

>

Building a Future of Shared Success

Statutory Sustainability Report 2020 | Accenture A/S

accenture >

Fiscal 2020 will be remembered as the year of COVID-19. For Accenture, it was a tale of two halves from a financial perspective, but a single story of our market leadership throughout the year. We closed the first half of our year with outstanding momentum—very strong demand for our services, leading the industry in digital, cloud and security, and we entered the second half with a new growth model put in place on March 1, 2020.

Human centricity is at the core of our sustainability agenda and integrated into our business through five key pillars:

- **Working with our Clients to Create a Sustainable Future**
- **Focusing on the Environment**
- **Innovating for Social Impact**
- **Creating a Truly Inclusive Workplace**
- **Living our Core Values**

To improve the lives of millions—now and in the future—we are working tirelessly to deliver on the promise of technology and human ingenuity and embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities.

Thanks to our 753 dedicated people in Denmark and with the collaboration of all our partners, we continue to drive various initiatives nationally and globally, within Accenture and across organizational borders, to help pave the way for a more sustainable and better future.

Philip Wiig
Country Managing Director
Accenture in Denmark

As we continue to navigate the human and business impact of the COVID-19 pandemic, Accenture in Denmark is proud to have accelerated our responsible sustainability agenda forward. Or perhaps even because of it. I think it is fair to say that our capacity has made it possible for us to turn these massive challenges into meaningful change.

The pandemic has given us the opportunity to take a major step forward when it comes to the way we operate. And to help clients do the same. As always, we continue to put people at the center of everything we do.



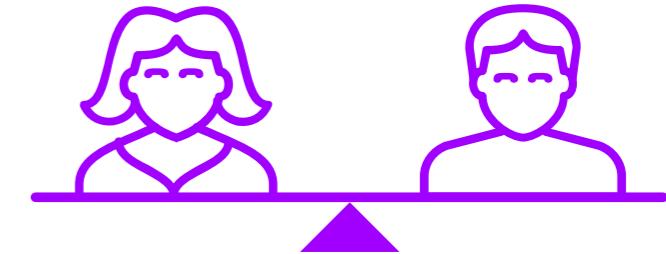
Goals & Progress At-a-Glance

2,200

hours of participation in Accenture-sponsored Time & Skills program in Denmark 2020 *

49% of new hires
40% of our total workforce
26% of our executives
16% of our managing directors

By the end of fiscal 2020 in the Danish organization, women accounted for:



Setting ambitious goals to achieve 50/50 gender balance by 2025



0,49 ton

carbon emissions per employee in Denmark from air travel in fiscal 2020



64% reduction

in air travel per employee in Denmark from prior year



63% electricity

from renewable sources in Denmark at end of fiscal 2019



92% completion

rates for Accenture in Denmark on our ethics & compliance trainings in fiscal 2020

Delivering Shared Success

UN SDGs: The decade to deliver

With 10 years left to achieve [the United Nations \(UN\) Sustainable Development Goals \(SDGs\)](#), it is clear that, collectively, we have more work to do. Our joint research with the UN Global Compact (UNG), [CEO Study on Sustainability 2019](#) found that just 21% of CEOs believe business is playing a critical contributing role in advancing the SDGs. We are now in the “decade to deliver,” and businesses must accelerate their action and collaborate in new ways with competitors and others. We are committed to playing our part.

At Davos in January 2020, we announced [SDG Ambition](#), our partnership with the UNGC and SAP, to challenge and support companies in integrating the 17 SDGs into their core business and to make shared success a reality.

“The time to deliver is now. We are increasing our sustainability commitment and action, determined to use this decade to deliver a better tomorrow. In times of climate and sustainability changes as well as a global pandemic, I’m proud that Accenture in the Nordics is taking a leading role through these challenges by delivering on the promise of technology and human ingenuity”

Jan- Erik Hunn
Market Unit Lead
Accenture in the Nordics



Applying the SGDs to Accenture in Denmark

For 2020, Accenture has updated our framework for the [Sustainable Development Goals](#) (SDGs) by identifying the top prioritized SDGs and key targets for our business – those where we consider we can make the most significant contribution from our operation.

The prioritized SDGs are a result of thorough analysis from a wide selection of input and perspectives: direct and indirect stakeholders, economic market development, technology factors, competitor analysis and civil society. The process included conducting market research of our top 20 clients in the Nordics. The results showed that our top three business-facing SDGs are within industry, innovation and infrastructure (SDG 9), and responsible consumption and production (SDG 12) and climate action (SDG 13). SDG 13, climate action, responds to one of the most pressing issues of our time, and is a top priority among our stakeholders.



“Sustainability is more and more critical for us as a society, for our clients and obviously for us as a business. We believe that it's not only the right thing to do for the planet, it's also one of the key areas of growth for us.”

Jakob Kaad
Strategy & Consulting Lead
Accenture in Denmark

BUSINESS FACING



Sustainability is business for us

STAKEHOLDER FACING



Sustainability is fundamental in everything we do



Accenture's ESG Materiality Matrix

In 2019, Accenture undertook a full refresh of the global Environmental, Social and Governance (ESG) materiality matrix. The matrix visualizes the importance of our highest-priority ESG topics to our stakeholders and to our business on two separate axes. This serves as a consistent framework for articulating our priorities and engaging with our stakeholders about our journey.



The Process: Refreshing the ESG materiality matrix

Stakeholder input: A third-party software using artificial intelligence was employed to undertake detailed benchmarking and analysis of emerging ESG issues in aggregated form across clients, competitors, partners and civil society. We engaged with a range of external experts across our ecosystem, including clients, suppliers and partners, relevant non-governmental organizations (NGOs) and academics to help us prioritize issues relatively and validate our articulation of these issues.

Business inputs: We engaged closely with our business leaders globally—both client-facing and internal business function leaders. We asked them to prioritize our emerging material ESG issues and define them in the most resonant and relevant way in terms of priorities for Accenture to address.

GRI Note: The outlined sections of the matrix contain the most material non-financial topics in scope for reporting with the GRI Standards that are included in our [GRI Content Index](#). For each topic, our list of [definitions of material topics](#) references the specific standards used as well as management approach information. This report has been prepared referencing the GRI standards. For more information about these Standards, please visit the the [GRI website](#).

		Importance to business		
		MEDIUM	HIGH	VERY HIGH
Importance to stakeholders	MEDIUM	<ul style="list-style-type: none">• Community Giving	<ul style="list-style-type: none">• ESG Management• Human Rights• Responsible Buying• Societal Impact• Public Policy & Advocacy• Water	<ul style="list-style-type: none">• Employee Wellbeing & Engagement• Talent Attraction, Retention & Development• Working Conditions
	HIGH	<ul style="list-style-type: none">• Waste, including e-waste		

Note: Only relevant topics for our non-financial disclosures are included above



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A Look Ahead



1

Working with our Clients to Create a Sustainable Future

This is the moment for business, government and society to come together to reimagine, rebuild and transform our global economy into one that works for the benefit of all.

The COVID-19 pandemic has created once unimaginable challenges for our clients, our people and our communities—but it also has awakened the world to an incredible opportunity to reimagine and rebuild with responsible business, including sustainability, by design. We can make a difference through our work with clients, that are some of the world's leading companies and governments, and through how we operate at Accenture. These actions will help us do both of these and deliver greater 360-degree value for the benefit of all. Both public and private sector decision-makers now need to manage the complex connections between environmental, social and economic factors. A global sustainability transformation is underway, where issues that once lingered on the periphery now form core elements of corporate strategy and public policy. Today's markets are rocked by new structural forces: changing consumer attitudes toward responsible brands, organizational shifts to renewable energy and continual innovation in circular business models. Now is the time to act.

Organizations must be purposeful, defining ethical standards and operating across a responsible supply chain that minimizes the consequences of a complex global system. Our sustainability services, which we began 12 years ago as a focused offering with a high-value proposition to CEOs, are expanding into a broader opportunity to embed responsible business into everything we do for our clients and to work with our ecosystem partners to co-develop the capabilities our clients need to achieve their sustainability goals.

At Accenture in the Nordics, we have a long history of driving sustainability projects in the circularity space. For example the Nordic Innovation project under the Nordic Council of Ministers is a unique program together with Accenture and Sitra, the Finnish Innovation Fund. The program aims to develop collaborative pilots across ecosystems in the Nordic manufacturing industry to spark a successful transition toward circular economy by contributing to innovation and growth.



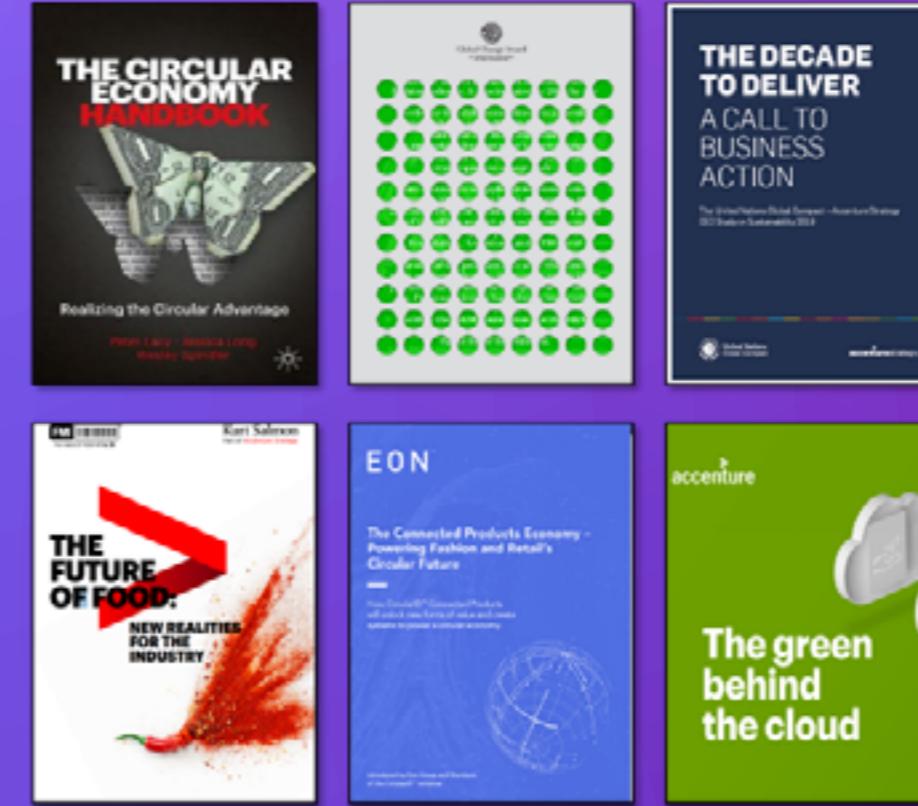
High priority SDG targets relevant for this chapter:



- 9.2** Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product...
- 9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries... encouraging innovation...
- 12.2** By 2030, achieve the sustainable management and efficient use of natural resources
- 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- 12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
- 13.3** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
- 17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries...

