



accenture

High performance. Delivered.

Our Journey, Our Progress

Corporate Citizenship Report 2008-2009

- Consulting • Technology • Outsourcing

Table of Contents

Click on content area to link to section

- ▶ Letter from Our Leaders
- ▶ Accenture at a Glance
- ▶ Corporate Governance
- ▶ Skills to Succeed
- ▶ Environmental Stewardship
- ▶ Our People
- ▶ Supply Chain Sustainability and Diversity
- ▶ Performance Data Summary—2007–2009
- ▶ Our Response to the United Nations Global Compact
- ▶ About This Report

Brazilian social entrepreneur Alice G. Freitas runs Rede Asta, an organization that provides an online marketplace for low-income artisans to sell their products (clothing, furniture, accessories and toys). Accenture consultants in Brazil have worked with Alice through the organization Conexão to help her grow her business.

Letter from Our Leaders

In the last few years a broad spectrum of critical issues, from the global economic crisis and climate change to the needs of disadvantaged individuals and communities, has challenged the character of organizations around the world. These challenges have also provided new opportunities for business to demonstrate courage, values and leadership.

In particular, running a sustainable organization has become central to high-performance businesses and governments. Whether viewed solely as “green” or energy issues, or defined in the broadest possible sense, as the impact of a business on society in every dimension, sustainability has become one of the most significant issues for society and has risen to the top of the global business agenda in recent years.

At Accenture, we anchor our commitment to corporate citizenship and sustainability in the six core values that guide our decision making as well as our interactions with clients and our colleagues. These simple, yet powerful, values—Stewardship, Best People, Client Value Creation, One Global Network, Respect for the Individual and Integrity—complement Accenture’s Code of Business Ethics and shape the culture and character of our company.

We work hard to instill these values in our people, who are at the heart of everything we do and seek to achieve. We also ensure that the people of Accenture have the skills necessary to serve clients at the highest level and to advance their own careers. To that end, we offer them unmatched opportunities to foster their confidence in their ability to take on new roles and contribute to the community, and we invest significantly in their training and professional development—nearly US\$800 million in fiscal 2009 alone.

On the following pages, we detail the progress we’ve made in our corporate citizenship and sustainability initiatives since our last formal report, in January 2007. We particularly want to highlight two areas in which we’ve made great strides: our new global focus on **Skills to Succeed** and our progress on environmental stewardship.



Bill Green, Chairman & CEO (left), and Adrian Lajtha, Chief Leadership Officer (right)

Running a sustainable organization has become central to high-performance businesses and governments.

In fiscal 2009, we adopted a global focus for our corporate citizenship activities—**Skills to Succeed**—and we have begun the process of aligning the majority of our corporate citizenship efforts, including time, skills and financial giving, to support this agenda. This new initiative educates people around the world, building skills that enable them to participate in and contribute to the economy.

Skills to Succeed is a natural fit for Accenture. Its emphasis on the importance of education and nurturing talent allows us to apply our deep experience in talent management and skills development to make a significant and lasting impact on the economic well-being of individuals—from small entrepreneurs in Brazil and migrant groups in Spain to farmers in India and at-risk youth in the United States—and their communities.

We are approaching this effort with the same sense of purpose and focus we bring to everything we do. We've had a promising start that has generated tremendous enthusiasm among our people. In the coming year, we will intensify our focus on **Skills to Succeed** across all our geographies and deepen our people's commitment and engagement and the impact we can make by working together.

Over the last several years, we also took significant steps to broaden our commitment to sustainability in its broadest sense throughout our professional

practices and operations. We signed the United Nations Global Compact and remain committed to supporting its 10 principles. Additionally, we publicly reported our carbon data and set carbon emissions reduction targets. We also took a number of important steps to reduce our environmental "footprint," which include reducing noncritical travel and improving operational efficiency. Moreover, we've improved the way we measure the impact of our business on the environment.

Our efforts were recognized by the Carbon Disclosure Project, which gave Accenture a score of 76 out of 100 for our transparency on our reporting of carbon reduction efforts—nearly double our score of 41 in fiscal 2008.

Building on the momentum of the past year and recognizing that much more remains to be done, we have committed to reduce our per capita carbon

40%

Percentage goal for reduction, by fiscal 2012, in our per capita carbon emissions from our fiscal 2007 baseline

Our new initiative, **Skills to Succeed**, focuses on educating people around the world, building skills that enable them to participate in and contribute to the economy.

emissions 40 percent by fiscal 2012 from our fiscal 2007 baseline by, among other things, further reducing noncritical business travel—particularly for internal meetings—where feasible, consolidating data centers and enhancing energy efficiency across our global office network.

At the same time, we are working with many of our corporate and public-sector clients to incorporate sustainability programs that can help improve organizational performance and lead to long-term success.

While **Skills to Succeed** and leadership in environmental stewardship are the pillars of our corporate citizenship program, our accomplishments in fiscal 2009 also extend to other areas. For example, we launched our Supplier Standards of Conduct, which are now part of our sourcing and contracting process, and celebrated International Women's Day in live events for employees and clients in more than 100 locations in 29 countries.

We're proud of what we've accomplished and look forward to continuing our progress. But we also know that collaboration will be the key to future progress, and we will do all we can to ensure that we work closely with our global network of employees, clients, suppliers and nonprofit partners—as well as with industry leaders—to achieve our goals.

One final note. When we started to develop this report, we decided it would be important to ask a number of clients and employees what they expected to find in it. Beyond specific suggestions for content, they consistently asked that we be realistic about our goals, achievements and potential roadblocks.

We hope this Corporate Citizenship Report addresses those expectations and gives you a flavor of Accenture's energy and commitment. Going forward, in true Accenture fashion, we will keep one foot in today...remaining closely tuned to challenges and changes—and one foot in tomorrow...working to make a sustainable difference in the long-term vibrancy and vitality of people and communities around the world.



William D. Green
Chairman & CEO



Adrian Lajtha
Chief Leadership Officer



A photo taken by Inger Berit Ramstad, an Accenture employee in Oslo, of her daughter, Anette, brings to life the company's approach of keeping "one foot in today... and one foot in tomorrow."

Accenture at a Glance

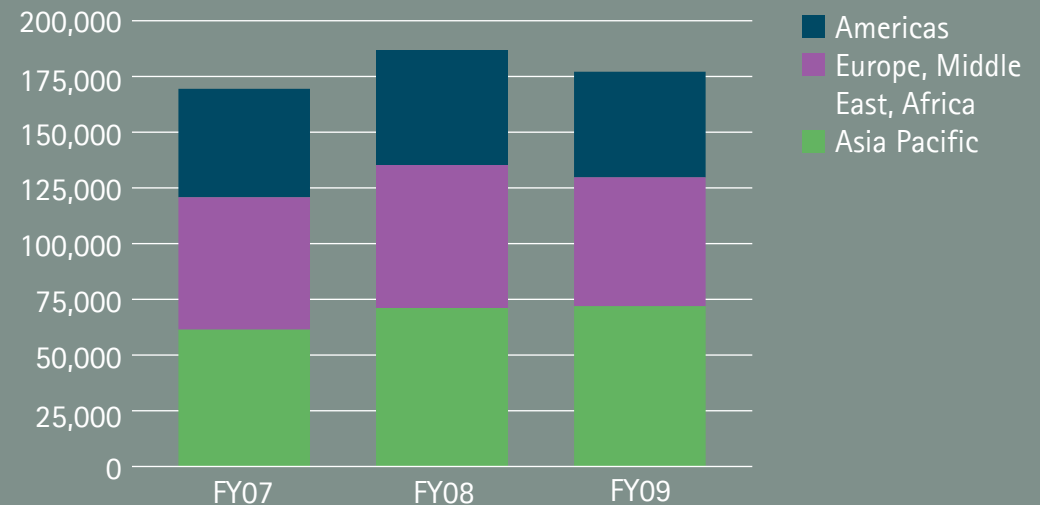
Accenture is a global management consulting, technology services and outsourcing company, with more than 181,000 people serving clients in more than 120 countries. Our clients span the full range of industries around the world and include 96 of the *Fortune* Global 100 and three-quarters of the *Fortune* Global 500.

We are committed to being a good corporate citizen—dedicated to minimizing our environmental impact and helping individuals around the world build skills that enable them to participate in and contribute to the economy.

181,000+

We have more than 181,000 people serving clients in more than 120 countries.

Global Workforce by Region



Our Ongoing Journey...



2000

Launched employee Charitable Activities Policy

Initiated Board and Management Membership Policy

2001

Established Code of Business Ethics

Chartered Ethics and Compliance Program

Established Global Giving Program

2002

Created Corporate Citizenship Council

Launched Supplier Diversity Program

2003

Founded Accenture Development Partnerships

2004

Launched global business partnership with Voluntary Service Overseas

2005

Launched annual celebration of International Women's Day

...and the Promise of Skills to Succeed



2006

2007

2008

2009

Implemented Voluntary Service Overseas Leave-of-Absence Program Policy

Strengthened Code of Business Ethics

Launched Diverse Supplier Development Program

Achieved ISO 14001 certifications in Spain and India

Created corporate citizenship curriculum for local-market leads

Issued global Environmental Responsibility Policy

Established Environmental Steering Group

Set targets for energy-efficiency improvement

Signed United Nations Global Compact

Introduced formal global Pro Bono Policy

Established Accenture Diversity Advisory Forum

Joined the Business Call to Action initiative in support of the United Nations Millennium Development Goals

Became a member of the World Business Council for Sustainable Development

Launched Skills to Succeed

Received global ISO 14001 Certification for Environmental Management System

Held first global environmental employee engagement program (the Eco Challenge)

