



Helping global communities
achieve high performance

Corporate Citizenship Review 2007

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Accenture Development Partnerships helped Oxfam create the United Kingdom's first online charity shop, stocking 50,000 items, including many donated by the public such as DVDs, clothes and toys. Oxfam's Donated, Fair Trade and Unwrapped range of virtual gifts aim to raise more than £13 million annually online. www.oxfam.org.uk/shop

Foreword

We are pleased to share this third annual review of Accenture's corporate citizenship activities. As a global organization, Accenture has a responsibility to engage proactively with the communities in which we live and work...and it is a responsibility we take very seriously.

In fact, high performance is more than an aspiration for the work we do with our clients. We differentiate our corporate citizenship programs by bringing to them the same principles of high performance that we use with our clients.

Corporate citizenship is part of Accenture's character and identity. We view corporate citizenship as an important element of living our core values: Stewardship, Client Value Creation, Respect for the Individual, Integrity, Best People and One Global Network.

In the past year, we took significant strides towards further realizing those values in the world: we signed the United Nations Global Compact; we developed and published our own policy on the environment; and we filed a report with the Carbon Disclosure Project. Going forward, we will build on these actions.

Accenture supports the passion and energy of our people to create positive change—both locally and globally—through their commitment of time, skills and funds. We are extremely proud of the difference our people have made as part of our global corporate citizenship program,

and I hope you enjoy reading the inspirational stories on the pages of this review. Our people do extraordinary things. They are truly living Accenture's core values and making a lasting impact around the world.



William D. Green
Chairman & CEO

Fostering high performance

“Our corporate citizenship programs take our talented people’s skills and experience for delivering high performance and apply them to helping communities around the world facilitate sustainable livelihoods for their members.”

Jill Huntley, Director of Corporate Citizenship, Accenture

For Accenture, corporate citizenship is a strategic priority. Our commitment to corporate citizenship focuses on the long-term delivery of shared value to us and to our stakeholders. Corporate citizenship brings sustainability to disadvantaged communities and has a positive influence on the way the world works and lives. It also fuels the aspirations of our people, influences new recruits when they consider joining our company, and transforms the careers of our existing professionals.

We pursue our corporate citizenship goals by utilizing our differentiated capabilities, the talents of our diverse people and our business insights to drive high-performing communities. We breed dynamic, innovative programs such as Accenture Development Partnerships and foster unique partnerships with not-for-profit organizations such as Voluntary Service Overseas.

Alongside our work with not-for-profit and community organizations to increase their capacity and performance, we have developed new research¹ to explore how high performance relates to the corporate citizenship space. The research provides insights into how corporations approach the challenges and opportunities

of corporate citizenship. This content was the basis in late 2007 for a roundtable discussion, held in conjunction with Boston College’s Center for Corporate Citizenship.

Above all, we have seen how corporate citizenship can instill pride and self-respect in individuals and their communities. Our corporate citizenship initiatives are delivering results and creating even greater opportunities for each and every one of us to make a contribution to sustainable living and economic growth within the rapidly changing context of a multi-polar world.

United Nations Global Compact

Following a long history of involvement with the United Nations, Accenture has signed the United Nations (UN) Global Compact, a voluntary initiative that seeks to promote responsible corporate citizenship. Through the power of collective action, the UN Global Compact requires member organizations to make a commitment to report on progress against 10 general principles—including human rights, environment, labor standards and corruption—within two years of submitting the signature of support and annually

thereafter. The principles behind the UN Global Compact are already integral to Accenture’s existing core values. We are, however, harmonizing best practices globally and will publish a report on the process prior to submitting our official progress report to the UN Global Compact in December 2009.

Accenture’s decision to commit at a broad corporate level to the UN Global Compact demonstrates our resolve to adopt a consistently high standard across all our businesses, wherever they operate. We know that this global unity of purpose is important to our people and our clients and further evidence that we continue to make progress on our corporate citizenship journey.

¹ Source: Corporate Citizenship and High Performance, Accenture, 2007

At a glance

As a business focused on helping clients to become high-performance businesses and governments we continue to hone our corporate citizenship goals and build new programs. Each year Accenture is recognized for our corporate citizenship efforts. Here are just some of our achievements across the globe:

Examples of Local Awards

- Awarded Spanish Red Cross Gold Medal for promoting the social welfare of disadvantaged communities
- Received Empresa Socialmente Responsable award for excellence in corporate citizenship (Mexico)
- Honored with French Ministry of Ecology and Sustainable Development Award
- Achieved gold ranking on Business in the Community's Corporate Responsibility Index (United Kingdom).

Giving: Winning Facts

- Accenture Foundations² committed US\$6 million in new charitable grants in support of the global giving program; also Accenture and the Accenture Foundations gave more than US\$8 million through local giving programs
- More than 140 employees from 13 countries participated in Accenture Development Partnerships projects, delivering more than 70,000 hours of not-for-profit consulting services to 26 organizations in 25 developing countries

- Accenture employees contributed more than 87,000 hours of pro bono services to not-for-profit organizations
- More than 100 employees climbed Mt. Kilimanjaro, raising more than US\$850,000 for Voluntary Service Overseas projects in South Africa.

Environment: Winning Facts

- Launched global policy on environmental responsibility
- Achieved ISO³ 14001 certification and Environment Management Systems at nine office locations:
 - Madrid Torre Picasso, Spain
 - Madrid La Finca, Spain
 - Barcelona Diagonal, Spain
 - Bangalore 3, India
 - Bangalore 4, India
 - Amsterdam 'ITO' building, The Netherlands
 - Amsterdam 'Autumn' building, The Netherlands
 - Almere 'Omega office,' The Netherlands
 - Den Bosch 'De Meijerij,' The Netherlands

Inclusion and Diversity: Winning Facts

- Ranked one of the 50 top companies for diversity by *Diversity Inc.* magazine
- Hosted Accenture's third International Women's Day, attended by more than 6,500 people in 24 locations around the world
- Earned perfect rating of 100 from the Human Rights Campaign Foundation on its Corporate Equality Index and Best Place to Work survey
- Ranked in the top 20 on the Stonewall Workplace Equality Index of gay-friendly companies
- Made *Working Mother* magazine's "100 Best Companies for Working Mothers" for the fifth consecutive year
- Named by *The Guardian* as one of Britain's six best companies for parents
- Recognized as Africa's most transformed company for commitment to Black Economic Empowerment at the African ICT Achievers Awards hosted by ForgeAhead.

