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## United Nations Global Compact: Communication on Progress

March 2013



# Letter from Our Leaders

Our long-standing global commitment to both corporate citizenship and the measureable difference we make in the communities where we live and work remains central to how we do things at Accenture. Put simply, our business growth strategy is inextricably tied to our ability to contribute to broader sustainable economic growth around the world, and our corporate citizenship agenda is firmly rooted in achieving this sustainable growth. In addition, our focus on corporate citizenship endures as a cornerstone of our character and business, anchored in our core values and our Code of Business Ethics.

In this fourth Communication on Progress to the United Nations Global Compact (UNGC), we discuss our progress against our corporate citizenship goals during fiscal 2012 (September 1, 2011–August 31, 2012). We take great pride in our achievements, most notably exceeding our **Skills to Succeed** goal and being recognized on CDP's S&P 500 Carbon Disclosure Leadership Index, which represents the top 10 percent of companies in terms of carbon disclosure.

As always, our success is a product of the passion and dedication of our people around the world, who are deeply committed to advancing corporate citizenship and sustainability. Their enthusiasm for supporting our goals and objectives helps make a tremendous impact on the people and communities around them. Their generous contributions of time, expertise and resources to innovative programs make a difference, from preparing the next generation to join the workforce to adopting eco-smart work practices.

At the same time, our efforts to ensure sustainable growth span our operations, from how we run our business to the services we provide our clients to how we engage with our employees and suppliers. We pledge to continue the progress we've made through **Skills to Succeed** and our commitment to environmental stewardship.

## Our Commitment to the UNGC's 10 Principles

We have been a signatory to the 10 principles of the UNGC since 2008 and are one of the 50 inaugural members of the UNGC LEAD program, which outlines actions through which businesses around the world can achieve greater sustainability. Additionally, we support UN Women, which works for the empowerment of women and girls, and in fiscal 2010, signed the UNGC's Women's Empowerment Principles CEO Statement of Support, which helps the private sector promote gender equality in the workplace, marketplace and community.

These commitments align well with the UNGC's purpose, Accenture's core values and the five pillars of our global corporate citizenship reporting strategy: Corporate Governance, **Skills to Succeed**, Environment, Our People and Supply Chain.

## Advancing Skills to Succeed

We believe profoundly that a company's business purpose is most powerful when it aligns with the organization's potential for broader societal impact. One of our proudest accomplishments has been the tremendous progress we have made through **Skills to Succeed**, Accenture's corporate citizenship initiative, launched in 2009 to advance employment and entrepreneurship opportunities. **Skills to Succeed** draws on one of Accenture's core competencies—training talent—to help address the need for skills that open doors to employment.

In 2010, we established a goal for **Skills to Succeed** of equipping 250,000 people around the world by 2015 with the skills to get a job or build a business. By the end of our last fiscal year, we had surpassed that goal and equipped 320,000 people with skills. As a result, we have increased our goal to equip 500,000 people globally by 2015.

# 500,000

By 2015, we plan to equip 500,000 people worldwide with the skills to get a job or build a business

Today, we have more than 200 collaborative **Skills to Succeed** initiatives under way with strategic partners in both mature and emerging markets. For example, we work with Youth Business International to equip its global network of nonprofit affiliates—such as Conexão in Brazil—with improved tools, funding, mentoring and training to help 33,500 disadvantaged young people around the world become thriving entrepreneurs.

We also partner with Save the Children to help provide vocational and life skills to approximately 7,000 disadvantaged and at-risk young people in Egypt, Indonesia and the Philippines.

**Skills to Succeed** has seized the imagination of our people and mobilized the strategic nonprofit partners with whom we work. Thanks to their passion and dedication, we have achieved more than we ever thought possible. Looking ahead, we will continue to focus on driving measurable impact and achieving scale through the use of technology and collaboration.

### Addressing Environmental Impacts

Our strategy to foster environmentally sustainable growth for Accenture and our stakeholders comprises four areas: running efficient operations, working sustainably, enabling client sustainability and providing insights to advance sustainability.

Our environmental footprint consists primarily of carbon emissions generated from air travel and electricity, and we have been steadfast in addressing both as we continue to improve our environmental performance. Working closely with our global network of employees, clients and suppliers, we are on a relentless journey toward more-sustainable operations and a smaller environmental footprint.

We met our fiscal 2012 target of reducing our per employee carbon emissions approximately 30 percent from our fiscal 2007 baseline, achieving a more than 33 percent reduction. Our efforts to encourage the adoption of virtual-collaboration technologies continue to help us manage air travel, even as we have expanded into growth markets and increased our fiscal year-end headcount by 87,000 employees, or approximately 50 percent, since 2007. We remain focused on improving our performance and have set a new target: by the end of fiscal 2015, we plan to reduce our per employee carbon emissions 35 percent against our fiscal 2007 baseline.

Additionally, across our locations, we invest in energy management and resource-conservation programs including optimizing our operations, installing Remote Energy Monitoring technologies in our offices and procuring office electricity from renewable-energy sources.

We are a founding member of the Green Growth Action Alliance, a multi-stakeholder coalition committed to environmentally and economically sustainable growth, and we recently joined its executive board. Accenture is also playing a leadership role in developing the UNGC's Sustainable Energy for All Initiative, a strategy on the future of global energy. As part of our effort to engage the broader business community, Accenture and the UNGC jointly launched a series of landmark thought leadership reports detailing how organizations can capture business value from sustainable energy initiatives. In addition, we remain intimately involved in developing private-sector partnerships to create energy-access initiatives.

We recognize that the performance bar continues to rise and, in late fiscal 2012, we embarked on a refresh of our environmental strategy to further shape our ambitions over the next several years.

### Investing in Our People and Business Partners

We take great care to ensure that our people, business partners and suppliers adhere to the highest ethical standards, policies and practices. Our Code of Business Ethics sets the foundation for the conduct we expect of employees at every level of our organization. We are diligent about doing business with companies and governments that share our common values. In 2012, we marked our fifth consecutive year on Ethisphere's "World's Most Ethical Companies" list, which recognizes our commitment to ethical leadership, compliance practices and corporate citizenship.

As always, Accenture continues our long-held commitment to helping our people develop the necessary skills and capabilities to deliver high performance to our clients and to advance in their careers. In fiscal 2012, we invested more than US\$850 million, for an average of 52 hours per person, in employee training and professional development. We also launched our new global women's theme "Defining success. Your way." to help inspire our more than 90,000 women to define their personal approaches to success.

On the following pages you will read more about Accenture's progress against the 10 principles of the UNGC. We have laid the strategic and operational foundations for the challenges that lie ahead, and we are committed to expanding and extending our corporate citizenship efforts, moving forward to create sustained impact in communities around the world.



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

**Pierre Nanterme**  
Chairman & CEO  
Accenture

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

**Adrian Lajtha**  
Chief Leadership Officer  
Accenture

## United Nations Global Compact Human Rights Principles

“At Accenture, 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**, our corporate citizenship initiative, we focus on advancing employment and entrepreneurship opportunities in both mature and emerging markets.”

## Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights; and

## Principle 2

make sure they are not complicit in human rights abuses.

### Our Commitment

Accenture's commitment to protecting human rights spans how we treat our employees, our expectations of our suppliers and how we make a sustainable impact in the communities where we live and work. The respect and protection of human rights are at the heart of our [core values](#), especially Respect for the Individual, Best People and Integrity. Our commitment is anchored in our [Code of Business Ethics \(COBE\)](#); our [Supplier Standards of Conduct](#); and our global policies, including those that address data privacy, harassment and the procurement of goods and services.

Our commitment extends to the protection of the health and safety of our employees, contractors, guests and neighbors. As such, we continue to maintain [OHSAS 18001:2007](#) certification in targeted locations, which demonstrates our commitment to the safety and security of our people. In tandem, we are strengthening our health and safety programs on a global level. Beyond our employees and our own operations, our commitment to protecting human rights is also rooted in the expectations we have of our suppliers. In fiscal 2012, 98 percent of our new Procurement-issued supplier agreements included our Supplier Standards of Conduct, which supplement our COBE and incorporate the principles of our core values and the [10 principles of the United Nations Global Compact \(UNGC\)](#), including human rights.

### Supporting Economic Self-sufficiency

At Accenture, we believe access to economic self-sufficiency and sustainable livelihoods promotes the vitality and resilience of individuals, families and communities worldwide. Unfortunately, many people lack the necessary skills or access to education and training that would enable them to obtain a job or build a business. Through [Skills to Succeed](#), our corporate citizenship initiative, we focus on advancing employment and entrepreneurship opportunities in both mature and emerging markets.

# 320,000

Number of people equipped with skills through [Skills to Succeed](#) initiatives by end of fiscal 2012

In our [2010-2011 Corporate Citizenship Report](#) we indicated that we planned to equip 250,000 people around the world by 2015 with the skills to get a job or build a business. By the end of fiscal 2012, we had exceeded that goal, having equipped 320,000 people with these skills. To increase our impact in communities worldwide, now our goal is [to equip a total of 500,000 people globally by 2015](#), or an additional 180,000 people.

At the heart of [Skills to Succeed](#) is the measurable impact we have achieved through our long-term relationships with the [strategic partners](#) we support in delivering measurable employment and entrepreneurship outcomes at scale. Today, we have more than 200 collaborative initiatives around the world. 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 fisher-folk. We are building their understanding of and participation in markets and supply chains and enabling them to act collectively, so they may secure higher values for their produce. In India and South East Asia, we are also working with [Leonard Cheshire Disability](#) to help thousands of people with disabilities gain access to employment through skills training and placement services. With [Save the Children](#), we are helping to provide approximately 7,000 disadvantaged, migrant and at-risk young people in Egypt, Indonesia and the Philippines with vocational and life skills so they may find their place in society.

Further, we track outcomes beyond the skill-building stage wherever possible. For example, more than 90 percent of the people trained in IT software and programming skills by our partner [Fundación Pescar in Argentina](#) found employment, and several are employed by Accenture.

By increasing marketplace competitiveness and economic resilience, building sustainable businesses and creating employment opportunities, we are making a real impact on the economic vitality of individuals, families and communities. With our strategic partners, we've made great progress in supporting planned, structured and externally recognized and/or certified programs that develop participants' marketable job skills. One of our goals is to identify and measure material changes in job readiness or entrepreneurial skill levels. Additionally, we measure programmatic interventions with auditable results including classroom workshops for IT skills, e-Learning programs with job training modules, connecting rural poor to markets and long-term mentoring for entrepreneurs.

# \$53.5M

Total Accenture and Accenture Foundations contributions during fiscal 2012

In fiscal 2012, we contributed cash as well as pro bono contributions of time and Accenture employee skills equivalent to US\$53.5 million to support our corporate citizenship efforts, including **Skills to Succeed**, bringing total contributions since 2010 to US\$98 million.

**Skills to Succeed** is a tremendous source of pride for our employees, and by harnessing their energy and expertise, we have greatly enhanced our contribution to our communities. In fiscal 2012, we introduced a new global online volunteering platform, myCorporateCitizenship, to make it easier for our people to contribute to our **Skills to Succeed** goal. At the end of fiscal 2012, more than 60 percent of Accenture people had access to the tool, which we rolled out in India, the Philippines, the United States, the United Kingdom and Ireland. We will complete rollout across all our geographies in fiscal 2013.

## Gender Equality as a Human Right

Gender inclusion is an important global focus for Accenture; we believe that increasing the opportunities for women to succeed economically is one of the most powerful ways to promote human rights and community stability. We have concentrated efforts on achieving greater inclusiveness of women-owned businesses in supply chains. As Accenture's global footprint expands, we are extending our [supplier inclusion and diversity efforts](#) across a growing number of emerging markets, as well as strengthening our commitment in more-developed economies. In 2012, we made important strides in purchasing from women-owned and women-controlled enterprises in categories including technical contracting, training, human resources and professional services. For example, we purchased from 32 such companies in India and from 180 such companies in the United States. Also, in the United States and Canada we helped develop and mentor women-owned and women-controlled businesses through our [Diverse Supplier Development Program](#).

As another example of how we are extending our supplier inclusion and diversity efforts, we are helping entrepreneurial women strengthen their businesses and access to markets in our key countries of operation. For example, in India we are working with the [Self-Employed Women's Association of India \(SEWA\)](#), in conjunction with [WEConnect International](#), an organization that works to increase opportunities for women-owned businesses to succeed. SEWA women were formerly waste-pickers and now produce stationery items from recycled paper. In the first phase of work, which ended in early fiscal 2012, we helped the [SEWA Gitanjali Co-operative](#) increase its earnings prospects dramatically and become stationery suppliers to Accenture. We are now extending our support to train an additional 100 women to become producers of stationery and gift items, thereby securing sustainable livelihoods.

A key element of our support for gender equality consists of our leadership role in various organizations dedicated to women's economic empowerment globally. Accenture engaged in [La Pietra Coalition's "Breakthrough Initiative to Advance Women and the World"](#) and is now active in the [Clinton Global Initiative's "Integrating Women into Global Supply Chains"](#) working group. In addition, we are a co-founder of WEConnect International, where we serve on the board of directors and play a leading role with local chapters. Our Chief Procurement Officer also serves on the board of the [Women's Business Enterprise National Council \(WBENC\)](#) in the United States.

## Protecting Our People and Other Stakeholders

### Health and Safety

Protecting the health and safety of our people and other stakeholders represents an important aspect of our commitment to human rights. We have developed internal standards for safety and security systems that are used on a global basis. Additionally, we have achieved and continue to maintain OHSAS 18001:2007 certification—which relates to occupational health and safety—in Brazil, the United Kingdom, Ireland, Spain and our largest site in Bangalore, India.

In light of our continued growth worldwide, we are concentrating our efforts on standardizing our processes. This involves, among other initiatives, strengthening our monitoring and measuring to promote the early identification of risks. We also continue to support our geographies that are working toward OHSAS 18001 certification.