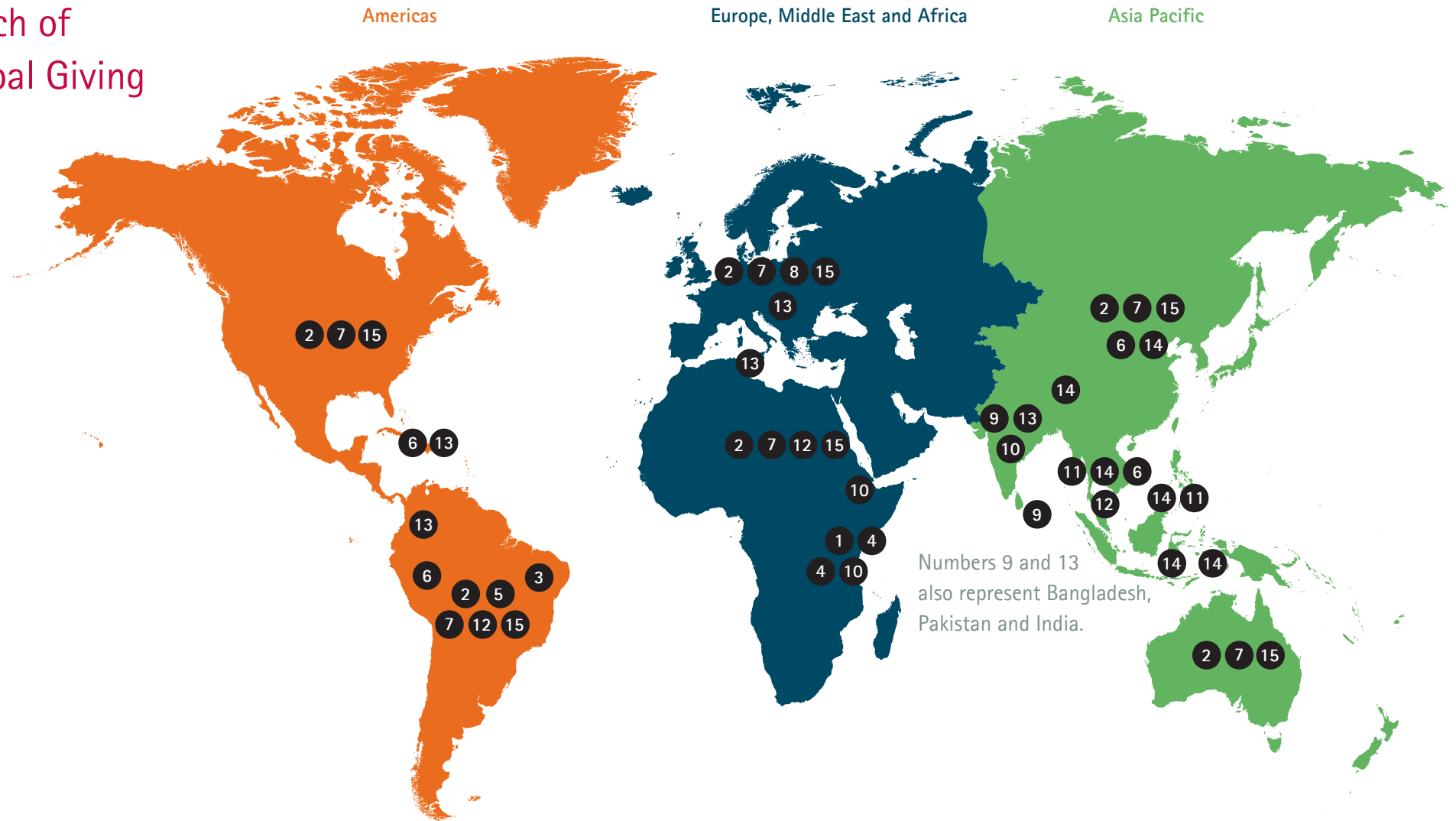
Issued Supplier Standards of Conduct

Issued targets aimed at reducing per capita carbon emissions 40 percent by the end of fiscal 2012 from our fiscal 2007 baseline

Updated Environmental Responsibility Policy

Signed World Economic Forum's Partnering Against Corruption Initiative

The Reach of Our Global Giving



This map of the world illustrates the reach of the Accenture Foundations contributions. Roll over each program at right to learn more.

- 1 African Medical and Research Foundation
- 2 Aidmatrix
- 3 Conexão
- 4 Enablis
- 5 Fundación Entreculturas
- 6 International Federation of Red Cross and Red Crescent Societies
- 7 Junior Achievement
- 8 Junior Achievement—Young Enterprise
- 9 Leonard Cheshire Disability
- 10 Oxfam
- 11 Passerelles Numériques
- 12 Voluntary Service Overseas
- 13 Women's World Banking
- 14 World Education Australia
- 15 Youth Business International

Corporate Governance

Guiding our actions and interactions



Accenture takes its corporate governance responsibilities very seriously. We maintain and vigorously enforce consistent principles globally to ensure that our corporate governance meets the highest standards for accountability, independence and transparency.

“Through the years, our Code of Business Ethics and simple, yet powerful, core values have continually guided our decision making as well as our interactions with our clients and each other.”

Bill Green, Chairman & CEO

Section Overview

- ▶ Strong Principles, Vigorously Enforced
- ▶ Ethics and Compliance
- ▶ Accenture Code of Business Ethics
- ▶ Zero Tolerance: Monitoring and Compliance
- ▶ Corporate Citizenship Governance
- ▶ The Future of Corporate Governance

Accenture believes that strong corporate governance is critical to the long-term creation of value. We devote extensive resources to ensure that every aspect of our business—from financial practices to environmental stewardship—operates according to the highest standards of ethics and integrity.

Strong Principles, Vigorously Enforced

Accenture maintains and vigorously enforces consistent principles globally to ensure that our corporate governance meets the highest standards for accountability, independence and transparency.

Our Corporate Governance Guidelines describe the functions, composition, performance and operation of the board of directors, as well as its committees, leadership, composition and performance and the means for communicating concerns to the board.

The Guidelines specify that the board—which is responsible for providing governance and oversight regarding the company’s strategy, operations and management—should have a majority of independent directors, that those directors must not have any direct or indirect material relationship with Accenture, and that each director’s continued

independence should be verified in an annual review. Complete details of our Corporate Governance Guidelines are available online.

Externally, Accenture is involved in a number of industry initiatives designed to combat corruption. As a signatory of the United Nations Global Compact, we have played a key role in developing guidelines to assist companies with reporting on the United Nations Global Compact’s 10th Principle: “Businesses should work against corruption in all its forms, including extortion and bribery.”

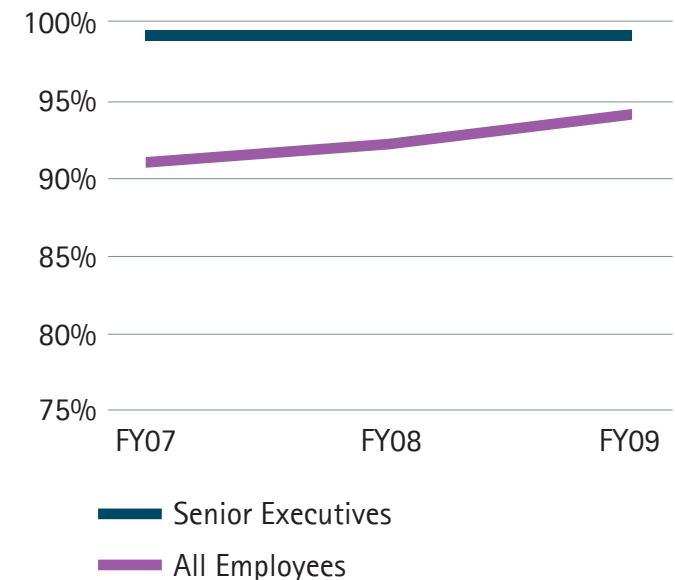
We are also a signatory to the World Economic Forum’s Partnering Against Corruption Initiative, which brings together companies through a universal commitment to having a zero-tolerance policy toward bribery and to developing, implementing and maintaining broad-based anticorruption programs.

Ethics and Compliance

Accenture treats business ethics, corporate governance and operational transparency as a top management priority. In fact, we were named one of Ethisphere’s “World’s Most Ethical Companies” in the Business Services category (2008–2009).

Our board of directors established our Ethics and Compliance program in 2001. Led by our compliance officer, the program is designed to foster the highest ethical standards among

Ethics and Compliance Training Completion Rates



Our core values form the foundation of every aspect of our corporate Ethics and Compliance program.

Accenture personnel, detect and address any allegation of misconduct and violations of law by Accenture personnel, and comply with applicable government standards. The Audit Committee has direct oversight of the program.

On an annual basis, we require each employee to complete a minimum of two hours of ethics and compliance training, based on his or her function, location and level. In fiscal 2009, the completion rate for this training rose to 94 percent, from 92 percent in fiscal 2008.

Accenture Code of Business Ethics

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

We created our Code of Business Ethics based on those values. The Code synthesizes the conduct we expect of our employees and leadership and is backed up by more than 50 specific policies.

We showcase the Accenture Code of Business Ethics, which is available in 17 languages, prominently on our external and internal websites. Additionally, we conduct hundreds of thousands of hours of ethics

and compliance training each year, incorporating key elements of the Code. Our corporate-required ethics and compliance training covers a wide range of topics, including personal responsibility, data privacy, information security, competition and antibribery.

Zero Tolerance: Monitoring and Compliance

Monitoring and enforcement are integral to our corporate governance program. Accenture has zero tolerance for serious violations of our Code of Business Ethics; we investigate alleged violations of our Code and policies and discipline violators, including terminating their employment, where appropriate.

Additionally, we operate a global business ethics helpline that allows anyone to report suspected ethics violations. We employ staff dedicated to investigating each of these calls with a standardized approach to addressing violations and determining discipline.

Accenture's legal compliance professionals conduct periodic assessments of our company's risks with regard to ethics and compliance risks.

Accenture operates a global business ethics helpline that allows any employee or officer to receive assistance with compliance-related decisions or to report suspected ethics violations.

"As a member of the global community, Accenture understands the severe impact that corruption has not only on our operations, but also on the lives and societies of our friends and neighbors where we do business. Accenture is committed to doing business with integrity and says 'NO' to corruption, in all of its forms."

Diego Visconti, International Chairman—
Strategic Countries

Corporate Citizenship Governance

Accenture's citizenship and environmental strategy is governed by a dedicated subcommittee of our global Executive Leadership Team, which is our most senior management group. This subcommittee meets quarterly to consider policy and guide the work of the Corporate Citizenship Council, a group of senior executives from multiple disciplines and geographies who are tasked with implementing those policies and supporting programs. Each of our 13 geographic units has a council member who is responsible for his or her implementation of Accenture's corporate citizenship priorities within that geography.

The Council, which assesses strategy, guides our overall program of activity and approves major initiatives, is supported by a number of specialist teams. For example, the Environmental Steering Group, which includes leaders from across our global operations, legal, marketing, corporate citizenship, sustainability and climate change groups, meets every two months to develop our operational strategy on environmental matters. The group also determines our processes for providing guidance around carbon emissions disclosure. It was this steering group that recommended that Accenture pursue global ISO 14001 certification and launch the Eco Challenge for employee participation—two efforts that we implemented globally this past year.

The Future of Corporate Governance

In the words of Chad Fentress, Accenture's associate general counsel for Compliance & Regulatory Matters, "Our goal, as with all our endeavors, is to avoid complacency and to change before we have to. This has been a hallmark of Accenture over the years—having the courage to change before one is forced to, whether by the competition, a crisis or other circumstances."

We currently have ethics and compliance leads in 36 countries and, to help support compliance throughout Accenture, will expand this presence to ensure coverage across all of our geographies by the end of fiscal 2010. Additionally, we are enhancing the user experience of the Code of Business Ethics and will release a new version this year that provides a richer, more interactive experience.

Finally, we will seek to improve completion rates for required corporate ethics and compliance training by 2 percent for all employees in fiscal 2010 against our fiscal 2009 completion rate of 94 percent.



Accenture regularly communicates with employees to build awareness of ethics and compliance issues.

"Our goal, as with all our endeavors, is to avoid complacency and to change before we have to. This has been a hallmark of Accenture over the years—having the courage to change before one is forced to, whether by the competition, a crisis or other circumstances."

Chad Fentress, Associate General Counsel for Compliance & Regulatory Matters, named among the Top Ethics and Compliance Officers on Ethisphere's 2009 list of "Attorneys Who Matter"

Skills to Succeed

Accenture in the community



Accenture Manager Baran Erkel inspects sisal at the Milingano Agricultural Research Institute. Baran worked on an [Accenture Development Partnerships](#) project with [Oxfam](#) in Tanzania to develop market access for smallholder sisal farmers in the rural Shinyanga region of the country. [Watch a video about our work with Oxfam.](#)

"Skills to Succeed combines our passion, experience and commitment to developing and nurturing talent. It guides our efforts to make a significant impact on the economic well-being of individuals, families and communities around the world."

Jill Huntley, Senior Director, Corporate Citizenship

Section Overview

- ▶ A New Era of Corporate Citizenship at Accenture
- ▶ Driving Change at Scale
- ▶ Bringing Skills to Succeed to Life
- ▶ Looking Ahead

Corporate citizenship is fundamental to Accenture's character and the way we run our company as a high-performance business. Skills to Succeed magnifies our impact by providing a focus for our efforts. It embodies our commitment to educating people around the world—building skills that enable them to participate in and contribute to the economy.

