs for each action statement, training, key terms, subject matter experts, collaboration tools and more.



Click the image to watch a video about our core values, which shape the culture and define the character of our company.

► [Read video transcript \[PDF 62KB\]](#)

7

Number of consecutive years recognized among Ethisphere's "World's Most Ethical Companies"

## Political Contributions and Lobbying policy

We encourage our employees to be active in civic and community activities, including participation in the political and democratic process. All political, lobbying and civic activity by Accenture and our employees must comply with applicable law and our COBE. Information related to lobbying, payments to trade associations and our political action committee can be found on [accenture.com](http://accenture.com).

## Ethics & Compliance training

We require all employees to complete several hours of Ethics & Compliance training annually on a range of topics, including our COBE, data privacy, information security and antibribery. We also conduct targeted training on specialized topics for various groups, including certain countries that require training due to local regulations, and we regularly review our audiences to determine whether we need to update or change our training.

To help ensure training topics are relevant to our employees and timely to our business, in fiscal 2012, we developed a new approach to determine employee training topics. Now, our Ethics group consults annually with senior leaders to evaluate potential topics for the full year's Ethics & Compliance training curriculum. As part of this approach, risk assessments evaluate current business priorities, recent internal and external changes (for example, new policies or laws), current trends, time since last training and emerging risks that are most relevant to Accenture.

In fiscal 2013, we continued to develop live and online methods that enhance engagement with our training and encourage employees to apply key learnings. To boost information retention, we employ a comprehensive communications approach that includes a training session on each ethics and compliance topic, including our COBE. We then disseminate refresher information through a variety of channels, including our internal employee portal; e-mails from leadership to launch new training; newsletters to discuss compliance topics and reinforce training; and local communications from business leaders on relevant ethics and compliance topics.

The graphic features the Accenture logo at the top left. To its right, the words "consulting | technology | outsourcing" are written. A large teal arrow points diagonally upwards and to the right across the top. Below this, the text "Code of Business Ethics: Our Core Values in Action" is displayed. The bottom half of the graphic is a grid of six smaller images: a bare tree against a blue sky, a large tree trunk, a green tree in a field, a small potted plant, a close-up of a tree branch, and a hand holding a small tree sapling.

Our COBE establishes an ethical framework of expected behaviors in everything we do.

In fiscal 2012 and 2013, we added a new course on third-party intellectual property and refreshed our information security training. We also updated our anticorruption training to address program enhancements, and we revamped existing training topics with scenarios relevant to situations that employees might face.

Our year-long mandatory training program tracks results through ethical perception surveys, use of employee tools such as policies and the COBE site, and pre- and post-tests that demonstrate increased knowledge. Completion rates are in the high 90th percentile, which is an indicator for us of success; 100 percent is unattainable due to leaves of absence and ongoing hiring of employees. We factor Ethics & Compliance training completion into employees' annual performance ratings and/or resulting performance-based compensation. In fact, this training is so essential to our success that, as local law permits, failure to complete required training affects employee performance ratings.

## Assessing risk globally

We conduct periodic risk assessments in each of our geographies to measure the strength of our anticorruption policies against potential and emerging risks such as anticorruption laws, competition law, data privacy protection, trade compliance and workplace conduct. We place a particular focus on the higher-risk countries where we do business.

In fiscal 2012, after a thorough review of the key elements of our program (that is, leadership; risk assessment; standards and control; training and communication; and monitoring, auditing and response), we began enhancing our global anticorruption efforts. Co-sponsored by our **General Counsel, Secretary & Chief Compliance Officer** and members of our **Global Management Committee**, these enhancements are part of our commitment to continue evolving and improving on our programs in the fight against bribery and corruption globally.

This is part of what makes Accenture unique. Because our breadth of services and geographies is so broad, we are involved in both regulated and unregulated industries and in industrialized and growth markets, which requires our Ethics & Compliance programs to keep up with a multitude of changing issues. Our challenge is to stay abreast of these changes and train our employees to understand how those changes affect their everyday work.

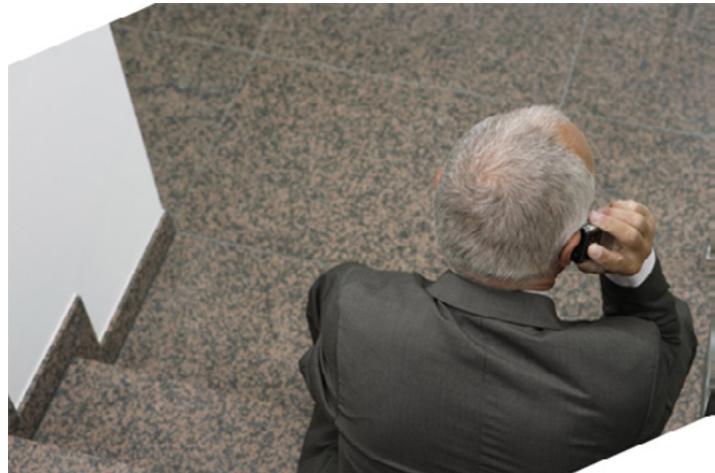


We continue to evolve and improve on our programs in the fight against bribery and corruption globally.

# Reporting and Response

Monitoring and enforcement are integral to our corporate governance and **Ethics & Compliance programs**. We actively encourage employees to raise all ethics and compliance-related concerns, and we make multiple channels available for them to do so—by name or anonymously. These channels include direct supervisors and career counselors, a **24/7 Business Ethics Line** and website, and Accenture Leadership—from our business, Legal and Human Resources. In all instances, we have zero tolerance for retaliation against those who raise concerns, which helps ensure our employees are comfortable speaking up.

We take every concern that is raised seriously, and we respond expeditiously. Our Corporate Investigations team, part of our Legal group, undertakes an independent, objective review and recommends appropriate remedial measures, if any. Resolution may include additional training and awareness, improvements in internal processes and controls and/or disciplinary measures. While we often handle investigations in house, we will, at times, involve third parties (such as law enforcement), where appropriate. Our standard escalation protocol for significant **Code of Business Ethics** matters involves members of Accenture Leadership, Legal and Human Resources, as appropriate, and calls for regular reporting to Internal Audit, our external auditors and our **Audit Committee**.



We encourage employees to raise all ethics and compliance-related concerns, and we make multiple channels available for them to do so, including a 24/7 Business Ethics Line and website.

# Data Privacy and Information Security

Accenture maintains a laser focus on a variety of ethics and compliance issues, including data privacy and information security. Protecting privacy and ensuring the security of personal and business data—for our clients and for ourselves—is a cornerstone of our business. In part, this represents a commitment to behave appropriately when we access clients' strategic and other key corporate data. As we and our clients develop more digital capabilities, managing corporate data responsibly becomes a business imperative, especially because we manage some of our clients' most sensitive data, including that of their customers and employees.

Our goal is to use data responsibly and in accordance with numerous laws and client agreements, which determine our usage and sharing of data when we deliver our services. To stay abreast of and address new legal developments, our Data Privacy and Government Relations teams work closely together. We manage our technology infrastructure to a globally consistent pattern, which requires coordination with our Data Privacy team to help ensure that local laws are observed.

Additionally, our Data Privacy policy demands that we access and use personal data only when necessary and when we have a legitimate business purpose. Our Acceptable Use and System Security policies require that we implement and use technology in an appropriate and defensive manner in order to protect data.

To help our people understand the importance of data privacy and information security, each Accenture employee must complete training in "Data Privacy—What It Means and Why It Matters" and "Information Security."



Protecting privacy and ensuring the security of personal and business data—for our clients and for ourselves—is a cornerstone of our business.

Our global Client Data Protection program dictates the way we shape and deliver our work with clients. In 2013, the program was certified to **ISO 27001**, the international standard for information security management.

However, success is not without its challenges. Effective data protection and privacy is highly complex, requiring skillful navigation of regulatory, compliance and business demands. Furthermore, an effective data protection and privacy solution must ensure an organization is agile enough to keep pace with fast-moving demands. The structure of our **Ethics & Compliance program** allows us to do that.

Our global Client Data Protection program was certified to ISO 27001, the international standard for information security management

# The Path Forward

As Accenture continues to expand our geographic footprint and, increasingly, as employees from a range of cultures and backgrounds join our company, proactive corporate governance will become even more critical. We must continue to evolve our strategy to help ensure core initiatives address new risk areas, laws and regulations—not only for the sake of compliance, but also in keeping with our culture of integrity.

Looking ahead, we will continue to enhance our **Code of Business Ethics** website and work to ensure that each of our **Ethics & Compliance programs** is relevant to our business, aligns with our 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.



We must continue to evolve our strategy to help ensure core initiatives address new risk areas, laws and regulations.

# Skills to Succeed

**Skills to Succeed** helps address the global need for skills that open doors to employment and economic opportunity. It does this by drawing on two of Accenture's unique capabilities: training talent and convening powerful partnerships to develop collaborative solutions. Together with our **strategic partners**, we have equipped more than half a million people with the skills to get a job or build a business—more than doubling the **impact** we set out to achieve when we announced our **Skills to Succeed** goal in 2010.



We help Save the Children deliver job opportunities for young people.



Number of people equipped with Skills to Succeed between fiscal 2011 and 2013



Together, Accenture and Youth Business International are equipping thousands of people with Skills to Succeed



Amount contributed to support corporate citizenship efforts between fiscal 2011 and 2013

"We believe access to economic self-sufficiency and sustainable livelihoods promotes the vitality and resilience of individuals, families and communities worldwide. Through **Skills to Succeed** we focus on advancing employment and entrepreneurship opportunities in mature and growth markets."

Jill Huntley  
Managing Director—Global Corporate Citizenship

# Goals and Progress

- Initial Goal: By 2015, we will equip 250,000 people around the world with the skills to get a job or build a business
  - Progress: By the end of fiscal 2013, we had equipped nearly 510,000 people with workplace and entrepreneurial skills
- New Goal: By 2015, we will equip 700,000 people around the world with the skills to get a job or build a business



We have helped equip more than half a million people worldwide with the skills to get a job or build a business.

► [Read video transcript \[PDF 69KB\]](#)

## Exceeding our Skills to Succeed goal

One of our proudest accomplishments is the tremendous progress we are making through **Skills to Succeed**, Accenture's corporate citizenship initiative, which we launched in 2009 to advance employment and entrepreneurship opportunities.

Together with our **strategic partners**, we have equipped more than half a million people worldwide with the skills to get a job or build a business. This progress has exceeded our expectations. In 2010, we **established a goal to equip 250,000 people** around the world by 2015 with workplace and entrepreneurial skills. By the end of fiscal 2013 we had already helped nearly 510,000 people—more than doubling the impact we set out to achieve.

In large part, this success is due to:

- Visible sponsorship from our leaders (for example, watch our Accenture and Youth Business International partnership [video](#)). [Read video transcript \[PDF 69KB\]](#)
- Our **people's dedication** to making a positive impact.
- Our geographic teams' efforts to rapidly **mobilize strategic partnerships** with local nonprofits to address their markets' most pressing skills gaps.
- Our ability to **convene our clients and nonprofit partners** to realize shared goals.

# Our People's Contribution

Our people are a major factor in our success. **Skills to Succeed** is an enormous source of pride for them, and their energy and expertise have greatly enhanced our contribution to our communities.



Ultimately, we are giving back what we do best. Our employees share their time, skills and counsel, volunteering for activities such as conducting information technology skills workshops, creating new technology solutions for skills training, implementing new technology platforms, and providing long-term mentoring for entrepreneurs.

These contributions are intensely personal, meaningful and inspiring. In fiscal 2012, our people participated in nearly 477,000 hours of Accenture-sponsored corporate citizenship programs; in 2013, the number of hours rose to more than 518,000.

In fiscal 2012, we introduced a global online volunteering platform, myCorporateCitizenship, which makes it easier than ever for our people to contribute to our **Skills to Succeed** goal and other initiatives.

Our people's energy and expertise have greatly enhanced our contribution to our communities. For example, in the United States we coach community college students at job readiness workshops.

# Partnering for Success

The measurable impact we achieve through long-term relationships with **strategic partners** is central to **Skills to Succeed**. Working with nonprofits that bring on-the-ground expertise in both mature and growth markets allows us to focus our efforts in the communities where we can make the biggest difference. By investing in these partnerships, our initiatives deliver measurable employment and entrepreneurship outcomes at scale.

We team with global and local nonprofit organizations that share our passion for building skills, bring rigor and discipline to measuring program outcomes and comprise a footprint that enables our people to engage and make a difference. Together we are supporting robust and structured programs that make a significant change in participants' marketable skills.

Additionally, we help some of our nonprofit partners build their capabilities through pro bono consulting projects such as creating new technology solutions for skills training, identifying new market or funding opportunities, and streamlining internal processes.

For instance, in Japan we helped **Makoto** expand its capabilities to assist some of those most affected by the Great East Japan Earthquake. Together, we designed and implemented a new technology platform that supports hundreds of local youth entrepreneurs as they build businesses—and create job opportunities for others—through new training programs, mentoring connections and access to financial opportunities.