Thought Leadership for a Sustainable Future

Accenture regularly publishes thought leadership on sustainability to drive innovation and help our clients to become more sustainable. For example, Accenture conducted the largest global assessment of business contributions to the United Nations Sustainable Development Goals (UN SDGs), evaluating over 1,000 CEOs in 99 countries representing 21 industries. The report, titled The Decade to Deliver: A Call to Business Action, highlights attitudes about the role of business and progress in global sustainability and human rights. To the right are examples of recent Accenture reports.



"Cloud migration can deliver a double effect of shareholder and stakeholder value

—simultaneously reducing costs and carbon emissions if approached from a sustainability perspective"



- 01 Select with purpose
- 02 Build with ambition
- 03 Innovate further

Integrating Sustainability across Our Business

At Accenture in Denmark, we are committed to supporting our clients in their sustainability journey by bringing our broad expertise in strategy, technology, digital and innovation to guide our clients on how to achieve their sustainability goals. Our ambition is to integrate sustainability into all our projects and make it a cohesive part of our client work. To reach that ambition, we have set up a sustainability community that extends across all areas of our business, which is our sustainability frontrunners and enablers.



"There are many in the company who are passionate about sustainability. That goes for me too. And I am proud that at Accenture in Denmark, we integrate sustainability into everything we do, including supporting our clients on their sustainability journey"

Caroline Grevenkop
Management Consulting
Accenture Strategy & Consulting

Focusing on the Environment

Climate change is increasingly affecting living and working conditions around the world, and now is the time to act. We are seeing impacts on the environment, our clients, our business, our communities and our people—and are committed to playing a leading role in the transition to a low-carbon economy through our actions.

Through partnerships, practice, research and innovation, we are working to increase awareness of sustainability solutions to grow understanding of the issues and change our business to address the climate crisis. Our global environmental strategy focuses on three areas:

- Driving toward the low-carbon economy with our clients and suppliers
- Reducing our own carbon emissions and other impacts such as waste generation and water use
- Engaging our people, leaders, partners and other stakeholders to lessen their environmental footprint



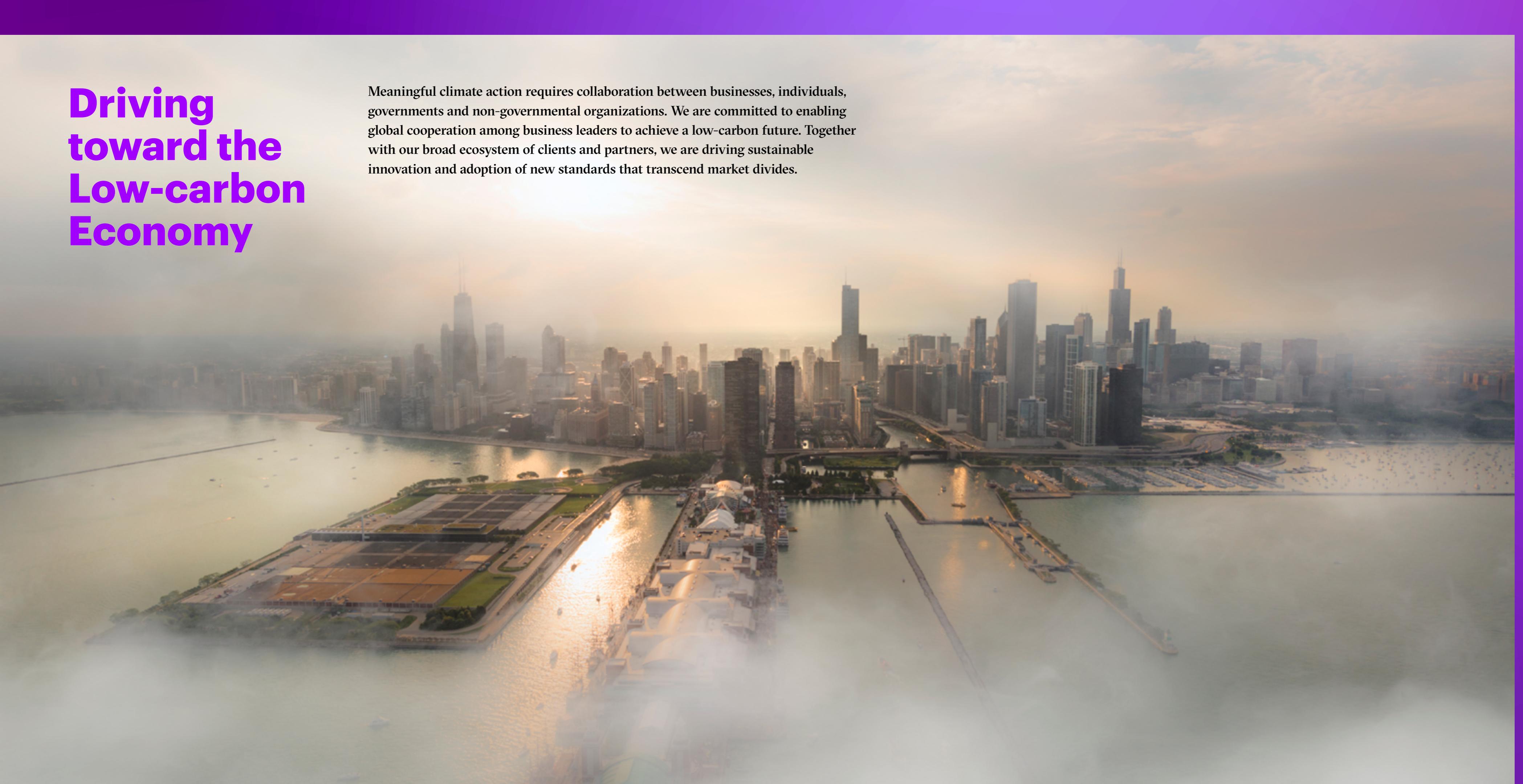
High priority SDG targets relevant for this chapter:



- 8.4** Improve progressively... global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation...
- 9.2** Promote inclusive and sustainable industrialization...
- 12.2** By 2030, achieve the sustainable management and efficient use of natural resources
- 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- 13.3** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
- 17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries...

Driving toward the Low-carbon Economy

Meaningful climate action requires collaboration between businesses, individuals, governments and non-governmental organizations. We are committed to enabling global cooperation among business leaders to achieve a low-carbon future. Together with our broad ecosystem of clients and partners, we are driving sustainable innovation and adoption of new standards that transcend market divides.



Reducing Our Footprint

Accenture has pledged to do our part to keep global warming below 1.5° by joining the more than 300 companies that have signed the UN Global Compact's Business Ambition for 1.5° Pledge. We are the largest professional services company to have a science-based target approved by the Science Based Targets Initiative. And we have committed to RE100's global initiative to use 100% renewable electricity by 2023.

When it comes to our own global footprint, we follow the same advice that we give our clients and suppliers to systematically reduce our impact. We are committed to reducing our own emissions and taking action to build a circular economy.

Reducing our environmental impact is built into our [Code of Business Ethics](#) (COBE) and our core values, specifically Stewardship. These inform our [Environmental Responsibility Policy](#), which our [Environment Steering Group](#) established in 2007 and has reviewed annually.

Multiple industry-wide external certifications, such as ISO® 14001 demonstrate our commitment to running our business responsibly and sustainably and to integrating robust environmental practices into our operations.

Accenture's Environment Management System is ISO® 14001-certified globally, and these sites serve as incubators for eco innovations such as installing smart meters in our facilities and piloting people-focused initiatives, such as our annual Travel Smart Challenge. To see our ISO®-certified locations and locations that use smart metering, visit our [Environmental Impact Map](#).

Our commitments are brought to life through our forward-looking global climate action goals, which include:

Achieve net-zero emissions by 2025

- We will focus first on actual reductions in our emissions by powering our offices with 100% renewable energy, engaging key suppliers to reduce their emissions and equipping our people to make climate-smart travel decisions.
- To address remaining emissions, we will invest in proprietary, nature-based carbon removal solutions, such as large-scale tree planting, that will directly remove emissions from the atmosphere.
- In addition, at Accenture in Denmark, we have committed to reduce CO₂ emissions from air travel with 23% per employee by 2023, with fiscal 2018 as baseline.

Move to zero waste

- By 2025, we will reuse or recycle 100% of our e-waste, such as computers and servers, as well as all of our office furniture.
- We are committed to eliminating single-use plastics in our locations at the conclusion of the COVID-19 pandemic.