² Accenture Foundations refers to independent charitable organizations that bear the Accenture name

³ International Organization for Standardization

Our commitment

We believe that corporate citizenship is most effective when it is placed at the heart of our business and when we use our core capabilities to create shared value with different stakeholders. We are always working towards raising levels of performance, whether it is to enable a client to become a high-performance business or helping develop communities which offer a sustainable living for their members.

Whether we are providing professionals to work with a not-for-profit organization on improving its processes, working to understand and reduce our environmental footprint or creating opportunities for our people to achieve work-life balance, corporate citizenship plays many roles in our organization.

Combining a portfolio of programs around unified themes with the talents of our professionals, we help individuals and communities realize sustainable livings by building assets, such as access to finance or markets; increasing capabilities, through training programs, and encouraging enterprise or creating jobs.

There are many ways in which Accenture's capabilities raise the level of performance. Formal pro bono programs are a more structured way to give Accenture's time and skills to not-for-profit organizations, while individual communities are benefiting from our long-term relationships with local non-government organizations.

Corporate citizenship means sustainability

At Accenture our corporate citizenship agenda is focused on creating sustainable economic growth with global reach and local relevance, within the rapidly changing context of a multi-polar world. We work to empower individuals and their families with self-respect and drive short- and long-term economic growth. We also offer our clients a dedicated sustainability practice with a strategic framework that allows them to address sustainability at a tactical, programmatic or even a transformational level.

Additionally, our program of giving helps to build economies and bring sustainable

benefits to the livelihoods of the disadvantaged. We give both locally and globally, to bring individuals and communities the tools to foster self-sufficiency. Each year Accenture and the Accenture Foundations give a powerful mix of time, skills and funds. Together, Accenture and the Accenture Foundations in fiscal year 2007 contributed approximately US\$14 million in charitable grants and a similar amount in other corporate donations and pro bono efforts. Our long-term relationships with carefully selected global giving grantees allow us both to contribute to today's disadvantaged communities and to help address the needs of future generations.

Sustainability is also top of mind with respect to our environmental efforts. This year, we developed an environmental policy that underscores our commitment to minimizing our environmental footprint, and introduced a rigorous measurement process to provide metrics to help us reduce our environmental impact.

Corporate citizenship means participation

We have created a model of corporate citizenship that is centered on our core capabilities, makes a real difference and

resonates with our business, as well as with the aspirations of our employees. Our people benefit through careers enhanced by diverse experiences and new environments that test their leadership capabilities, and communities benefit through job creation, increased trade and new opportunities.

We were one of the founding members of the Voluntary Service Overseas Business Partnerships scheme, which provides opportunities for employees of organizations who participate in the scheme to use their business skills in developing regions such as Africa, Asia and Eastern Europe. Accenture allows our employees to take a leave of absence for up to a 12-month business placement to bring constructive, much-needed resources to developing communities by providing the financial support to our people to make this viable. Accenture volunteers provide high-value services that have the potential for significant social impact, including change management, financial management, market analysis and other business services.

At the same time, our groundbreaking initiative, Accenture Development Partnerships, is built around a fundamentally simple, innovative business model that comprises sponsorship from

“The International Corporate Volunteering program at Accenture provides a powerful example of leveraging corporate assets and expertise, both through skills-based volunteering and grant enhancements.”

Source: “Volunteering for Impact: Best Practices in International Corporate Volunteering,” by Greg Hills and Adeeb Mahmud, September 2007



01 Working pro bono with the Spanish Red Cross

02 Steffi Friedrich Voluntary Service Overseas placement in the Philippines



Accenture, which provides consultants at marginal cost; contributions from employees through voluntary salary reductions; and contributions from clients through the payment of fees, which are set at a fraction of usual commercial market rates.

Corporate citizenship means empowerment

Our programs help empower disadvantaged people, giving them options for leading their daily lives and improving their futures. We draw on the skills and capabilities of our unique pool of talent to maximize the impact of our programs, and we actively encourage our people in their volunteering and fundraising efforts. It is through the passion and energy of our people, as well as our company's commitment, that we enhance the choices available to communities in need.

Corporate citizenship means high performance

Our programs are changing lives by helping people and communities to perform to their maximum potential. We know from our people that they feel rewarded by their community involvement, we constantly evaluate our efforts and the marketplace tells us that our contribution is being recognized.

Accenture France was awarded the French Ministry of Ecology and Sustainable Development Award. Accenture Mexico received the Empresa Socialmente Responsable award for excellence in corporate ethics, employee programs and workplace quality of life, community relations and environmental performance. Accenture Spain was awarded the Spanish Red Cross Gold Medal for "the excellent sustained contribution it has been making to promoting the social welfare of the most disadvantaged communities." This year, Accenture offices in Spain, India and The Netherlands achieved the international ISO 14001 certification for meeting strict environmental management standards.

Going forward, we will continue to stretch and monitor our performance through metrics and guidelines, such as our corporate-wide environmental policy and High Performance Business research. These will serve to reinforce our achievements and act as a foundation for our future goals.

We have made considerable progress in corporate citizenship since we began reviewing our activities three years ago. Backed by the foundations of our core values and an ability to innovate, we are optimistic about our ability to push the boundaries and drive high performance with our corporate citizenship programs in the future.

