accenture

Let there be change

Sustainability Report 2020
Portugal

Content

Our growth over the most recent fiscal year shows the progress we have made, the challenges we have overcome and irreproachable commitment of our professionals.

José Gonçalves
County Managing Director, Accenture Portugal

Accenture Portugal has published its Corporate Sustainability Report for three consecutive years, as a means of demonstrating our commitment to all stakeholders, both internal and external. We work every day to deliver on the promise of technology and human ingenuity, contributing to a better world and a fairer and more equal society.

The 2020 fiscal year, which this publication reports on, proved to be extremely difficult for us all. It undoubtedly marked a turning point in the way we live and work. On a personal level, I can say that the challenge has been enormous. It was the year in which we celebrated 30 years in Portugal and my fourth year as President of Accenture Portugal. We all know what is happening: a difficult period marked by extensive uncertainty that has still not been overcome. But we, at Accenture, believe in the power of change. So we have approached these challenging times as an opportunity to reinvent ourselves, to emerge even stronger and to further strengthen the positive environment in our organization.

In Portugal, over the last three years, we have benefited from sustained and accelerated growth in our business and a significant improvement in profitability, as a result of the increasing export of high-value services, the contribution of all industries and services and, most recently, the commitment to Health & Public Services, which we have defined as a strategic pillar for the coming years.

In addition, it is important to mention the huge investment in Cloud as a priority for Accenture globally. Its local journey accompanies the unprecedented increase in demand for these technology services and solutions.

Knowing the responsibility that our organization has to ensure a more sustainable and inclusive future, I would like to point out some data from this report to assess the magnitude of the impact that we have achieved. Because, especially after the launch of our new brand purpose to "deliver on the promise of technology and human ingenuity," and our new strategy to create "360º value", I can only evaluate our contribution through the lens of shared success.

In my view, the complexity of managing in this new covid-19 environment has been how to balance two types of needs: in the short term, it is essential to ensure the safety and health

of our people; for the medium to long term, we must ensure business sustainability and continuous value creation for all our stakeholders.

Looking back, I am very proud of the resilience and professionalism of the 3,600 Accenture professionals in Portugal and how they dealt with this unexpected situation. I cannot fail to highlight some of the most important moments that happened during this very significant period of our lives.

As for our more immediate reaction, it is important to mention that during lockdown we made it possible for 95% of our professionals to work directly from the safety of their homes. At the same time, we remained relevant and close to our clients by accompanying them through the challenges of their journey of transformation. Our efforts have also focused on mitigating some of the pandemic's broader effects through a donation to the Portuguese Red Cross and other actions taken internally to which our people have actively contributed.

I would also like to highlight a number of initiatives that demonstrate how we contribute to generating value for our stakeholders: For our people we have continued to maintain our commitment to inclusion and diversity and we have invested more

than €2.4M in training; we have provided more than 6,800 hours of free consulting to the most vulnerable people in our society, and we have created indirect employment for our suppliers for more than 700 people. We have helped transform the businesses of our more than 120 clients in Portugal, so that they can continue to lead the market. We maintained a solid stock performance last year for our shareholders, with 23% appreciation. Much of the work that contributes to these results is done at our Centers of Excellence, where we provide high-value services to various countries and demonstrate our importance in the global universe of Accenture, in which we distinguish ourselves through the innovation we deliver and the unique capabilities we possess.

At the same time, in accordance with our environmental commitments for 2025, we have made progress and concentrated our efforts on achieving zero net emissions, zero waste generation and promoting efficient resource consumption. For example, 65% of the energy we consumed in our certified offices came from renewable sources; we cut power consumption by 48% per person and, over the last three years, we have cut 49% of the Co_2 emissions related to our people's travels.

The reason these numbers exist can be found in the following pages, which I invite you to continue reading, and which are

a recognition of the courage of how we, together with our stakeholders, tackled 2020.

Now is the time for organizations, governments and society to join forces and continue to work for a sustainable future where benefits may be shared by all. The opportunity for us to initiate the change and drive it together is here!

José Gonçalves,
Country Managing Director,
Accenture Portugal

Accenture at a glance

We deliver on the promise of technology and human ingenuity

We are a responsible company committed to the U.N. Sustainable Development Goals

Priority goals

We have a direct impact through our operations.

5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

Transversal goals

They are part of our DNA and form the basis for our commitment and our strategy.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

Secondary goals

With indirect impact through our operations.

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
6 CLEAN WATER AND SANITATION

We believe in the power of innovation

$871 M

globally invested in R+D

We are committed to privacy and information security

+12,500 hours

of data privacy and information security training for our professionals

Company that best applies meritocracy principles in Portugal

Global

Shareholders

$44,300 M

of income at global level

23%

average annual return on shares in the last five years

$7,600 M

of generated cash flow

Portugal

Clients

€212 M

in turnover in Portugal

123

72% of PSI-20 and 22 of the Top 100 Companies

+400

projects undertaken

People

+3,600

employees in Portugal

€2.4 M

invested in training

+1,300

people hired in the last year
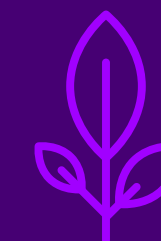
Community

+6,800

hours of consulting donated to social organizations

+ €85,500

donated to organizations

+740

hours of volunteering donated by 134 professionals

Environment

-53%

carbon emissions per employee compared to 2018

65%

of power used from 100% renewable sources*

+62%

of waste generated sent for recycling*

Suppliers

€39.3 M

of procurement

96.4%

of procurement from Portuguese suppliers

+700

indirect jobs created

*in the universe of ISO 14001 certified installations

Our DNA

Accenture is a global professional services organization, leader in digital, cloud and security capabilities. Combining unparalleled experience with strong specialization in more than 40 sectors of activity, Accenture offers a wide range of strategy and consulting, interactive, technology and operations services supported by the world's largest network of advanced technology and intelligent operations centers. Accenture's more than 514,000 professionals deliver on the promise of technology and human ingenuity every day by serving clients in more than 120 countries, using the power of change to create value and share success with clients, employees, shareholders, partners and society.

The information for the group's sustainability report includes Accenture Consultores de Gestão, S.A. and the following wholly owned companies: Accenture Technology Solutions – Soluções Informáticas Integradas, S.A and Accenture 2 Business Process Services, S.A., commonly referred to as Accenture Portugal. As for information on business numbers, we also include in addition to all the previous companies, Tech-Avanade Portugal, Unipessoal, Lda.

In Portugal, with more than 3,600 people and through our advanced technology and intelligent operations centers, we deliver solutions always with the ambition to be our clients' reference partner for the digital transformation of their businesses.

We are privileged to collaborate with most of the major companies and public entities in our country.

40
sectors of activity
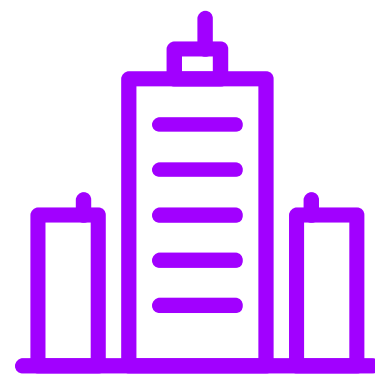
+514,000
professionals worldwide

120
countries

+3,600
people in Portugal

Our innovation centers in Portugal

2
Advanced Technology Centers

2
Intelligent Operations Centers

With more than 1,000 professionals, Portugal's **Advanced Technology Centers** - located in Lisbon and Braga, introduce industry-specific solutions such as Field Force Management, Software as a Service, Human Capital Management, Tolling, Utilities and Banking, operating on various platforms and technologies such as Oracle, SAP, JAVA, WorkDay, SuccessFactors, OutSystems, Google, Microsoft, Salesforce, SAS, and more. The wide range of services of the Portugal Advanced Technology Centers serve clients operating in more than 30 countries across 5 continents.

Intelligent operations centers on the other hand have the primary purpose of outsourcing business processes tailored to each client's needs through applications, media management, infrastructure and business processes.

Accenture sets itself as a key partner in support of the digitization and technological innovation of our clients in all economic sectors. However, we stand apart due to the cross-cutting support offered to our clients on their digitization journey, contributing also to their sustainable development and, at the same time, supporting society and our people along this path.

In the last few months, where we have all had to adapt to a new professional and personal reality, we have developed numerous solutions and tools to provide support in these three strands (clients, society and people), as detailed in the various chapters of this report.
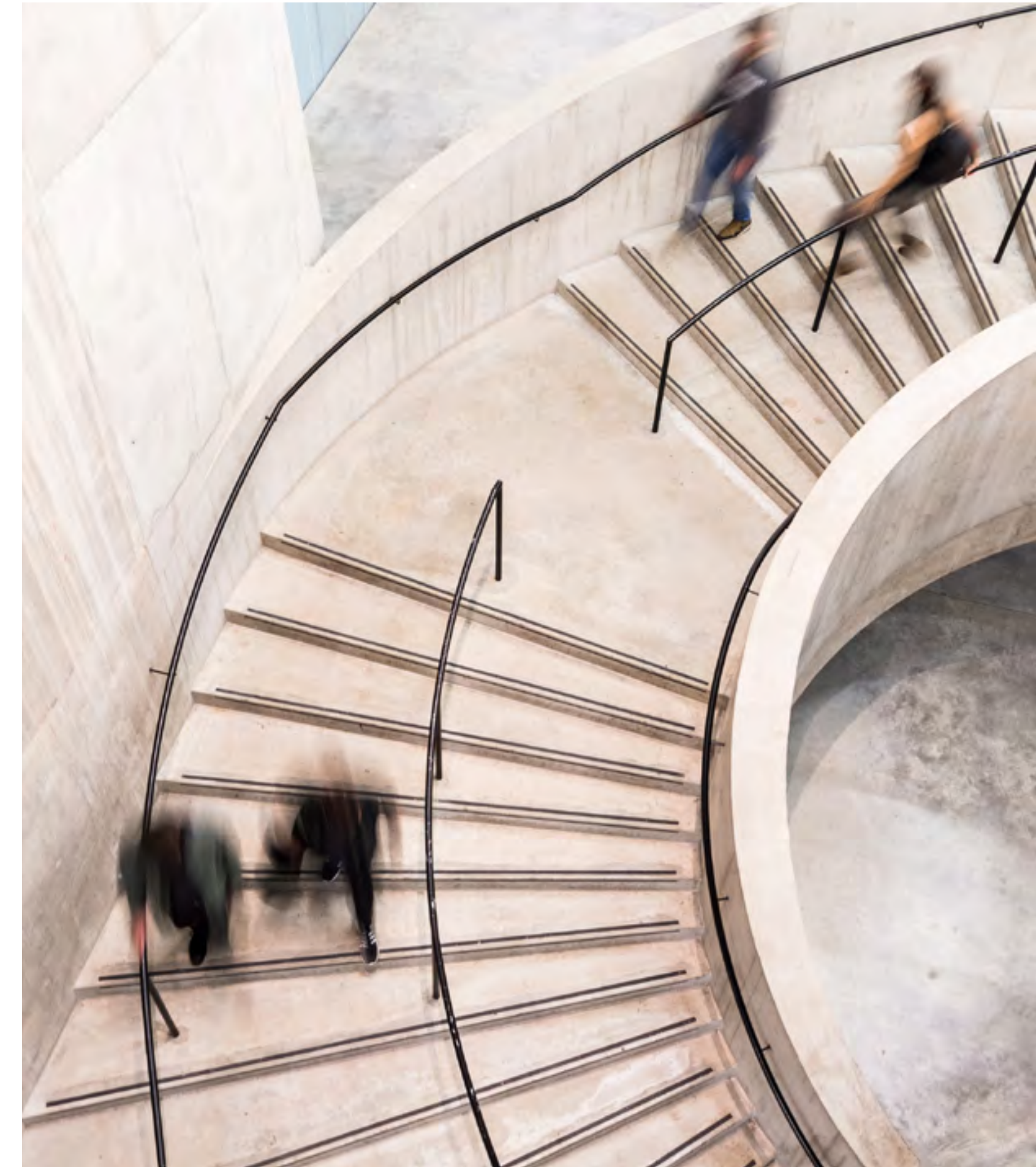
How we tackled the year 2020

Our market leadership formula is long-lasting: We continually transform our business and embrace the change to create value for our clients and employees.

We faced 2020 with resilience and a positive attitude. We set five goals that we were able to achieve:

☑ Overall, Accenture saw its stock market value grow about four times, compared to growth of about two times in the first half of the year, thus representing faster growth in our stock market price than in pre-pandemic times.

☑ We worked with more clients, with contracts over $100 million, in the second half of the year than in the first half, enhancing our role as the trusted partner for transformation.

☑ We have captured new growth opportunities in cloud, security, supply chain and digital services as well as health and public administration services.

☑ We have continued to invest significantly in our people and in our business. In addition to investing in training, we have managed to ensure career progression and to allocate performance bonuses this fiscal year. In addition, we plan a significant level of promotions in our next cycle of performance analysis, while remaining committed to maintaining equal pay conditions. Accenture also continues to increase its investments for the future, including $1.5 billion in purchases, fueling organic growth. We invested $871 million in asset, platform, and solution research and development to accelerate the adoption of new technologies, such as blockchain, robotics, 5G, quantum computing and edge computing. We have a portfolio of over 7,900 patents and patent applications.

☑ We meet our obligations with shareholders by reducing structural costs through their new growth model, and accelerating the standard level of annual performance management transitions to preserve our people's future while positioning ourselves for moderate expansion and continued investment in the business in fiscal year 2021.

Hope for the future

We stay close to our clients and have the ability to anticipate their needs by investing quickly and scalably in the success of their businesses. Due to the covid-19 pandemic, changes in business and society have accelerated the need for digital transformation, and it is clear that companies need to adopt the cloud more quickly. In this context, Accenture announced, in September 2020, the creation of Accenture Cloud First and an investment of $3 billion over three years, based on $12 billion in revenue from the cloud in 2020 fiscal year. Thus, we are supporting our clients of all industries to accelerate their digital transformation, based on a massive reorganization of global business over the next five years.

> We believe that the current acceleration to digital presents an opportunity to create a better future for all. Our strategy is to develop a responsible business in all our client services as well as in how we operate. Accenture recently appointed a Chief Responsibility Officer (CRO) and Sustainability Services Lead to help implement this strategy, and who will become part of the Global Management Committee.

Our purpose, brand and strategy

In 2020, Accenture launched its largest brand repositioning of the last decade globally. The new "Let there be change" campaign presented a new purpose, designed to inspire organizations to embrace change, to create more value for the benefit of all.

The new purpose called "delivering on the promise of technology and human ingenuity," will guide the strategy, priorities and opportunities for the company's more than 514,000 employees. This purpose relies on the creativity and talent of our people and commitment to the correct use of technology to deliver value to all our stakeholders.

In order to create shared success, Accenture pioneers the "360º Value" concept – which aims to help clients transform and reinvent their businesses, retrain their employees or to become more sustainable. This action is based on Accenture's successful rotation towards the so-called "new", with approximately 70% of its global business focusing on digital, cloud and security, which is critical at a time when scale is important to help clients transform their organizations.

Julie Sweet, CEO of Accenture, identified some of Accenture's strengths that will enable us to deliver on the promise of technology and human ingenuity:

☑ Focus on delivering 360º value to all stakeholders;

☑ Unique culture of shared success;

☑ Commitment to being a responsible business;

☑ Commitment on issues of inclusion, diversity and equality.

70% of Accenture global business in the digital, cloud and security areas

We continually transform our business and embrace change to create more value for our clients with incredibly talented people. We emerged from the second half of fiscal 2020 stronger than when we entered.

Julie Sweet, Accenture CEO

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Our values

Value creation for the client

Enable clients to develop excellent businesses and create long-term relationships, which are relevant, demonstrate responsiveness and consistently deliver value.

A global network

Leverage the power of our global vision, relationships, collaboration and learning to deliver exceptional services to clients, wherever their business is.

Respect for the individual

Valuing diversity and the unique contribution of each one by promoting a trusting, open and inclusive environment and treating each person according to the values by which Accenture is governed.

The best people

Attract, develop and retain the best talent for our business, as well as challenge employees by demonstrating a proactive attitude, promoting collaboration and support among all.

Integrity

Behave ethically and honestly and inspire confidence, to be true to our word, align discourse with our behavior and hold ourselves accountable for our actions.

Stewardship

Fulfill the mission of building a better, more robust and sustainable organization for future generations, safeguarding the Accenture brand and meeting shareholder commitments, acting with a sense of belonging as we help our employees develop and support community progress globally.

A responsible business

Artificial intelligence (AI) first appeared in the 1950s. It went through periods of diminishing public interest, leaving only those interested in the field. However, it regained popularity a few years ago when the large amounts of data produced, along with affordable computing and storage capacity, increased its value proposition.

Sustainability has a markedly similar history. After enjoying great popularity in the 2000s, it has recently resurfaced at the top of corporate and individual concerns, according to the Fjord Trends 2020 report.

The intermediate years were a period of sustainability hibernation, which was probably mainly driven by the 2008 financial crisis. The most pressing question today is whether the covid-19 crisis will reverse this last trend and cause another hibernation of sustainability, or whether it will itself force the determination and raise awareness that our daily decisions impact on the future, thereby strengthening the commitment to a more sustainable tomorrow?

For many of our large industrial clients, sustainability has become an integral part of their strategy. Consequently, the potential redefinition following covid-19 raises some very strategic and difficult questions around their sustainability investments.

Bruno Berthon, Accenture Strategy Utilities Global Lead

Sustainability is increasingly a factor in the competitiveness of companies and is increasingly important for society. According to the same Fjord Trends report, it is not a question of sustainability versus profit, but rather a key strategy for maintaining the business:

"Companies that don't adapt - including companies in the financial system - will go bankrupt without question. [But] there will be great fortunes made along this path aligned with what society wants."

Bank of England Governor Mark Carney

As we enter the 2020s, we have a huge opportunity - and an obligation - to rethink the way we live, work, produce and trade. In order to build greater independence between global organizations and the complex systems in which they operate, it is important to prepare ourselves to meet today's global challenges. We should start by thinking about how we lead and how we can hold our organizational leaders and politicians to a higher standard. Several interrelated critical points emerge:

- The weather has entered a state of emergency. Current trends will lead to higher average temperatures between 2.9°C and 3.4°C by 2100, a change that could cause catastrophic consequences all over the planet.

- The global economy is fragile. 10% of the world's population has more than 50% of the world's total income. These conditions lead to a state of social injustice and limit future growth. Moreover, they fuel the reaction against globalization, which threatens the free movement of goods, services, data, people and capital.

- The impact of the fourth industrial revolution is only beginning to be appreciated by organizations. The opportunities of their new and emerging technologies have not yet been perceived and their risks are not yet fully controlled.

- People are central to solving these challenges, yet we risk leaving many behind. Businesses and organizations have an obligation to raise the potential of each and every individual in their workplace, by respecting and supporting everyone.

As highlighted in our study , "The Decade to Deliver: A Call to Business Action" developed for the United Nations Global Compact, launched at the end of 2019 to ensure a successful future, organizations should demonstrate their commitment to a sustainability strategy by creating value in three ways:

- Protecting their supply chain and meeting their clients' expectations to act responsibly, thereby making the brand more valuable.

- Facilitating the relationship with investors who expect concrete action on sustainability.

- Attracting talent you want to work in purpose-oriented organizations.

Also according to the same study, the World Bank predicts that the corporate sector can earn at least $12 trillion annually with market opportunities by adopting sustainable practices, much more than the $7 trillion annual investment (including $4.5 trillion in developing countries) needed to achieve the Global Sustainable Development Goals.
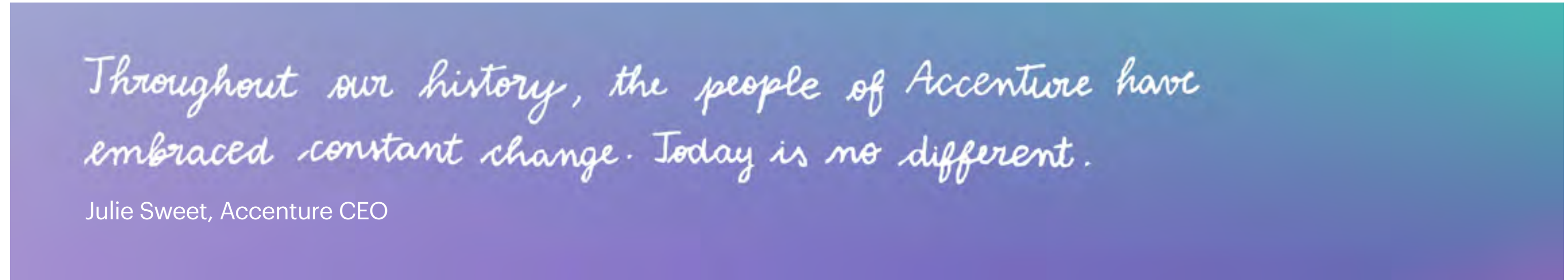
Our Responsible Company strategy involves several elements in the field of Sustainability and Social Responsibility that are put into practice internally, in the work done by Accenture with its clients, and in the engagement we have in the community of which we form part.

This strategy is built on three fundamental dimensions - Environmental, Social and Governance (ESG) - incorporating the SDG. As a consulting model, Responsible Company wants to create greater alignment between business strategy and enterprise sustainability, based on the client relationship in three phases:

☑ A first phase to evaluate our commitment and contribution to SDG;

☑ A second phase of identifying the SDG to which each client can contribute through the solutions offered by the company;

☑ And finally, the mitigation of the risks of digital transformation and the contribution to the sustainable and inclusive development of the world.

We believe that the measures and results as presented in this report are evidence of our continued commitment to sustainable development and that our business strategy is fully aligned with corporate sustainability. We want to play an active role in building a new, more responsible and sustainable business paradigm and helping our clients to drive and transform their businesses towards that objective.

Throughout our history, the people of Accenture have embraced constant change. Today is no different.

Julie Sweet, Accenture CEO

In addition to our internal knowledge and experience, we create partnerships that allow us to apply best practices across sectors and globally in an agile and efficient manner. Because of all this and Accenture's own DNA, always focused on innovation and the future, we believe we bring real value to our clients by constantly focusing on a medium and long-term vision, which is essential to ensure a sustainable, solid, and global society, now more than ever.

Resilient to the unexpected

With unemployment surpassing historic highs worldwide due to the covid-19 pandemic, a group of organizations from various industries have come together to build the People + Work Connect platform.

This project, launched in April 2020, was designed and developed by the executives in the Human Resources areas of Accenture, Lincoln Financial Group, ServiceNow and Verizon.

PEOPLE+WORK CONNECT

Several leading companies in the world market have associated themselves with People + Work Connect, such as ADM, Baxter, Blue Apron, Cargill, Frito- Lay, Lincoln Financial Group, Marriott, Mondelēz International, Nordstrom, ServiceNow, Walmart, and Zenefit, and more companies are expected to join.

On this platform, the experience and skills of employees of a company, who are potentially unemployed in the future, are shared with other companies that are recruiting, making the market more fluid. The program is global and cross-industry, so as to maximize the ability to transfer people with similar skills from one sector in decline to another where job opportunities are being created. People + Work Connect groups relevant information by category, such as home or work experience. Ultimately, this process allows us to reduce long unemployment cycles.

Its operation is based on a technology developed by Accenture that manages non-confidential and aggregated information from employees by category, such as location and experience.

It is a free-use platform available to organizations with at least 100 job openings to fill or 100 staff available for placement.

When a match is identified, organizations work together to move identified employees from one company to another on a temporary or permanent basis. The platform also includes information to guide leaders through the job/position exchange process.

One of the key objectives of the Human Resource executives leading People + Work Connect is to create a collaborative and inclusive community that helps to rapidly incorporate the unemployed in the labor market into areas that currently represent new opportunities. More detailed information can be found at accenture.com/people-work-connect.

Corporations need to take a step forward as responsible businesses during a crisis. People + Work was designed to reduce the social and economic impact of the pandemic, by permitting the real-time update of data on the companies needing new resources and where they are needed.

Ellyn Shook, Accenture Chief Leadership and Human Resources Officer

Sustainable Development Goals and 2030 Agenda

Sustainability is not just a subject we talk about, but an intrinsic concept in our business model, our culture and our strategic objectives.

We are certain that no organization will succeed in the medium to long term unless it incorporates the basics of sustainability in its business model.

Sustainability is thus a key factor in companies' competitive agility, and is becoming increasingly a weighty factor in consumer choice and their sense of confidence. We also believe that technology has great potential to boost progress towards achieving the Sustainable Development Goals (SDG) – The digital transformation of businesses is central to a holistic transformation of businesses and to their sustainable development.

So this concept guides us in defining our business development strategy, allied with a strategy of environmental and social responsibility towards society, deepening a culture of ethics and good governance as well as inclusion and diversity, and the care and well-being of our people.

We believe that the challenges of a sustainable future also bring us many opportunities in terms of business, innovation, evolution, resilience and contribution to the greater good. We are sure that, by embracing these challenges with human ingenuity and the curiosity that defines us, the changes we shall see in this decade will certainly be peaceful and beneficial to all our stakeholders and to society at large.

The commitments that inspire us are meant to encourage responsible behavior at every level of the organization, ensuring that the SDG are integrated into every area of the enterprise. All of this in order to contribute to improving the way the world lives and works, seeking to add value to everything we best know how to do.

It is these commitments that allow us to:

- ☑ Work with our clients when they need innovative and responsible solutions;

- ☑ Create value for shareholders;

- ☑ Promote the development of Accenture people;

- ☑ Ensure alignment with suppliers;

- ☑ Feel that we are responsible to society and to the environment.

>

The integration of SDG into business strategies will enable us to address a number of critical global objectives such as health, human rights, inclusion and diversity, environmental sustainability and the exponentiation of innovation in order to create lasting value for all stakeholders.

This year, we have once again reviewed our contribution to the SDG, identifying those that are clearly priorities in our activity and those that are complementary and in relation to which we can influence and leverage the direct and indirect impact of our activities.

Through this process, we have refined the priorities and categories. We have been able to identify impact not only through our corporate activities but also through the projects we develop for clients with a clear contribution to various SDG. Thus, SDG 10 – Reducing inequality, 12 – Responsible consumption and production and 13 – Climate Action have become part of our priority list, because we have seen the extraordinary potential they demonstrate in terms of our contribution, directly and indirectly. In addition, we have now included SDG 16 – Peace, justice and strong institutions and SDG 17 – Partnerships for the Goals, as cross-cutting SDG which should be addressed in every topic we touch on.

Furthermore, we now look at the contribution to SDG in an integrated way, and we also respond to the material topics identified in the materiality matrix and try to align both of these in a single matrix.

On the road to a better world and seeking the best results, we shall continue to evaluate our strategy and performance results by adapting our direction to the common goals of society so that change is always positive and means improvement, justice and a sustainable world for all.

Priority goals

Transversal goals

Secondary goals

The detail of our contribution to SDG is set out in Annex I of this report.

Priority goals

5 Gender equality

5.5
Ensure women's full and effective participation and equal opportunities for leadership.

5.b
Enhance the use of enabling technology, in particular information and communications technology.

5.c
Support policies and laws for equality.

8 Decent work and economic growth

8.1
Sustain per capita economic growth.

8.2
Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.

8.3
Promote development-oriented policies for micro, small and medium-sized enterprises.

8.4
Improve global resource efficiency in consumption and production.

8.5
Achieve full and productive employment and decent work for all women and men.

8.6
Substantially reduce the proportion of youth not in employment, education or training.

8.8
Protect labor rights and promote safe and secure working environments for all workers.

9 Industry, Innovation and Infrastructure

9.2
Promote inclusive and sustainable industrialization.

9.4
Upgrade infrastructure and retrofit industries to make them sustainable.

9.5
Enhance scientific research and upgrade the technological capabilities of industrial sectors.

10 Reducing inequality

10.2
Empower and promote the social, economic and political inclusion of all.

12 Sustainable production and consumption

12.2
Achieve the sustainable management and efficient use of natural resources.

12.3
Halving global food waste by half.

12.4
Achieve the environmentally sound management of all waste.

12.5
Substantially reduce waste production.

12.6
Adopt sustainable practices and integrate sustainability information into the sustainability reporting.

12.8
Ensure that people have the relevant information and awareness for sustainable development.

13 Climate action

13.1
Strengthen resilience and adaptive capacity to climate-related risks.

13.2
Integrate climate change measures into policies, strategies and planning.

13.3
Raise awareness and capacity on climate change.

Transversal goals

16.5
Reduce corruption and bribery.

16.7
Ensure that decision-making at all levels is responsible, inclusive, participatory and representative.

16.10
Access to information and fundamental freedoms.

16 Peace, justice and strong institutions

17 Partnerships for the goals

17.14
Enhance policy coherence for sustainable development.

17.16
Enhance the global partnership for sustainable development.

17.17
Encourage and promote effective public, public-private and civil society partnerships.

Secondary goals

3 Quality health

3.4
Promote mental health and well-being.

3.8
Achieve universal health coverage and access to quality essential health services.

4 Quality education

4.3
Ensure equal access for men and women to technical, professional and tertiary education.

4.4
Increase the number of young people and adults with technical and professional skills.

6 Clean water and sanitation

6.4
Substantially increase water-use efficiency.

How we communicate with our stakeholders

We consider stakeholders to be all those companies or groups on which we have an impact on their results, to whatever extent, or which may be affected by our actions and decisions.

To determine who they are, we carry out an internal and external review process, taking into account the principles of inclusiveness, relevance and responsiveness.

Accenture Portugal's key stakeholders are clients, employees, shareholders, suppliers, candidates, alumni, associations, partners, media organizations and community bodies. It is essential to maintain two-way communication with everyone to identify their concerns and expectations and to understand their economic, social and environmental performance.

	Clients	Employees	Shareholders	Suppliers	Partners	Innovative ecosystem	Candidates	Alumni
Corporate Sustainability Report	●	●	●	●	●	●	●	●
Website: accenture.com/pt-pt	●	●	●	●	●	●	●	●
Specific site			●		●		●	●
External work tools				●				
Other external sites	●		●	●	●	●	●	●
Accenture internal sites and portals		●						
Social media: Facebook, LinkedIn, Twitter, YouTube and Instagram	●	●	●	●	●	●	●	●
Internal social networks: Circles, Collections, Yammer, The Stream and People		●						
Satisfaction management mechanisms	●	●		●	●	●	●	●
Mobile apps	●	●						
In-person channels: events, training, forums, fairs, meetings, breakfasts, conferences, days, commissions, and communities	●	●	●		●	●	●	●
Digital communications: reports, webcasts, corporate television, etc.	●	●	●		●	●	●	●
Physical shipments: publications, invitations, etc.	●							
Media (content and advertising)	●		●		●	●	●	
Internal messaging system: Teams		●						
Online contact mailboxes	●	●	●	●	●	●	●	●
Specific contact telephone	●		●	●	●			

The process of involving the different stakeholders through the various channels aims to ensure that each group has its expectations, interests and concerns satisfied. The sustainability area also maintains direct contact with different groups (business and industry clients, professionals with distinct responsibilities and roles, among others).

All stakeholders are represented during the process of drafting and verifying the report to ensure that they are provided with the information they expect from Accenture.

We are committed to helping all stakeholders generate value and, to do that, we must win and maintain their trust over the long term. A key part of this process is understanding what concerns them and what their needs are.

We employ a materiality analysis method. We therefore determine what matters can impact our activity and the sustainability of our business. To this end, we have followed the guidelines set out in the Global Reporting Initiative (GRI) standards.

Accenture's materiality analysis is designed to determine and prioritize relevant topics that, if not considered, could affect the sustainability of the business, its viability, market positioning or reputation. These are matters which have to be dealt with and monitored so that they do not cause undesirable consequences for stakeholders.

To this end, the expectations of the various stakeholders, the issues that can impact on our activity, market trends and the opportunities of our industry, and the results of the materiality study of previous years have been analyzed and interpreted.

The sources of information relevant to the material study are clients, employees, investors and shareholders, suppliers, competition, sectoral and social partners, media analysis and general governments.

In this three-phase process, we took into account the expectations of our stakeholders who might be affected:

① Identification of the aspects and matters relevant to Accenture in Portugal with reference to those which guide non-financial reporting at the company's global level. In this way, we drew up the preliminary list of relevant aspects.

In addition, to verify that these matters are consistent with the reality of Accenture Portugal, we reviewed the year 2019 publications relating to the sustainability of our social stakeholders, the media and general governments.
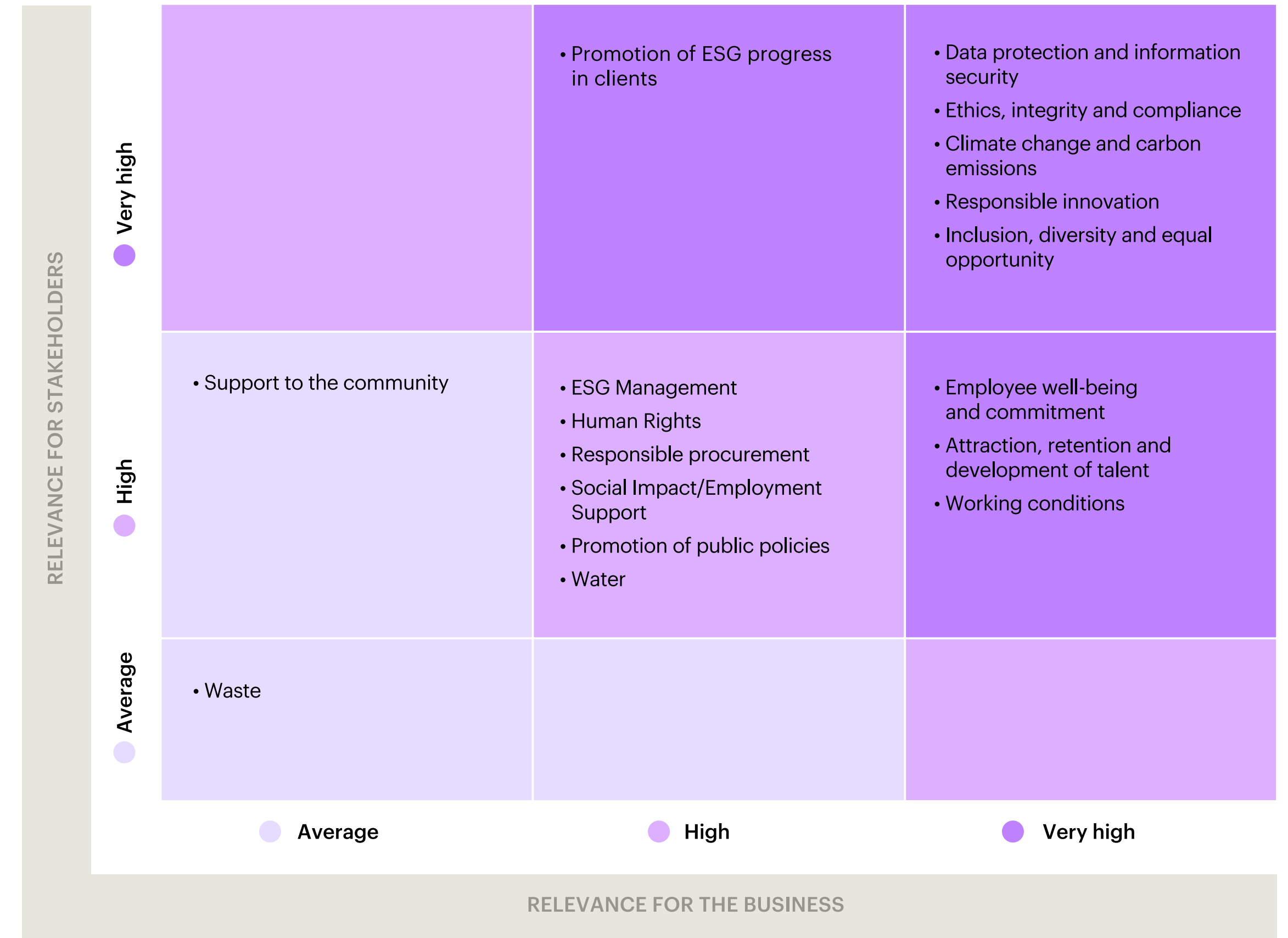
② Assessment to determine the importance of each aspect based on the economic, social and environmental impacts. And all of that because of factors like probability and the severity of impact, risks and opportunities, long-term performance, influence on competitiveness, etc.

③ Examination of material issues by external stakeholders through analysis of client sustainability and antitrust reports.

In material terms, Accenture has aligned the company's material topics globally. Therefore, according to the matrix set out, we have outlined the structure and contents of the report in the order of relevance considered by the company and our stakeholders.

Promoting the sustainability of our clients has moved to the highest priority level.

Climate change and carbon emissions have now become very important for business and include the energy component. On the other hand, information security and data privacy, which were already subjects of high business importance, have become the most important topics to our stakeholders as well. Our stakeholders are now more concerned about responsible procurement and public policy and participation issues than was observed in the last review in 2016.

RELEVANCE FOR STAKEHOLDERS

Very high
- Promotion of ESG progress in clients
- Data protection and information security
- Ethics, integrity and compliance
- Climate change and carbon emissions
- Responsible innovation
- Inclusion, diversity and equal opportunity

High
- Support to the community
- ESG Management
- Human Rights
- Responsible procurement
- Social Impact/Employment Support
- Promotion of public policies
- Water
- Employee well-being and commitment
- Attraction, retention and development of talent
- Working conditions

Average
- Waste

Average   High   Very high

RELEVANCE FOR THE BUSINESS

Material subject	5 Gender Equality	8 Decent Work and Economic Growth	9 Industry, Innovation and Infrastructure	10 Reduced Inequalities	12 Responsible Consumption and Production	13 Climate Action	3 Good Health and Well-being	4 Quality Education	6 Clean Water and Sanitation	16 Peace, Justice and Strong Institutions	17 Partnerships for the Goals	
Data Protection and Information Security		•	•									←|→
Ethics, Integrity and Compliance	•	•	•	•								←|→
Climate Change and Carbon Emissions		•	•			•						←|→
Responsible Innovation	•	•	•	•								←|→
Inclusion, Diversity and Equal Opportunities	•	•	•	•								←|→
Promotion of ESG progress in clients		•	•		•	•						←|→
Well-being and commitment to employees		•					•					←|→
Retention and Development of talent	•	•	•					•				←|→
Working Conditions	•	•					•					←|→
ESG Management	•	•	•		•							←|→
Human Rights	•	•		•								←|→
Responsible procurement	•	•	•		•							←|→
Impact on society / support for employment	•	•	•	•				•				←|→
Promotion of public policies	•	•	•	•								←|→
Water	•	•	•						•			←|→
Community support		•		•		•		•				←|→
Waste		•	•		•							←|→

Innovation oriented

Global

$871 M

globally invested in R+D

Portugal

+7,900

patents obtained or in the process of being submitted globally

14

internships for computer engineering students, 7 of whom joined Accenture's teams in the Technology area

+€88 M

revenue from the Technology area

STRATEGIC SDG

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.

9.5 Enhance scientific research and upgrade the technological capabilities of industrial sectors.

We believe that times of crisis, however challenging they may be, are milestones and times of change where humanity is forced to redefine its social and cultural standards that drive innovation and the creation of solutions never before imagined. But, in the medium to long term, the balance may be positive, for the whole of society and for nature itself, upon which all we citizens and organizations depend.
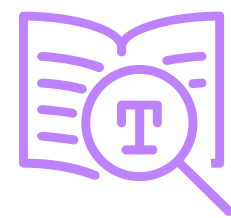
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Innovation Architecture

Innovation is a long and complex process. It all starts with an idea that evolves until it is implemented, ensuring value creation. It is necessary throughout that process to ensure all essential capabilities to put each step into practice.

We, at Accenture, have a number of skills that together comprise our innovation architecture.

Accenture Research

The Accenture Research area analyses and diagnoses the different key pillars of innovation: technological, economic and social. Every year, about 300 professionals in 20 countries combine the power of innovative research techniques with a deep understanding of our clients' industries to publish reports, studies, and articles, including:

Accenture Technology Vision

Accenture publishes an annual report in the first quarter of every year that anticipates the technology trends that will redefine business over the following three years. According to the 2020 report entitled "The Post-Digital Era is Upon Us – Are You Ready for What's Next?" the business world is at a tipping point. Digital technologies allow organizations to understand their clients in finer detail; provide them with new channels to reach consumers; and align the best practices for collaboration in today's economy, a truly interconnected ecosystem. But digital is no longer a differentiator by itself: with the democratization of digital tools, the great competitive advantage will be the ability to deliver highly customized, "now" experiences. The 2021

edition of this report explains how important it is, on the path to success in a world experiencing digital transformation across all sectors, to have a digital-first approach to be promoted throughout the C-suite and manifested in all areas of the organization. The full study of this year's Accenture Technology Vision report can be found here.

Fjord Trends

With 33 studios and more than 1,200 people globally, Fjord brings disruptive products and services to life by redefining the relationships between people and their surroundings. Every year it releases its report on consumption trends for the following year. The 2020 edition can be found here and the latest one, for 2021, here.
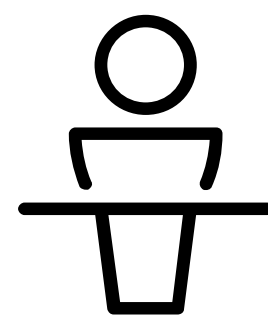
Accenture Ventures

Accenture Ventures represents the way we relate to the innovation ecosystem through investments, sponsorships and agreements. This capability ensures that we have access to technology solutions and highly competitive businesses through startups, small and medium-sized enterprises and R+D and technology centers.

Web Summit

Accenture was, for the fourth year in a row, one of the official sponsors of the Web Summit in 2019. Taking advantage of the presence of clients and partners at the Web Summit, it organized the conference "The Future Systems Are Here: How to scale innovation and achieve full value", a major international event targeted at Accenture's top clients in Portugal and Europe in a technological and disruptive environment. The conference title was aligned with the global campaign Future Systems on how to scale innovation and achieve maximum value through investments in technology.
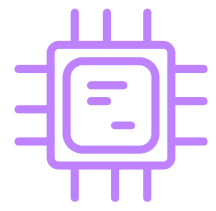
+1,200
speakers

+2,500
journalists

+70,000
viewers

Accenture Labs, Studios and Innovation Centers

Accenture Labs

Accenture Labs are the capacity that translates emerging technologies into businesses. Accenture has seven technology labs, in San Francisco, Washington, Dublin, Sophia Antipolis (Antibes, Nice), Tel Aviv, Bangalore and Shenzhen. Accenture Labs incorporates and prototypes new concepts through R+D+i projects, which we expect to have a significant, short-term impact on our clients' business. Our dedicated team of technologists and researchers works with experts from different sectors to invest, infect, and deliver innovative solutions that help you create value.

These laboratories continually contribute to the creation of intellectual property in the following areas: artificial intelligence, virtual reality, blockchain and cybersecurity. This year, Accenture has applied globally for 776 new patents and the average exceeds 600 new registrations each year.

In Lisbon, we have an innovation unit, Nano Lab Lisbon, focused on research and the incubation of new concepts through applied R+D projects, which have a significant short-term impact on our clients' businesses.

More than 10 prototypes were developed in this unit in 2020, using state-of-the-art technology (IoT, XR, AI and drones).

Accenture Studios

Our studios can be compared to startups, which design and create solutions quickly and in an agile manner for short-term deployment of digital solutions.

Innovation centers

AI Store: Artificial Intelligence Center (AI) for retail with impact on Sustainability.

We are currently experiencing a health crisis that has exposed the urgent need for businesses in general, and retail in particular, to strategically address sustainability. Setting up 100% sustainable strategies is now a demand from consumers, who with the pandemic realized the impact that their individual actions can have on global society, and therefore feel motivated to defend the causes they identify with.

In 2019, the intention grew in Accenture Portugal, in partnership with Fraunhofer, to create a center of excellence for Artificial Intelligence for Retail in Porto - the AI Store. In 2020, in the face of this new reality, it became relevant to leverage its potential to also promote sustainability in the Retail sector.

Formally setting up the AI Store has enabled an important market gap to be filled, offering proven capabilities and an ecosystem conducive to innovation and the transformation of the retail sector into an increasingly sustainable paradigm.

Several initiatives and pilots with clients have already been developed by the AI Store:

- Client order lead time forecast (large retail electronics retailer in Portugal): increase service levels and efficiency (sustainability) of the processing of client orders by improving the (more precise) forecast of the delivery date.

- Data Sharing Reports: Building a SaaS on demand platform where retailers and suppliers will have access to behavior-related reports/dashboards on clients and product sales to promote more informed promotional decision-making.