### Global Asset Protection

Our Global Asset Protection team provides physical security for our people and locations around the world. When needed, it comes to the aid of employees requiring emergency assistance in the course of their work and business travel, including providing security training for all employees traveling to high-risk countries. Additionally, together with Accenture Business Travel Services, the team maintains an online resource that offers health advice and information about security risks and business travel restrictions. In fiscal 2013, we will incorporate new technologies into our efforts to keep our people safe.

### Data Privacy and Information Security

Protecting the privacy and security of personal and business data, for our clients and for ourselves, is a cornerstone of Accenture's business. In part, we commit to our clients that we will behave appropriately

when we access their strategic and other key corporate data. We use data responsibly in accordance with numerous laws and client agreements, which determine how we use and share data when we deliver our services.

Our Data Privacy policy demands that we access and use personal data only when access to that data is necessary and when we have a legitimate business purpose. Our Acceptable Use, System Security and Data Management policies demand 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 our "Data Privacy—What It Means and Why It Matters" and "Information Security" training courses.

In addition, we continue to invest in strengthening our information security program to protect against, detect and correct information security incidents, regardless of their source. Our program includes balanced investments in technology, processes and controls and in employee training and awareness designed to reduce the possibility of information security incidents.

### Supply Chain

As part of our supplier selection process, we include sustainability and inclusion questions in our RFPs (requests for proposal). Over the past couple of years, we have focused 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. We continue to make progress in this area. For example, in Brazil we developed a portal for supplier self-assessment and scoring, and in fiscal 2013, we are piloting a tool to help us better capture this supply chain information globally.

Additionally, in 2012, Accenture's Information Security organization increased our supply chain data privacy requirements and the associated questions we ask suppliers, including subcontractors, who will have access to Accenture/client confidential and personal information. Suppliers who have access to highly confidential and personal data are assessed most closely, and if there are issues with the responses, we work with the supplier to resolve. If we cannot resolve critical issues, we may choose to terminate our relationship with the supplier.

### Ongoing Dedication to the Principles

Accenture continues to make advancements on our commitments to uphold the UNGC human rights principles, and in fiscal 2012 we again gained recognition for our efforts in this area. For instance, we received a perfect score on the [Human Rights Campaign's Corporate Equality Index](#) for the fifth consecutive year. We also were named to [Corporate Responsibility Magazine's 100 Best Corporate Citizens](#) list for the fourth consecutive year, ranking No. 1 in the Services category.

We are proud that our efforts to promote the economic inclusion of women have also been recognized. In 2012, WBENC recognized Accenture as one of its [Top Corporations for Women's Business Enterprises](#) for the fourth consecutive year. We were also named at a regional level as a [Greater Women's Business Council](#) Top Corporation for Women's Business Enterprises.

In fiscal 2013, we continue to support our groundbreaking collaborative SEWA project and are helping to expand WEConnect further by supporting launches in Australia, Turkey, Brazil and Mexico. We will also maintain our focus on protecting human rights, as we increase our commitment to creating shared value for Accenture, clients and the community.



## United Nations Global Compact Labor Standards Principles

“With our core values—including Best People, Integrity and Respect for the Individual—as a foundation, Accenture enjoys an authentically diverse culture: our workforce spans countries, cultures, languages, generations, perspectives, backgrounds and educational experiences.”

### Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

### Principle 4

the elimination of all forms of forced and compulsory labor;

### Principle 5

the effective abolition of child labor; and

### Principle 6

the elimination of discrimination in respect of employment and occupation.

#### Our Commitment

Accenture's ongoing commitment to upholding labor standards—including freedom of association; elimination of forced, compulsory and child labor; and elimination of discrimination—is embedded in how we build relationships with our employees and suppliers. It reflects our core values, especially Respect for the Individual, Best People, Integrity and Stewardship. Our commitment is also articulated in our [Code of Business Ethics](#) (COBE) to emphasize, among other things, diversity, corporate citizenship, teamwork and respect.

Our Supplier Standards of Conduct and numerous policies (including harassment, procurement of goods and services, and reporting unlawful or unethical activity—prohibition against retaliation) also address our commitment across our business operations and supply chain. In addition, our Meritocracy policy reinforces our labor standards and antidiscrimination commitment. Accenture also complies with local labor laws applicable to its relationship with its employees.

Lastly, we support the [United Nations Global Compact \(UNGC\) Women's Empowerment Principles](#), which help the private sector promote gender equality in the workplace, marketplace and community. Such principles are very much in line with our own leadership and accomplishments on these issues.

#### Promoting High Labor Standards for Our People

At the core of our business are the skills, abilities and knowledge of our people—our human capital. Our multi-year Human Capital Strategy paints a comprehensive picture of what our talent, leadership and culture will look like in the future. Our goal is to have the right capabilities, in the right places, to support the needs of our clients and drive our future growth. Recently, we accelerated leadership-development initiatives in our priority emerging markets. For instance, in fiscal 2012 we launched a year-long Greater China High Potential Leaders Program, which identifies and develops high-potential leaders early in their careers.

#### An Inclusive, Diverse Environment

The diversity of our people is part of what makes Accenture exceptional. Combining our employees' diverse talents and backgrounds with our common values and methodologies is a powerful competitive differentiator.

With our core values—including Best People, Integrity and Respect for the Individual—as a foundation, Accenture enjoys an authentically diverse culture: our workforce spans countries, cultures, languages, generations, perspectives, backgrounds and educational experiences. We have long been recognized as a great place to build a career in nearly every major country in which we operate and we receive approximately 2 million resumes annually.

We are committed to creating and providing an inclusive, open and equitable environment for individuals with different backgrounds, lifestyles, needs and expectations. Responsibility for fostering our culture begins with our leaders. The [Accenture Diversity Council](#) governs our [global inclusion and diversity efforts](#) and makes decisions on our initiatives.

We take violations of our anti-discrimination policies seriously. Accenture has employee relations teams across our geographies responsible for addressing most grievances. In addition, our global Corporate Investigations team investigates alleged violations of our Code of Business Ethics reported through multiple channels, such as our 24/7 Business Ethics Line or a Human Resources representative.

Training is one of the most effective ways we make inclusion and diversity part of our culture. We embed diversity topics into many of our core curriculum courses and also offer stand-alone [diversity training](#), such as our "Inclusion & Diversity In Motion" training series. In fiscal 2012, we expanded our offerings to better support minority employees in their career development and to help build cross-cultural awareness and work practices. More than 40,000 people have participated in awareness training related to cross-cultural diversity, persons with disabilities and sexual orientation.

**40,000+**  
Number of Accenture people  
who have participated in  
awareness training

Additionally, our wide-ranging [employee resource groups](#)—which connect individuals who wish to strengthen their support networks—continue to expand and thrive across our geographies. These interest groups include those focused on women, sexual orientation and persons with disabilities.

In recent years, we have expanded support for our lesbian, gay, bisexual and transgender (LGBT) employees. As local regulations permit, we have introduced

policies to help ensure the equal treatment of employees regardless of sexual orientation or gender identity. Accenture's global LGBT Network has grown to include more than 3,000 members, more than 20 volunteer leaders and 22 active networks across our geographies.