At the same time, our comprehensive local market research, which assessed vulnerable populations, high-growth job sectors and potential nonprofit partners, has helped shape locally relevant strategies that maximize our impact.

In the past year, our partnerships with local nonprofits in key geographies took flight. For example, in the United States, we are supporting the expansion of Future Focus, a college and career readiness **program created by Accenture and the Knowledge Is Power Program (KIPP)**, which will deliver skills training, mentoring and internships to nearly 7,000 students over three years.



We are placing KIPP interns at Accenture; at our Silicon Valley Technology Labs they met Accenture Chairman & CEO Pierre Nanterme.

## Spotlight on long-term strategic partners

### **Plan International**

Accenture and **Plan International** have partnered since 2011 to provide underprivileged young people, particularly rural migrants and girls, with skills that prepare them for jobs in industries such as information technology, customer relations, business processes and electronic repair. In total, we have committed more than US\$5.5 million to Plan International to support multi-year projects, including:

- In India and Vietnam, **we are providing training and career opportunities for approximately 3,500 underprivileged young people.**
- In Thailand and Indonesia, **we are helping provide skills for approximately 7,100 disadvantaged young adults.**
- By the end of fiscal 2013, our work to support these projects had helped more than 4,000 young people.



Vietnamese graduates from Plan International's job training courses reported an average five-fold increase in monthly wages.

## Save the Children

Since 2010, **Save the Children** and Accenture have teamed across numerous programs and geographies to create job skills training and placement opportunities for disadvantaged and at-risk young people. The partnership has been so successful that it has become a signature program for expansion within Save the Children's global movement. In total, we have committed more than US\$2.5 million to Save the Children. Highlights include the following:

- In China, by the end of fiscal 2013, we helped train more than 10,000 migrant young people in Shanghai and Beijing.
- In Egypt, Indonesia and the Philippines, **we are helping strengthen employment opportunities for approximately 7,000 disadvantaged and at-risk young people**—including nearly 5,000 young women.
- Our latest effort aims to improve the employment prospects of more than 26,000 at-risk youth in Bangladesh, China and Vietnam over the next two years.



We are helping Save the Children strengthen employment opportunities for disadvantaged and at-risk young people—including nearly 5,000 young women.

## Youth Business International (YBI)

Accenture has served as an advisor and partner to **YBI** since its inception. Today, YBI is a multi-faceted collaborative network whose members provide budding entrepreneurs with access to business mentoring, training and capital. Our partnership comprises both funding and the time and skills of our people to guide YBI's strategic development. In total we have awarded YBI and its country members more than US\$10 million in both cash and pro bono services.

- Our initiatives are currently active in nine countries, and we have plans to more than double that footprint in 2014. Accenture also supports the expansion of YBI's network and its goal of helping 100,000 young entrepreneurs annually by 2020.
- For example, **we are working with Conexão in Brazil to provide vocational skills for 20,000 young people.**
- Together, Accenture and YBI have worked with almost 55,000 young entrepreneurs and disadvantaged youth to build employment and business skills.

► [Read more about Accenture and YBI's partnership.](#)



► [Read video transcript \[PDF 69KB\]](#)

Watch a video about how Accenture and YBI are helping to equip thousands with the **Skills to Succeed**.

# Driving Measurable Outcomes

While **Skills to Succeed** generates value widely, we measure it rigorously and believe our approach differentiates our initiative. Our goal specifically measures material changes in job readiness or entrepreneurial skill levels. That is, we measure where we have systematically moved an individual along the path to secure a job or build a business. We also measure the effectiveness of efforts such as classroom workshops for IT skills, e-learning programs with job training modules, connecting rural poor to markets and long-term mentoring for entrepreneurs.



We are working with Fundación Pescar in Argentina to help provide individuals with IT software and programming skills.

Additionally, wherever possible, we work with our partners to track outcomes beyond the skill-building stage. For example, we focus on:

- Increasing individual competitiveness in the job market—More than 90 percent of the people trained in IT software and programming skills by **Fundación Pescar** in Argentina found jobs with local employers, including Accenture.
- Building sustainable businesses—More than half of the 4,000 rural women entrepreneurs in India trained by the **Entrepreneurship Development Institute** already have operational businesses.
- Enhancing economic resiliency—**Vietnamese graduates from Plan International's job training course** reported an average five-fold increase in monthly wages (twice the country's minimum wage).
- Creating employment opportunities for others—The thousands of entrepreneurs trained by **Youth Business International** expect to hire an average of two to three people for each of their businesses.

Increasingly, we are working with our partners to track outcomes so we can replicate and scale our efforts and enhance their relevance to local markets.

# Focusing on Collaboration and Technology

When we launched **Skills to Succeed**, we knew that employability and entrepreneurship were pressing issues. We have been struck, however, by how relevant and urgent they have become in nearly every country around the world.

At the same time, we recognize that no one company can address these issues alone. Instead, building skills and improving the well-being of communities worldwide demands collaboration across different organizations and sectors.

Increasingly, therefore, we are bringing together our people, our clients, nonprofits and others to drive collaboration, and we are putting technology to work to accelerate and expand our impact in innovative ways.



FACE a l'emploi TV initiative enables young people to create short video CVs.

Examples of our efforts include:

- **FACE a l'emploi TV (France):**

A collaboration of Accenture employees and clients, including GDF, Orange, Vinci and Carrefour, with support from European Social Fund and the French Ministry of Employment, this initiative was piloted in France and will roll out in other EU countries. In fiscal 2013, we helped to enable 500 young underprivileged people, mainly high school dropouts, to create their own short video CVs to demonstrate their technical and interpersonal skills.

- **Juntos por el Empleo de los Mas Vulnerable (Spain)**

We mobilized a cross-sector initiative that aims to create a step-change in labor market integration and entrepreneurship for the most vulnerable sectors of society in Spain. Thirty-two social organizations, 30 companies and 14 public administrations are working together to diagnose the issues and deliver solutions.

- **The Harold P. Freeman Patient Navigation Institute (PNI) (US):**

We are collaborating with PNI in 35 locations across the United States over three years to help train 7,500 new patient navigators. Patient navigation supports individuals through every step of their health care journey and has been proven to contribute to improved patient outcomes. PNI has already trained thousands of patient navigators online, playing a major role in putting people back to work while improving access to health care for all individuals, especially those from disadvantaged communities.

► [Read more in the Accenture and PNI credential.](#)

- **Quest Alliance (India):**

We are supporting Quest, a vocational training organization, to develop and implement a blended learning curriculum in English language and workplace readiness skills for approximately 3,000 disadvantaged young people. The curriculum, which combines face-to-face classroom instruction with computer-mediated activities, focuses on retail customer interaction skills.

- **Skills to Succeed Academy (UK):**

We launched the **Skills to Succeed Academy** with a leading-edge software specialist and employability experts from the public, private and volunteer sectors. The Academy offers 35 free, interactive online training modules that help meet the needs of young job seekers. Through gaming techniques and simulations in fun, bite-sized segments, users learn practical, realistic employability skills. Accenture is now employing graduates of this program as apprentices to help further develop Academy software.



The Harold P. Freeman Patient Navigation Institute helps train new patient navigators.

# The Path Forward

Looking ahead, we will maintain our focus on **Skills to Succeed**. We will work to accelerate our impact and continue to make a sustainable difference in the economic vitality and resilience of individuals, families and communities around the globe. Additionally, we will use the knowledge gained from our experiences to provide insights to scale programs and enhance their relevance to local markets.

As we quantify the long-term value and impact of our **Skills to Succeed** efforts and investment, we will continue to work with our **strategic partners** to institute rigorous measurement systems.

On an ongoing basis, we will continue to examine not only the time and monies we have invested, but also our outcomes, that is, the number of people who now have jobs as a result of our investments. We showcase some of these results in this report, and we plan to undertake more market research to understand what drives our successes.

At the same time, our greatest opportunities involve developing cross-sector collaborations and expanding the application of technology solutions. We are particularly excited by the promise of technology to help multiply scale and create transformative opportunities for people worldwide.

Finally, building on the results we have achieved to date, we will equip 700,000 people worldwide by 2015 with the skills to get a job or build a business, and we look forward to setting our next multi-year **Skills to Succeed** goal in fiscal 2015.



We are excited by the promise of technology, such as our **Skills to Succeed** Academy—a free, interactive online learning program designed to meet the needs of young job seekers in the UK.

# Environment

Fostering sustainable growth for our company and our stakeholders underpins our environmental strategy, which comprises four areas: running efficient operations; working sustainably; enabling client sustainability; and providing insights to advance sustainability.

**36%+**



Percentage of per employee carbon reduction in fiscal 2013 against our fiscal 2007 baseline

**43M**



Average number of employee videoconferencing minutes logged globally per year

**5**



Number of consecutive years included among the CDP Global 500, receiving a score of 92 out of 100 in 2013

"Our people innovate and collaborate with clients to deliver value in an environmentally responsible manner. As we continue our relentless journey toward more sustainable operations and a smaller environmental footprint, we remain committed to working closely with our global network of employees, as well as with our clients and suppliers."

Philip M. Calcutt  
Managing Director—Global Geographic Services



Just some of the many Accenture people helping to make our company more environmentally sustainable.

# Goals and Progress

- **Goal:** By the end of fiscal 2012, we planned to reduce our per employee carbon emissions approximately 30 percent from our fiscal 2007 baseline
- **Progress:** By the end of fiscal 2012, we met our target, achieving a more than 33 percent reduction
- **Goal:** By the end of fiscal 2015, we plan to reduce our per employee carbon emissions 35 percent against our fiscal 2007 baseline
- **Progress:** By the end of fiscal 2013, we achieved a per employee reduction of more than 36 percent

36%

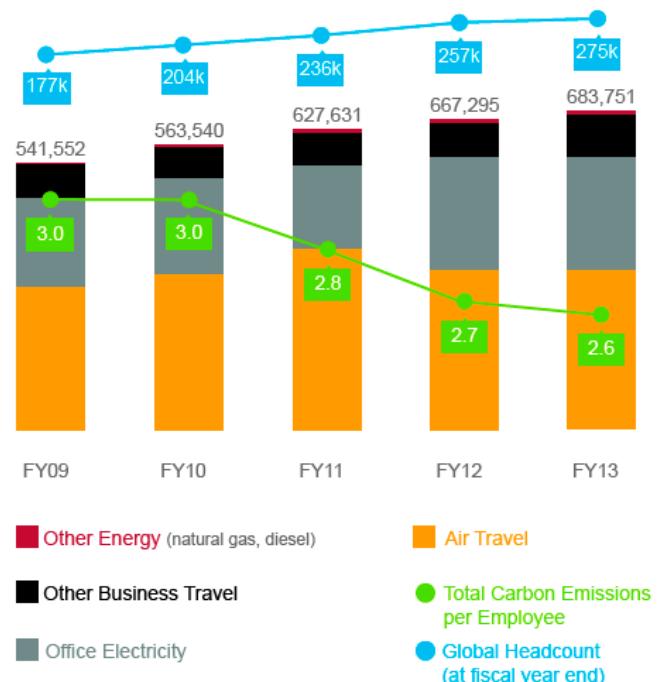
Percentage of per employee carbon reduction in fiscal 2013 against our fiscal 2007 baseline

## Our carbon reduction journey

Our environmental footprint consists primarily of the carbon emissions that our people generate through air travel and use of electricity.

When we set our initial carbon target in fiscal 2008, our business operations emitted an average of 4.0 metric tons of CO<sub>2</sub> per employee the year prior. Since then, we have reduced our per employee carbon emissions by more than 36 percent against our fiscal 2007 baseline, to an average of 2.6 metric tons per employee. This reduction is equal to avoiding nearly 1.5 million metric tons of CO<sub>2</sub>. Notably, we achieved these results in the same period in which we increased our headcount by more than 100,000 employees, or approximately 60 percent.

To make our work less travel intensive, we have made significant investments in virtual collaboration technology, focused on staffing locally where possible and developed and leveraged our Global Delivery Network. These actions have helped our employees work effectively with a reduced need for travel, and they generated reductions in per employee carbon emissions from air travel during fiscal 2013 by more than 5 percent, compared to fiscal 2012.

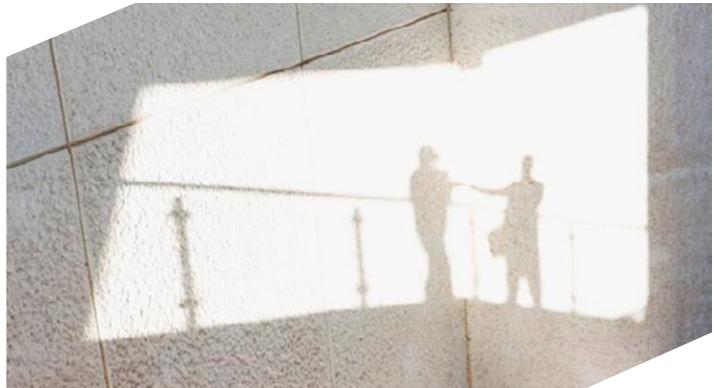


We recognize that the need to travel by air for client work is often difficult to forecast, which may lead to year-over-year fluctuations in our total carbon emissions performance. Therefore, we will continue to pursue our current target of achieving a 35 percent reduction in per employee emissions by the end of fiscal 2015. We remain focused on growing our business in an environmentally responsible way, by coordinating efforts closely with our global network of employees, clients and suppliers.