- Retailers Sustainability ID: Development of a gamification App that aims to quantify the retailer's sustainable footprint across its entire value chain. It measures the impact of different stakeholders, rewarding agents of change that make the greatest contribution to decarbonization.

INSURE - Intelligent Insurance Operations

INSURE serves as an intelligent insurance operations center, located in Lisbon and designed to support Accenture clients globally, combining its profound experience of the industry with the best of technological innovation and a rich network of talent, bolstered by various Insurtechs. Founded in 2006 to assist Portuguese insurers, it currently provides services to about 40% of the Portuguese market, processing more than 450,000 claims per year for Portuguese insurers and exporting services to other countries.

Intelligent Insurance Operations creates specialist, innovative and relevant solutions which help to increase process efficiency and client satisfaction. Powered by artificial intelligence, analytics and technology, we support our clients to create better offers, grow their business and optimize their investments.

Digital Transformation CoLab

The Digital Transformation CoLab is a collaborative lab for Industry X.0 COLLAB DTx themes, of which Accenture is a part, along with other multinationals and higher education institutions. The DTx works at the intersection of physical, digital and cyber domains to create the next generation of evolved cyber-physical systems that can blur the boundary between the real world and the virtual world.

There are 4 forward-looking projects - all the members combined - framed by the ANI base financing and focused on developments considered strategic for DTx. We are also working on other, more specific projects, in this case among certain groups of associates, aimed at responding to specific application challenges.

Tolling Center of Excellence

Portugal is one of the most innovative countries in the collection of road tolls. Accenture supported the creation of one of the first toll systems in the world and the creation of Europe's largest fully electronic toll system. With its acquired experience, Accenture Portugal has invested in setting up a toll Excellence Center and sector-specific offers. This center is unique to Accenture and has global reach, supporting sales and delivery of services to Accenture clients in Europe, North America, Latin America and Australia.

Operations for Utilities

Innovation has been increasingly at the heart of our Intelligent Operations. We saw, for example, during the year 2020, a very significant increase in the introduction of innovative robotization and artificial intelligence solutions in our business-cycle operating services that we provide to utilities. In fact, it has become common practice in business cycle management processes for hiring, billing, collection and debt management to use solutions that automate processes and eliminate repetitive tasks (e.g. activation of gas and power contracts), analyze massive amounts of data, and identify difficult to detect trends (e.g. client call prediction in call centers on specific days and times), analyze risks and support decision-making (e.g. risk of clients not paying invoices). Introducing these kinds of solutions has enabled us to increase productivity and quality of service, reduce time to respond to requests and complaints, and thus significantly increase the satisfaction of our clients' end customers.

Accenture has been working continually to harness all this potential of artificial intelligence and automation technologies through a people-first approach, to put people at the center of decision-making, increasing the workforce by using machine capabilities so that people can focus on what they do best: create, imagine and innovate.
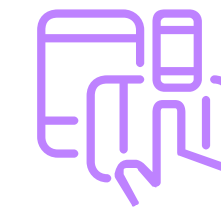
Business and Technology Partner

Talkdesk

Accenture has been a strategic partner of Talkdesk since 2018, collaborating on more than 40 projects spread across all continents. Talkdesk stands out in 3 key points: cloud base solution, call flow, and reporting, which makes it easier to deploy and manage the call centers of Accenture clients, optimizing their daily work and facilitating their employees' work through remote work, during the troubled times caused by covid-19.
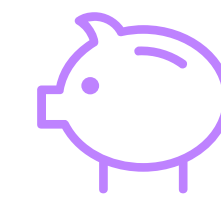
Financing innovation

The current context of European, national and regional aid offers a range of opportunities for financing transformational projects with a high socio-economic impact. At Accenture Portugal, we are aware of this moment when the European aid program is currently being renewed, from Horizon 2020 to Horizon Europe 2021-2027. In addition, other programs will be renewed or created with the focus on recovery from the pandemic effect (Recovery Plan for Europe), sustainability and energy transition (European Green Deal) and digitization (Digital Europe Program or its specific plan for our country Digital Transition Action Plan for Portugal).

Accenture is committed to co-innovating with our partners and making it easier for our clients to attract these funds or identify opportunities derived from this context.

Strengthen a culture of ethics and good governance

Among the world's most ethical companies

3,572 hours of training in ethics in Portugal

Culture of ethics and good governance

+99% of our people in Portugal are aware of our global principles of ethics and code of conduct

We help our clients adopt new technologies including artificial intelligence, in a responsible way

Good governance

At Accenture, we have a corporate governance model which ensures that the highest standards of ethics and integrity are met in all respects and situations.

We have developed a set of guidelines and policies that range from the basic principles of action governing management decision-making to the functions, composition and performance of the highest governing body and its committees. In addition, we have a flexible corporate governance structure which brings together internal and external professionals, with broad experience, on the councils and committees. Accordingly, in addition to promoting an ethical environment, we attach particular importance to maintaining relationships of trust with stakeholders, ensuring compliance with the legal and regulatory requirements of each country where the organization operates as well as internationally agreed standards.

The Board of Directors, Accenture's highest governing body, is responsible for transparently drafting, developing and monitoring Accenture's strategy, operations and management. It also oversees the management of the company and has the authority to manage our day-to-day operations. It is made up of a majority of external and independent members, 36% of whom are women, who carry out activities on a global scale.

Both the profile and competences of the members of the Board of Directors are reviewed periodically to meet current needs. Members are expected to act with integrity and honesty, and acquire a deep understanding of the company's business, so that they can make proper value judgements when carrying out their activities, which respect the culture and corporate values. They must additionally be familiar with our organization, teams and management operations related to the performance of their responsibilities and being up-to-date on issues affecting the business and its activity.

All members of the Board of Directors, whether they are professionals from Accenture or outside the organization, must comply with the Code of Business Ethics. This implies strict adherence to policies relating to conflicts of interest, confidentiality and ethical conduct.

The main functions of this body, which are carried out in conjunction with the management committees, are as follows:

☑ Review and approval of strategic and financial plans geared to the medium - and long-term success of the company;

☑ Review of progress and evolution in the implementation of plans - or their modification - in response to changes in external business conditions;

☑ Assessment and definition of the remuneration and compensation of the CEO and other executive members;

☑ Detection and analysis of the key risks that Accenture faces and development of the appropriate strategy to manage and address them;

☑ Review and approval of changes needed for good business direction;

☑ Validation of financial information published by Accenture regarding current regulations and legislation and ethical business commitments.

The Board of Directors consists of four standing committees (Audit, Compensation, Financial, and Appointment and Governance), as described below:

Audit Committee	Compensation Committee	Financial Committee	Appointment and Governance
We highlight, among the roles and responsibilities, accounting supervision at Accenture and the internal control report and financial statements; legal and regulatory compliance, control and supervision of auditors and their independence and internal auditing.	This committee is responsible for matters relating to the remuneration of the executive team at Accenture, the administration and management of the organization's benefit plans and the compensation of the Board of Directors.	It is the committee in charge of overseeing the capital structure and corporate finance activities of Accenture, its philosophy and strategy for purchasing shares, treasury and financial risk management, as well as management of pension plans, key acquisitions and insurance.	This committee develops the principles of corporate governance, including the assessment of members and managing the process of appointing them.

Finally, because Accenture is a multinational company listed on the New York Stock Exchange, all of the above-described corporate governance skills affect the company globally. In this sense, each global manager is in charge of communicating to their local teams the guidelines to be implemented for each geographic area.

All information about the highest governing body and its committees, which are responsible for ensuring the transparency and integrity of Accenture management, can be found at the Corporate Governance section of the website: www.accenture.com

As part of our commitment to delivering 360-degree value, we all need to understand sustainability on a deeper level. The Global Management Comittee and I are making sustainability a big part of our learning agenda this fiscal year, and I highly encourage you to join us by raising your own sustainability quotient.

Julie Sweet, Accenture CEO

Iberia Responsible Business Committee

Our Iberia-led Business Committee area, where all corporate and business areas are represented, is designed to reactivate Accenture's contribution to sustainable development through all the activities we do, involving all of our stakeholders, to achieve the following objectives:

1

Help client achieve competitiveness and sustainability through technology-driven transformation (responsible partner)

2

Operate our business aligned with ESG principles (responsible company)

3

Working with clients, partners, non-profit organizations to serve society (responsible citizen)

Responsible partner

Iberia Responsible Business Committee

Responsible citizen

Responsible company

\>

Corporate Risk Committee

Accenture has, among its responsibilities, concern about the sustainability of the business, with a program dedicated to risk anticipation and its management. This process starts globally with the Board of Directors, which oversees risk management across the company, both directly and through its standing committees. At Iberian level, we created our Corporate Risks Committee (CRC), which combines the Audit Committee and the Risk Committee. The role of the CRC is to advise and provide expert assistance to the Board of Directors on all aspects of internal or external auditing, as well as on the qualification and independence of auditors, the quality and integrity of accounting, controls and financial information, and compliance with legal requirements.

Risk Management System

We have an effective direct and indirect risk management and control process, comprising the following actions:

- ☑ Recommendation and monitoring of proposed corrective actions;
- ☑ Information to the Board of Directors on identified risks and deficiencies;
- ☑ Preparation of reports for the Board of Directors;
- ☑ Identification of risks and uncertainties and their ongoing monitoring and control;
- ☑ Identification of operational and regulatory risks relevant to society;
- ☑ Definition of the level of risk that the company considers acceptable;
- ☑ Determining ways to control risk and manage policy;
- ☑ Overseeing the activities carried out within the company for the assessment of the control environment;
- ☑ Assessment of risks previously determined as material;
- ☑ Definition of measures to mitigate the impact of identified risks if they materialize;
- ☑ Analysis and control of significant findings by internal and external auditors (non-compliance with legal provisions and regulations, inaccuracies, lack of transparency, among others).

We now present the most relevant aspects of the analysis, monitoring and control for the various identified risks.

Typology	Corporate risk definition	Risk management
Alliances	If we fail to manage and develop relations with partners and allies successfully, or if we do not anticipate and establish alliances in new technologies, the outcome of our operations may be adversely affected.	We have established alliances with partners, especially in the field of technology and innovation. We constantly evaluate these alliances.
Environment	As reflected in the Carbon Disclosure Project (CDP) 2020 report, Accenture globally identifies regulatory and physical climatic risks, as well as those of extreme weather events. If we do not manage these risks, we might face reduced revenues and higher costs that impact our professionals (health, absenteeism, for example), damage to our offices, or reduced production capacity, owing to difficulties in the transportation or supply chain.	We review the identification and assessment of legal environmental requirements every six months, relying on external tools developed by specialist companies.
Business continuity	Pandemics, acts of terrorism, natural disasters and disruptions to systems and services, infrastructure interference can prevent us from providing services to clients effectively, and thus significantly and negatively affect our operational results. Additionally, there may be difficulties protecting our people, facilities, and systems, and our partners, suppliers and clients from all of those occurrences.	We have disaster recovery plans at the global level. The current pandemic demonstrated that the business continuity plan is strong and allows us to continue serving our clients even in this exceptional situation.
Culture and values	Our ability to attract and retain businesses may depend on our reputation in the market.	See the subsection of the chapter "For Our People" - "Developing talent."
	If we are unable to manage the organizational challenges associated with our dimension, we may not be able to meet our business objectives.	We continue to develop and implement the right processes and tools to manage our business and instill a culture and fundamental values into all our professionals. In addition, we make changes to our operational model, including how we organize ourselves.

Typology	Corporate risk definition	Risk management
Compliance and reputation	Our ability to attract and retain businesses may depend on our reputation in the market.	See subsection of this same chapter: "An ethical culture: lead with integrity."
Economy and geopolitics	The results of our operations may be negatively affected by adverse or uncertain economic and political conditions, and the effects of these conditions may affect our clients' business and activity levels.	We constantly monitor this risk in order to minimize it and to prevent it from affecting business development or its sustainability.
Reliability of financial information	Changes in accounting standards or in the estimates and assumptions we make in relation to the preparation of our consolidated financial statements could adversely affect financial results.	We constantly monitor this risk.
Innovation and differentiation	Our business depends on generating and maintaining clients' ongoing, cost-effective demand for our services and solutions, in particular by adapting and expanding our services and solutions in response to technological changes. Moreover, a significant reduction in this demand or inability to respond to technological developments could materially affect the results of our operations.	We specialize in anticipating new technologies and market trends. We therefore pay particular attention to the issues that we consider strategic and priority for growth, as well as those of our clients.
		We count on a composite international network comprising over 100 innovation hubs with experience in the latest market technologies, with a broad ecosystem of partners, and with our differentiated capabilities to generate value for clients.

Typology	Corporate risk definition	Risk management
Legal and regulatory	Changes in the tax structure, as well as audits, inspections and tax procedures, changes in tax legislation or its interpretation or application, can have a negative effect on the outcome of our operations and the financial situation.	We constantly monitor this risk.
Innovation and differentiation	Our business may be adversely affected if we cannot protect or assert our intellectual property rights, if our services or solutions infringe third-party intellectual property rights, or if we lose our ability to use third-parties' intellectual property.	We have an intellectual property policy.
Legal/ Regulatory Conduct/ Compliance	Our work with public administration clients exposes us to additional risks inherent in the contractual landscape with governments.	See subsection of this same chapter: "Our compliance program."
Legal and regulatory	The markets in which we operate are very competitive.	Our management model is geared to the sustainability of the business in every dimension, in the medium and long term, by seeking resource efficiency and full satisfaction from stakeholders.
	As a result of our diverse geographical operations and our growth strategy to continue expansion, we are more susceptible to certain risks.	
	Forgoing opportunities to acquire, invest, or integrate businesses that may be interesting to our business.	
	Some of our agreements include a billing structure indexed to achieving certain business goals or results and/or require us to meet specific service levels. This can increase the variability of our revenues or have an impact on margins.	

Typology	Corporate risk definition	Risk management
Business and Market	Our business depends on the attractiveness and maintenance of our services by clients, as well as on adapting and extending the services and solutions we offer in response to ongoing changes in technology and client needs.	The basis of our business is the satisfaction of our clients and the other stakeholders. Our activity is founded on being a responsible business and innovation.
	The dedication of our professionals and our operational outcomes may be adversely affected if we fail to maintain the balance between the skills supply of employees and client demand, and it may become difficult to attract and retain professionals with strong leadership capabilities.	We are a role model in recruiting and selection and in attracting new talents. We continually train professionals in the skills that are needed at each point in time. The basis of our business is the satisfaction of our clients and the other stakeholders. Our activity is founded on being a responsible business and innovation. Rotation, promotion and career systems are based on meritocracy and talent potential. Mobility plans or conciliation are differentiating elements, as are our inclusion and diversity policies.
Business profitability	Achieving lower than expected results, ultimately making it difficult to achieve a sustainable level of profitability.	Our management model is oriented to business sustainability in all fields, in the medium and long term, seeking resource efficiency and the full satisfaction of our stakeholders.
Business profitability and competitiveness	Our Profitability may suffer if we are unable to achieve favorable prices for services and solutions, if we are unable to remain competitive, if cost management strategies fail, or if we register delivery inefficiency.	Our management model is geared to the sustainability of the business in every dimension, in the medium and long term, by seeking resource efficiency and full satisfaction from stakeholders.
	Organizational challenges associated with our size can influence our business objectives.	

Typology	Corporate risk definition	Risk management
Financial risk	Credit risk associated with cash and cash equivalents, deposits at banks and financial institutions, as well as clients, including pending collections and committed transactions.	Only financial entities with a good rating are accepted. The credit control department evaluates the client's credit quality, taking account of its financial position, past experience and other factors. There is regular monitoring of the use of credit limits. We have an agreement with Accenture Finance Limited that offers credit and from which we contract the necessary credit at market rates.
	Stock price risk.	Stock price risk, associated with the stock market securities in our portfolio, is subject to market price volatility and is not significant in relation to our consolidated financial position, the outcome of our operations, or financial flows.
Financial and liquidity risk	Liquidity risk.	Prudent risk management that requires maintaining sufficient liquidity and negotiable amounts and the availability of a sufficient amount of funding through lines of credit. The management monitors the cash plan and expected cash flows. The main source of liquidity is cash flows from operations, borrowing capacity and the cash reserves available.

Typology	Corporate risk definition	Risk management
Technology and cybersecurity risk	Legal, reputational and financial risks in the event of disclosure or loss of client and/or Accenture data due to security breaches or cyberattacks.	There is ongoing control to minimize risk in order to not affect the evolution of business or its sustainability. We have a program for global risk anticipation and management, based on the work of the Board of Directors and its permanent committees, which monitor company-wide risk management.
Exchange rate risk	The results of our operations may be affected by fluctuations in currency exchange rates.	We operate internationally and, as such, we are exposed to exchange rate risks during currency transactions, particularly the US dollar. The treasury department manages the exchange rate coverage.
Talent	Maintain the balance between our capacity and resource supply, our clients' global demand, and the attractiveness and retention of professionals with strong leadership capabilities.	We understand diversity as a universe of different dimensions. So we look for our teams to be diverse in every way: gender, age, disability, sexual orientation, culture or origin. We have a global business model that allows talent to be mobilized as needed. We know the skills of our professionals, which allows us to develop as much as possible their talent, identify the projects in which they can add differential value, and offer a variety of training plans appropriate for their development.

An ethical culture: leading with integrity

Today ethics is a differentiating element between companies. Our clients, professionals and society at large regard it as an indispensable asset for building trust. This has driven organizations to focus on shared responsibility and success.

At Accenture, the foundations on which we build trust are clear: ethics, human rights and sound corporate governance. They drive our future growth, our differentiation in the market and protect our people, our clients, our brand and our results.

As partners of the United Nations Global Pact since January 2008, we have adhered to the United Nations Guiding Principles on Human Rights and Business, demonstrating daily our ethical commitment to upholding human rights and defending our workers in all processes and business areas.

At Accenture, we also strive to build the foundation for responsible business and foster an ethical culture. So, for the 13th year in a row, we are on the Ethisphere list of the world's most ethical companies because of our ethics and compliance program.

In the current ever-evolving regulatory scenario, we need to consider a number of complex factors and consider the possible consequences of the actions we take. To this end, it is essential to have a well-defined Code of Business Ethics (COBE) that provides access to the information needed to make ethical decisions.

In order for our professionals to understand and adhere to our Code of Business Ethics(accenture.com/us-en/company-ethics-code), we have organized various training sessions (mostly brief, visually attractive, interactive and frequent) and we also have a helpline about the subject.

In 2020 fiscal year, we had completion rates for our training courses of almost 99%, which translates into 3,572 hours of ethics and compliance training.
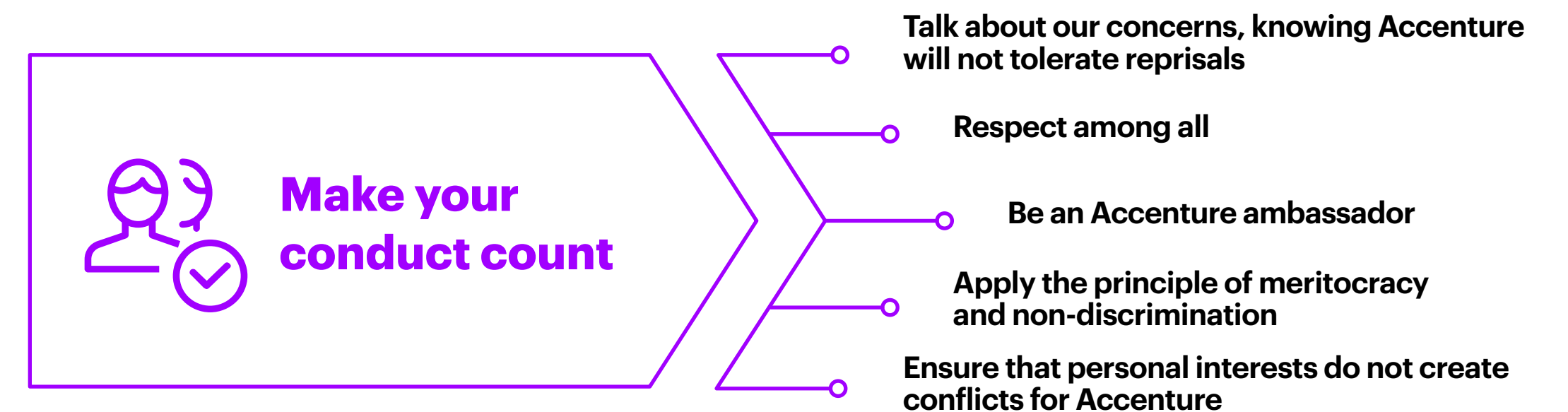
In addition, we encourage our professionals to report disrespectful, inappropriate, unethical or illegal conduct of any kind, and we have zero tolerance of possible reprisals against anyone who reports them in good faith. At Accenture, we take very seriously all concerns that are communicated to us, whether through the Supervisor, Advisor, a Managing Director, or a professional in the area of Legal or Human Resources.

Concerns can also be conveyed anonymously through the business ethics helpline 24 hours a day, seven days a week.

Conduct matters:
guiding professional behavior

A key part of our business culture is respect for our corporate values. "Make your conduct count" is the main motto of our COBE and it articulates five principles that should guide professional behavior:

Make your conduct count

- **Talk about our concerns, knowing Accenture will not tolerate reprisals**
- **Respect among all**
- **Be an Accenture ambassador**
- **Apply the principle of meritocracy and non-discrimination**
- **Ensure that personal interests do not create conflicts for Accenture**

We believe that ethical behavior is critical to the success of our business, so we periodically measure Accenture's "ethical sentiment" through anonymous surveys.

At the beginning of 2019, we conducted a global survey in which we obtained more than 90% recognition of our five global behavioral principles. We carry out this survey at least every two years, with the aim of encouraging continuous improvements in the program.

Human rights:
we support and respect people's rights

Our corporate values, including the commitment to conduct business ethically, legally and with integrity, are one of the pillars of our business culture.

We are convinced that our commitment to human rights has implications for every aspect of our business and requires the involvement of our Directors, our professionals and our suppliers. Therefore, as the COBE recommends, we channel all our efforts to improve the human rights impact we have on our businesses and operations, enhancing diversity and equal opportunities, employment and decent working practices, maintaining an environment that respects our professionals, avoiding harassment and respecting their rights, the health and safety of our professionals, the supply chain and privacy of data and anti-corruption.

Both our clients and stakeholders value the transparency we demonstrate by communicating our human rights commitments and policies. We therefore make public our global policies on how to raise ethical and legal concerns, prohibit reprisals, people trafficking, forced labor and child labor (accenture.com/us-en/company-good-corporate-citizen).

Accenture has also signed up to the main international treaties and documents on human rights: the International Labor Organization Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights.

But our efforts to guarantee and promote human rights do not end there. We are interested in the best market practices and we seek formulas that will further improve our commitments.

The importance of anti-corruption programs:
act honestly and with integrity

COBE and related anti-corruption policies, which are part of the global ethics program, as well as efforts to protect human rights, require that our professionals and suppliers comply with anti-corruption laws everywhere we do business (including the US law on corrupt practices abroad, the OECD convention to combat bribery of foreign civil servants in international commercial transactions, the UN convention against corruption, or the UK bribery law).

We are members of the alliance against corruption of the World Economic Forum (WEF), which brings together companies with zero-tolerance policies against bribery and corruption. In our case, we apply these policies to all the people who work in Accenture, regardless of the country in which they are in or the specific entity they work for.

We continually review and develop our ethics and compliance program, as well as how we transmit it to our professionals. So we provide basic training to all our staff and more advanced training for all those in high-risk positions.
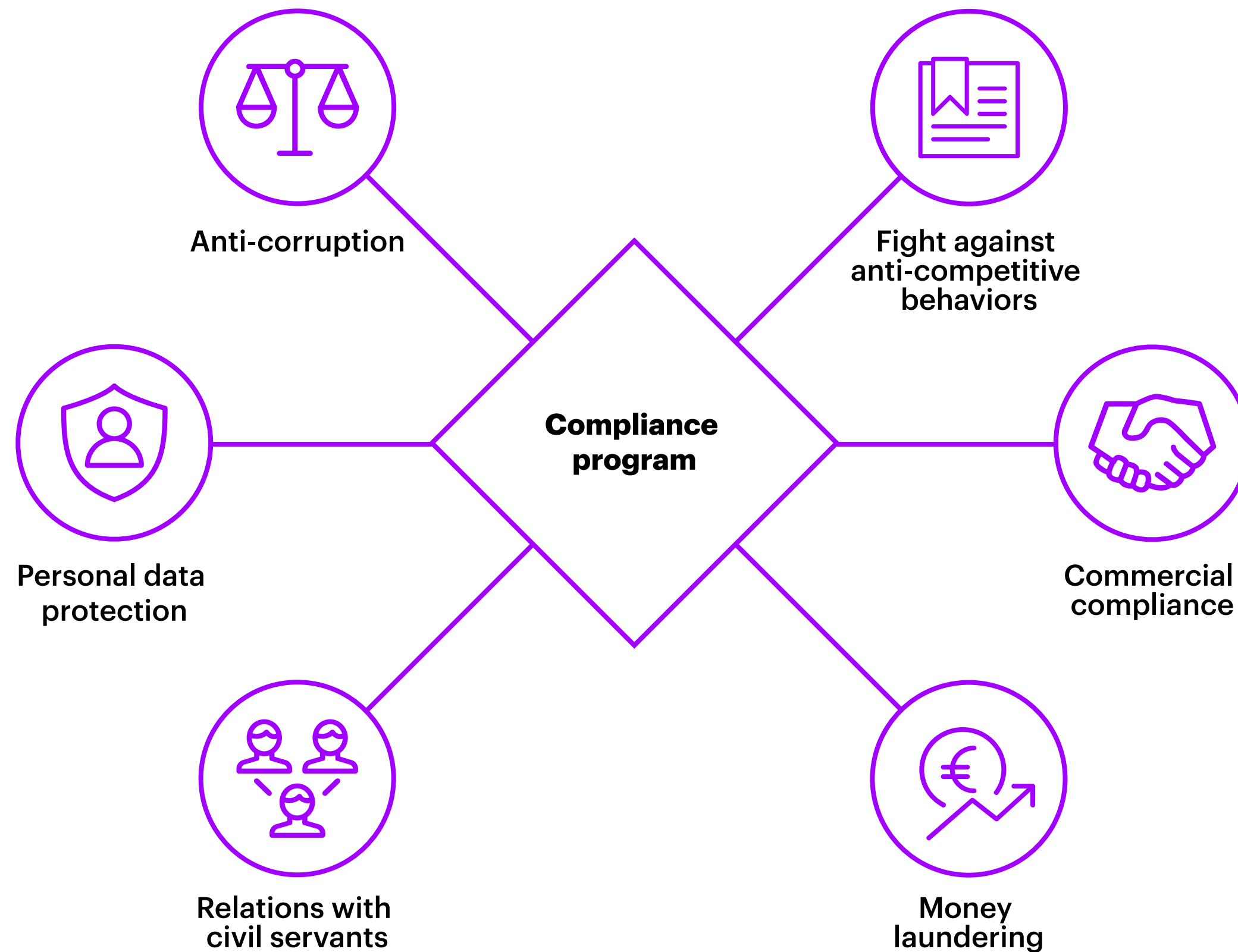
In 2020, due to the covid-19 pandemic, Accenture kept a huge proportion of its human resources working remotely, and adapted the anti-corruption training program to be fully online, ensuring the desired level of participation and achieving the program's objectives. In addition, we offer face-to-face courses for legal professionals in high-risk countries.

We have a zero-tolerance policy on corruption and we carry out continuous monitoring and control of compliance with internal policies and procedures as part of our corporate management program.

We have a specialist virtual hub for compliance, where we work with compliance applications to build more efficient platforms and improve collaboration and analysis. Our internal anti-corruption policy regulates the behavior of our professionals to make them act ethically and honestly, require approval before offering gifts, invitations for meals or other activities to officials and employees of public companies and other clients.

Our compliance program addresses the following key risks:

Anti-corruption

Fight against anti-competitive behaviors

Personal data protection

Compliance program

Commercial compliance

Relations with civil servants

Money laundering

Globally our internal programs on compliance, empowerment, and awareness are created to prevent, detect, and correct violations of the ethical code worldwide, aware that, given the overall nature of the organization, there are certain sectors and geographical areas where the risk is greater. We also devote special attention and effort to our compliance program, so that all Accenture professionals adjust to anti-bribery and anti-corruption laws in all regions and sectors in which the company operates.

In accordance with our Corporate Governance guidelines, the Board of Directors is responsible for the governance and oversight of Accenture's strategy, operations and management.

It is understood that the directors' fiduciary duties include monitoring corporate compliance programs, which are also specifically referred to by certain rules and standards.

Responsibility for the supervision of the ethics and compliance program has been delegated to the Audit Committee of the Management Board.

The charter of the ethics and compliance program was adopted by the Audit Committee and sets out the scope and main responsibilities in this area.

Ensure information and data security

STRATEGIC SDG

16.5   Reduce corruption and bribery.

16.7   Ensure responsive, inclusive, participatory and representative decision-making at all levels.

16.10 Access to information and fundamental freedoms.

Global

+12,500

training hours on data privacy and information security

99%

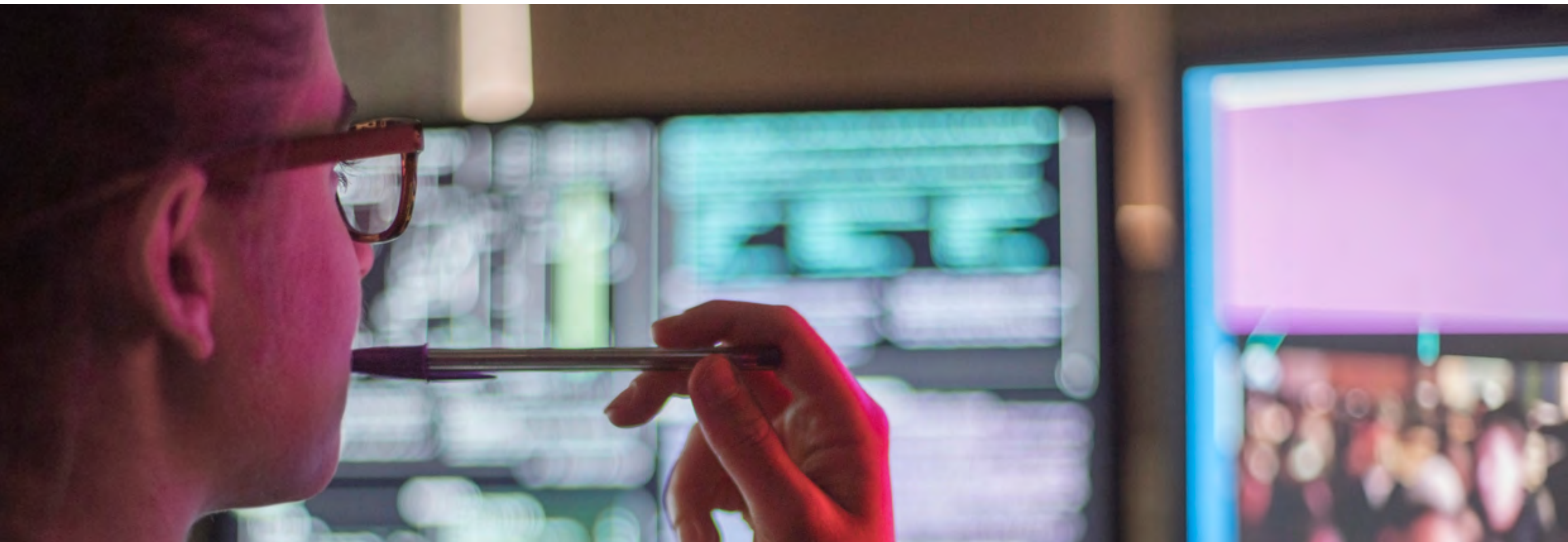**of professionals have completed a specific mid-level training of the IS Advocate Program on best practices for secure working from home**

Portugal

+99%

of our professionals in Portugal completed the bronze level of this program and over 70% reached intermediate level

95%

of our professionals started working securely from home in record time

At Accenture, we are committed to information security and personal data privacy at the highest level of the organization, conducting comprehensive management at all levels of security risks for our business and all stakeholders that relate to us. Protecting data from Accenture, employees, and clients is a constant job that requires skilled professionals, as well as dedicated strategy, processes and technology. At Accenture, we constantly analyze the risks that, in the context of our business, affect information security, and in the context of evolving technology and regulatory requirements, apply to the different geographies and industries in which we provide services.

The information security area consists of a global team, with more than 750 professionals in charge of protecting all. This global team also has a physical presence in the geography where we operate and in Portugal. The experience and training of this team covers knowledge across a variety of disciplines such as security and operations architecture, governance and risk management, intelligent management of current and future threats, compliance with international standards and national and European regulatory and legislative compliance, crisis and security incident management. The capacity of this team is strengthened by the supervision and support of our leadership, with relevant technological investments, standards, processes and communication and security awareness programs aimed at preventing and managing security incidents.

This team maintains formal management relationships with the legal department, legal and regulatory compliance, business continuity, leadership and other areas concerning management of information security and management of relationships with our employees. Through efficient and multidisciplinary work, we seek to reduce the possibility and consequences of malicious attacks by enabling our people and teams to respond quickly in the event of external or internal incidents.

Information security and privacy are developed with a focus on the following areas of action:

- ☑ Training, awareness and communication;
- ☑ Threat anticipation;
- ☑ Protection of our data and our clients' data;
- ☑ Quick and appropriate response to information security incidents;
- ☑ Building a technology infrastructure for data protection;
- ☑ Information security risk management.

We have also implemented a comprehensive training and awareness program where we promote compulsory training for our staff, which can be supplemented with additional training provided by various global and local channels in Iberia and in particular in Portugal. The program starts when our employees enter the company, with specific content on information security and data privacy, and continues through their entire career progression. It is renewed and updated each year with content tailored to their role and according to the identified risk.

>

Our professionals' awareness is based on promoting 10 basic behaviors that strengthen information security in each of the activities they perform:

1. Be alert to phishing and other forms of social engineering;
2. Use approved programs, services and information repositories;
3. Comply with job and work equipment requirements;
4. Restrict access to sensitive information and work documents;
5. Review, erase data and confirm before sharing information;
6. Confirm the recipients and the documents sent as attachments before sending an email;
7. Delete the work products at the end of projects or upon exit from team;
8. Work securely from home or out of office;
9. Protect credentials and correctly use passwords;
10. Contact your incident management team whenever necessary.

In addition to individual equipment availability with automation and work devices, Accenture has a comprehensive information security and data privacy training program: Accenture Information Security Advocate. This program includes several training activities and interactive games and consists of three levels of progressive knowledge acquisition on this subject (bronze, silver and gold). It is updated annually on the basis of the external risk reports and the various indicators collected internally and analyzed during the year. In 2020, 99% of our professionals in Portugal completed the bronze level of this program and over 70% have the intermediate level.

Awards and recognition

In 2020, Accenture was once again honored with several prizes recognizing the quality of our information security training, of which the following stand out:

☑ **Human Management Capital (HCM) Excellence Award. Best Advance in Custom Content.**
Awarded by: Super Hacker Land

☑ **HCM Excellence Award. Best Use of Virtual Worlds.**
Awarded by: VR Cybersecurity Adventure

☑ **Gold Hermes Creative Awards. Video.**
Awarded by: Hacker Land Episodes 18-19 (Education), Hacker Land Episodes 20-21 (Internal Communication), Hacker Land Episodes 22-23 (Learning)

☑ **LearningElite Award 2019. Gold Winner's Circle: Best in L&D.**
Awarded by: IS Advocate Program

Our training and awareness program continuously adapts to the needs of our business. In the context of covid-19, up-to-date content and virtual workshops on remote work in security and other pandemic-related topics were prepared and made available in record time. In addition, 99% of professionals have completed a specific training course on best teleworking practices, at intermediate level of the IS Advocate Program.

Training for all employees is complemented by random social engineering penetration testing at quarterly frequency. Based on the outcome of this evidence and the outcome of a biannual anonymous survey of a sample of our professionals in all geographies, we determine the percentage of adoption of these practices and the follow-up of security protocols among our professionals, enabling us to improve and tailor information and communication.

Threat anticipation

Accenture's cyber-resiliency strategy is backed by demanding security requirements that address today's challenges while preparing for potential future threats. Our entire organization shares a common information security language and culture, policies, training and awareness-raising procedures and processes that enable us to address threats effectively and consistently.

An example of our ability to anticipate threats is the ability that Accenture demonstrated in ensuring that, during the lockdown under which we still live, almost half a million employees securely telework every day.

In Portugal, approximately 95% of our workforce has been able to carry out their functions from home and in security, ensuring the continuity of the services we provide to our clients, regardless of whether their primary location is Accenture or client offices.

Accenture has a global Client Data Protection or CDP program which ensures that teams that develop services and projects for our clients understand and help meet their obligations relating to security and privacy of sensitive data and information.

CDP provides professionals with tools and processes that enable them to identify and mitigate security risks throughout the project lifecycle, with a standardized approach to data protection that includes:

☑ Clear responsibilities for information security on each project;

☑ Controls that protect information when it is accessed, processed, transmitted, backed up or stored, and specific service controls associated with risks inherent in certain types of work;

☑ Technology, which includes hard drive cryptography, device scanning to ensure security and data loss protection requirements are met;

☑ Specific training within the client's team that takes into account client specific requirements and risk factors;

☑ Support from experts in the field, who share best practices and conduct periodic reviews of the effectiveness of the controls and security processes applied.

Using **ISO controls and processes established under the CDP program**, we were able to quickly validate how our project teams were working to address the risk of working from home appropriately and consistently. There was also an increase in the frequency of the review of the control of information access management. At the end of the year we counted 15 CDP plans, with 84 associated plans and a total of 3,486 controls implemented.

Quick and appropriate response to information security incidents

Accenture has a global cyber incident response team (CIRT) that operates 24/7 on a continuous basis, responsible for coordinating an early response to any security threat or incident and involving all necessary areas (technology, security, human resources, marketing). At the local level, we have a crisis management contingency plan in which any real or perceived threat of physical security or disruption of our business is analyzed and scaled.

Technology infrastructure for data protection

At Accenture, we generate billions of data interactions every day, and transmit information across multiple networks, platforms, and systems. Keeping our technical infrastructure and data secure while allowing employees the flexibility they need to do their job successfully is a constant challenge, especially given the broad geographical distribution of our workforce.

Accenture's global technology infrastructure has around 350 data and/or server processing centers available, managing around 50,000 servers and 6,000 network devices worldwide. The Accenture Security Operations Center (SOC) uses some of the most advanced security technologies on the market to monitor potential security events and proactively identify threats.

Technology serves as the first line of defense against cyber-security attacks and is the basis for achieving continuous monitoring, which is essential to facilitate an early and adequate response to any incident. Some of our key global security technology capabilities are as follows:

- ☑ Real-time threat detection and compliance reporting through security information and event management (SIEM);

- ☑ Vulnerability management and centralized patch management system that enables us to track compliance, quickly identify and distribute required patches, thereby reducing the attack surface;

- ☑ Malware detection, isolation and removal;

- ☑ Ability to identify indicators of compromise (IOCs), which are used as a source for determining response to advanced threats;

- ☑ Threat intelligence, provided by specialist group companies such as iDefense and Symantec Cyber Security Services.

Information security risk management

The risk of accidental or malicious acts that could compromise the security of Accenture and its clients cannot be completely eliminated, but it can be measured and controlled. This is why at Accenture we maintain an integrated model of risk management, with controls, policies and metrics that are deployed consistently across the organization. Some key features stand out:

- ☑ Establish responsibilities at all levels and functions of the organization and prioritize the risks and assets to be protected;

- ☑ Maintain a "top-down" view of the risks, processes and technology used to handle and mitigate those risks;

- ☑ Ensure that best practices are applied systematically and consistently.

Accenture is certified according to ISO 27001:2013, the British Standards Institution (BSI) assigned security standard, which validates that our security processes and controls are effective to protect information. Accenture, during the year in question, was certified according to ISO 27701:2019, the previous standard extension, for the management of systems where personal data is processed and privacy must be ensured. This certification has been achieved both in our internal processes and in the services we provide to our clients.

> We are one of the first companies, and the largest in the world, to achieve this new certification in information security that refers to compliance with data privacy regulations and personally identifiable information protection. These two BSI standards cover all of our global operations in more than 120 countries.

In addition to these two certifications, our focus on information security has been recognized by other independent entities that position Accenture as a reference in data protection, privacy and cyber-resilience:

- ☑ Global Data Protection Regulation (GDPR) readiness endorsement, by Morrison & Foerster;

- ☑ CSA STAR Certification by BSI;

- ☑ We have the highest level (Role Model) in the 23 categories of the NIST Cybersecurity Framework (CSF), of BSI;

- ☑ Evaluation as Fully Implemented, highest possible level in the 20 control categories, in SANS Institute Critical Security Controls by Verizon;

- ☑ Ranked as a leader in cyber security services in Europe, according to Forrester Research. The Forrester Wave: European Managed Security Services Providers, Q3 2020;

- ☑ Cyber Essentials Plus endorsement by BSI, required by UK Government suppliers.

Business Continuity Management

Accenture's Business Continuity Management (BCM) program enables the continuation of critical services in a structured manner to support a business mission or organization.

Our methodology is in line with recognized industry standards and ISO 22301 certified across India, the Philippines and the United Kingdom, and the same methodology is followed worldwide in other geographic areas.

The program provides a holistic, business-focused approach to minimize the impact on client services and recovery of critical services within the agreed time frame in the event of a disruption to a delivery site.

In this regard, the core elements of this program cover:

Prevention

Understand the risks and potential impacts for a business and address them in the design and planning phases.

Resilience

Foster enterprise resiliency to critical activities to minimize disruption, reduce or eliminate risks, threats or implement contingency measures.

Response

Managing an incident or event in a structured way to find a response, coordinate a recovery and re-establish normal operations.

Recovery

Recovery of critical services within the Recovery Time Goals (RTG) agreed.

Disaster recovery

Accenture has a disaster recovery policy that facilitates the efficient restoration of central technologies, with carefully designed processes that connect the business, operational and technology areas to meet the requirements set out.

Accenture's business continuity approach includes Disaster Recovery or IT DR plans and their critical internal business systems.

These plans cover the restoration of technological services, including, but not limited to:

- ☑ Workstations;
- ☑ Servers and data recovery using restore from backup or file synchronization;
- ☑ Local networks;
- ☑ Extended networks including internet and connectivity between our professionals;
- ☑ Voice services.