We continue to augment our support for persons with disabilities (PwD). For example, we now have disability-related networks in more than 15 countries, and more than 1,200 people have identified themselves as "PwD Champions." This network of Accenture employees organizes local gatherings, collaboration, mentoring and awareness-building activities for persons with disabilities as well as caregivers and colleagues. We have further increased our efforts to provide assistive technologies and workplace accommodation for our persons with disabilities. In fiscal 2013, we will launch a new assistive technology online request tool to improve service across our geographies and enable sharing of best practices.

Additionally, in 2012 we established an internal Inclusion & Diversity Excellence Awards program to recognize outstanding initiatives from across our geographies. One of our recipients was the [Sin Barreras program in Argentina](#), which started in 2006 and currently employs 79 persons with disabilities locally. We are now extending the program to Colombia, Venezuela and Chile.

#### Women at Accenture

We are committed to supporting our women's professional goals and aspirations, which are as unique as the more than 90,000 women at Accenture. Our support takes many forms, including training opportunities for executives, mentoring programs and networking and celebration

events. In addition, the Accenture Women's Network provides a global online forum with local groups in 28 countries. In fiscal 2012, we launched a new global women's theme—"[Defining success. Your way.](#)"—to focus our efforts on creating an environment and culture that empower women to define their personal approaches to success.

**90,000+**  
Number of women in our  
workforce in early 2013

We continue to focus on increasing the representation of women in our workforce. At the end of fiscal 2012, women accounted for 30 percent of the external members of Accenture's [Board of Directors](#) and 17 percent of Accenture Leadership, which comprises Accenture's approximately 4,900 managing directors, senior managing directors and members of the [Global Management Committee](#) (our primary governance group that consists of 18 of our most senior leaders). Women currently account for 22 percent of our Global Management Committee. In addition, approximately 36 percent of our global workforce is women (up from 35 percent in fiscal 2011) and nearly 40 percent of new hires are women (up from 34 percent in fiscal 2011).

Our annual celebration of [International Women's Day—a day designated by the United Nations](#) to recognize women's contributions to the world's economy—continues to expand as it reaffirms our leadership's commitment to women in our workforce. In fiscal 2012, 12,600 Accenture people in 197 locations in 39 countries participated, up from 12,000 participants in 162 locations in 2011.

## Training and Development

We continue our long-held commitment to helping our people develop the necessary skills and capabilities to deliver high performance to our clients and to advance in their careers. In fiscal 2012, we invested more than US\$850 million, for an average of 52 hours per person, in employee training and professional development.

# \$850M+

In fiscal 2012, we invested more than US\$850 million in employee training and professional development

Training begins the first day an employee joins Accenture and continues throughout his or her career. We evaluate our courses regularly—to keep our offerings relevant and up to date—and provide our people with flexible training options, including onsite and online. Over the last couple of years, we have aggressively rolled out our virtual learning platform, and we now engage virtual learners through small group discussions, white-boarding activities, videos, polling and other virtual collaboration tools. Employees can choose courses tailored to their individual skills, experience and areas of interest.

Accenture's Performance Management framework supports our philosophy of meritocracy and aligns rewards with performance. At the start of each year, our people set annual goals and objectives based on their roles and responsibilities. As part of Accenture's performance management process, our people receive written and verbal feedback on their individual performance against these objectives. In addition, it is expected that all employees receive formal annual reviews from their supervisors or career counselors.

Our Career Development Plan and Personal Engagement List foster open dialogue about employee engagement, steps that could be taken to improve job satisfaction, short- and long-term career goals and how to build a robust development plan for the year. In fiscal 2012, we implemented a program to further encourage frequent, career-related conversations. We also introduced a Career Connection website to offer our people a single consolidated online resource to manage and navigate their careers.

## Supporting Our People

We know how important it is for our employees and their families to have the tools, resources, time and opportunity to focus on the things that are most important in their lives. The Live Well at Accenture program strives to help each employee strike the right work-life balance for his or her individual situation, whether working at a client site, an office or from their home. Our range of benefits focuses on our employees holistically, addressing their physical, financial and emotional health, as well as that of their families. We believe this enhances, rather than impedes, productivity.

Our global and country-specific policies and benefits describe the specific work arrangements that are formally considered "flexible work." Accenture is committed to supporting our employees who are parents and caregivers, and we comply with all local laws regarding maternity leave, paternity leave, parental leave, adoption leave and all other applicable types of leave. In addition, in fiscal 2012 we piloted an initiative to retain, grow and support our women going on and coming back from maternity leave. We also focused on strengthening our wellness offerings and created a global forum where our local well-being champions share best practices. In fiscal 2013, we are focused on expanding our wellness offerings to meet the specific needs of virtual and project teams.

Finally, making sure our people have a voice by providing mechanisms for ongoing communications between employees and our company represents an important aspect of supporting our professionals. Through global Engagement Pulse Surveys we assess how our people perceive their overall career experience with Accenture. These surveys give our people an opportunity to share what they believe the company is doing well and what it could do better or differently. Nearly 72 percent of employees responded to our 2012 Engagement Pulse Survey. In addition, groups such as Employee Councils and the Analyst-Consultant Group in the United Kingdom enable us to maintain active dialogues. Online, our people connect, ask questions and share ideas using a variety of resources such as the Employee Advisory Forum, Accenture People (our internal social networking application) and the Knowledge Exchange (a collaborative environment that helps our employees connect to find experts and information). Finally, our people can discuss any ethics concern using our 24/7 confidential Business Ethics Line, without fear of retaliation.

## Enforcing Fair Labor Standards in Our Supply Chain

Just as Accenture holds its entire organization accountable to high standards of business conduct, we demand the same of our suppliers. Within our supply chain, we are committed to eliminating discrimination in our choice of service providers and vendors.

## Supplier Standards of Conduct

We expect our suppliers to comply with our Supplier Standards of Conduct (SSoC), which supplement our COBE and incorporate our core values and the UNGC's 10 principles, including human rights. Our SSoC documents expectations for our supply chain, including specific provisions about upholding freedom of association

and eliminating forced labor, child labor and discrimination in the workplace. In 2010, we began to track and report the number of new Procurement-issued supplier agreements that include the SSoC. In fiscal 2012 we exceeded our goal, with 98 percent of our new Procurement-issued supplier agreements including our SSoC—a 10-point increase over fiscal 2011.

Additionally, all new contractors (other than those in France, due to labor laws) who require an Accenture e-mail address and access to our systems complete approximately two-and-a-half hours of training on the SSoC, information security and data privacy. Failure to complete the training results in revocation of access to Accenture's technology systems. As of the end of fiscal 2012, 64,000 contractors and supplier personnel had completed the training since program inception in early 2010.

In our [2010-2011 Corporate Citizenship Report](#), we shared that we planned to review the environmental, social and ethical business practices of critical global suppliers representing at least 70 percent of our procurement spending. In fiscal 2012, we laid the groundwork for a Procurement Sustainability Strategy Refresh initiative that would begin in fiscal 2013 (as detailed in "Ongoing Dedication to the Principles"). As a result, we will undertake a new approach to our global supplier review following the completion of the strategy refresh initiative. In the meantime, we continued making progress at the local level. Our teams in the France and Benelux regions reviewed the sustainability practices of many of their key suppliers. They now are working with local buyers and other stakeholders to incorporate a comprehensive sustainability review element into their planning and management processes. In Australia and North America, our offices are undertaking a sustainability review of their strategic facilities and services providers during fiscal 2013.