Reducing Our Emissions

Advancing Energy Efficiency and Renewables

We advance energy efficiency across our real estate portfolio and cloud network year-over-year and invest in renewables to cover the remainder.

We take a cloud-first approach to the way we operate, communicate and work across our global network. To improve energy efficiency across our network, we have shifted toward virtual servers, phased out of custom apps in favour of more efficient platforms and migrated from workstations to laptops at Accenture Technology Centers. These actions simultaneously have enhanced processing and storage practices, minimized our environmental impact through more-efficient work methods, and enabled our people to work anytime, anywhere to serve clients.

In Denmark we procure 63% renewable energy in all offices. To accelerate our progress of procuring 100% renewable energy across Accenture by 2023, we created a dedicated team to oversee our global power purchases, including implementation of our sustainability principles as applied to renewable energy. See our ISO®-certified locations and locations that use smart metering, visit our [Environmental Impact Map](#).



Tackling Business Travel

Due to the nature of our work, business travel makes up a significant part of our carbon emissions. Our efforts to lower emissions from travel are focused on influencing individual travel behaviours and making structural changes to our business.

We have accelerated our push to reduce travel intensity by applying the latest analytics to our travel data. We significantly evolved our enterprise-wide travel expense data collection utilizing enhanced visualization. This allowed our business leaders to evaluate and inform employee travel business decisions contributing significantly to travel-intensity reductions.

Progress in matching client needs with local staff, along with an increased use of collaborative technology, supported less air travel impact per person and improved work-life balance.

In Denmark, our total per employee carbon emissions from air travel during fiscal 2020 was **0,49 ton**. This is a reduction with **64%** compared to fiscal 2019. Although the effect of the COVID-19 pandemic has significantly reduced our air travel impact in fiscal 2020, we will continue to focus on reducing carbon emissions from air travel going forward.

Assessing and Disclosing Climate- related Risk

We agree with the [Task Force on Climate-related Financial Disclosures](#) (TCFD) that enhanced disclosure of climate-related financial risks improve financial impact assessments and support the transition to a low-carbon economy. Timely implementation is critical to deliver on the commitments of the 2016 Paris Agreement and keep global warming below 1.5°C.

Beginning in 2017, in accordance with TCFD guidelines, we updated our financial filings to strengthen our language on climate-related risks, and we included the fiscal impact in our most recent CDP response. These include the increasing frequency and severity of adverse weather conditions, which may have a negative impact on our people, facilities and operations.

Every year since 2007, [Accenture has reported our environmental performance to CDP](#), including our environmental risks, opportunities and methodologies on climate change mitigation and adaptation.

For the fifth time since 2014, we received an "A" and were included on [CDP's Climate Change A List](#) of top-performing companies on environmental transparency and performance. A total of 179 companies — only 2% of the 8,400 companies that disclosed — were honoured on the A List.



Taking Action to Build a Circular Economy

As an organization with more than 500,000 people globally, we are committed to managing our waste responsibly to build a circular economy. This includes reducing our electronic waste (e-waste) to landfill and innovating how we repurpose food waste and reclaim ocean plastics.

At Accenture in Denmark, old mobile phones and computers are sold and reused by a disposal vendor after being wiped from data. In fact, 98% of all devices were reused in fiscal 2020.

To improve how we globally manage our e-waste, such as laptops, desktops and servers, we recently evaluated our IT asset disposition providers and processes. As a result, we streamlined our relationships to focus on two global suppliers. Focusing has many benefits including increased oversight on what happens to our e-waste after it leaves our facilities and reduced risk so we can adhere to Accenture global policies and all relevant legal requirements for disposal.

Engaging Our People

Now more than ever, people want to work for a company that shares their values. At Accenture, we challenge one another every day to be leaders in sustainability, making climate-smart choices at work, at home and in our communities. Our global network of eco champions across nearly 70 countries promotes emissions reduction, climate mitigation, circular economy and biodiversity through a mix of virtual and in-person events, challenges and volunteer opportunities. At Accenture in Denmark, we have an Environment Group to help promote awareness activities.



A large, semi-transparent photograph of a woman with short brown hair smiling warmly at the camera. She is holding a small child in her arms, who is wearing a patterned onesie. The background is a soft, out-of-focus light.

Innovating for the Environment

We encourage our people to make real impact in the communities where they live and work. Serving as an accelerating force for climate action through efforts like:

Eco Action

Over the years, we have launched environmental awareness campaigns on Earth Day, including a global environmental challenge, the “Greener Than” game. This year it took place on World Environment Day and included virtual volunteering through Zooniverse and GLOBE Observer.

In the “Greener Than” game, participants shared their eco knowledge and innovative ideas with colleagues on a gamified, internal platform to earn points while learning about Accenture’s environmental programs and ways to travel more sustainably. This challenge is a fun way for our people to compete for the title of the greenest individual, idea or team.

At Accenture in the Nordics we organized a “Sustainable Investing” event led by a professor from one of the leading business universities in Finland. In addition to this, we launched a couple of virtual volunteering sessions through Zooniverse to aid in biodiversity and preservation research.

CASE

Nordic Changemakers Accelerator

Creating long-lasting and systemic change with social entrepreneurs in climate action and circularity



In the face of major sustainability and social challenges, we need collaboration from all sectors to create long-lasting and systematic change. The Nordic initiative Changemakers Accelerator, driven together with Ashoka and Nordea, supports innovative Nordic Social Entrepreneurs working towards the biggest social challenges the Nordics face today within the fields of climate action and circularity.

Through the program, nine social entrepreneurs were matched with a team of “allies” from Accenture and Nordea who provided guidance, expertise and support for six months, to enable the start-ups to scale their impact. With joint capabilities and resources invested in the project, and goals congruent with our core as a sustainable and responsible business, we hope to see the social entrepreneurs scale the impact of their initiatives and create long-lasting and systemic change.

Read more about the nine social entrepreneurs [here](#).

“To have the positive, highly skilled and motivated allies from Accenture and Nordea on our team made a huge difference. The weekly workshops with external people—possessing different skillsets and contributing with new perspectives—was such a revelation and the work we did together was profound. Because of the program, BeChange now has a plan on how to scale and how to get partners to join us. It has definitely increased BeChange chances to make a huge impact.”

Ann Murugan
Social Entrepreneur
BeChange



Influencing the Culture of Buying

Accenture has the purchasing power and multi-billion-dollar supply chain to cultivate a culture of responsible buying on a global scale. Our ambition is to create more-sustainable supply chains through a mindset of responsible buying both inside and outside our company, while generating long-term value for our clients, suppliers and communities.

To go beyond transactional procurement, we have developed Procurement Plus, which is our overarching philosophy about working with our suppliers and wider ecosystem to advance key priorities, including environmental sustainability, human rights, inclusion, diversity and social innovation. It enables us to advance our partnerships with suppliers and evolve our processes to forge greater engagement and collaboration.

Procurement Plus is more than just a responsible buying program. It is a philosophy that informs our approach to every aspect of our supply chain, and putting it into practice makes us more transparent while reinforcing our role as a trusted advisor and partner. Because our supply chains are short, with only a few tiers for most of the goods and services we buy, we can work closely to promote shared values and cultivate a culture of responsible buying.

We are building on this philosophy by adopting new artificial intelligence (AI) tools to simplify the contracting process and implementing digital solutions that make us more sustainable. By standardizing and simplifying how we do things, we lower the barrier to

entry for diverse, small- and medium-sized enterprises (SMEs) to our supply chain.

Incorporating responsible AI into our supply chain enables a frictionless process through our day-to-day business approach and allows us to innovate as we focus on growth.

Our buying program continues to influence key initiatives, such as our award-winning [Supplier Inclusion & Sustainability Program](#). Part of that initiative involves consistently finding new SMEs to ensure our experts are as diverse and innovative as possible. We also require suppliers to provide vital data that we use to improve how we operate and promote transparency. Looking beyond what we need to run our business, we adopt technologies that promote sustainability and consistency when running client projects, encouraging sweeping initiatives throughout our organization.

At Accenture, innovation and running a responsible business go hand in hand. Delaying vendor payments or extending payment terms has increasingly become common practice across industries to keep cash free for other purposes. In seeing the link between cash flow and the ability of our vendors to adopt new technologies, we make it a priority to pay our suppliers in a timely manner. We want our SMEs to have the space for innovation and necessary resources to continue innovating.

We are committed to advancing sustainable procurement practices both within and outside Accenture. In Denmark, we expect our suppliers to provide updates regarding their environmental initiatives, goals and impact. And we continuously discuss sustainable procurement during our regular supplier meetings. By educating our suppliers on the benefits of sustainability, we increase the number of companies in our supply chain that monitor, measure and communicate their environmental impact.



3

Innovating for Social Impact

As a global leader, we have a responsibility to leverage technology for good, and also to understand, anticipate and manage the consequences of the technologies we bring to our clients, our people and our communities. We are continually innovating to find new ways to put individuals at the center of what we do and are using our expertise to build a more-inclusive future in which everyone can thrive.



High priority SDG targets relevant for this chapter:



- 8.4** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation...
- 9.2** Promote inclusive and sustainable industrialization...
- 9.5** Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries...encouraging innovation...
- 10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- 17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries...

Supporting the Nonprofit and Development Sector

Together with organizations in the nonprofit and development sectors, Accenture in Denmark created solutions that addressed a wide range of complex societal challenges. Our pro bono work enables our people to use their skills while leveraging disruptive technologies to solve some of society's greatest challenges.

Accenture Development Partnerships delivers the power of Accenture's global capabilities and experience to address complex social, economic and environmental issues, positively impacting the lives of people in the developing world. Our team has completed more than 1,600 engagements in more than 90 countries across areas such as health, gender, education, financial inclusion, humanitarian response, agriculture, water and energy access. Our clients include leading nongovernmental

organizations as well as foundations, governments, financial institutions and the private sector. Our aim is to deliver cost-effective solutions that help people at such a scale and level of impact that entire communities have an improved quality of life.