Awards, acknowledgements and certifications

Market analysts

International

Leaders in cyber security services in Europe

Forrester Research*

Leaders in application transformation services

Everest Group

Business and Innovation

International

Among the world's largest companies

Forbes

Accenture Interactive, digital experience solution partner of the year

Adobe

Most Innovative Companies

Fast Company's

2 years in a row

National

Best Service Delivery Company - Consulting

Human Resources Magazine

2 years in a row

* Award obtained after August 31, 2020

Reputation and leadership

International				National

Among the 10 most followed brands

LinkedIn

#35 among the world's most valuable brands

Forbes

#30 in the ranking

BrandZ's Top 100 Most Valuable Global Brands

Most valuable brand in IT services

Brand Finance

Honorable mention in the "Inspirational Films" category for the Christmas 2020 video

New York Movie Awards

#31 of the world's most valuable brands

Interbrand

#34 in the ranking

Fortune's World's Most Admired Companies

18 years in a row

Brian Whipple, CEO of Accenture Interactive, executive of the year

Ad Age 2020

Accenture Interactive, the world's largest digital company

Ad Age Agency Report 2020

Top Influencer

SAP Portugal

#1 in the ranking
Global CEO, Julie Sweet

Fortune's Most Powerful Women

5 years in a row

#17 in the ranking

Wall Street Journal's Management Top 250

#205 in the ranking

Forbes' Global 2000

#14 in the ranking
Global CEO, Julie Sweet

Fortune's Businessperson of the Year

2 years in a row

Named for corporate brands

2020 Marketeer Awards

#279 in the ranking

Fortune's Global 500

Listed for 11 years

Fortune's Blue Ribbon Companies

Social action, diversity and equality

International

| | | National |

Among the world's most diverse and inclusive businesses

Refinitiv Diversity and Inclusion Index

Among the world's most ethical companies

Ethisphere Institute

18 years in a row

#21 in the ranking

Fortune Change the World

#20 in the ranking

Corporate Knights: Most sustainable businesses

Company that best applies meritocracy principles

Human Resources Magazine

Top 50 Companies for Diversity

DiversityInc

14 years in a row

Gender-Equality Index

Bloomberg

4 years in a row

100 Best Companies

Working Mother

18 years in a row

Workplace Pride Global Benchmark

Workplace Pride

5 years in a row

Honorable mention: Social Responsibility - Decent work and conciliation

Recognition of Social Responsibility and Sustainability Practices from the Portuguese Association of Business Ethics

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Best Companies for Diversity [2]

Black Enterprise

2 years in a row

#5 in the ranking
Best Companies to Work For

Business Today / PeopleStrong

Named a responsible business champion for race equality

Business in the Community Responsible Business Awards

4 years in a row

Named a responsible business champion for gender equality

Business in the Community Responsible Business Awards

3 years in a row

Perfect Score on the Corporate Equality Index

Human Rights Campaign

14 years in a row

Perfect score

Disability Equality Index

4 years in a row

100 Best corporate citizens

3BL MEDIA

12 years in a row

Best companies to work for

Sustainability and environment

International

Among the top 100 companies
to work for

Fortune

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50 Companies That Care

**People Magazine and Great Place
to Work**

3 years in a row

Top Global Performers

Stonewall

6 years in a row

International

Top 2 - Most Sustainable International
Companies

Barron's

2 years in a row

Level A

CDP's Climate Change "A List"

5 years in a row

Among the top 3%

CDP Supply Chain Report

Included on the Supplier Engagement Leader Board
for 3 consecutive years

Included

**Dow Jones Sustainability Index
North America**

Included

FTSE4Good Global Index

15 years in a row

National

Award: Sustainable Development
Goals - SGD 4

**Recognition of Social
Responsibility and Sustainability
Practices from the Portuguese
Association of Business Ethics**

Certifications

We ensure the quality and reliability of our processes and actions through the following certifications in Portugal:

- **ISO 27001 Certification**
  Information security management system

- **ISO 9001 Certification**
  Quality management system

- **ISO 14001 Certification**
  Environmental management system

- **ISO 17001 Certification**
  Compliance Assessment - Impartiality - Principles and Requirements

- **ISO 27701 Certification**
  Security techniques - Extension of ISO/IEC 27001 and ISO/IEC 27002 for privacy information management - Requirements and guidelines

These certifications were obtained before August 31, 2020.

Delivering 360º value

The pandemic's emergence has had an immediate impact on society, on how we act and relate to each other, but also on employment and ways of working, massively accelerating the digitization of functions. If on the one hand there was an urgent need for reorganization and reinvention of a new working reality, on the other hand, more and new challenges have emerged in order to maintain certain functions and jobs in a climate of increasing instability. Huge impacts are expected both on employment and on society as a whole.

We believe that this challenging moment creates a unique opportunity to build a way to work that is ever more inclusive and successful, where we can make a difference, ensuring that value is delivered for the benefit of all.

Delivering 360º value

To our shareholders

Our shareholders deserve our greatest respect and dedication. They are the ones that drive us to achieve the best results and increase our ambition, with a responsible purpose of creating value for all our stakeholders.

PRIORITY SDG

8 DECENT WORK AND ECONOMIC GROWTH

8.1 Sustain per capita economic growth.

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.

Global

$49.600 M
of sales, representing a 10% increase in local currency

$44,300 M
of income, representing 4% growth in local currency

23%
Average annual return on shares in the last five years

$7,600 M
of generated cash flow ($8.2 billion operating cash flow discounting investments in assets and equipment of $599 million)

$5,000 M
back to our stakeholders (dividends of $2.04 billion plus $2.92 billion in shares purchases)

10%
increase of our quarterly dividend to $0.88 per share

$7.89
earnings per share, representing an increase of 7% from the 2019 fiscal year, including $0.43 of gains on investments

Sustainable growth strategy

Our growth strategy is aligned with the needs of our clients and our service offerings. Regardless of the industry in which they operate, organizations have been forced to adapt all aspects of their business to meet the needs of today's digital world, including cloud migration, the focus on security and data protection and the transformation of their operations.

Our results globally reflect the new growth and innovation strategy to create 360º value for our clients, and thus for the medium- and long-term stakeholders.

Our new "360° Value" strategy seeks to help clients transform and reinvent themselves, retrain their professionals, and make their businesses even more sustainable. We are able to develop projects on a scale and with global impact, balancing the global and local dimension, embodying responsible businesses from their conception, in everything we do.

2020 once again proved to be a solid fiscal year, with continued growth in the market, with significant profitability and thus a record net profit, reflected in the share price and in earnings for the shareholders.

Indicators in 2020

Accenture stocks secured a total return of 23% for the fiscal year ending August 31, again surpassing the S&P 500 Index, ensuring for shareholders a total return of 23% over the past five years, compared to the 14% of the S&P 500 Index.

On August 31, 2020, Accenture's stock price was $242.99.

Dividends per share in 2020 amounted to €3.20, corresponding to an increase of 9.6% compared to 2019.

Internally, we offer our professionals the opportunity to participate in an Accenture stock purchase plan with a 15% discount on market price.

Globally, our clients are leaders and include more than three-quarters of the Fortune Global 500, 97 of our top 100 clients have been with us for more than 10 years.

We reached the end of the 2020 fiscal year with a net increase of 15 diamond clients, clients with whom we have the best relationship, making a total of 216.

02/09/2019 – 31/08/2020

	$242,99
	$143,69
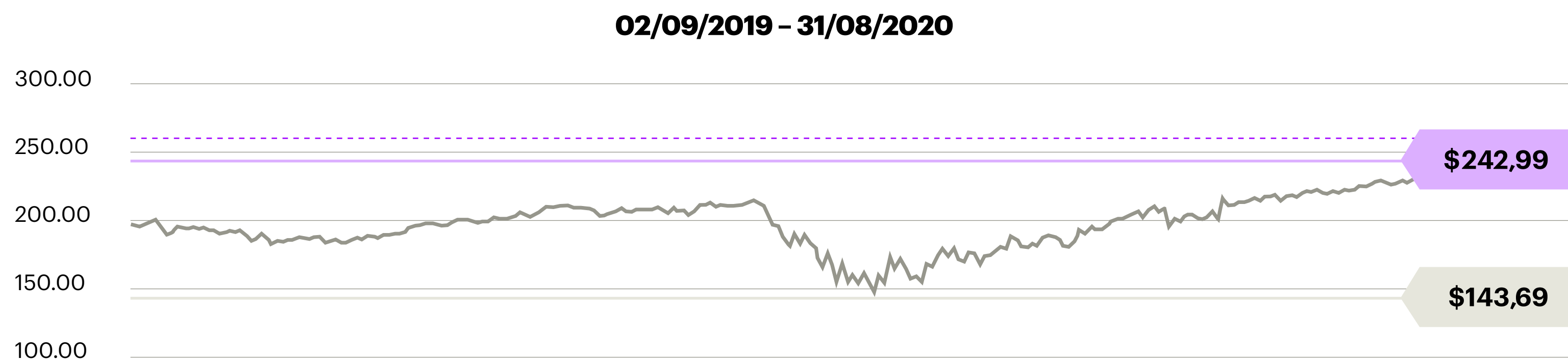
*the chart reflects the highest and lowest share price in the given period.

2020: A turning-point year

The covid-19 pandemic caused a significant loss of human life, disrupted business and restricted travel worldwide, bringing significant uncertainty and economic disruption. As a result, globally we have suffered and continue to suffer from a significant adverse impact on our business, operations and financial results, despite the growth results we have achieved. In fiscal year 2020, we saw a growth in our revenue of 3% in US dollars and 4% in local currency, which represents a decrease compared to the growth in revenue experienced in the 2019 fiscal year. Revenue in the first half of the 2020 fiscal year grew by 7% in US dollars and 8% in local currency compared to the same period of 2019.

Thus, we ended the first half of our year with a dynamic of growth and demand for our services, leading the digital, cloud and security industry. We entered the second half of the fiscal year with the implementation of a growth model, the Next Generation Growth Model, put into practice on March 1, 2020. Accenture's new organizational model stands out by consolidating collaboration across all areas of our organization, acting as ONE ACCENTURE internally and in the marketplace. It is also focused on developing high-level relationships of trust with clients, strengthening commitment to delivering value.

On March 11, 2020, the World Health Organization declared covid-19 a pandemic, and during the second half of the 2020 fiscal year, our revenues remained stable in local currency, but declined by 1% in US dollars year-on-year compared to 2019. With almost every aspect of our business being affected by the pandemic, we had to rapidly adapt our way of operating. Thus, we have taken steps to move most of our workforce into a remote working environment to ensure continuity of our business, including selling and delivering services to our clients.

In the second half of the 2020 fiscal year, we saw low, rapidly changing demand as some clients redirected their priorities and delayed certain projects as a result of the pandemic. We have, however, at the local level seen an increase in demand in our area of Health & Public Services, the provision of Software & Platforms solutions and some growth in the area of Financial Services. The level of revenue achieved is based on our ability to deliver excellent services, thanks to a highly qualified workforce.

The rapid adaptability that we demonstrated in the second half of 2020 represents the unique value that we deliver to our clients and the strong relationships that we maintain, as well as the support of our ecosystem partners and the resilience of our diverse offering between industries, geographies and services.

Delivering 360º value

To our clients

STRATEGIC SDG

8.1 Sustain per capita economic growth.

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.

8.3 Promote development-oriented policies for micro, small and medium-sized enterprises.

9.2 Promote inclusive and sustainable industrialization.

9.4 Upgrade infrastructure and retrofit industries to make them sustainable.

9.5 Enhance scientific research and upgrade the technological capabilities of industrial sectors.

More than clients, they are a source of inspiration and collaboration for us, to do more and better, to innovate responsibly and to exceed expectations, always based on relationships of trust.

Accenture is a global professional services organization, a leader in digital, cloud and security capabilities. Combining an unparalleled experience with strong specialization in more than 40 sectors of activity, it offers a wide range of strategy and consulting, interactive, technology and operations services supported by the world's largest network of advanced technology and intelligent operations centers.

Globally

$44.3 B
of turnover

+120
countries

+40
industries

97
of our **top 100 clients** have been with us for over 10 years

514
thousand people collaborating in +50 countries

+6,000
clients

91
of the Global Fortune100

75%
of the Global Fortune500

Our clients are a critical part of our business. They are the ones we work for every day, and it is for them that we continue to work to maintain excellence and innovation in delivering our projects.

In Portugal
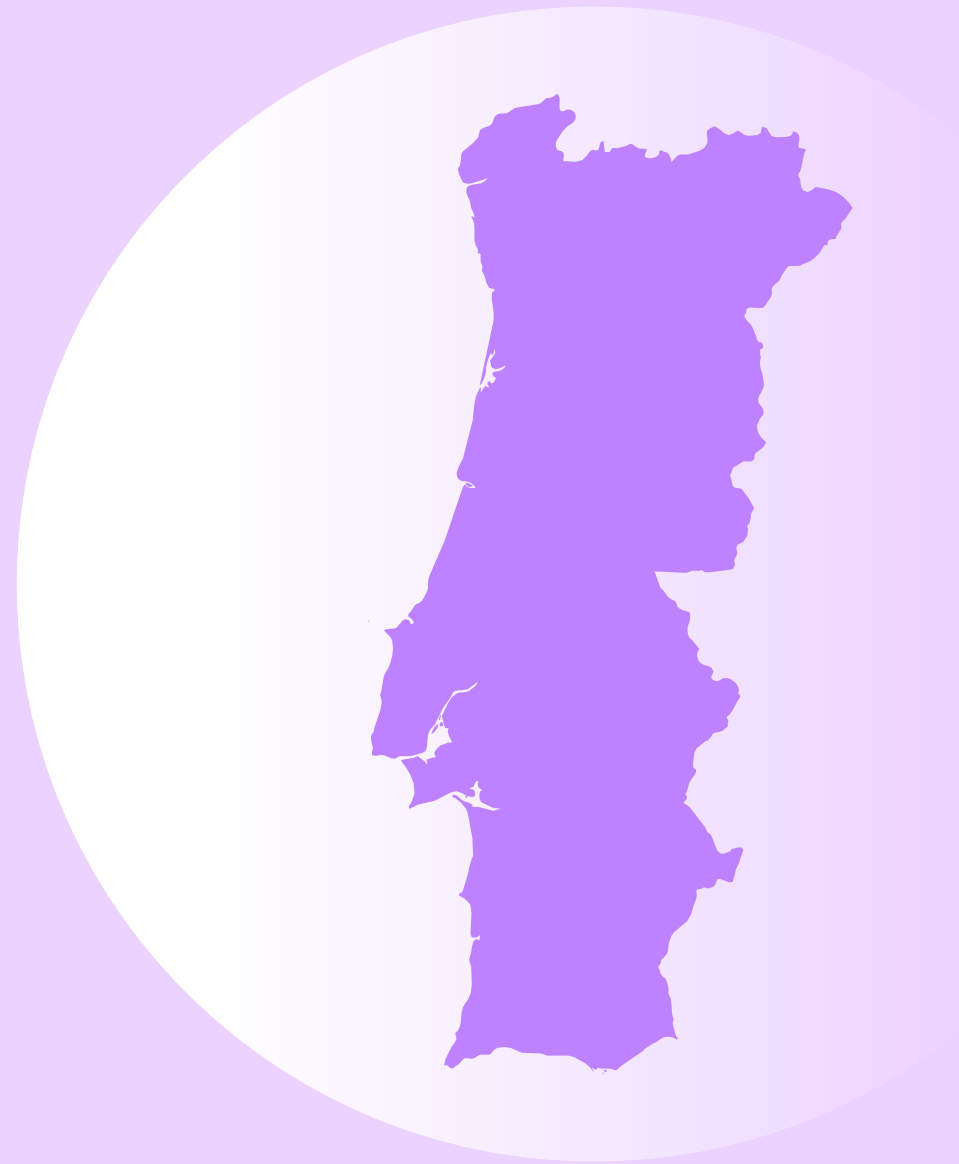
€212 M
turnover

+400
projects undertaken

123
clients

72%
of the PSI-20 companies

22
of the top 100 companies

Part of our commitment to our clients is to continue helping them create value, both for themselves and their stakeholders, while focusing on the technology trends that are emerging in this decade of innovation.

In order to always deliver the latest market capabilities and accelerate change, we rely on our partner ecosystem and constantly strengthen our area of activity through investment in acquisitions.

We develop projects on a scale and with global impact, balancing the global and local dimension, embodying responsible businesses from their conception, in everything we do. All of this, to bring integrated solutions that address and exceed your needs and expectations, adding 360° value for both our clients and society.

Our approach to the market
In Portugal, we have offices in three big cities: Lisbon, Porto and Braga. These are the three major hubs of our business that enable us to work with clients from all continents and to ensure, through innovation and transformation of their organizations, that they continue to grow and improve their results.

30 years in Portugal

☑ We are a trusted partner with long-term relationships with our clients and have a proven track record of success in complex projects that generate tangible value.

☑ We offer a wide range of services with our unique approach to integrating multidisciplinary teams and count on a significant presence in all major geographic markets, enabling us to take advantage of our global experience in a local context and thus add value to our clients.

☑ We have a wealth of experience from the different industries and sectors, which enables us to leverage value as our clients transform their products, relationships and business operations.

☑ The breadth and scale of our technological capabilities, combined with strong relationships with our partners in the technology ecosystem, allow us to help our clients to transform and reorganize themselves sustainably and effectively.

☑ We aim to recruit the most talented professionals in our markets, and we have an absolute commitment to inclusion and diversity, creating a context that fuels global innovation and learning, enabling us to invest continuously in the development of our people.

Four business areas and in-depth sectoral knowledge

In our country, more than 3,600 professionals work daily to provide services to our clients through our business areas and specialization in different sectors.
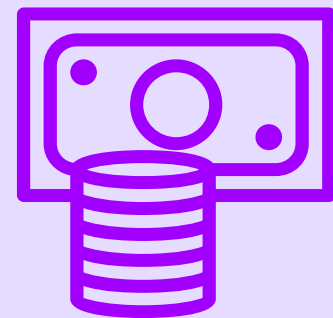
We are experts in

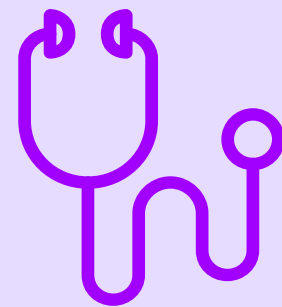**Accenture** Strategy & Consulting | **Accenture** Interactive | **Accenture** Technology | **Accenture** Operations

Communications,
Media and Technology

Financial Services

Health & Public
Services
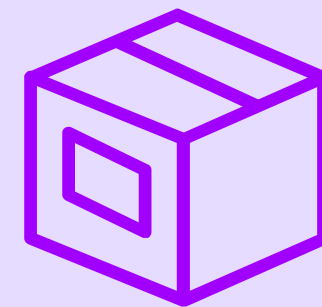
Products
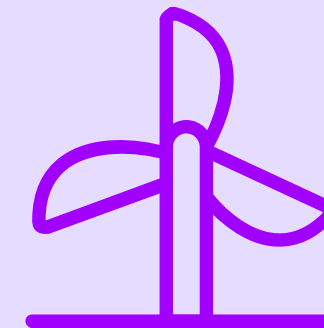
Resources

+40

sectors of activity

Our services

Strategy & Consulting

In the Accenture Strategy & Consulting area we have defined and implemented strategies tailored to each economic sector supported by technology. We help organizations transform end-to-end quickly and seamlessly. Through our consulting services, we design and implement organizational change programs that can involve one or more departments, or the entire organization. We expect in-depth sectoral knowledge, whether in business strategy, technology or data-driven with the capabilities of our professionals in analytics and the latest technologies and methodologies, to develop an agile, reliable operation within organizations.

Competitive agility: in the current context of ongoing changes and for their organizations to remain agile, leaders need to apply their efforts to keep their core business running, while at the same time identifying and investing in new opportunities. Given our ability to perform work quickly, we have been able to help them create competitive agility projects that will encourage them to present new ideas about the technologies they use and their business.

Business & Technology: advanced strategy services for clients, financial direction and enterprise value creation, digital strategy, enterprise architecture and management, industry, information technology, mergers and acquisitions, supply chain, operations and sustainability, growth strategy and client knowledge, talent and organization.

Industry focus: thanks to our expertise in different sectors, we have the ability to implement strategies that shape the businesses and ecosystems of all our clients.

Interactive

At Accenture Interactive, we help our clients transform their businesses, and create meaningful experiences holistically with the whole business, putting people at the forefront. By combining our resources into a single agency, we are able to rethink and optimize experiences in any sector, value propositions, operational models, products and services.

We help our clients grow significantly in the following way:

- ☑ The growth strategy: we assess their advantages in parallel with the market context to determine new paths for growth.

- ☑ Development center: We create the structure, resources, team and governance models that enable new business creation.

- ☑ Market Traction: we analyze the client, competition, cost and culture to determine the best ways to scale their proposition.

Technology

At Accenture Technology, we are partners in transforming and evolving our clients' business through the latest technologies and the ecosystem of technological innovation. We bring innovation together with business intelligence, in-depth knowledge of the various economic sectors, as well as the latest technologies from our partner ecosystem so that we can support our clients in a new way to reinvent themselves as smart companies and undertake scaled innovation. Our capabilities include intelligent platforms (SAP, Oracle, Salesforce), cloud services (Microsoft; Google; Amazon Web Services), infrastructure, software engineering, data, artificial intelligence, security, innovation and technology consulting.

Operations

At Accenture Operations, the services we provide are for business processes, focusing on the different areas and departments within organizations (finance and accounting, procurement and supply chain, content management and client service, marketing and sales services), as well as across the various economic sectors.

Our clients' business processes are thus managed through the work of our professionals, backed by data, artificial intelligence, analytical capabilities and the latest digital technologies, enabling improved productivity, client experience and performance.

>

Sectors of activity where we operate

Communications, Media & Technology

- ☑ Communications and media
- ☑ High Tech
- ☑ Software and Platforms

This area supports clients in transforming their businesses, operations and information systems to achieve business results, reduce costs, increase agility and improve their clients' experience. We support the largest Portuguese companies in these industries, helping to improve their performance, digital transition and increase the sustainability of their businesses.

Financial Services

- ☑ Banking
- ☑ Capital Market
- ☑ Insurance

We help our clients cope with growth, cost and profitability pressures, sectoral consolidation, regulatory changes and the need to continually adapt to new digital technologies.

Our services are designed to increase cost efficiency, broaden the client base, manage risk and transform operations.

Health & Public Services

☑ Public Services

☑ Health

We work with public and private bodies in the area of health and with public organizations, including ministries, institutes, universities and associations.

We assist our clients in their digital transformation, notably to achieve greater agility and adaptation to change, as well as the use of Artificial Intelligence to complement and leverage human capacity, but also to digitize, simplify and automate processes.

We work on customization and user experience, which increasingly have to be independent of the channel used, whether in-person or virtual, by promoting greater satisfaction and quality of the services provided to citizens and businesses.

Data is also at the heart of change. We work on information and interoperability to achieve better social, economic and health outcomes.

Products

☑ Distribution and fast moving consumer goods

☑ Transport

☑ Industry

☑ Retail

There is a common denominator among all these sectors: they are essential for the consumer. We work to transform our clients' organizations by boosting their relevance in the digital world and enhancing their income in distribution and sales, marketing, R+D and production. We also provide these services for business functions such as finance, human resources, supply and supply chain, relying on technology.

Resources

☑ Natural resources

☑ Chemical industry

☑ Energy

☑ Utilities

In a sector undergoing profound transformation, we are at the forefront to help our clients develop innovative strategies that enable them to confidently address the major changes we are seeing in the industry, whether they are related to energy transition (broader), new consumer (and employee) expectations, digital transformation, scaled automation, or information security for critical assets.

Success case #1

Improving resource efficiency in financial services

Project contribution to SDG

| 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 15 LIFE ON LAND |

8.4   Improve global resource efficiency in consumption and production.

9.4   Upgrade infrastructure and retrofit industries to make them sustainable.

11.6   Reduce the negative environmental impact, especially on air quality and waste management.

12.2   Achieve the sustainable management and efficient use of natural resources.

12.5   Substantially reduce waste generation.

12.6   Adopt sustainable practices and integrate sustainability information into the reporting cycle.

15.2   Promote the implementation of sustainable management of all types of forests, halt deforestation.

The challenge

In 2019, Bank Santander Portugal hired Accenture to help define the future vision of its operations area, in particular:

- Introduction of new technologies.
- Efficiency and cost reduction.
- New organizational model.
- Review of processes.
- Creation of control mechanisms and continuous improvement.

Once the strategy was defined, the partnership continued and Accenture was responsible for operating a set of lines of work, including identification of efficiency opportunities in external services, with the potential to reduce "mail" since 18.6 million envelopes were sent to Santander clients (Private Individuals and Corporate) in 2019.

To meet efficiency objectives, transformation initiatives have been defined to increase the number of clients receiving digital documentation, thereby reducing the amount of physical mail sent by Banco Santander, strengthening two lines of the Bank's commitment to sustainability and digitization.

\>

The solution

To meet the sustainability, digitization and efficiency objectives, Banco Santander's area of operations has implemented a new communication strategy, developed since December 2019.

The communication was aimed at all Banco Santander's clients, except those who had previously requested physical correspondence (as they are entitled to under the law), and focused on the digital sending of statements (consolidated, account, card, etc.) and client notices.

The solution was the technological development of digital channels, netbank for individuals and businesses, review of processes and the client's journey to sign up to the documentation. There was also the added complexity of converting 313 types of notice, subdivided into 487 variants, into digital format.

In order to meet the objectives, it was necessary to involve various Bank stakeholders during the process, from the areas of legal advice, marketing, communication, compliance, channels, technology, quality, business and networking, as it was necessary not only to make new developments in the digital netbank channel and review processes, but also to review the general conditions for account opening and report to the Bank's clients on the benefits and commitment to the sustainability of the initiative.

The deployment was completed within 6 months and was developed in three stages:

- Stage 1: March 2020, first focus on private clients.
- Stage 2: global review of notices.
- Stage 3: August 2020, extension to corporate clients.

The results

The implementation of our communication strategy enabled us to meet various Sustainable Development Goals.

By reducing the amount of envelopes/year by more than 15 million (~80%) and confirming that only ~10% of all clients (~85,000) requested receiving mail in physical form, goal 12 – Sustainable production and consumption was met.

There was also a saving of ~58% in the cost of mail (i.e. from €7.8M in 2019 to €3.3M in 2020), meeting goal 8 – Decent work and economic growth.

The possibility of replicating the project in other geographies of Banco Santander, particularly in Spain, is being studied.

Finally, communication materials have also been created to be broadcast internally, such as the single and external newspaper, client newsletters and the new message on the statement.
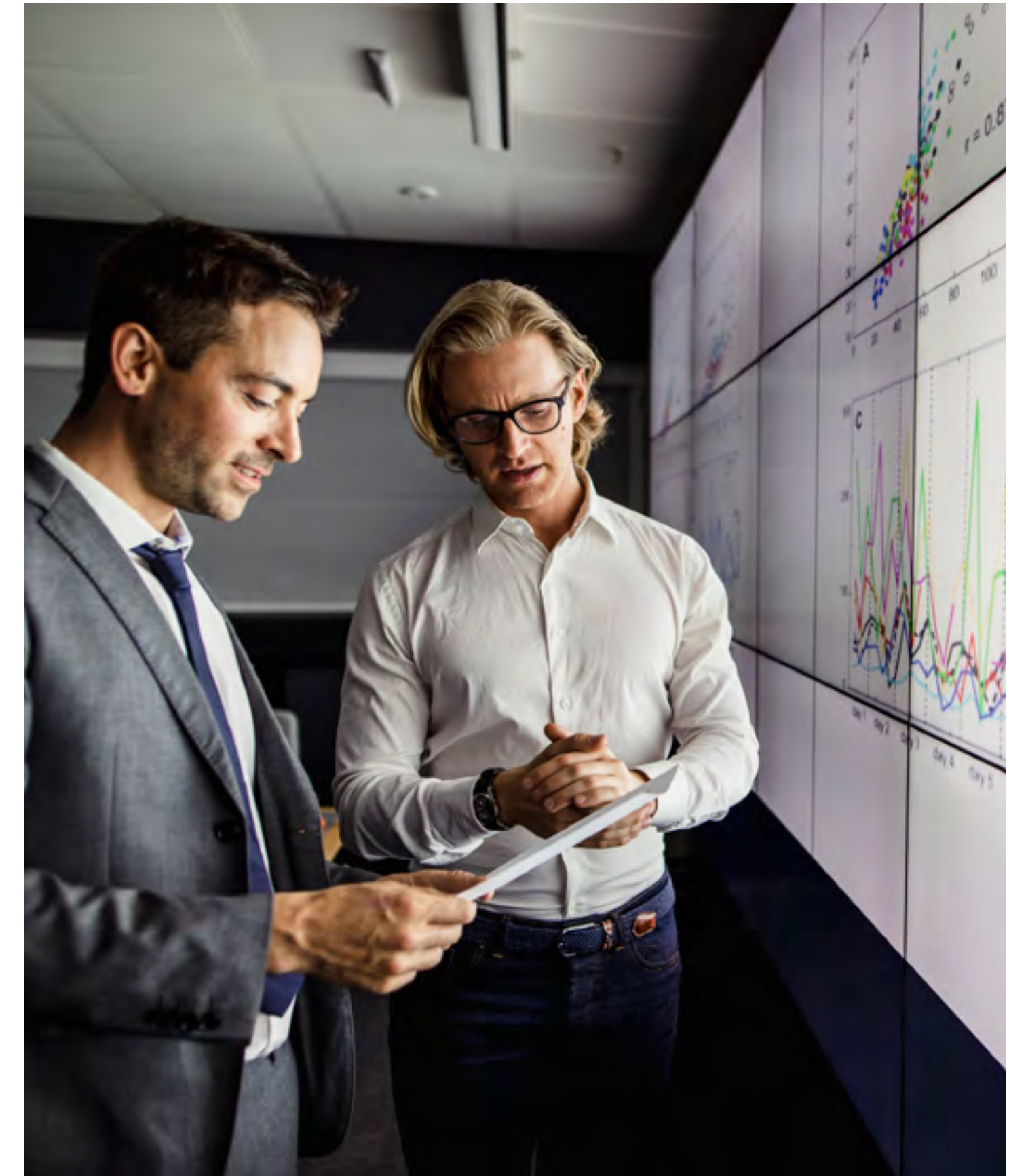
Success case #2

Energy services optimization

Project contribution to SDG

7.1 Ensure universal access to affordable, reliable and modern energy services.

9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors.

The challenge

Accenture and a client in the energy industry agreed on a full outsourcing partnership that encompassed the management and transformation of client operations (Back Office (BO) and Front Office (FO)), the implementation and maintenance of a new technology architecture, including the provision of a new business system, new digital channels, and advanced business intelligence and analytics solutions.

One of the main challenges has been managing FO, as the volume of calls is not constant, and thus difficult to anticipate. The agreed service levels were best-in-class in all respects (e.g. 85% of calls answered in less than 60 seconds, raise first call resolution to levels above 80%, etc.).

The solution

Specifically in response to call center challenges, a data-driven approach was adopted, starting with the collection and analysis of historical data, which led to a predictive call model. This call model has a time series machine learning algorithm that provides call forecasting every 30 minutes on a weekly basis. It also contains a catalog event, and each event has a coefficient associated with it. This coefficient indicated the expected variation in the volume of calls each time the event occurred, such as holidays, Interactive Voice Response failures, or mass sending of text messages.

The results

The quality of the forecasts obtained has enabled the number of full-time equivalent staff to be optimized by adjusting the working schedules and breaks to take account of the model's results.

Compliance with the Service Level Agreement was higher than the stated targets, increasing the satisfaction of our client's end customers, and agents experienced a reduction in non-productive time, since at times when a lower volume of call is expected they are assigned to perform BO tasks.

Success case #3

Energy supply efficiency and security

Project contribution to SDG

7.1	Ensuring universal access to affordable, reliable and modern energy services.
9.4	Upgrade infrastructure and retrofit industries to make them sustainable.
9.5	Enhance scientific research, upgrade the technological capabilities of industrial sectors.
11.5	Significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses related to the same.

The challenge

As a leading energy company in Europe, EDP has been accelerating its digital transformation, innovating on how it relates to its clients, how it manages its assets, and how it works and interacts with all its stakeholders.

For E-Redes, data & analytics is one of the key pillars for increasing business value, and its application to asset management is key.

In this context, the Analytics 4 Assets project focused on implementing a data-driven approach in partnership with the E-Redes team to transform Asset Management – specifically investment and maintenance planning – into three asset classes with a focus on high-voltage networking to ensure quality of service, network efficiency and security of supply.

High-voltage power lines, power transformers and circuit breakers are very important equipment, both for the investment they represent and, above all, for their essential role in the distribution network. In addition, it is equipment that requires heightened safety measures, and it is therefore crucial to have sensible intervention plans over their lifetime.

The solution

The challenge of this project was to improve on 2 critical processes: optimize maintenance planning and optimize investment decisions for 3 high-voltage distribution network asset classes: aerial lines, transformers and circuit breakers.

Analytical models were developed to determine, on the one hand, the health status of these assets and their projected status in the coming years and, on the other hand, to determine the probability of these assets failing. This increased predictability, coupled with contextual data on the condition of these assets, allows managers to better judge investment and maintenance decisions.

The data-driven approach used included data collection and analysis of quality, processing and transformation, the definition of modeling hypotheses, and the development, analysis, and presentation of results. These results were benchmarked and compared by applying internationally recognized benchmarking methodologies.

To support the managers two asset management dashboards were configured with continuous updating of the analytical model data, enabling better forecasting and one-stop-shop access to the best information about these assets. The necessary adjustments to the operating model for investment planning and maintenance planning were also defined.

Finally, the planning for the industrialization of analytical models and dashboards enabled the company to prepare for the transition from asset management to a new normal, including building a new data architecture and automating key data sources.

The results

Electricity is an essential commodity and the most commonly used form of energy in contemporary life, and it is therefore of the utmost importance to ensure continuity of supply and the minimization of interruptions, whether accidental or due to maintenance. Management of the lifetime of network assets should be conducted in a detailed analysis that meets technical, economic and strategic criteria. To this end, knowing the condition of the asset allows us to make better predictions and, as a result, to carry out better intervention and maintenance plans, making the distribution of energy more cost-effective, more efficient and with fewer associated risks. In addition, we identified a potential for annual cost optimization by our client.

This more careful asset management improves the quality of service in power distribution by enabling it to anticipate failures and intervene with assets before they occur. It also contributes to environmental sustainability by making a decisive impact on reducing waste throughout their entire life cycle.

The adoption of innovative and technologically advanced, clean and environmentally sound industrial technologies and processes contributes to the Sustainable Development Goals, notably 9 – Industry, Innovation and infrastructure, as new analytical models for planning investment and maintenance improve planning and response capabilities, increasing life and reducing asset risk, thereby contributing to lower CO_2 emissions per unit of added value and contributing to SDG 11 - Sustainable Cities and Communities due to:

- Increased longevity of network elements due to greater ability to anticipate failure and damage;

- Decreased travel for systematic corrective or preventive maintenance;

- Increased capacity to prevent impacts of the power distribution system on the environment as a result of greater predictive capacity and planning of interventions.

Success case #4

A highly ethical culture

Project contribution to SDG

5.1 End all forms of discrimination against all females.

5.5 Ensure women's full and effective participation and equal opportunities for leadership in technology and innovation.

8.5 Achieve full and productive employment and decent work for all women and men.

9.2 Promote inclusive and sustainable industrialization.

10.2 Empower and promote the social, economic and political inclusion of all.

10.3 Ensure equal opportunities and reduce income inequality.

12.8 Ensure that people have relevant information and awareness for sustainable development.

16.5 Reduce corruption and bribery.

16.6 Develop effective, accountable and transparent institutions at all levels.

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels.

The challenge

EDP has a diverse workforce across geographies and has set core management objectives for corporate ethics, including:

- Ensure high awareness and individual ethical standards
- Minimize the risk of anti-ethical practices
- Maintain a culture consistent with its values

To address this issue, EDP launched a global initiative called "Raising the Ethical Building @ EDP" with a major goal of revising and updating its ethics code according to external and internal context challenges such as reputation breaches, digital revolution, legal and regulatory changes, generation mix, new profiles or new ways to work.

EDP's current ethics code, although well-structured and consistent, needed improvement in terms of explicitly addressing risks, expectations and compliance, employee engagement, look & feel and accessibility.

The solution

The solution began with an evaluation of the current code, taking 33 other ethics codes as references, and a study of reference cases in terms of digital delivery.

Additionally, cross-group involvement was sought. This included EDP's senior leadership, corporate areas, business units and geographies, as well as a survey of all employees.

Then the review and update of the ethics code was structured in two ways:

1. Contents of the ethics code, where the concept and guidelines of the new code were defined and validated, the structure was outlined, the themes to be included, collected and incorporated into the code and the relevant policies were identified and a governance model was created.

2. Ethics Code format, where the delivery model was designed and defined according to the concept, a digital pilot was designed and developed to deliver a preliminary version of the code, and a new brand and communication plan were created.

Accenture worked directly with the EDP Ethics Ombudsman's office, and the project also involved the global digital unit, which contributed to the design and development of the preliminary version of the code's digital delivery solution, as well as the brand and communication area, which contributed to the creation of a brand dedicated to code and also to the design of the physical version of the document.

The results

A new code of ethics was launched that strengthened and renewed ethical awareness at EDP. The digital delivery solution enabled employees to access and find the answers they may be looking for faster and more efficiently, allowing a reduction in requests/questions to the Ethics Ombudsman department.

The structure of the new code became the basis for a dedicated and continuous training program, also created with the support of Accenture.

Content and communications were tailored to specific groups of employees through dedicated modules and topics, with a focus on leadership teams, contributing to greater engagement with the theme at EDP.

Strategic priorities

At Accenture, we continually seek to anticipate technology and business trends to allow us to focus on the issues that we have identified as priorities, both for our growth and for that of our clients.

Cloud

On the basis of our studies, we found that about two-thirds of companies did not achieve the results they expected from their initiatives on the cloud. At Accenture, our purpose is to help our clients define cloud-smart solutions – public, private, or hybrid – so that the value of their business is maximized and enables innovation.

Intelligent platforms

We live in an age in which companies must reinvent themselves continually, while applying "business intelligence" to boost their growth. With Accenture's enterprise platform, data-based and digitally integrated to transform organizations, companies can achieve continuous improvements.

Security

Cyber-resilience means organizations' ability to adapt to adverse situations that impact their digital assets and thus business continuity. Accenture Security creates and applies strategies that enables companies to respond quickly to threats, reduce their impact, and continue to grow operations in the face of cyber-attacks. Thus, cyber-resilient companies can continue to innovate in their business models, while helping to enhance their clients' confidence and enable growth in a secure manner.

Intelligence experience center

The call center has become the Intelligence Experience Center, a more personalized and real client relationship based on empathy. It integrates high technology and cognitive engines to learn from experience, through data management, to anticipate client needs and create unique experiences that strengthen ties and increase confidence.

Intelligent engineering services

This is our new software engineering services platform for developing solutions tailored to our clients, based on new technologies and architectures, through new intelligent development models.

We also prioritize the following market trends and technologies, on which we provide services through the areas described on the previous pages: New IT (Accenture Technology), Intelligent Operations (Accenture Operations), End-to-end Marketing (Accenture Interactive) and end-to-end transformation (Strategy & Consulting).

Our centers of excellence in Portugal

The business environment is constantly changing, and this is a real daily challenge for all organizations. That is why it is essential for companies, economies and industries to constantly adjust to reality and to seek solutions that embrace change and guarantee various benefits. The centers of excellence at Accenture in Portugal offer access to the most advanced technologies, the most specialized talents, and our broad knowledge of the various industries and business areas, designed to inspire organizations to embrace change. All of our centers are integrated into Accenture's global network of innovation centers, and are an essential part of our innovation architecture, which aims to help organizations understand, experiment and adopt disruptive technologies.

By role

- ☑ **Advanced Technology Center** - focused on with the development and management of information technology.

- ☑ **Lisbon Intelligent Operations Center** - focused on outsourcing business process (BPS) services with client experience, content reviewers and backoffice capabilities.

- ☑ **Field Force Management Center of Excellence** - offers the unique experience of a multidisciplinary team in market tools allowing clients to allocate the right resources while reducing operational costs.

- ☑ **Human Capital Managementrab Center of Excellence** - long experience in Portugal in designing, implementing and executing HCM solutions and processes and supporting the end-to-end digital transformation of human resource processes.

By industry

- ☑ **Intelligent Insurance Operations** - operates as an intelligent operations center for insurance, creating specialist, innovative solutions that help increase process efficiency and client satisfaction.

- ☑ **The Bay: Innovation Habitat for FS** - integrated into Fintech House, this is a center dedicated to the ecosystem of banking and insurance innovation.

- ☑ **Accenture Tolling Center of Excellence** - supports sales and delivery worldwide by offering a suite of end-to-end services for toll-collection operators.

- ☑ **Utilities Center of Excellence** - leverages the key consulting, technology and BPS offerings to serve our clients by combining technologies with industry know-how.

- ☑ **AI Store: Innovation with Purpose** - located at the Fraunhofer Institute, this center engages in sustainable innovation through the application of artificial intelligence.

- ☑ **Digital Transformation CoLab (DTX)** - works at the intersection of physical, digital and cyber domains to create the next generation of evolved cyber-physical systems that can blur the boundary between the real world and the virtual world.

- ☑ **Smart Energy Lab (SEL)** - Identifies and pursues new opportunities generated by disrupting market standards that new players, new technologies, transforming mobility and changing consumer standards may bring.

Covid-19 – Resilience in times of crisis

During the first few months of the pandemic, our clients had to adapt very quickly to the changing needs of their employees, clients and suppliers, while facing diverse financial and operational challenges. So we decided to intensively transmit to them, through various studies (you can see some examples at: Manage the impact on people and organizations), the advice from our specialists on the specific actions that they could take in response to the uncertainty caused by covid-19, while they prepared for the future. Some of the topics raised touched on working conditions and the working environment, supply chains, competitiveness and innovation in Europe or the need to innovate and prioritize e-commerce.

Delivering 360º value

To our partners

We promote strong alliances with our partners, based on relationships of trust, to address the economic, social and environment challenges and together create more value for society.

STRATEGIC SDG

5.c Support policies and laws for equality.

17.14 Enhance policy coherence for sustainable development.

17.16 Enhance the global partnership for sustainable development.

17.17 Encourage and promote effective public, public-private and civil-society partnerships.

Portugal

+20

Startups are part of our innovation ecosystem

+15

Business associations and Chambers of Commerce with which we have a relationship

+30

Academic institutions with which we have collaboration agreements

+50

Non-governmental organizations with which we collaborate to increase our impact on society

4

**Non-governmental organizations with which we work to achieve sustainable development goals**

We have contributed to economic and social development in Portugal by combining our capacities with those of the most important academic, business and cultural institutions in our country. We have more than 100 alliances with leading organizations in their industry which we trust to complement our offer of new services and technologies.
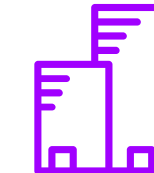
At Accenture Portugal we are partners of some of the most important business and trade associations in the national market, with which we share the aim of identifying challenges and opportunities for the country's economic development.

12 business associations
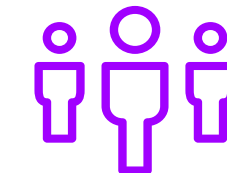
2 chambers of commerce

1 foundation

ACEPI
Associação Economia Digital

AEP
Associação Empresarial de Portugal

APDC
Associação Portuguesa para o Desenvolvimento das Comunicações

APDSI
Associação Portuguesa para o Desenvolvimento dos Sistemas de Informação

APE
Associação Portuguesa de Energia

APG
Associação Portuguesa de Gestão de Pessoas

APLOG
Associação Portuguesa de Logística

BCSD Portugal
Conselho Empresarial para o Desenvolvimento Sustentável

COTEC
Associação Empresarial para a Inovação

DSPA
Data Science Portuguese Association

FAE
Fórum de Administradores e Gestores de Empresas

PFA
Portugal Fintech Association

AMCHAM
Câmara do Comércio Americana em Portugal

CCIP
Câmara do Comércio e Indústria Portuguesa

**Fundação AEP**
Associação Empresarial de Portugal

We know our partners and their technologies

Our alliances become essential if we are to create value-added solutions for our clients. We share best practices with our partners and we collaborate with our network of technology alliances to help clients innovate and improve their performance by ensuring that they deliver added value.

- AWS
- Google
- Microsoft
- Oracle
- Outsystems
- Salesforce
- SAP
- Talkdesk

The closeness of our work to that of our technology partners allows us to create innovative solutions flexibly and quickly, by obtaining prototypes on short time scales. In addition, we also have cooperation agreements signed with AWS, Google, Microsoft, Oracle, Outsystems, Salesforce, SAP and Talkdesk to work together to create technology solutions and new digital transformation services.
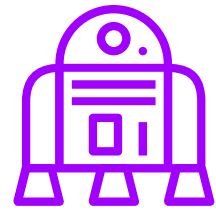
A future of knowledge

Promoting talent, promoting research and facilitating the integration of young people into the labor market is an objective that we propose as a responsible company. To this end, we actively collaborate with the main universities, polytechnics and business schools in Portugal.

Over the years, we have been continuously investing in collaboration with academic institutions in order to bring young university students closer to business needs. Through these actions in academic institutions, they learn about our areas, as well as the opportunities that we offer young university students.

Our objectives are clear: on the one hand, to provide us with the best market talent and, on the other hand, to boost these young people's careers by helping them to obtain training according to the needs of the labor market, increasing their employability.

☑ We contributed to education:
- Instituto Superior de Ciências do Trabalho e Empresa (Innovation and Organizational Change);
- Instituto Superior de Economia e Gestão (Consulting Approach);
- Nova School of Business & Economics (MIP: Managing Impactful Projects);
- Porto Business School (Infrastructure Big Data and Management and Information Systems);
- Instituto Português de Administração e Marketing (Marketing Administration).

☑ We provide monetary support to the best postgraduate student in the in Business Intelligence & Analytics at the Porto Business School and the best master's student in Computer Engineering, Computing and Bioinformatics and Computational Biology at the University of Lisbon's Faculty of Sciences.

☑ Every year, we strengthen and broaden our partnerships and activities with academic institutions, universities, polytechnics, business schools and research centers. Based on this premise,

in 2020, new protocols were signed for the promotion and completion of academic internships with various universities, enabling students to do papers in a business context, with relevant challenges, academically and as part of the Accenture strategy.