“Corporate citizenship is an essential ingredient in building a long-term sustainable business for the mutual benefit of our clients, our people and the community at large.”

Adrian Lajtha,
Chief Leadership Officer, Accenture

Community involvement

Accenture believes that the impact of our community investments is maximized through the application of our core skills and capabilities, often in conjunction with financial assistance from the Accenture Foundations in the global giving of grants and other funds.

Connecting commerce and disadvantaged youth in Brazil

Endorsing Accenture's conviction in the power of partnerships, a collaborative venture with The Committee For Democracy in Information Technology (CDI) has committed to a goal of training more than 12,000 people over the next three years. CDI was established by former Accenture consultant Rodrigo Baggio to give disadvantaged people from low-income backgrounds the opportunity to explore information technology. In 2006, CDI trained more than 70,000 young people from diverse groups, such as street children and maximum security prisoners, giving them information technology skills and introducing them to citizens' rights. Now, CDI has joined forces with another not-for-profit organization, Rede Cidadã, to form an innovative social joint venture called Conexão (Connection). With Accenture professionals supporting the Conexão Board, the venture acts as a network that focuses on identifying potential employees and business opportunities, as well as providing the appropriate training in local communities. Operating in the three Brazilian cities of Belo Horizonte, Rio de Janeiro and São Paulo, Conexão leverages CDI's network of 840 schools in poor communities and Rede Cidadã's experience in creating employment and training opportunities for young people. The work has been supported by a global giving grant of US\$1.25 million awarded to CDI by the Accenture Foundations in March 2007, reinforcing a relationship that began in November 2002.

Improving education through information technology in Spain

Formed more than 50 years ago and headquartered in Spain, civil organization

Fundación Entreculturas encourages widespread comprehensive education and supports social improvement for excluded and disadvantaged populations. Recognized internationally, it is the largest Latin American education network. Fundación Entreculturas was awarded an Accenture Foundations' global giving grant of US\$1.2 million in 2006, to aid its efforts to create social change.

Accenture Spain has collaborated with Fundación Entreculturas since January 2003 through financial donations and pro bono consultancy, contributing time to develop applications, define processes and support systems to optimize efficiency and effectiveness across the 16 Latin American countries in which Fundación Entreculturas operates.

Teacher training materials in developing countries are often out-of-date or in scarce supply, leading to poor quality teaching. Furthermore, limited teaching resources and remote teaching locations often complicate the situation, with isolation, poor motivation and outdated capabilities. "By providing up-to-date, better education and training resources, we can really improve both standards and skills in the whole community," says Ana Millán, Accenture Spain's foundation director and corporate citizenship lead.

With Accenture's help and the cooperation of various hardware and software providers, Fundación Entreculturas is creating new computerized classrooms at 80 school centers across Latin America, using 1,800 computers, a third of which have been provided by Accenture Spain. Around 116,000 students and 2,000 teachers in 120 school centers will benefit from access to a portal to exchange educational experiences.

What is more, we are developing an e-learning platform for 1,000 teachers. Recipients are excited about the opportunity not just to improve the quality of their teaching, but to improve general education and benefit the entire community.

Enablis realizes east Africa expansion

Conceived at the 2002 G8 Summit and launched in 2003, Canadian-based Enablis is a groundbreaking not-for-profit organization that aims to help entrepreneurs in the developing world through its member-driven network. In 2004, South Africa became the first Enablis regional hub, with founding sponsor Accenture contributing to the skills and expertise required during the start-up phase. Now, with five South African offices, the thriving Enablis network offers mentoring and funding to create greater prosperity for more than 300 members and their communities. Building on the momentum, Accenture Foundations awarded a global giving grant of US\$1.5 million in 2007 and Accenture provided the support of Accenture Development Partnerships to conduct a feasibility study and develop the framework and action plan for Enablis' expansion into east Africa. This resulted in the launch of the organization's operation in Kenya at the beginning of 2007.

Although private-sector development and entrepreneurship have been recognized as the engines of economic growth in developing countries, progress has been hampered historically by a lack of resources and access to financing. Enablis is dedicated to delivering business sustainability and is keen to foster the enterprising and aspirational nature of many east Africans.

"By supporting the growth of the small-, medium- and microenterprises sector—the



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01 Entrepreneurs and Enablis staff in Johannesburg

02 CDI participant Joel dos Santos Mariano

03 Fundación Entreculturas educates children in Ecuador

backbone of the economy in developing countries—we can impact not just the livelihoods of individuals but the community as a whole, inspiring further investment and support from private and public sector partners,” says Donovan Muller, Accenture senior executive and Enablis South Africa board member.

Pro bono project benefits pioneering cancer institute in India

Rajiv Gandhi Cancer Institute & Research Center is a decade-old, 150+ bed cancer care hospital. The first of its kind in north India, the institute combines treatment with research, charging patients

market rates while reinvesting any surplus funds from operations back into the institute for research purposes.

Using the part-time professional services of both a senior manager and a consultant for a 12-week period, Accenture provided pro bono services to the institute to help evaluate and make recommendations on succession planning, hospital governance and management to enhance the center’s efficiency. Following one-to-one interviews and consultation, the Accenture team developed a questionnaire to evaluate measures such as performance, finances, infrastructure, quality and roles, subsequently working to achieve a consensus from the governing council on the priority issues going forward.

“We’ve accepted the majority of the recommendations and are developing implementation plans,” says Rakesh Chopra, founder member of the institute and ex-CEO of an industrial equipment company. “Accenture has helped us tackle some complex issues and clarify our thinking going forward.”

Volunteer network educates entrepreneurs

Accenture has combined grant making with pro bono services and volunteering to aid JA Worldwide⁴ (often known as Junior Achievement), a not-for-profit

organization dedicated to educating young people about business, economics and entrepreneurship through a volunteer network.