In fiscal 2020, we delivered 22 Accenture Development Partnerships projects in the Nordics, with 12 clients in international development.



Co-developing DigiLab Finance with the IFC—part of the World Bank Group

Leading the digital transformation of financial institutions to increase access to finance

To increase access to finance for citizens and small and medium-sized enterprises in low-income countries in Europe and Central Asia, the International Finance Corporation (IFC), a member of the World Bank Group, drives the acceleration program [DigiLab Finance](#). The initiative provides technical and financial expertise to microfinance institutions and banks in the region to boost their digital transformation. With extensive experience in digital transformation, Accenture has brought in expertise in digital strategy, digital workforce, new technologies, customer-centricity and innovation ecosystems to co-develop [DigiLab Finance](#).

The program is aligned with the goals set by the World Bank Group to end extreme poverty by 2030 and promote shared prosperity in every country. This, in turn, connects to Accenture Development Partnerships' purpose to drive social and environmental impact in the international development sector. Also implemented together with the Government of Austria, the program truly creates value through collective impact.

“Being part of this program is a sign of mutual, strategic partnerships at its best! It has deepened my perspectives on the scale of impact we can have together with our partners and the role of innovative solutions to promote access to finance as a means of reducing poverty.”

Lovisa Bergman
Management Consultant



Focusing on Technology & Society

At Accenture, we believe in leveraging our expertise to harness technology to serve and strengthen the communities where we live and work. Every day, our people turn technology into innovations to transform society at scale. Using emerging technologies, we can open a new world of opportunity for positive social impact, from gender equality and climate action to economic mobility and education.

We bring our people together with clients and ecosystem partners to tackle some of the world's most pressing issues. Inspired by the passion of our people for addressing global challenges and the ingenuity and leadership evidenced every day, we are providing our people with a platform for our people to hone their skills, connect with like-minded colleagues and experts inside and outside the company, and create new solutions to drive social impact.

At Accenture in Denmark, we have engaged our people in driving sustainability innovation projects. Naturally, the key focus this year has been centred around the COVID-19 pandemic. Efforts range from immediate responses to the crisis for people and businesses, to more long-term solutions to build resilient communities. More than 130 of our people have been engaged in projects, hackathons and workshops. For instance, six Accenture teams participated in the [Swedish Hack the Crisis](#) hackathon in April 2020.

We curate experiences for our people to build critical skills—such as human-centered design—and to put them into practice through innovation challenges and projects with clients and ecosystem partners.



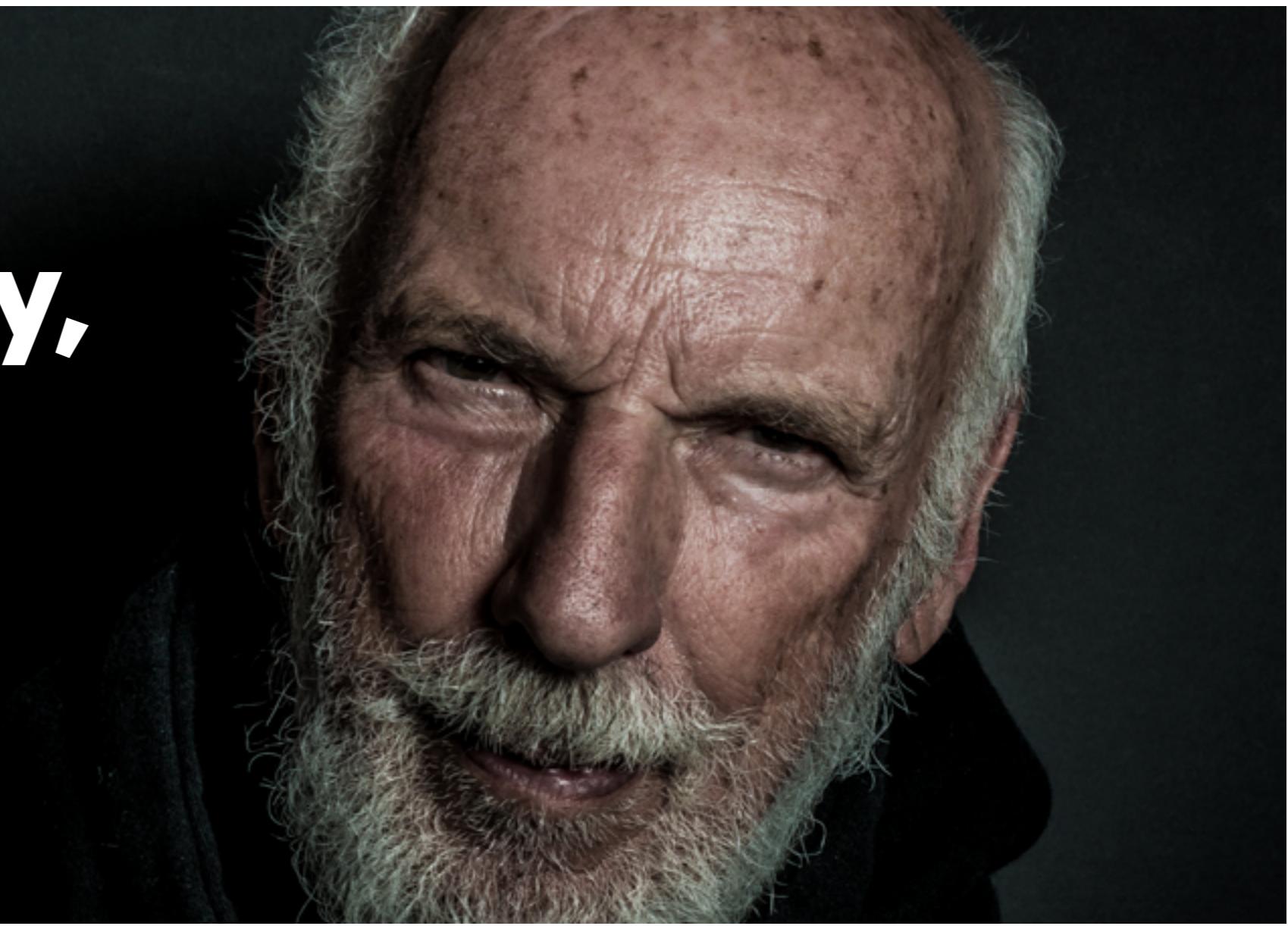
Accenture supports Hus Forbi in their digital journey, enabling interactions in meaningful ways

Since 1996, the Danish organization Hus Forbi has provided stories from the streets with the aim of creating awareness for and with the homeless and other socially vulnerable groups. Hus Forbi represents the voice of these groups in media and on the political agenda to create debate and foster dialogue.

The Hus Forbi organization makes it possible for these groups to generate their own income through the sales of Hus Forbi newspapers – a newspaper that more than 3,000 homeless people are registered to sell. A key mission for Hus Forbi is to empower these vulnerable groups by offering them various employment opportunities and including them in every aspect of the organization, such as the development of content for the newspaper.

However, like most other printed media, Hus Forbi has experienced declining sales numbers for their newspaper over the last three years.

With a challenge to balance the request for more digital content and still be true to the essential physical encounter between the seller and buyer of the newspaper, Hus Forbi initiated a one-year pilot project to explore meaningful ways of entering the digital space.



“With the help of Accenture, we have been able to put aside the evaluation of the pilot project and instead focus our efforts on our actual work. Namely, to make digital solutions for a homeless newspaper, where the physical format sold on the street is paramount”, Hus Forbi states.

With the challenges that the current pandemic brings, this is even more relevant for Hus Forbi and helping its community to rethink how interactions and channel-choice can make an impact is key.

CASE

Accenture supports Hus Forbi in their digital journey, enabling interactions in meaningful ways

Investigating performance across digital platforms

Accenture's Corporate Citizenship team saw a great opportunity to support Hus Forbi with key skills in the evaluation of the digital pilot initiatives.

By mobilizing Accenture's wide resources, including colleagues in Fjord & Kaplan with experience across social media, consumer research and digital marketing, our evaluation report included comprehensive analysis and assessment of Hus Forbi's social platforms, podcast and the sellers' experience of the digital initiatives. The aim was to understand the performance and explore how the digital content supported the content of the Hus Forbi newspapers. Moreover, the report has served Hus Forbi in supporting their argument on the value of investing in digital presence towards the Ministry of Culture in the extension of support from the Innovation Fund.

Providing guidelines for future digital initiatives

And indeed, Accenture's evaluation delivered a clear overview of the digital performance on social platforms as well as for the podcast. Having both Hus Forbi's values, the sellers' perceptions and the digital insights of what successfully engages followers and potential customers in mind, the evaluation provided guidelines for future digital initiatives to support and give input for social media tracking, content creation and platform knowledge. All digital initiatives were assessed in relation to the newspaper to explore how the different kinds of media complement each other and if the increased digital initiatives strengthen the buyer-seller interaction and thus helps the homeless stories come across.

There were several results from our evaluation:

1. **We created a clear overview of which digital tools and platforms that work well for Hus Forbi and their followers/customers. By that, we evaluated Hus Forbi's increased digital effort including their social media activities, podcast activities and generally how the digital content has supported the content of the Hus Forbi newspaper**
2. **We provided Hus Forbi with guidelines to future efforts for Hus Forbi's digital journey, looking into how the interaction between the seller and buyer of the newspaper can be strengthened by Hus Forbi's increased digital efforts**
3. **We provided valuable input to a new application they want to make to the Innovation Fund to support an extension of the digital pilot project by three years**

Fostering a close relationship

As a result, the Corporate Citizenship team delivered a detailed report on Hus Forbi's digital activities (social media and podcast). The evaluation also detailed input into the next funding application. This led the Innovation Fund to extend the support for the one-year digital pilot, which is a remarkable help for Hus Forbi with the next step in their digital journey years ahead.