A New Era of Corporate Citizenship at Accenture

Accenture is never satisfied with the status quo and is always striving—in good times or bad—to deliver measurable results. Although we have a long, rich history of corporate citizenship, our leaders from across the company recently examined opportunities to give our efforts even greater impact. Ultimately, we decided to concentrate on what we do best: building skills. This led to the mid-2009 launch of our new corporate citizenship focus, "Skills to Succeed."

Why Skills to Succeed? Developing the skill and talent of our people is at the heart of our business—it is what we do every day. In a fast-changing multi-polar world, skills are a key driver of economic empowerment for individuals and

communities alike. And in a time of global economic uncertainty, it is more critical than ever to have the right skills to build confidence and capabilities that will open doors to employment and independence. We believe our focus will have a significant and lasting effect on the economic well-being of individuals and their communities.

There is no better or more appropriate time for Accenture to focus on playing a significant role in addressing a massive global challenge. Skills to Succeed offers us the opportunity to have a positive impact on economic recovery and to make a sustainable difference to the long-term vibrancy and vitality of individuals, families and communities around the world.

Driving Change at Scale

Our long-term relationships with leading nonprofit organizations have enabled us to deliver change for people and communities. In fiscal 2009, Accenture and the Accenture Foundations contributed cash and in-kind support, such as business consulting services

Skills to Succeed is about educating people around the world—building skills that enable them to participate in and contribute to the economy.

\$48.3M

Total Accenture and Accenture Foundations contributions in fiscal 2009

and sponsoring our people to volunteer time, equivalent to US\$48.3 million—an increase of 44 percent over our fiscal 2008 total of US\$33 million. Starting in fiscal 2010, Accenture has coordinated with the [Accenture Foundations](#) to align their respective giving to **Skills to Succeed** to maximize their collective impact. This focus will accelerate the momentum of a wide range of corporate citizenship initiatives already in place around the world.

For example, in fiscal 2009, approximately 3,900 Accenture employees were involved in pro bono projects for nonprofit organizations through Accenture-sponsored volunteer days; in projects with [Accenture Development Partnerships](#), a group within Accenture that provides strategic advice and technical and project management support to nonprofit organizations, nongovernmental organizations (NGOs), foundations and donor organizations operating in the development sector; and in long-term Accenture-supported volunteer assignments with [Voluntary Service Overseas \(VSO\)](#), an organization that fights poverty in developing countries through volunteers sharing their skills and experience.

The [Accenture Foundations](#) also awarded US\$2 million and Accenture provided 20,000 hours of pro bono work to the [Spanish Red Cross](#), which, through the [International Federation of Red Cross and Red Crescent Societies](#), will help 2,050 vulnerable people and their families in countries including

China, Haiti, Peru and the Philippines start small businesses and gain the training and skills they need to obtain jobs and secure their livelihoods.

At the same time, our local corporate citizenship initiatives around the world are supporting **Skills to Succeed**. For instance, in Hungary, Accenture selected [Salva Vita Foundation](#) as the winner of its **Skills to Succeed** 2009 award. Chosen from among 22 nonprofit and NGOs, Salva Vita's winning initiative will train young disabled people to be cleaners in safe and secure environments, providing them with skills and work experience that they can transfer later to the open market.

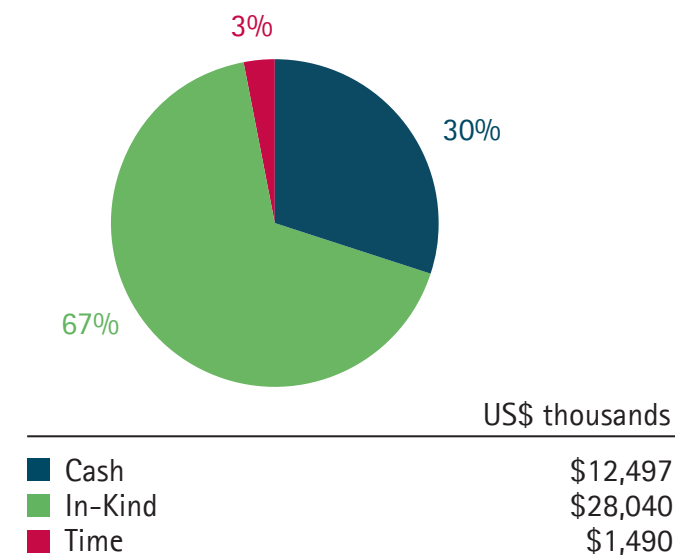
Our employees are also supporting **Skills to Succeed** in their individual fund-raising endeavors. For example, more than 450 employees from 17 countries have taken part in [VSO "challenge events,"](#) such as treks to Mount Everest Base Camp. These efforts have raised more than US\$3 million for VSO initiatives around the world and, going forward, will solely support **Skills to Succeed** initiatives.

We have also developed a global operating model to help align all aspects of our corporate citizenship activities, including volunteering, around **Skills to Succeed** in a mutually supportive way. Within this framework, each corporate citizenship team across our geographies is responsible for local **Skills to Succeed** programs.



Left: A participant in the Salva Vita Foundation's training program applies her skills. Right: Accenture Corporate Citizenship representatives Ana Millán and Heidi Strawson discuss program goals with the International Federation of Red Cross and Red Crescent Societies.

Accenture Contribution Value by Type* (Fiscal 2009)



* Excludes [Accenture Foundations](#) contributions

Bringing Skills to Succeed to Life

Through employment-building, business-building and market-building initiatives, our people are bringing Skills to Succeed to life:

Helping people gain employment

Securing a job and sustainable income requires practical skills, but for millions of people, it remains difficult to develop such skills, due to economic hardship, poor educational systems or a lack of local business infrastructure. Working with key organizations, Accenture is helping these people acquire the skills they need to gain employment.

For example, we team with Genesys Works, a US nonprofit that provides high-school students from inner cities with information technology, engineering drafting and accounting/finance training, and then places them in part-time jobs during their senior year. On their own time, Accenture employees volunteer to assist the organization with strategic planning.

With Accenture's support, Genesys Works plans to bring its program to additional cities; expand its influence on urban public education systems to help make the pursuit of a professional career a possibility for all students; and improve the overall quality of public education by working to increase graduation rates and college attendance.

"We team with Genesys Works to provide students with technology, business process and workplace skills. Accenture uses its business connections to provide internships that give these students needed insight and experience for launching successful professional careers."

Scott H. Pharr, Executive Director-Resources, Houston

Helping people create employment for others

Although entrepreneurs often have mastered the skills for specific tasks, they may lack the knowledge needed to build profitable businesses.

Skills to Succeed initiatives can help by strengthening leadership capabilities; assisting in the development of business plans and strategies; helping to establish core competencies in areas such as financial operations, hiring policies and customer service; and providing access to mentors and other resources. Such skills enable individuals to create employment and wealth for both themselves and others.



Top: Students in Genesys Works' program in Houston (left to right: Lissette Escamilla, Selvin Castro, Tametria Brown, Orlando Aguirre). Left: Jason Maree and Cassandra Saldivar study maps. Right: Cesar Tovar receives assistance on his assignment from Monica Balch of Marathon Oil.

Our long-standing relationship with Enblis Entrepreneurial Network, a Canadian nonprofit that supports entrepreneurs in developing countries, is one example. As a founding partner of Enblis, Accenture, along with the Accenture Foundations, supports the organization with financial assistance, consulting services and other in-kind support.

Three Accenture Development Partnerships teams worked intensively with Enblis Africa on feasibility studies that resulted in the opening of its offices in Kenya, Tanzania and Ghana in 2007, 2008 and 2009, respectively. According to Enblis' Independent Annual Survey in 2009, each Enblis-assisted entrepreneur created an average of nine new jobs in his or her community in South Africa and 10 in Kenya. In 2009 alone, Enblis' efforts resulted in the creation of 4,418 jobs across all of the markets where it is established. Since the first independent survey in 2005, Enblis has created more than 10,000 actual jobs in Africa.

Helping people create markets

Finally, **Skills to Succeed** initiatives enable individuals and businesses to come together to create wealth for each other at scale.

In many places around the world, people's desire to grow their businesses is constrained by a lack of market infrastructure. The most challenging, but also the most significant, part of **Skills to Succeed** is our desire to work with stakeholders

(government, nonprofits, commercial clients, etc.) to help build access to markets for all and drive greater economic empowerment.

For example, we teamed with the US Agency for International Development's Growth Oriented Micro-Enterprise Development (GMED) on its program that works to improve the success of small farmers around the world through access to better information on agricultural and marketing practices. Accenture Development Partnerships helped GMED identify potential buyers for rural Indian farmers' goods and evaluated business models that would enable the organization to market its supply chain management solution on a sustainable basis to commercial business.

The following pages showcase how **Skills to Succeed** is helping people through employment-building, business-building and market-building initiatives.



Left: Enblis member entrepreneurs gather at a networking event. Right: Sally Atalla (right) with the entrepreneur she advised.

"We provided our driver in Nairobi, who was an Enblis member and entrepreneur, with ideas on how to grow his business. Six months later, he had set up an e-mail account, created business cards, partnered with other drivers for in-town and safari excursions, created a website—and became the official transport service for Enblis when they launched in Nairobi."

Sally Atalla, Senior Manager, Toronto

Passerelles Numériques

Opening gateways to employment

Working with the French organization Passerelles Numériques (Digital Bridges), Accenture is helping underprivileged Cambodian students build the skills they need to obtain IT jobs, break out of poverty and aid the development of the country.

The pilot, which established the Center for Information Systems Training (CIST) and a two-year IT training program, was launched through a unique collaboration between Enfants du Mékong, a Paris-based NGO, and Accenture in France. Passerelles Numériques was created in 2006 to develop and extend this project. Accenture contributed more than US\$1 million in funding through the Accenture Foundations and more than 1,500 days of pro bono consulting assistance.

To date, CIST has an impressive track record: 91 percent of students have completed training so far, and 95 percent of graduates find employment in IT jobs within two months—at salaries of three to five times the local average, leading to a wider economic impact on local communities. By 2012, anticipated program enrollment will be 700 students, up from 100 in 2009.

Based on the success of our relationship, Accenture and Passerelles Numériques have been working to expand the program to the Philippines over the last year.



Students at the Center for Information Systems Training in Cambodia and the Philippines work on developing their IT skills in the classroom and in interactive learning workshops.

"I was amazed by [the students'] strong and natural capacity to communicate with enthusiasm and professionalism! They are very hard workers and really want to succeed in building IT and business skills."

Erika Cogne, Consultant, Paris



Youth Business International and Conexão

Unleashing the entrepreneurial spirit

Accenture is working with Youth Business International's (YBI) network of members to support young people who are striving to start their own businesses. According to YBI, an estimated 20 percent of the world's unemployed or underemployed 18- to 30-year-olds have the potential to become entrepreneurs, yet fewer than 5 percent actually do.

We have supported YBI since 2006, providing more than US\$3.5 million in grants from the Accenture Foundations and assisting on a pro bono basis in recruiting, training and sustaining the organization's mentoring network. For example, in Brazil, the local YBI member Conexão and Accenture professionals are supporting and mentoring local entrepreneurs and creating employment skills and opportunities for the disadvantaged. Established in 2007 with the support of a US\$1.2 million grant from Accenture Foundations, Conexão has already enrolled more than 10,000 young people in technical courses and helped approximately 3,000 enter the world of work.

To date, 103,000 young people have established new businesses through the YBI network, and more than 70 percent of those are operating successfully. In addition, many YBI network members are experiencing annual growth of 25 percent or more, demonstrating the power of these programs.