Alongside an Accenture Foundations’ global giving grant of US\$1.5 million awarded in 2005, pro bono services worth US\$1.2 million are providing JA Worldwide with improvements to their operational capabilities. Accenture is helping develop and deploy new technology that manages information relating to donors, students, volunteers and teachers globally that will serve the 100 countries in which the organization is represented. In addition, Accenture people are on the board of 38 local Junior Achievement organizations around the world, and more than 1,100 volunteers have spent their own time volunteering for Junior Achievement in the United States alone. For instance, in Boston, professionals from the Accenture Institute for High Performance Business volunteered their services to help Junior Achievement of eastern Massachusetts achieve a higher level of efficiency and standardization for its Business Hall of Fame, an awards program that recognizes people who have made outstanding contributions to free enterprise and to society.

⁴ JA Worldwide® and Junior Achievement Worldwide® are registered trademarks of JA Worldwide and may not be used or copied without the express written permission of JA Worldwide

“Enablis assists entrepreneurs in taking their businesses to the next level, positively contributing to the economic growth of the nation.”

Charles Sirois,
Global Chairman and Founder, Enablis

“As a not-for-profit organization, we continually seek ways to improve organizational efficiency so that we are good stewards of the donations we receive. Accenture Foundations’ grant and the time and skills of Accenture professionals will help us focus on improving the lives of children through business and entrepreneurship program implementation.”

Gerry Czarniecki, President and CEO, JA Worldwide

Accenture creates a balanced portfolio of community involvement by offering the pro bono services of our professionals, encouraging local volunteering and fundraising, investing in corporate programs such as Accenture Development Partnerships and working with global not-for-profits, such as Voluntary Service Overseas and Junior Achievement.

Accenture Development Partnerships enhances World Vision International's security efforts

“I've seen first hand how corporate citizenship can be a powerful agent of change in the world,” says Senior Manager Indranil Mitra, the first participant from Accenture India to take part in an Accenture Development Partnerships assignment. Accenture Development Partnerships provides professionals to not-for-profit organizations in developing and developed countries at marginal cost, free of profit and overhead. Employees contribute through voluntary salary reductions, while clients pay a fraction of Accenture's usual fees.

Commencing a six-month project in May 2007, Indranil worked as a global security architect for World Vision International, a Christian relief, development and advocacy organization dedicated to working with children, families and communities to overcome poverty and injustice. Indranil helped World Vision International to evaluate its information technology security management practices and develop a framework that will help the company maintain a consistently high standard in its security processes worldwide. Visiting some of World Vision's 2,200 global area development programs and national

offices, Indranil conducted workshops and assessments in Vietnam, Thailand and the Philippines to encourage awareness and support for the program. Now, a centralized security content management system is being implemented across the World Vision offices and programs that standardizes security policies and procedures and supports the organization's future security demands.

“Participating in the Accenture Development Partnerships program was an invaluable experience,” says Indranil. “I not only honed my technical skills but also I was able to contribute to an organization that helps transform lives.”

Changing lives in the Philippines

When Consultant Steffi Friedrich committed to a Voluntary Service Overseas placement in June 2006, she did not imagine that her placement would involve creative drawing and environmental campaigning along with her change management skills. Steffi spent eight months in the Philippines working with Provincial Environment and Natural Resource Management in Agusan del Sur, one of Mindanao's poorest provinces. As part of her role to explore ways of improving the government organization's structure, processes and people, she helped to merge two redundant agencies and

trained employees in running meetings, interviewing candidates and developing strategic action plans.

Struck by the absence of essentials and poor living conditions in the area, Steffi found herself turning her attention to other ways of helping the community improve the wellbeing and livelihoods of local people. Together with Voluntary Service Overseas colleagues, she conducted hands-on awareness training in rural areas of Agusan del Sur to inform people about health, education or environmental issues. For example, to encourage people to stop logging, she drew pictures to illustrate how the trees protect the village from landslides, and she offered advice on the availability of local government grants to initiate better farming practices. Steffi also visited schools in remote areas, bringing maps and other school supplies and organizing the donation of books, computers and printers to the students. Additionally, she was instrumental in banning an illegal dumpsite that was polluting a river and causing skin diseases in the nearby community. By contacting the governor and the media, Steffi helped close the site and encouraged the building of a new controlled, secure dumpsite that followed environmental standards.

Steffi's placement illustrates how the power of volunteering as a means to create social



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01 Fundraising trek to Mount Kilimanjaro

02 Jason Archer at International Women's Day in Ethiopia

03 Cindi Gozberk volunteering with Junior Achievement

impact increases when Accenture people are able to draw on the business skills gained from their day-to-day employment.

"I undertook this placement to share my knowledge and skills with those who have not had my educational opportunities, but I was amazed by how much I gained, too," says Steffi. "Apart from the invaluable insight and knowledge into governmental practices, I formed lasting relationships and felt I was able to contribute to deep, sustainable changes in a struggling community."

Volunteer helps Ethiopian business women

Manager Jason Archer is one of many Accenture people who have undertaken Voluntary Service Overseas placements since 1999. In September 2006, Jason visited Ethiopia for an 11-month placement as a project advisor with the South Region Women Entrepreneurs Association, whose mission is to empower women through ownership of micro and small business enterprises.

Working with Engedaye Eshete, president of the South Region Women Entrepreneurs Association, Jason reviewed current and future projects—and helped to improve Engedaye's computer skills. Women entrepreneurs are considered integral to

Ethiopia's economic future, and Jason traveled extensively to collaborate with regional and local leaders as well as taking part in the International Women's Day⁵ celebrations in Addis Ababa in March 2007. The International Women's Day activities included a trade exhibition, at which women from many regions displayed their goods and services, and the announcement of a new National Women Entrepreneur's Association to showcase the contributions women make to the economy and increase the means for women to obtain funding. Typically, associations provide training, marketing opportunities and access to a network of women entrepreneurs.