>

We are a proud founding partner to [SingularityU Nordics](#), a global learning and innovation community using exponential technologies to tackle the world's challenges. As a catalyst for change, SingularityU runs education, innovation and impact programs to help leverage rapidly accelerating technologies—such as AI, nanotechnology, blockchain and digital biology—in innovative ways.

Accenture is also a partner with [Women in Tech](#) – the largest network for women in technology across the Nordics, with a mission to inspire women to pursue careers in technology.



Securing Digital Responsibility

Trust is critical for organizations, individuals and societies to innovate safely and grow confidently in the digital economy. We are committed to adopting—and to helping our clients adopt—new technologies, including AI, in an ethical manner, and to safeguarding the data of our clients, our company and our people.

As technology becomes ubiquitous, trust becomes paramount. To build—and maintain—trust in today's digital age, businesses must use data and AI ethically across customer information, product development and workforce training. By using technology responsibly, we are considering the extended consequences of each new innovation—both positive and negative—on people, our planet and the economy.

AI touches so many aspects of our lives that the decisions it makes creates real-world consequences. We define responsible AI as the practice of using AI with good intention in two ways: to empower employees and businesses and to fairly impact customers and society in a way that allows companies to build trust and scale AI with confidence. Through this thought process, we have continued to build on our unique Applied Intelligence approach, which combines AI with data, analytics and automation to transform businesses across every function and process, at scale. When AI is designed within an ethical framework, prioritizing both humans and machines, it accelerates the potential for responsible collaborative intelligence in which human ingenuity converges with intelligent technology. This creates a foundation for trust with consumers, the workforce and society, and drives massive boosts in business performance that will unlock new sources of growth.

At Accenture in the Nordics we help our clients increase fairness, accountability and transparency when scaling AI, reducing the risk of unintended consequence. We do this by:

- **Setting up governance and systems that will enable AI to flourish**
- **Ensuring systems and platforms are trustworthy and transparent by design**
- **Assessing algorithms for bias and helping clients understand how it can creep into solutions**
- **Democratizing this new way of working and ensuring human + machine collaboration**
- **Articulating the responsible AI mission and ensuring it's anchored to a company's core values, ethical guardrails and accountability structure**



CASE

HumAlnity Open Innovation Challenge

Addressing mental illness with
artificial intelligence



The Nordics rank high in welfare and happiness indices. Yet, mental health conditions have become a major challenge across the Nordics in recent years. Stress, anxiety and burnout are on the rise and many suffer from loneliness. Whereas digitalization and increased screen-time are often stated as a contributing cause, we believe that technologies like AI can be part of tackling mental wellbeing challenges.

To identify and support scalable start-ups that could improve mental health in the Nordics, Accenture supports the HumAlnity Open Innovation Challenge together with SingularityU Nordic, Samsung, Furhat Robotics, Swedbank and Save the Children. By addressing the complex relationship between human and technology—and more specifically between mental wellbeing and artificial intelligence—the initiative falls under Accenture's purpose to deliver on the promise of technology and human ingenuity. And serves as a steppingstone for change makers with a human-centric view to technology.

Read more about the initiative and finalists [here](#).

"This has been one of the most personally rewarding experiences I've had during my career. I am passionate about AI and exponential technologies but also about the human brain and how we stay sane, and ultimately humane, in a world of increased attention-seeking, always-on and personalized digital devices. For me this is the start of humanizing technology rather than digitalizing humans."

Daniel Hjelte
Accenture Leadership



Accenture in collaboration with Save the Children

Accenture has in collaboration with Save the Children developed an app to help parents understand their children and to help them navigate safely in their digital environment

With the increased use of social media, online harassment and bullying has become so widespread and pervasive that it poses a serious challenge to children's welfare around the world. Denmark in particular, holds the European record for most children being bullied online.

Like other complex social problems, it requires a rigorous, multifaceted search for solutions. It can't be solved merely by trying to delete all the harmful content online or turning off the mobile phone, and such protective actions do not prevent more or new content from causing harm.

On top of this, there is a huge generation gap between parents and children when they are addressing digital life and children are rarely consulted in matter of change in their own lives (even though involving them has a significant longer lasting impact).

Save the Children wanted to change that and support families in the digital environment. The objective was to develop a tool for both children and parents to join in conversations around social behavior, by asking the right questions regarding the online life. This will help children not feel overwhelmed or victimized in the online arena as their parents will be there to guide them on how to handle conflicts, love, friendships, and online social interactions in general.

The Corporate Citizenship team saw this as a great opportunity to help and make a difference.



Bringing in different kinds of expertise across our Accenture family: Fjord for the design work, Technology for the coding and Strategy helped shape the whole experience, we worked together towards the same challenge: "How do we help parents guide their children on digital behavior and have more meaningful conversations on the topic?" To answer that, we embraced FORM methodologies, working closely together with Save the Children and parents in various co-creation workshops, and the solution came in the form of a gamifying app called SoMeDigMic (SoMeYouMe).

The app targets online behavior in a fun, engaging way through charismatic characters that encourage dialogue among parents and children on how to act in various situations, spot negative behavior and address it, hence preventing harassment and online bullying.

"This project really brings Save the Children into the new digital age, and this is a lift we really needed, helping go further into the future, being able to be where the children need us to be. – Ida Søndergaard Rasmussen, Corporate Partnership Manager, Save the Children Denmark

The app was launched in June and is available in App Store for iOS and Google Play for Android.

4

Creating a Truly Inclusive Workplace

At Accenture in Denmark, we hold ourselves accountable for being a place where everyone feels welcome and empowered to grow, thrive, shine and innovate. Our belief is that when we encourage every person's unique story and enable them to develop their diverse talents, we will create great value for our clients.

We view diversity from a wide perspective. It includes, but is not limited to, gender, culture, sexual orientation and identity, ethnicity, background, life-phases, mental health, disability and age.



High priority SDG targets relevant for this chapter:



- 3.8** Achieve universal health coverage... access to quality essential healthcare services...
- 5.5** Ensure women's full and effective participation and equal opportunities for leadership...
- 5.B** Enhance the use of enabling technology... to promote the empowerment of women
- 8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation...
- 8.5** By 2030, achieve full and productive employment and decent work for all women and men...
- 8.8** Protect labour rights and promote safe and secure working environments for all workers...
- 10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Accelerating Equality for All

Gender Equality

Since March 2017, when we announced our global goal to achieve a gender balanced workforce by 2025, the number of focused efforts we do to attract, recruit and retain women have increased. In the Danish organization this resulted in an increase from 34,4% female new hires in FY16 to 49,4% in FY20.

49% of new hires
40% of our total workforce
26% of our executives
16% of our managing directors

By the end of fiscal 2020 in the Danish organization, women accounted for:



We've come a long way. But there is still more to do. We will continue with actions already implemented in the recruitment process such as always ensuring that job descriptions are gender neutral and include inclusion and diversity statements, demanding an equal gender split among candidates presented by agencies, encouraging referrals of women through internal campaigns and training all interviewers in unconscious bias, to name a few. We continually evaluate investments in marketing campaigns, policy changes and other initiatives to ensure that we continue being an attractive employer for all talent.



Accelerating Equality for All

LGBTI Equality and our Pride Community

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

We are proud to be recognized as a corporate leader that supports LGBTI people and the broader community. On a Nordic level we have over the year conducted a number of activities all aiming at strengthening the understanding and inclusion of LGBT+ related topics. For example we have in connection with the Pride week 33 initiated “PRIDE Ally Training” which is a programme that helps us get more informed, visible and vocal LGBT+ “Allies” to continuously inspire collaboration everyday by understanding the “language” to articulate the ally angle for business cases and discover how to turn awkward experiences into teaching moments.

While Pride season looked different from past years, our people’s participation, enthusiasm and our leadership brought our global community together to celebrate it like never before. Our first virtual Unstoppable by Accenture Pride Challenge, a new digital tool that enables everyone to visibly support LGBTI rights from their mobile device, was launched globally with big success. By registering their daily steps, our people were competing for “appreciation points” that could be donated to charity. A total of close to seven million steps was dedicated to Pride by Accenture Europe people.

In Denmark, we sponsored the Copenhagen Pride Show and [Digital Parade](#). There were greetings from more than 30 companies including Accenture. The big Pride Show was broadcasted live at TV2 Lorry.



Accelerating Equality for All

Creating a Culture that Elevates

At Accenture, the development and fulfillment of our people are the heart of everything we do. But we know it is not enough to just say it if we are to continue to inspire and attract exceptional people.

To achieve this, we are cultivating a culture that is grounded in the intention of connecting exceptional people to exceptional opportunities. We are shaping the future of our company by discovering, developing and inspiring a diverse collective of people and talent by:

- **Building next-horizon skills and a continuous learning culture.**
- **Reimagining the employee experience to attract and retain the best talent.**
- **Accelerating equality for all, where people feel they belong.**
- **Being known for our leading-edge talent practices that unlock potential.**
- **Building responsible leaders at all levels that inspire trust and innovate with purpose.**

We believe these experiences should be defined by listening to our people and co-creating the experience. By creating an environment where our people feel seen, safe and supported, they are more comfortable sharing how our organization can help them be their true selves—both inside and outside of work.