Top: Entrepreneurs and workers at businesses helped by Accenture and Conexão. Bottom: Accenture Consultants Marcelo Manguiera de F. Ferreira (left) and Tatiana Motyl (right) discuss business with entrepreneur Janaina Monteiro Henrique de Souza (middle).

"As pressure on employment in government and large corporations rises, it becomes even more important for the small to medium enterprise sector to provide new employment opportunities. By helping young people develop successful and sustainable enterprises, YBI aims to make a real difference to employment prospects."

His Royal Highness, The Prince of Wales, and patron of Youth Business International

Addressing migrant workers' issues

Driving market solutions for economic and social stability

In recent years, Spain's growing economy has attracted a large migrant population, many of whom lack the skills to qualify for employment in the nation's technology-oriented job market, which faces a skills shortage. Now, a unique private/public/nonprofit partnership is working to give migrants the skills to join the high-tech workforce and provide a model for government to address these social issues in the future.

On the private side, the partnership includes Accenture and Sun Microsystems. Representing the public side are Fundación Tomillo, Fundación Barclays and the Spanish Department of Work and Social Matters. The partnership also includes the nonprofit organizations Spanish Red Cross, CEAR (Comisión Española de Ayuda al Refugiado) and Caritas Española.

The project aims to deliver "technology centers," which will train migrants in the information technology skills that are most in demand among employers, help them learn how to secure job interviews and provide general tips on entering the workplace. The goal of the pilot, currently under way, is to make the model self-sustaining in the near future.



Accenture Consultant Ricardo Tur discusses the results of his pro bono project with Spanish Red Cross staff at their offices in Madrid.



"This project has the potential to provide a model that will help Spain address job opportunities for migrant social groups in the future."

Ricardo Tur, Senior Manager, Madrid



Accenture Development Partnerships helped US Agency for International Development's Growth Oriented Micro-Enterprise Development (GMED) identify potential buyers for rural Indian farmers' goods and evaluated business models that would enable the organization to market its supply chain management solution on a sustainable basis to commercial business.



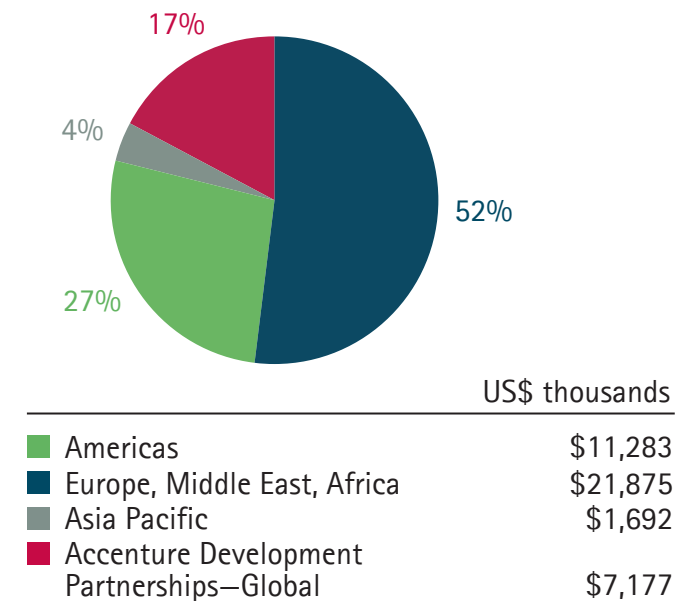
The GMED project aims to boost the earning potential of smallholder farmers around the world by securing them better access to markets.

Looking Ahead

Skills to Succeed has had a promising start: We have generated tremendous enthusiasm among our people and had some early successes through our existing nonprofit relationships. But we still have a great deal to do. We must shift **Skills to Succeed** into high gear across all our geographies, aligning our people's focus and their engagement. We must build the organizational infrastructure and market understanding that will enable us to deliver outcomes with the same effectiveness as those we provide to our clients. And we must learn to work collectively with our clients, NGOs and governments to drive outcomes at scale. By the end of fiscal 2010, we expect to have 80 percent of our overall corporate citizenship activities aligned with **Skills to Succeed**.

One thing is clear: Building skills that enable people to develop themselves to participate in and contribute to the economy will always be relevant—whether building new skills or re-skilling for greater economic success, and whether it is in Nairobi or New York. Through aligning our corporate citizenship capabilities behind **Skills to Succeed**, Accenture has the opportunity to make a substantive, meaningful and sustainable contribution not only to individuals and their families, but to entire communities. We intend to seize that opportunity.

Accenture Contribution Value by Region* (Fiscal 2009)



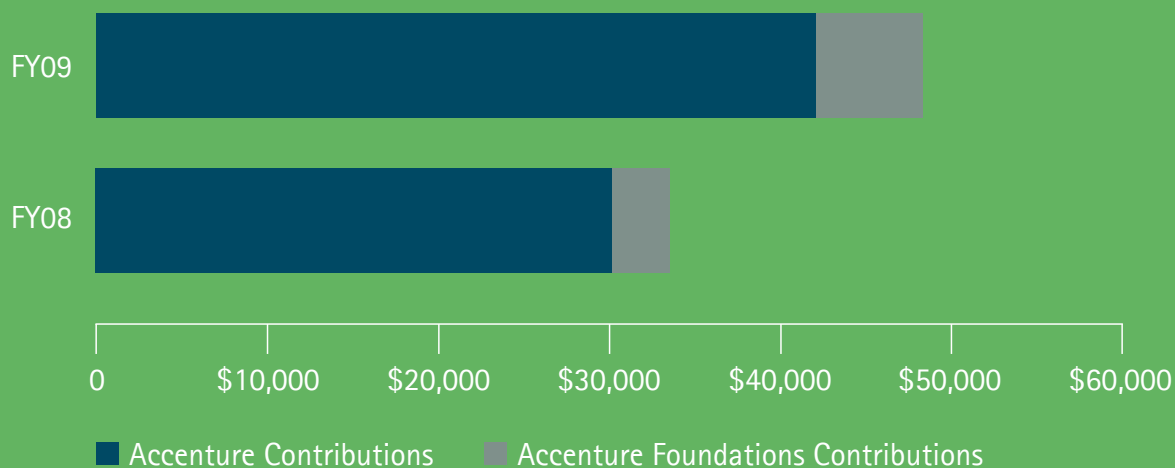
* Excludes Accenture Foundations contributions



Accenture Development Partnerships participant Christoffer Rosquist (foreground) meets a local microfinance group in India as part of his assignment with the [Grameen Foundation](#).

Accenture has the opportunity to have a positive impact on economic recovery and a chance to make a sustainable difference to the long-term vibrancy and vitality of individuals, families and communities around the world.

Accenture and [Accenture Foundations](#) Contribution Value (in US\$ thousands)



80%

Percentage of our overall corporate citizenship activities that will be aligned with Skills to Succeed by the end of 2010

Environmental Stewardship

A global strategy across our business

At Accenture, our carbon footprint consists primarily of emissions generated from business travel and office energy use. We are committed to addressing both of these areas. Providing tools and incentives to help our employees find travel alternatives is just one of the ways we aim to reduce our carbon emissions.

"At Accenture, our environmental efforts are driven by a commitment to our core values and to making a difference—doing our part to make the world a more sustainable place."

Philip Calcutt, Executive Director, Geographic Services

Section Overview

- ▶ The Environment and Our Business
- ▶ Carbon Reduction Initiatives
- ▶ "Green" Buildings, "Green" Operations
- ▶ Engaged Employees
- ▶ Helping Clients Achieve High Performance through Sustainability
- ▶ Smart-grid Leader
- ▶ Contributing to the Environmental Agenda
- ▶ Next Steps on Our Journey

Climate change and environmental sustainability present new challenges for Accenture, our clients and our suppliers. To meet these challenges, we have developed a global strategy that spans our entire business operation, the services we provide our clients and how we interact with our suppliers. We are committed to understanding and reducing our environmental impact in terms of carbon, waste and water.

The Environment and Our Business

Our Environmental Responsibility Policy, which we established in 2007 and updated in 2009, is grounded in our core values and our Code of Business Ethics. It articulates our commitment to fostering environmental responsibility among our key stakeholders, including suppliers, clients and employees, in the collaborative spirit of the United Nations Global Compact. Our Executive Leadership Team, which approves all major initiatives, including our carbon reduction targets, guides and monitors this policy.

Carbon Reduction Initiatives

For a company of our size, Accenture has a relatively low environmental impact: our footprint consists primarily of carbon emissions generated from business travel and office energy use. We are committed to addressing both of these areas, as we work to improve our environmental performance.

We set targets for reducing our per-employee carbon footprint—by 25 percent in fiscal 2009 and by a total of 40 percent by fiscal 2012—from our fiscal 2007 baseline. In fiscal 2009, we made substantial progress, achieving our initial 25 percent target by engendering broad awareness among our employees, implementing office-efficiency programs and reducing travel.

Travel has long been at the heart of our business model: we go where our clients are, so our people are often on the move. The challenge of climate change, however, demands that we make the most



We encourage our employees to reduce their environmental impact by, for example, promoting alternative travel arrangements, encouraging the use of public transport and putting cycle-to-work incentives in place.

In fiscal 2009, we achieved our initial target of a 25 percent reduction in carbon dioxide emitted per employee, measured against our fiscal 2007 baseline.

efficient use of travel, and we are working to reduce our environmental impact by minimizing noncritical business travel—particularly for internal meetings—and by using innovative collaboration tools.

For example, we are a leading user of Telepresence, which enables our people to hold high-definition virtual conferences with colleagues and clients around the world. We already have more than 50 Telepresence locations globally, including at several client sites. By participating in a business-to-business exchange, we are able to use Telepresence to connect with our clients from their “home” Telepresence locations. Today, this coverage includes multiple locations at more than 50 companies.

For everyday interactions, we make extensive use of interactive technologies, including audio and videoconferencing and desktop sharing. One such technology is Office Communicator, which is on every Accenture desktop. Office Communicator helps our people interact and communicate closely with each other and with our clients, thereby helping to reduce business travel substantially.

Beyond these initiatives, we encourage our global teams to develop new solutions to reduce travel-related carbon emissions. The results have been impressive:

- In the United States, we created the Smart Work program, which helps our people reduce

noncritical travel as appropriate, while maintaining the same high standards of service. With one client, this program resulted in a 25 percent reduction in travel and related expenses.

- In Tokyo, where travel by taxi is commonplace, Accenture’s corporate citizenship lead started a program that encourages employees to seek alternatives—including buses, subways, biking and walking. As a result, our taxi use in Tokyo during fiscal 2009 dropped more than 13 percent from the previous year.
- Accenture implemented a policy in France that encourages employees to travel by train for all trips up to three-and-one-third hours in duration. To date, the effort has resulted in an 18 percent reduction in carbon emissions from business travel between September 2008 and February 2009 compared with the same period two years earlier.

The Carbon Disclosure Project (CDP) 2009 Global 500 Report recognized our progress. The gold standard for carbon reporting and transparency, CDP gave us a score of 76 out of a possible 100—nearly double our score of 41 in 2008. Accenture also ranked as one of the top 12 companies among the CDP’s Global 500 in the inaugural year of its “carbon performance score,” which measures corporations’ actual performance in responding to and reducing their impact on climate change.



Top: Commuters rush to work on the Tokyo subway. Bottom: Telepresence helps client teams reduce business travel.

We are working to reduce our environmental impact by minimizing noncritical business travel—particularly for internal meetings—and by using innovative collaboration tools.

We are the Global Integration Partner for the Carbon Disclosure Project (CDP), working with the organization on its plans to build the next generation of its global climate change disclosure system. The new system will provide a greater level of detail on environmental emissions performance to help drive reductions in greenhouse gas emissions and also provide enhanced data-management capabilities for CDP's stakeholders.