# Environmental Strategy and Governance

Fostering 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.

Environmental stewardship is ingrained in our [Code of Business Ethics](#) and our [core values](#), specifically Stewardship. These inform our [Environmental Responsibility Policy](#), which our [Environment Steering Group \(ESG\)](#) established in 2007, updated in 2009, and reviews annually.



Accountability for our environmental strategy starts with our Chairman & CEO.

## Governance structure

Accountability for our environmental strategy starts with our [Chairman & CEO](#) and cascades through our business, to our [Chief Leadership Officer](#), [Chief Operating Officer](#) and Global Geographic Services Managing Director and their respective teams across Corporate Citizenship, Workplace Solutions and Environmental Operations.

We have a clear governance structure to drive performance toward our goals and to articulate roles and responsibilities for our environmental efforts. Our ESG meets quarterly to monitor our [environmental performance](#) and identify improvement areas. It also supports a dedicated subcommittee of our [Global Management Committee \(GMC\)](#)—the Accenture Corporate Citizenship Committee (ACCC)—in making strategic recommendations on our sustainability initiatives.

The ACCC comprises cross-functional leadership from Marketing & Communications, Human Resources and Legal. It approves major initiatives, including our carbon-reduction targets, and monitors our Environmental Responsibility Policy. At the same time, the GMC, ACCC, our Chief Leadership Officer, Chief Operating Officer and [Board of Directors](#)—which includes our Chairman & CEO—are accountable for our corporate objective of fostering environmentally sustainable growth.

# Accenture's Environmental Strategy



## Environmental strategy refresh

As we continue on our relentless journey toward more sustainable operations and reducing our environmental footprint, we recognize that the bar continues to rise on our performance. In late fiscal 2012, we embarked on a refresh of our environmental strategy, which we are actively implementing over the next several years.

This refresh includes looking at new and innovative ways to reduce our carbon footprint through:

- Smart travel management—leveraging technology, increasing efficiency and using renewable energy
- Helping our clients reduce their environmental impact.
- Energizing, equipping and engaging our people
- Continuously improving our supply chain.

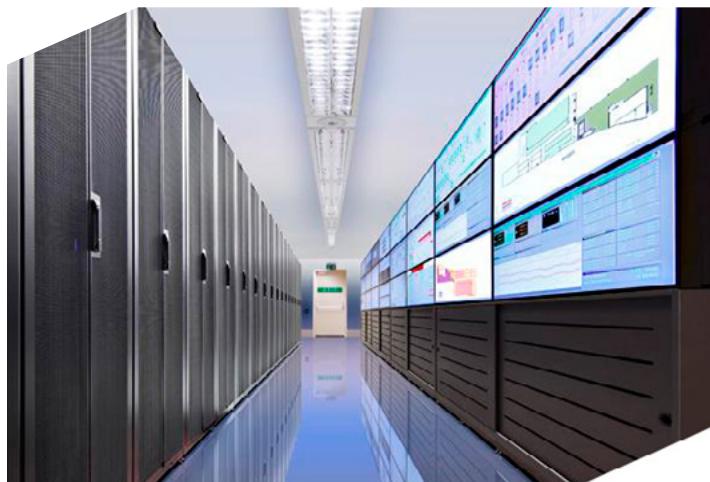
# Running Efficient Operations

Across our geographies, we actively manage and monitor our energy, waste and water initiatives and other resource conservation efforts. More than 80 percent of our environmental footprint consists of carbon emissions our people generate from air travel to see clients and from the use of electricity. We have been steadfast in addressing both as we continue to improve our [environmental performance](#).

Since setting our initial carbon target in fiscal 2008, we have reduced our per employee carbon emissions by more than 36 percent against our fiscal 2007 baseline—from an average of 4.0 to 2.6 metric tons of CO<sub>2</sub> per employee. This reduction is equal to avoiding nearly 1.5 million metric tons of CO<sub>2</sub>. Notably, we achieved these results in the same period in which we increased our headcount by more than 100,000 employees, or approximately 60 percent.

## ► [Read more about our carbon reduction journey.](#)

Since 2007, we have reported our environmental performance to [CDP's Climate Change program](#) each year, capturing our environmental risks, opportunities and methodologies in our response. In 2013, Accenture was included, for the fifth consecutive year, among the CDP Global 500, which tracks how the world's largest listed companies are addressing climate change. We received a score of 92 out of 100 and a performance score of B.



We actively manage and monitor our energy, waste and water initiatives and other resource conservation efforts in our data centers and all of our locations.

## Energy management program

Central to our environmental strategy, our energy management program is one of the more direct ways we manage our environmental footprint. Begun in fiscal 2009, our energy efficiency programs have helped save an estimated 370,000 megawatt-hours of electricity and nearly 250,000 metric tons of CO<sub>2</sub>—approximately the same amounts generated from global electricity usage in all of fiscal 2013. These efficiency gains have produced an estimated saving of more than US\$46 million over that same time period.

The program comprises: remote energy monitoring; our environmental management system and [ISO 14001 certification](#); renewable sources; waste management; and water management.

## Remote Energy Monitoring

To reduce our use of office electricity, we began implementing Remote Energy Monitoring (REM) technologies in fiscal 2010, prioritizing high-consumption locations. Through real-time monitoring, these “smart meters” enable us to make more informed decisions about energy consumption. Energy efficiency improvements due to REM technology can also accelerate energy reduction efforts, yielding as much as a 13 percent energy efficiency improvement in some locations within four weeks.

For example, in 2013’s “Biggest Kilowatt Loser Challenge” in Manila, the Philippines, one of our higher energy-consuming locations, employees teamed to use smart meters to monitor and manage their electricity usage. In just one month, participating teams reduced energy usage by more than 3.8 percent, equivalent to more than 110 megawatt-hours—enough energy to power one of our largest office buildings in the Philippines for two weeks.

We ended fiscal 2012 with more than 140 smart meters in 19 targeted office locations across 11 countries. In fiscal 2013, we increased our use to 314 meters in 13 countries.



To reduce our use of office electricity, we began implementing REM technologies, such as smart meters, in fiscal 2010.

## Environmental Management System and ISO 14001 certification

Accenture remains committed to incorporating leading environmental practices into our business strategy and operations and to fostering environmental awareness and responsibility reporting among our employees, clients and suppliers.

In 2013, we expanded our ISO 14001 Environmental Management System (EMS) Certification to include two new sites: Johannesburg, South Africa, and Luanda, Angola. With its focus on energy efficiency, this is a key credential for many of our clients and tangible evidence of our commitment to being an environmentally responsible partner. Additionally, through an investment of time and resources that demonstrates continual improvement, we sustained certification at all 66 existing sites in fiscal 2012 and 2013.

In addition to demonstrating to clients the seriousness of our intention to manage our environmental performance, our ISO 14001 certified locations serve as incubation factories to generate innovative ideas. We can then promote these throughout our organization broadly. For example, our Smart Work program and “Biggest Kilowatt Loser Challenge” both started as small efforts to promote employee awareness in ISO 14001 locations and have since spread much more broadly, across geographic boundaries.

# 68

Number of Accenture locations with ISO14001 Environmental Management System Certification

## Renewable sources

We have developed a global procurement strategy to replace nonrenewable with renewable energy, where practical. In light of market constraints around the availability of renewable energy, we are limited to where we can buy it. In fiscal 2012, however, we began purchasing renewable wind electricity for our largest office in Chennai, India, and since that time, we have purchased more than 20,000 megawatt-hours. This enabled us to avoid more than 18,400 metric tons of CO<sub>2</sub> between fiscal 2012 and 2013, equivalent to carbon savings totaling more than 3 percent of our global electricity emissions.

Given marketplace constraints around the availability of renewable energy, in fiscal 2013 we initiated a two-step process: first, to identify which of our offices could have renewable energy; and second, to actively pursue purchases wherever possible. As part of our carbon reduction effort, we are also exploring additional green energy options, such as working with property managers of the buildings where we rent space to install solar panels and occupancy lighting solutions.

## Waste management

We manage electronic waste (e-waste) across our company through a global tracking application and relationships with disposal vendors. This ensures proper disposal of materials that may contain toxic ingredients such as lead, mercury or cadmium.

In fiscal 2012, we tracked the disposal of more than 58,000 laptop and desktop computers, comprising more than 270 metric tons of equipment. This represented an increase of approximately 100 metric tons over fiscal 2011. Approximately 99 percent of e-waste tracked in our system was disposed of in a method avoiding landfill, primarily through management by responsible disposal vendors. In fiscal 2013, we disposed of more than 250 metric tons of e-waste, with more than 99 percent avoiding landfill.

Additionally, in 2012, we implemented a global policy mandating a no-landfill requirement in situations where it can be avoided and specifying security guidelines for data removal. We also identified new vendors who meet our **quality and responsibility standards** and took further measures to promote vendor accountability.



In fiscal 2013, we disposed of more than 250 metric tons of e-waste, with more than 99 percent avoiding landfill.

## Water management

Accenture seeks to minimize water consumption and prevent water pollution across our business. While our operations are not water-intensive, we recognize the increasing importance of water availability in areas of the world that may become water-stressed due to factors such as population increases or drought. We will continue to work with our building-management companies to promote the careful use of water, implementing improvements where practical.

Among the steps we have taken to conserve water is our display of conservation awareness posters in the offices of all ISO 14001 certified locations.

# Working Sustainably

Our people enthusiastically support our environmental strategy. They champion sustainable growth for our company and our stakeholders by using virtual collaboration technologies, exploring alternative travel arrangements and encouraging our suppliers' sustainability efforts.

## Collaboration through technology

Our people are collaborating more closely with clients and each other, enabling us to work smarter and deliver more effectively than ever before, regardless of location, and in the most environmentally and economically efficient manner.

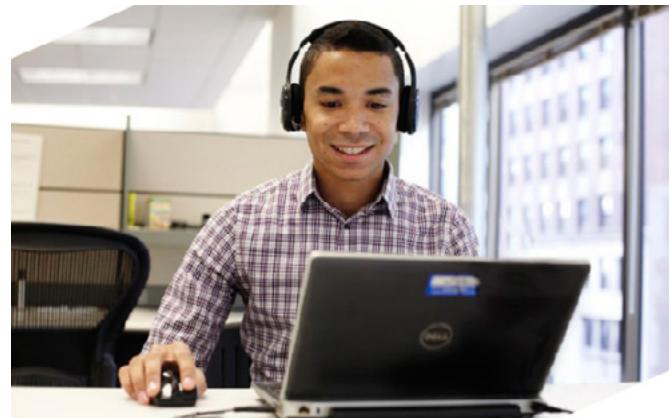
As part of Collaboration Counts!, a global initiative from our internal IT organization, we have expanded our social and video capabilities, allowing our people to better connect with each other through technology. Additionally, our Collaboration Counts! portal helps familiarize our employees with the many options available for video and social collaboration.

Now the norm both inside Accenture and, increasingly, among our clients, videoconferencing allows us to conduct business "face to face." Today, we can hold **Telepresence** meetings with nearly 80 clients, and more than 350 organizations connect with us via Accenture's Videoconferencing Bridging Service. We average approximately 43 million videoconferencing minutes per year.

Additionally, nearly 400 clients can communicate with Accenture employees easily and securely over a common communications platform such as **Microsoft® Lync®**—of which Accenture is the largest user globally—or Office Communicator.

Tangible business benefits of collaboration technology include less travel, lower travel costs and more "face time" with colleagues and clients—all translating into greater efficiency and substantial savings. As important are the intangible benefits—an enhanced balance between work and life for our employees, stronger collaboration, faster problem resolution through real-time interaction and **environmental stewardship**—providing real value to our people and the quality of service we deliver to our clients.

environment



We average approximately 43 million videoconferencing minutes per year.



The 2013 IT Report, "**Seeing Is Believing**," reveals how Accenture's CIO Organization supports face-to-face collaboration without place-to-place travel.

## Smart Work program

Our Smart Work program promotes flexible work options and, with our collaborative technologies, is helping us reduce the environmental impacts and costs associated with business travel. As we redefine how we work, we are also expanding our local resources to help us reduce travel whenever possible and appropriate.

Smart Work helps employees explore alternative travel arrangements, such as working one or more weeks a month from local or home office location or client sites, as appropriate. It also encourages making smart decisions about travel spend by considering compliance, advance ticket purchase, hotel rates, corporate apartments and more. Additionally, employees can take advantage of tools and technologies that help to reduce the need for travel and commuting.