☑ Over the course of the year, we have been actively and continually carrying out actions at institutions, such as conference cycles, lectures, meetings and workshops where we bring our Executive Team's knowledge to students and staff, so that this experience is more immersive and engaging.

☑ We count on a network of institutions across the country, and we recruit interns for the different programs we offer – summer, student and professional internships.

☑ In addition, we are committed to professional internships and employment measures aimed at young graduates and masters through our strategic partnership with the IEFP.
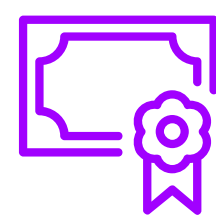
Greater social impact

Through our Skills to Succeed program we have already been able to empower almost 3.6 million people with the skills to get a job or build their own business, exceeding our initial target of 3 million people by 2020.

We are also partners and members of the GRACE Directorate, with whom we cooperate in an exercise in corporate citizenship based on a commitment to the social and environmental sustainability of the national corporate ecosystem, promoting inter-sectoral dialogue and partnerships, thereby creating an impact on the community of which we are part.

3.6 million
people impacted by the Skills to Succeed initiative
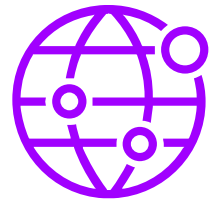
Alliance for Sustainable Development Goals

In addition to internal knowledge and experience, we invest in partnerships that allow us to apply cross-sector and global best practices to quickly and efficiently support our clients in their sustainability strategy.

At global level, we subscribe to the United Nations Global Compact and are members of the Global Compact Lead. Accenture Portugal has also joined Global Compact Network Portugal.

The Global Compact is set out in ten principles that we have taken up in all our policy and action, both in the field of human rights, labor rights, environmental rights and in the fight against corruption. We ensure that they are complied with internally and within our supply chain.

Accenture has also endorsed the seven principles for women's empowerment (UNGC Women's Empowerment Principles), promoted by the United Nations Global Compact and the United Nations Development Fund for Women (UNIFEM), the aim of which

is to promote gender equality at work, in the market and in the community.

For example, Accenture is a partner of the United Nations Global Compact, SAP, and 3M in the SDG Ambition program. This program was introduced at the World Economic Forum in January 2020 in Davos, entitled "SDG Ambition – Scaling Business Impact for the Decade of Action". In partnership with UN Global Compact, we have launched the SDG Implementation Framework, which aims to guide organizations to deepen the implementation of the SDG and the ten principles in their business strategy, operations and engagement with stakeholders.

In Portugal, we collaborate with Global Compact Network Portugal and the Portuguese Association of Business Ethics on a number of initiatives. We were co-organizers of Social Responsibility Week 2019 and attended the United Nations Global Compact – Making Global Goals Local Business International Conference.

José Gonçalves, President of Accenture Portugal, was a speaker at this event, which took place on November 6, 2019 and, on an unprecedented international initiative, brought together companies, public bodies and members of the Portuguese and Spanish Governments, whose objective was to discuss the major challenges of sustainability at a time when the four years of the

United Nations resolution were met: "Transform our world: 2030 Agenda for Sustainable Development."

Accenture Portugal also promoted the Conference "Innovate for a More equitable Society", held on November 7, 2019, in the framework of the Global Compact Network Portugal's Social Responsibility Week. Under this slogan, we bring together speakers from different areas of society to talk about the United Nations Sustainable Development Goals - Gender Equality & Reducing Inequality.

We are also allied to the Global Compact's Target Gender Equality initiative, which is an accelerator for supporting companies that join the Global Compact to enhance gender equality and contribute to SDG 5. Through performance analysis, workshops for skills development and comparison with industry best practices, we therefore propose to improve this situation by setting ambitious targets for women's representation in leadership positions.

Accenture also maintains a clear commitment to sustainable development in society and complies with the sustainability requirements promoted by both the World Business Council for Sustainable Development and by BCSD Portugal, as well as those required by the Dow Jones Sustainability Index or the FTS4 Good. Accenture Portugal is part of several BCSD Portugal working groups and has collaborated on various initiatives, such as events and accession to protocols.

The WBCSD/CML Mobility pact also included us

Urban mobility as well as urban planning are undergoing a massive transformation that will necessarily mean an alignment of technological innovation and social impact. Society, governments and businesses must seek sustainable solutions to meet new mobility and information needs by preserving our natural capital and cultural values.

Accenture Portugal joined more than 60 institutions that signed the Business Mobility Pact for the city of Lisbon on December 8, 2019, a pioneering initiative from the City Council of Lisbon (CML) in partnership with the World Business Council for Sustainable Development (WBCSD) and BCSD Portugal.

Together, these institutions committed themselves to more than 200 actions to turn Lisbon into a greener, safer and more efficient city. This means that the signatories have committed to working with the city to find safer, more efficient and more sustainable mobility solutions in order to:
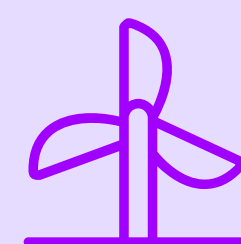
- ✓ Reduce CO_2 emissions by up to 60%
- ✓ Achieve carbon neutrality by 2050
- ✓ Increase resilience to climate change
- ✓ Promoting safe and responsible behavior in society

Delivering 360º value

To our people

At Accenture we know what
our biggest asset is - our people.
So we are focused on attracting
and developing talent, providing
a unique professional and personal
experience, with a purpose and
a culture that deeply unites us.

STRATEGIC SDG

5.5 Ensure women's full and effective participation and equal opportunities for leadership in technology and innovation.

5.b Enhance the use of enabling technology, in particular information and communications technology.

8.5 Achieve full and productive employment and decent work for all women and men.

8.6 Substantially reduce the proportion of youth not in employment, education or training.

8.8 Protect labor rights and promote safe and secure working environments for all workers.

9.5 Enhance scientific research and upgrade the technological capabilities of industrial sectors.

10.2 Empower and promote the social, economic and political inclusion of all.

SECONDARY SDG

3.4 Promote mental health and well-being.

3.8 Achieve universal health coverage and access to quality essential health services.

4.3 Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education.

4.4 Increase the number of young people and adults with technical and vocational skills.

Portugal

We promote the development of our professionals and we care about creating a healthy working environment that improves their physical, mental and psychological well-being.
At the same time, we are trying to boost the diversity of our workforce, which we consider to be a social and business imperative. We have a commitment to return to society everything it has given us, in that way we support quality education that improves the employability of young people and offers opportunities to the most vulnerable groups.

+3,600
workers in Portugal, of whom
43% are women

€2.4 M
invested in training,
representing a 21.4% increase
compared to 2019

+1,300
people joined Accenture Portugal in the 2020 fiscal year, of whom
about 75% had no experience, from universities or vocational training
centers

320
young people started their
internship at Accenture

185
interns were invited to work
with us after their internships

57
nationalities, 4 generations
and 754 distinct training areas

+600
professionals participate in our
network to support LGBTI+

Our culture of innovation, trust, inclusion and inspiration is shared by our leaders. We promote a model of "leadership by example" that leads our teams to seek to be more human, creative and ethical. And this is something we try to demonstrate every day among our over 3,600 employees and reflected in our contribution to our clients and society.

In 2020, we implemented a new business model, NGGM - Next Generation Growth Model, that seeks to deliver integrated solutions to clients, with a strategic 360º vision for strategy and consulting, interactive, technology and operations services, backed by the world's largest network of advanced technology and intelligent operations centers.
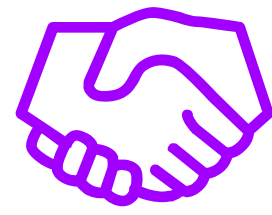
This new model has promoted an alignment between all areas of the company and all employees, guided by the One Accenture concept, and has been backed by our local executive team to support all employees in this process of change by strengthening the traits of our DNA:
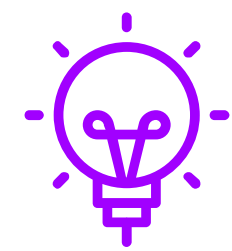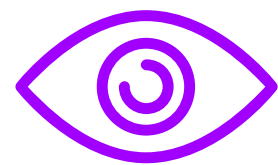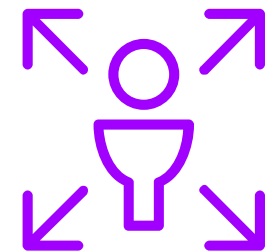
Innovation   **Inspiration**   **Collaboration**   **Agility**   **Personalization**

Innovation

Our professionals are restless and curious people, always keeping up with new trends. In that sense, we believe that innovation and experience should be present from the first contact with our company, through innovative selection models based on neuroscience, artificial intelligence, analytics and gamification. These innovative experiences guarantee data confidentiality and are implemented responsibly. They enable

us to drill down into the motivations of the people who start working with us, and to do a more effective analysis of all the candidates, so that today we can hire the talent we want for tomorrow.

We attach great importance to training our professionals at all levels and at all times in their professional career. Our constant focus on innovation is also visible in the annual update of our training curriculum. The wide range of training options available covers the most cutting-edge technology content and the latest training trends available, such as hackathons, project-based learning, or learning boards, which enable more interactive and gamified learning in training sessions or learning communities and interests.

It is of the utmost importance to highlight the growth of training in emerging technologies; for example, the strong investment we are making in cloud certifications, with about 200 people now certified in Google, AWS, Microsoft.

In 2020, Accenture launched Technology Quotient (TQ), a global training program that helps all employees improve their knowledge of technologies that are changing the world we live in, such as cloud, AI, blockchain, data, security and agile & devops.

In addition, we maintain a solid portfolio of technology skills training, soft skills and in-depth knowledge of each industry and sector in which we engage. All this allows our professionals to be up-to-date on the latest agile working methodologies and implement them to give each of our projects high added value. Our holistic approach to the individual and our professionals also provides for the development of techniques favoring their balanced development at a personal level, boosted this year in a special manner and focused on the practise of mindfulness.

The Accenture training model is designed according to the different segments that make up our team professionals. In this sense, we have customized sessions for the newest employees at the company and at different promotion points (Consultant -RISE, Senior Managers) - RISE/Developing Leaders and Managing Directors - MD Momentum). It is an identification tool that, as a business, enables us to train our professionals to the highest level.
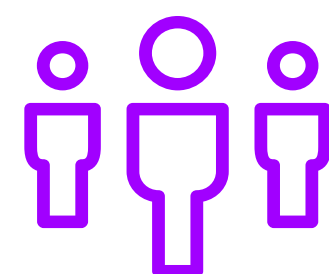
Inspiration

At Accenture Portugal, one of the obstacles we have encountered in integrating young people into the labor market is the gap between state education and business needs in relation to innovation. As such, we work with educational ecosystem stakeholders (universities, vocational training centers, business schools, technology partners and others) through agreements which include training programs with theoretical and practical elements, so that students can get closer to the latest technologies on the market. After the training period is over, the vast majority of students become part of our company and the rest improve their potential employability and ease their entry into the labor market.

We believe that vocational training, in its traditional or dual form, is an excellent opportunity for young people to incorporate the skills that businesses require, as well as the latest market technologies (IoT, blockchain, big data, java, or cloud, for example). We believe that this educational option will help reduce school drop-out and improve youth employability, while at the same time it will increase the supply of specialist professionals to many economic sectors which do not only require university profiles.

In recent years, new protocols have been created with polytechnics – Beja, Braganza, Castelo Branco, Coimbra, Leiria, Porto and Setúbal Polytechnic Institute – and the number and type of initiatives in all target institutions (mentioned below in the "Education Ecosystem") have been extended to bring Accenture to students through open days, workshops and networking sessions.

Collaboration

At Accenture Portugal, we consider it essential to establish alliances and partnerships, both internal and external, in order to achieve our goal of generating value for our stakeholders, including our professionals. So our workspaces are designed for collaboration, and our work tools are increasingly accessible to people with different skills.

Referral Program

Through this program, our staff can refer possible candidates for the vacancies that we open and receive a reward for that. In the last year, 34% of hires have come through our professionals as part of this program.

Education ecosystem

We have established protocols for collaboration with the elements of the education ecosystem (universities, vocational training centers, business schools, technology partners, and more), through programs where students can put into practice previously acquired knowledge at Accenture.

In 2020, 320 young people started their internship at Accenture, with over 260 taking student, summer and professional internships for students and recent graduates. We also offer to about 90% of the professional interns the chance to join the company staff.

During the 2020 fiscal year, we invested more than 65,996 hours in training and a total of €2.4M (21.4% more than the previous year)

Annual Average
16 hours › person

join the company staff
90%
of professional internships

We are present at different universities in Portugal through participation in recruitment events, workshops, pitch sessions and roundtables to make people aware of Accenture:

- **Faculdade de Ciências e Tecnologia de Lisboa**
- **Faculdade de Ciências da Universidade de Lisboa**
- **Instituto Superior de Economia e Gestão**
- **Instituto Superior de Engenharia de Coimbra**
- **Instituto Superior de Engenharia de Lisboa**
- **Instituto Superior de Engenharia do Porto**
- **Instituto Superior Técnico**
- **Universidade Católica Portuguesa**
- **Universidade do Minho**
- **Universidade Nova de Lisboa**

Our collaborative focus extends to technology partners under the program we call "Accenture Academies." The aim of this initiative is to retrain human resources by giving them a technological and digital component, which is essential for the development of the necessary skills for the future. Throughout 2020, a number of academies were developed, run by Accenture professionals, with a high level of expertise in these fields and using external partners to accelerate and boost the ability to develop multiple academies simultaneously.

Some examples of the academies we had in 2020:

- ☑ Cobol Academy: a mainframe-programming training program for STEM graduates (science, technology, engineering and math).

- ☑ Applied Intelligence Academy: an artificial intelligence, data science and data visualization skills development program for STEM graduates.

In addition to the abovementioned academies, we also began a new onboarding program for the new technology-related joiners, called the "Onboarding Technology Academy," which includes "New Day One," which corresponds to a new experience of company integration through gamification and the Technology School, which addresses new project management methodologies, soft skills and IT trends.

In addition, we maintain close relationships with our professionals, even after they leave the company to continue their career in other organizations. Our Alumni program has been active for over 10 years and currently comprises some 1,800 people in Portugal.

We have maintained our commitment to youth employment through new university partnerships and student training, enabling many of them to join Accenture:

- ☑ Partnering with the math department at Minho University for the development of master's degree theses.

- ☑ Partnering with FCT-UNL to integrate students into the PIPP - Professional Practice Introduction Program.

- ☑ Partnering with IPCA for university internships with computer engineering undergraduate students.

Many of the students who did their internship/thesis later joined Accenture's staff. In 2020, we had 14 students from the fields of computer engineering doing internships with us. 50% of them joined Accenture's teams in the field of Technology.

We partnered with an external party to train and retrain professionals in the Java area. We now have 12 staff from this Academy, out of the 13 we trained.

We carried out the Accenture Student Ambassador (ASA) program, an initiative aimed at 24 university students from 14 universities in Portugal. For one academic year, they have the opportunity to meet our innovative experts and projects, to obtain specific training on skills relevant to their career and to help Accenture get closer to the academies. In 2020, we had the second edition of

the program of ASA ambassadors, and for this issue we wanted to extend the initiative to more Polytechnic Institutes, such as ISEL – Lisbon Engineering University, ISEP – Porto Engineering University and ISEC – Coimbra Engineering University.

We collaborated in the "Computer Engineering Project" (CEP) curriculum unit, a unit that is part of the fifth year of the integrated master's degree in computer engineering (MiEI) and master's degree in computer engineering (MEI) at Minho University. The main aim of the EIP is to enable students to acquire a set of skills related to the team development of a software product and the analysis of the business potential of that product. Students organize themselves as teams of 12 to carry out the project on time and acquire a set of skills which, in most cases, was not properly explored in the previous academic journey and which the market very clearly values. This range of skills includes: leadership, management, organization, requirements, design, testing, communication, documentation, marketing, presentation, business and entrepreneurship. In this context, it is possible for some groups to involve companies more actively. Accenture participated last year with the "Fashion Adviser" project and this year with the "IoT Fleet Management Solution" project.

In the area of Artificial Intelligence, we provide short internships for FCT-UNL students in electrical and computer engineering and in math. In addition, we held a SINFO IST workshop – computer engineering week and a talk at ENEI – a national gathering of computer engineering students and support the development of a master's degree thesis for students at Minho University.

We launched the first AI Academy, with the aim of training new professionals and positioning ourselves in the area of Applied Intelligence, a strategic area for the Accenture business in Portugal and one with high growth in recent years.

In 2020, we focused on developing a plan of motivating actions, oriented to the reality of the pandemic that we are living through:

☑ Self-paced training portfolio, a program developed in a virtual, online format, which is organized both by areas and by skills across all industries, as well as training sessions on soft skills, remote work, financial acumen, sales effectiveness, among others;

☑ Virtualization and redesign of training programs for the virtual and online format, such as coaching, information security, financial concepts, and best practices for virtual meetings with clients, for example.

We launched the first AI Academy

Partnership between Accenture, NOVA SBE and banking entities for responsible industry promotion
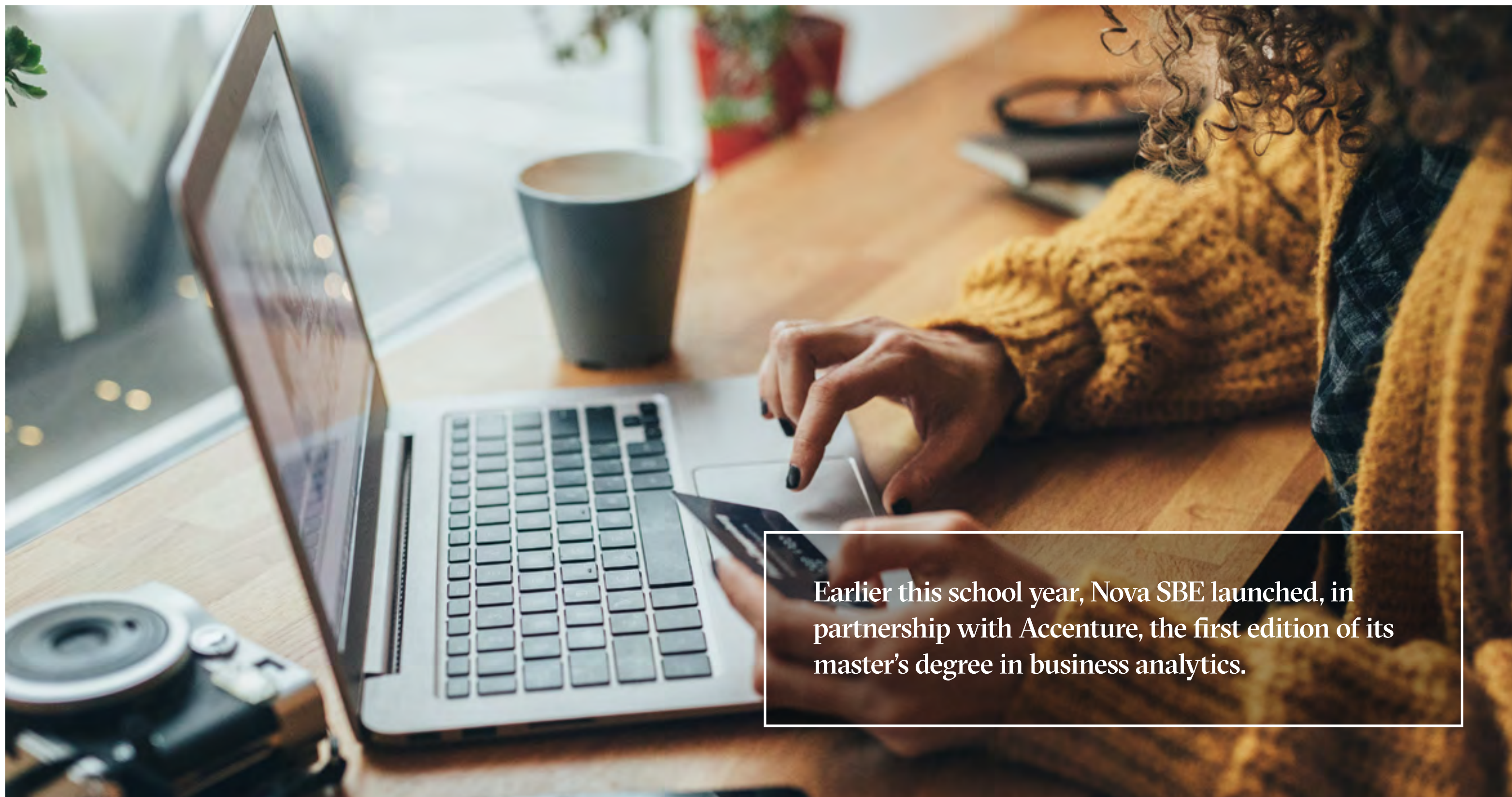
Earlier this school year, Nova SBE launched, in partnership with Accenture, the first edition of its master's degree in business analytics.

Accenture offered Applied Intelligence mentors to guide the students of this master's degree as part of "project-based learning" - a thesis format in which students, rather than investing their time in a dissertation, collaborate with organizations to develop pilot projects for 18 months.

In addition, we were also asked to identify the subject of one of the pilot projects. Very quickly we realized that this initiative would be a unique opportunity to promote sustainable innovation to the academic community and to the financial sector, especially the banking sector.

According to the study by Accenture "Purpose-driven banking: Win customer trust", covid-19 only amplified the unsustainability of the banks' financial situation: only 29% of B2C clients spend less than what they earn and +70% of SMEs do not meet the financial requirements for obtaining bank loans.

Against this background, we are currently challenging students to calculate the SME sustainability index, based on payments made by the same and different KPIs aligned with the UN-defined Sustainable Development Goals.

The nature of the challenge required a partner committed to sustainability at a strategic level. As such, we have found in one entity in the banking sector the enthusiasm to provide a new advisory service to small and medium-sized enterprises, based on the sustainability index calculation, quantifying their time to adopt the SDG and promoting the sustainable transformation of SMEs.

Agility

In order for companies to start responding to new technologies and market trends, and to adapt to the needs of today's world, they must make it a priority to adjust their thinking and move forward to be faster, more flexible and more agile.

This involves addressing the challenges in a different way: think big, use data to build ideas and work with clients and the ecosystem to get the most out of them.

To prepare our teams for this new model of collaboration, Accenture has implemented the FORM methodology, which was created in collaboration with teams worldwide that specialize in new ways of working.

1,500 of our professionals in Portugal have already graduated in the different skills of this methodology, and most of them have already adopted the FORM methodology in their work.

Personalization

At Accenture, our professionals take the reins of their future. We offer them the opportunity to develop and map out their own professional career, and to this end we have a transparent and flexible model with different levels and with different profiles. This allows our professionals to know what is expected of them in their job and what the specific objectives of their business area are.

To this end, we offer them three tools: the "performance achievement" professional development model, the "career marketplace" platform for internal vacancies and our "specialization at scale" software, which enables us to identify each professional's skills and make a personalized recommendation about the skills that will help them advance professionally if they acquire them. Thanks to these three programs, each professional can choose their own professional career, based on what we define as the employee's genome.

Parts of our selection processes are developed in hyper-personalized interactive spaces, like our Talent Hub, which make it easy to relate to future professionals in an environment exclusively dedicated to the attraction, capture and development of talent, and where it is also possible to develop some events dedicated to universities and talent, such as onboarding our Accenture Student Ambassadors program.

1,500
professionals trained in the different skills of the FORM methodology
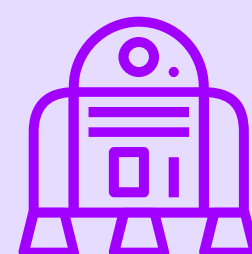
At Accenture, professionals take the reins of their future
Career flexibility is important to us, but so is accelerating and planning out the path of our professionals
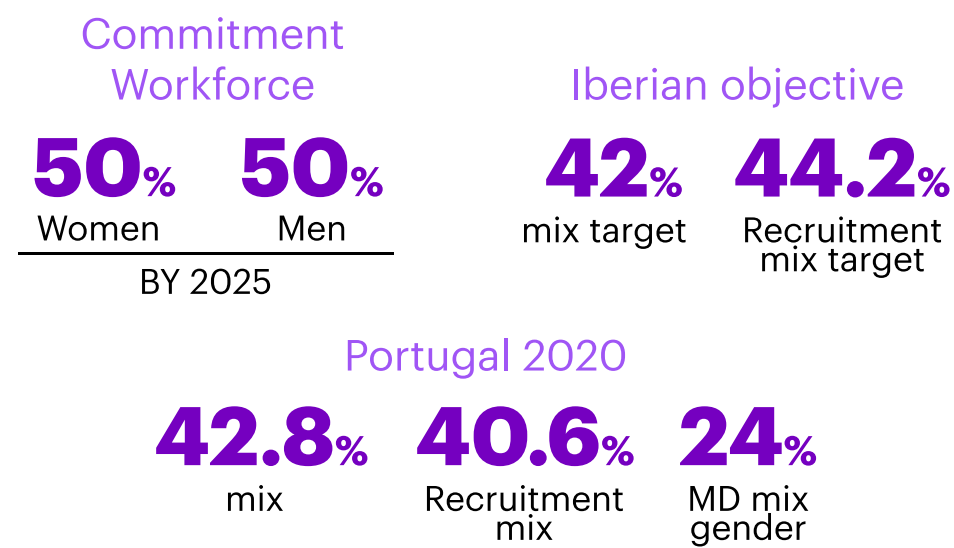
Diversity

We are a company that has a strongly human character, not only because of the nature of our business but also because of the concern for our people, their professional development and their physical and emotional well-being.

Diversity is a social and business imperative for us. It is a key factor not only for the success, creativity and innovative capacity of the company, but also as a reflection of the society in which we are embedded. So we look for our teams to be diverse in every way.

Portugal inclusion and diversity

Gender

Commitment Workforce

50% Women   **50**% Men

BY 2025

Iberian objective

42% mix target   **44.2**% Recruitment mix target

Portugal 2020

42.8% mix   **40.6**% Recruitment mix   **24**% MD mix gender

PwD   Mental health

Community that is especially vulnerable in terms of employment

5 people disabled and vulnerable

€1000 **FlexAbility Programa** support disabled people in Accenture

1 project Disabled person awareness education

Mental Health Program Employee assistance program (24/7) Awareness raising program

Achievements

Portuguese charter for diversity Signature
Women On Boards
PwD Commitment Signature of letter with ICF
iGen Forum of Gender Equality Organizations
PWN Member of Professional Network
APPDI Member

Training

Inclusive leadership strategies with our clients

Generations

+3,600 professionals   **4** different generations   **Mutual mentoring Program**

LGBTI+

600 professionals **LGBTI+ allies**

Cross cultural

621 foreigners   **57** nationalities
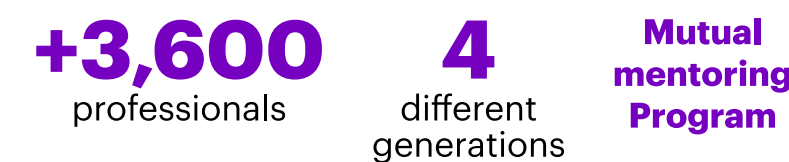
A diverse and inclusive DNA

> We are one of the most diverse and inclusive companies globally, recognized by Refinitiv, which distinguished us in 2018 and 2019 as the number one in the world, and in 2020 as number three.

To drive diversity within the organization to enrich our vision and generate value for our business, we count on an Inclusion and Diversity Committee which is composed of professionals from different corporate and business areas within the organization, representing the various pillars of Inclusion and Diversity (gender, LGBTI+, people with disability and/or incapacities and mental health, multiculturality and generations).

We became members of APPDI, the Portuguese Association for Diversity and Inclusion, where we participated in the organizational development working group as well as other forums throughout the year.
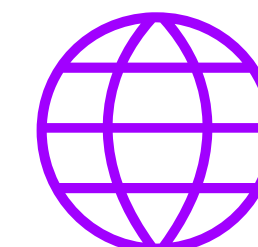
Gender

At Accenture, we believe that a culture of equality is essential for creating a sense of belonging and ensuring that all employees can thrive and find happiness in the workplace.

Accenture Portugal's association with iGen means we commit ourselves to with a number of actions and targets to be implemented, including the drawing up of an equality plan in 2020, to ensure that real and effective equality of opportunity between men and women within the company is achieved.

We developed during another year the "Getting to Equal" study, which promotes the discussion of gender disparities and addressed the issue of "creating a culture that drives innovation".

The International Women's Day event, which we continue to celebrate in an increasingly comprehensive and dedicated manner, brings together the business world and civil society, where they can discuss different aspects of inclusion and diversity and it remains, year after year, an event recognized by different Accenture stakeholders.

Overall goal

Gender equality by 2025

SUCCESS

Full equality between men and women, both in the career development model and in wage policy, based on meritocracy and individual talent.

RETENTION

We monitor the professional development of women working in Accenture through specific programs such as the "developing our women" program, "RADAR", coaching programs and others, promoting their self-knowledge and empowerment throughout their professional career and fostering the creation of specific contact networks.

TALENT ATTRACTION

We promote our brand, with a special focus on sparking women's interest early for careers in STEM (science, technology, engineering, mathematics) and making them aware of career opportunities.

We are partners of "Girls in Tech", a movement that promotes discussion among secondary school and university students about what it means to study STEM at university.

Among other activities, we held an open day with the New SBE club, women in business.

People with disabilities or incapacities and mental health

We work for everyone to live and develop professionally in an inclusive place that ensures equal opportunities. We have developed programs to support each person's daily needs:

- ☑ **People with disability** (PwD) champion program to demonstrate the support and integration of this group. In 2020, we count on more than 320 PwD allies.

- ☑ **FlexAbility Program**, which provides economic support for employees with disabilities and/or permanent or temporary incapacity of over 60%.

- ☑ **ICF (inclusive community forum):** We continue to participate actively in the discussion forums and working groups on the education and employability of disabled and/or incapable people, within the framework of the ICF project, to enable the community and all of its stakeholders to take an active role in the co-creation of solutions. In 2020, we participated in the ICF's inclusion lab, which has the motto for building the capacities for working life of people with disabilities, in the field of education.

- ☑ **Awareness courses for our professionals:** During 2020, our professionals received training on "unconscious bias," to be more sensitive to discrimination-related behavior and tolerant of any kind of disability.

LGBTI+

Accenture's LGBTI+ (Lesbian, Gay, Bisexual, Transgender and Intersex) ally network consists of a group of over 600 employees whose purpose is to promote the inclusion of LGBTI+ people, regardless of their sexual orientation or gender identity and expression, because they believe that a more inclusive and diverse company makes us stronger, more creative and innovative.

> **The ally network in Portugal comprises about 17% of our employees and 88% of the Managing Directors.**

To promote the inclusion and equality of LGBTI+ people in the workplace, internal events are put on and communications are sent to discuss topics openly, share stories and help clarify for Accenture employees how to support inclusion. We share best practices with Accenture's international ally network, which has more than 117,000 members worldwide, and some employees are invited to participate in training courses.

We also actively support the process of transsexuality of our employees who so wish, through psychological support and clarification of the working teams which they join to provide the greatest support for their transition and inclusion.

Generations

At Accenture in Portugal, four generations live together and, as such, we are a faithful reflection of the population pyramid. The average age of employees at our company is 33, and this reality leads us to create programs that integrate skills and talent, the best of each generation, as an incentive to contribute with the highest value. We continue to promote our "mutual mentoring" program to bring together all generations in the company, demonstrating that there is no teacher and student in this subject, but rather that we can all learn from each other.

Multiculturality

One of our greatest riches is working in Portugal with a team of more than 3,600 professionals boasting 57 nationalities. This diversity of cultures promotes an environment where creativity and innovation are constant.

57 **nationalities**
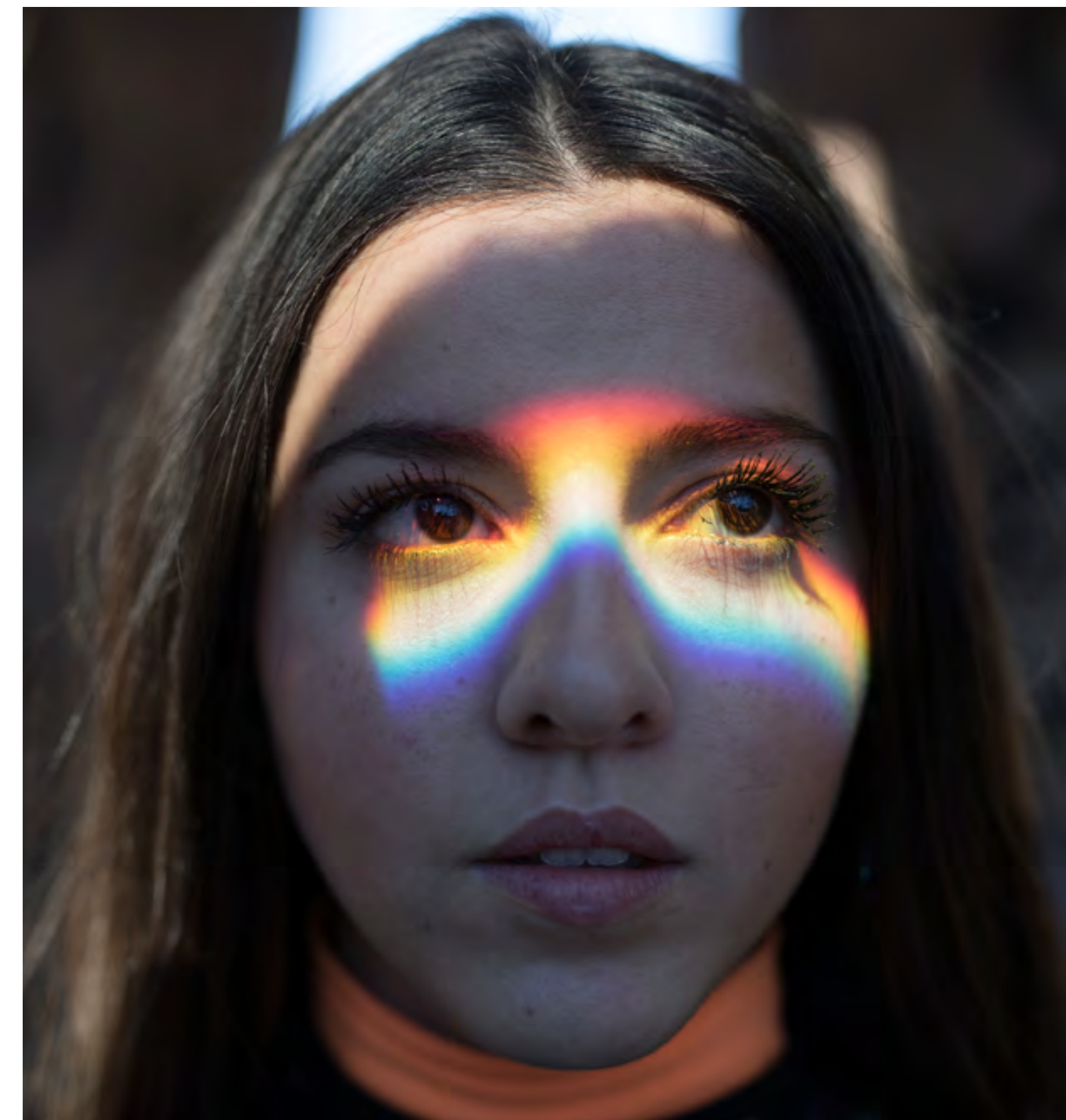
Employee Journey

We are convinced that the way of life and the environment in which we live have a direct impact on the quality of life of our employees. Our aim, therefore, is to raise awareness among professionals so that they can improve their physical and psychological well-being and create a healthy working environment, which also has a positive impact on company operations and professional development. This subject was particularly relevant this year, when work and personal life went hand in hand, in a context where we all had to refine our routines to work from home.

Company benefits

Aware of the need to provide our employees with an experience that connects us in 2020, the Human Resources area invested in sessions called HR Engagement Labs which, through the use of analytical-predictive tools, enables us to understand the key drivers of employees remaining with the company, to enhance employee satisfaction and talent retention.

Analytic capabilities for personalized training

Knowing the skills of our professionals is key to leveraging their talent. Only in this way can we identify the projects where they can contribute differentiating value, define training plans, propose areas of development and provide the necessary autonomy to decide their path.

All of this is possible thanks to our "Specialization at Scale" program, which, through a sophisticated algorithm, can determine the level of professional expertise. Based on this information, we offer our employees personalized training paths, with over 88 learning paths for skills development.

Our leader development program

The training of our leaders is based on the common principles and values that guide their behavior. To this end, the organization has developed our Leadership DNA, consisting of the following links: innovation, inspiration, collaboration, agility and personalization.

We have been relying on the development of our leadership team in the following terms: coaching, sales, trading, quality & risk, collaboration of virtual teams, leadership, insight for women leaders, deeper financial knowledge and learning collaborative tools with teams and clients. More than 8,000 hours of dedicated training have been provided for our executive team.

Social benefits

We offer a wide range of social benefits tailored to each group, so that each professional can enjoy those which best suit their circumstances and needs:

☑ Health insurance: our professionals are provided with private medical insurance and benefits for their family members.

☑ Life insurance: our professionals can depend on optional life insurance from the time they are employed.

☑ Medical service: we count on a medical and preventive service that ensures the health of all our professionals.

☑ Flexible benefits: through an online platform, our professionals have the ability to flexibly select social advantages tailored to the needs and expectations of each individual.

☑ Accenture myDiscounts: it is a platform where Accenture professionals can take advantage of a range of agreements with more beneficial pricing and conditions across multiple goods and services.

☑ Pension plan: all professionals have the option of joining a defined contribution pension scheme. Accenture collaborates with the pension scheme by making monthly contributions on behalf of its staff. However, this contribution is conditional on the employee making his or her own voluntary contributions to this plan.

☑ Stock purchase plan: all of our professionals have the option to buy shares from Accenture (listed on the New York stock exchange) every six months at a 15% discount on the market price.

☑ Recognition program "celebrating performance": an incentive system through which points are assigned to people who have been outstanding in their performance.

☑ "Referral bonus" program: Accenture employees can recommend professionals to the company for open vacancies matching their profiles. If recommended candidates join Accenture after passing through the selection process and meeting all program requirements, the employee is eligible to receive monetary compensation or a prize. To make this process more independent, the Human Resources team and the Managing Directors are not considered eligible to receive such compensation or prizes.

☑ AMEX card: all of our professionals can access the American Express business card, with no monthly fee, for their business expenses.

Flexibility and work-personal life balance

Flexibility and work-life balance are key points in improving the satisfaction and commitment of both our professionals and those seeking new employment. It is undoubtedly one of the cornerstones that creates the best experience for employee and, as such, every year we devote ourselves to improving and developing new flexibility programs in response to these demands and the multiple benefits of implementing them.

At Accenture Portugal, we strengthen our labor flexibility through the "flex place to work" program, which offers our professionals a number of possibilities:

- ☑ Flexible hours (e.g. flexible start and finish times, maintaining the total number of hours per day and per week for professionals with children under the age of 12);
- ☑ 12 days off which coincide with the school holidays;
- ☑ Remote work capability;
- ☑ Extending breastfeeding leave;
- ☑ Children birth vouchers for employees;
- ☑ 100% monthly salary supplement in the case of 150-day unshared or 180-day shared parental leave;
- ☑ Up to 6 days per year in the case of medical leave or a doctor's note.

> *Through these measures, we respond to the different needs of our professionals, according to their lifestyle, personal and family needs, and we make a clear commitment to a better working environment.*

Safe and healthy working environment

We provide a safe and healthy working environment in which the development, participation and well-being of professionals is encouraged, as well as the continuous improvement of the culture and organization of work. To this end, we offer our professionals a free health service consisting of four specialties (curative, chiropractic, psychological and nutritional medicine) distributed among the main offices:

- ☑ Medical observation: Our professionals carry out comprehensive periodic health checks, which go beyond what is laid down by current legislation.

- ☑ Chiropractic consultations: We offer bodily adjustment treatments and consultations that prevent muscular-skeletal injuries that can arise from the nature of the work. Our experts advise our professionals on ergonomics and indicate the positions they should avoid.

- ☑ Nutrition: On our premises, we promote nutritional monitoring by a trained technician. Balanced nutrition ensures the physical and mental well-being of each individual, and improved quality of life as a whole. In addition, our staff have free seasonal fruits and coffee available on a daily basis.

- ☑ Psychology service: We follow the "mens sana in corpore sano" motto and, as such, we offer our professionals a consulting service with professional psychologists who go to the main offices. In addition, we have introduced a program to support employees and their close family members, namely psychological and personal advice, provided by highly trained experts, who ensure confidentiality when dealing with all issues. This program operates 24 hours a day, seven days a week.

- ☑ Accenture @ Pharmacy: Our employees enjoy a support service that allows them to order drugs and pharmaceutical products, delivered directly to our facilities.

- ☑ Travel health assistance: International travelers can request information on the relevant vaccines and the necessary details.

We care about the well-being and safety of our people, so we continually evaluate the risks and take action to minimize any threat. While our commitment to safety helps reduce the risks of workplace incidents, the threat is not null, even when multiple protection measures are applied. With this in mind, we provided a training video as part of the core curriculum for all Accenture employees globally, and the Accenture Response platform has been upgraded and improved to allow us to contact employees in potentially critical or risky situations through different channels: email, SMS or by phone call.

We seek to provide safe and healthy workplaces by preventing injuriesand work-related health afflictions, as well as proactive improvement in the performance of Health and Safety at Work (HSW).

We are implementing a HSW management system in accordance with ISO 45001 to improve health and safety at work, eliminate hazards and minimize risk, identify benefits and opportunities, and treat non-compliance associated with our activities.

According to the Accenture HSW policy, the results obtained by the management system include:

- continuous improvement of system performance;
- compliance with legal requirements and other requirements;
- achievement of the targets set.

We take into account factors such as the context in which the organization operates and the needs and expectations of our people and other stakeholders. We also work on determining internal and external issues relevant to our purpose and affecting our ability to achieve the desired HSW results.

We integrate other aspects through our management system, such as worker well-being, working continuously to manage and systematically improve health and safety at work.

Safety is also an integral part of the quality of services provided by Accenture. To this end, we aim to continually strengthen a culture of health and safety at work by providing the means necessary to:

- Guarantee a safe and healthy working environment for our people, ensuring compliance with legislation;
- Promote information and training for our people on the risks at work, alerting them to the duty to comply with safety standards;
- Eliminate, minimize and control the risks inherent in the normal course of their activities, for our people and for our clients;
- Promote participation and collaboration, involving all stakeholders, in matters of health and safety at work.

Guiding principles for Accenture Health and Safety at Work practise:

- Health and safety at work is an integral part of Accenture's attitude and is expressed in its decisions and procedures;
- Safety is an intrinsic attitude and desire of all Accenture people and their attitudes are consistent with and conform to applicable procedures and instructions, which are carried out with the aim of constant improvement;
- Safety is inherent in hierarchical responsibility, which must ensure the application of the regulations and ensure permanent personal commitment, promote training and information for employees and control the environment in which work takes place;
- Activities are carried out with the aim of maintaining "Zero accidents";
- Conduct a systematic risk analysis involving our professionals, our suppliers and service providers as a means of achieving safety at work;
- Investigate accidents and incidents (near accidents) with the aim of continuously improving the prevention of accidents at work and occupational diseases;
- Keep security procedures up to date at all times according to existing (or potential) risks and applicable regulations and standards;
- In the risk analysis process, psychosocial risks are taken into account in order to prevent, reduce and control them;
- Keep in mind that no emergency situation at work can justify endangering the lives of any employee or other person.

Your > well-being program

The your > well-being program takes care of the health and balance of employees to improve their health indicators, based on the following pillars:

Physical well-being and nutrition

We offer our staff medical, nutrition and chiropractic consultations, and we also share guidelines and suggestions for a healthier and better-balanced lifestyle.

Emotional management

Emotional management is necessary to achieve balance, and it cannot be achieved without taking care of the body and the mind.

Health prevention and promotion

We offer guides and tips to help prevent diseases like diabetes, launch campaigns to help our employees stop smoking, and we reinforce the importance of maintaining good visual and oral health.

Mental Health

Mental health month

October is mental health month worldwide, and Accenture took the time to mark this event by sharing a set of relevant information and resources to focus on employees' mental health and its commitment to well-being, such as the thriving mind program, the Employee Assistant Program (EAP), the mental health allies network and the online mental health essentials training program.