"Green" Buildings, "Green" Operations

We have embraced the latest "green" building techniques in our offices around the world. For example:

- Our Sydney office recently relocated to a "6 Green Star"-rated building, the highest rating possible from the Green Building Council of Australia.
- Our Brussels office recently relocated to a building whose roof features solar panels and a rain-water collection system that stores up to 20,000 liters and recycles rain water for use in the toilets.
- At our flagship office in Bangalore, a system that harvests rain water has contributed, along with other initiatives, to an officewide water-consumption reduction of 7 percent.

- Our Facilities & Services team in the La Plata office, outside Buenos Aires, installed individual lighting to supplement the office's natural light, resulting in an 18 percent savings in energy consumption over conventional lighting.
- Our offices in Brazil source 100 percent of their energy from hydro power and use "flex-fuel" cars that can run on gasoline or ethanol.

Data centers have long been among the hungriest consumers of energy within an organization's IT systems. To reduce both our electricity consumption and the need for space, Accenture has in recent years put virtualization and consolidation techniques into practice in our data centers throughout the world. In fiscal 2009, we ran a green data center study at many of our facilities across India. By studying the carbon emissions and costs of different temperature settings, we identified significant savings while maintaining performance



Top: Accenture's flex-fuel cars and recycling facilities in Brazil.
Bottom: Accenture rain-water collection facility in Brussels.

levels. Going forward, we will use the results to design more-energy-efficient data centers for Accenture and our clients.

These and other initiatives helped us achieve global ISO 14001 certification in fiscal 2009 covering 53 Accenture locations around the world (including facilities in the United States, Canada, South Africa and countries throughout Europe, South America and Asia). We are working with other offices on their environment-management systems so we can continue to increase the number of offices covered by this internationally recognized standard for environment-management systems.

Engaged Employees

Our people around the world have enthusiastically embraced environmental stewardship and embedded it in our internal and external activities.

To raise awareness of that commitment and provide employees with the tools to make informed decisions, we invited all Accenture employees to participate in the global Accenture Eco Challenge, which we launched on United Nations World Environment Day—June 5, 2009. We helped our employees estimate their carbon footprints online and then select from more than 150 pledges to reduce their environmental impact both at home and at work. More than 32,000 Accenture people, including our most senior leaders, took the Eco Challenge and collectively pledged to

reduce their carbon footprint by more than 40,000 tons—the same amount of carbon emitted by approximately 28,000 round-trip flights between London and New York. Their pledges included unplugging cell-phone chargers when not in use, encouraging colleagues to use videoconferencing instead of flying to meetings, using public transportation and paying bills electronically.

While specific groups within the company identify and propose initiatives, we thrive on innovation and ideas:

- Jeff Peterson, specialist in our Chicago office, developed a Travel Decision Tool for client teams, which helps us model cost savings and carbon reduction by reducing travel whenever possible. Jeff won an Accenture Inventor's Award in 2009 for the tool and has submitted a patent application for it.



Top: Accenture professionals in France celebrate United Nations World Environment Day with an environmental awareness-raising event. Bottom: Employees across the world learn about World Environment Day and the Eco Challenge.

To reduce both our electricity consumption and the need for space, Accenture has in recent years implemented virtualization and consolidation techniques in our data centers throughout the world.

- Accenture Eco Teams have sprung up through grassroots employee efforts in many countries, including Spain, the United States, the United Kingdom, Brazil and France. For example, we have approximately 700 employee volunteers on Eco Teams across 19 US offices. These volunteers lead local grassroots efforts that range from implementing more eco-efficient office practices, like reducing office waste and emissions, to promoting telecommuting and alternative travel options and hosting United Nations World Environment Day events.
- The 2009 Eco Challenge inspired creativity among employees seeking to reduce their environmental footprints. For example, in India, the Corporate Citizenship team hosted a week of events that included creating a wall on which people could write their thoughts about the environment. Since then, more than 10,000 Accenture people in India have participated in the Eco Challenge.

Helping Clients Achieve High Performance through Sustainability

Accenture works with companies and public-service organizations around the globe to integrate sustainability approaches into their business strategies, operating models and value chains.

For example, we have entered into an alliance with Verizon to offer our clients unified communications and collaboration services and products. By enabling

workers to access and share information from remote locations quickly, we will help clients improve the quality and efficiency of their communications, reducing their carbon footprints while helping them enhance customer satisfaction.

Additionally, through targeted research and innovation, we help our clients adapt to a low-carbon economy. For example, with our client Vodafone, we identified energy-efficiency trends in the communications technology sector and jointly issued a report, "Carbon Connections: Quantifying Mobile's Role in Tackling Climate Change." The report concludes that a number of specific mobile-enabled technology developments could cut Europe's annual energy bill by at least €43 billion and help reduce annual greenhouse-gas emissions by at least 113 million tons (carbon dioxide equivalent) by 2020—or approximately 2.4 percent of expected European Union emissions in 2020.



The joint Vodafone and Accenture Sustainability Services report "Carbon Connections: Quantifying Mobile's Role in Tackling Climate Change."

"Every business, large or small, will need to deliver its products and services in a way that minimizes both cost and the impact on the environment. This report demonstrates the important role that mobile technology, in particular smart solutions such as machine-to-machine services, can play in carbon abatement while at the same time offering a financial saving for our customers."

Vittorio Colao, CEO of Vodafone Group, speaking about the "Carbon Connections" report co-issued by his company and Accenture

We also make in-depth sustainability training available to clients and employees through the Accenture Supply Chain Academy's Sustainability curriculum. Launched in the fall of 2009, the curriculum currently comprises 27 courses, including "Re-framing Sustainability in a Challenging Economy" and "Corporate Sustainability & the Environment." To date, more than 60 clients have signed up to participate in the courses.

Smart-grid Leader

By combining traditional and new technologies to manage the flow of energy more effectively and efficiently, the "smart grid" offers comprehensive solutions to the environmental challenges facing the energy industry. Accenture is at the forefront of this effort.

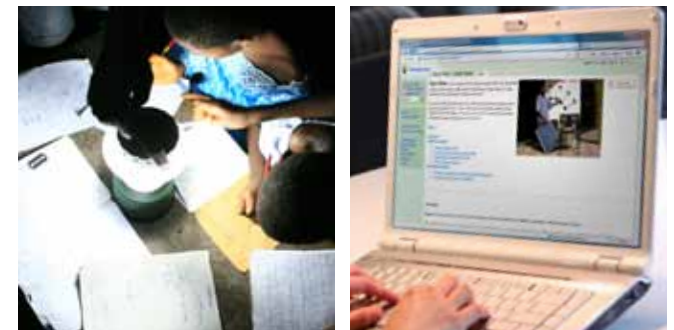
We are working with Xcel Energy to implement the world's first fully functional smart grid city in Boulder, Colorado. There, we are enhancing the electric grid with intelligent technology and analytic solutions to enable Xcel Energy to manage electricity generation and use more efficiently and meet environmental challenges the industry is facing. More than 16,000 smart meters have been installed to connect residential, commercial and industrial customers to the smart grid. If, through this smart-grid effort, consumers in Boulder can reduce their electricity usage by just 2.5 percent, Xcel Energy can cut carbon emissions by more than 1 million tons annually.

The smart grid is at the heart of the Accenture Intelligent City Network, a global invitation-only forum that connects utilities and cities that are deploying smart grids, enabling them to share ideas, guidance and insights. Today, the Network's membership includes more than 30 utilities working on smart-grid and smart-meter projects in more than 15 countries.

Contributing to the Environmental Agenda

Additionally, we strive to contribute to the overall environmental agenda, helping to gain insight into issues and working with other businesses and organizations on solutions that will help make the world a better place.

For example, with E+Co, a nonprofit company that invests in clean-energy businesses in Africa, Asia and Latin America, we developed the blueprint for a virtual learning environment for small enterprises that supply clean, modern and affordable energy to households, businesses and communities in developing countries. As a result, we will help entrepreneurs develop effective business models, streamline application processes and improve the chances of project approvals while also enabling E+Co's field organization to share best practices, increase the volume, speed and quality of deal pipelines, and better support prospective and existing entrepreneurs.



Top: Xcel Energy's SmartGridCity Experience, a hands-on, interactive mobile exhibit designed to educate the public about today's energy grid and the possibilities of a smart grid. Bottom: E+Co works to provide clean and affordable energy solutions across the world.

The smart grid is at the heart of the Accenture Intelligent City Network, a global forum that connects utilities and cities that are deploying smart grids, enabling them to share ideas, guidance and insights.

We are also a corporate member of [World Business Council for Sustainable Development](#), a global association of nearly 200 companies dealing exclusively with business and sustainable development. For an 18-month period beginning in 2008, we worked with 28 other members and outside organizations to address fundamental sustainability questions. The final report, "[Vision 2050: The New Agenda for Business](#)," was presented to leading figures from business, government and civil society from around the world.

Additionally, Accenture has been collaborating with the [World Economic Forum's Logistics and Transport group](#), and we jointly published the

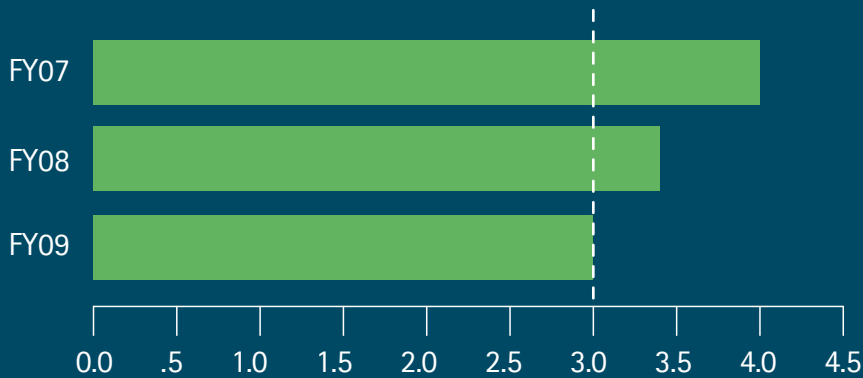
[Supply Chain Decarbonization report](#). This report outlines the ways in which the transport sector—both unilaterally and working with the wider supply chain—can begin to take practical, near-term steps to cut its carbon footprint.

Next Steps on Our Journey

Going forward, we will continue to work on our environmental-performance initiatives. In addition to meeting our future carbon reduction target, we will continue to measure and address waste and water usage and disposal, expand our [ISO 14001 certification](#), drive improved environmental outcomes and help clients achieve their environmental goals.

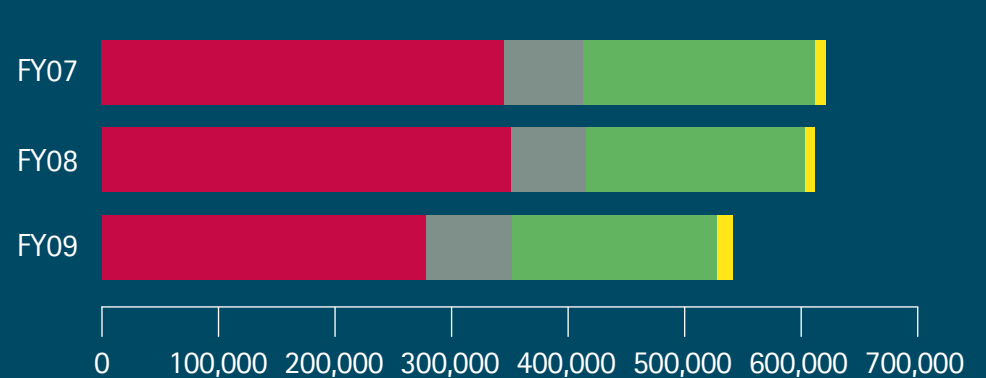
We recognize that this is a journey, and we still have some distance to travel. As a client-centric business, we do not expect our need for energy to wane significantly. But we will continue to set targets, measure and report our progress, and be vigilant about creating efficiencies along the way. We will persist in embedding environmental stewardship throughout our company by making it part of how we manage our business for today and tomorrow. Finally, we will continue to develop and support innovations that help make our world more sustainable.