### Our results include:

- In fiscal 2013, employee emissions from air travel decreased more than 5 percent over per-person emissions from air travel in fiscal 2012 (1.41 metric tons per person, down to 1.33 metric tons per person).
- In fiscal 2013, we analyzed daily commuting travel avoided by employees worldwide who occasionally telework. We found that we helped employees avoid an estimated 35,000 metric tons of CO<sub>2</sub> through policies and technologies that support working from home, equivalent to removing nearly 7,300 US passenger vehicles from the road for one year.
- In North America, we launched a "Smart Work Travel Calculator," which allows project teams to quickly estimate savings in cost, employee commuting time and CO<sub>2</sub> possible through the implementation of alternative travel models, enabled by collaboration technology.

## My Travel

In fiscal 2012, Accenture announced a new travel policy that promotes virtual collaboration over travel. The policy was introduced with an easy-to-access personalized travel dashboard called My Travel Summary. By providing monthly and year-to-date summaries of their carbon emissions, and encouraging them to use virtual meeting technologies, this tool makes it easier for our people to understand their travel-related carbon impact. Further, our local offices develop programs aimed at decreasing carbon emissions through alternative travel arrangements, such as carpooling and public transportation.

## Global Eco Challenge

Each year, Accenture marks [United Nations World Environment Day](#) with celebrations around the world. In fiscal 2012 and 2013, Accenture people played the "[Are You a Green Superhero?](#)" interactive game, which tested their knowledge of our sustainability commitments, performance and offerings, as well as general environmental information. Overall, the game was played nearly 60,000 times in approximately 70 countries.



In fiscal 2012 and 2013, we challenged Accenture people to play the "[Are You a Green Superhero?](#)" interactive game. Overall, the game was played nearly 60,000 times in approximately 70 countries.

Throughout the year, we sponsor market-relevant eco engagement campaigns across our geographies to drive awareness and action in support of environmentally responsible behaviors.

For example:

- In western Europe, Accenture employees took the Eco Challenge by demonstrating how they could be “Greener Than.” They created a “Greener Than” hub, optimized for mobile use, that measures individual environmental footprint reduction on the go.
- Accenture in South Africa hosted an “Environmentally Responsible Vendor Day,” during which suppliers demonstrated innovative products and services for advancing sustainability, including energy resource optimization strategies. An accompanying web page listed actions that employees could take to minimize their environmental impact daily.
- Our North America Environment team launched the second annual Travel Smart Challenge, a six-week competition that encouraged Accenture people to think creatively about how they can avoid flights and road travel and reduce their travel-related carbon footprint. In six weeks, participants avoided more than 3,000 flights and 300,000 transportation miles.

## Eco Champion networks

Our Eco Champion networks around the world develop innovative approaches to eco-smart work practices and support our efforts to drive their adoption across our geographies. We have more than 300 eco teams in 40 countries, encompassing approximately 4,000 employee volunteers.

Our people also spearhead **local efforts** that include addressing office waste and emissions, promoting telecommuting and alternative travel options, and organizing **Earth Day** and United Nations World Environment Day events.

For example, in fiscal 2013, our Eco Employee Resource Group in Washington, DC, combined its goals with those of **Skills to Succeed**, Accenture’s corporate citizenship initiative. By forging a relationship with **The Nature Conservancy and its Growing Leaders on Behalf of the Environment Program**, we are helping provide professional skills training for approximately 40 interns and future eco leaders.



This United Kingdom eco team helped to improve access ways at the Havannah Three Hills Nature Reserve near Newcastle, England.

# Enabling Client Sustainability

Accenture plays a pivotal role in helping to build sustainable growth for our clients, our company and our people to drive the global sustainability agenda. We combine a **comprehensive set of sustainability assets**, offerings and tools with our insights and deep experience to help clients achieve high performance in four strategic areas: sustainability strategy; sustainability operational excellence; energy and resource optimization; and intelligent infrastructure and cities.

For example:

- With regulators introducing taxation on e-waste, Nokia asked Accenture to help assess different methods to increase returns of end-of-life equipment. Through our market analysis, model prototyping and the development of a **full report** on a revolutionary new deposit model, Nokia took the lead among stakeholders and industry peers in addressing e-waste.
- In fiscal 2012, **Accenture partnered with SAP to help global oil and gas companies** improve operational and environmental performance and increase efficiencies with upstream solutions that integrate and digitize oil field operational functions.
- In fiscal 2012, **Accenture provided the city of Chicago** with one of the most comprehensive databases of building energy use ever assembled by a US city. We identified areas where enhancing energy efficiency of the city's 450,000 buildings would provide the best return on investment—identifying potential annual energy savings of more than US\$100 million.
- In fiscal 2013, Accenture built and deployed a demand response customer billing system for the **Yokohama Smart City Project**, the largest smart city pilot in Japan. Using advanced analytics, the system evaluates weather forecasts and residents' energy usage data to analyze and predict times of high demand. It also provides incentives for residents to reduce their electricity usage.



Accenture plays a pivotal role in helping to build sustainable growth for our clients and ourselves and to drive the global sustainability agenda.

In addition, we invest in technologies and solutions—including **intelligent infrastructure, cloud computing and smart grid solutions**—that we believe will be drivers of our clients' growth and will help meet climate change objectives. In fact, in fiscal 2013 we invested US\$715 million in research and development to help create, commercialize and disseminate innovative business strategies and technology solutions.

# \$715M

Amount we invested in fiscal 2013 in research and development to help create, commercialize and disseminate innovative business strategies and technology solutions

# Providing Insights to Advance Sustainability

Accenture strives to contribute to the overall environmental agenda by serving as a collaborator, convener and thought leader. We work to gain insight into issues, and we team with other businesses and organizations on solutions that will help make the world a better place.

## United Nations Global Compact – Accenture CEO Study on Sustainability 2013

In 2013, Accenture was once again selected to conduct the **United Nations Global Compact's triennial CEO study**, the world's largest CEO study on sustainability. More than 1,000 top executives from 27 industries across 103 countries assessed the past, present and future of sustainable business; discussed a new global architecture to unlock the full potential of business in contributing to global priorities; and revealed how leading companies are adopting innovative strategies to combine impact and value creation.



In 2013, Accenture was once again selected to conduct the United Nations Global Compact's triennial CEO study, the world's largest CEO study on sustainability.

## United Nations' Sustainable Energy for All

Accenture has taken a leadership role in the **United Nations Secretary General's Initiative, Sustainable Energy for All (SE4All)**. Our goal is to play a key role in providing sustainable energy to the 1.3 billion people who lack access to it and to increase energy efficiency and renewable energy use in developed countries.

In fiscal 2012, Accenture unveiled a framework for business action at the **United Nations Conference on Sustainable Development (Rio+20)** in Brazil. Our report included supporting analytics, defined responsible corporate practices and provided engagement mechanisms. As part of our effort to engage the broader business community, Accenture and the **United Nations Global Compact** jointly launched a series of landmark thought leadership reports detailing how organizations can capture business value from sustainable energy initiatives.

Following that breakthrough corporate sustainability forum, Accenture created a Strategic Work Program for SE4All for 2013–2015. We remain intimately involved in the development of private-sector partnerships around the initiative and will spearhead our own energy access initiative utilizing our **Accenture Development Partnerships** model.

In fiscal 2013, we continued to provide strategic support to SE4All, helping to design its global operating model, budget and business processes.

Green Growth Action Alliance

Accenture is a founding member, and our **Chairman & CEO** is an executive board member, of the **Green Growth Action Alliance**. This **World Economic Forum** initiative supports environmentally and economically sustainable growth through the collaboration of more than 50 leading financial institutions, corporations, governments and nongovernmental organizations.

In 2013, Accenture served as the Alliance's knowledge partner, synthesizing and developing the content of "**The Green Investment Report – The ways and means to unlock private finance for green growth.**" The report aims to inform and inspire policy makers and public and private finance providers to close the gap in delivering inclusive, sustainable growth.



CDP

Accenture continues to be a key partner to CDP across several areas. We have been a service provider for its infrastructure since 2010, powering its website and customer relationship management solution and providing carbon analysis for its clients. We play an important role in developing new initiatives to support companies and governments in understanding and improving their sustainability performance. Accenture also acts as a knowledge partner and report writer for a selection of CDP's high-profile publications, including the **Supply Chain report**, the **European Cities report** and specific country reports.

## Accenture Sustainability 24 – 2013 Global Leaders Debate

In fiscal 2013, Accenture convened thought leaders from around the world at **Sustainability 24**, an annual forum to discuss the challenges and opportunities presented by business sustainability. The event featured a 12-hour live, online broadcast, connecting more than 60 speakers with thousands of viewers engaged in the sustainability debate. Business leaders, academics, policy makers and civil society from more than 90 countries connected to address challenges such as the new resources economy, managing energy, engaging tomorrow's consumer, food security and sustainable supply chains. Our report captures the innovations discussed during the broadcast. The next forum, scheduled for June 2014, will continue to drive our overall objective of placing sustainability at the heart of the strategic agenda.

## The Sustainable Organization ebook

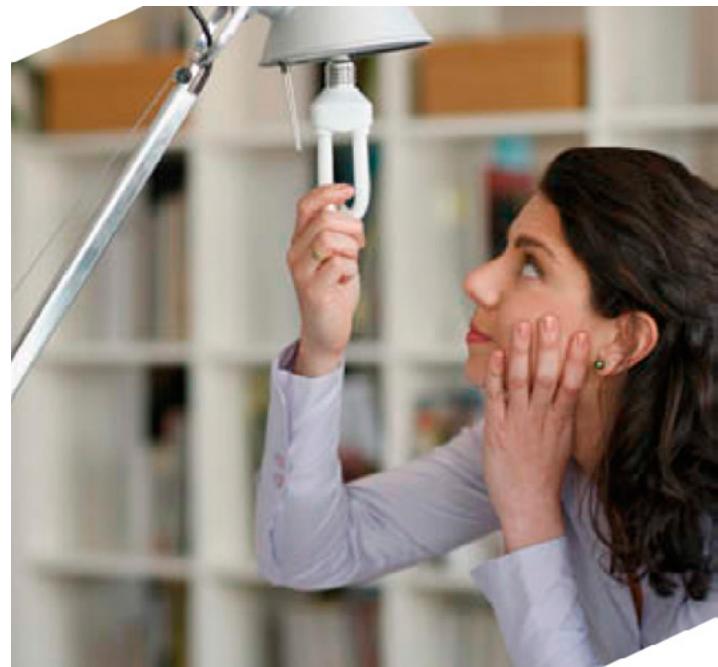
To help organizations capitalize on the opportunities that can be gained through sustainability, we developed an ebook, **The Sustainable Organization: Lessons From Leaders**. Based on more than 60 in-depth interviews with C-suite executives and experts, the ebook drills down into what it means to run a sustainable organization, specifically through the lens of senior management. Each chapter highlights what leading executives are now doing to incorporate sustainability into how they think, manage and lead, while setting out pragmatic approaches to transform their businesses around the sustainability imperative.

# The Path Forward

At Accenture, we are working hard to demonstrate our core value of **Stewardship**, as we deliver value for our clients. During fiscal 2012 and 2013, we grew our business and our employee population in an environmentally efficient manner. We were able to accomplish this because everywhere around the Accenture world, our people found ways to innovate and collaborate with clients to deliver value in an environmentally responsible manner.

Our challenge is to maintain progress toward our sustainability goals as our business continues to grow. We will continue to focus on translating our goals into quantifiable metrics that stakeholders can assess, balancing long-term goals with near-term successes and recognizing grassroots achievements. By being persistent in our understanding of our environmental impacts (for example, through leveraging the prioritization methodology from our **ISO 14001** environmental management system), we can better prioritize and focus our efforts.

Running efficient operations and working sustainably, however, can take us only so far. In the years to come, achieving each additional percentage point reduction against our carbon target will be ever-more challenging. We remain committed to incorporating leading environmentally responsible practices into our business strategy and operations and to fostering environmental awareness and responsibility reporting among our stakeholders, including our employees, clients and suppliers.



We remain committed to incorporating leading environmentally responsible practices into our business strategy and operations.

# Our People

The diverse perspectives, backgrounds, cultures and skills of our global network of 289,000\* people drive our competitiveness and continue to set us apart. Our commitment to **inclusion and diversity**, training and development programs, and well-being and work/life balance initiatives helps us attract and retain talented professionals who deliver high performance to our clients and to Accenture.



In Accenture locations around the world, our employees celebrate holidays and special events throughout the year.

\*As of February 28, 2014

100K+



Number of women in our workforce as of fiscal 2014

\$870M+



Amount invested in employee training and professional development in fiscal 2013

6



Number of consecutive years recognized among FORTUNE's 100 Best Companies to Work For

"Our people are at the heart of Accenture's incredible growth story. Delivering a compelling career experience, both for the people we have and for those we hope to attract, is central to how we think, the environment we create and the investments we make in enabling our people to give their best, every day."