We highlight some of the initiatives to promote well-being:

- ☑ Inserted into the "truly well-being" program, we put on well-being webinars such as: mental well-being, mindfulness, sleeping well, happiness, healthy eating, in which more than 200 people participated.

- ☑ We have continued to invest and develop our people based on the Truly Human mentality and its 4-pillar body, mind, heart and soul, with the participation of 140 employees.

- ☑ We strengthened the different global and local resources for psychological counseling for employees and families.

Truly well being 2020

In 2020, we lived in a totally different context from the one we are used to. We were forced to do our 10th edition of the "truly well-being" fortnight in a 100% virtual and tailored form. But as always our main concern was to promote the welfare of our professionals in the four dimensions: body, mind, heart and soul.

Over a week, different online and webinar workshops attended by 200 employees, focusing on: mindfulness, healthy eating, physical activities, games, challenges, volunteering and more.

As part of the Mental Health Ally global network, we planned nine sessions aimed at training more than 100 allies in Portugal to ensure that our people feel comfortable and supported in talking about their emotional well-being, with people assigned and trained for this purpose.

**Body
Mind
Heart
Soul**

Accenture Club

The Accenture Club was set up to strengthen the spirit of belonging and to foster discovery and contact among the various employees in a complementary framework to professional activity, promoting activities that bring people together with a common interest. These activities are mainly characterized by an emphasis on adventure, a taste for nature or discovery, with some adrenaline.

In this way, the Club is attentive to the suggestions of the various employees and sponsors activities that fall within its remit.

Participating in…

- **Summer activities**
- **Padel clinic**
- **Escape room**
- **Football**
- **Running group**
- **HIIT**
- **Laser tag**
- **Magusto**
- **Padel**
- **Wine tasting**
- **Sunset on the Tagus**
- **Surfing**
- **Laughter therapy**
- **Bowling tournament**
- **Craft beer workshop**
- **Cocktails workshop**
- **Healthy food workshop**
- **Latin dancing workshop**
- **Makeup workshop**
- **"Poncha" workshop**
- **Xland**

Because of the pandemic, over 95% of our people began working remotely. So the Accenture Club provided some virtual activities, not just for employees, but for their families as well.

- **Dance kids**
- **Movement expression**
- **Workplace workouts**
- **Creative kitchen workshop**
- **Plastic expression workshop**
- **Plastic twister expression workshop**
- **Adult quiz**
- **Junior quiz**
- **Adult yoga**
- **Yoga baby**
- **Yoga kid**

Participants…

2020	3,100
2019	2,150
2018	1,800
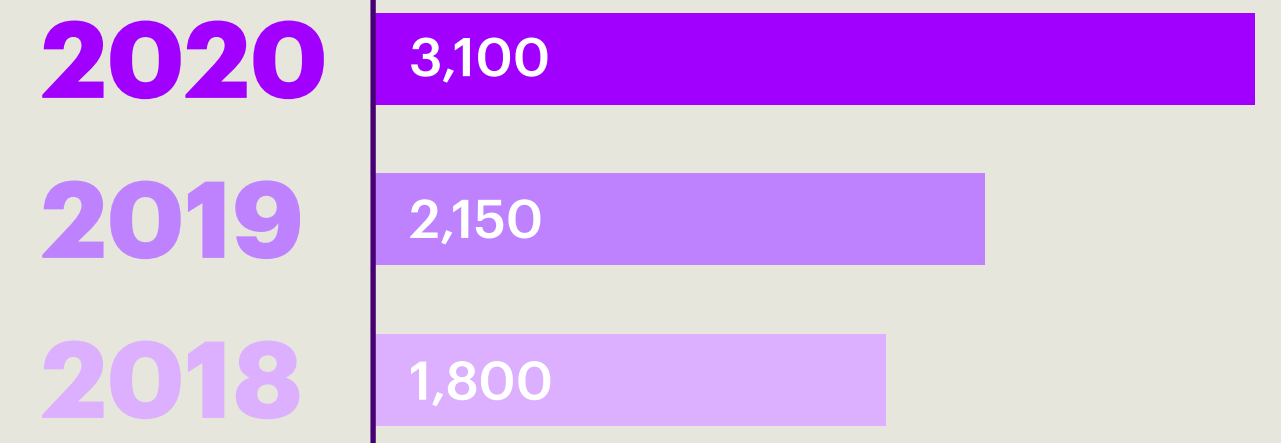
More human and closer to our professionals

The arrival of covid-19 was not only an important challenge for our business and our professionals, but it was also an opportunity to show that our priority is our people and that we put their physical security and mental well-being above all else.

In this respect, we chose to provide our professionals with training and useful information so that, remotely, they can guarantee their own individual well-being or that of their teams, with particular attention to emotional management in times of stress and uncertainty.

This experience has allowed us to embrace a new paradigm and move toward a virtual training model closer to the needs of our professionals.

During the pandemic and successive periods of lockdown (in which 95% of our professionals have been working remotely), we have developed the following internal communication initiatives:

- Virtual sessions every two months with all of our professionals to inform them of their business status and answer all their questions;

- Our president's personal blog with a monthly article on the state of affairs.

In order to address the concerns of our people and to follow them up and motivate them in times of greater uncertainty, we put on new initiatives:

- We launched different challenges for our professionals to encourage them to get out of their routines, disconnect and nurture their sense of belonging through dancing, cooking or reconnecting with nature;

- We send regular communications with guidance to help our employees work securely and comfortably in their homes and suggestions for promoting their well-being (sport, nutrition, etc.);

- We developed a website on our intranet with all of the information related to covid-19 and the process of returning to the office, and we created specific channels for answering our professionals' questions according to their type (medical, human, return to the office, etc.) to provide a faster and more efficient response.

In the exceptional times we live in, working from home has become a reality. Our homes, with our family or alone and with the means we have available, they are now the new scenario of our day-to-day lives. To this end, we have shared with our employees suggestions for ergonomic measures and have provided material for the workers on teleworking, which have recommendations on the medical fitness sheet for the need to adapt the workplace and to work as healthily as possible. We also provide advice on nutrition and physical exercise, from specialists in our Medical Service.

In addition, we live in special times, which have required of us all greater adaptability and reconciliation of all our roles in society, namely the role of mothers, fathers, teachers, professionals and friends. With this in mind, the Parenting@Special Times session was held to share with Accenture employees who are parents and were working at home some useful information and tips to help promote their well-being and mental health.

During this period we have taken the necessary measures to ensure the health and safety of our professionals and subcontractors, ensuring that new infections are prevented while we continue the provision of services.

On the one hand, we meet the safety standards in our offices and ensure that this is done on our client's premises. On the other hand, through a covid-19 pandemic response procedure, we have managed to design workspaces in accordance with health recommendations, supply the personal protection equipment needed, provide adequate human and technology support for each situation, and raise awareness of the importance of following the recommendations to minimize the impact on people and businesses.

In addition, due to the current context, Accenture strengthened the medical service for curative medicine, which is usually available in the Amoreiras and Amoreiras Square medical offices. This service is now available in "telemedicine" format with access seven days a week.

We have also prioritized the health care of our professionals in more vulnerable situations. With a special focus on people with disabilities, we established protocols and conducted research and questionnaires to minimize risk.

We have also extended our care with our professionals to their families. So in order to facilitate rapid diagnosis of covid-19, we have entered into economically advantageous agreements with laboratories.

Delivering 360º value
To the community

We mobilize our people, who are our most valuable resource, so that collaboratively we can make a difference by transformative projects in society.

STRATEGIC SDG

5.5 Ensure women's full and effective participation and equal opportunities for leadership.

5.b Enhance the use of enabling technology, in particular information and communications technology.

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.

8.5 Achieve full and productive employment and decent work for all women and men.

8.6 Substantially reduce the proportion of youth not in employment, education or training.

9.5 Enhance scientific research and upgrade the technological capabilities of industrial sectors.

10.2 Empower and promote the social, economic and political inclusion of all.

SECONDARY SDG

3.4 Promote mental health and well-being.

4.4 Increase the number of young people and adults with technical and vocational skills.

Portugal

2020

Pro bono

+6,800

hours of advice donated to social organizations, with the participation of **54** professionals

Volunteering

+740

hours of volunteering donated by **134** professionals

Donations

+ €85,500

donated to organizations, **+ €7,800** donated by **256** professionals

Digital innovation and technological transformation are an integral part of the way we live, work and interact in society and which are happening at an unprecedented rate.

It is inevitable that we look to the short-term future with the awareness that today's reality in the world of work will not remain the same. Countless professions that exist today will be transformed, posing enormous challenges to society and organizations, which must play a crucial role in anticipating and solving predictable situations of vulnerability.

On the other hand, in parallel, the emergence of new functions requiring high qualifications and high levels of specialization is a reminder of the problem of the shortage of highly skilled and experienced human resources, which is also destabilizing the market for the supply and demand of these profiles.

We face a growing skills gap that Accenture is addressing through programs and initiatives that aim not only to develop specific skills in certain profiles, but also to ensure the reskilling of others. We believe that this is the only way to curb the growth of situations of profound vulnerability and exclusion, due to lack of skills and the resulting worsening in employability indicators.

In this sense, Accenture, as a leading global company, has a responsibility to use technology to do good, and thus identify, anticipate, and manage the consequences of its use by clients, people and communities as a whole.

It is based on these principles that Accenture is innovating in and for society, focusing on three pillars of action:

☑ The future of work: Having already exceeded the target of reaching the three million people by 2020, we continue to work towards the goal of developing the essential skills for employability among those who are most vulnerable. And this is where we continue to invest in developing programs and projects within our Skills to Succeed initiative.

☑ Technology and society: We use new technologies to address society's complex challenges, enabling communities to be improved and making businesses more inclusive.

☑ Digital Responsibility: Trust is essential if people, organizations and society are to be able to innovate and grow safely.

We innovate every day at Accenture to build more inclusive societies and to create a positive, meaningful impact.

Jill Huntley, Managing Director – Global Corporate Citizenship

In this way, we advocate a strategy based on building a more robust society in technological and digital knowledge, with the provision of tools that enable an effective response to society's problems and the dissemination of responsibility to clients and other stakeholders.

We also use specific periods or dates, for example the Christmas season, to mobilize means and resources in campaigns that enable Accenture professionals to commit and contribute to the most diverse social, environmental and inclusion projects.

We believe that the diversity of our offer in terms of pro bono consulting, volunteering or donation enables our people to be involved while together we contribute to a more just, equitable, inclusive and therefore more sustainable society.

Our projects address to:

Workforce of today: Experienced workers who learn new skills

First jobs and apprenticeships: People who prepare for their first job or entrepreneurship.

Next generation: Young students who acquire the skills needed for a digital future.

Pro bono consulting

People are the biggest asset at Accenture, and it is through them and their skills that the pro bono consulting area can support the community and create solutions that can be scaled up to address society's key challenges.

Accenture Professionals carry out a yearly average of 4,500 hours of pro bono consulting. Through the Corporate Citizenship area, we manage these projects and monitor their fulfillment, taking care of the company's social commitment.

The future of work

Our global Skills to Succeed initiative reflects the commitment we have at Accenture to the global needs to develop skills that allow not only greater employability, but also the generation of greater economic availability.

We have therefore evolved to align our actions with the needs of a constantly changing market and to support the most vulnerable in their working life cycle.

Next generation

Preparing the next generation of workers – tomorrow's leaders – for success in the digital economy requires early development of critical skills and the promotion of lifelong learning.

Through skills development activities using youth-focused methodologies, our aim is to inspire and raise awareness of technology early on and to foster the ability to use it responsibly.

La Caixa Partnership - "Incorpora" Program

This partnership emerged out of a unique willingness to contribute to a more inclusive society. With a common overall goal of contributing to the transformation and development of skills for success, and taking advantage of the assets available in the organization, we partner with the La Caixa Foundation under the "Incorpora" program with a focus on improving the employability of vulnerable audiences.

The "Incorpora" program thus mediates between people who are vulnerable, who seek employment and companies who seek certain profiles and who, at the same time, want to focus on their social responsibility.

In this context, the digital and soft skills development platform that we launched in 2018 was made available to support people within the "Incorpora" program. Platform + Skills enables an individual skill assessment to be conducted online determined by personal development, integration into society and professional development.

This assessment then allows an individual qualification plan to be drawn up for the development of a range of skills aggregated by various levels of complexity and incorporating the increasing digitization of society.

The training may take place online or, if the organization so wishes, in a face-to-face format.

In a context of major challenges, we have supported 23 organizations, impacting 357 people with the platform and have trained 235 people in new skills, thereby boosting their potential in an increasingly demanding labor market.

We supported	We impacted	We trained
23	**357**	**235**
organizations from the program	people with the platform	people with new skills
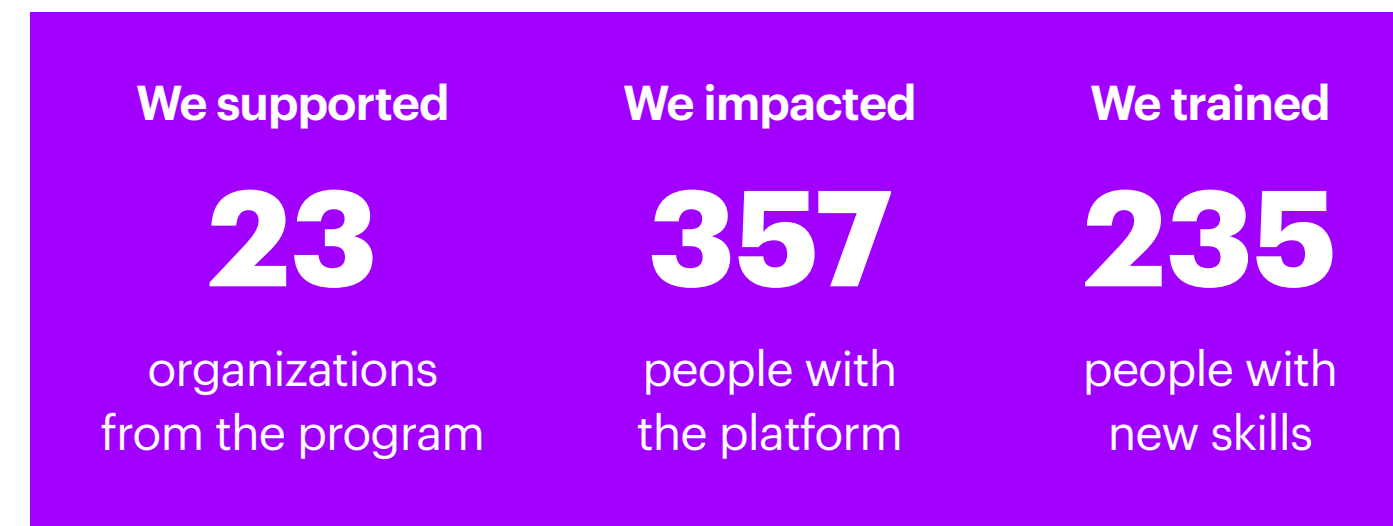
The guardians

Given the context of increasing digitization and technological transformation, we advocate early contact with these realities and the key technological concepts of the digital world and their responsible use.

So we developed "The Guardians" game, a solution that helps children understand the stages through which artificial intelligence can pass: perception, sensory integration, reasoning, learning, decision-making, wisdom and consciousness (the last two stages reserved today only for humans). This game combines a tool in a traditional form and a comic book, designed with the collaboration of Marvel Studios cartoonists, with a more digital format where you have to overcome multiple challenges using a tablet.

> **In 2020, we launched a pilot to test the solution and impacted around 57 children.**

Banco Alimentar Contra a Fome

The situation caused by covid-19 has, on the one hand, drastically reduced the contribution of goods to the Banco Alimentar Contra a Fome and, on the other hand, increased the number of people in need of this institution's support.

These factors, in addition to social distance, the lack of voluntary initiatives on the ground and the limited visibility of the campaigns, have contributed to limiting the support for the Banco Alimentar Contra a Fome.

We have implemented two projects aimed at boosting the Banco Alimentar Contra a Fome initiative, improving the donor experience through a simple and secure process, and increasing donations and donors to overcome the challenges that the organization faces.

- ☑ Feed this idea
  Development of a button called "Feed this idea," which allows you to make donations easily and securely, and attachable to any online platform, allowing us to increase the number of donors.

- ☑ Don't flat this curve
  Development of an incentive-based, gamification of donations to the Banco Alimentar Contra a Fome that promote the generation of a network of donors.

Digital gap

Differences in Internet access create great disparities between groups in society. In addition, there is a strong correlation between the difficulty of accessing the internet and digital skills.

The covid-19 situation has accentuated these disparities by the need for the internet in order to access education and employment, which have been essentially guaranteed in a virtual way.

Different lines of solution have been defined to reduce not only the disparities in access to the internet, but also to promote the development of the digital skills of the groups most vulnerable to this digital exclusion. Therefore, different solutions were defined for:

- ☑ Connectivity Gap (e.g. solidarity gigabytes)

- ☑ Device Gap (e.g. low-cost devices made available to vulnerable people)
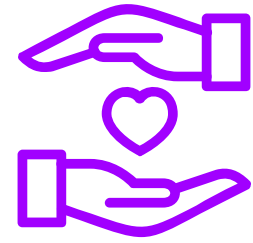
Volunteering

Volunteering offers our people the opportunity to have a positive and significant impact on the communities in which they live and work. Among the activities that we regularly promote are the empowerment and assistance to young and adult vulnerable people; encouraging reading sessions with secondary school pupils, with the main aim of combating the loss of reading habits; raising children's awareness of technologies and the importance of developing digital skills that will contribute to their future and professional success; training of NGO employees and their beneficiaries; assistance activities such as food collection and, because we are becoming increasingly aware of environmental problems, participation in studies such as the Globe Observer, Zooniverse and eBird.

Pandemic volunteering initiatives
We faced many challenges during the lockdown in Portugal, which involved finding the best equation that would enable us to meet our business obligations, domestic responsibilities and taking care of the children, as well as finding time to disconnect. At the same time, and now more than ever, it is the moment to help those most affected by the social and health crisis resulting from covid-19.

Thus, the Corporate Citizenship area has provided employees with a set of virtual volunteering options to perform as a family, in a flexible and tailor-made manner:

- Teach young people how programming can improve the world by promoting the Hour of Code initiative through games and music.

- Rate images, audio and videos to assist in research into diseases and save protected species through the Zooniverse platform.

- Minimize the impact of climate change by photographing clouds with the mobile Globe Observer app.

- Discover a new bird-watching world with the eBird mobile app.

- Work on solutions to mitigate the consequences of this pandemic by integrating the tech4covid19 movement and participating in technology projects.

- Telephone monitoring of the elderly who were isolated by the pandemic and extremely affected by solitude.

- Promotion of computer-related donation campaigns to alleviate inequality in access to education.

- Make our employees aware that they can buy food baskets delivered to their homes to minimize the risk of contagion, filled with products prepared with the support of young adults with intellectual and developmental difficulties.

> In total, 32 professionals have devoted more than 100 hours to volunteering initiatives, both family entertainment and targeted help in combating covid-19.
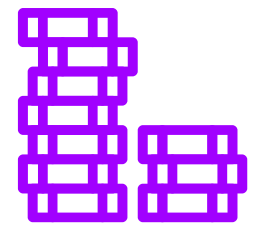
Donations

To operationalize employee donations we have the following programs:

☑ Funding of partnerships and social projects focused on developing the skills and employability of vulnerable people.

☑ Channeling money and goods, either from the company or from employees, to support projects deemed relevant or to respond to humanitarian emergencies or catastrophe.

To operationalize employee donations we have implemented the following programs:

☑ Give2Help: Monthly program of a selected social project through an application and voting process at the company.

☑ My Flex Donations: A program that allows a variable amount of remuneration to be channeled into a project or social organization.

> In response to emergencies, we launched the Give2Help - Emergency program, which allows a staff-defined amount to be donated for these situations.

In order to promote causes that we consider important and of enormous value, we have developed specific communication campaigns that make it possible to alert them about the main needs and challenges of the most vulnerable contexts and to bring our professionals closer to these realities, giving them the opportunity to support those they consider most important.

- ☑ We joined the Giving Tuesday movement as a way of alerting our people to this chain of global solidarity. We publicized the following causes: Just a Change, Semear, Make a Wish, Habitat for Humanity, Braga Refood and Sonha Faz e Acontece.

- ☑ We ran our Christmas campaign around the idea: "We are looking for new helpers for Santa Claus!"

This campaign has been to identify needs with social organizations and hospitals that could be supported by our professionals. Toys, clothes, basic necessities and products for Christmas hampers for children and families in need were identified.

In this campaign, in addition to giving 629 gifts, which made it easier for hospitalized and institutionalized children and families in need to celebrate Christmas, we carried out volunteering actions to collect, organize and distribute the gifts to the institutions that took part. The action involved 40 Accenture professionals and over 70 hours dedicated.

The following organizations and institutions and their causes were supported:

Ronald McDonald Children's Foundation › When a child is ill and has to receive hospital medical treatment, he/she needs to be accompanied by his/her family. The Ronald McDonald Children's Foundation strives to be part of the solution to improving the lives of these children and their families by offering support while they are going through difficult times.

JRS Portugal – Jesuit Refugee Service › The JRS has the mission "Accompanying, Serving and Defending" refugees forced to flee and all migrants in particular socially vulnerable situations. It provides social, psychological, medical, legal, referral and support for professional integration, housing for homeless immigrants and training.

Mimar Association › The Mimar Association is an IPSS that created a new temporary reception center - Casa Mimar - that provides residential or family care for children in danger, from 0 to 6 years old, and works for them to have a family again (natural or adoptive) which protects and values them.

CERCI Braga › CERCI Braga contributes to the pooling and articulation of efforts to improve the quality of life of people with intellectual disability and multiple disabilities.

IMA Braga › IMA Braga aims to promote personal and social skills based on interpersonal relationships and in accordance with the ideal of lifelong learning, which enhances inclusion and citizenship.

Habitat for Humanity › Habitat for Humanity Portugal is a Christian, non-profit organization dedicated to the elimination of housing poverty. Its conviction and experience is that a family which has the possibility of living in a dignified and safe house also has the basis for developing a healthy and constructive family life.

The covid-19 pandemic had immediate impacts on society, on the way we act and how we relate to each other. In professional terms and in the way in of working, we have seen a massive and unique acceleration of the digitization of functions. On the one hand, there was an urgent need for reorganization and reinvention of a new working reality; on the other hand, more and new challenges have emerged in order to maintain certain functions and jobs in a climate of increasing instability.

At Accenture, we believe that this moment creates a unique opportunity to build a more inclusive and successful future of work, where we can make a difference by ensuring that we deliver value at all levels and for the benefit of all.

Emergency response

The humanitarian and social emergency resulting from the covid-19 pandemic has not only exacerbated certain social problems by accentuating vulnerability, but has also brought new challenges and problems at the level of society.

New needs have materialized into an emerging demand for funds and new products (e.g. for purchase of masks and personal protection and disinfectant products).

It is in this context that we have committed ourselves to supporting the Portuguese Red Cross in a rapid response to the emergency.

Through the Give2Help Emergency Program, we raised funds with employees in order to support the cause of the Portuguese Red Cross to purchase hospital material for personal protection.

Accenture Portugal funds were also channeled, resulting in a joint donation:

€25,000   **+ €3,000**

from the company   **from employees**

Our contribution to the Portuguese Red Cross was €28,050, allowing the Portuguese Red Cross to acquire:

- ☑ 1,000 FFP2 masks.
- ☑ 1,000 impermeable gowns.
- ☑ 500 impermeable suits.
- ☑ 100,000 standard gloves.

Delivering 360º value

To the environment

Nature and the environment in which we live are determinants of our future and of our well-being. This concern accompanies us at all times, in all decisions.

STRATEGIC SDG

8.4 Improve global resource efficiency in consumption and production.

9.4 Upgrade infrastructure and retrofit industries to make them sustainable.

12.2 Achieve the sustainable management and efficient use of natural resources.

12.3 Halve per capita global food waste.

12.4 Achieve the environmentally sound management of all wastes.

12.5 Substantially reduce waste generation.

12.6 Adopt sustainable practices and integrate sustainability information into the reporting cycle.

12.8 Ensure that people have relevant information and awareness of sustainable development.

13.1 Strengthen resilience and adaptive capacity to climate-related hazards.

13.2 Integrate climate change measures into policies, strategies and planning.

13.3 Raise awareness and capacity on climate change.

SECONDARY SDG

6.4 Substantially increase water-use efficiency.

+460
tons of CO₂ emissions avoided through teleworking throughout the year

-49%
CO₂ emissions associated with travel in the last 3 years, preventing the emission of more than 900 tons.

-48%
power consumption by employee compared to 2019*

65%
of power used from 100% renewable sources*

+62%
of waste generated sent for recycling*

The Decade of Ambition This is a vital moment for the sustainability of our planet. People and organizations have a responsibility to act in the face of climate change, resource consumption and investment in a circular economy.

*In the universe of ISO 14001 certified facilities.
  At the time of publication of this report, 100% of the power we use at all our offices in Portugal comes from renewable sources

At Accenture, we believe that an essential component of responsible leadership is taking climate action with a concrete impact on the planet. In the last decade, we have been taking on increasingly ambitious environmental objectives at home, continuously innovating in our approach to sustainability and investing in attaining those objectives.

Achieve zero net emissions of carbon dioxide by 2025

Achieve zero waste production

Manage risk associated to water

Today's rapid acceleration to digital presents us with a breakthrough opportunity to create a more sustainable future.

Julie Sweet, Accenture CEO

We have set a new level of commitment and differentiated objectives globally, for the coming years:

☑ Achieve zero net emissions of carbon by 2025: We shall focus first on reducing our emissions by using 100% renewable energy sources, influencing and encouraging our suppliers to reduce their emissions and empowering our people to make more sustainable climate-action decisions. To compensate for the remaining inevitable emissions, we shall invest in natural-based solutions for carbon capture, such as large-scale tree plantations, that will remove carbon directly from the atmosphere.

☑ Achieve zero waste production: By 2025 we shall reuse or recycle 100% of our electrical and electronic waste such as computers and servers, as well as all our office furniture. We are committed to eliminating all single-use plastic as a top priority.

☑ Manage water risk: by 2025 we shall develop plans to reduce the impact of flood, drought or water shortages on our business and our people in high-risk areas. We are also starting to measure and reduce water use in those places.

Big changes with small gestures

Air

As an organization in the services sector, our ecological footprint is primarily the emission of greenhouse gases associated with energy consumption on our premises and our business trips. We are aware of our responsibility and role in pursuing solutions to control and adapt to climate change, so we are exploiting innovative technologies and processes to disassociate business growth from the increase in these emissions.

In an organization such as Accenture, with great geographical spread, the consequences of climate change will assume different dimensions and different severities, so we are working hard to adapt global plans and measures at local level to ensure our ambitious goals.

We therefore carry out the annual monitoring and control of our direct and indirect greenhouse gas emissions, in accordance with international standards established by the International Energy Agency (IEA) and the Greenhouse Gas Emissions Protocol methodology.

In 2020, despite the entire context of the pandemic crisis, we spared no effort and used all the changes to redefine and rethink strategies. At a time when the world has slowed drastically, the gains for the environment, for nature and for biodiversity are undeniable. Thus, our emissions results are naturally aligned with this reality, contributing positively in terms of air pollution and the greenhouse effect.
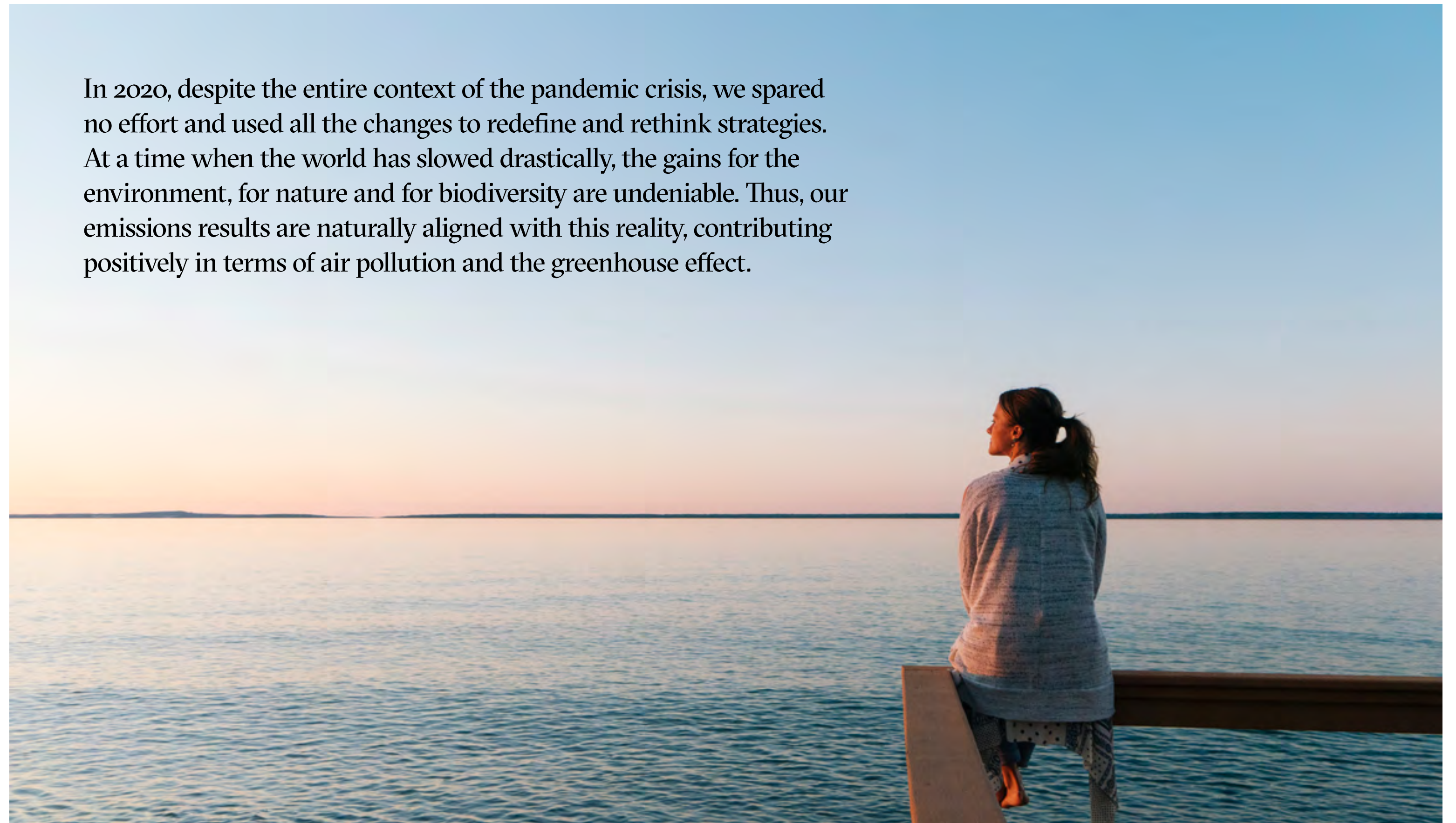
United Nations Global Compact Business Ambition for 1.5º

We have joined this initiative globally, along with over 300 companies that have signed the agreement. We are the largest service provider with a science-based goal, approved by the Science Based Targets Initiative. We have a challenge to reduce absolute greenhouse-gas emissions by 11% by 2025 compared to 2016, including a 65% reduction in scope 1 and 2 emissions and a 40% reduction per revenue unit for scope 1, 2 and 3 emissions in the same period. To date, we have managed to reduce our global emissions by 7%, to reduce our scope 1 and 2 emissions by over 19% and total emissions per revenue unit by more than 29%.

Teleworking

We have policies for promoting teleworking where possible and where applicable. In 2020, because of the pandemic context, over 95 percent of our people have done continuous teleworking since March. In this way, we have avoided CO_2 emissions of over 460 tons from travel to our offices.

-460 tons

of CO_2 emissions

Collaborative technologies

We work with technologies that make it easy to connect our employees with our clients, reducing the need for travel. During 2020, we used these technologies in over 27 million minutes (Teams), with a 204% increase over 2018.

27 M

minutes of working using collaborative technologies = less travel

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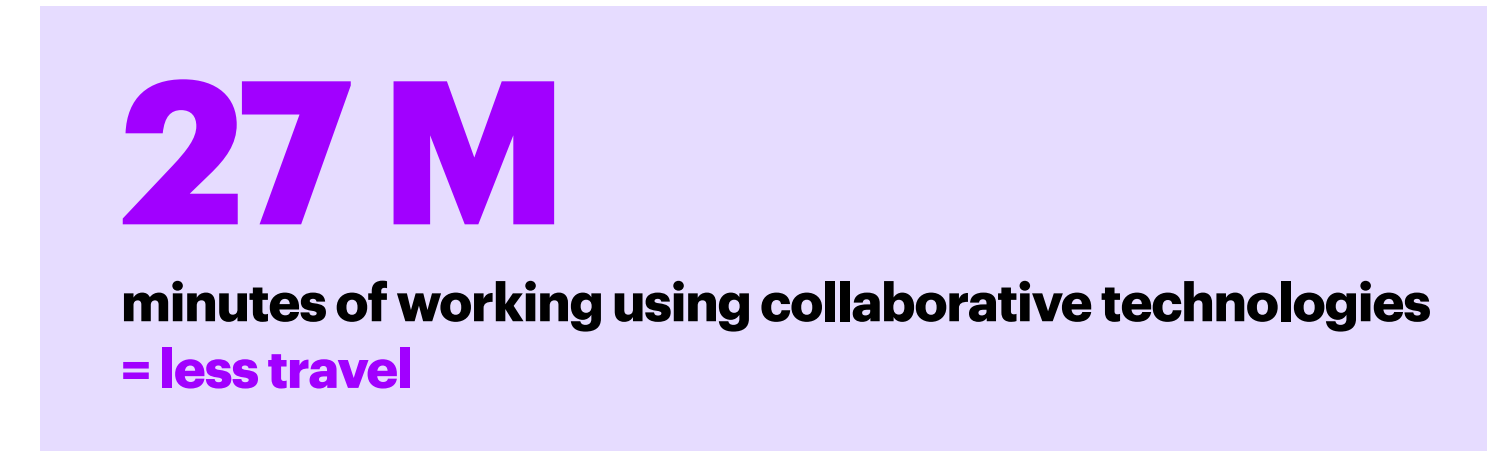
Energy efficiency

☑ In 2019, we launched a pilot project to replace hand-drying paper with high-efficiency dryers, with a 20% reduction in associated emissions compared to the paper solutions used. In 2020, we installed these dryers in one of our largest offices.

☑ We replaced 100 percent of our charging stations for electric vehicles or plug-in hybrids in the Amoreiras offices for fast-charging stations.

☑ We implemented improvements in electrical installations in one of the largest offices, thus enabling greater control of lighting consumption.

☑ We favor selecting more efficient equipment and greener materials in all designs for new or refurbished office spaces.

☑ We plan to deploy an energy management system as per ISO 50001, as of 2021.

We replaced hand-drying paper with high-efficiency dryers.

We replaced our charging stations for electric vehicles or plug-in hybrids with fast-charging stations.

We improved our lighting control system.

Carbon Disclosure Program (CDP) Level A

Our global response to the Carbon Disclosure Program (CDP) reflects our commitment to climate change mitigation and adaptation. In comparison to 2019 performance, Accenture has received, for the fifth time since 2014, a global A result and has been included on the list of high-performing organizations - CDP's Climate Change A List. Accenture also received a level A for supplier involvement and was among the 2% that gained a place, for the third consecutive year, on the Supplier Leadership Council, a place of honor reserved for organizations that engage with their suppliers to manage carbon emissions and issues related to climate change within their supply chains. As a corporate member of the CDP's Supply Chain program, we use specific tools to promote the involvement and application of sustainable practices with our suppliers.

Since 2010, Accenture has invited a specific group of global suppliers every year to reply to the evaluation questionnaires for this program. In 2019, 77% of our global suppliers announced their targets and 82% publicized actions and initiatives that they are implementing to reduce emissions.

Find out more at accenture.com/CDP.

Business travel

We have been accelerating our efforts to reduce the frequency of business trips by applying the latest technologies to analyze travel data. This has enabled our leaders to assess and inform our people about travel decisions, which has contributed significantly to a reduction in the frequency of travel.

Facilities

We analyze and collect information about all our premises in Portugal, as well as the different sources of carbon emissions associated with our activities, in order to calculate our greenhouse gas or CO_2 equivalent emissions. Thus, according to the Greenhouse Gas Emissions Protocol, we have recorded the following emissions in the last year:

- ☑ **Scope 1** (emissions associated with fuel and short business journeys): **374 tons CO_2 eq.**

- ☑ **Scope 2** (emissions associated with power consumption at our facilities): **275 tons CO_2 eq.**

- ☑ **Scope 3** (emissions associated with business trips, services, and more): **854 tons CO_2 eq.**

Globally, we manage the risk associated with climate change

Accenture supports the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, which encourage companies to assess and disclose their climate-related financial risks.

Implementing these recommendations is a crucial step in meeting the commitments of the Paris Agreement and keeping global warming below 1.5°C. In-depth disclosure allows us to better assess the financial impact of climate change and support a peaceful transition to a low-carbon economy.

Since 2007, Accenture has communicated its environmental performance at the Carbon Disclosure Project (CDP) level, including environmental risks, opportunities, and methodologies for mitigating and adapting to climate change. Additionally, since 2017, in accordance with the TCFD guidelines, we have updated our financial records to include the fiscal impact of these topics and associated risks. This includes increasing the frequency and severity of adverse weather conditions, which can have a negative effect on our professionals, on our facilities and on our operations.

We consider, with regard to risk management procedures, climate change risks in the short and long term. For example, in the short term, reducing the potential regulatory risk by reducing emissions compared to other periods, and in the long term, how rising sea levels can affect our locations. As a service company, we focus

mainly on the short term, because the magnitude and velocity of our risks are lower than those of companies in the carbon-intensive sector. Our business is agile in the sense that, for example, we have no long-term real estate commitments. We monitor risks in the short and long term by adapting our strategy flexibly.

> In Portugal, we have reduced our total direct and indirect carbon emissions per employee by 53% compared to 2018. We have thus avoided the potential emission of over 1100 tons of CO_2.

Accenture Global Environment Manager performs an annual environmental operational risk assessment along with our network of environmental leaders, which takes into account the time horizon of the risk. Our environmental leaders use external and internal information to identify risks relevant to Accenture's business and assess the nature of our exposure - for example, financial, delivery to client and legal. Results are shared annually with the Environment Steering Group - a functional group of leaders; relevant stakeholders from our Global Management Committee, GMC (individual members who sponsor our Corporate Citizenship and Environmental Strategy), and the full Committee itself, our senior management group, to validate the priority of risk, mitigation and subsequent actions. In addition, Accenture

maintains an Enterprise Risk Management (ERM) program, where it analyzes enterprise-wide risks and prioritizes those for additional management and oversight by the Board. The Board of Directors validates this risk priority on an annual basis. Climate risks are considered as part of that assessment, taking into account the potential severity of the impacts, the probabilities and the effectiveness of risk mitigation of management. All members of the GMC contribute to this annual assessment process and may escalate climate-related risks as appropriate.

We contribute to sustainable mobility

☑ **Car-sharing Management**
We are developing an agreement to implement a specific application that will allow a large number of our employees to sustainably use the company's green vehicles that will be acquired for this purpose.

☑ **Green vehicles**
We offer charging points for green cars at our main offices. In 2020, plug-in and electric hybrid vehicles comprise 20% of our fleet. This initiative is a demonstration of our commitment to air quality in our cities.

Earth

We manage and increase energy efficiency

We consume energy responsibly by using energy-saving systems in our offices, such as thermostats, presence detectors and low-power lighting.

In addition, Accenture, at a global level, monitors real-time office power consumption in various countries through remote energy monitoring. With almost a thousand smart meters installed, we can identify power usage patterns and failures so that we can correct deviations and optimize power management systems.

☑ **We have reduced power consumption**
We regard energy consumption as one of the significant environmental aspects of our environmental management system and as such we have various policies, programs and ambitious goals to manage it. We have seen a reduction in power consumption every year, on an ongoing basis, as a result of increasingly efficient infrastructure management and the implementation of various improvements. In addition, in our real estate policies, we always look for space options that will enable us to achieve the environmental performance goals. In 2020, we saw a 35% reduction in power consumption per employee, with total consumption of 6,334 GJ. Moreover, in comparison, we have seen a 15% reduction over the last three years.

☑ **100% renewable power by 2023**
We are committed to the RE100, a global lead initiative in organizations involving very influential companies, to use 100% renewable power by 2023**. We are planning to achieve 100% power from renewable sources by next year, with the involvement and support of the owners of our premises. In 2020, we have already achieved 38% of renewable power consumption in Portugal and have finalized the direct green energy contracts for all offices.

☑ **LED Lighting**
At Accenture Portugal, our offices have LED-lit areas in the vast majority of common spaces. The Plaza office has a fully LED-illuminated floor. In the rest, where there is no LED, the lights are high-efficiency and low-power. For 2021, we expect to continue to increase the percentage of LED lighting in our offices in Portugal, depending on the economic framework and office use needs.

☑ **Smart meters**
We are planning next year to undertake a pilot project for deploying smart meters in one of our offices. We shall conduct market research for this purpose to identify the best solutions that will enable us to monitor more closely and in-depth the diverse energy consumption in our offices.

☑ **Lighting control**
All offices are equipped with clocks to control lighting and air conditioning in open space zones. Some of the meeting rooms and corridors at some of the offices also have the same control system.

☑ **Motion sensors**
Five of our seven buildings have motion sensors to turn on lighting in toilets. In the two offices without motion sensors, the lighting used is LED.

☑ **Academic partnerships**
In 2021, we plan to begin partnership and collaboration with the academic sphere for developing technologies that allow us to monitor office power consumption and usage rates, so that we can refine the management indicators that we work with and make more up-to-date, accurate and efficient decisions for reducing consumption and improving our infrastructure management support.

☑ **Intelligent architecture projects**
At Accenture Portugal, we are working with design teams to plan new offices to assess whether systems implemented in buildings allow for greater energy efficiency, ensure parking for electric vehicles and use constructive solutions that make the building itself more energy efficient.

**At the time of publication of this report, 100% of the power we use at all our offices in Portugal comes from renewable sources.

100%
renewable by 2023

With these initiatives we have reduced the need for raw materials, energy consumption and emissions associated with our activity.

Minimize natural resources consumption

We have the ambition, knowing our responsibility and ability to influence employees, to eliminate the use of single-use materials in our offices.

☑ **Zero Plastic**
We want to drastically reduce in 2021 the consumption of plastics and other single-use materials directly and indirectly in our offices. In addition, we shall review, where applicable, our equipment supply contracts by incorporating requirements for reducing the use of plastic in primary and secondary packaging. We thus intend to contribute to the preservation of biodiversity in land and water systems and the preservation of natural capital.

☑ **Elimination of single-use materials**
We have reviewed our commitments because of the current pandemic crisis, and we intend in 2021 to renew our contracts for food and drink sales services for all offices, applying as a selection criterion the non-use of plastics and other single-use materials.

☑ **Recycled paper**
We intend to introduce a minimum rate of 5% recycled paper in our printing services for 2021, as well as in the paper used in our washrooms.

☑ **Reduced paper consumption**
We have optimized our spaces and locations for book and office supplies to better monitor consumption.

We promote a circular economy

As an organization with more than 514,000 people globally, we are committed to managing our responsibility for the waste we produce, in order to contribute to a circular economy. This includes, for example, the reduction of electrical and electronic waste sent to landfill, new ways of converting food waste, and the removal and recovery of plastics from the ocean. To improve the way we manage electrical and electronic waste, such as computers and servers, Accenture recently evaluated all processes and suppliers in this area. As a result, we have reinforced the attention on two global suppliers that have a significant impact on our supply chain. By focusing on these processes, we gain many advantages, including a vision of how our electrical and electronic waste is treated and the respective impacts.

At Accenture Portugal, we promote the move towards a circular economy model by reducing our material consumption and by improving the separation and reuse of the waste we generate. By applying this template, we facilitate waste becoming useful materials again and we have reduced the pressure on the use of raw materials, natural resources and energy and we have reduced emissions, thus strengthening the fight against climate change.

We continued to rely on agreements during 2020 which not only helped us to move forward in our commitment to respect the environment, but also helped us to achieve our social action objectives.