Total Carbon Emissions per Employee
(in metric tons of CO₂)



■ Total Carbon Emissions per Employee (Metric Tons of CO₂-e)
| FY09 Target

Total Carbon Emissions by Source
(in metric tons of CO₂)



■ Air Travel ■ Other Business Travel ■ Office Electricity
■ Other Energy (Natural Gas, Diesel)

Our People

The face of high performance



Accenture professionals in Thailand on a volunteer day to help a local impoverished school in the Wang Nam Keaw region. They volunteered their time and money to help improve the school's condition.

“Delivering high performance begins with the best people. We provide the training and unmatched global opportunities to empower them with a clear understanding of their skills, how best to add value, and how to succeed and flourish.”

Adrian Lajtha, Chief Leadership Officer

Section Overview

- ▶ Our Human Capital Strategy
- ▶ Training and Development: Providing the Foundation
- ▶ Supporting Our People
- ▶ An Inclusive, Diverse Environment
- ▶ Looking Toward the Future

Since our inception, our core values—including Best People, Integrity and Respect for the Individual—have shaped our culture, defined our character and guided the way we behave and make decisions.

As we strive to maintain a consistent culture across 52 countries, our core values and our Code of Business Ethics provide a common footing for some of the most creative, forward-thinking people in the business world. Accenture is dedicated to fostering their confidence in their ability to take on new roles, contribute to the community and grow with the company. Our training and development programs and our inclusive, diverse work environment support those efforts and are key to helping our clients and our company achieve high performance.

Our Human Capital Strategy

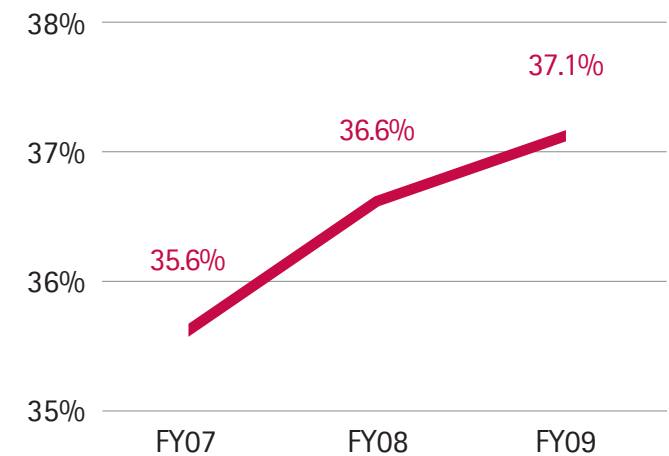
In fiscal 2009, we refreshed our Human Capital Strategy, examining the kind of talent we will need and where we'll need it in the coming years, the talent and leadership implications of the shifts under way in the increasingly global world, and the new talent segments we will need to drive our future growth. We also looked closely at our culture, exploring how well it will serve us in the

future and how we can ensure that it is relevant to new generations of talent and clients.

Our conclusion: we are well positioned to win in the critical talent wars ahead—and we are well served by our existing culture and the strength of our talent- and leadership-development engines.

We are addressing certain business challenges through an enhanced focus on human capital. In addition to continuing to promote the best talent to leadership roles, we are launching new leadership training and development programs around the world and planning how we will meet the talent needs of our new growth initiatives. We are now rolling out our plans for developing specialized skills over the next three years for every critical talent segment and leadership role in our company.

Women as Percentage of New Hires at Accenture*



* With more than 60,000 women at Accenture, we are committed to building and retaining an inclusive and diverse workforce.

Accenture is dedicated to fostering our employees' confidence in their ability to take on new roles, contribute to the community and grow with the company.

Training and Development: Providing the Foundation

We are committed stewards of the next generation of leaders, and to ensure that our people have the necessary skills both to serve clients at the highest level and to advance in their own careers, we invest significantly in their training and professional development.

Our core training, which is required for all our professionals, includes courses on culture and our core values, ethics, leadership behaviors and business and industry acumen. The resulting shared "language" allows us to create teams from many countries and disciplines to meet our clients' needs.

Our training and development does not stop there. We offer education on-site, online, in teams and through mobile learning. Employees select courses based on their skills, experience and areas of interest. For example, more than 2,500 executives have participated in the "Leading a Diverse

Workforce" program since its inception in 2005. In fiscal 2009, we offered 11 training sessions in "Leading a Diverse Workforce" and five in "Developing High-Performing Women" across numerous geographies. Additionally, we offer a variety of courses on key skills that help our people serve our clients, including "Making Strategic Business Decisions" and "Advanced Project Management Workshop."

In fiscal 2010, we plan to expand our training program. We will double the number of women who participate in "Developing High-Performing Women," and we will expand and customize our existing "Minority Leadership Development Program" for the Black, Colored and Indian population in South Africa. At the same time, we will roll out a new program, "Developing Client-Centric Women," to women in multiple locations in South America, Asia Pacific and North America.



Accenture is committed to the development and training of our people. It is a key component of our culture.

\$794M

Amount we invested in fiscal 2009 on training and professional development for our people

"What enables us to deliver on complex, global assignments is our diversity—the different industries, workforces and backgrounds we bring together to address client needs."

Hasan Sharif, a senior executive in New York and graduate of our Minority Leadership Development Program. Hasan worked with Accenture through our INROADS minority summer internship program after high school and, after graduating from the Massachusetts Institute of Technology, joined us full-time.

Supporting Our People

Our commitment to building confident people who can “stretch” professionally to deliver high performance begins with our comprehensive [programs for new joiners](#). Additionally, throughout each employee’s career, we supplement the role of supervisors with career counselors, who provide access to a broader network of people and resources, as well as advice and information on new roles in the organization. We also have a rigorous annual-review process through which employees set their performance objectives and receive feedback from multiple sources.

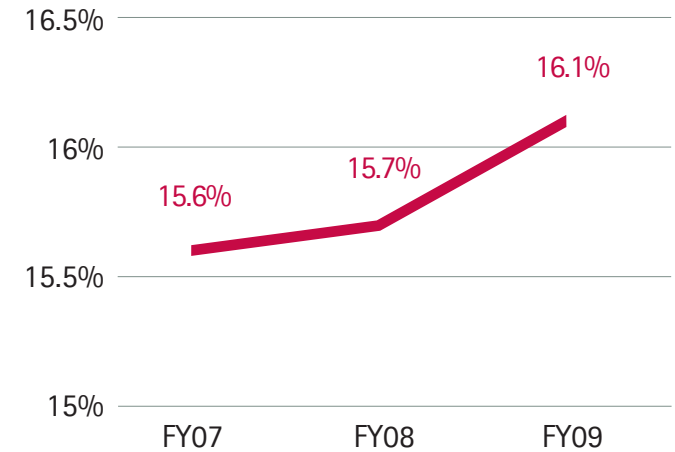
Furthermore, Accenture has strong work/life and wellness initiatives to provide employees with resources to manage their personal and professional lives. Whether accessing programs that maximize health, well-being and personal performance or leveraging flexible work arrangements, our employees have access to a robust range of benefits. Although these programs vary from country to country, we foster a work environment that enables employees around the globe to grow their careers at Accenture while taking care of personal commitments and responsibilities.

At the same time, Accenture employees regularly give back in a variety of ways to the communities where they live and work—and to communities around the globe. We support them in these efforts by offering a range of volunteering and

fund-raising mechanisms, including [Aidmatrix](#), a nonprofit organization with which Accenture has frequently teamed to support people affected by disasters. Employee contributions range from supporting charitable causes in local markets through our annual employee-giving campaign to raising more than US\$150,000 for colleagues recovering from the 2009 tropical depression Ondoy in the Philippines.

Our Legal group provides another example of giving back to the community. More than half of our US Legal team engages in pro bono legal services or other volunteer activities, as do many of its legal professionals who work in more than 25 other countries. For instance, a team of Accenture lawyers with [Baker & McKenzie](#) lawyers, across four continents, wrote a comprehensive research memorandum on democratic law for the [Public Interest Law Institute](#), and we sent lawyers from multiple countries to Ethiopia to teach at the [Addis Ababa Law School](#). Additionally, more than 45 members of the Legal group have worked with [PlaNet Finance](#), a Paris-based NGO that promotes economic development by providing micro-financing services to micro-entrepreneurs, and, for the past six years, through the [Lawyers in the Classroom](#) program, attorneys in Chicago, and more recently, Reston, Virginia, have taught low-income school children how legal issues relate to them.

Women Senior Executives at Accenture



An Inclusive, Diverse Environment

Our clients expect and value diversity—in our teams, our people and our points of view—and so do the women and men who choose to build careers at Accenture. We capitalize on the diversity of our workforce across countries, cultures, generations and a broad mix of education experiences and backgrounds, giving our clients access to a rich range of talent. The combination of our employees’ multiple perspectives with our common values and methodologies is a powerful differentiator for us.

Consistent with taking the widest possible view of diversity, we recruit from an extensive pool of candidates. Our recruitment initiatives include internship programs and relationships with a broad spectrum of professional organizations, colleges and universities. In South Africa, for example, we make special efforts to reach the Black, Colored and Indian population, using networking events such as the South Africa Black Management Forum. Recruiting in Brazil places particular emphasis on persons with disabilities and those older than 45, while our program in Argentina combines recruitment and training for people with hearing and mobility issues.

The responsibility for cultivating our inclusive environment begins with our most senior leaders, supported by our Inclusion & Diversity governance bodies, which keep our programs relevant and innovative. Additionally, our employee resource groups (ERGs) help our people build connections and address issues that are of interest to them personally. One engaged and active ERG is Friends, Lesbians and Gays (FLAG) in the Philippines, which was founded to help gay and lesbian employees network with one another.

We are expanding our support for our lesbian, gay, bisexual and transgender (LGBT) employees. We are creating a global LGBT network to build stronger links and to support those employees who do not yet receive the same levels of local support. To this

end, we are hosting global LGBT conference calls and identifying how our policies may affect same-sex couples around the world.

We are also expanding our support for our existing employees and potential future employees with disabilities. We have put in place a number of programs in this regard, are identifying specific national requirements for hiring persons with disabilities and plan to extend our efforts beyond the requirements of those national laws.

Additionally, in fiscal 2010 we will roll out "Enabling Diversity at Work," a new course aimed at sensitizing our human resources organization to the different workforce experiences of women and ethnic minorities.

One global constant is outreach to women, and our leadership is committed to 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, and a day in which we confirm the importance of women at Accenture. In 2009, our celebration included our most senior women in live events for employees and clients at more than 100 locations in 29 countries, as well as an online event for all Accenture employees.



Left: Graduates of Accenture's IT training program in Argentina for people with learning difficulties celebrate their qualifications. Right: Accenture women from the San Francisco office volunteer on International Women's Day to help elderly people who are homebound.

Accenture employees regularly give back in a variety of ways to the communities where they live and work—and to communities around the globe.

Looking Toward the Future

In the years ahead, we will continue to raise the bar on diversity, increasing the representation of women and minorities among our leadership and collaborating with our employees to create innovative programs to ensure that Accenture remains an inclusive workplace.