Ellyn Shook  
Chief Human Resources Officer

# Goals and Progress

- New Goal: In fiscal 2014, launch the Accenture Future Technology Leaders Program and expand it to include more than 1,600 high-performing science, technology, engineering and math student participants within four years
- New Goal: In fiscal 2014, review key global information and reporting tools, such as time and expense reporting, against global accessibility standards to help ensure they are optimized for current and future employees with disabilities

## Our aspiration moving forward

In fiscal 2013, we received roughly 2 million resumes and hired approximately 60,000 people. As we grow, we want to continue to be known globally as one of the best places to build a career.

Looking forward, we will continue to customize **training** programs that build employee expertise—and work to understand which of our initiatives have been most successful and where we could benefit from new programs and initiatives.



Our recruiters met with prospective employees at the National Black MBA Association Convention and Career Expo. In fiscal 2013, we hired approximately 60,000 people from a pool of roughly 2 million interested people.

# Our Human Capital Strategy

Because our clients hire us to solve some of their most complex problems, Accenture's growth depends on having the best people in the industry. To this end, we give our people the tools and resources to stay connected to one another and to our clients, and we help equip them for success, both today and in the future.

Our multi-year Human Capital Strategy enables us to attract, develop and retain the right employees to support our clients' challenges, and it sets the course for our talent, leadership, culture and company for years to come. In fiscal 2012 and 2013, we evolved our Human Capital Strategy in the following ways:

- Launched “**The Accenture Way**,” our description of our culture and the way we innovate, collaborate, operate and deliver value for our clients and our shareholders across different businesses and geographies.
- Provided our people with more clarity around their career choices, career trajectories, growth expectations and reward opportunities at Accenture.
- Expanded our leadership development programs to help ensure our talent pool represents the people we need for the future, such as local leaders in growth markets, senior female leadership and key client leaders. These programs help participants develop the knowledge and skills to become high-performing leaders.



As part of an Accent on Technology Women event, our people created artwork to display our Accenture Way mosaic. The Accenture Way is our description of our culture and the way we innovate, collaborate, operate and deliver value for our clients and our shareholders across different businesses and geographies.  
(Photo: Maggie Yang)

# Leadership Development

Accenture invests in developing global leaders focused on expanding our footprint, nurturing and inspiring our people—and driving profitable growth.

In fiscal 2012 and 2013, our leadership development programs concentrated on a key priority: to build a stronger pipeline of key client leaders in growth markets and female senior leaders companywide. Just some of the leadership development opportunities we offer our people include:

- **CEO Priority Programs**—These programs provide a unique opportunity for select senior managing directors to meet with top-level leadership, provide feedback and discuss opportunities and challenges affecting Accenture on a global scale.
- **Global Client Leadership Development Program**—This mini-MBA program, the first of its kind for both Accenture and our partner, the **IMD Business School** in Switzerland, provides a learning experience for senior client account leads and their client counterparts.
- **Women's Executive Leadership Development Program**—We launched this three-day semi-annual retreat in fiscal 2012. The program identifies and develops women who have the potential to join Accenture's most-senior leadership. Since the inaugural session in February 2012, more than 70 percent of participants have moved into roles with greater impact.
- **Senior Manager Leadership Development Program**—This rigorous program targets our high-potential senior managers for promotion to managing director. We ask participants to solve real business opportunities or challenges facing Accenture, while they build relationships with their peers and members of their leadership group.

Providing leadership development opportunities is not without its challenges, however. For example, having senior leaders help train our people reinforces the importance of talent development, but it can prove difficult for executives to balance the time their participation demands with other



Our leadership development programs focus on building a stronger pipeline of female senior leaders, like Ambe Tierro who is a Senior Managing Director in Accenture's Technology Global Delivery Center in the Philippines.

> 70%

Percentage of Women's Executive Leadership Development Program participants moved into roles with greater impact

responsibilities. Additionally, to help ensure we challenge program participants, we must continually develop advanced topics and methods for our training.

## Succession planning

We integrate our succession planning with leadership development by identifying people with the potential to assume greater responsibility and investing in them through targeted opportunities.

Our succession planning includes activities for hundreds of leadership roles, with a specific focus on developing managing directors worldwide and increasing the diversity of our leadership and potential leaders from growth markets.

# Talent Development

We believe that successfully developing and retaining talent requires communicating expectations clearly, delivering timely feedback, identifying areas of potential growth and investing in training, coaching and counseling to help people realize their potential. At Accenture, we are also committed to meritocracy, so our people know they are treated fairly in terms of their rewards and access to opportunities.



One hundred percent of our employees have access to training, which begins the day they join Accenture. We provide flexible training options onsite, online, in teams and via mobile.

## Training

One of our highest priorities is helping our people develop the necessary skills to serve clients at the highest level and advance in their careers. Consequently, we invested more than US\$870 million—an average of 50 hours per person—in employee training and professional development in fiscal 2013.

One hundred percent of our employees have access to training, which begins the day they join Accenture and continues throughout their careers. Required training about our culture, **core values**, ethics, leadership and industry acumen provides a “shared language” for employees, which allows us to mobilize cross-functional and geographical teams to meet our clients’ needs.

We also provide flexible training options—onsite, online, in teams and via mobile learning—and employees can choose courses tailored to their individual skills, experience and areas of interest. Additionally, we help our people grow their knowledge and skills through our internal certification programs, which allow employees to develop and build credentialed skills in various areas of industry, technical and functional specialty. At the end of 2013, more than 100,000 employees were enrolled in more than 50 internal certification programs.

**\$870M+**  
Invested in employee training and professional development in fiscal 2013—an average of 50 hours per person

## Innovation in training delivery

In fiscal 2012 and 2013, we implemented new training technology, creating a mix of virtual, mobile and classroom learning environments including:

- Interactive learning experiences on phones, tablets and computers.
- Online training environments and access to remote faculty from any computer.
- A worldwide network of local classrooms with advanced technology, room design, furnishings and equipment that can connect to each other.

## Performance management and rewards

As part of our Performance Management framework, we require all Accenture people to participate with their career counselors in an annual cycle of activities that include setting goals and objectives based on roles and responsibilities, encouraging real-time feedback on progress against those goals, and documenting and discussing a formal assessment of performance and contribution. We factor in an employee's level of performance against objectives, compared to that of peers, when we determine variable compensation. More information about this can be found on our [Careers](#) page.

Merit underlies all matters relating to employment with Accenture (including compensation). And, as stated in our global [Meritocracy Policy](#), Accenture does not discriminate on the basis of race, religion, color, gender, age, non-disqualifying physical or mental disability, national origin, sexual orientation or any other basis covered by local law.

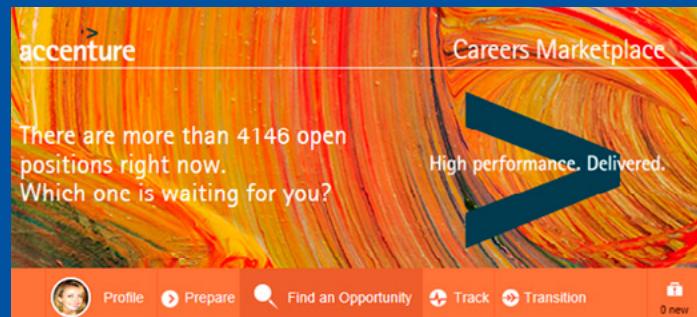


A formal assessment of performance and contribution is documented and discussed with each employee.

## Careers Marketplace

In fiscal 2012, Accenture launched Careers Marketplace to provide greater transparency about internal career opportunities. Our goal is to fill open positions with our own people—whom we have already identified as the best talent—thereby meeting client demand for high-quality and specialized talent while reducing attrition.

In the years ahead, we will develop globally consistent and streamlined transition and transfer processes. Additionally, we will develop technology solutions that bring complete transparency of open opportunities to all our people, regardless of location or organizational entity.



Accenture Careers Marketplace helps us fill open positions with our own people by providing greater transparency about internal career opportunities.

# An Inclusive, Diverse Environment

Accenture employees represent a tremendous variety of backgrounds, cultures, ethnicities, beliefs and languages. It is through this diverse experience that Accenture can truly understand and be relevant to our clients, making us stronger, smarter, more innovative and a better-performing company. For us, investing in our people is not a standalone program or initiative; it is a core part of our business strategy.



We support a wide variety of ERGs that foster community and provide a forum for sharing experiences and challenges. Employees in the Philippines display their commitment to being greater than at Accenture. (Photo: Realy Samuya)

## Managing and supporting inclusion and diversity

We support a wide variety of **Employee Resource Groups (ERGs)** that foster community and provide a forum for sharing experiences and challenges. Based on local demand and interest, these groups differ from location to location and offer members the opportunity to collaborate with colleagues who have similar interests or backgrounds and to participate in career development workshops, mentoring, local recruiting and community service activities. Nearly 50 percent of our US employees are active members of one or more of our ERGs.

The **Accenture Diversity Council** assesses the inclusion and diversity matters we face, sets strategic direction and prioritizes our actions globally. As a segment of the **Global Management Committee (GMC)**, the Council is at the nucleus of our company and further underscores our commitment to cultivating a diverse and supportive environment for our people.

Senior leadership also oversees our approach to recruiting, retaining, engaging and advancing our people. We measure Accenture's gender and recruitment mix, as well as the attrition and engagement gaps of managing directors, our executives (senior managers and managers) and non-executives by business entity and at a global level. We report these metrics to the **Accenture** our people

**Board of Directors** and use them in quarterly Inclusion & Diversity reviews with our group chief executives and geographic managing directors. We also consider them in the performance and rewards process for our senior leaders.

## Inclusion & Diversity training

Our **Inclusion & Diversity training** helps Accenture people develop a greater sensitivity to the opportunities and challenges of working in an increasingly dynamic, global and diverse organization. Our training includes diversity awareness courses that define what **inclusion and diversity** mean to Accenture, diversity management courses that equip our executives to manage diverse teams effectively, and professional development opportunities that complement training and help women, lesbian, gay, bisexual and transgender (LGBT) and ethnically diverse employees build skills to advance their careers. Through fiscal 2013, more than 65,600 people participated in awareness training related to **cross-cultural diversity**, persons with disabilities and sexual orientation.

## Women at Accenture

Attracting, retaining and advancing women is critical to being a high-performance business, and the number of women working at Accenture continues to grow—as of fiscal 2014, the number totals more than 100,000. As of fiscal 2013, women accounted for:

- Approximately 36 percent of our global workforce and 40 percent of new hires (up from 39 percent in fiscal 2012).
- Nearly 17 percent of Accenture Leadership, which comprises our approximately 5,400 managing directors, senior managing directors and members of the GMC.
- Twenty-seven percent of the external members of Accenture's Board of Directors.
- Seventeen percent of our GMC.

To support their goals and aspirations, we strive to provide an environment and culture that develops women, empowers them and enables them to thrive. Our programs and initiatives for women feature training opportunities for executives, mentoring programs, and networking and celebration, including:

- Our “Developing High-Performing Women” course, which helps female managers develop their skills; other examples within our broad spectrum of customized training courses include “Developing Our Women: Growing Your Career” and “Developing Executive Women: Women and Client Centricity.”
- Annual **International Women’s Day** celebrations, which commemorate this UN-designated day aimed at recognizing women’s contributions to the world’s economy. In fiscal 2013, more than 18,000 Accenture people, clients, alumni and recruits in more than 200 locations across the globe participated in **International Women’s Day** events. That year, we also released our study, “**Defining Success**,” which offers insights into the way women define success and the initiatives that help them achieve it.



In fiscal 2012, as part of International Women’s Day, we launched a new global women’s theme—“Defining success. Your way.” Accenture women celebrated in Bangalore and at events around the world.

17%

Percentage of women represented among Accenture Leadership

- Our global women’s theme, “Defining success. Your way.,” which we launched in fiscal 2012 to encourage our women to define their personal approaches to success. As part of the initiative, in fiscal 2013, virtual Defining Success Forums were held quarterly by region and featured leaders who shared their personal approaches to managing various aspects of their career journeys.
- Women’s Mentoring Programs, which pair female executives with senior executive mentors to help ensure women have the right level of exposure to senior leaders who can provide career advice and opportunities.
- The Accenture Women’s Network, which is a global online resource for our women around the globe to connect with one another, offers a forum to highlight achievements, share experiences, network and discuss topics ranging from work/life integration to negotiation to personal branding. In fiscal 2013, we updated the Women’s Network with a new section on maternity leave. We will be rolling out corresponding programs to support the Women’s Network in further countries.

## Lesbian, gay, bisexual, transgender equality

Our goal is to create a culture of acceptance where our people can feel comfortable, be themselves and, as a result, be productive. To that end, we maintain recruitment, promotion and retention policies and guidelines that make us one of the most inclusive and progressive companies in the world for lesbian, gay, bisexual and transgender (LGBT) people. Our policies strive to ensure equal treatment of employees regardless of sexual orientation and gender identity and expression, where permitted by law. While individual countries may have laws affecting the LGBT community, we work to ensure that our global policies and practices have their intended effect in all the geographies in which we operate.