Zero electrical and electronic waste
In view of our activity, waste electrical and electronic appliances deserve a special procedure. Computers, after the certified deletion of the information they contained, can be reused through a program of acquisition by our professionals. They can be donated, either whole or in parts, to non-governmental organizations in order to make use of them for training young people and children. In 2020, 944 pieces of computer equipment were managed responsibly, with 364 computers reused and 580 computers and 86 pieces of equipment (monitors, printers, or servers) donated. During 2020, we prioritized the internal reuse of computers and laptops so that 100% of our people could work remotely.

Maximum reduction of printing
Thanks to our print management model, follow-me print, implemented in all our offices in Portugal, we have saved over 605,000 sheets of A4 paper over the last three years, which is equivalent to preventing the felling of about 30 eucalyptus trees.

Responsibility for the management of hazardous waste
We take extreme care in the collection and management of waste considered hazardous, always complying with the legislation in force. On the one hand, waste like fluorescent lamps are stored and delivered to authorized managers for transport and proper handling. On the other hand, bio-health waste, generated in offices with medical facilities, is disposed of in special containers to be managed by an authorized company.

Reducing food waste
In order to reduce food wastage in our offices, we place better adjusted orders with our catering provider, based on the experience of surplus food at events.

Coffee capsule recycling
Thanks to our coffee capsules provider in Portugal, the coffee beans from the capsules are turned into fertilizer compounds used to fertilize fields in Santa Margarida do Sado. The rice produced there is donated to the Banco Alimentar Contra a Fome, having contributed to a global donation of 100 tons of rice. In addition, aluminum separated from these capsules is recycled, contributing to the production of new objects, such as cameras or bicycles. In total we recycled 202 kg of coffee capsules.

Plastic lid recycling
Together with the Portel Blood Donor Association, Accenture committed to helping children with congenital muscular dystrophy. The lids collected made it possible for these patients to maintain their physical therapy sessions.

Innovation in recycling corners
We make recycling corners available in our offices so that our professionals have a single point for waste recycling. In addition, we are working to incorporate alert sensors inside recycling bins to optimize the emptying process.

-605,000
A4 sheets of paper
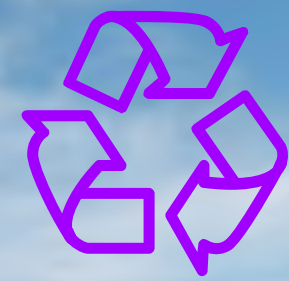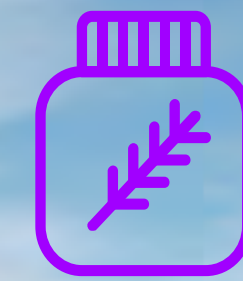the equivalent of preventing the felling
of about 30 eucalyptus trees.

202 kg
of recycled coffee capsules
The aluminum separated from these capsules is
recycled, contributing to the production of new
objects, such as cameras or bicycles.

100 tons
of global rice donation
The coffee grinds in the capsules are turned
into compost fertilizer used to fertilize
agricultural fields.

Water

Although we are not a water-intensive organization, our size alone makes managing this scarce asset an imperative. We manage our consumption rigorously, with particular attention to regions already affected by water shortages. In areas currently unaffected by droughts or lack of water, we monitor our consumption to identify optimization and efficiency opportunities. We work to reduce our water consumption whenever possible, including use, reuse and discharge throughout our supply chain. Accenture uses the World Resources Institute's Aqueduct tool globally to better understand current and future risks, and to understand potential issues related to this resource in office locations or clients worldwide, including potential impacts for local communities.

Minimize water consumption

We frequently check the maintenance status of equipment at Accenture Portugal which requires the use of water, such as washing machines in coffee shops, drinking water and so on, in order to prevent water wastage.

In addition, we work in partnership with the owners of the buildings where we are located to find measures to reduce water consumption in washroom facilities or other common equipment.

The requirements for efficient systems that ensure smarter water consumption, with the possibility of reuse, are already being considered by our project teams for new buildings in Portugal.

In 2020, we saw a 15% reduction in water consumption per employee over the last three years, with total consumption of 11,594m³.

We manage the risk of water scarcity

We use the World Resources Institute Aqueduct tool to analyze all of our locations in terms of water stress and to identify operational risks. We also use this and other analyses to inform our area of property management.

We are also aware that conditions change over time, so we monitor the sea level rise or water and energy shortages to minimize future impacts.

Accenture plans to improve the management and control of these risks in the future through these tools. These risks are monitored globally, through the proactive consideration of chronic physical risks (including possible water-related problems), in making decisions about the management of our facilities. Our leases tend to be long-term, as defined in project horizons (5-10 years), and therefore those risks are relevant at both short-term and very short-term operational levels. This includes the need for water supply reserve sources, building of temporary storage solutions in higher-risk locations, if supply is disrupted, and monitoring water-pricing trends to identify the status of the availability conditions of this resource.

We work to reduce our water consumption whenever possible, including use, reuse and discharge throughout our supply chain.
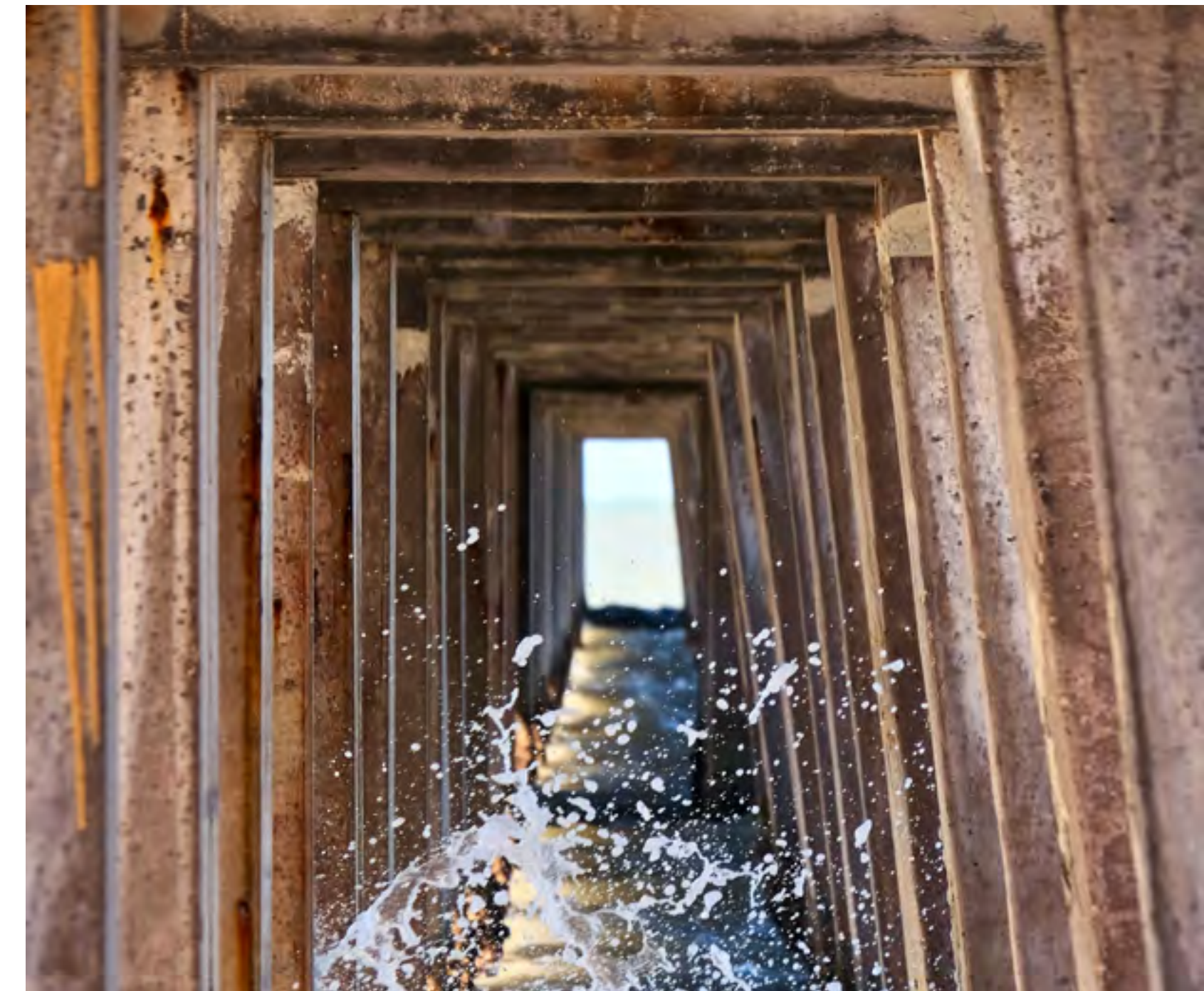
People

People are our top priority at Accenture. We know that the success of the organization depends on them and that we all depend on a culture of respect for the environment and nature.

People are also part of the solution in terms of improving our environmental performance.

Certifications

Accenture has an Environmental Management System, globally certified according to ISO 14001. This is a key credential for many of our clients and tangible evidence of our commitment to integrating robust environmental practices into all our activities. In addition, ISO 14001 Global certification sites are an incubator of innovations that can be shared with other Accenture sites around the world, such as the installation of smart meters at our facilities and the pilot of people-focused initiatives like our Travel Smart Challenge.

☑ **We have extended our ISO 14001 certification**
At Accenture Portugal, we have had a certified environmental management system according to ISO 14001 since 2008. In January 2020, the extension of the scope of our ISO 14001 certificate in Portugal was audited externally. As a result of this audit, Accenture Portugal now has two more certified offices: Braga and Arquiparque, which also included the Accenture 2 Business Process Services, S.A. entity.

Communication actions

In an organization as diverse as Accenture, generational differences imply different approaches for audiences with different needs and expectations. Our internal communication policy is therefore also diverse and comprehensive in order to touch each and every one of us in a specific and very personal manner.

We celebrate and communicate the different weather events related to the environment – World Earth Day, World Environment Day, Eco Season, and more – launching diverse initiatives and actions so that our people can present their ideas and suggestions for improvement, and also so that they can learn more about various themes in the area of ecology and sustainability or participate in volunteering.

☑ **The Greener Than Game**
This is an internal, locally-dynamized global challenge that aims to encourage our people to compete for the title of "greenest" in Accenture. Participants can share their green knowledge and innovative ideas with colleagues on an internal gamified platform to win points, while learning about Accenture's environmental programs and how to travel more sustainably.

☑ **Environment ambassador program**
In Portugal, we already have 51 environmental ambassadors, an initiative we launched at the beginning of 2020, who are committed to defending and promoting this cause. There is no one better than our people to convey the importance of key messages in the environment area and to share the best practices that we apply to our everyday lives and the

activities we do in the organization. This group was set up to improve environmental performance in all our offices and also to promote the sharing of suggestions, innovative ideas and opportunities for improvement.

☑ **1st Sustainable Development Goals Workshop**
In September 2019, we held the first internal workshop specially dedicated to the theme of the United Nations Sustainable Development Goals, which focused on Environmental issues related to SDG 12 and 13. We relied on more than 20 representatives from various areas of the company who developed dynamics and group activities aimed at better understanding and applying this topic within Accenture and society.

Volunteering initiatives

☑ **Participation in the Zooniverse volunteering platform**
During July we launched this volunteering platform through which our professionals explored the wildlife of mammals on a savanna landscape in Africa. Zooniverse is the world's largest and most popular online platform that seeks to use "citizen scientists" to crowdsource scientific research.

☑ **Volunteering on the Globe Observer platform**
We challenged our people, friends and family to spend some time connecting to nature and contributing to the ecological community. By their own observations of the clouds, volunteers helped validate the images that NASA gets from observation from space. Each activity provides unique data that scientists can use to understand and document climate change.

Our response to our clients and suppliers

A priority for our clients and suppliers is to tackle future and rapidly changing realities and also the need for climate change adaptation.

We therefore intend to provide the right and necessary information that will ensure the sustainable development of our operations and lead the transition to a low-carbon economy. We work with our clients and suppliers to reduce emissions across the entire supply chain, to be an active part of a circular economy, to reduce the use of natural resources and to manage waste efficiently. This is a long-term process that helps us build trust, reduce costs and emissions by creating value for Accenture, for our clients and suppliers.

In 2020, we reviewed various contracts in the field of infrastructure management, including clauses on good environmental practice in a lifecycle approach. Our suppliers and service providers must commit to Accenture's environmental policy and be guided by best practice in the development of each project, including legal environmental compliance, the rationalization of consumption, the promotion of correct waste management and raising awareness among all workers, among others. We intend to increase our cooperation with our business partners and suppliers to assess their environmental and sustainability practices and help with their carbon reduction targets and outcomes across the supply chain.

We know that the challenges that lie ahead are huge, but we believe in our purpose and the strength of cooperation within the value chain. That is why we shall continue to develop strategic plans with a 2025 horizon, which will enable us to consolidate our position as an environmentally responsible company, achieve the ambitious objectives and contribute actively to the Sustainable Development Goals and Agenda 2030.

Delivering 360º value

To our suppliers

It is not only the suppliers that depend on us, but they are also critical to our success.
That's why we make responsible procurement decisions that have a positive impact on everyone.

STRATEGIC SDG

| 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION |

5.5 Ensure women's full and effective participation and equal opportunities for leadership in technology and innovation.

8.3 Promote development-oriented policies for micro, small and medium-sized enterprises.

9.2 Promote inclusive and sustainable industrialization.

12.6 Adopt sustainable practices and integrate sustainability information into the reporting cycle.

62%

of procurement expenses are placed with suppliers approved under the new sustainability criteria

€37.9 M

volume of procurement from domestic suppliers, equivalent to 96.4% of total procurement

+700

indirect jobs created

93%

of the new approved suppliers are SMEs (less than 250 employees)

93%

of new suppliers have non-discrimination and equal opportunities policies

34%

of new suppliers select their suppliers based on sustainability criteria

Accenture Portugal's procurement activity in 2020 cannot be dissociated from the consequences covid-19 had on the consumer standard of services, particularly those directly related to physical presence in offices. Restrictions on mobility, remote work and difficulty with holding face-to-face events or training sessions led to a change in needs and consumption priorities for goods and services. Thus, having reached a total of €39.3M in volume this year, Accenture has redoubled its efforts to steer procurement decisions towards suppliers who are fully aware of the impact on the community and individuals.

>

Accenture puts its commitment to a responsible procurement policy into practice based on the following strategic objectives:

Hire
Favor contracting suppliers that apply best practices concerning sustainability and good

Differentiate
Adding value to business processes

2

4

1

3

5

Disclose
Promoting the application of ethical, social and environmental requirements throughout their supply chain

Promote awareness
Adopting a policy of responsible procurement jointly with our employees

Normalize
Implementing processes for certification and standardization of sustainable

Our contribution to promoting values related to sustainability

We, at Accenture, feel that the role in promoting ethical, social and environmental values in the supply chain is part of our DNA. That is why we promote compliance with the United Nations' Sustainable Development Goals (SDG), particularly through activities related to raising awareness and training on environmental, social and governance issues, aligned with the SDG.

An example of this effort is that during 2020 we organized 933 hours of training and support for our suppliers on issues related to the General Data Protection Regulation (GDPR) and data security. In addition, we continually support our suppliers in the approval process and in the formalization of contracts.

Accenture Portugal's procurement was €39.3 M in 2020. This figure demonstrates the magnitude of the responsibility we have for transferring this investment to the Portuguese corporate reality and for turning this wealth into opportunities for our society.

All of this has a particular focus on sustainability to try to mitigate possible negative impacts on the environment, while mitigating the risks inherent in the functioning of our supply chain.

We want to increase colaborators involvement in the principles of responsible procurement at Accenture. We understand that purchasing is a stage in a chain that begins with the generation of enterprise and business needs, and we believe it is essential that people and teams be aware of the implications, benefits and obligations of our sustainability strategy so that they collaborate by modulating demand and adapting to the requirements that this entails.

We address these challenges by means of a procurement department made up of specialist professionals, who work with specific technologies, processes and procedures designed to achieve the objectives, such as increasing the percentage of approved suppliers that meet various sustainability criteria.

This year, we have focused on training the procurement team on specific sustainability matters.

We therefore have a common methodology for the procedures for approval, evaluation and contracting of suppliers, which allows us to know whether they fulfill all their tax, labor, ethical and environmental obligations.

- ✓ 73% of the criteria used in the approval process for suppliers relate to environmental, social and governance issues.

- ✓ No new supplier produces environmentally hazardous waste.

- ✓ 100% of new suppliers adhere to the statement of respect for the protection of human rights. Of these, 79% have established anti-corruption policies.

- ✓ 100% of new suppliers comply with current labor legislation and the statement on fundamental principles and rights and working standards. Of these, 86% contractually require their suppliers to comply with ethical, labor law and environmental requirements.

We managed, despite the adverse context of the pandemic, to create more than 700 indirect jobs in Portugal in 2020.

The responsible decision to maintain pre-lockdown billing standards, with most facilities unoccupied or closed and no related services, has significantly benefited individuals and companies in Accenture's sphere of influence.

Accenture's standards of conduct for suppliers are a mandatory guide for our network of external partners and are aligned with the core policies and values that define the character of our business. Each of these values is a statement of action that guides the specific decisions, attitudes, behaviors and conduct that we expect from our suppliers.

There are two key moments when we measure our partners' commitment to the principles of corporate responsibility. First off, at the beginning of the business relationship, we carry out this assessment through the approval process. Next, and in parallel with close management of the business relationship focused on long-term relationships, this assessment is done through audits.

The approval of our suppliers involves a process of reviewing their sustainability practices by completing a self-assessment questionnaire. This questionnaire is shared electronically using the MySS tool to ensure the veracity and traceability of information.

The questionnaire covers many topics, including the following:

- ☑ **Corporate social responsibility and human rights requirements**
- ☑ **Ethics and compliance**
- ☑ **Finance Information**
- ☑ **Security**
- ☑ **Human resources and business risk prevention**
- ☑ **Environment and quality and supply chain control**

There are requirements to become an Accenture supplier that we believe are essential. The electronic approval process results in a numerical score. We work on that score together with the supplier, especially long-time suppliers, to continuously improve our overall performance by increasing the sustainability of our supply chain.

A thorough assessment process is carried out prior to entering into a contractual relationship with any supplier or service provider. In that assessment, several high-level authorizations are required according to the associated degree of risk. This program is governed by a number of internal policies whose ultimate aim is to avoid risks that could impact on our reputation and thus compromise the sustainability of our business.

We worked with 200 approved suppliers during 2020, of which 56 are new approvals or re-authorizations, accounting for 85% of total expenditure.

We, at Accenture, contribute consciously to local development and are very aware of the impact we have on the community. This is why we are focusing on hiring small and medium-sized enterprises that help to create jobs and maintain the business fabric of our country, which is largely composed of SMEs. Of the total number of newly approved suppliers to which expenditure was recorded this year, 93% are medium, small or independent companies and 96.4% of the expenditure is directed to Portuguese suppliers.

39.3M	**37.9M**	**1.4M**
Procurement (€)	**(96.4%) Domestic suppliers**	**(3.6%) Foreign suppliers**

We combat corruption through a specific program that addresses relations with commercial intermediaries. Although these suppliers are independent from our organization, we are responsible for their actions, as their activities are visible to our clients.

In addition, there are internal policies that require all our subcontractors to undertake mandatory courses on data protection, information security and ethics. We ensure that all subcontractors are aware of the importance of these training courses and the consequences they face in the event of non-compliance.

One of our obligations is to ensure that all suppliers and service providers are fully aligned with our policies and comply with the regulations in force. One of our objectives, as a responsible company, is the priority use of certified suppliers ISO 27001 in information security or with a favorable report from an external audit firm to which we delegate this process.

The final objective of the audit process is to support the supplier in improving its internal processes. Therefore, we always provide sufficient time to resolve any non-compliance and we undertake follow-up in order to achieve continuous improvement. It should be noted that the deadlines have been relaxed this year to make it as easy as possible for our suppliers to adapt to this difficult economic and social context.

> **We understand that commitment to sustainability must be even more visible in the most difficult times. Our suppliers, especially the people who comprise them, represent a fundamental part of the concepts of business continuity, decent work and economic growth. This year, Accenture focused in this field on minimizing the negative impact on workers at its key service providers during the months of quarantine and state of emergency.**

This policy had a positive impact on cleaners and security providers, in particular on the continuity of payments and the absence of staff cuts, despite the fact that all our offices are under-occupied. We supported our suppliers with this measure, to postpone the implementation of the layoff regime for people from vulnerable groups. This also enabled companies to have greater capacity for reorganization and adaptation to the new economic and social context.

Ensuring the safe distancing and protection of our people has also become a necessity and one of our priorities. We witnessed during the months of March and April, in particular, and in the months that followed, a market situation of heightened competition for the mass supply of basic health elements, such as masks, gloves, alcohol gel and other materials.

The abrupt disruption of normality at small manufacturers affected companies that had to look for formulas to adapt their offer to this new demand. In this respect, we have made a point of respecting ordering times so as not to interfere with the provision to institutions providing healthcare, affirming our sense of commitment to the community.

We are convinced of the value to society and the environment of pursuing responsible procurement policies and the differentiating value Accenture can bring to its stakeholders in a competitive environment. That is why, in 2020, we launched a strategic plan to achieve significant levels of differentiation and social and environmental contribution in Iberia. Our intention with this plan is to increase the incorporation of ESG requirements into procurement procedures by identifying opportunities for improvement at every stage of the process - from selection and approval to product and service evaluation, so that, together with our suppliers, we can find the best solutions that add value responsibly, aligned with the 2030 Agenda.

Annexes

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Annex 1

Priority sustainable development goals

Priority SDG

SDG 5. Achieve gender equality and empower all women and girls

Target 5.5

Ensure women's full and effective participation and equal opportunities for leadership

We promote full participation and equal opportunities in all our processes and businesses

We have a clear orientation towards equality that is reflected in our business policies

- Our code of ethics and our systems of compliance have zero tolerance of any form of violence in the labor environment that involves verbal and/or physical abuse. "Make your conduct count" is the main motto of our COBE and it articulates the five principles that should guide the behavior of our professionals, including the application of the principle of meritocracy and non-discrimination.

- We joined iGen and committed ourselves to a set of actions/targets to be implemented, including the drawing up of an equality plan in 2021, to ensure that equality of opportunity between men and women within the company is achieved.

>

Target 5.5

Ensure women's full and effective participation and equal opportunities for leadership

- We have a Committee on Inclusion and Diversity in which the various groups that make up our organization are represented: LGBTI+, genders, people with disabilities and/or incapacities, people from different cultures and generations, each of these areas headed by a Managing Director and an employee from the human resources area, thus demonstrating, our strong commitment to the integration and inclusion of all people.

- There is no gender pay gap in our selection procedures and salary policies.

- We developed a holistic program to support women at the key moments of their career: before they are integrated, as they develop their career and when they connect with other professionals inside and outside our organization. We work on developing the potential and projection of women's talent through our Women's voice program.

- We celebrate moments like International Women's Day, with the organization of events or meetings, where we promote the dissemination of inspiring messages to society and invite well-known personalities identified as role models to follow.

- We work with social organizations focused on empowering women through employment and training.

- We have joined the Target Gender Equality initiative, a development accelerator for gender equality and a contribution to sustainable development goals for the companies that adhere to the Global Compact.

- We are one of the most diverse and inclusive companies in the world, recognized for several consecutive years by the Refinitiv Index, where we came top in the 2018 and 2019 rankings and number three in 2020.

- We became members of APPDI, where we participated in the organizational development working group as well as other forums throughout the year.

- At the global level, we have developed the annual Getting to Equal study, which promotes the discussion of gender disparities, and in 2019 the topic was addressed: "Creating a culture that drives innovation".

- We were co-organizers of Social Responsibility Week 2019 and attended the United Nations Global Compact – "Making Global Goals Local Business" International Conference, at which the President of Accenture Portugal was one of the speakers and, where there was discussion of issues relating to the challenges of sustainability.

- We organized, as part of the "Making Global Goals Local Business" International Conference, a national conference – "Innovate for a Fairer Society" with leaders in the field of sustainability to discuss the issues of the United Nations Sustainable Development Goals regarding gender equality and reducing inequalities.

We have a clear objective: the presence of women in our staff and in management positions

- The board of directors, the apex of Accenture's corporate governance globally, is made up of a majority of external and independent members, of whom 36% are women, who perform active roles in the business at the global level. Julie Sweet was appointed Chief Executive Officer (CEO) of Accenture, in September 2019.

- We are committed to the overall goal of achieving gender parity in the workplace by 2025.

- Women comprise 43% of staff at Accenture Portugal in 2020.

- 24% of managerial positions at the end of the fiscal year were occupied by women.

Target 5.5

Ensure women's full and effective participation and equal opportunities for leadership

- In 2020, the only promotion to managing director, the highest level of our organization, was for a woman. We have a nine-month experiential training program, called INSIGHT, to promote women as Senior Managers and Managing Directors.

We raise awareness of equality among our professionals and suppliers

- We train our professionals through mandatory courses in ethics and compliance, which include issues like non-discrimination and equality, such as our ethics and compliance course. Failure to follow courses may directly affect the process of assessment and promotion of professionals.

- We have a course in our training manual, called "zero tolerance for sexual harassment", which was attended in 2020 by 13% of employees, 61% of whom were men.

We implement and promote internally the instruments that foster equality and conciliation

- Flexibility and reconciling work are key points for improving the satisfaction and commitment of both our professionals and candidates. Every year we strive to improve and develop new labor flexibility measures, as part of our "Flex Place to Work" plan, such as:

- Flexible hours (e.g. start and finish time flexibility, while maintaining total hours per day and per week for professionals with children under 12)

- Financial support for employees with disability or incapacity (FlexAbility program)

- 100% monthly salary supplement in the case of 150-day unshared or 180-day shared parental leave;

- Accenture presents all of its female employees with a portfolio of training and development programs that enable them to anchor and boost their career, such as developing our women, the global mentoring program for women, among others.

- We carry out communication and marketing actions that promote gender equality and awareness among our professionals and the ecosystem.

- We have extended our commitment to non-discrimination and equality to our suppliers, so we have internal policies requiring outsourced staff to have to undertake mandatory courses on ethics.

- Up to 6 days per year in the case of medical leave or a doctor's note.

- Children birth vouchers for employees;

- Extending breastfeeding leave.

- 12 days off which coincide with the school holidays.

- We are developing the P2P Mentoring program, which aims to support and accompany our staff on their post-parental leave return through colleagues who have already faced the same challenge.

Target 5.b

Enhance the use of enabling technology, in particular information and communications technology

Technology serving equality

Science and technology help us in our processes

- We, at Accenture, encourage the recruitment of women with STEM qualifications (Science, Technology, Engineering, Mathematics) to meet corporate needs by expanding our sources and forms of employment. Moreover, we are focused on awakening vocations for STEM careers in children, especially in girls. We do this by participating in the "Engineers for a Day" project, promoted by the Charter of Diversity and we have also organized meetings in Lisbon and Braga, cities where we have our main offices, bringing technology closer to schools. We also collaborated externally with Inspiring Girl to support the goal of freeing girls from personal and professional limitations.

- We use Radar, an innovative follow-up program that analyzes the positioning of our female professionals in executive positions, to draw up a development plan that will help them reach management positions. In this way, we guarantee the creation of contact networks and the 4R (right sponsor, right role, right position and right skill) vision of our future leaders. This program was nominated in the Innovation area, at the awards allocated by Accenture Global.

- We have partnered with Girls in Tech to include ever more female profiles in the field of Technology.

- We held an open day, in partnership with the New School of Business and Economics, at the New Woman in Business Club.

Target 5.c

Support policies and laws for equality

We support policies and laws that promote equality

- We endorse the seven UNGC Women's Empowerment Principles promoted by the United Nations Global Compact and the United Nations Development Fund for Women (UNIFEM), the aim of which is to promote gender equality in the workplace, in the market and in the community.

- Accenture Portugal signed the iGen (equality organization forum) agreement with a government institution, in which it committed itself to a set of actions to promote equality for women.

Priority SDG

SDG 8. Decent work and economic growth

Target 8.1
Sustain per capita economic growth

We contribute to per capita economic growth and Portugal's GDP with:

Our clients

- Worldwide, 97 of our top 100 clients have been working with us for 10 years or more. In Portugal, our top 25 clients (70% of turnover) have been clients since 2010.

- In Portugal, we work with more than 123 clients. 72% of the PSI-20 and 22 of the country's 100 largest companies are our clients.

- We have carried out more than 260 projects in Portugal in the fiscal year to which this report refers.

Our business numbers: in 2020, we recorded EUR 212 million in turnover.

Revenue by business area:

- Technology: €88,288M

- Strategy & Consulting: €18,089M

- Operations: €40,748M

- Total: €147,125M

Global billing amounts to $44.300B.

Share results:

- Earnings per share was $7.89 (+7%).

- Shareholders were paid dividends of $5B.

- 23% total appreciation of shares.

- Dividends per share reached €3.2, up 9.6% on previous years.

- The stock market value exceeded $141,000M (on October 6, 2020).

€71M paid in taxes, taxes collected from third parties and other fees.

Target 8.2

Achieve higher levels of economy productivity through diversification, technological upgrading and innovation

We have helped to achieve higher levels of financial productivity through technological upgrading and innovation for our clients

Our business strategy

- We count on a new strategy, create "360° Value", which aims to support our clients in transforming and reinventing their organizations, training their employees, and turning their businesses into even more sustainable organizations. We provide strategy and consulting, interactive, technology and operations services with digital capabilities across all of those services.

Our innovative activity

- This year, Accenture submitted 776 new patent applications worldwide and every year we have exceeded the average of 600 new registrations.

- Through our social innovation program and in collaboration with our partner ecosystem, to find solutions for some of the more pressing problems faced by our clients and society.

- We have collaborative agreements with more than 20 startups as well as, with various artificial intelligence research centers and laboratories in Portugal.

Our network of centers

- In Portugal, we have several centers where our clients can access the most advanced technologies to transform not only their business but also the industry. Our Advanced Technology and Intelligent Operations centers are located in Lisbon and Braga. The latter came about with the goal of developing the innovation ecosystem in cities in a decentralized manner, but with high potential.

- Our commitment to innovation is linked to three new innovation hubs in Portugal, focused on critical areas in the energy, retail and finance and insurance sector.

Target 8.3

Promote development-oriented policies for micro, small and medium-sized enterprises

We promote development-oriented policies that support production activities, the creation of decent jobs and the growth of micro-enterprises and small and medium-sized enterprises

We created indirect jobs

- We created 700 indirect jobs.

We made purchases worth around €39.3M from our suppliers

- We have introduced a common methodology for the procedures for approval and contracting of suppliers, which ensures the fulfillment of ethical, labor and tax obligations, for example.
- We have worked with 200 certified suppliers.
- 93% of our approved suppliers are self-employed workers and SMEs.
- 96.4% of procurement is from Portuguese suppliers.

We strengthened our business with the acquisition of four companies

- In 2020, we made two acquisitions (Revolutionary Security and Gekko) and two more since the beginning of the 2020 fiscal year (N3 and Enimbos).

We add our capabilities to those of innovators

- We have collaboration agreements with +20 startups and IDEs.
- We contribute to economic and social development in Portugal, in partnership with the most important academic, business and cultural institutions in our country, which we also support financially (€70,000 in direct financial contributions).

Target 8.4

Improve global resources efficiency in consumption and production

We improve resources production and efficiency by seeking to disassociate economic development from environmental degradation

- We have a certified environmental and energy management system based on ISO 14001. Likewise, based on our environmental strategy with a 2025 horizon, we focus on:
  - Achieve zero net emissions by using 100% renewable energy sources.
  - Move towards zero waste.
  - Achieve efficient resources consumption, including water risk management.

Target 8.5

Achieve full and productive employment and decent work for all women and men

We contribute to full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value

Our employment is qualified and inclusive

- 49.1% of our professionals in Portugal have a permanent contract of unlimited duration.

- We work with four generations, 57 nationalities and 754 different training areas.

- We integrate people with different degrees of disability into our company through the FlexAbility Program, where we offer economic support to employees with permanent or temporary disabilities and/or incapacity greater than 60%.

- We have a People with Disability (PwD Champion) Program to show support for and the integration of this group. We have more than 320 PwD allies in 2020.

- We continue to participate actively in the ICF (Inclusive Community Forum), notably in discussion forums and working groups on education and employability of people with disabilities and/or incapacity.

- At every level of our organization, we are committed to creating an integrative environment with the LGBTI+ group: over 600 members of the allies collective, (88% of the Managing Directors and 17% of all employees), at Accenture Portugal.

- We are placed on some of the most prestigious rankings of the best companies to work for: Fortune, Merco Talento, Expansión and Universum, among others.

We invest in quality training

- We have invested more than €2.4M in Portugal in training and our professionals have received more than 65,998 hours of training, which represents an average of 16 hours per employee.

- We have carried out truly human training with mindfulness sessions. 140 took part and these sessions comprised over 17 hours.

- We held various workshops on the Sustainable Development Goals with those responsible for the business and corporate areas of Accenture Portugal, with the aim of raising awareness and incorporating SDG into their everyday lives.

- We have concluded a partnership with an outside body, in order to train and retrain 13 Java professionals, 12 of whom have joined the Accenture team.

- We have included cutting-edge technology content and we invested in the latest training trends and the development of techniques that favor the work-life balance for our professionals (e.g. mindfulness and coaching practices).

- We organized the fortnight of virtual well-being, which had a total of 200 participants in the first week.

Target 8.5
Achieve full and productive employment and decent work for all women and men

We committed ourselves to the training and employment of the most vulnerable people

- We have used corporate volunteering to develop mentorship activities to assist those who aim to find employment opportunities.

- Our technology platform for developing Soft Skills,

- + Competencies, aims to boost personal development and employability in the digital age. This is done by combining human ingenuity with more innovative

technologies, we create digital diagnostic solutions for employability and digital training. In 2020, these solutions and tools impacted in Portugal:

- 23 organizations.

- 357 beneficiaries.

- 235 people trained with new skills.

Target 8.6
Substantially reduce the proportion of youth not in employment, education or training

We have helped to promote youth empowerment and employment

Our commitment to youth work through university

- We hired +960 young people with no prior professional experience.

- We began partnerships with different universities and different areas, for example, IST - Lisbon Technical University, Nova-IMS, ISEP – Porto Engineering University, ISEL - Lisbon Engineering University.

- We gave 229 students from different academic and vocational training institutions the chance to undertake and internship with us.

- 18 summer internships and 19 curricular internships in every area of Accenture's business were organized.

- We developed the Cobol Academy, which is a capacity-building program of mainframe programming for STEM graduates.

- We provide different opportunities for internships / theses work at undergraduate and master's degree level in different universities. Afterwards, many of the students who did their thesis on that program joined Accenture's staff. In 2020, we had 14 students of the areas of computer engineering developing internships with us, 50% of whom have joined Accenture's staff in the area of Technology.

- We provided masterclasses on relevant topics - for students and teachers - and we invited them to our offices, by organizing and publicizing open days.

- We attended the national meeting of computer engineering students, where we gave a lecture about artificial intelligence.

- In partnership with the University of Minho, we developed a project in the cloud field, with 12 computer-engineering graduate students.

- We held 4 webinars to bring us closer to management, economics, and engineering students.

Target 8.6

Substantially reduce the proportion of youth not in employment, education or training

- We launched the first AI Academy in order to form and position Accenture in the artificial intelligence area. The training course lasted 8 weeks with classroom and on the job components. This involved 20 new masters in the fields of data science, big data, data engineering and data visualization at the end, 12 of whom joined Accenture's staff.

- We collaborate on the "computer engineering project" curriculum unit, which is integrated into two masters from Minho University, to encourage students to learn skills related to the development of a software product and its subsequent business analysis.

Our corporate commitment to promote youth employment

- Accenture continues its commitment to recruit the best talent, with one of the most important initiatives being the Accenture Student Ambassador (ASA) program. This initiative is aimed at 24 university students from 14 universities in Portugal who, during a school year, have the opportunity to meet our innovative experts and projects, get specific training on skills relevant to their career, and help Accenture get closer to academies.

- In 2020, in the second edition of the Accenture Student Ambassador (ASA) program, we expanded the scope of the program to include polytechnic institutes, such as Lisbon Engineering University (ISEL), Porto Engineering University (ISEP) and Coimbra Engineering University (ISEC).

- A key part of the mission of ASA's student ambassadors is to help their colleagues better understand Accenture's business areas and value proposition, thereby ensuring that our brand capillarity in the university context increases, as well as our job opportunities for young talents.

- In order to promote and bring Accenture to a younger audience, we participated in various events promoted by Portuguese universities, such as recruitment events, workshops, pitch sessions and roundtables.

Target 8.8

Protect labor rights and promote safe and secure working environments for all workers

We protect labor rights and promote a safe, risk-free and healthy working environment for all our professionals

We provide a safe and healthy working environment

- There were 1,430 occupational medicine consultations in 2020. In addition, 1,356 consultations were held with Accenture medical services.

- All of our professionals are covered by the system for the protection of accidents at work, and the insurance company pays 70% of the salary from the second day of sick leave for accidents at work.

Target 8.8

Protect labor rights and promote safe and secure working environments for all workers

- We take care of the health of our employees through various campaigns:
  - Nutrition and dietary recommendations.
  - Preparation, physical exercise, emotional management and mental health.
  - Campaigns to prevent illness and promote health.
  - Accenture Club.
  - Support for people with disabilities and their families.
- All of our staff have private health insurance coverage, with the possibility of extending it to their household.
- We have the Accenture myDiscounts platform, where our employees can take advantage of a set of agreements with more beneficial pricing and conditions across multiple goods and services.

- The health and well-being of our staff are our highest priority, so during the covid-19 pandemic we strengthened a number of support services:
  - 7 days a week (via telemedicine) curative medicine service – medical consultations, booking exams and prescribing medications.
  - Online medical service, through health insurance, enabling the tracking and screening of diseases without needing to leave home.
  - Psychological assistance through psychology, work-life balance
  - and employee support program that supports employees and their families in a variety of areas.
  - Nutrition check-ups.
  - Partnerships with external parties, allowing our employees to purchase various goods and services on advantageous terms (example: home medicine, take-way, etc.).
- We have begun the process of implementing a risk to workers prevention management system in accordance with ISO 45001:2018.

We have developed a number of initiatives with our employees in the field of mental health

- On the respective Accenture portals, we offer online communication, training and materials to promote mental-health for all employees. In parallel, we also present the medical services and the local partners who cooperate with us and provide psychological advice.

- During the well-being fortnight, we had a "mental well-being" session, where issues were raised in the framework of truly human, mental health and new habits, 34 participants were involved.

Priority SDG

SDG 9. Industry, Innovation and Infrastructure

Target 9.2
Promoting inclusive and sustainable industrialization

We contribute to developing reliable, sustainable, resilient and quality businesses to support economic development and human well-being

We are a responsible company

- We strive to be and act as a responsible company through technology and the talent of our professionals.

- We operate responsibly and securely in our business, taking responsibility for all the services we provide to our clients and working to build a better society in which everyone can thrive.

- We promoted the SDG Ambition initiative, part of the United Nations Global Compact, which aims to help companies, regardless of their size, to increase their level of commitment, to integrate sustainable goals into their strategy and evaluating its progress.

- Accenture's sustainability policy in Portugal promoted by our President. It lays down the general principles and provides the basis for the strategy for sustainable business development.

- We implement cyber-resiliency strategies that enable an agile response to threats, minimize damage and continue to operate in the face of a cyber-attack. In addition, we have a global client data protection program which ensures that teams, who develop services and projects for our clients, understand and contribute to meeting data security and privacy obligations.

Target 9.2

Promoting inclusive and sustainable industrialization

We added value to our supply chain for a more inclusive economy

- Our 2025 procurement strategy focuses on the sustainable management of our suppliers.
- We collaborate with the Procurement team to implement environmental and sustainability criteria in all contract renewals with our suppliers.
- We are committed to hiring small and medium-sized enterprises in order to have an impact on job creation and on maintaining the business fabric in our country.

- We have concentrated our efforts during the lockdown months and the state of emergency, to minimize the negative impact on the workers of our main service providers.
- 93% of the new providers in our supply chain have policies on non-discrimination and equal opportunities, and 86% require their suppliers to meet ethical, labor and environmental requirements as part of their contracts.

We innovate for society

- We promote social innovation initiatives aimed at finding structural solutions to the main challenges facing us in society. These include the reconstruction of livelihoods for job creation and maintenance or entrepreneurship, the development and consolidation of the productive fabric, and the energy and ecological transition to reduce environmental risks.
- We are members of the Business Association for Innovation (COTEC).
- We create innovative solutions to support the most vulnerable, such as:
  - Guardians: we developed an interactive game to support children in understanding the different stages of artificial intelligence, promoting the continuous and responsible learning of technological concepts in the digital world.

- +digiclass: we have started to develop the free, open online +digital platform for the general public, which offers a wide range of digital knowledge courses and skills, with the aim of making digital transformation an opportunity for the future.
- Feed this idea: we have developed an interactive digital solution to contribute to the increase in fundraising for the Banco Alimentar Contra a Fome, which have suffered a significant reduction on the one hand and an increase in demand for goods on the other with the covid-19 pandemic.
- Give2Help: this program allows our staff to donate a monthly sum to a project or social organization which they wish to help.

Target 9.4

Upgrade infrastructure and retrofit industries to make them sustainable

We responsibly manage our environmental impact

- We have a certified environmental management system based on ISO 14001 standards. Likewise, our 2025 environmental strategy focuses on:
  - Achieve zero net emissions by using 100% renewable energy sources.
  - Move towards zero waste.
  - Achieve efficient resource consumption, including water risk management.

Target 9.5

Enhance scientific research and upgrade the technological capabilities of industrial sectors

We help to improve the technological capacity of industrial sectors and we encourage innovation

We help our clients grow and improve their results through the innovation and transformation of their organizations

- On March 1, 2020, we reorganized ourselves under a new growth model, to provide better service to our clients and continue to expand our business.

- We combine ingenuity and technology to develop meaningful experiences which are able to promote sustainable growth and add value to our clients.

- Together with our partners, we have promoted continuous innovation, from designing new digital strategies to enabling flexible forms of work and the execution and automation of digital processes.

- With our capabilities, we support our clients in reinventing themselves as smart corporations that innovate on scale, intelligent platforms (SAP, Oracle, Microsoft, Salesforce, etc.), IES (intelligent software engineering systems), provide

infrastructure and cloud services, innovation and technology consulting through our Advanced Technology Centers.

- We design cloud-smart solutions — public, private, or hybrid – which maximize the value of our clients' business.

- We improve our clients' performance through our solid collaborations with Adobe, Alibaba, Amazon Web Services, Blue Yonder, Cisco, Dell, Google, HPE, IBM RedHat, Pegasystems, ServiceNow, VMWare, Workday, among others.

- We intend to deploy from next year an innovative management system in accordance with ISO 56002.

Target 9.5

Enhance scientific research and upgrade the technological capabilities of industrial sectors

We move ahead with new technologies and market trends

- We are at the forefront of innovation and offer differentiated services related to digital, cloud-based technology, backed by intelligent platforms and industry tools.
- Worldwide, we have earmarked $1.5 billion for acquisitions which promote our organic growth model.
- We have created Accenture Cloud First to support our clients in every industry to rapidly become "cloud first" companies and thereby accelerate their digital transformation. This new multi-service group has 70,000 global professionals specialists in cloud and will receive an investment of $3 billion over the next three years.

- We continually innovate our services, skills and platforms through early introduction of new technologies like blockchain, robotics, 5G, quantum computing and edge computing.
- At Accenture Research, we identify and anticipate the major technological, economic and industrial trends in the market, combining the power of the most advanced research techniques with industry's solid knowledge to publish reports, articles and analyses.

Our innovation architecture enables the value chain of innovation, from idea to industrialization

- Our innovation capabilities are framed in what we call innovation architecture, which helps our clients take advantage of technology disruptions to grow, generate value and improve their outcomes. We collaborate, research, accelerate, solve and industrialize through these capabilities.

We help startups and IDE by co-innovating solutions to nurture their entrepreneurial talent

- We collaborate with over 770,000 different global entities (startups, IDES, academic and scientific entities).
- We have collaboration agreements with more than 15 national organizations and more than 30 academic institutions.
- We have contributed to the development of the Portuguese innovation ecosystem by participating in the Industry X.0 COLAB DTx and pitch bootcamps initiatives.

Target 9.5

Enhance scientific research and upgrade the technological capabilities of industrial sectors

We support innovation and scientific research

- Globally, we have 7 technology labs (San Francisco, Washington DC, Dublin, Sophia Antipolis - Antibes, Niza, Tel Aviv, Bangalore, and Shenzhen) which are dedicated to applying emerging new technologies in different sectors.