To build employee expertise, we are providing “road maps” for each of our areas of specialization. We will integrate these with our Learning Management System and our Knowledge Management platform to offer employees direction, training and job experiences. Additionally, we will continue to deliver training simulations, such as “Making

Strategic Decisions,” to help participants learn the trade-offs and challenges our clients face in their industries.

A critical part of our success will be our willingness to understand which of our programs have been most successful—and which employee segments have benefited most from them. We must continue to explore the gaps in these programs and recognize where we need to develop new ones. Our goal, as always, is to ensure that all our people have what they need to help our clients achieve high performance.



Accenture women in Australia discuss the challenges of domestic violence at an event run in conjunction with the Accenture-supported charity [DV Connect](#), which aims to reduce the incidence of domestic violence.

We will continue to raise the bar on diversity, increasing the percentage of women and minorities among our leadership and collaborating with our employees to ensure that Accenture remains an inclusive culture.

Supply Chain Sustainability and Diversity

Influencing our suppliers worldwide



As a leading global advocate of supplier diversity and a member of the World Bank's Private Sector Leaders Forum, Accenture works to raise awareness of the importance of supplier inclusion and diversity in helping progress gender equality.

"Our supplier diversity efforts demonstrate Accenture's commitment to promoting economic growth and sustainability within the diverse communities in which we do business."

Al Williams, Chief Procurement Officer

Section Overview

- ▶ Promoting Sustainability Among Suppliers
- ▶ Advancing Supplier Diversity
- ▶ Encouraging Inclusion and Diversity
- ▶ Expanding Our Scope

In our relationships with thousands of suppliers worldwide, Accenture has the opportunity to encourage sustainable business practices and inclusion and diversity among a wide range of companies. Driven by our core values, we strive to ensure that our contractual agreements with those suppliers align with our Code of Business Ethics and the United Nations Global Compact principles.

Promoting Sustainability Among Suppliers

As we continue our journey toward high performance and strive to improve the sustainability of our own operations, Accenture also seeks to influence our suppliers' business practices. Our goal is to use our own knowledge, experience and technologies as examples for our entire supply chain and to provide guidance and encouragement for supplier sustainability efforts.

Since 2007, we have asked all new suppliers that come through our Procurement process questions about their environmental performance. For example, we ask whether they have an environmental policy, if they have undertaken an environmental assessment of their operations, whether they have set targets for reducing their

environmental impact and whether they are accredited through an environmental system like ISO. In fact, the percentage of RFPs issued by Accenture Procurement that included environmental questionnaires rose from 90 percent to 98 percent in fiscal 2009.

In December 2009, we expanded our sustainable-procurement program by launching our Supplier Standards of Conduct, with which we expect our suppliers to comply. These standards incorporate the principles of Accenture's core values, our Code of Business Ethics and the United Nations Global Compact, and are now part of our sourcing and contracting process.

98%

Percentage of RFPs issued by Accenture Procurement in fiscal 2009 that included environmental questionnaires

Our goal is to use our own knowledge, experience and technologies as examples for our entire supply chain and to provide guidance and encouragement for supplier sustainability efforts.

Over the next two years, we plan to review the environmental, social and ethical business practices of global suppliers representing at least 70 percent of our procurement spending in key categories.

Advancing Supplier Diversity

We believe that supporting diverse suppliers is an area where we can make a measurable difference in the communities where we work and live. By engaging diverse suppliers, we strengthen our supply chain, enhance our market penetration and support our commitment to community and inclusion.

To that end, in 2002 Accenture established the Supplier Diversity Program to develop and expand relationships with minority-owned, women-owned, small and other growing businesses. We launched the program in the United States, and in fiscal 2009, the percentage of total Procurement spend with diverse suppliers rose slightly, from 14.6 percent to 15.8 percent. We have since extended the program to a number of other markets.

In addition, in 2006 we launched a formal mentoring program, the Diverse Supplier Development Program, which seeks to apply the skills and expertise of our suppliers and our people to deliver economic sustainability and encourage success among the organizations involved.

Building upon the success of this first phase, in January 2009 Accenture launched the second, expanded version of this program, which now includes 16 small minority- and women-owned business enterprises, as well as lesbian, gay, bisexual and/or transgender-owned businesses.

Encouraging Inclusion and Diversity

Accenture's internal commitment to inclusion and diversity extends to our external relationships. In the United States, Accenture is a member of the Women's Business Enterprise National Council (WBENC), the leading US advocate for woman-owned suppliers. In 2009, WBENC recognized Accenture as one of its Top Corporations for Women's Business Enterprise.

The Diverse Supplier Development Program seeks to apply the skills and expertise of our suppliers and our people to deliver economic sustainability and encourage success among the organizations involved.



Top: Business women take part in training as part of Accenture's Diverse Supplier Development Program. Bottom: The website of the Women's Business Enterprise National Council.

Working most closely with their members in Europe, Canada and India, Accenture is also a co-founder of WEConnect International, an organization that facilitates increasing economic opportunities for women-owned businesses in global markets.

Moreover, we engage with the World Bank Group on its Gender Action Plan, via the Private Sector Leaders Forum, which promotes women's gender equality in business as well as women's overall economic empowerment.

Expanding Our Scope

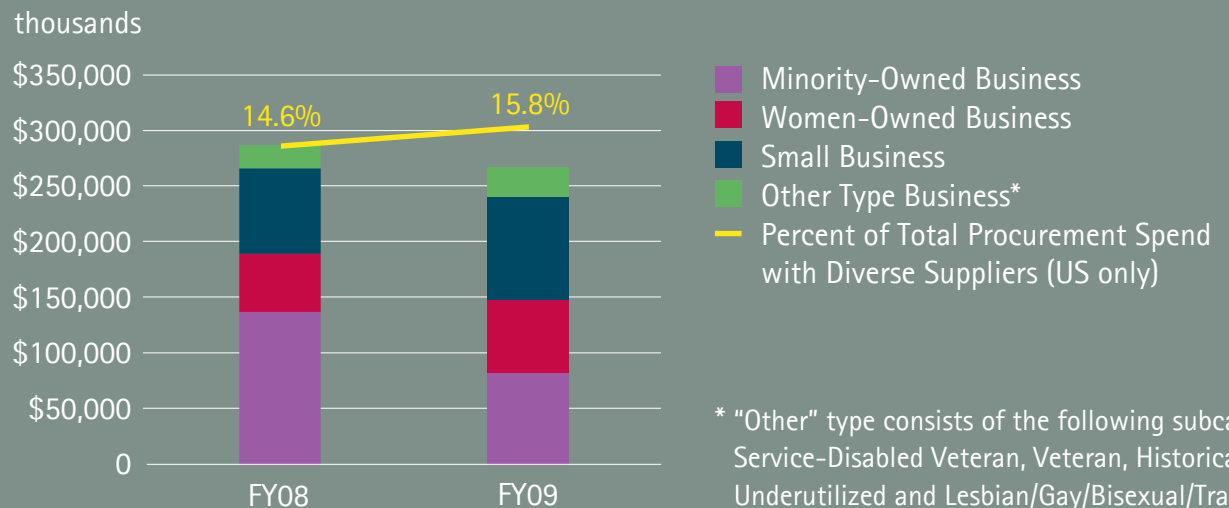
As we pursue our sustainability and diversity objectives, Accenture strives to engage our global supply chain, with an emphasis on our largest and most critical suppliers. One of our goals for fiscal 2010 is to roll out our new program to review the environmental, social and ethical performance of existing critical suppliers in North America, Europe and Australia.

Additionally, we will continue to leverage our knowledge and experience to advise our suppliers on achieving their own sustainability and diversity goals.

15.8%

Percentage of total Procurement spend with diverse suppliers in fiscal 2009

US Diverse Procurement Spend by Type



* "Other" type consists of the following subcategories: Service-Disabled Veteran, Veteran, Historically Underutilized and Lesbian/Gay/Bisexual/Transgender

Performance Data Summary— 2007–2009¹

Accenture at a Glance

	FY07	FY08	FY09
Net Revenues ² (US\$ millions)	\$ 19,696	\$ 23,387	\$ 21,577
Operating Expenses excluding reimbursable expenses (US\$ millions)	\$ 17,203	\$ 20,375	\$ 18,933
Operating Income (US\$ millions)	\$ 2,493	\$ 3,012	\$ 2,644
Global Workforce at fiscal year end (rounded)	169,600	186,800	177,200
By Region			
Americas	48,700	51,700	47,300
Europe, Middle East, Africa	59,500	64,100	58,100
Asia Pacific	61,400	71,000	71,800

Corporate Governance

Ethics and Compliance Training Completion Rate for All Employees	91%	92%	94%
Ethics and Compliance Training Completion Rate for Senior Executives	99%	99%	99%

¹ Detailed performance data is available on our [website](#).

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

Skills to Succeed

	FY07	FY08	FY09
Total Accenture and Accenture Foundations ³ Contributions (US\$ thousands)	—	\$ 33,496	\$ 48,286
Accenture Foundations Contributions (US\$ thousands)	\$ 4,202	\$ 3,348	\$ 6,258
Accenture Contributions (US\$ thousands)	—	\$ 30,148	\$ 42,027
By Region (US\$ thousands)			
Americas	—	\$ 6,993	\$ 11,283
Europe, Middle East, Africa	—	\$ 15,113	\$ 21,875
Asia Pacific	—	\$ 1,084	\$ 1,692
Accenture Development Partnerships—Global	\$ 2,400	\$ 6,958	\$ 7,177
By Type (US\$ thousands)			
Cash	\$ 8,000	\$ 10,222	\$ 12,497
In-Kind (Accenture Development Partnerships and pro bono consulting)	—	\$ 17,903	\$ 28,040
Time (Paid volunteering)	—	\$ 2,023	\$ 1,490
Hours of Participation in Accenture-sponsored "Time & Skills" Programs ⁴	—	256,313	338,873
Employees Participating in Accenture-sponsored "Time & Skills" Programs ⁴	—	3,741	3,877

³ Accenture Foundations refers to independent charitable organizations that bear the Accenture name.

⁴ "Accenture-sponsored 'Time & Skills' Programs" comprise Accenture Development Partnerships, pro bono consulting and paid volunteering projects.

Environmental Stewardship⁵	FY07	FY08	FY09
Total Carbon Emissions per Employee (Metric Tons of CO ₂ -e)	4.0	3.4 ⁶	3.0
Total Carbon Emissions (Metric Tons of CO ₂ -e)	621,198	611,914 ⁶	541,552
By Source (Metric Tons of CO ₂ -e)			
Air Travel	345,566	350,549	278,107
Other Business Travel	67,000	64,986	73,970
Office Electricity	199,422	188,300 ⁶	176,323
Other Energy (Natural Gas, Diesel)	9,210	8,079 ⁶	13,152
Energy Usage—Natural Gas, Diesel, Electricity (MWh)	364,185	345,487 ⁶	370,397

Our People

Employee Donations (US\$ thousands)	—	\$ 16,049	\$ 9,918
Total Hours of Training	10,456,199	13,188,495	11,224,371
Average Training Hours per Employee	65	73	67
Total Training Spend (US\$ thousands)	\$ 775,768	\$ 985,929	\$ 794,218

⁵ Carbon emissions and energy usage use the standard conversion factors from the Greenhouse Gas Protocol. Daily employee commuting is not currently measured or considered within the scope of our business travel.