"Forming close personal relationships while in Ethiopia enriched both me and the community," says Jason. "I feel proud that Accenture people can apply their abilities and expertise to deliver meaningful and sustainable results—and there's always more we can do."

Corporate challenge raises a million dollars for HIV and AIDS

When Accenture Consultant Paul Gurney first conceived of a mountaineering trek up Mount Kilimanjaro to raise money for Voluntary Service Overseas' Regional AIDS Initiative of Southern Africa (RAISA), he could not have anticipated that two years

later Accenture people would raise nearly US\$1 million for the initiative. A unique corporate challenge concept, the five climbs have inspired more than 100 Accenture people around the globe to raise thousands of dollars each to help mitigate the effects of the HIV and AIDS epidemic.

As a result of requests to be involved, more treks to Kilimanjaro are planned as well as a pilot climb to Everest base camp in the coming year.

"Accenture's charitable relationships and corporate citizenship activities make my career even more fulfilling," says Martin Burkhart, Kilimanjaro trek participant from Accenture Germany.

To date, the funds raised have aided RAISA's activities in six southern African countries and are helping to meet the needs of 66,000 people across the region. The funds provide vital support for those affected by HIV and AIDS, in terms of medication, education and advocacy and in securing livelihoods. For example, they helped 500 women establish income-generating projects, such as poultry farming and dressmaking.

⁵ www.internationalwomensday.com

Our people

At Accenture we recognize that attracting and growing talented individuals is the basis for our success. Exceptional results for our clients require exceptional people and, as a catalyst and facilitator of high performance, we know that teaming with others, inside and outside the company, allows us to pave the way for sustainable growth and help change the way the world works and lives. Diversity breeds ideas, so harnessing the energy from a balanced workforce also fuels innovation for ourselves and our clients.

Since its inception, Accenture has been governed by its core values—Stewardship, Best People, Client Value Creation, One Global Network, Respect for the Individual and Integrity—which are at the heart of everything we do. As Accenture's business grows to develop and cultivate workforces across 49 countries, effective collaboration demands understanding the culture and character of our company. We engage our senior leadership to teach diversity's advantages when we host "Leading a Diverse Workforce" workshops, and we help our people around the world learn to work and team effectively within our organization and with our clients through courses such as "Building Cross Cultural Awareness." Whether our professionals are working with a small team or managing a large project involving delivery centers and outsourcing businesses across the globe, such training illustrates the value of connecting divergent styles so we can deliver professional services in concert.

We sponsor programs that encourage understanding and tolerance of race, age, gender, sexual orientation and faith. Accenture is engaged in the recruitment, retention and advancement of professionals who are focused on high performance, integrating flexible work arrangements into our culture and business operations

worldwide. Above all, we recognize the sensitivities around individual values, behaviors and expectations and seek to bridge cultural divides.

Flexible programs to achieve work-life balance

As an employer of more than 175,000 people worldwide, Accenture takes the issue of work-life balance seriously. We recognize that in order to help our clients achieve high performance we need to create the opportunities for our people to be fulfilled and motivated.

Aside from our core values and Code of Business Ethics, Accenture has numerous policies and programs aimed at nurturing the goals of individuals and offering flexibility in their working lives. In particular, an initiative that replaces commuting with telecommunications facilities to enable home or distance working is attracting and retaining professionals, especially females, while resulting in increased productivity, lower attrition, cost savings on infrastructure and, as illustrated by our recent employee satisfaction survey, a happier workforce.

This is particularly true in India, where we employ more than 35,000 people. "Creating the right balance between work and

other priorities is important, as it's vital for the mind and body to be in tune to maximize capabilities," says Rekha M. Menon, executive vice president, Accenture India. "As a result, Accenture India has added family events and outings, mandatory holidays, in-house gyms and interviews with career counselors to our people's social calendars, in an effort to counter stress and maintain the work-life balance."

Other programs across our global network support a maternity returners' program aimed at new parents and wellness clinics at a number of Accenture office locations to promote a healthy lifestyle among our people.

One employee who understands the meaning of work-life balance is Senior Executive Melissa Stark. Having joined Accenture London in 1993, Melissa now juggles a three-day week, managing 15 people on three separate projects and raising her two preschool children. "Flex-time working has not hampered my career," says Melissa. "I am still ambitious and feel even more focused and productive with my time, both inside and outside the office."

"Melissa is a great advertisement for the benefits of flexible working," says Melissa's supervisor, Shawn Collinson, managing



Accenture has been nominated as one of *Working Mother* magazine's "100 Best Companies for Working Mothers" for the fifth consecutive year.

director, Management Consulting & Integrated Markets, Resources. "This is a highly effective arrangement for both Melissa and Accenture."

"Accent on Parents" in Australia

In line with Accenture's commitment to attract and retain talented people and support inclusion and diversity in our business, Accenture Australia has launched "Accent on Parents," an initiative to help employees combine careers with parenthood. With the goal of increasing retention levels to 75 percent two years after parental leave, "Accent on Parents" uses a variety of approaches to support flexible working arrangements. These include tailored workshops, collateral and a dedicated website to offer male and female professionals new policies, procedures and guidelines, formalized channels and fora for effective communications and improved practices.

Day care for Accenture Philippines

Planned during the summer of 2006, the first childcare facility opened in Accenture Philippines in September 2007 as part of a local diversity initiative. Catering to Accenture employees' children aged five years and younger, the day care facility is run in partnership with a local educational

institution, the Little Dipper Learning Center. Online registration accepts children on a "first-come first-served" basis for either a half day or a whole day session, based on a published monthly schedule. Each session is packed with different learning activities based on the age group. The facility provides an alternative means of childcare, while enabling employees to focus on their professional roles, secure in the knowledge that Accenture is helping care for their children.