- More than 3,880 professionals are fully dedicated to innovation, accounting for a total of +4,300,000 hours.

- Worldwide, we have invested $871M in R+D and we have a portfolio with more than 7,900 patents and pending applications.

- We have agreements with the major universities and institutes, where we have research chairs and programs for the creation, transfer and dissemination of innovation.

- Accenture was, for the fourth year in a row, one of the official sponsors of the Web Summit in 2019, an event featuring more than 1,200 speakers, 2,500 journalists and 70,000 spectators. This year we strengthened our presence through a stand with greater visual impact.

- Every year we publish Accenture Technology Vision and Fjord Trends, two of our most important studies.

We apply the latest technologies and innovate to optimize our internal processes

- Our "specialization at scale" program can identify the level of expertise of our professionals through a sophisticated algorithm. In this way, we learn about the skills of our staff and thus boost their talent through a specialized training path.

- The HR engagement labs program helps us discover through the use of analytical-predictive tools the key factors for our professionals to stay in the business for the purpose of talent satisfaction and retention.

- Our training program covers the most cutting-edge technological content and latest trends, such as hackathons, project-based learning, or learning communities and interests.

Priority SDG

SDG 10. Reducing inequality

Taget 10.2
Empower and promote the social, economic and political inclusion of all

Work and future opportunities for all

- We channel the social action of the company and our professionals through the Corporate Citizenship area, contributing to the transformation and digitization of society.

- The global "skills to succeed" initiative reflects our overall commitment to employment. Through this initiative, we have helped about 3.6M people globally find a job or build a business.

- In Portugal, our professionals carry out an average of more than 4,500 hours of pro bono consulting.

- We contribute to personal development and employability in the digital age through our technology platform +Skills. 23 organizations were covered in 2020 and 357 people impacted.

- We prepare the next generation of workers - tomorrow's leaders - for success in the digital economy, which requires early development of critical skills and encouraging continuous learning at all stages of life. Our Guardians initiative has afforded children contact with technological concepts of the digital world, namely artificial intelligence, with 57 children being impacted in the year 2020.

- In response to the emergency caused by covid-19, Accenture Portugal has carried out some pro bono consultancy projects, notably with the Banco Alimentar Contra a Fome, through the "Feed this button" project.

Taget 10.2

Empower and promote the social, economic and political inclusion of all

Our professionals in action: volunteering

- Our professionals can have an impact on the communities where they live and work through corporate volunteering. We promote a number of activities, including: mentoring and coaching for young and adult people in vulnerable situations, training of NGO staff and their beneficiaries and other support activities.

- During lockdown we reinforced our virtual volunteering activities to be carried out in a family environment, such as:
  - Learn how to code through the Hour of Code initiative, which aims to empower all students in every school in the world by helping them develop programming skills, preparing them for the digital age.
  - Identify images, audio, and videos through the Zooniverse platform, contributing to disease research and preservation of protected species.
  - Watch and photograph clouds, minimizing the impact of climate change through the Globe Observer application.
  - Explore different species of birds, contributing your data to global research with the eBird application.

- In addition, we have carried out activities to reduce the impact of the health and social crisis from covid-19, such as:
  - Support for elderly people to provide them with entertainment and communication.
  - Promotion of campaigns to donate computer material to economically disadvantaged students.
  - Participation in technology projects and the tech4covid19 movement, helping to mitigate the consequences of the pandemic.
  - Making our staff aware of the possibility of buying food baskets prepared with the support of young adults with intellectual and development difficulties, delivered to their homes.

Taget 10.2

Empower and promote the social, economic and political inclusion of all

Money is what we give; the future is what we build: donations

- Our donations are made in two dimensions:
  - Corporate donations: Accenture Portugal donated about €85,500 to different social organizations to fund social projects focused on improving the employability of the most vulnerable and providing support in the humanitarian and social crisis generated by the covid-19.
  - Employees' donations: Accenture professionals donated a total of €7,883.65 (256 employees) through the Give2Help, My Flex and Give2Help – emergency programs.

- In response to emergencies, we launched the Give2Help emergency program, allowing a staff-defined amount to be donated in an emergency situation. In 2020, in the context of the covid-19 pandemic, we raised funds in support of the cause of the Portuguese Red Cross for the purchase of hospital material for personal protection. We raised €28,050, of which €3,000 came from our professionals.

Social innovators

- We promote social innovation initiatives aimed at finding structural solutions to the main challenges we face as a society. We dedicate over €368,000 to this field worldwide.
- We have provided over 1,594 hours of consulting on social innovation projects, with over 11 employees involved.

- We work on the basis of the following social challenges:
  - Rebuilding the livelihoods for the creation and maintenance of jobs or entrepreneurship.
  - The development and consolidation of the productive fabric, especially of SMEs and self-employed workers.
  - The energy and ecological transition to reduce the negative externalities that affect the environment.

We support people with disabilities

- Through pro bono activities, volunteering and donations, we have developed programs to support the daily needs of people with disabilities.

- We have internal programs that support the integration, health and well-being of our disabled professionals.

Priority SDG

SDG 12. Responsible production and consumption

Target 12.2

Achieve sustainable management and efficient use of natural resources

Our certifications in environmental management

- Since 2008, we have had a certified environmental management system based on ISO 14001.

- In 2020, we expanded the scope of the ISO 14001 certified management system to include our Braga and Archipark offices and thus the Accenture 2 Business Process Services, SA entity. We plan to extend certification to our offices located in Amoreiras Square next year.

We responsibly manage resources

- We consume energy from renewable sources in 65% of our ISO 14001-certified premises and we expect to reach 100% next year. Accenture's commitment worldwide is to obtain 100% of its energy from renewable sources in 2023.
- We use energy-saving systems in all our offices.
- We collaborate with the Workplace team to identify opportunities to minimize the environmental impact of the services provided.

- We apply the latest technologies to the power control of the acclimatization of our offices.
- Compared to 2019, we reduced power consumption by 48% per employee, in the universe of ISO 14001 certified facilities.

Target 12.2
Achieve sustainable management and efficient use of natural resources

- All of our offices are equipped with clocks to control lighting and air conditioning in the "open space" zones, and five out of seven of our buildings have motion sensors to control lighting in the bathrooms.

- Our offices have LED-lit areas and we aim to continue to increase their installation, depending on the economic and labor environment in 2021.

- We have policies for controlling our water-intensive equipment and work in partnership with the owners of Accenture offices' buildings to find measures to reduce water consumption on our premises. So in the last three years, we have reduced water consumption by 15% per employee.

Target 12.3
Halve per capita global food waste

We have reduced food waste

- In order to reduce food wastage in our offices, we placed better adjusted orders with our catering provider, based on the experience of surplus food at events.

- Whenever there is surplus food, we donate it to institutions or vulnerable people in our community.

Target 12.4
Achieve environmentally correct management of all waste

We responsibly manage resources

- Over the last two years, we have separated on average about 62% of the urban waste that can be recycled.

- We continue to identify single-use plastics and materials in each of our offices so that we can establish an elimination plan to be implemented after the end of the covid-19 pandemic. At the same time, we plan to renew our sales service contracts by applying the criterion of not using single-use plastics and materials.

- We make recycling corners available in our offices so that our professionals have a single point for waste recycling. In addition, we are working to incorporate alert sensors inside recycling bins to optimize the emptying process.

- We have recycled the coffee capsules and plastic lids, and have also helped to achieve social action goals, including food donation and medical services.

Meta 12.5
Substantially reduce waste production

We promote the circular economy

- Our overall objective is to reuse or recycle 100% of our electrical and electronic waste by 2025.
- We responsibly manage our computers and the hazardous waste that is generated in our offices. In 2020, 944 pieces of computer equipment were managed responsibly, with 364 computers reused and 580 computers and 86 pieces of equipment (monitors, printers, servers and others) donated.

- Thanks to our "follow-me print" management model, implemented in all our offices in Portugal, we have saved over 605,000 sheets of A4 paper over the last three years, which is equivalent to preventing the felling of about 30 eucalyptus trees.
- We have put in place measures to control the consumption of paper by setting a single point for collecting office supplies, so as to facilitate the management of paper consumption and take action to reduce it. In 2021, we also intend to introduce a minimum of 5% recycled paper in print services and washroom facilities.

Meta 12.6
Adopt sustainable practices and integrate sustainability information into sustainability reporting

We promote our environmental commitment in our supply chain

- In our process of type-approval of suppliers, 73% of the compulsory compliance criteria used relate to environmental, social and governance (ESG) issues.

- We conduct training sessions for the suppliers working in our offices to ensure compliance with the applicable legislation and to explain the procedures of the environmental management system.

Meta 12.8
Ensuring that people have relevant information and awareness for sustainable development

We make our employees aware of sustainable development

- We promote the global "The greener than game," challenge where our employees have the opportunity to share their green knowledge and innovative ideas with the Accenture community.

- We launched the environmental ambassadors program. We have a total of 51 ambassadors, whose mission is to support our professionals in the separation of waste and to collaborate with the environment area by promoting suggestions and new projects.

Priority SDG

SDG 13. Climate action

Target 13.1
Strengthen resilience and capacity to adapt to climate-related risks

We have reduced our CO_2 emissions

- Over the last three years, we have cut our carbon footprint by 53% per employee.

- As a result of teleworking, in 2020 we avoided at national level the emission of almost 460 tons of CO_2 and journeys of more than 4.3 million kilometers. The percentage of staff who worked remotely during 2020 increased from 5% to 95%, owing to the covid-19 pandemic.

- We aim to implement a new project relating to car-sharing management, offering a large part of our staff the ability to use company green cars.

- We promote carpooling and the use of public transport in order to reduce the number of journeys made by our staff.

- In 2021, we intend to purchase more electric or plug-in vehicles, as part of our commitment to the air quality of our cities, and increase the number of green parking places, with even more efficient chargers.

- We work with collaborative technologies that make it easy to connect between our professionals and even our clients. In the last year, thanks to the use of these technologies, we have held over 27M minutes of conference calls (teams), recording a 204% increase in minutes per employee, compared to 2018. At the same time, we have reduced emissions per employee from travel by 41%.

- We promote environmentally responsible actions related to cars or other land transport.

- We offer places for charging electric cars in our major offices and, in 2020, we have 20% more plug-in hybrid vehicles in our fleet.

Target 13.2
Integrate climate change measures into national policies, strategies and planning

We join initiatives that strengthen our commitment and form the basis of our strategy on climate change

- Globally, we have signed the "Business Ambition for 1.5°" commitment, led by the United Nations Global Compact.

- We have set our overall science-based target to reduce our emissions by 11% by 2025 compared to our 2016 baseline.

- Accenture has achieved a leading role in its performance on climate change in the "EDP Climate Change" program, and it remains in the "leadership" category.

Target 13.3
Raise awareness and capacity on climate change

We believe in the power of collaboration

- Eco-volunteer: our professionals collaborated with a total of 35.7 hours of virtual volunteering in the various environmental initiatives launched by Accenture Portugal.

Priority SDG

SDG 16. Peace, justice and strong institutions

Target 16.5
Reduce corruption and bribery

We have helped to reduce corruption and bribery

We are an ethical company and rigorously comply with the law and human rights

- Anti-corruption policies that are part of our global ethics and compliance program, and our efforts to protect human rights require our professionals and suppliers to comply with anti-corruption laws everywhere we do business.

- We have a corporate governance model which ensures that the highest standards of ethics and integrity are met in all respects and situations. We developed a set of guidelines and policies with this aim, ranging from the basic principles governing management decision-making to the functions, composition and performance of the highest governing body and its committees.

- We organized a learning board – "We stand together against racism" – in which 1,064 employees participated. We also promote, at the same time, digital content on our "stand together against racism" page, which addresses human rights and racism issues and is accessible to all employees.

- We have a code of conduct for suppliers – "Accenture Supplier Standards of Conduct" – which is aligned with the fundamental policies and values that define the profile of our business.

We have joined the main international treaties and pacts on human rights, ethics and compliance

- We have signed up to the main international treaties and documents on human rights: the International Labor Organization Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights.

- We are members of the alliance against corruption of the World Economic Forum (WEF), which brings together companies with zero-tolerance policies against bribery and corruption.

>

Target 16.5
Reduce corruption and bribery

We raise awareness, train and advise our professionals on ethics and compliance

- We have an anti-corruption portal where our professionals can get approval before they offer gifts or invite employees of public companies and other clients for meals or other activities.

- We raise awareness and train our professionals once they enter our company. We have provided more than 3,572 hours of ethical training to all our professionals in Portugal.

- We have a chatbot with artificial intelligence, as an anonymous and accessible mechanism, on which questions about ethics can be asked.

Target 16.7
Ensure that decision-making at all levels is responsible, inclusive, participatory and representative

We guarantee good governance policies for a responsible and inclusive strategy

- At Accenture, we have a corporate governance model which ensures that the highest ethical and integrity standards are met in all respects and situations.

- Accenture's Board of Directors, the highest level of governance worldwide, is responsible for developing and overseeing the company's strategy in a transparent and accountable manner. Moreover, it is made up of a majority of external and independent members, 36% of whom are women, and the skills of all members are reviewed periodically, to ensure they fit current needs.

- All members of the Accenture Board of Directors must act in accordance with the Code of Business Ethics, and rigorously adopt all policies relating to conflicts of interest, confidentiality and ethical conduct.

Target 16.10
Access to information and fundamental freedoms

We guarantee public access to information policies in accordance with national law and international agreements

Information security and privacy, a priority that we integrate into all our policies and processes

- All of our processes and systems have been adapted in accordance with the GDPR - General Data Protection Regulation. We are certified in ISO 27701 for the management of privacy systems and the processing of personal data.

- We have the ISO 27001 information security certification.

- We have a global client data protection program which ensures that the teams which develop services and projects for our clients understand and contribute to meeting data security and privacy obligations.

- The Incident Response Team (CIRT) is made up of highly trained professionals who provide 24/7 coverage anywhere in the world.

- The Accenture Security Operations Center (ASOC) uses some of the most advanced security technologies to monitor and detect threats throughout our organization.

- We provide more than 12,500 hours of data privacy and information security training. In 2020, 99% of our professionals completed the bronze level of the IS Advocate program, consisting of three levels of progressive knowledge acquisition on this subject, including several activities of voluntary training that foster the adoption of best practices for information security among our professionals to protect not only our data, but also those of our clients.

- In 2020, we also provide more than 930 hours of training to our suppliers on issues related to the GDPR and data security.

We help our clients adopt new technologies, including artificial intelligence (AI), responsibly

- We use and develop technology responsibly, taking into account the externalities of the use of new innovative technologies - both positive and negative - on people, the planet and the economy.

Priority SDG

SDG 17. Partnerships for the implementation of the goals

Target 17.14
Enhance policy coherence for sustainable development

We work with institutions, working groups, initiatives and protocols to increase policy coherence

- Together with more than 60 institutions, we signed the Business Mobility Pact for the city of Lisbon, committing ourselves to finding sustainable solutions to make the city of Lisbon more efficient, sustainable and secure.

- We are part of different working groups of BCSD Portugal and we collaborate on various initiatives, such as events and protocols.

Target 17.16
Enhance the global partnership for sustainable development

Partnership for sustainable development

- We are members of Global Compact Network Portugal.

- In partnership with Global Compact, Accenture is driving the SDG Ambition global initiative to encourage all companies to raise their level of commitment, integrate sustainability goals into their strategy and measure their progress.

- We have subscribed to the principles of human rights and empowerment of women in the Global Compact and the alliance against corruption in the World Economic Forum.

- We are partners of the Business Council for Sustainable Development (BCSD Portugal) and members of the World Business Council for Sustainable Development (WBCSD) worldwide.

Target 17.17

Encourage and promote effective public, public-private and civil society partnerships

Encourage and promote effective public, public-private and civil society partnerships to contribute to sustainable development

We have strengthened our commitment to sustainable development

- We cooperate with more than 50 non-governmental organizations to increase our impact on society.
- We work with four non-governmental organizations within the framework of the sustainable development goals.
- In the context of covid-19, we've collaborated with public authorities, especially with public health departments, detecting cases among Accenture professionals and analyzing and managing contacts.

- We are members of the Portuguese Association of Business Ethics (APEE).
- We are partners of the Equality Organization Forum (iGen).
- We are also partners of the Reflection and Support Group for Corporate Citizenship (GRACE).
- We are members of the Portuguese Association for Diversity and Inclusion (APPDI).

We maintain an ecosystem with leading companies in their respective industries that complements our ability to offer new services and technologies

- We are the number one partner in integration for SAP, Microsoft, Oracle and Salesforce. In addition, through our joint venture Avanade, we offer more Microsoft technology than any other company in the world.

We are committed to leaving no one behind

- We work with different organizations and virtual platforms that encourage the dedication of our professionals to volunteer for the most vulnerable groups. By way of example, our professionals have carried out virtual volunteering to help the people most affected by the health and social crisis caused by covid-19.
- We make corporate donations and regular donations from our employees. As part of employee donations, we have promoted the #DAPARAMUDAR (It can change) initiative, where our employees had the opportunity to support their preferred organizations.

- Accenture Portugal is linked to the global movement of the Hour of Code, which aims to empower all students in all schools in the world, helping them to develop programming skills and preparing them to thrive in the digital world. The 17 employees involved took a game, developed by Accenture, to several schools which explains how to apply artificial intelligence to a robot.
- We collaborate with Junior Achievement Portugal through initiatives for young people involved in Right Arm and Leaders for a Day, inspiring them to find their personal and professional motivations.

We support the education, culture and economic development of our country

- We enter into agreements with the educational community (universities, vocational training centers, business schools, technology partners) to offer training programs on state-of-the-art technologies.

We encourage the "New Generations" and their entire ecosystem

- We promote the use of technology by kids with the global "Hour of Code" movement.
- We carry out initiatives for children where we share the importance of new technologies and encourage their responsible use.

Secondary SDG

Target 3.4: Promote mental health and well-being

- At Accenture, we are focused on the health and safety of our employees. See SDG 8 "Decent work and economic growth", Target 8.8. "Protect labor rights and promote safe and secure working environments for all workers."

- Accenture professionals, through our donation programs, support health and research projects. See SDG 10 "Reducing inequality", Target 10.2 "Empower and promote the social, economic and political inclusion of all."

Target 3.8: Achieve universal health coverage and access to quality essential health services

- We are committed to the health and safety of our staff, and therefore, due to the current context of covid-19, we have strengthened the medical care service both in our offices and in telemedicine format. In addition, we provide all our staff with private health insurance. See SDG 8 "Decent work and economic growth", Target 8.8 "Protect labor rights and promote safe and secure working environment."

Target 4.3: Ensure equal access for men and women to technical, professional and tertiary education

- We offer digital solutions and partner with external parties for training and retraining professionals. In addition, we are constantly committed to the development and training of our professionals. We also promote equality between men and women in all our processes and businesses. See SDG 5 "Gender equality and empower all women and girls" Target 5.5 "Ensure women's full and effective participation and equal opportunities for leadership." See SDG 8 "Achieve full and productive employment and decent work for all women and men."

Target 4.4: Increase the number of young people and adults with technical and professional skills

- We are committed to the training and development of our professionals. See SDG 8 "Decent work and economic growth", Target 8.5 "Achieve full and productive employment and decent work for all women and men", 8.6 "Substantially reduce the proportion of youth not in employment, education or training."

- We have designed digital solutions for the most vulnerable people in order to help them enter the labor market. We also create solutions for young people to facilitate digital learning and understand the different stages of artificial intelligence. View SDG 10 "Reducing Inequality", Target 10.2 "Empower and promote the social, economic and political inclusion of all."

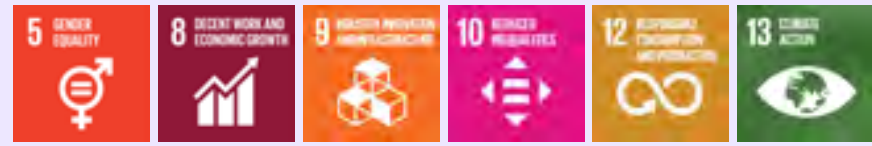**Target 6.4:** Substantially increase water-use efficiency

- We monitor our water-intensive equipment and, in partnership with the owners of our offices' buildings, we are undertaking water-reduction measures. See SDG 12 "Responsible Production and Consumption", Target 12.2 "Achieve the sustainable management and efficient use of natural resources."

Annex 2
GRI content index

General disclosures

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 101: Foundation					
GRI 102: General disclosures	102-1 Name of the organization		Accenture		✔
	102-2 Activities, brands, products and services		pages 61, 62, 63 and 64		✔
	102-3 Location of headquarters		Avenida Engenheiro Duarte Pacheco, Torre 1 (Amoreiras) 16º 1070-101 Lisboa		✔
	102-4 Location of operations		pages 8 and 73		✔
	102-5 Ownership and legal form		pages 29 and 30 Accenture, Consultores de Gestão, S.A., Accenture Technology Solutions – Soluções Informáticas Integradas, S.A. and Accenture 2 Business Process Services S.A. are managed by their respective Boards of Directors. An Executive Board exists at Accenture Consultores de Gestão.		✔
	102-6 Markets served	Responsible innovation; Promotion of ESG progress with clients; Impact on society/ employment support	Accenture PLC (pages 5 and 6)		✔

General contents (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 102: **General disclosures**	102-7 Scale of the organization		pages 6 and 7		✔
	102-8 Information on employees and other workers	Inclusion, diversity and equal opportunities	pages 84, 204, 205, 206, 211, 212 and 213	.	✔
	102-9 Supply chain	Responsible procurement	pages 131 to 137 and 216		✔
	102-10 Significant changes to the organization and its supply chain	ESG Management	pages 56, 145, 152 and 153		✔
	102-11 Precautionary principle or approach		pages 32 to 35		✔
	102-12 External initiatives	Impact on society/support for employment; Community support	pages 25, 26, 81, 82, 86, 87, 88, 111, 112, 121, 122, 124, 139, 140, 142, 150, 166 and 167		✔
	102-13 Membership of associations	Community support	pages 36, 77, 79, 80, 81, 86, 87, 88, 140, 166 and 167		✔

General contents (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 102: General disclosures	**STRATEGY**				
	102-14 Message from the President	ESG Management	pages 3 and 4		✓
	102-15 Key impacts, risks and opportunities		pages 12, 32, 33, 34, 35 and 72		✓
	ETHICS AND INTEGRITY				
	102-16 Values, principles, standards and norms of behavior	Ethics, Integrity and Compliance	pages 11, 29, 30, 36, 37, 38, 139 and 164 Code of Business Ethics Corporate values Supplier Standards of Conduct		✓
	102-17 Mechanisms for advice and concerns about ethics		24/7 Business Ethics Line website		✓
	102-18 Governance structure	ESG Management	General Meeting, General Meeting Board, Board of Directors (with an Executive Committee, if any) and Statutory Auditor. The parent company of Accenture is managed by a Global Board of Directors ("Board") that currently has 11 members, and currently comprises four committees: Audit, Compensation, Finance, and Appointment and Governance.		✓

General contents (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 102: **General disclosures**	102-19 Delegating authority		Functions of the Board of Directors (page 1)		✔
	102-20 Executive-level responsibility for economic, environmental and social topics		Global Leadership	.	✔
	102-21 Consulting stakeholders on economic, environmental and social topics	ESG Management	Investor Accenture		✔
	102-22 Composition of the highest governance body and its committees		Leadership-Board of Directors		✔
	102-23 Chair of the highest governance body		David P. Rowland is the Executive President of Accenture's highest governing body.		✔
	102-24 Nominating and selecting the highest governance body		Leadership-governance		✔
	102-25 Conflicts of interest	Ethics, Integrity and Compliance	pages 29, 36, 37, 38, 163 and 164		✔
	102-26 Role of highest governance body in setting purpose, values and strategy	ESG Management	pages 29 and 30		✔

General contents (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 102: General disclosures	102-27 Collective knowledge of the highest governance body		Corporate Governance Guidelines Characteristics of Board Members. (pages 2-3)		✓
	102-28 Evaluating the highest governance body's performance		Corporate Governance Guidelines – Performance Evaluation (page 5)	.	✓
	102-29 Identifying and managing economic, environmental and social impacts		Corporate Governance Guidelines – Functions of the Board of Directors (page 1)		✓
	102-30 Effectiveness of risk management processes	ESG Management	2019 Proxy Statement and Notice of Annual Meeting – Risk Oversight (page 5)		✓
	102-31 Review of economic, environmental and social topics		2019 Proxy Statement and Notice of Annual Meeting – Board Meetings and Committees of the Board (page 6)		✓
	102-32 Highest governance body's role in sustainability reporting		page 31 The Responsible Business area answers for the entire contents of this report before the management and shareholders.		✓
	102-33 Communicating critical concerns		Company Contacts		✓
	102-34 Nature and total number of critical concerns		Investor Accenture		✓
	102-35 Remuneration policies		Corporate Governance Guidelines		✓

General contents (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 102: General disclosures	102-36 Process for determining remuneration	ESG Management	2019 Proxy Statement and Notice of Annual Meeting Process for Determining Executive Compensation		✔
	102-37 Stakeholders' involvement in remuneration		Summary of the 2020 Annual General Meeting of Shareholders of Accenture plc pages 19 to 22		✔
	102-38 Annual total compensation ratio			Information not available. Accenture's internal data confidentiality policies do not allow this information to be published.	✔
	102-39 Percentage increase in total annual compensation ratio			Information not available. Accenture's internal data confidentiality policies do not allow this information to be published.	✔
	102-40 List of stakeholders		page 19		✔
	102-41 Collective bargaining agreements	ESG Management	Accenture is committed to upholding freedom of association and the effective recognition of the right to collective bargaining. Our Code of Ethics in Business reaffirms our commitment to respecting the right of our employees, to training or to joining legally constituted representative bodies, and to working in good faith with them.		✔
	102-42 Identifying and selecting stakeholders		pages 19 to 22		✔
	102-43 Approach to stakeholder engagement		pages 19 to 22		✔
	102-44 Key topics and concerns raised by stakeholders		pages 21, 219 and 220		✔

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General contents (cont.)

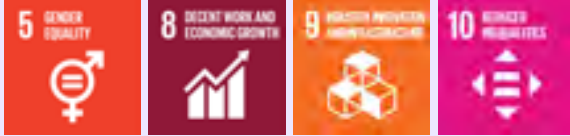| GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 102: **General disclosures**	102-45 Entities included in the consolidated financial statements	ESG Management	page 7 and 30		✓
	102-46 Defining report content and topic boundaries		pages 20, 21, 219 and 220		✓
	102-47 List of material topics		pages 21, 219 and 220	.	
	102-48 Restatements of information		The structure used in the previous report was retained. [Sustainability Report enterprise Portugal 2019](#)		✓
	102-49 Changes in reporting		There was no need to make relevant changes to the structure of the report	No significant changes were made.	✓
	102-50 Reporting period		2020 fiscal year (September 1, 2019 to August 31, 2020).		✓
	102-51 Date of most recent report		2019 fiscal year (September 1, 2018 to August 31, 2019).		✓
	102-52 Reporting cycle		Annual		✓
	102-53 Contact point for questions regarding the report		[sustentabilidade.empresarial.portugal@accenture.com](#)		✓
	102-54 Claims of reporting in accordance with GRI Standards		pages 221 and 222 This report has been produced in accordance with the GRI Standards guidelines for the "Comprehensive Option".		✓
	102-55 GRI Content Index		pages 169 to 198		✓
	102-56 External assurance		pages 221 and 222		✓
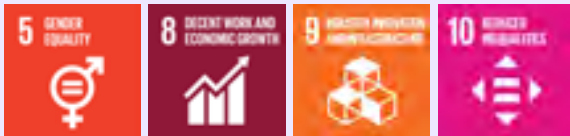
Material topics

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
ECONOMIC DISCLOSURES					
ECONOMIC PERFORMANCE					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Impact on society/support for employment; Climate change and carbon emissions; Working conditions.	pages 20 to 22, 219 and 220	.	✔
	103-2 The management approach and its components		pages 54, 55, 58 to 60, 92 to 95 and 145		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	Impact on society/employment support	pages 58, 59, 214 and 215		✔
	201-2 Financial implications and other risks and opportunities for the organization due to climate change	Climate change and carbon emissions	pages 33 and 123	Activities carried out by Accenture are unlikely to be directly or significantly affected by climate change. Therefore, the financial consequences associated with the potential risks and opportunities arising from climate change were not quantified.	✔
	201-3 Defined benefit plan obligations and other retirement plans	Impact on society/employment support; Working conditions	pages 98 to 100		✔
	201-4 Financial assistance received from government	Impact on society/employment support	page 213		✔
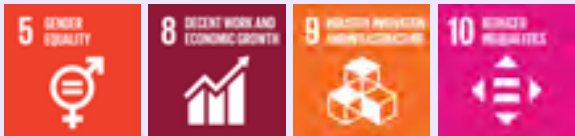
Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
MARKET PRESENCE					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Inclusion, diversity and equal opportunities	pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 7, 54, 55, 58 to 60, 92 to 95, 145		✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219, 220		✓
GRI 202: Market presence	202-1 Ratio of standard entry level wage by gender compared to local minimum wage		page 208		✓
	202-2 Proportion of senior management hired from the local community		Regardless of the local community where a person comes from, Accenture promotes equal opportunities based on merit in its selection and promotion processes.		✓
INDIRECT ECONOMIC IMPACTS					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Responsible innovation; Data Protection and Information Security; Support for the community; Impact on society/employment support	pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 7, 54, 55, 58 to 60, 108, 145, 147 and 157		✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 203: Indirect economic impacts	203-1 Infrastructure investments and services supported	Responsible innovation; Data Protection and Information Security; Community support	pages 36, 39 to 41, 46, 108, 109, 132 and 165		✓
	203-2 Significant indirect economic impacts	Impact on society/employment support	pages 14, 15, 108, 111, 112, 113, 116, 132, 135, 145, 147, and 157		✓

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
PROCUREMENT PRACTICES					
GRI 103: **Management approach**	103-1 Explanation of the material topic and its boundaries	Responsible procurement	pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 36 to 38, 58 to 60, 133 to 136, 145 and 160	.	✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 204: **Procurement Practices**	204-1 Proportion of spending on local suppliers		page 216		✓
ANTI-CORRUPTION					
GRI 103: **Management approach**	103-1 Explanation of the material topic and its boundaries	Ethics, Integrity and Compliance; Public policy promotion	pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 36 to 38, 136, 163 and 164		✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 205: **Anti-corruption**	205-1 Operations assessed for risks related to corruption	Ethics, Integrity and Compliance	All Accenture operations are assessed for exposure to this risk.		✓
	205-2 Communication and training about anti-corruption policies and procedures	Ethics, Integrity and Compliance; Public policy promotion	pages 36 to 38		✓
	205-3 Confirmed incidents of corruption and actions taken	Ethics, Integrity and Compliance	During the 2020 fiscal year, no information on corruption incidents was registered through the channels established by the legal department.		✓

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
ANTI-COMPETITIVE PRACTICES					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Ethics, Integrity and Compliance	pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 36 to 38, 136, 163 and 164	.	✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 206: Anti-competitive practices	206-1 Legal actions relating to anti-competitive behavior, anti-trust and monopoly practices		During the 2020 fiscal year, no actions were registered relating to anti-competitive behavior, anti-trust and monopoly practices through channels established by the Legal Department.		✓
TAXATION					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries				✓
	103-2 The management approach and its components			Information not available. Accenture's internal information management system in Portugal is being adapted to obtain the information that responds to this indicator.	✓
	103-3 Evaluation of the management approach				✓
GRI 207: Taxation	207-1 Approach to tax				✓
	207-2 Tax governance, control and risk management				✓
	207-3 Stakeholder engagement and management of concerns related to tax				✓
	207-4 Country-by-country reporting	ESG Management	pages 214 and 215		✓

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
MATERIAL TOPICS					
MATERIALS					
GRI 103: **Management approach**	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 118, 119, 125 to 127, 129, 130, 145,152, 159 and 160		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 301: Materials	301-1 Materials used by weight or volume	ESG Management	pages 199 and 200		✔
	301-2 Recycled input materials used		The paper we use in our work centers is 100% green (chlorine-free), and 100% of the paper we use for printing has the FSC and PEFC certifications.		
	301-3 Reclaimed products and their packaging materials			This is not considered a material matter for the company as the business carried out by Accenture as a professional service provider does not involve direct sales of products using packaging materials. However, Accenture Portugal is evaluating the introduction of criteria related to this topic in its procurement and supply chain processes.	✔

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Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
ENERGY					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Climate change and carbon emissions	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 118, 119, 121, 124, 125, 129, 130, 145, 152, 158, and 159		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 302: Energy	302-1 Energy consumption within the organization	Climate change and carbon emissions	page 200		✔
	302-2 Energy consumption outside of the organization			This aspect is not considered a material topic directly. The upstream and downstream energy consumption in our value chain is relevant to Accenture in terms of associated carbon emissions. This topic is addressed in indicator 305-3.	✔
	302-3 Energy intensity	Climate change and carbon emissions	page 200		✔
	302-4 Reduction of energy consumption	Climate change and carbon emissions	page 200		✔

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Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 302: Energy	302-5 Reductions in energy requirements of products and services			Not applicable. Given Accenture's activity, energy consumption in products and services sold are not materials. As such, there are currently no records of the same.	✔
WATER					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 119, 123, 128, 129, 130, 145, 152 and 159		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 303: Water	303-1 Interactions with water as a shared resource	Water	The supply of water from all Accenture centers comes from their respective municipal supply networks, and their waste water is channeled into the municipal sewerage network.		✔
	303-2 Management of water-discharge related impacts		Given the nature of Accenture activity, it is not considered relevant. Accenture's facilities are offices and, as a result, waste water goes into the municipal sewerage system. For each new design project for new spaces/ offices, Accenture Portugal evaluates the feasibility of implementing/using water recovery/ reuse processes.		✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 303: Water	303-3 Water abstraction	Water	The supply of water from all Accenture centers comes from their respective municipal supply networks, and their waste water is channeled into public sewerage networks.		✔
	303-4 Water discharge		Given the nature of Accenture activity, it is not considered relevant. Accenture's facilities are offices and, as a result, waste water goes into the municipal sewerage system. For each new design project for new spaces/offices, Accenture Portugal assesses the feasibility of implementing/using water recovery/reuse processes.		✔
	303-5 Water consumption		page 199		✔
BIODIVERSITY					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries			This is not considered a material subject directly as the organization does not significantly and directly affect habitats (whether with its presence, discharges or other effects) that are protected or recovered.	✔
	103-2 The management approach and its components			This is not considered a material subject directly as the organization does not significantly and directly affect habitats (whether with its presence, discharges or other effects) that are protected or recovered.	✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 103: Management approach	103-3 Evaluation of the management approach			This aspect is not considered a material issue directly as the organization does not directly and significantly affect (whether with its presence, discharges or other effects) habitats that are protected or restored.	✔
GRI 304: Biodiversity	304-1 Operational sites owned, leases or managed in, or adjacent to, protected areas or areas of high biodiversity outside protected areas			Not applicable. None of the Accenture facilities are in protected natural spaces or areas of high biodiversity that are not protected. All of our offices are located on urban land.	✔
	304-2 Significant impacts of activities, products and services on biodiversity			Not applicable. Not considered relevant as the organization does not significantly and directly affect (whether with its presence, discharges or other effects) habitats that are or restored.	✔
	304-3 Habitats protegidos ou recuperados			Not applicable. Not considered relevant as the organization does not significantly and directly affect (whether with its presence, discharges, or other effects) habitats that are protected or restored.	✔
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations			Not applicable. Given the activity of Accenture and the location of its offices, there are no endangered species affected by the operations carried out by the organization.	✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
EMISSIONS					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 118 to 123, 129, 130, 145, 152, 161 and 162	.	✔
	103-3 Evaluation of the management approach	Climate change and carbon emissions	pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 305: Emissions	305-1 Direct (scope 1) GHG emissions		page 201		✔
	305-2 Energy indirect (scope 2) GHG emissions		page 201		✔
	305-3 Other indirect (scope 3) GHG emissions		page 201		✔
	305-4 GHG emissions intensity		page 201		✔
	305-5 Reduction of GHG emissions		page 201		✔
	305-6 Emissions of ozone-depleting substances (SDG)			Accenture Portugal meets all applicable legal requirements for the control of leaks of ozone-depleting gases (SDG). These requirements apply only to the HVAC equipment that we control directly at our site and as such is not considered a material topic.	✔
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX) and other significant air emissions			Emissions of ozone-depleting substances are not considered relevant in the context of Accenture activity, as they are only associated with vehicles in the internal combustion engine fleet.	✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
WASTE					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 118, 119, 125, 126, 127, 129, 130, 145, 152, 159, and 160	.	✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	Waste	pages 119, 126, 127, 145, 152, 159 and 160		✓
	306-2 Management of significant waste-related impacts		pages 119, 126, 127, 145, 152, 159 and 160		✓
	306-3 Waste Generated		page 202		✓
	306-4 Waste diverted from disposal		page 202		✓
	306-5 Waste directed to disposal		page 202		✓
ENVIRONMENTAL COMPLIANCE					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components	ESG Management	pages 33, 38, 51, 129, 145, 152 and 158		✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 307: Environmental compliance	307-1 Non-compliance with environmental laws and regulations		During the 2020 fiscal year, no fines were recorded for non-compliance with environmental regulations through channels established by the legal department.		✓

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
SUPPLIER ENVIRONMENTAL ASSESSMENT					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Responsible procurement	pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 132 to 137, 145, 151 and 160		✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 308: Supplier environmental assessment	308-1 New suppliers that were screened using environmental criteria		pages 134 and 151		✓
	308-2 Negative environmental impacts in the supply chain and actions taken		pages 133 to 136		✓
CORPORATE DISCLOSURES					
EMPLOYMENT					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Impact on society/employment support; Working conditions	pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 84, 86 to 90, 98 to 100, 102 to 104, 140 to 142, 146 to 148		✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 401: Employment	401-1 New employee hires and employee turnover	Impact on society/employment support	pages 212 and 213		✓
	401-2 Benefits provided to full-time employees that are not provided to part-time or temporary employees	Working conditions	pages 98, 99, 100, 102 to 104, 141, 148 and 149		✓
	401-3 Parental leave	Working conditions	page 209 100% of our staff are entitled to take parenting leave (including interns)		✓

Material topics (cont.)
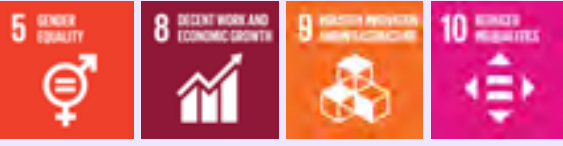
GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
LABOR RELATIONS					
GRI 103: **Management approach**	103-1 Explanation of the material topic and its boundaries	Working conditions	pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 84, 86 to 90, 98 to 100, 102 to 104, 140 to 142, 146 to 148		✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 402: **Labor relations**	402-1 Minimum notice periods regarding operational changes		The minimum notice periods are applied in accordance with current legislation.		✓
OCCUPATIONAL HEALTH AND SAFETY					
GRI 103: **Management approach**	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 100 to 103, 105, 148 and 149		✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 403: **Occupational health and safety**	403-1 Occupational health and safety management system	Well-being and engagement with employees; Working conditions	page 101		✓
	403-2 Hazard identification, risk assessment and incident investigation		page 101, 209 and 210		✓
	403-3 Occupational health services		page 100 to 102, 105, 148 and 149		✓
	403-4 Worker participation, consultation and communication on occupational health and safety		page 101		✓
	403-5 Worker training on occupational health and safety		pages 100 to 103, 105 and 149		✓

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
GRI 403: Occupational health and safety	403-6 Promotion of workers health		pages 100 to 103, 105, 149		✔
	403-7- Prevention and mitigation of health and occupational safety impacts directly linked by business relationships		page 101		✔
	403-8 Workers covered by an occupational health and safety management system	Well-being and engagement with employees; Working conditions	100%		✔
	403-9 Work-related injuries		page 209		✔
	403-10 Work-related health problems		While our activities do not present a high risk of causing specific diseases, Accenture has implemented action measures for those professionals that travel to developing countries. This is to avoid possible risks before, during and after the trip.		✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
TRAINING AND EDUCATION					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Attraction, retention and development of talent	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 84, 85, 141, 146, 154, 163 to 165 and 168		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 404: Training and education	404-1 Average hours of training per year per employee		page 211		✔
	404-2 Employee skills improvement programs and transition support programs		page 85, 141, 146, 154, 163 to 165 and 168		✔
	404-3 Percentage of employees who regularly receive career development and performance reviews		page 213		✔
DIVERSITY AND EQUAL OPPORTUNITIES					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Inclusion, diversity and equal opportunities	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 84, 92 to 95, 139 to 142, 146 and 157		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 405: Diversity and equal opportunities	405-1 Diversity of governance bodies and employees		pages 92, 140, 204, 205 and 208		✔
	405-2 Ratio of basic salary and remuneration of women to men		page 207		✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
NON-DISCRIMINATION					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	ESG management; Inclusion, diversity and equal opportunities	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 36 to 38, 134 to 135, 139 to 141, 142, 146, 151, and 163		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken		Only one disciplinary procedure that culminated in the employee's fair dismissal because the practice of discriminatory conduct has been established.		✔
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Working conditions	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 81, 84, 85, 91, 217 and 218		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 407: Freedom of association and collective bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		page 210 Accenture does not hinder freedom of association and collective bargaining. In addition, Accenture subscribes to the principles of the global compact.		✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
CHILD LABOR					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 36 to 38, 133 to 135, 151 and 163		✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 408: Child labor	408-1 Operations and suppliers with significant risk of child labor incidents	Human rights	Accenture hiring processes are rigorous as they include checking all necessary and relevant identification documents. Our global policy 0112 (employee history screening) requires minimum legal age checks to work for relevant employees and interns. The legal minimum age for work is 16 years subject to a series of requirements under Portugal's labor law. Failure to comply with it may result in the commission of a crime under Portuguese law (art. 68, 72, and 82 of the Labor Code).		✓
FORCED OR COMPULSORY LABOR					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 36 to 38, 133 to 135, 151and 163		✓
	103-3 Evaluation of the management approach	Human rights	pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 409: Forced or compulsory labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		No such risk has been identified. We are committed to eliminating cases of people trafficking, slavery, servitude, forced or compulsory labor.		✓

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
SECURITY PRACTICES					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Ethics, Integrity and Compliance	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 36, 37, 39 to 41, 43 to 46, 101, 150, 165 and 168		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 410: Security Practices	410-1 Security personnel trained in human rights policies or procedures		Not applicable. Security personnel subcontracted by Accenture do not receive specific training in physical security or use of force.		✔
RIGHTS OF INDIGENOUS PEOPLES					
GRI 411: Rights of indigenous peoples	411-1 Incidents of violations involving rights of indigenous peoples	Ethics, Integrity and Compliance		Not applicable. The development of Accenture's activity as a professional service provider and the geographical environment in which we operate do not involve a relationship with indigenous peoples.	✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
HUMAN RIGHTS ASSESSMENT					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Human rights; Responsible Procurement; ESG Management	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 36 to 38, 133 to 135, 151 and 163		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 412: Human rights assessment	412-1 Operations that have been subject to human rights reviews or impact assessments	Human rights; Responsible procurement	In Portugal, this subject is based on national and Community law, the constitution and international treaties and, as such, contracts do not deal specifically with this matter. Our contracts specify that our suppliers must comply with all applicable legislation.		✔
	412-2 Employee training on human rights policies and procedures	Human rights; ESG Management	pages 36 to 38, 133 to 135, 151 and 163		✔
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Human rights; Responsible procurement	In Portugal, this is a matter of national and Community law, the constitution and international treaties and, as such, contracts do not deal specifically with this matter. Our contracts specify that our suppliers must comply with all applicable legislation.		✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
LOCAL COMMUNITIES					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components		pages 36 to 38, 133 to 135, 151 and 163		✓
	103-3 Evaluation of the management approach	Community support; Responsible procurement	pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 413: Local communities	413-1 Operations with local community engagement, impact assessments and development programs		pages 108 to 116		✓
	413-2 Operations with significant actual and potential negative impacts on local communities			Not applicable. The services offered by Accenture do not have a significant negative impact on local communities.	✓
SUPPLIER SOCIAL ASSESSMENT					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✓
	103-2 The management approach and its components	Responsible procurement	pages 132 to 137, 145, 151 and 160		✓
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✓
GRI 414: Supplier social assessment	414-1 New suppliers that were screened using social criteria		pages 134 and 151		✓
	414-2 Negative social impacts in the supply chain and actions taken		pages 133 to 136		✓

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
PUBLIC POLICY					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 36 to 38, 133 to 135, 151 and 163		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 415: Public policy	415-1 Political contributions		Accenture makes no contributions to political parties or representatives.		✔
CLIENT HEALTH AND SAFETY					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries		pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components	Promotion of client ESG progress	pages 11 to 14		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 416: Client health and safety	416-1 Assessment of health and safety impacts of product and service categories		Accenture makes no contributions to political parties or representatives.		✔
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		Accenture makes no contributions to political parties or representatives.		✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
CLIENT PRIVACY					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	Data Protection and Information Security	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 39, 40, 43 to 46, 150 and 165		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 418: Client privacy	418-1 Substantiated complaints concerning breaches of client privacy and losses of client data		There were no significant complaints during the 2020 fiscal year regarding respect for privacy and losses of personal data from clients.		✔
SOCIOECONOMIC COMPLIANCE					
GRI 103: Management approach	103-1 Explanation of the material topic and its boundaries	ESG Management	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 36 to 38		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
GRI 419: Socioeconomic compliance	419-1 Non-compliance with the laws and regulations in the social and economic area		During the 2020 fiscal year, there were no significant fines in the social sphere through the channels established by the legal department, nor significant fines in the economic sphere through the channels established by the finance department.		✔

Material topics (cont.)