### Advancing Supplier Diversity

We believe we can make a powerful difference through our purchasing power by supporting businesses that have historically experienced barriers to participation. Through our Supplier Inclusion & Diversity Program, Accenture demonstrates our commitment to unleashing entrepreneurial potential and promoting economic growth in our communities. Additionally, the professionals on the Supplier Inclusion & Diversity team work closely with our Corporate Citizenship team to align our procurement inclusion commitment with **Skills to Succeed**, our corporate citizenship focus (described in Human Rights). For example, in Turkey we are helping women business owners strengthen their businesses and connect to business opportunities within larger corporations through our support of WEConnect Turkey.

Our supplier diversity efforts develop and expand relationships with minority-owned, women-owned, small and other diverse businesses. In the United States, we increased the percentage of our total procurement spend with diverse suppliers to 27 percent in fiscal 2012, up from 23 percent in fiscal 2011.

**27%**  
Percentage of procurement spend to diverse suppliers in the US in fiscal 2012

Accenture's Diverse Supplier Development Program (DSDP) is a key pillar of our commitment to promote economic growth and nurture strong marketplace relationships. In this hands-on, 18-month mentoring program, Accenture executives team with diverse suppliers to help them grow and develop their businesses. In fiscal

2012 we expanded the program in the United States to include 24 new companies (the third graduating class), each of which worked with two Accenture managing director mentors. At the same time, the DSDP program in Canada graduated six suppliers from its first class and began working with 12 new suppliers who are set to graduate in early 2014.

Other initiatives in fiscal 2012 helped us strengthen and extend our supplier inclusion and diversity initiatives. For example, we began tracking our progress across key geographies and procurement categories. In Canada, the United Kingdom and India, we focused on accelerating the growth of our programs via internal and external collaboration and engaging in marketplace advocacy for more inclusive supply chains. Additionally, in fiscal 2012 Procurement teams in India, Australia, Philippines, Spain and Netherlands offered pro bono procurement or market linkage support to community-based organizations.

In addition, our Legal group is committed to working with minority- and women-owned law firms and legal staffing companies. In fiscal 2012, we were recognized by the [National Association of Minority & Women Owned Law Firms](#) for our commitment to spending 5 percent of our US outside counsel legal budget with minority- and women-owned law firms. We are also one of the founding members of the [Inclusion Initiative](#), which began in 2010 and now includes 25 major companies that are committed to promoting the use of minority- and women-owned law firms in the United States.

## Ongoing Dedication to the Principles

### Promoting Diversity in the Marketplace

Accenture plays a leading role in a number of organizations dedicated to advancing supplier inclusion and diversity. In addition to our leadership roles in WEConnect and WBENC (discussed in the section on Human Rights), we strategically support other corporate membership organizations promoting supplier diversity and economic empowerment, such as the [National Minority Supplier Development Council](#), the [National Gay and Lesbian Chamber of Commerce](#) and the [Institute for Supply Management](#). We also work with affiliates of the National Minority Supplier Development Council, such as [Minority Supplier Development in the United Kingdom](#) and the [Canadian Aboriginal & Minority Supplier Council](#), to increase the inclusion of ethnic minority-owned businesses in supply chains.

In fiscal 2013, we will continue to leverage our market position to increase opportunities for diverse suppliers and promote economic growth and stability in our communities. We are currently establishing or strengthening supplier inclusion and diversity programs in Australia, Brazil, Mexico and Turkey, following Accenture's significant role in the launches of WEConnect in these countries. We are also formalizing our efforts in South Africa as we work toward meeting the country's new targets for increasing the contribution of the black majority population to the economy. As part of this effort, we are exploring the establishment of a DSDP program in South Africa. We also continue to investigate expanding our DSDP programs to other geographies, including the United Kingdom and India. And in the United Kingdom, we are also piloting a system to track our diverse supplier spend at the global level.

### Recognition for Our Commitment to Diversity

Accenture and our people also received recognition for our commitment to diversity, including the following:

- Accenture achieved its highest-ever ranking on the [2012 DiversityInc Top 50 Companies for Diversity list](#), rising to No. 12, up from No. 23 the previous year. This marks Accenture's sixth consecutive year on the *DiversityInc* Top 50 list and its fourth consecutive year in the Top 25.
- *DiversityInc* also named Accenture as a 2012 Top 10 Company for both [Global Diversity](#) and [Supplier Diversity](#).
- Accenture has received a perfect score for five consecutive years on the [Human Rights Campaign's Corporate Equality Index](#).
- The [National Gay & Lesbian Chamber of Commerce](#) honored Accenture as the [2012 Corporation of the Year in the United States](#).
- Accenture was recognized by the [Women's Business Enterprise National Council](#) of the US as one of its Top Corporations for Women's Business Enterprise for the fourth consecutive year.
- *Diversity MBA* ranked Accenture No. 1 on its [2012 50 Out Front Best Places to Work list](#).

For a complete list of inclusion and diversity-related awards and recognition, please visit [accenture.com](http://accenture.com).

In fiscal 2013, we will embark on a key initiative around the environmental, social and ethical performance of our supply chain. This Procurement Sustainability Strategy Refresh will review our current supplier selection and performance management processes, identify opportunities to strengthen our programs and identify new key performance indicators. We will also maintain our momentum and expand our programs as we continue to promote the highest possible labor standards for our people and our suppliers.

## United Nations Global Compact Environment Principles

“At Accenture, our efforts to ensure sustainable growth span our entire operations, from how we run our business to the services we provide our clients to how we engage with our employees and suppliers. It 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.”

## Principle 7

Businesses should support a precautionary approach to environmental challenges;

## Principle 8

undertake initiatives to promote greater environmental responsibility; and

## Principle 9

encourage the development and diffusion of environmentally friendly technologies.

### Our Commitment

At Accenture, our efforts to ensure sustainable growth span our entire operations, from how we run our business to the services we provide our clients to how we engage with our employees and suppliers. It 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](#) (COBE) and our core values, specifically Stewardship. These inform our [Environmental Responsibility Policy](#), which we established in 2007, updated in 2009 and review annually. 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 to 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 [Environmental Steering Group](#) 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 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.

### Running Efficient Operations

Environment Leads across our geographies actively manage and monitor our resource conservation and energy, water and waste management practices. Because more than 80 percent of our environmental footprint consists of carbon emissions generated from air travel and electricity, we are committed to addressing both of these as we work to improve our environmental performance.

We met our fiscal 2012 target of reducing our per employee carbon emissions approximately 30 percent from our fiscal 2007 baseline, achieving a more than 33 percent reduction. Our efforts to encourage

the adoption of virtual-collaboration technologies continue to help us manage air travel, even as we have expanded into growth markets and increased our fiscal year-end headcount by 87,000 employees, or approximately 50 percent, since 2007. We remain focused on improving our performance and have set a new target: by the end of fiscal 2015, we plan to reduce our per employee carbon emissions 35 percent against our fiscal 2007 baseline.