Programmer's promotion in Brazil

Senior Systems Analyst Eduardo Araujo de Lima finds his disability has not hindered his career prospects at Accenture Brazil. When he was just four months old, Eduardo contracted poliomyelitis in both legs, leaving him with muscular control problems requiring the use of crutches. Nevertheless, Eduardo has gained considerable experience as a computer programmer and systems analyst since joining Accenture in 2001. He was recently promoted to lead a team of five programmers in Advanced Business Application Programming, supporting large applications for a global pharmaceutical client. "There are many opportunities to progress at Accenture," says Eduardo. "I know my contribution is valued." Eduardo acknowledges that Accenture professionals

ease his working day. "My Accenture colleagues often bring me a coffee or carry equipment for me; they are special people and make this a great place to work," says Eduardo.

Helping Women's World Banking prepare future leaders

One way that Accenture is able to demonstrate our commitment to promoting the role of women is our work with Women's World Banking (WWB), a leading global microfinance network. WWB's member microfinance institutions operate in 29 countries, offering financial services to low-income women entrepreneurs, helping them to start businesses and build assets. Since 2004, the Accenture Foundations have awarded WWB global giving grants of more than US\$1 million, and Accenture has supported WWB by providing consulting services through Accenture Development Partnerships and pro bono financial services professionals from Accenture New York.

By engaging with WWB—and having a positive impact on economic growth in the countries and communities with the greatest need—we offer our employees the satisfaction of contributing to the organization's mission of empowering low-income women to become successful entrepreneurs.



01 Accenture Philippines Day Care Center
02 Bring your kids to work day, Accenture Bangalore
03 Eduardo Araujo de Lima and colleague Marcio Botinhão, Accenture Brazil



01 Women's World Banking entrepreneur, Dominican Republic

02 International Women's Day in Accenture São Paulo



"WWB is developing the next generation of women leaders. Going forward, we aim to reach and empower more poor women in increasingly innovative ways," says Mary Ellen Iskenderian, president, Women's World Banking.

The Accenture Foundations grant helped fund two WWB-Wharton "Women in Leadership" courses held in the United States in March 2006 and July 2007. Through this initiative, more than 50 senior- and mid-level women executives from WWB network institutions worldwide—including in Bangladesh, Mexico, Jordan, Russia, Tunisia and Zimbabwe—had the opportunity to hone their leadership skills by interacting with their peers, as well as with leaders from the private sector and academia. Participants rated the course highly relevant to their career development as emerging leaders of financial institutions.

WWB's network organizations have shown that when women are the recipients of microfinance loans, they spread the money around, so the children and the household tend to benefit more. Women often invest in three things: health, their children's education and the home.

"We have seen how microfinance services for women have far-reaching impact," says Accenture Senior Executive Beth Roberts, who serves on the US Board of Women's World Banking. "By combining our financial giving and professional skills we are helping to grow the 22 million borrowers and 68 million savers the WWB network has already reached."

Accenture China is Top 10 Best Employer

Accenture China has earned an award in 2007 as one of the Top 10 Best Employers in China by global human resources consultancy, Hewitt Associates. The award follows a review entailing meetings, interviews and an online survey to compare the working environments of organizations across a wide variety of industries.

"I was proud to receive this award," says Matt Podrebarac, senior executive representing Accenture China at the ceremony in Shanghai. "We are a people business and our core values are centered on our people, for instance Best People and Respect for the Individual. This award was evidence that we are living these core values in China."

"At Accenture, we know how to nurture talent from diverse horizons, to help people to develop their capabilities and build the confidence to make their own career choices. Through corporate citizenship, we are able to help to do the same in the communities in which we live and work."

Armelle Carminati-Rabasse, Managing Director, Human Capital & Diversity

Environment

“We recognize the importance of our environmental impact—for our clients and for our people. As a leading global business, Accenture is committed to understanding and addressing our environmental footprint across our worldwide operations. What is more, we welcome the inspired volunteer efforts of Accenture professionals in helping us meet our goals.”

Adrian Lajtha, Chief Leadership Officer, Accenture

We have the right teams to drive actions around our environmental impact

We know awareness and concern related to environmental issues is growing in the business world. One example is the impact of climate change, which was the focus of a recent Accenture survey that examined the related challenges and opportunities for businesses. In fact, more than half (59 percent) of respondents to that survey said that climate change will be a “major business issue” in the next five years.⁶

At Accenture we believe we have a responsibility to understand and address our own environmental impacts and offer support to our clients and suppliers in addressing theirs. Decisions around new policy and improvements to our environmental performance are driven at Accenture by two senior management groups. The Environment Leadership team is a group of senior Accenture leaders who oversee all corporate citizenship and environmental initiatives. The second specialized team, the Environment Projects Steering Group, offers cross-functional insight and brings expertise and operational reality to the environmental goals defined by the Environment Leadership team.

In 2007 we responded to the Carbon Disclosure Project’s Greenhouse Gas Emissions questionnaire.⁷

We aim to develop and promote awareness of our environmental impact by combining focused resources and policies with local employee programs. For example, Accenture France has dedicated programs to raise environmental awareness and consider the issues. The 160 members of Club Attitude participate in a program that addresses sustainable development and works to conserve the environment. The initiative has produced an Accenture France procurement policy and a series of events and has raised awareness of environmental issues through training and personal involvement. Outcomes include a carbon footprint diagnosis and the creation of an “eco-attitude” charter, a set of environmentally friendly recommendations for people at work.

We employ environmentally-responsible practices and seek out initiatives to improve ecological performance

This year we developed an environmental policy that outlines our corporate commitment and defines minimum standards across our operations for practices relating to office facilities, travel

and events, procurement and technology. We are defining common operational guidelines and implementing sustainable certifications in the design, construction and operations of Accenture facilities, such as LEED⁸ and ISO 14001.