GRI STANDARD	INDEX	MATERIAL TOPIC/SDG	PAGE/DIRECT ANSWER/URL	OMISSION	EXTERNAL ASSURANCE
RESPONSIBLE INNOVATION					
GRI 103: **Management approach**	103-1 Explanation of the material topic and its boundaries	Responsible Innovation	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 23 to 28 and 109		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔
PROMOTING CLIENT SUSTAINABILITY					
GRI 103: **Management approach**	103-1 Explanation of the material topic and its boundaries	Promotion of client ESG progress	pages 20 to 22, 219 and 220		✔
	103-2 The management approach and its components		pages 3 and 4, 12, 13, 14, 17, 72, 109, 144, 152, 153 and 157		✔
	103-3 Evaluation of the management approach		pages 20 to 22, 42, 47 to 51, 219 and 220		✔

Annex 2
Information on environmental issues

Table 1: Water consumption

GRI 303-5
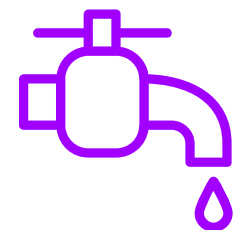
	2020	2019	2018
Water consumption (m³)	11,594	9,215	10,477
Consumption per worker	3.15	3.05	3.70
Change 2020-2018	**11%**		

Table 2: Purchased materials

GRI 301-1

Purchase of computer equipment and mobile phones
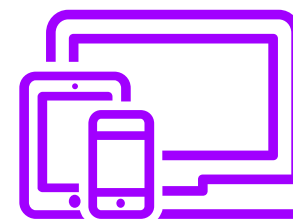
	2020	2019	2018
Electrical and electronic equipment (units)	11.640	7.031	11.207

Printer paper consumption
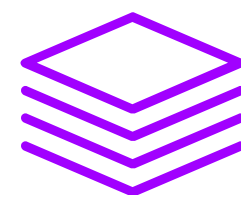
	2020	2019	2018
Paper (kg)	349	811	656
Paper consumption per worker (kg)	0.08	0.27	0.23
Variation 2020-2018 (per worker)	**-47%**		

Table 2: Purchased materials

GRI 301-1

Plastic materials that are no longer consumed
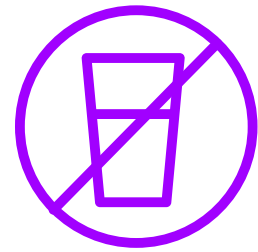
	2020	2019	2018
Plastic glasses (Units)	N/A	2,100,000	-
Plastic spoons (Units)	N/A	1,050,000	-
Avoided plastic consumption (kg)	N/A	4,830	-
Avoided plastics consumption per worker (kg)	N/A	1.6	-

During 2019, we stopped consuming plastic cups and spoons in the coffee machines at all offices

Table 3A: Power consumption

GRI 302-1, 302-3, 302-4
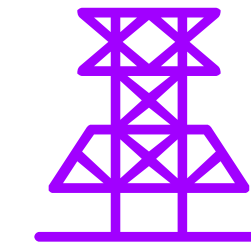
	2020	2019	2018
Power consumption (gigajoules)	6,334	7,281	7,442
Electrical consumption per worker	2	2	3
Power consumption variation 2020-2018	**-15%**		
Consumption per worker variation 2020-2018	**-35%**		

- Buildings with power bills account for about 70% of range; the rest was estimated as a function of the m². We anticipate for 2020 the contracting of power from renewable sources.
- Accenture does not present direct energy consumption on its premises.

TABLE 3B: Renewable energy

GRI 302-1, 302-4
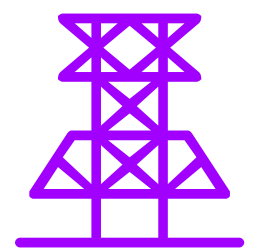
	2020	2019	2018
Non-renewable energy	3,938	-	-
Renewable energy	2,396	-	-
% non-renewable energy	62%	-	-
% renewable energy	38%	-	-

TABLE 3C: Fleet fuel

GRI 302-1, 302-4
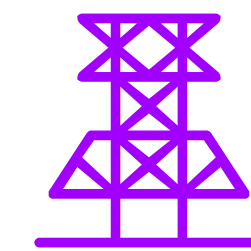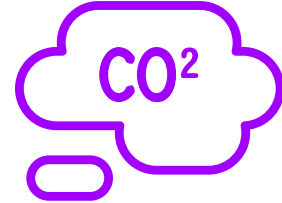
	2020	2019	2018
Fuel consumed	194,769	242,056	223,386
Fuel consumption variation 2020-2018	**-13%**		

Table 4: Direct and indirect CO_2 emissions

GRI 305-1, 305-2, 305-3, 305-4, 305-5

	2020	2019	2018
Direct emissions (Scope 1: motor vehicle fleet) (tons)	374	640	595
Scope 1 emissions per worker	0.10	0.21	0.21
Variation in scope 1 emissions per worker 2020-2018	**-52%**		
Indirect emissions (Scope 2: power) (tons)	275	655	605
Scope 2 emissions per worker	0.07	0.22	0.21
Variation in scope 2 emissions per worker 2020-2018	**-65%**		
Indirect emissions (Scope 3: travel) (tons)	962	1,572	1,442
Scope 3 emissions per worker	0.26	0.52	0.51
Variation in scope 3 emissions per worker 2020-2018	**-49%**		
Total direct emissions (tons)	374	640	595
Total indirect emissions (tons)	1,237	2,227	2,047
Total emissions per worker	0.44	0.95	0.93
Variation in emissions per worker 2020-2018	**-53%**		

- Scope 3 (travel): these emissions were calculated directly by our travel agency.
- Generating direct greenhouse-gas emissions is not a material matter for the company.
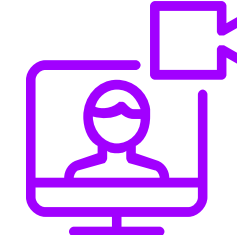
CO_2 emissions avoided by teleworking

	2020	2019
Unmade journeys (km)	4,292,695	282,516
Emissions avoided by teleworking (tons)	469	29
Emissions avoided per worker (kg)	127	10

Estimated data for the entire group as a function of the number of days teleworking (2, 3, 4, or 5), travel per worker round trip, and the type of transport used (bus, underground, train or own vehicle) per worker.

Table 5: Use of collaborative technologies (minutes)

	2020	2019	2018
Skype	1,065,698	7,300,310	7,066,218
Teams	26,901,356	3,479,031	
Total usage minutes for collaborative technology	**27,967,054**	**10,779,341**	**7,055,218**
Minutes per worker	7,591	3,562	2,496
Days per year per worker	15.8	7.4	5.2
Variation per worker 2020-2018	**204%**		

- Scope 3 (travel): these emissions were calculated directly by our travel agency.
- Generating direct greenhouse-gas emissions is not a material matter for the company.

Table 6: Waste by type

GRI 306-3

Effluents and waste
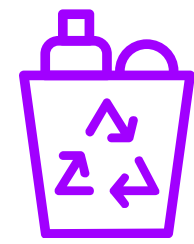
	2020	2019	2018
Plastic and glass (tons)	15.11	157.68	13.74
Undifferentiated (tons)	26.41	43.60	48.62
Total Waste (tons)	41.52	201.28	62.36
Proportion of waste separated	**47%**	**78%**	**41%**
Percentage of waste separated 2020-2018	**62%**		

Data on packaging, glass and undifferentiated waste correspond to the results of weighing in the spaces where we control the process.
Formula for determining the proportion of waste separated reviewed in 2019. Waste generation is not a material issue for the company.

Other non-hazardous waste
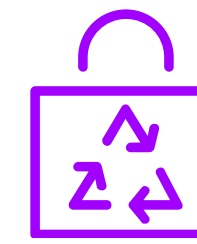
	2020	2019	2018
Paper and Card / Confidential paper (tons)	8.5	X	19.97
Batteries (tons)	-	-	-
Hygiene waste (tons)	0.85	-	0.72
Electrical and electronic equipment (tons)	0.04	-	-
Coffee capsules (tons)	0.22	-	0.11
Toners (tons)	0.05	0.04	0.14

The waste from destroying confidential paper and toner comes from the whole group.
The waste coffee capsules correspond to various Accenture offices in Portugal. Waste generation is not a material issue for the company.

Table 7: Other indicators

GRI 103-2

Resources dedicated to environmental risk prevention
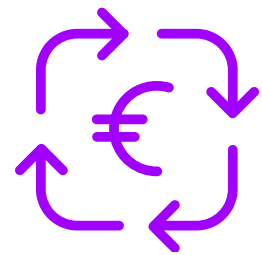
Tipologia	2020	2019
Expense: Management of non-hazardous industrial waste[1] (€)	€8,771.89	€12,429.76

1) The included expenditure corresponds to the management of the waste shown in Table 6 – other non-hazardous waste.
Note: There are a number of resources whose expenses have not been quantified this year, such as those relating to the extension and maintenance of certifications, energy efficiency solutions, human resources dedicated exclusively to environmental management, among others.

Table 8: Quantity of provisions and guarantees for environmental risks

GRI 103-2

Amount by type of insurance

	2020	2019
Insurance for professional civil liability[1] (USD)	10,000,000	10,000,000
Property insurance[2] (USD)	10,000,000	10,000,000

Although Accenture's activity does not fall within the scope of Annex III to Decree-Law 147/2008 of July 29, we have insurance for professional civil liability and property insurance in order to meet subjective liability towards third parties in the development of our activities according to the law in force.

Annex 2
Information on social and personnel issues

Employment

W: Women   **M:** Men

Table 1: Total number of employees distributed by gender
GRI 102-8, 405-1

	2020		2019		2018	
W	1,579	42.9%	1,299	42.9%	1,230	43.4%
M	2,105	57.1%	1,727	57.1%	1,601	56.6%
Total	**3,684**	**100%**	**3,026**	**100%**	**2,831**	**100%**

Table 2: Total number of employees distributed by age and gender
GRI 102-8, 405-1

		2020		2019		2018	
Under 30	W	668	44.4%	511	46.8%	400	45.6%
	M	837	55.6%	580	53.2%	477	54.4%
	Total	**1,505**	**100%**	**1,091**	**100%**	**877**	**100%**
30 to 50	W	849	42.1%	735	40.6%	775	42.2%
	M	1,169	57.9%	1,074	59.4%	1,063	57.8%
	Total	**2,018**	**100%**	**1,809**	**100%**	**1,838**	**100%**
Over 50	W	62	38.5%	53	42.1%	55	47.4%
	M	99	61.5%	73	57.9%	61	52.6%
	Total	**161**	**100%**	**126**	**100%**	**116**	**100%**
Average age	W	33.2	N/A	33.8	N/A	34.7	N/A
	M	33.7	N/A	34.4	N/A	34.9	N/A
	Total	**33.4**	**N/A**	**34.2**	**N/A**	**34.8**	**N/A**
% of average age per age group	< 30	40.9%	N/A	36.1%	N/A	31.0%	N/A
	30 ≤ x ≥ 50	54.8%	N/A	58.8%	N/A	64.9%	N/A
	> 50	4.4%	N/A	4.2%	N/A	4.1%	N/A

Employment

Table 3: Total number of employees by professional category and gender

GRI 102-8, 405-1

		2020		2019		2018	
Managing Directors (M.D.)	W	6	24%	5	20%	5	22%
	M	19	76%	20	80%	18	78%
	Total	**25**	**100%**	**25**	**100%**	**23**	**100%**
Senior Managers e Managers (S.M.& M.)	W	95	32%	93	33%	80	31%
	M	199	68%	190	67%	182	70%
	Total	**294**	**100%**	**283**	**100%**	**262**	**100%**
Consultants (C.)	W	215	41%	193	40%	172	39%
	M	308	59%	292	60%	264	61%
	Total	**523**	**100%**	**485**	**100%**	**436**	**100%**
Analysts (A.) and Associates	W	1,263	46%	902	44%	867	46%
	M	1,579	54%	1,128	56%	1,014	54%
	Total	**2,842**	**100%**	**2,030**	**100%**	**1,881**	**100%**
% of employees by professional category	M. D.		1%		1%		1%
	S.M.& M.		8%		10%		10%
	C.		14%		17%		17%
	A.		25%		72%		72%
	Associate		52%		0%		0%

Table 4: Contracts

GRI 102-8, 405-1

4A. Number of contracts and typology

		2020		2019		2018	
Full time	W	1,569	43%	1,290	43%	1,221	43%
	M	2,097	57%	1,721	57%	1,597	57%
	Total	**3,666**	**100%**	**3,011**	**100%**	**2,818**	**100%**
Part time	W	10	56%	9	60%	9	69%
	M	8	45%	6	40%	4	31%
	Total	**18**	**100%**	**15**	**100%**	**13**	**100%**
Permanent contract	W	780	43%	659	43%	616	43%
	M	1,028	57%	885	57%	833	57%
	Total	**1,808**	**100%**	**1,544**	**100%**	**1,449**	**100%**
Fixed-term contract	W	799	43%	640	43%	614	44%
	M	1,077	57%	842	57%	768	56%
	Total	**1,876**	**100%**	**1,482**	**100%**	**1,382**	**100%**
Total employees		-		3,026	-	2,831	-
% full-time contracts		-		99%	-	99%	-
% part-time contracts		-		1%	-	1%	-
% permanent contracts		-		51%	-	51%	-
% fixed-term contracts		-		49%	-	49%	-

W: Women   **M:** Men

Employment

4B. Number of contracts by region and gender

		2020		2019		2018
By region						
Lisbon		3,358	91.1%	2,786	92.1%	2,657	93.6%
Porto		29	0.8%	32	1.1%	32	1.1%
Braga		297	8.1%	208	6.9%	151	5.3%
Total		3,684	100%	3,026	100%	2,840	100%
By gender						
Women		1,579	42.9%	1,299	42.9%	1,230	43.4%
Men		2,105	57.1%	1,727	57.1%	1,601	56.6%
Total		3,684	100%	3,026	100%	2,831	100%

4C. Average annual contracts by age

		2020	2019	2018
Under 30	W	668	511	400
	M	837	580	477
	Total	**1,505**	**1,091**	**877**
30 to 50	W	849	735	775
	M	1,169	1,074	1,063
	Total	**2,018**	**1,809**	**1,838**
Over 50	W	62	53	55
	M	99	73	61
	Total	**161**	**126**	**116**

4D. Average annual contracts by professional category

		2020	2019	2018
Managing Directors	W	6	5	5
	M	19	20	18
	Total	**25**	**25**	**23**
Senior Managers and Managers	W	95	93	80
	M	199	190	182
	Total	**294**	**283**	**262**
Consultants	W	215	193	172
	M	308	292	264
	Total	**523**	**485**	**436**
Analysts and Associates	W	1,263	902	867
	M	1,579	1,128	1,014
	Total	**2,842**	**2,030**	**1,881**

W: Women   **M:** Men

Employment

Table 5: Number of exits by gender

GRI 103-2

	2020	2019	2018
W	286	353	211
M	433	428	324
Total	**719**	781	535
% of exits[1]	20	26	19

1) Percentage of exits over total number of professionals in the group (employees and trainees)

Table 6: Number of exits by age

GRI 103-2

	2020	2019	2018
Under 30	333	282	170
30 to 50	354	465	333
Over 50	32	34	32
Total	719	781	535

Table 7: Number of exits by professional category

GRI 103-2

	2020	2019	2018
Managing Directors	0	2	0
Senior Managers and Managers	31	35	19
Consultants	65	88	35
Associates and Analysts	621	656	481
Total	719	781	535

Table 8: Average remuneration by age and gender

GRI 103-2, 405-2

		2020	2019	2018
Under 30	W	17,283	16,046	14,193
	M	17,042	16,354	14,747
30 to 50	W	21,723	22,418	20,591
	M	24,910	26,604	24,749
Over 50	W	25,356	29,238	25,216
	M	38,616	44,699	51,355

Currency: euro

Table 9: Wage disparity, remuneration for equal or average jobs in society

GRI 103-2, 405-2

		2020	2019	2018
Analysts	13	-1.8%	0.5%	0.0%
	12	-0.5%	-1.4%	0.1%
	11	0.6%	1.6%	0.5%
	10	2.8%	-0.9%	-1.2%
Consultants	9	1.3%	1.0%	0.0%
	8	0.3%	-0.2%	-0.6%
Senior Managers and Managers	7	-2.0%	-0.6%	0.7%
	6	5.4%	3.9%	5.7%
	5	10.1%	7.3%	-
Managing Directors	4	4.2%	12.1%	11.4%
	3	18.2%	39.5%	38.8%
	2	-	-	-
	-	-	-	-

The data indicates the wage disparity ratios.

Employment

Table 10: Ratio of standard entry level wage compared to local minimum wage

GRI 202-1

Consolidated	2020	2019	2018
Accenture minimum wage	10,150	9,450	8,400
Interprofessional minimum wage	8,890	8,400	7,798
Ratio	**14%**	**13%**	**8%**

Table 11: Employees with disabilities

GRI 405-1

	2020		2019		2018	
W	7	63.6%	6	66.7%	7	70%
M	4	36.4%	3	33.3%	3	30%
Total	**11**	**100%**	**9**	**100%**	**10**	**100%**
% of total employees		**0.3**	**-**	**0.3**	**-**	**0.4**
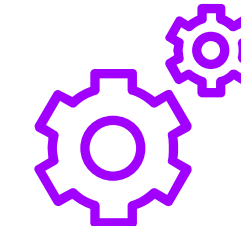
Work organization

Table 12: Number of absence hours

GRI 403-2

	2020	2019	2018
W	125,214	120,862	80,050
M	92,443	78,524	41,789
Total	**217,657**	**199,386**	**121,839**

Table 13: Absence rate (%)

GRI 403-2

	2020	2019	2018
W	4.0	4.5	4.0
M	2.3	2.2	1.6
Total	**3.0**	**3.3**	**2.6**

W: Women   **M:** Men
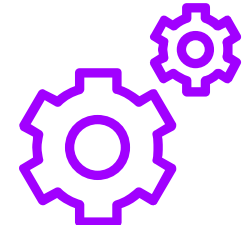
Work organization

Table 14: Number of employees who have been granted parental leave

GRI 401-3

		2020		2019		2018	
	W	92	54%	71	48%	47	40%
	M	79	46%	76	52%	71	60%
Parental leave	Total	171	100%	147	100%	118	100%
	% [1]	4.4%	-	4.8%	-	4.2%	-

1) Percentage of parental leave compared to total number of employees per company and group

Table 15: Number of employees who returned to work after they finished their parental leave

GRI 401-3

		2020		2019		2018	
	W	82	53%	57	51%	33	37%
	M	73	47%	55	49%	57	63%
Parental leave	Total	155	100%	112	100%	90	100%
	% [1]	4.2%	-	4.6%	-	3.5%	-

1) Percentage of parental leave compared to total number of employees per company and group

Table 16: Percentage of employees who returned to work after they finished their parental leave

GRI 401-3

		2020		2019		2018	
	W	89%	80%	70%	80%		70%
Parental leave	M	92%	72%	80%	72%		80%
	Total	91%	77%	76%	77%		76%
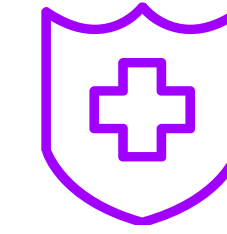
Health and safety

Table 17: Number of accidents

403-2, 403-9

		2020		2019		2018	
With medical leave	W	5	20.8%	16	29.1%	5	33.3%
	M	9	37.5%	16	29.1%	4	26.7%
	Total	14	58.3%	32	58.2%	9	60.0%
Without medical leave	W	4	16.7%	13	23.6%	5	33.3%
	M	6	25.0%	10	18.2%	1	6.7%
	Total	10	41.7%	23	41.8%	6	40.0%
Fatal	W	0	0%	0	0.0%	0	0%
	M	0	0%	0	0.0%	0	0%
	Total	0	0%	0	0.0%	0	0%
Total		24	100%	55	100%	15	100%

W: Women   **M:** Men
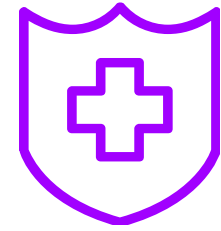
Health and safety

Table 18: Work accidents, frequency rate

GRI 403-2

		2020	2019	2018
Accidents at work	W	9	29	10
	M	15	26	5
	Total	24	55	15
Frequency index	W	1,167	1,534	1,547
	M	1,264	1,694	1,819
	Total	2,431	3,228	3,366
Middle management	W	17	77	65
	M	25	38	19
	Total	42	115	84

Table 19: Work accidents, severity index

GRI 403-2

		2020	2019	2018
Days lost due to accidents at work [1]	W	183	359	167
	M	339	1,002	246
	Total	522	1,361	413
Severity index	W	389	511	516
	M	421	565	606
	Total	810	1,076	1,122
Middle management	W	5.7	25.6	26.4
	M	8.5	12.7	9.1
	Total	14.2	38.3	35.5

1) % of number of days lost in relation to total number of days worked

Table 20: Number of days lost due to accidents at work and illness

GRI 403-2

		2020		2019		2018	
Numbers of days lost due to illness	W	7,714	54.9%	8,245	55.5%	4,857	60.7%
	M	6,328	45.1%	6,619	44.5%	3,142	39.3%
	Total	14,042	100%	14,864	100%	7,999	100%
Number of days lost due to accidents at work	W	183	35.1%	359	26.4%	167	40.4%
	M	339	64.9%	1,002	73.6%	246	59.6%
	Total	522	100%	1,361	100%	413	100%
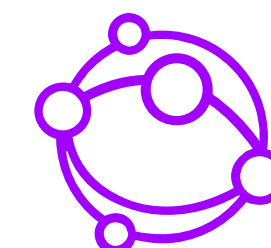
Social relations

Table 21: Percentage of employees with working conditions for administrative workers

GRI 102-41, 407-1

	2020	2019	2018
Percentage of employees	53%	50%	49%

W: Women   **M:** Men

Training

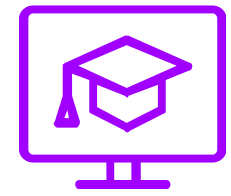### Table 22: Total amount of training hours by professional category

GRI 404-1

		2020			2019			2018		
		Training hours (A)	Total employees (B)	A/B[1]	Training hours (A)	Total employees (B)	A/B[1]	Training hours (A)	Total employees (B)	A/B[1]
Managing Directors	W	224	6	37.4	454	5	90.8	298	5	59.6
	M	551	20	25.5	504	21	24.0	573	18	31.8
	Total	**735**	**26**	**28.3**	**959**	**26**	**36.9**	**871**	**23**	**37.9**
Senior Manager and Managers	W	2,474	95	26.0	3,092	94	32.9	2,968	80	37.1
	M	4,854	205	23.7	7,119	200	35.6	7,350	182	40.4
	Total	**7,328**	**300**	**24.4**	**10,210**	**294**	**34.7**	**10,318**	**262**	**39.4**
Consultants	W	4,194	216	19.4	5,678	196	29.0	4,599	173	26.6
	M	6,332	326	19.4	9,002	298	30.2	8,352	264	31.6
	Total	**10,526**	**542**	**19.4**	**14,680**	**494**	**29.7**	**12,951**	**437**	**29.6**
Analysts	W	23,253	1,427	16.3	21,901	1,011	42.5	18,241	976	42.5
	M	24,157	1,807	13.4	23,682	1,234	41.0	20,778	1,148	41.0
	Total	**47,410**	**3,234**	**14.7**	**45,583**	**2,245**	**41.7**	**39,019**	**2,124**	**41.7**
Total	W	30,144	1,744	17.3	31,125	1,306	23.8	26,106	1,234	21.2
	M	35,854	2,358	15.2	40,307	1,753	23.0	37,053	1,612	23.0
	Total	**65,998**	**4,102**	**16.1**	**71,432**	**3,059**	**23.4**	**63,159**	**2,846**	**22.2**

1) A/B Hours of training among the total number of employees
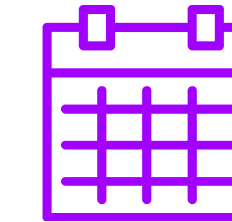
Length of service

Table 23: Length of service by gender

GRI 102-8

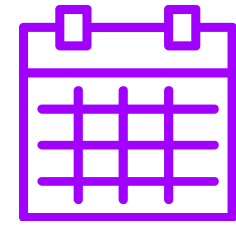| Group	2020	2019	2018
W	4	4	4
M	4	4	4
Total	**4**	**4**	**4**

Length of service stated in years

W: Women   **M:** Men

Length of service

Table 24: Length of service by professional category

GRI 102-8

Group		2020	2019	2018
Managing Directors	W	17	20	20
	M	20	19	20
	Total	**19**	**19**	**20**
Senior Manager and Managers	W	12	12	12
	M	13	13	13
	Total	**13**	**12**	**13**
Consultants	W	8	8	9
	M	7	7	7
	Total	**7**	**7**	**8**
Analysts	W	4	4	4
	M	3	3	3
	Total	**3**	**3**	**4**
Associate	W	2	2	1
	M	2	1	1
	Total	**2**	**1**	**1**

Length of service stated in years

Table 25: Length of service by age group

GRI 102-8

Group		2020	2019	2018
Under 30	W	2	1	1
	M	2	1	1
	Total	**2**	**1**	**1**
30 to 50	W	5	5	5
	M	5	5	5
	Total	**5**	**5**	**5**
Over 50	W	11	12	11
	M	7	8	10
	Total	**8**	**10**	**11**

Length of service stated in years
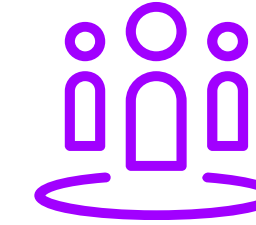
Turnover

Table 26: Employee turnover

GRI 401-1

Average turnover (%)		2020	2019	2018
% of turnover	**Total**	**20%**	**26%**	**19%**
By gender	W	18%	27%	17%
	M	21%	25%	21%
By age groups	Under 30	22%	26%	19%
	30 to 50	18%	26%	18%
	Over 50	20%	27%	21%

Table 27: New staff turnover

GRI 401-1

Average turnover (%)		2020	2019	2018
% of turnover	**Total**	**7%**	**6%**	**8%**
By gender	W	6%	6%	8%
	M	7%	6%	8%
By age groups	Under 30	7%	5%	10%
	30 to 50	6%	6%	7%
	Over 50	14%	13%	20%

W: Women   **M:** Men
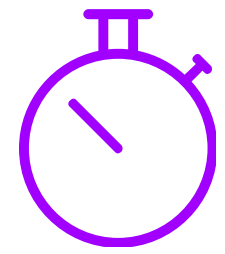
Performance

Table 28: Percentage of employees whose professional development and performance are measured on a regular basis

GRI 404-3

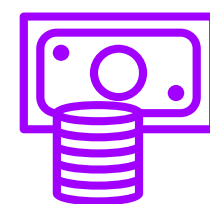| Grupo		2020	2019	2018
Managing Directors	W	100%	100%	100%
	M	100%	100%	100%
	Total	**100%**	**100%**	**100%**
Senior Manager and Managers	W	100%	100%	100%
	M	100%	100%	100%
	Total	**100%**	**100%**	**100%**
Consultants	W	100%	100%	100%
	M	100%	100%	100%
	Total	**100%**	**100%**	**100%**
Analysts	W	100%	100%	100%
	M	100%	100%	100%
	Total	**100%**	**100%**	**100%**
Total	W	100%	100%	100%
	M	100%	100%	100%
	Total	**100%**	**100%**	**100%**

Table 29: Number of business internships

GRI 102-8

Grupo	2020	2019	2018
W	103	106	106
M	126	97	123
Total	**229**	**203**	**229**

Grants

Table 30: Training grants

GRI 201-4

	2020	2019	2018
Entries	1,028,319.9	747,421.3	1,237,419.0
Intern hire rate	**61%**	**94%**	**62%**

In euros
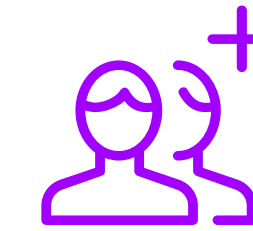
New hires

Table 31: New hires

GRI 401-1

		2020		2019		2018	
By gender	W	564	41.3%	433	44.7%	662	43.5%
	M	800	58.7%	535	55.3%	859	56.5%
By age group	Under 30	741	54.3%	496	51.2%	696	45.8%
	30 to 50	558	40.9%	429	44.3%	771	50.7%
	Over 50	65	4.8%	43	4.4%	54	3.6%
Total		**1,364**	**100%**	**968**	**100%**	**1,521**	**100%**

W: Women   **M:** Men

Annex 2
Information on economic issues

Table 1: Direct economic value generated and distributed

GRI 201-1, 207-4

	2020	2019	2018
Direct economic value generated: local billing Portugal	212	190	166
Profits made in Portugal: Pre-tax profit	11	15	13
Distributed economic value: operational costs, employee wages and benefits, payments to capital providers, government payments (by country) and community investments	211	180	148
Taxes on profits paid	5	7	6

Table 2: Public grants received

GRI 201-1, 207-4

	2020	2019	2018
Tax deductions and tax credits	€981,043	€1,186,424	€1,291,345
Subsidies (IEFP grants)	€1,102,808	€739,757	€1,283,753

Table 3: Revenues by business area

GRI 201-1

	2020			2019			2018		
	Revenues (€)	Incr s/20	% Total	Revenues (€)	Incr s/19	% Total	Revenues (€)	Incr s/18	% Total
Operations	40,748	25.3%	27.7%	32,522	37.9%	24.6%	23,584	46.9%	20.5%
Strategy & Consulting	18,089	-14.4%	12.3%	21,134	-5.1%	16.0%	22,274	18.1%	19.4%
Technology	88,288	12.1%	60.0%	78,732	13.9%	59.4%	69,093	16.8%	60.1%
Totals	**147,125**	**11.1%**	**100%**	**132,388**	**15.2%**	**100%**	**114,951**	**22.2%**	**100%**

Table 4: Corporate payments of tax, fees, contributions...

GRI 201-1, 207-4

	2020	2019	2018
Items			
Withholding income tax (IRS) of staff	19	17	10
Social security payments (withholding + business cost)	25	21	11
Indirect taxes (VAT)	17	16	14
Taxes, levies and fees paid	2	2	1
Corporation Tax	7	7	6

Millions of euros

Annex 2.4
Supply chain information

Table 1: Number of suppliers
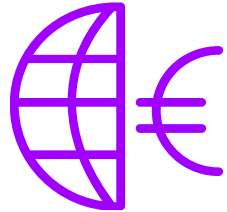
GRI 102-9, 201-1, 204-1

	2020	2019	2018
Active suppliers	200	449	338
Domestic	176	412	337
Foreign	24	37	46
Domestic (%)	88.0	91.8	88.0
Foreign (%)	12.0	8.2	12.0

Table 2: Supplier expenses

GRI 102-9, 201-1, 204-1

	2020	2019	2018
Supplier expense (€)	39.3M	58.9M	42.8M
Domestic	37.9M	57.2M	41.6M
Foreign	1.4M	1.6M	1.3M
Supplier expense (%)	100	100	100
Domestic (%)	96.4	97.3	97.1
Foreign (%)	3.6	2.7	2.9

In euros

TABLE 3: Supplier ethics training

GRI 414-1

	2020	2019	2018
Number of suppliers	1,572	1,912	2,586
Number of suppliers that have completed	1,249	1,644	1,928
% of suppliers that have completed	79%	86%	75%
Total hours	**4,996**	**6,576**	**7,712**

W: Women   **M:** Men

Annex 3
Principles of the United Nations Global Compact

AREAS	PRINCIPLE	REFERENCE
Human rights	**Principle 1** Businesses should support and respect the protection of internationally proclaimed human rights.	• Responsible for good management and transparency (pages 29 to 46). • For our people (pages 83 to 106). • For the community (pages 107 to 116).
	Principle 2 Businesses should make sure that they are not complicit in human rights abuses.	• Responsible for good management and transparency (pages 29 to 46). • For our people (pages 83 to 106). • Annex 2 - GRI content index (pages 169 to 216).
Labor	**Principle 3** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	• 53% of Accenture's professionals are under the Administrative Workers' Working Conditions Ordinance. As such, Accenture does not impede freedom of association and collective bargaining. • Annex 2 - GRI content index (pages 169 to 216).
	Principle 4 Businesses must support the elimination of all forms of forced and compulsory labor.	• Accenture has not identified activities or operations of this type. Accenture is active globally, with its headquarters in Portugal, and is a professional services organization, so there is no known potential risk of forced labor incidents. In addition, Accenture subscribes to the principles of the Global Compact. • Responsible for good management and transparency (pages 29 to 46).

AREAS	PRINCIPLE	REFERENCE
Labor	**Principle 5** Businesses must support the effective abolition of child labor.	• Accenture has not identified activities or operations of this type. Accenture is active globally, with its headquarters in Portugal, and is a professional services organization, so there is no known potential risk of child exploitation incidents. In addition, Accenture subscribes to the principles of the Global Compact. • Responsible for good management and transparency (pages 29 to 46).
	Principle 6 Businesses should support the elimination of discrimination in respect of employment and occupation.	• For our people - Diversity (pages 92 to 95). • Annex 2 - GRI content index (pages 169 to 216).
Environment	**Principle 7** Businesses should support a precautionary approach to environmental challenges.	• For our suppliers (pages 131 to 137). • For the environment (pages 117 to 130). • Annex 2 - GRI content index (pages 169 to 216).
	Principle 8 Businesses should undertake initiatives to promote greater environmental responsibility.	• For the environment (pages 117 to 130). • For our suppliers (pages 131 to 137). • Annex 2 - GRI content index (pages 169 to 216).
	Principle 9 Businesses should encourage the development and diffusion of environmentally friendly technologies.	• For the environment (pages 117 to 130).
Anti-corruption	**Principle 10** Businesses should work against corruption in all its forms, including extortion and bribery.	• Responsible for good management and transparency (pages 29 to 46). • Annex 2 - GRI content index (pages 169 to 216).

Annex 4
Definition of material topics

Material topic	Definition
Data protection and information security	Meet our legal responsibilities with regard to the privacy and security of the personal and business data of our clients, employees, suppliers and other entities. Consider security as a means to ensure privacy and data protection and safeguard the company's digital infrastructure. Address the security and privacy concerns in the services we offer as technology increasingly integrates into business life and the everyday life of individuals.
Ethics, integrity and compliance	Promote and maintain values, principles, standards and norms within our global operations and with our clients, employees, suppliers and other stakeholders, including actions to prevent unfair and market-distorting commercial practices.
Climate change and carbon emissions	Design and develop a strategy for climate change. Calculate, reduce and, where appropriate, offset carbon emissions, in the use of energy (including energy from renewable sources), in business trips and in the acquisition of goods and services. Encourage our suppliers and other value chain partners to reduce their carbon emissions by calling for collective action on climate change.

Material topic	Definition
Responsible innovation	Innovate with the aim of providing value to society and the environment, beyond the commercial value for businesses and consumers, by promoting human rights in accordance with the United Nations Global Compact. Innovate to knowingly exploit the potentially unwanted consequences of new technologies and solutions for different stakeholders, considering inclusion and access to technologies for people with disabilities.
Inclusion, diversity and equal opportunities	Ensuring equal dignity, equal accessibility, equal voice and equal opportunities for employee participation beyond what is required by law and regardless of age, identity or expression of gender, ethnicity, religion, disability, sexual orientation, nationality and other relevant characteristics. Our principle of meritocracy means that all work decisions, including hiring decisions, must be based only on contributions, capabilities (i.e. skills and abilities), and growth and development potential that an individual has demonstrated in the context of adapting skills and curriculum to the needs of Accenture.
Promotion of client ESG progress	Contributing to the progress of our clients in environmental, social and governance matters through innovative services that we provide as an extension of our own ESG business commitments.

█ Very high   █ High   █ Medium

Material topic	Definition
Well-being and employee engagement	Support the mental and physical well-being of employees. Deliver work with content and purpose, respecting the individual and involving our people for greater success.
Attraction, retention and development of talent	Strategy to capture the right talent to meet the needs of our clients. Develop and train our people continually with development plans and in a flexible and responsible way for an inclusive work future.
Working conditions	Comply with labor law and comply with international labor standards on acceptable working conditions for professionals. Ensure the conditions for disconnection from work, conciliation and freedom of association, and a secure and healthy working environment.
ESG Management	Optimize our mechanisms and procedures to monitor environmental, social and governance risks in Accenture, including internal controls, reports, decision-making approach and supervision at the board level. Comply with relevant environmental legislation in all our operations and supply chain. Alignment with socially oriented national and international legislation, including our operations and suppliers. Alignment with voluntary environmental and regulatory standards, e.g. ISO 14001, ISO 27001, GRI, UNGC, etc.
Human rights	Support and respect internationally proclaimed human rights, in accordance with our commitment to the United Nations Global Compact and the United Nations' guiding principles on business and human rights. Recognize that right-holders include our employees, our clients, our partners and suppliers, as well as society at large.

Material topic	Definition
Responsible procurement	Work with our suppliers to move forward with key priorities, including sustainability and compliance with environmental requirements, human rights, inclusion, diversity and social innovation. Create value for communities through our purchases.
Impact on society/ employment support	Create positive economic and social impacts by creating both long-term and short-term job opportunities where we are present. Respect the rights of society in general, including the side-effects of the services we provide.
Public policy promotion	Meet the legal requirements, avoiding political activities that run counter to Accenture's position, including political donations or lobbying to promote decisions favorable for our sector. Use our platform to defend collective progress on ESG issues (including inclusion, diversity and equal opportunities) and other issues where appropriate.
Water	Work to minimize our water consumption whenever possible: responsible use, reuse, water management and discharge. Raise awareness among all our stakeholders for the rational use of this resource.
Community support	Collaborate to improve the conditions of vulnerable groups, especially those related to employment, through free digital consulting (pro bono) and corporate volunteering solutions for mentoring, guidance of the unemployed and entrepreneurs, training disadvantaged groups, motivation for the next generation to develop digital and entrepreneurial skills, among others, to create direct and indirect economic impact by promoting the involvement of our professionals.
Waste	Reduce waste generation to a minimum by optimizing and exploiting new forms of recycling to contribute to a circular economy. Manage Accenture's waste responsibly, meeting all legal requirements for disposal (e.g. electronic and biological waste).

■ **Very high**   ■ **High**   □ **Medium**

Independent Report on Assurance

Dear ACCENTURE Board of Directors

Introduction

We were hired by the Board of Directors of ACCENTURE ("Company") to produce an independent assurance report on the indicators identified below in the "Auditor's Responsibilities" section which are part of

the sustainability information included in the 2020 Sustainability Report ("the Report") for the period from September 1, 2019 to August 31, 2020, the date on which the Company's financial statements will be closed, subject to the approval of the Tax Authority.

The revised information is given in Annex 2 to the Report, "GRI Content Index", identified with the symbol ☑

This Report has been prepared by the Company for the purpose of disclosing its annual performance in sustainability, and it includes information of all companies in the ACCENTURE group in Portugal:

- **Accenture – Consultores de Gestão, S.A.**
- **Accenture Technology Solutions – Soluções Informáticas**
- **Accenture 2 Business Process Services, S.A.**
- **Tech-Avanade Portugal, Unipessoal, Lda.** (financial indicators only).

Responsibilities of the Board of Directors

It is the responsibility of the Board of Directors to prepare the indicators identified below in the "Responsibilities of the Auditor" section of the Report, in accordance with the "Global Reporting Initiative", GRI Standards version reporting guidelines. It must take into account the principles of the AA1000AP (2018) with the instructions and criteria published in the Report, as well as ensure the maintenance of an appropriate internal control system, allowing for adequate preparation of the information mentioned.

Responsibilities of the Auditor

Our responsibility is to issue a professional, independent assurance report based on the procedures performed and specified in the paragraph below.

Our work has been done in accordance with the International Standard on Reliability Assurance Works Other Than Auditing or Revisions of Historical Financial Information, (ISAE) 3000 (Revised), issued by the International Auditing and Assurance Standards Board of the International Federation of Accountants and the Report are free from materially relevant distortions.

The AA1000 Assurance Standard (AA1000 AS, 2018 Addendum) was also considered for a moderate level of assurance. Our work in ensuring an independent assurance report also involved setting out procedures to achieve a limited degree of security as to whether the Company has applied, in the sustainability information included in the Report, the GRI Standards guidelines and the principles set out in the AA1000AP (2018) standard.

This work included the following procedures:

i) Question the management and key stakeholders of the areas under review to understand how the information system is structured and the sensitivity of stakeholders to the issues covered by the report;

ii) Identify the existence of internal management processes leading to the implementation of economic, environmental and social responsibility policies;

iii) Verify, on a sample basis, the effectiveness of the collection, aggregation, validation and reporting systems and processes that support the above performance information by means of calculations and validation of reported data;

iv) Confirm compliance of certain departments with the instructions for collecting, aggregating, validating and reporting performance information;

v) Carry out, on a sample basis, some procedures for confirming the information by obtaining evidence of the information reported;

vi) Compare the financial and economic data included in the sustainability information with those audited by us in the context of the legal certification of the financial statements of companies cited in the chapter "Our DNA", which comprise the ACCENTURE group in Portugal, for the fiscal year ending August 31, 2020;

vii) Review the process of defining the materiality of sustainability topics, based on the materiality principle set out in the GRI Standards guidelines, in accordance with the methodology described by the Company in the Report;

viii) Assess the level of adherence to the principles of inclusion, relevance, responsiveness and impact set out in the AA1000AP Standard (2018), disclosure of sustainability information by reviewing the contents of the Report and the Company's internal documentation;

ix) Verify that the sustainability information included in the Report complies with the requirements of the GRI Standards guidelines for the "Complies- Comprehensive" option.

We believe that the procedures carried out provide an acceptable basis for the expression of our conclusion.

Quality and Independence

We apply the International Standard on Quality Control 1 (ISQC 1) and therefore maintain a quality control system that includes documented policies and procedures on compliance with applicable ethical requirements, professional standards and legal and regulatory requirements.

We have met the independence and ethical requirements of the International Ethics Standards Board for Accountants (IESBA) ethics code and the Code of the Association of Statutory Auditors.

Conclusion

On the basis of the work done, nothing came to our attention that would lead us to conclude that the indicators identified above in the "Responsibilities of the Auditor" section included in the 2020 Sustainability Report for the fiscal year ending August 31, 2020 have not been prepared in all material respects in accordance with the requirements of the GRI Standards guidelines and the instructions and criteria published in the same, and that ACCENTURE has not applied the GRI Standards guidelines for the "Complies - Comprehensive" option and the principles set out in the AA1000AP (2018) standard to the sustainability information included in the same Report.

Usage restrictions

This report is issued solely for the purpose of information and use by the Company's Board of Directors for the purpose of disseminating sustainability information in the 2020 Sustainability Report and should therefore not be used

for any other purposes. We shall not assume any responsibilities to third parties, besides ACCENTURE, for our work and the conclusions expressed in this report, which will be attached to the Company's 2020 Sustainability Report.

JM | REVISOR OFICIAL CONTAS

João Manuel Neves Martins
Statutory Auditor number 573

About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world's largest network of Advanced Technology and Intelligent Operations centers. Our 537,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities.

Visit us at accenture.pt

We welcome your feedback: sustentabilidade.empresarial.portugal@accenture.com

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