# 33%+

Percentage of per employee carbon reduction in fiscal 2012 against our fiscal 2007 baseline

### Energy Management

We proactively manage energy use throughout our locations. Since fiscal 2009, our energy-efficiency programs have helped us save approximately 250,000 Megawatt hours of electricity, which also avoided nearly 160,000 tons of CO<sub>2</sub>. In addition, in fiscal 2012, [Accenture's global ISO 14001 certification](#) was renewed for the 66 sites in scope, including five new sites. We have tailored our Environmental Management System to each site, allowing for the monitoring of local priorities in addition to our global performance measures.



To reduce our use of office electricity, we began implementing Remote Energy Monitoring technologies in fiscal 2010, prioritizing high-consumption locations. These have yielded up to a 10 percent energy-efficiency improvement in some locations within weeks. We ended fiscal 2012 with more than 140 “smart meters” in 19 targeted office locations across 11 countries and expect this number to reach more than 200 in fiscal 2013. Through real-time monitoring, smart meters enable us to make more-informed decisions about our energy consumption. Accenture employees in the Philippines—one of our highest energy-consuming locations—demonstrated this advantage through an innovative “Smart Meter/Smarter Employee” contest. We challenged teams in our Manila office to reduce their energy consumption using smart meters to monitor and manage their electricity usage. In just one month, participating teams reduced energy usage more than 5 percent, compared with an increase of 2 percent for the “control” group floors during the contest period. The winning team saw an energy reduction of nearly 11 percent.

We also procure more than 10 percent of our office electricity from renewable sources. For example, in fiscal 2012 we purchased renewable wind electricity for our largest office in Chennai, India, totaling 11,340,900 kWh, which enabled us to avoid more than 10,000 tons of CO<sub>2</sub>. In light of market constraints around the availability of renewable energy, going forward we will continue to source it where possible while also exploring other green energy options as part of our carbon-reduction effort.

### Waste and Water Management

Across our company, we are committed to ensuring the proper disposal of electronic waste (e-waste), which may contain toxic materials such as lead, mercury and cadmium. To achieve this, we diligently manage our equipment through its life cycle using a global tracking application and partner with responsible disposal vendors. In fiscal 2012, we tracked the disposal of more than 58,000 laptop and desktop computers comprising more than 273 metric tons of equipment, an increase of approximately 100 metric tons over fiscal 2011, which reflects accelerated hardware refresh programs. Approximately 99 percent of these were disposed of in a method avoiding landfill, primarily through management by responsible disposal vendors. We strengthened our e-waste disposal program in 2012 by implementing a global policy that mandates a no-landfill requirement in situations where it can be avoided and that specifies security guidelines for data removal. We also identified new vendors who meet our quality and responsibility standards in additional geographies and took further measures to promote vendor accountability.

**99%**

**Percentage of Accenture e-waste that avoided landfill in fiscal 2012**

Although we recognize the increasing importance of water scarcity and availability, our operations, by their nature, are not water-intensive. We continue to monitor our consumption on an annual basis and promote the careful use of water, implementing improvements where necessary.

### Working Sustainably

Our Smart Work program—which promotes flexible work options—and investment in collaborative technologies are helping us reduce the environmental impacts and costs associated with business travel as we redefine how we work. In fact, Smart Work and collaboration technologies contributed to a 10 percent reduction in per person air travel intensity in fiscal 2012 compared with fiscal 2011. Virtual collaboration, which leverages our extensive video conferencing and social networking capabilities, has become the norm at Accenture.

**10%**

**Percentage of reduction in per person air travel intensity due to Smart Work in fiscal 2012**

In fiscal 2012, we successfully migrated all Accenture people to [Microsoft® Lync®](#), one of the most powerful communication and collaboration platforms on the market. Lync integrates secure audio, video and instant messaging with “presence” indicators, desktop sharing, white boarding and other valuable features, enabling our people to interact as if they were in the same office. By the end of fiscal 2012, approximately 150,000 of our professionals were enabled to conduct video calls from their laptops with a single click. We expect this number to surpass 200,000 before the end of fiscal 2013. Currently, our people log more than 43 million video conferencing minutes per year. In addition, more than 100 of our client organizations are connected with Accenture in secure virtual collaboration and/or communication networks, enabling us to reduce the need for travel. For example, we recently connected 2,000 Accenture professionals working on a large-scale project in India and Australia with

[Cisco® TelePresence® System EX Series personal videoconferencing systems](#), enabling them to reduce weekly travel significantly while collaborating across thousands of miles.

Our Smart Work program helps reduce our travel footprint by having employees work one or more weeks per month from their local office or home-office locations, as appropriate, and the remainder of the month at the client site. Additionally, in fiscal 2012 Accenture introduced a new travel policy encouraging virtual collaboration over in-person travel, as well as an associated personalized online tool, My Travel Summary. This tool makes it easier for our people to understand their travel-related carbon impact by providing a monthly and year-to-date summary of their carbon emissions and encouraging them to leverage virtual meeting technologies. Further, our local offices develop programs aimed at decreasing carbon emissions through alternative travel arrangements, such as carpooling and public transportation.

We also encourage our people to help make a difference. Our Eco Champion networks create 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 lead 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.

Our fourth annual global Eco Challenge in fiscal 2012 helped us extend our reach, not only to our people, but to our recruits and other stakeholders worldwide. We challenged them to participate in the ["Are You a Green Superhero?"](#) interactive

game and test their knowledge regarding Accenture's sustainability commitments, performance and offerings, as well as general environmental information. The game was played 50,000 times in more than 60 countries during the global employee competition in June.

#### A Sustainable Supply Chain

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

**97%**  
Percentage of RFPs issued by Accenture Procurement in fiscal 2012 that included environmental questionnaires

Since 2007, we have asked all new suppliers in our procurement process questions about their environmental performance. In fiscal 2012, 97 percent of RFPs issued by Procurement included environmental questionnaires—beating our 95 percent target for fiscal 2012. We are particularly proud of this accomplishment given the growth in our global operations. Further, we expect our suppliers to comply with our Supplier Standards of Conduct, which include environmental criteria and are now part of our sourcing and contracting process. We are also committed to helping suppliers comply with these standards and, in turn, expect our suppliers to apply these standards to their own suppliers.

In addition, we have been corporate members of [CDP's Supply Chain program](#) since 2010, which enables us to take a strategic, standardized approach to communicating with our most-critical suppliers on their climate-change strategies. In fiscal 2012 we increased the number of

suppliers and expanded the category, size and location of the suppliers we asked to participate. We are pleased to have reached a 73 percent response rate. This year, we are increasing the number of suppliers we review and implementing measures to better leverage the sustainability performance information we receive from our suppliers.