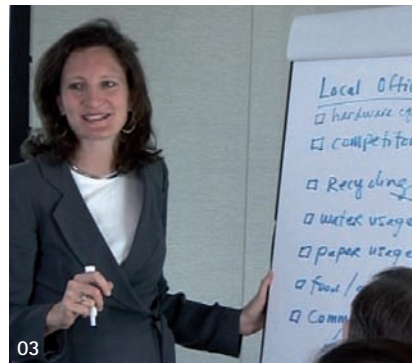
Whether participating in initiatives such as “Ökoprofit,” established by Accenture Germany and 13 other companies in March 2006 to improve ecological performance, or developing solutions for potential commercial use through Accenture Technology Labs, we are maintaining momentum with our environmental efforts. Accenture Technology Labs has developed prototypes such as the Virtual Corridor⁹—an “always on” video, display and audio facility that brings colleagues together without the need for travel. In addition, Accenture Technology Labs has developed a “Green Calculator,” a tool to address total energy consumption by helping our clients reduce the carbon footprint, extend the energy capacity and ultimately lower the costs of their data centers.

⁶ Source: “Answering the call: The business response to climate change,” Accenture, 2008

⁷ www.cdproject.net

⁸ www.usgbc.org

⁹ www.accenture.com/techlabs



01 Encouraging car pooling at Accenture offices in Brazil

02 Eliminating paper cups in Accenture San Francisco

03 Net Impact winner Lisa Neuberger

We commit to environmental best practices as a provider of services to our clients

Volunteer Marcela Ruas from **Accenture Brazil** contacted the State Environmental Agency, Accenture client Minas Gerais, to help extend green corporate best practices through an internal environment education program known as *AmbientAção*, or "action in the environment." Experienced Accenture professionals worked with the agency to develop a new model to generate sustainable and collaborative environmental practices, and virtual Accenture teams volunteered their time and skills to research benchmarking practices that could drive continuous improvements. The resulting model might be applied across other government departments. "With everyone doing a little, we could get a lot done," says Marcela. "Not only have we forged a stronger relationship with our client but we have also taught ourselves more about the community in which we live and work."

Manager Rob Schmidt from **Accenture United Kingdom** and Consultant Mareike Mueller from **Accenture Germany** helped a large energy client improve a multigeography program that has reduced the carbon footprint of both organizations. Challenging the accepted practice of flying clients and colleagues to the United Kingdom each month, the team introduced

video conferencing equipment to run four major workshops, reducing CO₂ emissions by around 10 tonnes. As a result, more people can participate in the workshops, and the client saved travel costs of some US\$50,000. In fact, the client company is recommending the approach in other parts of its business. "Preparation is the key," says Rob. "We account for time zones, room layout and always have a technical 'dry-run' to help ensure the workshop's success."

We commit to environmental best practices in the procurement of services from our suppliers

Accenture India was the first location in Accenture's global network to gain both ISO 14001 certification and the Occupational Health and Safety Assessment Series 18001 certification for its health and safety systems. As a result, Accenture India has a platform that maintains better standards throughout its supply chain and supplier base, improves current capabilities, supports growth and decreases operational costs. Using a modified system of power distribution, the Accenture Bangalore facility has achieved annual savings of 5 percent in electricity costs and a 7 percent reduction in water consumption, as well as savings in paper consumption and food waste. "During the process of certification, our collaborative practices improved," says

Rekha M. Menon, executive vice president, Accenture India. "Nine Accenture locations across three countries¹⁰ now have certification and we are rolling out to an additional 33 locations."

Accenture United States was awarded first place among corporate entrants in the 2007 Net Impact Green Challenge for its efforts to promote sound and sustainable environmental practices at Accenture United States office locations.

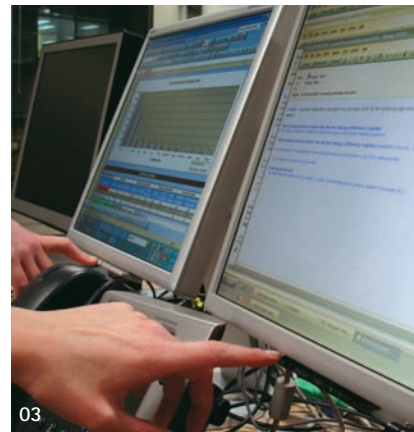
Senior Manager Lisa Neuberger led an advisory group to encourage Accenture people to become better environmental stewards in their local communities. The team mobilized more than 70 Accenture people across the United States to take action by analyzing our current environmental impact and developing a strategy to reduce that impact in a sustainable manner. They are spearheading a number of initiatives, including launching "Eco Teams", driving adoption of "green" travel alternatives, such as video conferencing and promoting the benefits of "green" offices. For instance a number of Accenture United States offices are designed to save energy and resources through motion-activated lights and plumbing fixtures that reduce water usage. In addition, Accenture is partnering with Cartridges for Kids, a recycling program that pays cash to schools and not-for-profit



01



02



03

01 Accenture
Buenos Aires
employees
plant trees

02 Recycling
facilities, Accenture
Bangalore

03 Monitors off
in the Accenture
London offices

organizations for empty laser and inkjet cartridges, used cell phones, laptops, PDAs, iPods and DVDs. The funds generated by this recycling program benefit JA Worldwide (Junior Achievement) a not-for-profit organization that uses hands-on experiences to help young people understand the economics of life.

Driven by environmental concerns as well as the need to secure our intellectual capital, the Facilities & Services Recycling/Shredding program accurately tracks the paper recycled each month by all Accenture United States people. During the financial year 2007, Accenture United States office locations have shredded more than 300,000 pounds of paper, saving the equivalent of a 10-acre forest of nearly 3,000 trees. The program will be expanded during 2008 to include client site offices and business process outsourcing sites.