⁶ As a result of our ongoing review of our environmental performance metrics, in early 2010 we adjusted our fiscal 2008 carbon emissions data, which was originally stated as 3.1 metric tons per person and 566,622 metric tons of total carbon emissions. We have updated these numbers to 3.4 metric tons per person and 611,914 metric tons of total carbon emissions. Specifically, the electricity (increase from 145,318 metric tons), natural gas (increase from 3,325 metric tons) and diesel (increase from 2,445 metric tons) portions of our carbon emissions data were not fully reflected in our original reporting. No changes to travel-related data were necessary.

Our People (continued)	FY07	FY08	FY09
Women in Workforce	36.0%	36.1%	36.0%
Women New Hires	35.6%	36.6%	37.1%
Women Senior Executives	15.6%	15.7%	16.1%
Attrition (excludes involuntary)	18%	16%	10%

Supply Chain Sustainability and Diversity

Total Procurement Spend to Diverse Suppliers (US only)	—	14.6%	15.8%
Total Diverse Procurement Spend (US only; US\$ thousands)	—	\$ 286,573	\$ 266,488
By Type (US only; US\$ thousands)			
Minority-Owned Business	—	\$ 137,134	\$ 81,907
Women-Owned Business	—	\$ 52,551	\$ 65,851
Small Business	—	\$ 76,371	\$ 92,461
Other Type Business ⁷	—	\$ 20,517	\$ 26,268
RFPs Issued by Procurement Including Environmental Questionnaire	—	90%	98%

⁷ "Other Type Business" consists of the following subcategories: Service-Disabled Veteran, Veteran, Historically Underutilized and Lesbian/Gay/Bisexual/Transgender.

Our Response to the United Nations Global Compact

United Nations Global Compact Human Rights Principles

Principle 1

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

Principle 2

make sure that they are not complicit in human rights abuses.

Commitment

Accenture's commitment to protecting human rights spans how we treat our employees, our expectations of our suppliers and how we support the communities where we work and live. Our commitment is anchored in our core values and is articulated in our Code of Business Ethics (COBE), Supplier Standards of Conduct and numerous global policies including Meritocracy, Data Privacy, Harassment, Physical Security, Geographic Expansions and Working in High Risk Areas, Crisis Management, and Procurement of Goods and Services. In response to local needs, in some

countries we have additional local policies to protect human rights, such as an AIDS policy in South Africa that says, in summary, that AIDS/HIV cannot be used as a criterion to make hiring, promotion or firing decisions about an employee.

Actions/Employees

Accenture is committed to creating an inclusive environment in which all of our employees can succeed both personally and professionally. We create a work environment that minimizes risks to the personal safety of all employees. Accenture's Global Asset Protection team develops and coordinates programs to protect our people, information and property. Globally, Accenture requires all new hires to take a training course on our COBE and all senior executives to certify their compliance with the COBE annually. In some countries, such as the United Kingdom, we provide customized training to employees about human rights legislation.

Actions/Suppliers

We recently launched Accenture's Supplier Standards of Conduct, which supplements our COBE and sets out the standards and practices that Accenture suppliers are required to uphold across all 10 United Nations Global Compact

principles, including human rights. Our goal is to review our key global suppliers' environmental, social and ethical performance as part of a phased program to identify and address areas of risk and encourage improvement.

Actions/Community

Our commitment to advancing human rights is also evidenced by our corporate citizenship focus on building the skills that enable people to participate in and contribute to the economy. We contribute cash grants and the time and skills of our employees to build partnerships to advance these goals in the communities where we live and work. For our commitments, actions and performance, see the Skills to Succeed section.

Performance

Examples of progress we have made since signing the United Nations Global Compact include achieving OHSAS 18001 certification for our Occupational Health and Safety Management Systems in the United Kingdom, Ireland, Spain and our largest site in Bangalore, India. Also, for the past three years, Accenture scored a perfect score in the Human Rights Campaign's Corporate Equality Index.

United Nations Global Compact Labor Standards Principles

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.

Commitment

Accenture's commitment to upholding labor standards—including freedom of association, elimination of forced, compulsory and child labor, and elimination of discrimination—spans our employees and our suppliers. Our commitment is articulated in our [Code of Business Ethics](#), [core values](#), [Supplier Standards of Conduct](#) and numerous policies including Meritocracy, Harassment, Reporting Unlawful or Unethical

Activity, and Procurement of Goods and Services. Accenture complies with local labor laws applicable to its relationship with its employees.

Actions/Employees

Accenture has a consistent and merit-based global career development model, recognizes the rights of all of its employees to engage in collective bargaining and freedom of association, and has employee representatives in work councils, unions and other employee representative bodies in many countries around the world. For example, Accenture has employee-representative bodies in a number of European countries, including Germany, France, Italy, Poland, the Czech Republic, the United Kingdom, Ireland and Spain.

Accenture's CEO is responsible to the Accenture [board of directors](#) for diversity goals, which are also cascaded down to all senior executives as part of their annual performance objectives. Accenture trains employees on topics such as avoiding workplace harassment based on "sex, race, religion, color, age, non-disqualifying physical or mental disability, national origin, sexual orientation, or any other category protected by law"; provides a Global Business Ethics Hotline and process to report misconduct without retaliation; and takes disciplinary action in cases of violation of such policies by employees, up to and including termination of employment.

Actions/Suppliers

We hold our suppliers and ourselves accountable to the same standard of business conduct. Our Supplier Standards of Conduct includes specific provisions about upholding freedom of association and eliminating forced labor, child labor and discrimination in the workplace.

Performance

Since joining the United Nations Global Compact in 2008, we have achieved measurable results in upholding labor standards. For example, approximately 47 percent of Accenture employees globally have taken advantage of flexible work arrangements. In 2009, we offered 11 training sessions in Leading a Diverse Workforce and five in Developing High-Performing Women, and women represented 19 percent of our promotions to the senior-executive level and more than 37 percent of new hires. We were also named to [DiversityInc's "Top 50 Companies for Diversity"](#) list for the third consecutive year and to its ["Top 10 Companies for Recruitment, Retention & Global Diversity"](#) list.

United Nations Global Compact Environment Principles

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

Accenture is committed to understanding and addressing environmental impacts resulting from our operations and fostering environmental responsibility among our stakeholders, including employees, clients and suppliers. For our commitments, actions and performance, see the [Environmental Stewardship section](#).

United Nations Global Compact Anticorruption Principle

Principle 10

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

Accenture's commitments to working against corruption are detailed in our [Code of Business Ethics](#) and in numerous policies and are implemented via a comprehensive program. For our commitments, actions and performance, see the [Corporate Governance section](#). Accenture helped to shape guidance on Anticorruption Reporting through the United Nations Global Compact Taskforce—see Accenture's detailed report, [United Nations Global Compact Communication on Progress Report—Supplemental Report on Principle 10](#), based on that guidance.

About This Report

Reporting Scope and Cycle

This report covers Accenture's corporate citizenship and sustainability efforts around the world, including those of its subsidiaries. Accenture Foundations refers to independent charitable organizations that bear the Accenture name. Unless specified, all metrics are global in scope. The content of the report focuses on performance and results from our 2008 and 2009 fiscal years (ended August 31, 2008 and 2009). Where available, data go back to fiscal 2007. Our Corporate Citizenship Report is published every two years, with online updates in interim years.

Reporting Approach

Transparency and accountability are priorities for Accenture. Since our last formal Corporate Citizenship Review in fiscal 2007, we have implemented an enterprise-wide sustainability performance measurement system to consolidate performance information, including environmental data, into a single system. As a result, in fiscal 2009 we disclosed our environmental and inclusion and diversity performance on our website.

This report is our first document that uses the Global Reporting Initiative (GRI) G3 Guidelines as a foundation for our reporting approach. Our

GRI Index can be found on our website, and we self-declare this report to align with GRI application level C, which GRI checked and confirmed.

This report also follows guidance from the United Nations Global Compact and serves as Accenture's first Communication on Progress. See United Nations Global Compact Response. We will continue to refine our reporting and enhance our transparency.

Reporting Analysis and Stakeholder Engagement

Accenture regularly engages with a wide range of external and internal stakeholders. As part of this engagement, we regularly undertake client satisfaction surveys and a global employee survey. We also regularly analyze what our different stakeholders expect from us. For example, we've learned that, during a six-month period in fiscal 2009, 92 percent of the requests for proposal that we received asked for information about our environmental goals and targets.

For this report, we asked a select group of stakeholders—key clients, employees and potential recruits—to review our draft outline and provide their feedback. We interviewed a number of clients

who have expressed interest in our corporate citizenship performance over the past 12 months, with an eye to achieving industry and geographic balance. We also convened three focus groups of employees and recruits, which included a geographically diverse sample of experience, from entry level to our senior leadership.

Additionally, to identify issues for this report, we clustered those issues that stakeholders consistently tell us—through request for proposals, surveys and this interview process—are most important to them in assessing Accenture. We then asked Accenture executives to rate these corporate citizenship issues according to how significantly they affect our business performance. Finally, we considered whether this information taken together provides a complete picture of corporate citizenship at Accenture.

This process of stakeholder engagement provided valuable information and insight to focus this report, and the results are summarized in a visual representation in the Reporting Prioritization chart on the following page. We plan to further formalize our stakeholder engagement in the future. We also welcome feedback about this report at corporatecitizenship@accenture.com

Reporting Prioritization

This Reporting Prioritization chart is a visual representation of what we learned from our stakeholder engagement process.

<p>Low</p> <p>Lower priority for disclosure</p>	<p>Medium</p> <p>Information tracked by management for performance improvement and disclosed to stakeholders where appropriate</p>	<p>High</p> <p>Important topics prioritized for disclosure</p>
<p>Waste Management & Resource Use</p> <p>Public Policy</p>	<p>Ethics & Compliance</p> <p>Sustainable Procurement</p> <p>Inclusion & Diversity</p> <p>Innovation</p> <p>Health, Safety & Security</p>	<p>Talent Development</p> <p>Corporate Governance</p> <p>Impact of Services & Solutions</p> <p>Community Giving, Engagement & Impact</p> <p>Energy Efficiency & Carbon Emissions</p>

Accenture is a global management consulting, technology services and outsourcing company, with more than 181,000 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. Accenture is committed to being a good corporate citizen—dedicated to minimizing its environmental impact and helping individuals around the world build skills that enable them to participate in and contribute to the economy. The company generated net revenues of US\$21.58 billion for the fiscal year ended Aug. 31, 2009. Its home page is www.accenture.com

Accenture's fiscal year is September 1 through August 31.

Copyright © 2010 Accenture
All rights reserved.

Accenture, its logo, and
High Performance Delivered
are trademarks of Accenture.

Pictured on the front cover clockwise from main picture: A market stall in India run by a smallholder producer who hopes to be helped by US Agency for International Development project supported by Accenture, Growth in Micro-Enterprise and Development. The project aims to accelerate the earning potential of smallholders by ensuring better information on farming practices and access to larger-scale markets for their goods; Recycling facilities at the Accenture São Paulo office demonstrate Accenture's commitment to reducing our environmental impact; Teaming in Tanzania, Accenture and Oxfam are developing ways to help smallholder sisal farmers generate more value from their produce, thereby securing enhanced economic opportunities; Accenture aims to help

employees reduce environmental impact by encouraging the use of alternative modes of travel, such as cycling; Workers, such as at this clothing manufacturer in Brazil, have the potential for more secure incomes because of the effects of business mentoring from Accenture volunteers with entrepreneurs through the nonprofit Conexão.

We would like to thank E+Co, Oxfam and Voluntary Service Overseas for providing imagery included in this report. Our sincere thanks to everyone who contributed to the corporate citizenship stories in this report.

If you have feedback on this publication, please contact us at corporatecitizenship@accenture.com