#### Enabling Client Sustainability

Accenture is committed to helping forward-thinking organizations position sustainability as a key lever to long-term success. Our [Sustainability professionals](#) help clients leverage their assets and capabilities to drive innovation and profitable growth, while striving for positive economic, environmental and social impacts. For example, in Portugal, we worked collaboratively with 15 consumer goods companies and retailers in [GS1 Portugal](#)—a forum of consumer goods manufacturers and retailers—to optimize the industry supply chain and transport networks and reduce carbon emissions.

We are also working with [Vodafone](#) globally to [identify solutions that boost incomes for smallholder farmers](#) while reducing environmental impact from carbon emissions and freshwater withdrawals.

For another of our clients, we are rolling out an innovative "sustainability delivery methodology" that embeds sustainability throughout our existing and new engagements, directly supporting this client in achieving its related global objectives. The three-way approach involves partnering to identify ways that existing programs can deliver sustainability outcomes, offering innovative solutions to make transformational changes and proactively working to minimize the environmental impacts, such as travel and office energy consumption, associated with our solution delivery.

In addition, we invest in technologies and solutions—including intelligent infrastructure, cloud computing and smart grid solutions—that we believe will be the drivers of our clients' growth and will help meet climate change objectives. In fiscal 2012 we invested US\$560 million 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, helping to gain insight into issues and working with other businesses and organizations on solutions that will help make the world a better place. In 2010, we partnered with the United Nations Global Compact (UNGC) to conduct the CEO study, "[A New Era of Sustainability](#)." We are teaming again for the next triennial edition, due to be published later this year.

Additionally, Accenture is playing a leadership role in the development of the [UNGC's Sustainable Energy for All initiative](#), a strategy on the future of global energy. As part of our effort to engage the broader business community, Accenture and the UNGC jointly launched a series of landmark thought leadership reports detailing how organizations can capture business value from sustainable energy initiatives. We also remain intimately involved in the development of private-sector partnerships to create energy-access initiatives. We are a founding member, and our Chairman & CEO is an executive board member, of the [Green Growth Action Alliance](#), a World Economic Forum initiative that supports environmentally and economically sustainable growth through the collaboration of more than 50 leading financial institutions, corporations, governments and nongovernmental organizations.

Finally, Accenture has a long-standing relationship with [CDP](#) as its [Global Implementation Partner](#). We play an important role in helping expand the organization's reach and make robust and meaningful data available to corporations and other stakeholders as they strive to reduce their carbon footprints. We also work with CDP to produce a number of key reports annually, such as the [Supply Chain report](#), the [Global and European Cities reports](#) and specific country reports.

### Ongoing Dedication to the Principles

In fiscal 2012, Accenture was recognized for our leadership, continued progress and performance on environmental sustainability across our global operations.

- Since 2007 we have reported annually on our environmental performance to [CDP's Climate Change program](#). We capture our environmental risks, opportunities and methodologies in our [CDP response](#). In 2012, we were included among the [CDP 500](#) for the fourth consecutive year, with a disclosure score of 93 (out of 100) and a performance score of B. We were also recognized for the first time on CDP's S&P 500 Carbon Disclosure Leadership Index, which features the top 10 percent of companies with the highest disclosure scores from the S&P 500.
- We have been included on the [Dow Jones Sustainability North America Index](#) and [FTSE4Good Index](#) since 2005. For the first time, in 2012 we were added to the FTSE4Good Global 100, which includes the largest 100 companies by market capitalization within the FTSE4Good Global Index.
- We have appeared on [Newsweek's annual Green Rankings](#) every year since 2009, and in 2012 we ranked No. 36 globally and No. 8 in the United States.

- In addition, in 2012 Accenture ranked No. 6 on [Corporate Responsibility Magazine's 100 Best Corporate Citizens](#) list, marking our fourth consecutive appearance and our second among the top 10 companies. Accenture ranked No. 1 in *CR Magazine's* second annual Industry Sector Best Corporate Citizens list in the Services category for the second consecutive year (2011 and 2012).
- Lastly, Accenture ranked No. 9 among [China's Top 100 Green Companies in 2012](#).

We recognize that the performance bar continues to rise rapidly, and in late fiscal 2012 we embarked upon a refresh of our environmental strategy to further shape our ambitions over the next several years. We are also updating our procurement strategy to identify opportunities to strengthen its environmental dimensions. Looking ahead, we will also extend our relationship with UNGC's Sustainable Energy for All initiative by supporting the design of the new organization's operating model, budget and business processes.

Overall, we remain committed to working closely with our global network of employees, clients and suppliers and to continuing our relentless journey toward more-sustainable operations and a smaller environmental footprint.

## United Nations Global Compact Anticorruption Principle

“Accenture is committed to maintaining the highest ethical standards and to complying with all anticorruption laws where we operate around the world. To this end and as reflected in our internal policies, we have zero tolerance for bribery or any other activity that violates the anticorruption laws in any place we conduct business.”

## Principle 10

### Businesses should work against corruption in all its forms, including extortion and bribery.

#### Our Commitment

Operating ethically and in compliance with all laws is not only the responsible thing to do, but is sound business strategy, a key component to operating as a high-performance business and critical both to Accenture's culture and to helping our clients meet their own business and performance objectives. Accenture is committed to maintaining the highest ethical standards and to complying with all anticorruption laws where we operate around the world. To this end and as reflected in our internal policies, we have zero tolerance for bribery or any other activity that violates the anticorruption laws in any place we conduct business.

Our [Code of Business Ethics](#) (COBE) and related policies require all employees, business partners and suppliers to abide by the spirit and letter of all antibribery and anticorruption laws everywhere we do business. These include the [U.S. Foreign Corrupt Practices Act](#), the [Organization of Economic Cooperation and Development Convention on Combating Bribery of Public Officials in International Business Transactions](#), the [UN Convention against Corruption](#), the [UK Bribery Law](#) and similar laws in many countries that prohibit bribery and corruption.

A key element of our global Ethics & Compliance program, which includes our global anticorruption program, is leadership. Accenture's Board of Directors, Chairman & CEO, [General Counsel, Secretary & Chief Compliance Officer](#) and Global Management Committee play important leadership roles. More broadly, we expect every leader at Accenture to be a spokesperson for compliance and a role model of the highest ethical standards.

Our Board of Directors directly and through the [Audit Committee](#) oversees our Ethics & Compliance program. The Board of Directors receives at least an annual update on the program and the Audit Committee receives quarterly updates. Our Chairman & CEO plays a key role in establishing tone from the top. He visibly and frequently communicates on these matters. Two primary messages are: (1) we have zero tolerance for violations of law and for retaliation against employees reporting issues and (2) 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 assess the risk of anticorruption at least annually at the geography level, with particular attention focused on the higher-risk countries in which we do business. In 2012, we began implementing enhancements to our global anticorruption program after completing a review of each of the main elements of our program (leadership, risk assessments, standards and controls, education and awareness, and response, audit and monitoring). These enhancements were co-sponsored by our General Counsel, Secretary & Chief Compliance Officer and members of our Global Management Committee and are part of our commitment to continuous improvement in the fight against bribery and corruption globally.