We commit to environmental best practices as an employer

In March 2007, Accenture Australia committed to the Sydney-based Earth Hour program, a global warming initiative that aims to inspire people to make simple changes on a daily basis to reduce their emissions. Launched by the World Wide Fund for Nature Australia and *The Sydney*

Morning Herald, Earth Hour is part of a 12-month campaign to reduce Sydney's carbon emissions by 5 percent. Accenture was one of 2,270 businesses registered to switch off its lights and other unnecessary electrical devices for one hour each evening. Participating in the initiative is in line with Accenture's global environmental policy goals to identify environmental impacts associated with our company's operations, including carbon emissions, and implement a continuous improvement program to reduce those impacts.

More than 260 volunteers from Accenture India drove improvements to the environment in their local communities during 2007. In January, 110 Accenture volunteers participated in World Cleanliness Day by undertaking a coastal clean-up of Versova beach in Mumbai and journeying to the rural village of Vidyaniketan, where volunteers from our Bangalore offices taught local school children about cleanliness and the need to be committed to the environment.

According to Accenture programmer Manzu Saharan, children had "smiles and hope in their eyes" during World Environment Day in June. Manzu was one of more than 50 Accenture volunteers planting saplings and participating in games and painting competitions throughout Bangalore, Chennai and Hyderabad.

In August 2007, 100 Accenture volunteers from the Health & Life Sciences industry group helped clean up the 192-acre Cubbon Park in the heart of Bangalore as part of an Accenture Products' "Parivartan" (meaning "change") initiative. "We collected vast quantities of discarded cigarette packets, sweet wrappers and plastic cups," says Manager Manisha Bhattacharya. "It made us aware of the need to educate the general public and how each of us plays a vital role in environmental conservation."

Volunteers from Accenture Argentina took seriously the first in a list of recommendations from poet, writer and leader of Cuban independence, José Martí. Martí named the three things that every man ought to do before he dies as "plant a tree, write a book, have a son." July 2007 saw 30 volunteers planting 100 trees near the Riachuelo river beside the colorful houses of the la Boca neighborhood. As well as building team spirit, Accenture volunteers, accompanied by their family and friends, discovered more about the ecological value of tree-planting by liaising with local nongovernment organization, Fundación Argentina de Etoecología. Many inspired Accenture people committed to further tree planting once the season recommences next year.

¹⁰ Netherlands (4 sites); Spain (3 sites); India (2 sites)

Global grantees

Accenture and the Accenture Foundations seek to work with not-for-profit organizations across many countries to create a balanced portfolio of support. The emphasis is on the developing world, where there is the greatest need and less capacity for local giving. During our fiscal year 2006 to 2007, Accenture Foundations committed more than US\$6 million in new charitable grants.

Accenture actively seeks projects that affect livelihoods with measurable outcomes and an accent on long-term sustainability. Mostly, grants are targeted toward improving the lives of people in developing countries and, where possible, are complemented by the skills and commitment of Accenture people, through Accenture Development Partnerships, personal or corporate volunteering, pro bono activity or other programs.

All grant applications are considered by our Corporate Citizenship Council members who meet at least quarterly to set direction and align local and global programs in charitable, volunteering and other community activities. Acting as the primary focus for our global corporate citizenship activities, the Corporate Citizenship Council comprises representatives and senior operational executives who lead our geographic teams in their implementation of Accenture's corporate citizenship priorities in individual countries across the world. Additionally, the Council supports Accenture's corporate citizenship strategy towards building long-term value, for example, fostering engaged leaders, encouraging enthusiasm and pride amongst our people and enhancing our reputation in the marketplace.

Accenture actively seeks projects that affect livelihoods with measurable outcomes and an accent on long-term sustainability.

Interested?

For more information on our corporate citizenship activities visit www.accenture.com/corporatecitizenship

Accenture offices in 16 countries participate in the Voluntary Service Overseas Business Partnership scheme:

Australia
Austria
Canada
Denmark
Finland
Germany
Ireland
Italy

Japan
The Netherlands
Norway
Philippines
Sweden
Switzerland
United Kingdom
United States

Accenture offices in 23 countries currently run Accenture Development Partnerships programs:

Australia
Austria
Belgium
Canada
Denmark
Finland
France
India
Indonesia
Ireland
Japan
Luxembourg

Malaysia
The Netherlands
Norway
Singapore
South Africa
Spain
Sweden
Switzerland
Thailand
United Kingdom
United States

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

Our sincere thanks to everyone who contributed to the corporate citizenship stories in this review.

Climbing Mount Kilimanjaro to raise funds for Voluntary Service Overseas' Regional AIDS Initiative of Southern Africa (see page 11)

The map of the globe illustrated here is known as the Gall-Peters projection, and shows the land areas of the world in accurate proportion. This global map demonstrates the breadth of our grantees' reach.



1. African Medical and Research Foundation (AMREF)
Kenya

2. Aidmatrix
United States and Germany

3. Committee for Democracy in Information Technology (CDI)
Argentina, Brazil, Mexico and Uruguay

4. Enfants du Mékong
Cambodia

5. Fundación Entreculturas
Latin America and Spain

6. Junior Achievement
North America, Asia, Africa, Europe, South America and Australia

7. Room to Read
India, Cambodia, Sri Lanka and Vietnam

8. Voluntary Service Overseas (VSO)
Asia, Africa, Eastern Europe and China


9. Women's World Banking
Africa and Latin America

10. Youth Business International (YBI)
Canada, India, Brazil and South Africa

11. Enablis
East Africa

12. Oxfam
India





Cover: Pictured is a café in the Dominican Republic established as a result of financial help from Accenture Foundations' global giving grantee, Women's World Banking, a global network of microfinance institutions and banks that work to help low-income female entrepreneurs.

Photographer: Diane Bondareff

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About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With more than 175,000 people in 49 countries, the company generated net revenues of US\$19.70 billion for the fiscal year ended Aug. 31, 2007. Its home page is www.accenture.com.



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