For example, Accenture was one of the first organizations to add sexual orientation and gender identity and expression information to our global **Meritocracy Policy**. Additionally, in fiscal 2013, we launched our global LGBT Leaders Learning (L3) training, which provides high-potential LGBT executives in Europe, Asia and North America with the information, tools and support to build their careers and develop into highly effective LGBT role models and managers for our people and business.

Our **global LGBT programs and networks** are available in 25 countries, serving more than 2,000 LGBT members and more than 3,700 allies. Local LGBT Network Groups include employees who self-identify as LGBT and the colleagues who support them. These groups organize programs and events such as Pride celebrations, mentoring opportunities, client networking events, community sponsorships, webcasts, recruiting activities and much more.



Accenture people participate in the Workplace Pride Conference in Amsterdam. (Photo: WPP Group Photo)



The Sin Barreras program in Argentina has helped Accenture to employ more than 120 persons with disabilities.

## Persons with disabilities

We seek to cultivate an environment that supports our **persons with disabilities (PwD)** and in which they have the resources to excel in their careers. We now have disability-related support networks in Canada, France, India, Japan, Latin America, the United Kingdom and the United States, and more than 2,000 people have identified themselves as "PwD Champions." This network of Accenture employees organizes local collaboration, mentoring and awareness-building activities for PwD, caregivers and colleagues.

In fiscal 2013, we introduced the "Disability Inclusion" webinar series, which engages our **PwD Champions** through topics such as web accessibility and assistive technology, and we launched a formal PwD mentoring program.

Accenture has also made it a priority to improve access to information and technology for PwD, through assistive technology solutions, including screen readers, Braille keyboards, voice-activated software and other options. In fiscal 2013, in an effort to help ensure accessibility compliance, we modified accenture.com to meet guidelines set forth by the **World Wide Web Consortium (W3C)** and became Level A certified, which indicates that the website is accessible to people with disabilities.

Continuing our commitment to helping PwD access technology and information, in fiscal 2014, five of our key global information and reporting tools—Accenture Portal, myTimeandExpenses, myPerformance, myScheduling and myHoldings—will undergo a comprehensive accessibility audit against the **recognized global standard for web content accessibility**.

## Veteran initiatives across the United States

Former service women and men have proven their success in challenging and demanding environments and exemplify many of the **core values** by which we live at Accenture, including Stewardship and Integrity. As part of our strategy to find the best talent, we identify and hire former military service personnel and support veterans' transition from military to civilian work by providing skills translation, resume and interview coaching, and training opportunities.

We have developed a [Military Careers section](#) of our website and, in fiscal 2012, we launched an interactive tool for military candidates—the [Accenture Military Career Coach](#)—which provides videos, blogs and articles to help military personnel and veterans prepare for a career at Accenture and beyond.

In fiscal 2013, we reached out to veterans by:

- Attending more than 20 military career fairs.
- Partnering with Veterans' Administration employment centers and the Department of Employment and Economic Development.
- Developing and expanding partnerships with military organizations, such as [Wounded Warriors](#), [Corporate Gray](#) and [Hiring our Heroes](#).
- Hosting virtual and in-person workshops on writing a resume, applying for a job and interviewing with transitioning military personnel.



In fiscal 2013, we hosted virtual and in-person workshops on writing a resume, applying for a job and interviewing with transitioning military personnel.

We are proud that our efforts to help military veterans re-enter the workforce have been recognized by US President Obama as well as by several organizations who consider us a top place to work for veterans. For example, G.I. Jobs named Accenture a 2013 Military Friendly Employer, highlighting us among the top 3 percent of military employers in the United States. Additionally, we ranked No. 37 out of more than 1,000 companies surveyed on [Military Times' 2013 Best for Vets list](#).

While our efforts are focused primarily on the United States, we recognize that veteran populations are growing worldwide. In the coming years, we hope to duplicate our US successes and expand our efforts to support veterans' employment in other geographies across the globe.

# Supporting Our People

## Health and safety

Protecting the health and safety of our people, contractors and guests represents an important aspect of our commitment to human rights. To that end, we have developed global internal standards for safety and security, while also maintaining our OHSAS 18001:2007 certification—a standard for occupational health and safety—in Brazil, Ireland, Spain, the United Kingdom and our largest site in Bangalore, India.

In light of our continued growth, we focus on continually ensuring global adoption of our safety and security processes. This involves strengthening early monitoring and measurement to identify risks (such as those related to safety, security, health, travel and business continuity). We also support geographies currently working toward OHSAS 18001 certification. Additionally, we have updated several of our processes and technologies to align them with internationally accepted standards. These include global processes for the safety and security of persons with disabilities, which have been written and reviewed by external industry experts.



We maintain OHSAS 18001:2007 certification—a standard for occupational health and safety—in Brazil, Ireland, Spain, the United Kingdom and our largest site in Bangalore, India.

## Live Well at Accenture

We work hard at Accenture to meet the high expectations of our clients, and our aim is to help our people strike the right work/life balance through the Live Well at Accenture program. This program includes elements ranging from flexible work arrangements that minimize travel to financial management seminars to wellness offerings. Our benefits center on our employees' holistic well-being, addressing their physical, financial and emotional health, as well as that of their families. The reason: health assessments prove that employees who are able to integrate their priorities—at work and at home—are more engaged in both their work and in their professional life.

In fiscal 2012, we piloted an initiative to retain, grow and support our women transitioning to or from maternity leave. We also strengthened our wellness offerings and created a global forum for our local wellness champions—volunteers who organize events related to health and well-being initiatives—to share best practices. Additionally, in fiscal 2013, we expanded our wellness offerings to provide programs and tools that help employees make healthy choices.

While our benefits always meet the legal requirements of the countries in which we operate, we also strive to meet our employees' needs beyond legal requirements. For example, in the United States, we offer access to medical benefits for life partners as well same sex partners and, in Brazil, Costa Rica, and Portugal, we provide paternal leave for same sex partners.

The image shows a screenshot of the Accenture 'Live Well at Accenture' website. The top banner features the Accenture logo and the tagline 'Live Well at Accenture'. Below the banner, there is a section titled 'Train your Brain' with a sub-section titled 'Did you know you can train your brain to be more resilient, focused and positive? With MyBrainSolutions you can build brain health with over 25 brain boosting activities and a brain health assessment.' A 'Learn More' button is visible. The background of the page features a green grassy field with several apples.

Live Well at Accenture includes elements ranging from flexible work arrangements that minimize travel to financial management seminars to wellness offerings.

## Global asset protection

Our Global Asset Protection team provides physical security for our people around the world, coming to the aid of employees who need emergency assistance in the course of their work or business travel and providing security training for all employees traveling to high-risk countries. Together with Accenture Business Travel Services, the team maintains Global Watch, an online resource offering information about security risks and business travel restrictions, as well as health advice. In fiscal 2013, we enhanced our efforts to keep our people safe by expanding our Global Watch resources.

## Accenture Inventor Award Program

Through a variety of awards, such as the Accenture Inventor Award Program, we recognize the innovative solutions employees bring to clients. These awards offer financial rewards and recognition and demonstrate Accenture's commitment to turning ideas into world-class business solutions.

Since its launch in 2006, the Inventor Award Program has presented more than US\$2.7 million in cash awards and other recognition to more than 1,500 employees who filed a patent application and/or had a patent examined and granted. In fiscal 2012, more than 300 Accenture inventors from 17 countries were honored on Accenture patent applications and/or issued patents; in fiscal 2013, more than 300 Accenture inventors from 18 countries were similarly honored.



In fiscal 2013, more than 300 Accenture inventors from 18 countries were honored through the Accenture Inventor Award Program.

## Employee feedback channels

Through annual global Engagement Pulse Surveys, we assess how our people perceive their overall career experience with Accenture and invite them to share what they think the company is doing well and what could be done better. Additionally, we gather employee feedback in other ways, such as at live events and through social media.

Accenture encourages active and ongoing dialogue. For instance, employees connect, ask questions and share ideas using Accenture People (our internal social networking application) and the Knowledge Exchange (a collaborative environment that helps our employees find experts and information).

# Community Involvement

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.

Through our Recognizing Performance program, we have also established non-traditional ways for our employees to give back. This program assigns a monetary value to employee points, which are awarded for outstanding work.

Accenture Development Partnerships provides another way our people give back to the community. This pioneering “corporate social enterprise” employs a not-for-profit business model that makes Accenture’s core skills and assets accessible to the international development sector. Its goal is to help strengthen organizations and build growth markets from within. View the [infographic](#).

Over the last 10 years, we have completed more than 640 Accenture Development Partnerships projects for more than 140 international development sector clients around the world. At the same time, we have directly engaged more than 1,000 employees working in more than 70 countries worldwide.



Over the last 10 years, Accenture Development Partnerships have completed more than 640 projects for more than 140 international development sector clients around the world.



Our people joined in the Typhoon Haiyan relief efforts packing supplies and loading them for transport to the worst hit areas.

Additionally, Accenture partners with relief agencies not only in the immediate aftermath of humanitarian disasters, but also in longer-term reconstruction efforts. We pledge our support to rebuilding efforts and to helping our employees direct their contributions to appropriate organizations and relief funds as well as provide pro bono services, cash grants and skills volunteering. For example, in fiscal 2014, we announced more than US\$2 million in cash and pro bono contributions to support disaster relief and reconstruction efforts following Typhoon Haiyan in the Philippines.

Our people also work on long-term, Accenture-supported volunteer assignments with VSO, an organization that fights poverty in developing countries through having volunteers share their skills and experience. For example, across Africa, Latin America and Asia, we are working with VSO and Oxfam to create sustainable income-generating opportunities for poor and marginalized communities, such as smallholder farmers and fishers. We are helping to build their understanding of and participation in markets and supply chains and enabling them to act collectively to secure higher values for their produce.

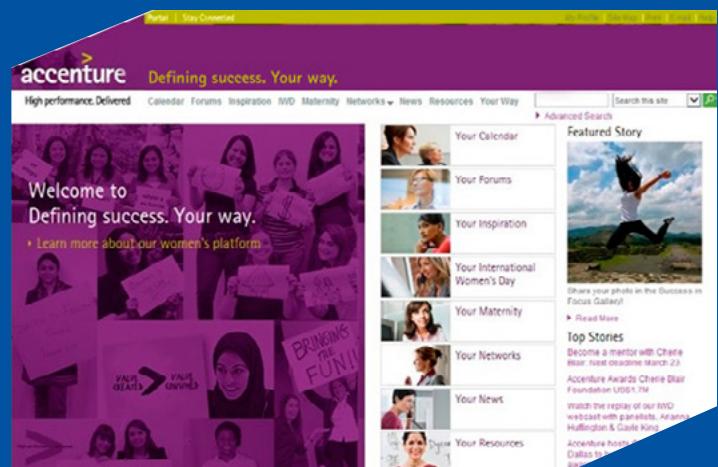
# The Path Forward

As the clients we serve, the markets in which we operate and the broader society in which we live continue to change, the opportunities to support our people, help them grow and deliver high performance to our clients will continue to evolve. We will continue to innovate our training approach to meet the needs of our growing employee and client base while we maximize efficiency and differentiate ourselves from our competitors.

In fiscal 2014, we will continue to support inclusion and diversity at Accenture with the launch of additional trainings for women and “toolkits in a box” that extend the reach of our Defining Success Forums worldwide.

To help attract, inspire and develop a diverse pipeline of new technology talent, Accenture will launch the Accenture Future Technology Leaders Program in fiscal 2014. This program will enroll high-performing science, technology, engineering and math students during their first year at target universities around the globe, offering Accenture-led workshops, webinars and mentoring to develop technology and leadership skills. The program’s goal will be to expand our pool of technology talent and improve the quality and diversity of our new hires, both now and in the future. Going forward, the program will scale, with 1,600 expected participants within four years.

Looking forward, our top priorities will include leadership development (particularly the development of senior female leaders, leaders in growth markets and client leaders), the smooth onboarding of new hires into our organization and continuing to simplify and standardize our performance management approach. We are committed to nurturing the competitive advantage that our people bring to our clients and to Accenture...and to walking the path forward with them.



We will continue to support inclusion and diversity at Accenture with the launch of additional trainings for women and “toolkits in a box” that extend the reach of our Defining Success Forums worldwide.

# Supply Chain

Our commitment to being a responsible business extends far beyond our four walls to our global network of suppliers. We strive to work only with suppliers that are committed to conducting business ethically and in a socially and environmentally responsible manner. At the same time, we have the opportunity to use our multi-billion dollar global supply chain to promote sustainable business practices and support local businesses around the world. We consider these key elements of Accenture's core value of Stewardship in action.

**99%**



Percentage of RFPs issued by Accenture Procurement that included environmental questionnaires in fiscal 2013

**97%**



Percentage of Accenture Procurement-issued supplier agreements that included our Supplier Standards of Conduct in fiscal 2013

"We are focused on sustainable and inclusive procurement practices in our day-to-day operations to create long-term value for our clients and our communities around the world. This includes engaging and developing more small, medium and diverse enterprises. If we are not concerned with protecting the environment, or if we leave talented entrepreneurs at the margins of the global economy, we risk depriving our stakeholders of our best teams, our best supply solutions and our best contributions."