#### Accenture Code of Business Ethics: Empowering Our Employees

One visible aspect of our Ethics & Compliance program is our COBE, with which all our employees are required to comply. It emphasizes critical areas particular to our organization and business model. The COBE is currently available in 16 languages and is accessible online.

We rely on our people to live our COBE and core values every day, in every interaction with each other, our clients and our other stakeholders. To help ensure its ongoing relevance to our business and our people, our COBE comprises 58 "action statements" aligned to our core values, which describe a broad spectrum of behaviors expected of our people. These action statements are reviewed and updated as needed to help ensure they remain current with our ever-changing business priorities. Additionally, we help our employees improve their decision-making through guidance from leadership, our Decision Point Newsletter (which depicts real-life ethical scenarios) and a variety of other tools.

To support our COBE, we have developed an interactive COBE website, which 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 much more.

We require all employees to complete Ethics & Compliance training annually on a wide range of topics, including our COBE, data privacy, information security and antibribery. Training completion is factored into employees' annual performance rating and/or resulting performance-based compensation. The duration and scope of training is based on employee function, location and level. Each year, we plan a full curriculum of courses that are most relevant to current business priorities and compliance risk. In fiscal 2012, Accenture people completed nearly 360,000 hours of Ethics & Compliance training.

# 360,000

In fiscal 2012, our people completed nearly 360,000 hours of Ethics & Compliance training

In addition to required computer-based anticorruption training, we conduct mandatory live anticorruption training for certain employees located in higher-risk countries.

## Reporting and Response

Monitoring and enforcement are integral to our corporate governance program and to the implementation of our zero tolerance policy. We actively encourage reporting of possible violations of our COBE or any good faith claim about Accenture's financial affairs, accounting practices, internal accounting controls, auditing matters, corruption or fraud—or other serious matters where the vital interest of the company or the moral or physical integrity of our people are at stake. Multiple channels are available for such claims, including through direct supervisors, Human Resources, Legal and our 24/7 confidential Business Ethics Line, all without fear of retaliation.

# 100%

Percentage of suppliers who access our systems required to complete Accenture training

Once a concern is raised, our Corporate Investigations team, part of our Legal group, scopes and conducts an independent and objective review, following a consistent and standard process, and recommends and implements appropriate remedial measures.

Resolution may include additional training and awareness, process improvements and disciplinary measures as appropriate, up to and including termination of employment. Our standard escalation protocol for COBE concerns involves, as appropriate, senior business leadership, senior human resources leadership, senior legal leadership and regular reporting to Internal Audit, our external auditors and our Audit Committee.

## Joining with Others to Combat Corruption

Accenture participates in the [World Economic Forum's Partnering Against Corruption Initiative](#), which brings together companies in publicly committing to a zero tolerance policy toward bribery and corruption and to developing, implementing and maintaining internal broad-based anticorruption programs.

## Involving Our Business Partners and Suppliers

We continually call upon our business partners and suppliers to commit to anticorruption principles:

- Our COBE expressly applies to third parties, such as consultants, agents and independent contractors when acting on Accenture's behalf.
- We expect all of our suppliers to comply with our [Supplier Standards of Conduct](#), which are available in 14 languages. In turn, Accenture expects its suppliers to apply these standards to their suppliers.

- Since fiscal 2010, we have required suppliers, such as subcontractors who need an Accenture e-mail address and ID, to complete ethics, information-security and data-privacy compliance training. We require 100 percent compliance; failure to complete the training within the specified time frame results in the loss of Accenture e-mail and ID. In addition, self-employed/independent contractors must undergo background screening before they receive an Accenture e-mail address and ID.
- We engage our preferred suppliers in a broad and intensive business practices-vetting process in order to attain and maintain their preferred status. In addition, we ask potential and existing critical suppliers questions regarding their business practices in areas such as labor, ethics, business continuity and the environment, and our teams perform thorough, initial financial and background checks. In 2012, pilot audits were performed on our top-tier North America contractor suppliers, and we plan to expand these over time.
- All higher-risk third parties with which we wish to do business are subject to due diligence and an approval process involving appropriate Accenture Leadership to help ensure that they are reputable and will act in accordance with our anticorruption compliance program.
- In 2012, Accenture's Information Security organization increased our supply chain data privacy requirements and the associated questions we ask suppliers, including subcontractors, who will have access to Accenture/client confidential and personal information. Suppliers who have access to highly confidential and personal data are assessed more closely, and if there are issues with the responses, we work with the supplier to resolve. If we are unable to resolve critical issues, we may choose to terminate our relationship with the supplier.

### Ongoing Dedication to the Principles

Our efforts to promote ethical behavior have been noticed: 2012 marked our fifth consecutive year on [Ethisphere's "World's Most Ethical Companies"](#) list in the Business Services category, recognizing our commitment to ethical leadership, compliance practices and corporate citizenship.

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

Going forward, we will continue to maintain zero tolerance for corruption and to work against it in all its forms.

## About This Report

This report serves as Accenture's fourth Communication on Progress to the United Nations Global Compact (UNGC), which we signed in January 2008. It documents our progress against the 10 principles of the UNGC and our journey as a member of UNGC LEAD. Through this report we highlight our global corporate citizenship goals, progress and challenges during fiscal 2012 (September 1, 2011–August 31, 2012), unless otherwise noted, and since we published our [2010–2011 Corporate Citizenship Report, "Our Journey Forward."](#)

We publish a Corporate Citizenship Report every two years, with supplemental updates (including this document) in interim years, which complements our annual reporting to CDP, Dow Jones Sustainability Index and FTSE4Good Index. We use [Global Reporting Initiative \(GRI\) G3 Guidelines](#) as a foundation for our reporting approach and self-declare this document at Application Level B, as checked by GRI. More information about our global corporate citizenship activities, including our [Performance Data Table](#) and comprehensive [GRI](#) and [UNGC](#) indices, is available on [accenture.com](#).

[Accountability to advance corporate citizenship at Accenture](#) starts at the top, with our Chairman & CEO, and is cascaded through our business, including through performance objectives relating to corporate citizenship. Additionally, [fostering a regular dialogue with key stakeholders](#) is an important part of our reporting process.

Current financial information about Accenture can be found in our recent [10-K and Proxy Statement](#) on [accenture.com](#). Our [Corporate Governance Guidelines](#) can also be found on [accenture.com](#).

We welcome your [feedback](#).

## About Skills to Succeed

**Skills to Succeed** is Accenture's global corporate citizenship initiative, which focuses on advancing employment and entrepreneurship opportunities in both mature and emerging markets. By 2015, we plan to equip 500,000 people around the world with the skills to get a job or build a business.

To achieve this, Accenture will continue to work with strategic partners that share its skills-building goals. Current partners include Junior Achievement, Plan International, Save the Children and Youth Business International, among other organizations. Additionally, the company offers its people volunteering and pro bono opportunities and expands its impact by replicating and scaling successful initiatives.

Accenture and the Accenture Foundations will contribute more than US\$100 million by the end of 2013 to support the company's corporate citizenship efforts, through global and local giving, as well as pro bono contributions of time and Accenture employee skills.

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 261,000 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. The company generated net revenues of US\$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is [www.accenture.com](#).