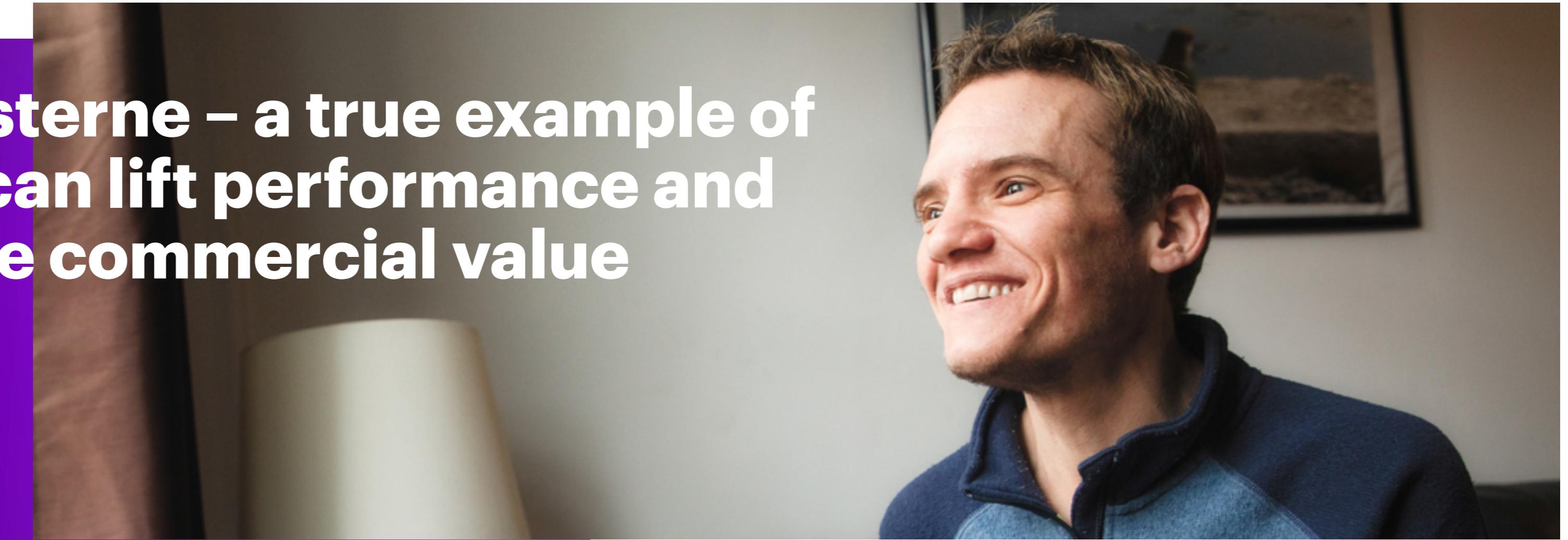


SKF & Specialisterne – a true example of how inclusion can lift performance and create immense commercial value

At Accenture, we see Diversity as a fact and Inclusion as an active and important choice; we embrace these as strengths and enablers for innovation and continuous growth. We strongly aim to reflect this not only in our hiring statistics, but in our daily work at clients, in the volunteering activities and in the pro-bono projects we run through our dedicated Danish Corporate Citizenship team.

In the establishment of a strategic, long-term partnership with SKF (Den Sociale Kapitalfond), who invests in businesses that have a triple bottom line doing good for society, we support marginalized people from losing their jobs and aim to create new and inclusive employment opportunities.

In line with Accenture's Skills to Succeed strategy utilizing technology to improve employment and entrepreneurship outcomes at scale, we had various engagements with SKF and their business ecosystem. Specialisterne ("the Specialists") is a company focusing on an especially talented but vulnerable group with an often untapped potential. Specialisterne are what some might refer to as "people from the autism spectrum". They are characterized by the fact that they can be super specialized and deliver exceptional results if they are given the right prerequisites and the right working environment.



An inclusive business model

Specialisterne was founded in 2003 by Thorkil Sonne after his son Lars was diagnosed with infantile autism at the age of three. The socio-economic enterprise was started to employ and include people with autism in the IT industry and hereby to change society's attitudes towards making them a valuable and recognized part of the workforce.

Specialisterne originates from Ballerup in Denmark but the Specialists Foundation have offices in 12 countries internationally.

Creating opportunities together

Together with SKF and Specialisterne, Accenture started looking at opportunities where Specialisterne's contribution would create outstanding value.

In Corporate Citizenship, we ran a due diligence initiative to rapidly understand how and if, it would make sense to partner with Specialisterne. On a leadership level, we initiated a dialogue about cultivating uniqueness and creating a framework that unfolds the talent, so all parties thrive.

Specialisterne are experts in complex tasks like pattern recognition, data crunching and extremely detail oriented work. Therefore, assignments related to data migration, testing or quality assurance (just to mention a few) that we do for our clients can reach the next level if we involve Specialisterne in the delivery mix. As part of the due diligence initiative, we concluded that with a broad common reference on clients and expertise areas, we could approach projects together with a joint value proposition.

"Skilled autistic people represent a huge pool of unused talent globally. We need more companies that dare to challenge current ways of creating diverse teams to solve complex problems. We believe that our collaboration with Accenture can serve as an inspiration for future ways of creating creative competitive offers," Carsten Lassen, CEO Specialisterne

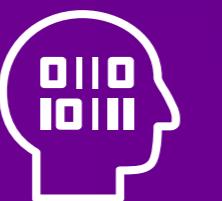
The Corporate Citizenship team is currently still in pursuit of locating the first pilot project to test out the partnership model. With Accenture's new purpose statement to deliver on the promise of technology and human ingenuity, projects like this are more relevant than ever, echoing our strategy as well on delivering 360 value by embracing change.

Accelerating Equality for All

Supporting New Skilling

How work gets done—inside and outside Accenture—is always changing. We are providing our people with the tools, skills and programs to be flexible so they can discover new talents and shift as the workforce keeps pace with the digital revolution.

When our people are equipped for success, not only are they fulfilled in their career journey, but our clients, business and communities reap the benefits. Our Talent Attraction, Retention & Development material issue explicitly recognizes our skilling and upskilling responsibilities. In fiscal 2020, our Danish employees completed more than 2,200 hours of training in the Accenture-sponsored Time & Skills program.



> 2,200 hours of training



Accelerating Equality for All

Specialization at Scale Program

Once people are newly skilled, with a workforce of more than 500,000 people, ensuring that we match people with the right skills with the right role with agility is essential.

Through our Specialization at Scale program, we provide a robust and agile way to ensure that the right team, with the right skills, is ready to serve our clients. Using the power of AI, we help our people identify their skills and specializations, and then match them with project and career opportunities based on their current and aspirational skills.

Performance Achievement

Our Performance Achievement experience, supported by patented technology, helps our people bring the best of who they are to what they do. Accenture people receive regular feedback on their performance and have the opportunity to provide feedback to their peers.

By the end of fiscal 2020, our people in Accenture in Denmark had provided more than 2,700 instances of feedback to each other—critical to enabling a culture of performance.

 **> 2,700** instances of feedback to each other



Accelerating Equality for All

Developing Leaders at All Levels

We believe that each individual has the potential to be a leader at Accenture. Developing leaders at all levels requires a special leadership DNA—one that cultivates a continuous learning mindset and innovation focus, the ability to inspire by example and the courage to adapt to the constant change around us.

We also use our Leadership Essentials to guide our behavior and embed doing business ethically and with integrity:

- **Always do the right thing in every decision, every action.**
- **Care deeply for all our people, to help them achieve their aspirations personally, and professionally.**
- **Live our unwavering commitment to inclusion and diversity.**
- **Exemplify client-centricity and a commitment to creating value.**
- **Lead with excellence, confidence and humility.**
- **Act as true partners to each other, to our clients, ecosystem and communities.**
- **Have the courage to change and ability to bring people along on the journey.**

Our people develop their leadership skills throughout their careers. We offer leadership training for our newly promoted leaders, team leads, career counsellors and senior leadership.

Our focus in the Nordics is to build a culture of innovation. The key leadership skill identified to achieve this is emotional intelligence (EQ). Through the “Heart Smart,” program we help our leaders develop EQ skills. During FY20 and the COVID-19 outbreak, we launched a virtual version of the program, “Digital Heart Smart.” This enabled us to continue with our effort to build EQ during a period when it was needed more than ever.

In fiscal 2019, we infused our leadership DNA in performance discussions with a guide that defines expectations for each career level. During fiscal 2020 this has been a continued focus in all preparation training, communication and enablement material for our leaders.



Adopting New Habits

We have identified with our people eight core habits to help people learn and grow, feel valued, respected, included, supported, purposeful, focused and energized:

- Prioritize and focus your time
- Take care of your body and mind
- Say thank you
- Set and respect boundaries
- Check in and listen
- Make time to learn
- Ask for feedback
- Share feedback

These habits are the foundation in our core leadership development training for our team leads.



CASE

Digital Heart Smart

Becoming the most truly human organization in the digital age



Digital is creating increased demand for truly human connections. And organizations are becoming increasingly aware of the need to prioritize emotional intelligence (EQ) as a necessary job skill. To support our journey to become the most truly human organization in the digital age, the program combines coaching guides that enable learners to reflect on and apply powerful EQ ideas with bite-sized digital learning experiences and engagement through micro-interactions. Concrete example: "Show" versus "tell" – how does this look in real life?

As an online complement to the original program Heart Smart, Digital Heart Smart has been appreciated by our leaders for allowing the opportunity to continue their development of EQ without interruption despite the COVID-19 breakout.

"Every leader who becomes more heart smart will positively impact their teams, peers and leaders. In the future, I believe we'll see EQ as a common denominator amongst leaders, and maybe even a prerequisite to be promoted to senior levels."

Fredrik Malmfors
Accenture Leadership



Accelerating Equality for All

Fostering Truly Human Experiences

Working in a digital world enhances our productivity and empowers us to be more efficient, more productive and more connected, but the 24/7 connectedness can disrupt the way we care for ourselves.

At Accenture, we foster a truly human environment to help our people maintain and enhance their physical energy, mental focus, value and purpose. This reflects our commitment to caring deeply for our people and fostering an environment to help them achieve their aspirations and become their best selves—personally and professionally.