Al Williams  
Chief Procurement Officer



We have the opportunity to use our global supply chain to support local businesses around the world.

# Goals and Progress

- **Goal:** In fiscal 2013, we will strive to maintain the percentage of Procurement-issued supplier agreements that include Accenture's **Supplier Standards of Conduct** at our fiscal 2012 percentage of at least 88
- **Progress:** By the end of fiscal 2013, we included the Standards in 97 percent of Procurement-issued supplier agreements
- **Goal:** In fiscal 2013, we will strive to maintain the percentage of Requests for Proposals issued by Accenture Procurement that include environmental questionnaires at our fiscal 2012 percentage of at least 95
- **Progress:** By the end of fiscal 2013, we included environmental questionnaires in 99 percent of Requests for Proposals issued by Accenture Procurement
- **New Goal:** In fiscal 2014, we plan to create a new long-term target for our procurement spend that will consider environmental, social and governance factors in our purchasing decisions
- **New Goal:** By the end of fiscal 2016, we aim to expand our Supplier Inclusion & Diversity program to include a minimum of 20 countries
- **Progress:** By the end of fiscal 2013, 16 country programs were operating or were in progress, including: Argentina, Australia, Brazil, Canada, France, Germany, Greater China, India, Mexico, the Netherlands, the Philippines, South Africa, Spain, Turkey, the United Kingdom and the United States
- **New Goal:** By the end of fiscal 2014, we plan to develop at least 100 small, medium and diverse suppliers through our Diverse Supplier Development Program—a number that will rise to 170 by the end of fiscal 2016



By the end of fiscal 2013, we expanded our Supplier Inclusion & Diversity program to include 16 country programs.

supply chain

97%

Percentage of Accenture Procurement-issued supplier agreements that included the Supplier Standards of Conduct in fiscal 2013

## About our goals

Our intent is to do business only with suppliers that are committed to conducting business ethically and in a socially and environmentally responsible manner. This is crucial to our efforts to increase transparency and reduce operational risk within our supply chain—to help ensure business continuity and our ability to deliver for our clients.

We ask our suppliers to contractually agree to our Supplier Standards of Conduct or provide proof that they have equivalent documented standards in place. We also ask them to complete environmental questionnaires in our Requests for Proposals. Through fiscal 2013, we set goals and tracked contractual agreements and questionnaires. Having consistently exceeded these goals, we have replaced them with new goals for fiscal 2014 and beyond.

Our new goals reflect our ongoing efforts to embed environmental, social and governance factors into our purchase decision and supplier relationship management processes. As well, they help drive our efforts to integrate more small, medium and diverse enterprises into our global supply chain and help them develop.

Accenture's **Diverse Supplier Development Program** is a key component of our commitment to developing and expanding relationships with minority, women-owned and other diverse businesses. This formal, 12- to 18-month mentoring program pairs senior Accenture executives with diverse suppliers to help them grow their own businesses.

# Supplier Standards of Conduct

We set high standards for the way we conduct business, and we expect our suppliers—from individual IT contractors to multi-national travel partners, among many others—to uphold them. Accenture's **Supplier Standards of Conduct** are key to securing our suppliers' commitment through our Global Procurement sourcing and contracting process. The Standards, which include compliance with all applicable laws and regulations, supplement our **Code of Business Ethics (COBE)** and reflect our core values and commitment to the **United Nations Global Compact**.

Our COBE applies to Accenture employees, as well as to third parties acting on our behalf. As our COBE evolves to reflect changes in the business world, we update our Standards to align with these revisions. For instance, recent COBE additions on the appropriate use of social media led to similar revisions in our Standards. As a global business, we also publish our Standards in 14 languages to help ensure a consistent understanding of our expectations.

Incorporating concepts from several internal policies, including those related to harassment, procurement of goods and services and reporting unlawful or unethical activity, the Standards extend our commitment to fair labor standards, anticorruption and antidiscrimination to our supply chain. These concepts include specific provisions for our suppliers to uphold freedom of association and eliminate forced labor, child labor and discrimination in the workplace.



We set high standards for the way we conduct business, and we expect our suppliers to uphold them.

## Increased supply chain data privacy requirements

Information is the backbone of our business, and protecting it is crucial. In 2012, Accenture's Information Security organization increased our data privacy requirements for suppliers and subcontractors who have access to Accenture/client confidential and personal information.

As part of our due diligence, we assess suppliers with access to highly confidential and personal data most closely. If issues with a supplier's responses to our assessment questions arise, we work with the supplier to resolve. If we cannot resolve critical issues, we consider this so important that, in some cases, we will choose to terminate our agreement with the supplier.

## Training for system access

We require suppliers, such as subcontractors who need an Accenture e-mail address and identity (ID) credentials, to complete approximately two-and-a-half hours of compliance training on information security, data privacy and ethics (except in France, due to labor laws). The goal of this training is to help ensure that those who have access to our data, systems and/or facilities understand that we expect the same behavior of them that we do of our own employees.

We require 100 percent compliance, and failure to complete the training within the specified time frame results in the loss of Accenture e-mail and ID. Since the program's inception in early 2010 through the end of fiscal 2013, more than 100,000 contractors and supplier personnel completed the training.



We require suppliers to complete approximately two-and-a-half hours of compliance training.

# Nurturing Supplier Sustainability

Our leaders, employees, clients and partners increasingly want to know where and how the goods and services we use were created or sourced and that the procurement process was managed responsibly. We are continuing to evolve this area of our procurement function, considering and promoting the environmental and social business practices of our suppliers, both in the selection process and on an ongoing basis.

## Procurement sustainability strategy refresh

In fiscal 2013, as Accenture refreshed its **environmental strategy**, we saw an opportunity to refresh our Global Procurement sustainability program. Our goals were to better align our program with the company's vision and internal and client needs; strive to ensure that sustainability is an important part of how we conduct our procurement business; and increase our competitiveness in the marketplace.

Experts from Accenture's client-facing **Sustainability Services** group assisted with the initiative, helping us review our current supplier selection and performance management processes and identify opportunities to strengthen our program. The strategy refresh resulted in a new governance model for how we manage sustainable procurement, a closer working relationship with our **Environment Steering Group** and the identification of global initiatives that progress our goals. In 2014, we will develop regional and category procurement initiatives to drive further progress.

## Business practices vetting process

Even before we make purchasing decisions, our Procurement team asks potential suppliers about their sustainability and inclusion practices. Through questions about labor, ethics, business continuity and environmental practices in our Requests for Proposals (RFPs), we strive to ensure that potential and existing suppliers operate responsibly. We continue to focus attention on expanding the scope and depth of these questions to help us better select suppliers whose environmental, social and ethical business practices align with ours.

supply chain



In fiscal 2013, 99 percent of RFPs issued by Procurement included environmental questionnaires.

In fiscal 2013, 99 percent of RFPs issued by Procurement included environmental questionnaires—beating our 95 percent target for fiscal 2013 and our results for 2012. We are particularly proud of this accomplishment, given the rapid expansion of our global operations.

Once a supplier has agreed to our **Supplier Standards of Conduct** and begins work, Procurement performs financial and background checks in order for the supplier to achieve and maintain preferred status with Accenture. As part of the vetting process, in fiscal 2012, Procurement performed pilot audits on our top-tier North American contractor suppliers. In fiscal 2013, we audited a selection of key vendors, focusing on our high-performing, higher-risk preferred vendors. We assess risk by considering factors such as size of spend and potential impact to our clients. We are currently exploring options to vet more vendors by the end of fiscal 2014.

## CDP's Supply Chain program

As a corporate member of **CDP's Supply Chain program**, each year since 2010 we determine and invite a targeted group of our suppliers to respond to the CDP Supply Chain self-assessment questionnaire; we have had a marked increase in the number of suppliers invited.

In fiscal 2013, we more than doubled the number of suppliers we asked to participate in the CDP Supply Chain questionnaire, and we achieved a 72 percent response rate, similar to our 2012 result. According to CDP, the average response rate in 2013 was 51 percent. We are pleased with the 2013 result, particularly since participation is not a requirement for our suppliers. We plan to once again increase our list of invited suppliers for 2014.

Based on the responses to the CDP questionnaire, we have developed scorecards for each participating supplier, which include CDP ratings and additional business practice factors that are important to Accenture. We will use these scorecards in supplier discussions to identify improvement opportunities.



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## Driving innovation in the supply chain

Accenture participates in marketplace events that share best practices to drive innovation through sustainable procurement. In 2013, we presented our approach to sustainable procurement challenges to **Business in the Community Ireland**.

# Advancing Supplier Inclusion and Diversity

Our **Supplier Inclusion & Diversity program** generates broader supply choice, including complementary skill sets and access to the most innovative, responsive and cost-competitive supply solutions for our clients and stakeholders. By breaking down barriers so that small, medium and diverse companies can better participate in the marketplace, we create a multiplier effect that adds more jobs, more revenue and more vitality in communities across countries. In fiscal 2013, DiversityInc recognized our efforts by including us on its **Top 10 Companies for Supplier Diversity** list.

In the United States, our procurement contracts include language stating the importance of supplier inclusion and diversity, requiring our suppliers to make a good faith effort to engage diverse suppliers in their supply chains and requesting metrics on a quarterly basis. Additionally, a new tool that collects Small and Medium Enterprise (SME)/Diverse data on suppliers at the point of onboarding, which we have deployed in the United Kingdom, is helping us monitor our suppliers' inclusion and diversity practices.

In the United States, we increased the percentage of our total procurement spend with diverse suppliers to 27 percent in fiscal 2012 and 2013, up from 23 percent in fiscal 2011.

## Diverse Supplier Development Program

Accenture's **Diverse Supplier Development Program (DSDP)** is a key component of our commitment to developing and expanding relationships with minority, women-owned and other diverse businesses. DSDP represents a strategic sourcing strategy and a competitive differentiator for Accenture and our clients.

This formal, 12- to 18-month program pairs senior Accenture executive "mentors" with diverse supplier "protégé" companies to help them grow their own businesses. We launched DSDP in the United States in 2006, and it is now in its fourth class. To date, the program has helped develop more than 70 diverse businesses. In Canada, the second DSDP class launched with 11 diverse supplier protégés. In fiscal 2014, we plan to complete a DSDP graduate survey to measure the direct impact of DSDP on the growth of its graduates.

supply chain



By breaking down barriers so that SMEs can better participate in the marketplace, we create a multiplier effect that adds more jobs, more revenue and more vitality in communities across countries.

## Small and Medium Enterprise Agenda in the United Kingdom

Fiscal 2013 marked the launch of the Small and Medium Enterprise (SME) Agenda, a United Kingdom-based initiative to help advance businesses vital to economic growth in the region. The Agenda's SME Mentoring program had an inaugural class of six SMEs, aiming to extend to nine by end of fiscal 2014. Accenture Procurement held two SME Knowledge-Sharing Forums in 2013 to share industry best practices and empower SMEs to advance in negotiation and strategy capabilities. Additionally, our Health & Public Service practice introduced a program to include more SMEs in its projects.

## Corporate membership support and recognition

We strategically support corporate membership organizations that promote supplier diversity and economic empowerment. Members benefit from sharing best practices that advance supplier inclusion and diversity efforts and foster economic growth. Examples include:

- The **National Minority Supplier Development Council (NMSDC)** and its affiliates, such as **Minority Supplier Development in the United Kingdom**, **Supply Nation in Australia** and the **Canadian Aboriginal & Minority Supplier Council**, which work to expand inclusion of ethnic minority-owned businesses in supply chains globally. In Canada, we received awards for our supplier diversity advocacy efforts and nominations for Corporation of the Year and Procurement Advocate of the Year.
- **National Gay and Lesbian Chamber of Commerce**, which named Accenture its Corporation of the Year in fiscal 2013, and the National Minority Supplier Diversity Council, where we are helping to develop and implement a new organizational strategy.
- The **Women's Business Enterprise National Council**, which in 2014 recognized Accenture as one of its Top Corporations for Women's Business Enterprise for the sixth consecutive year.
- The **National Association of Minority & Women Owned Law Firms (NAMWOLF)**, which in 2012 recognized Accenture for our commitment to spending 5 percent of our US outside counsel legal budget with minority- and women-owned law firms. This level of commitment represents NAMWOLF's top, or Platinum Partner, level of support.



We strategically support corporate membership organizations that promote supplier diversity and economic empowerment, including the NMSDC and its affiliates.

# Expanding Our Scope

Accenture plays a leading role in a number of organizations dedicated to advancing supplier inclusion and diversity worldwide. In fiscal 2012, procurement teams in Australia, India, the Netherlands, the Philippines and Spain offered pro bono procurement and business development support to community-based organizations.

In South Africa, supplier diversity is a national focus, with **Broad-Based Black Economic Empowerment (BBBEE)** legislation that aims to increase the contribution of the black majority population to the economy. In a fiscal 2013 audit, Accenture exceeded our previous contributor score and maintained our Level 2 accreditation, even as the BBBEE raised its compliance criteria. We are now accelerating our efforts to include the establishment of a Diverse Supplier Development Program in South Africa, targeting Black women-owned suppliers.

We are striving to integrate more businesses owned by persons with disabilities (PWD) into our supply chain and to increase the number of PWD in our subcontractor and permanent employee ranks.

For example:

- Accenture in the Netherlands encourages our first-tier suppliers to purchase services from Pwd; for example, office catering is provided by Pwd vendor **Colour Kitchen**, a venture supported by micro-financer **Qredits**.
- Accenture in Spain supports the **ONCE foundation**, and in Argentina, we support a work inclusion program called **Sin Barreras** ("without barriers") to promote social inclusion and equal treatment of Pwd. In fiscal 2013, Accenture Procurement added two Pwd employees to its team and utilized Pwd-focused recruiting agencies to hire seven additional permanent and seven subcontractor employees.
- In fiscal 2013, Accenture Procurement added three Pwd employees to its team in Italy to help manage operations.



Accenture plays a leading role in a number of organizations dedicated to advancing supplier inclusion and diversity worldwide.

## WEConnect International partnerships

We co-founded and actively serve on the board of WEConnect International, which aims to empower women to succeed in global markets. In conjunction with **WEConnect International**, we are engaged in the **Clinton Global Initiative's** commitment to Integrate Women into Global Supply Chains. Accenture is also a signatory to the **UN Women's Empowerment Principles**.

In 2012, we supported the launches of WEConnect in Australasia, Brazil, Mexico and Turkey, and in 2013, in Germany, the Netherlands and South Africa. We also continue to strengthen our programs with WEConnect in Canada, China, India and the United Kingdom.

In a ground-breaking cross-sector collaboration in India, we are working with WEConnect International, the **UN International Trade Center** and the **World Bank** to support the **Self-Employed Women's Association of India (SEWA)**. There, we are helping an increasing number of women, formerly waste-pickers, to strengthen their business, which produces stationery and gift items from recycled paper. In fiscal 2012 and 2013, the SEWA Gitanjali Cooperative increased its productivity, earnings prospects and product range. A number of companies, including Accenture, are now purchasing stationery products from SEWA.

In Turkey, the Accenture Foundation supported a partnership with WEConnect to help further strengthen women-owned businesses by unlocking business opportunities and conducting a supplier development program. In 2013, our Procurement team in Turkey facilitated an education session for women-owned businesses on Accenture's procurement process.

Accenture also sponsors and contributes to WEConnect marketplace events around the world to create opportunities for women-owned businesses. In fiscal 2013, such events included WEConnect Europe's Annual conference in London; WEConnect Marketplace event in Beijing, after which Accenture engaged [EyezChina](#), a women-owned marketing services provider; and the WEConnect International Forum in Guadalajara. In Mexico, Accenture has created 35 openings for women-owned businesses to register with WEConnect in external business training programs in conjunction with our **Skills to Succeed** corporate citizenship initiative.



Women-owned businesses represent 25-33% of all private businesses in the world...  
...but make up less than 1% of all vendors to large corporations or governments.

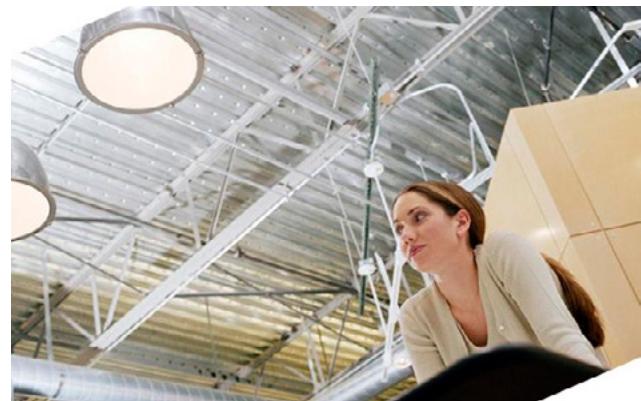
We have engaged Digital Salad, a WEConnect-certified women-owned micro-business, to produce two films that raise the profile of our SEWA project. Digital Salad is now a protégé business in our UK Diverse Supplier Development Program.

# The Path Forward

As a global company with a far-reaching supply chain, we have the opportunity and commitment to drive responsible and sustainable business practices in the marketplace. We are well positioned to meet our goals for the continuing growth and impact of our programs.

Our sustainable procurement strategy refresh is helping us set a more progressive course for our program, starting with an improved governance model that is linked closely to our **Environment Steering Group**. Our executive teams have approved global goals, supporting initiatives and key performance indicators that will drive our program forward.

We are constantly challenged to embed supplier inclusion, diversity and sustainability into our own processes in a way that supports—rather than competes with—other business priorities. We must address the need to rationalize our supply chain, finding the right place for small, medium and diverse suppliers to contribute to the product and service packages that our business requires.



As a global company with a far-reaching supply chain, we have the opportunity and commitment to drive responsible and sustainable business practices.

# Reporting

Transparency and accountability are priorities for Accenture, and this 2012–2013 Corporate Citizenship Report, "Our Communities, Our Commitments," explores our global corporate citizenship goals, progress and challenges for that period. We use Global Reporting Initiative (GRI) G3 Guidelines as a foundation for our reporting approach, and we communicate our progress against the 10 principles of the United Nations Global Compact (UNGC) annually to the UNGC.

"This year, we are again renewing our commitment to the 10 principles of the United Nations Global Compact, which we signed in 2008. We continue to support the organization's efforts to advance corporate citizenship and sustainability, while promoting the social legitimacy of businesses and markets. These efforts are well aligned with our core values and our brand and are part of how we act and operate each day. They matter deeply to our leadership team and all of our people."

Pierre Nanterme  
Chairman & CEO

# Our Approach

Accenture continually takes steps to advance our corporate citizenship journey and to formalize and strengthen our reporting approach.

## Global Reporting Initiative (GRI)

We use [GRI G3 Guidelines](#) as a foundation for our reporting approach and self-declare this report at Application Level B, as checked by GRI. Our comprehensive GRI Index can be found on [accenture.com](#).

## CDP

We continue to be transparent in reporting our environmental performance, responding to [CDP](#) annually—specifically, to its Investor Program since 2007 and its Supply Chain Program since 2009. In 2013, we were included, for the fifth consecutive year, on [CDP's Global 500](#), which tracks how the world's largest listed companies are addressing climate change. We received a disclosure score of 92 (out of 100) and a performance score of B. Our 2013 CDP report is available on [accenture.com](#).



A number of Accenture teams recommend the performance metrics and goals provided in this report.

## Performance metrics

A number of Accenture teams recommend the performance metrics and goals provided in this report. We vet the information with an internal controls process, including senior leadership, to ensure it provides a meaningful and balanced representation of Accenture's non-financial performance.

Our reported carbon data is prepared using methods based on the [Greenhouse Gas \(GHG\) Protocol](#), the most widely used international accounting tool for government and business leaders to understand, quantify and manage greenhouse gas emissions. Accenture is a member of the [World Business Council for Sustainable Development](#), one of the founding partners of the GHG Protocol.

Additionally, we continue to enhance our performance management systems. These global tools provide a single database for efficient tracking and monitoring of our activities. They also provide timely and accurate detail and analysis that enable us to monitor and track progress against our corporate citizenship objectives.

Further, as part of Accenture's global [ISO 14001](#) certification, our Environmental Management System is audited and certified annually by [BSI Management Systems](#).

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Number of consecutive years included among the CDP Global 500, receiving a score of 92 out of 100 in 2013

# Stakeholder Engagement

Fostering a dialogue with key stakeholders is an important part of our reporting process. We actively engage internal and external stakeholders in discussions regarding our journey, our progress and our performance in an effort to improve our reporting.

In 2013, we made several key enhancements to our stakeholder engagement process. Internally, we formalized our Transparency Steering Group—a cross-functional team of executives who inform and advise our non-financial reporting from their specific area of expertise.

Externally, we expanded our stakeholder panel to be more representative of the clients and nonprofit partners we work with across our business. We conducted a series of in-depth interviews to obtain their input regarding potential improvements we could make to our report to further meet their expectations. Their valuable insight helped focus the content of this report, and is consistent with our [Reporting Prioritization chart](#).

Additionally, prior to publication in early 2014, we convened our multi-stakeholder panel to review a draft version of this report. This discussion helped us clarify how we report on various aspects and allowed the members to provide input about the goals and metrics we have established.

Further, through channels such as client satisfaction surveys and a global employee pulse survey, we solicit feedback throughout the year to stay abreast of broader stakeholder expectations. In fact, the vast majority of our employees tell us that they expect Accenture to be a committed corporate citizen, and our clients regularly ask for information about our initiatives in this area.



Fostering a dialogue with key stakeholders is an important part of Accenture's reporting process.

# Reporting Prioritization

The following Reporting Prioritization chart is a visual representation of key takeaways from our latest **stakeholder engagement process** as well as previous stakeholder input, focus groups with employees and recruits, and a survey of senior leadership. Their input provided valuable information and insight to focus this as well as previous reports. We actively prioritize these topics based on their importance to our stakeholders and the current or potential impact to our business.

<b>High</b> <i>Important topics prioritized for disclosure</i>	<ul style="list-style-type: none"><li>• Impact of Services and Solutions</li><li>• Inclusion and Diversity</li><li>• Corporate Governance</li><li>• Ethics and Compliance</li><li>• Innovation</li><li>• Talent Development</li></ul>
<b>Medium</b> <i>Information tracked by management for performance improvement and disclosed to stakeholders where appropriate</i>	<ul style="list-style-type: none"><li>• Energy Efficiency and Carbon Emissions</li><li>• Sustainable Procurement</li><li>• Community Giving, Engagement and Impact</li><li>• Health, Safety and Security</li></ul>
<b>Low</b> <i>Lower priority for disclosure</i>	<ul style="list-style-type: none"><li>• Waste Management and Resource Use</li><li>• Public Policy</li></ul>

# United Nations Global Compact

“Our Communities, Our Commitments” follows guidance from the United Nations Global Compact (UNGC), which we signed in 2008, and serves as our fifth Communication on Progress against the UNGC’s 10 principles.

In January 2011, we became a member of Global Compact LEAD, which focuses on raising sustainability performance. As a LEAD member, we are committed to work toward implementing the Blueprint for Corporate Sustainability Leadership and share related outcomes and learnings with the broader universe of companies in the Global Compact.

A detailed look at our progress toward implementing the Blueprint and addressing the 10 principles can be found on [accenture.com](#). Below please find additional examples of our progress not otherwise covered in our 2012–2013 Corporate Citizenship Report.

- During fiscal 2012 and 2013, Accenture was actively involved in UNGC Local Networks in numerous countries, including Australia, Colombia, Denmark, Germany, Spain and the United Kingdom, through attending meetings and sharing experiences with other network participants. Members of our team in Colombia, a non-Organization for Economic Cooperation and Development (OECD) country, joined their local UNGC network and have already attended several seminars in their first year.
- In addition to being a signatory of the UNGC, Accenture also supports the UNIFEM (part of UN Women) and UNGC Women’s Empowerment Principles and, in fiscal 2010, signed the Women’s Empowerment Principles CEO Statement of Support. These principles provide a set of considerations to help the private sector focus on key elements that are integral to promoting gender equality in the workplace, marketplace and community. Informed by business policies and practices collected from around the world, the principles are very much in line with our own leadership and accomplishments on these issues.



“Our Communities, Our Commitments” follows guidance from the UNGC, which we signed in 2008, and serves as our fifth Communication on Progress against the UNGC’s 10 principles.

Further, Accenture has taken a leadership role in the UN Secretary General’s Initiative, Sustainable Energy for All. Our goal is to play a key role in providing sustainable energy to the 1.3 billion people who lack access to it and to increase energy efficiency and renewable energy use in developed countries.

► [Read more about our role in the Environment section.](#)

Lastly, in 2013, Accenture was once again selected to conduct the United Nations Global Compact’s triennial CEO study, the world’s largest CEO study on sustainability. More than 1,000 top executives from 27 industries across 103 countries assessed the past, present and future of sustainable business; discussed a new global architecture to unlock the full potential of business in contributing to global priorities; and revealed how leading companies are adopting innovative strategies to combine impact and value creation.

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 289,000 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 700,000 people around the world by 2015 with the skills to get a job or build a business. The company generated net revenues of US\$28.6 billion for the fiscal year ended Aug. 31, 2013. Its home page is [www.accenture.com](http://www.accenture.com).

On the cover: A formerly unemployed college graduate, Jeevan Dhillon participated in a training program sponsored by British Gas, environment charity Global Action Plan and Accenture. Jeevan is now employed at British Gas as a tenant liaison officer, advising housing residents on conserving energy in their homes. In this photo, Jeevan stands in front of a residential building in Walsall, England, where his team installed new central heating, external wall insulation and solar panels.