One example: The Best Self Start Kit.

Its aim: to increase the team members' sense of belonging and purpose, with a mix of activities meant to be used in a new or existing team to spark collaboration and communication.



Accelerating Equality for All

Acknowledging the Importance of Mental Health

According to a 2019 World Mental Health Survey conducted in 29 countries globally, 350 million people struggle with depression, but eight in 10 employees do not seek treatment for mental health due to stigma in the workplace.

We strive to continue to break the stigma surrounding mental wellness by fostering a workplace culture where people feel comfortable engaging in open, honest dialogues about mental illness and mental wellbeing, including in response to external stresses such as natural disasters and other world events.

Through our Mental Health Ally network, Allies serve as ambassadors and advocates who can help colleagues facing mental health challenges find the support they may need. Our Mental Health Ally network expanded to 4,500 members in over 20 countries in fiscal 2019.



CASE

Truly Human Health Academy

Realizing the full potential of our people by improving their wellbeing and personal health



To ensure our people can be at their very best—personally and professionally—we need to equip them with tools and knowledge required to build healthy habits to improve wellbeing and personal health. Through the “Health Academy,” our people benefit from a one-hundred-day health and wellbeing experience. They receive individual coaching, take master classes and attend peer community support sessions—all led by experts in the fields of mental and physical health, and food and nutrition.

Things like digital detox, time for working out and tools to handle stress are addressed. The program is paying off: after completion, our people have reported increased physical activity, improved sleeping habits and decreased stress levels. Ultimately, the program enables our people to realize their full potential—which also improves the performance of Accenture.

“Seeing that the program has a positive impact on my colleagues’ wellbeing keeps me motivated to build an even better program, supporting even more people.”

Daniel Persson
Technical Architecture Delivery
Associate Manager



Accelerating Equality for All

Creating a Healthy and Safe Workplace

We are committed to ensuring the health, safety and security of our people and to ensure business continuity. This is also a fundamental part of our Code of Business Ethics and anchored in our policies covering Life Safety and Asset protection, Data Privacy, Respect for the Individual, Prohibiting Retaliation and more. With the rise of remote working in 2020, we encountered a new challenge that we sought to address through a series of programs aimed at keeping our people safe and healthy.

We activated our Thriving Mind program locally, via our mental wellbeing networks. Thriving Mind is a holistic wellbeing program that de-stigmatizes mental health issues. And teaches our people the science behind their brain's response to stress while providing tools to recharge mentally and physically. Thriving Mind offers a toolkit for managers that includes an eLearning and access to a community of like-minded employees.

All our people were provided a two-part virtual training. The first examined, "Building mental strength and nurturing wellbeing in the time of uncertainty and change." Facilitated by a licensed psychologist, it explored different reactions to remote work and uncertainty, and coached participants on how to maintain overall wellbeing. In part two, "Taking care of home ergonomics and creating comfortable remote working environment," a physiotherapist shared how to improve working conditions at home and the importance of things like microbreaks.

We introduced concrete tools and resources to all leaders in an interactive virtual session, "Leading for results in unpredictable times." A facilitator from Franklin Covey walked through how to lead and support employees and clients in the most effective manner given the stresses of the pandemic.



Accelerating Equality for All

Work Environment Training 2020

During fiscal 2020, Accenture in Denmark has conducted training for leaders to secure knowledge about the Danish work environment legislation, our employer responsibility and internal procedures and tools to secure a healthy and sustainable work environment. The training is mandatory for those with work environment delegation from Country Managing Director, and the learning objectives are to inform about relevant legislation; physical, social and organizational work environment and our internal tools and procedure that support the leaders in maintaining a healthy work environment.

Topics covered in the training:

- Truly Human work environment – living up to our commitment
- Engagement survey – to build engagement and improve collaboration
- Conduct Counts – the process and our leaders' responsibility
- Employee Value Proposition – delivering on the promise to our people
- Meaningful conversations – building connection with regular check-ins
- Early signals of stress – awareness and how to support
- Rehabilitation – the process and the leaders' responsibility
- Health and well care benefit – proactive health care and private medical insurance

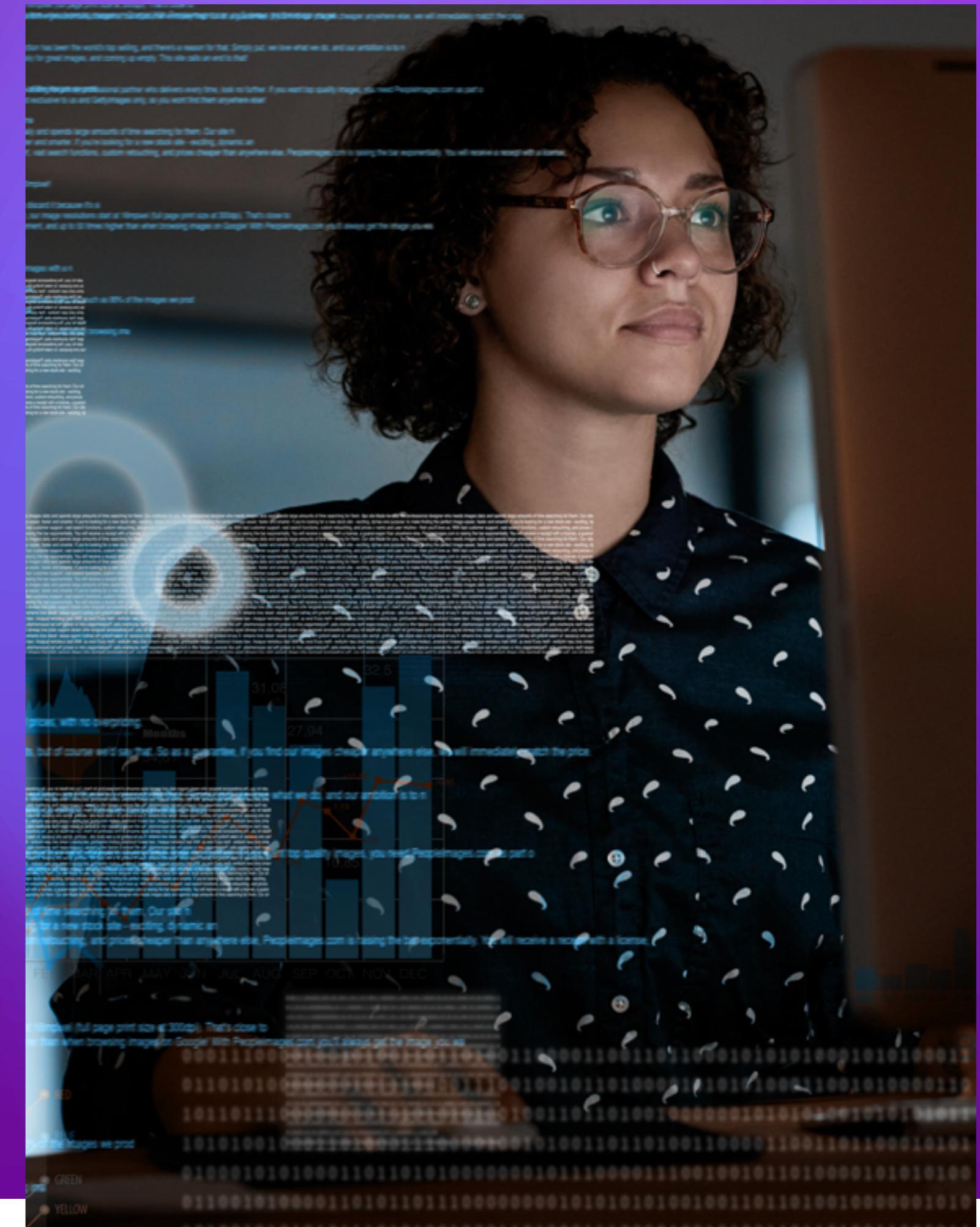


Accelerating Equality for All

Volunteering

Volunteering offers our people the opportunity to make an impact that is personally meaningful to them in the communities where they work and live. Last year, we offered more than 3,600 local and virtual volunteering opportunities with nearly 950 nonprofits around the world.

We participate in the global [Hour of Code](#) event each year, helping students across the world build STEM skills and opening students' eyes to the possibilities of technology. In addition, we have hosted frequent virtual volunteering opportunities for our people. For example, together with [Missing Maps](#), we help establish maps so first responders can locate and aid, through GPS, the vulnerable. Since 2015, nearly 5,000 Accenture volunteers globally have collectively made 500,000 edits to open-source maps, making it easier to reach more than 1.5 million people when they need assistance.



5

Living Our Core Values



High priority SDG targets relevant for this chapter:



- 5.5** Ensure women's full and effective participation and equal opportunities for leadership...
- 5.B** Enhance the use of enabling technology... to promote the empowerment of women
- 8.8** Protect labour rights and promote safe and secure working environments for all workers...
- 9.2** Promote inclusive and sustainable industrialization...
- 10.3** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
- 16.5** Substantially reduce corruption and bribery in all their forms

Conducting Business with Integrity

We believe an ethical culture is critical to our growth. Not only does it differentiate us in a competitive marketplace, but our clients involve us in some of the most sensitive areas of their business, making it that much more crucial.

One of the reasons clients choose to work with us is because of our integrity and unwavering commitment to upholding the highest ethical standards. Ethics can determine a company's future and are essential to conducting business responsibly.

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

This trust is evident in our enduring relationships with our clients. Our business is rooted in long-term associations—95 of our top 100 largest clients have been with us for a decade or more.

Accenture also upholds this commitment as a LEAD member of the United Nations Global Compact and by adhering to the United Nations Guiding Principles on Business and Human Rights. Accenture's [Global Corporate Citizenship Report 2019](#) serves as the eleventh Communication on Progress to the United Nations Global Compact (UNGC), and it documents Accenture's progress on implementing the 10 Principles as a member of Global Compact LEAD, which focuses on raising sustainability performance.



Building a Strong Ethical Culture

In today's evolving business and regulatory landscape, making the right decision can be difficult. To help our people make ethical choices and consider the impact of their decisions, we rely on our well-defined [Code of Business Ethics](#) (COBE). Our COBE builds on our six enduring core values; Client Value Creation, One Global Network; Respect for the Individual; Best People, Integrity and Stewardship.

These enduring core values shape the culture and define the character of Accenture. They serve as a foundation in how we act and make decisions. As we continue to build our ethical culture and support our teams with identifying legal requirements and risks, one ongoing challenge is to help ensure that we consistently model appropriate behaviours.

To help our people better understand and fully engage with our COBE, we offer a wide range of resources, including annual required Ethics & Compliance trainings, a Making

Good Decisions tool, our COBE toolkit with downloadable job aids, an ethics helpline and an on-demand anonymous chatbot. Given Accenture's ambitions to excel in innovation and new technology calls for a constant dialogue about how to ensure that these human rights are taken into account already in the early design phase by applying the privacy by design and default approach when developing new tools or practices and to carry out Data Privacy Impact Assessments when needed. These tools empower us to make good decisions a natural part of what we do every day—for our clients, business partners, the communities and the environment. The input we gain by monitoring these resources allows us to tailor our trainings and communications based on our people's real-time needs.

We continue to evolve our required ethics and compliance training with short, interactive and visually engaging courses. Individuals must complete all required Ethics

& Compliance training by July 31 each year to be fully eligible for year-end rewards (as permitted by law). In fiscal 2020, Accenture in Denmark achieved completion rates of 92% across all our people. Our goal is to maintain our high completion rates for trainings locally and globally and continue to evaluate our internal communication and trainings to make sure they remain effective.

We are committed to providing a positive, respectful and inclusive work environment. With the highest standards of behaviour, we put integrity into action every day. This means we have zero tolerance for any form of harassment. We take all concerns raised—whether to a supervisor, career counsellor, an Accenture Leader, or Human Resources or Legal representative—seriously. Concerns may also be reported anonymously, where legal restrictions allow, to the [Accenture Business Ethics Helpline](#) 24 hours a day, seven days a week.



Guiding our People's Behaviour

The first fundamental behaviour featured in COBE is "[Make Your Conduct Count](#)," which articulates five locally relevant yet globally applicable standards to guide our people's behaviour across our unique and diverse "culture of cultures." This framework creates a foundation for a positive, respectful and inclusive work environment that helps us inspire top talent, reflects who we are and who we want to be as a company, and how we work with clients, our partners and each other.

We believe these ethical behaviours are critical to the success of our business, and we continue to monitor the ethical environment through anonymous surveys. In early fiscal 2019, for the first time, we conducted our global survey concurrently in all countries in which Accenture operates. We will continue to run the global survey every two years; it will run again in the first quarter of fiscal 2021. These surveys help us better understand the strength of Accenture's culture, the conduct of our people while at work and their comfort level in raising concerns.

Accenture in Denmark has in FY20 put emphasis on the aspect that "tone from the top" is important to visibly modelling good behaviour. We expect Accenture leaders to demonstrate the highest standard of modelling respectful behaviour, taking action when they see misconduct and ensuring there is no retaliation against anyone who speaks up in good faith. Survey data is driving our training and development programs to make sure we are meeting the needs of our people. Because we are part of a global organization, Accenture in Denmark can leverage scale to improve our training and awareness efforts within the area of ethics and compliance.



Supporting and Respecting the Rights of All People

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

As stated in our COBE, we focus our human rights efforts where they are most relevant to our business and operations. For Accenture in Denmark that means:

- Fair and safe employment conditions and working practices.
- Maintaining a respectful work environment and the rights of our people (through COBE and Conduct Counts) and respecting the right to form and freely join legally constituted representative bodies, and working in good faith with them.
- Ensuring health, safety and security for our people and visitors to our premises.

- Respecting human rights in our supply chain in a manner consistent with our [Supplier Standards of Conduct](#).
- Protecting the privacy and security of personal data and using personal data responsibly.
- Committing to diversity and equal opportunity by eliminating discrimination in employment and applying our principle of meritocracy when we make decisions about our people.
- Complying with all anticorruption laws without exception, regardless of local business culture or practices.



Adhering to Best Practices & Policies

Through our efforts, we continue to shape our organization as a responsible business while maintaining a highly ethical culture. We strive to build trust while empowering our people to act with integrity every day. We are guided by an industry-leading governance model that is enabled by digital tools. That model includes:

1. A set of fundamental behaviors anchored in our [Code of Business Ethics \(COBE\)](#),
2. Specific policies covering anticorruption,
3. Respect for the individual, and
4. Accenture's Data Privacy Policy.

Accenture's Business Ethics Helpline is also open for employee, third-party and contractor complaints, including reporting allegations of incidents of bribery or corruption, and an investigations team within the legal department dedicated to addressing such allegations.

In fiscal 2018 Accenture built a global innovative "compliance hub" which centralizes Accenture's compliance-related applications into one platform. During fiscal 2019 additional anticorruption tools were added to the compliance hub, such as the Government Compliance Hub to streamline Accenture's tracking of engagements with government clients. During fiscal 2020 additional applications were added to this compliance hub, such as the Business Intermediary Portal, which previously had been a separate portal we used when we onboarded certain third parties. The compliance hub now serves as the compliance hub for all compliance related matters

in Denmark as covered by our anticorruption policies. As it is a global platform, it facilitates cross-compliance collaboration, enhanced analytics and reporting.

Through our internal controls function we regularly monitor our anticorruption program, and for Accenture in Denmark there have been no significant findings during fiscal 2020.

At Accenture, we continue to recognize that safeguarding the data of our clients, our company and our people is one of our most important responsibilities. We are dependent on information technology networks and systems to securely process, transmit and store electronic information and to communicate among our locations not only in Denmark but around the world and with our people, clients, alliance partners and vendors. Our success depends, in part, on our ability to continue to develop and implement services and solutions that anticipate and respond to the rapid and continuing changes in technology and offerings to serve the evolving needs of our clients.

This has also become evident during the COVID-19 pandemic, where Accenture both in Denmark and globally, in response to governmental directives and recommended safety measures, have enabled most of our people to work remotely. As the government in Denmark ease their restrictions, our people will likely increase their social interactions, including in certain circumstances in our and our clients' offices.

Everyone at Accenture has a responsibility to demonstrate effective data management practices in accordance

with our company policies (Data Privacy, IT security and Confidentiality), including our [Data Privacy Statement](#) and procedures. With cybersecurity and data privacy deeply embedded in our operations, including in our Client Data Protection program which dictates how we protect our clients' sensitive information, we maintain resilient and comply with globally recognized privacy principles and best practices.

In fiscal year 2020 Accenture has successfully certified both its internal enterprise (controller side) and its client service business (processor side) to ISO/IEC 127701:2019 globally, a certification from the British Standards Institute (BSI) on Data Privacy. These certifications not only affirm Accenture's ongoing commitment to global data protection and privacy requirements, which is an important human right in a digital society, but also help build trust and assurance for clients that Accenture operates according to recognized international standards. Accenture also applies the EU General Data Protection Regulation as our worldwide data privacy standard.

In addition, to internal policies in information security, system security, data privacy, etc. we continue to provide guidance for Accenture people on evolving security threats through a global multi-channel awareness program called, "Work Smart to Stay Safe." We provide opportunities to take trainings to become Information Security Advocates, these opportunities are updated and renewed each year. Also, we regularly test our people on how to recognize and avoid falling for social engineering attacks through specialized phishing and social engineering training.



A Look Ahead

We are committed to working to ensure a sustainable future for our communities, our clients, our people and our business. As the world navigates the coronavirus (COVID-19) outbreak, it highlights the inter-dependencies across regions and industries and the integration of the supply chain around the world. We will continue to help our clients become more virtual, digital and resilient in times of crisis.

In the year ahead, we look forward to delivering meaningful and collaborative advancements across the following areas:

Working with our clients to create a sustainable future.

We will continue to support our clients in their sustainability journey and collaborate for a more sustainable future. We will continue to integrate sustainability into all our projects and make it a cohesive part of our client work.

Innovating for Social Impact. We will continue building an inclusive digital future by investing in innovative ways to use new technologies to address complex social challenges and collaborate in ecosystem partnerships to secure the societal impact. We will continuously evolve our digital responsibility practices to ensure we are helping to pave the way for responsible business leadership.

Focusing on the Environment. To raise our ambitions in this space, we are bringing the full strength and scale of our business, including helping our clients innovate and lead the way in creating a lowcarbon economy, continuing to reduce our

carbon footprint across our operations and supply chain, and channeling the passion and creativity of our people to address.

Creating a Truly Inclusive Workplace. We are focused on ensuring our culture is one where everyone can advance and thrive by emphasizing equality for all, with a focus on mental wellness, neurodiversity and enablement. We will continue supporting our people throughout their learning process so they can experience the deep, durable learning that leads to lasting change.

Living Our Core Values. Trust and integrity are more critical than ever in today's complex and rapidly changing world. Count on us to continue: maintaining an ethical culture, with accountability as a point of pride for all our people, and operating with transparency and continuing an ongoing dialogue with key stakeholders.

Together with our 753 people in Denmark, our clients and all our ecosystem partners, we are committed to building a future of shared success to achieve sustainable, long-term growth that benefits everyone.



About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world's largest network of Advanced Technology and Intelligent Operations centers. Our 506,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities. [Visit us at www.accenture.com](http://www.accenture.com).

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