



CO₂-Managementplan 2019

CO₂-Performance ladder

Client: Accenture - Netherlands

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1 | Introduction

Accenture provides (directly or indirectly) products and services to commissioning parties who occasionally use award advantage in their tenders, based on the principles of the CO₂-performance ladder. For Accenture these clients are predominantly private railway parties and semi-governmental organizations. The CO₂-performance ladder challenges and stimulates suppliers to map and reduce their own CO₂-emissions. The more attention a company pays to reducing their CO₂, the higher the chance of receiving fictional advantage in a tender.

The CO₂-performance ladder is based on four pillars:

A. Insight

Drawing up an undisputable CO₂-footprint in accordance with the ISO 14064-1 norm to provide insight in the CO₂-emissions of the company.

B. CO₂-reduction

The ambition of the company to reduce the CO₂-emissions.

C. Transparency

The way a company communicates about their CO₂-footprint and reduction measures, both internally and externally.

D. Participation

(in sector and/or value chain initiatives) to reduce CO₂-emissions.

Every pillar of the CO₂-Performance Ladder has five levels, ascending from 1 to 5. A higher level on the ladder will provide a higher award advantage in tenders. The activities are being assessed by an authorised certifying organization to determine the level on the CO₂-Performance Ladder. To achieve a certain level, actions have to be taken on every pillar of the ladder. In order to do so, steps have to be made on every pillar of the ladder.

This report deals with the emissions-inventory of Accenture. This document focusses on aspect A (insight) and aspect B (CO₂-reduction) of the CO₂-performance ladder. The CO₂-footprint provides an overview of the total greenhouse gas emissions: the GHG-emissions. This also provides insights to the origin of these emissions with a distinction of direct and indirect GHG-emissions (respectively scope 1 and scope 2).

The overview is a justification of requirement 3.A.1 van de CO₂-Prestatieladder and has been conducted in accordance with ISO 14064-1: 2006 (E) "*Quantification and reporting of greenhouse gas emissions and removals.*" This document provides the CO₂-footprint according to § 7.3.1 of this norm. The last chapter provides a cross table to confirm this.

In reporting the CO₂-performance ladder a distinction is made between scope 1, 2 and 3. This distinction originates from the GHG-protocol. The SKAO positions '*business travel*' and '*personal cars for business travel*' in scope 2 instead of scope 3. As this report on the CO₂-performance ladder is from the SKAO, their scope 1 and scope 2 categories will be adhered to.

1.1 Reading guide

This document serves as evidence for the requirements for the CO₂-Performance Ladder. In each chapter, some of the requirements are met. Underneath you will find a reading guide.

Chapter in this document	Requirement of the CO ₂ -Performance Ladder
Chapter 2: Description of the organisation	3.A.1
Chapter 3: Emissions inventory report	3.A.1
Chapter 4: Energy management program	2.C.2, 3.B.2 and 4.A.2
Chapter 5: Continuous improvement	2.C.2
Chapter 6: Communication plan	2.C.3

2 | Description of the organization

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions — underpinned by the world’s largest delivery network — Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With 482,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. (<https://investor.accenture.com>)

Accenture Netherlands has around 2800 employees and is spread all over the Netherlands with vast locations in Amsterdam, Heerlen and Utrecht. For more information about Accenture check their website: www.accenture-insights.nl.

2.1 Policy statement

Sustainability is one of the most important topics in the society today. To ensure that sustainability is implemented within the organization Accenture has implemented the CO₂-Performance ladder. This is a platform to ensure a continuously improving plan with respect to our CO₂-emissions.

2.2 Statement company size

The total CO₂-emissions of Accenture was 13.508 tons CO₂ in fiscal year 2019. Of these emissions, 12.470 ton originates from projects and 1101 tons from offices and other business facility use. Accenture thereby classifies as a big company in terms of CO₂-emissions.

	Services	Projects
Small company	Total CO ₂ -emissions amount to a maximum of (≤) 500 ton per year.	Total CO ₂ -emissions of the offices and other business facilities amount to a maximum of (≤) 500 ton per year, and the total CO ₂ -emissions of all construction and production facilities amount to a total of (≤) 2.000 ton per year.
Medium-sized company	Total CO ₂ -emissions amount to a maximum of (≤) 2.500 ton per year.	Total CO ₂ -emissions of the offices and other business facilities amount to a maximum of (≤) 2.500 ton per year, and the total CO ₂ -emissions of all construction and production facilities amount to a total of (≤) 10.000 ton per year.
Big company	Total CO ₂ -emissions amount to more than (>) 2.500 ton per year.	Total CO ₂ -emissions of the offices and other business facilities amount to a maximum of (>) 2.500 ton per year, and the total CO ₂ -emissions of all construction and production facilities amount to a total of (>) 10.000 ton per year.

Table 1 | Categorisation of small, medium-sized or big company according to the CO₂-Performance ladder 3.0.

2.3 Tenders with award advantage

In 2019 Accenture had one project with award advantage through the CO₂-Performance Ladder. Accenture is implementing a SAP software system for ProRail. The project has a duration of 7 years, started in 2016 and will end in 2021. The CO₂-performanceladder was part of the tender and therefore Accenture keeps track of the CO₂-emissions till completion of the project.

For more information about the SAP Project for ProRail, we invite you to read the Project Plan.

3 | Emission-inventory report

3.1 Responsible actor

The department responsible for the continuous improvement cycle, reporting of the CO₂-emissions and updating all necessary documents, is Workplace - Environment. This department reports directly to the CEO.

3.2 Reference year

This is the seventh time that Accenture composes an emission inventory according to the GHG protocol. This report concerns the fiscal year 2019. The reference year for the CO₂ reduction objectives is fiscal year 2013.

As Accenture is a stock exchange listed company they use fiscal years for reporting. Accenture's fiscal year runs from September till August. The CO₂-performanceladder asks for half yearly reporting of the CO₂-emissions. The first half year runs from September till February en the second half year from March till August.

3.3 Organizational boundary

The determination of the organizational boundary is described in the document 'Organizational Boundary 2019 Accenture'.

3.4 Direct and indirect GHG-emissions

Elaboration on the calculated GHG-emissions.

3.4.1 Calculated GHG-emissions

The direct and indirect GHG-emissions of Accenture were 13.508 ton CO₂ in fiscal year 2019. Of this amount, 7.019 ton CO₂ was caused by direct GHG-emissions (scope 1) and 6.489 ton CO₂ by indirect GHG-emissions (scope 2).

Scope 1	amount	unit	emission factor	ton CO ₂
Gas for heating	132.456,0	m3	1.884	249,5
Fuel consumption Fleet (Diesel)	701.810,0	liters	3.230	2.266,8
Fuel consumption Fleet (Gasoline)	1.643.275,0	liters	2.740	4.502,6
Total scope 1				7.019,0
Scope 2	amount	unit	emission factor	ton CO ₂
Electricity consumption - Non-Renewable	1.084.631,5	kWh	649	703,9
Electricity consumption - 100% Renewable energy	590.505,5	kWh	-	-
Electricity consumption - Electric cars (non-renewable)	5.750.000,0	km's	92	529,0
District heating	4.127,0	GJ	35.970	148,4
Reimbursed travels - private car	2.639.272,0	km's	220	580,6
Reimbursed travels - Public transportation	10.557.090,8	km's	36	380,1
Reimbursed travels - bicycle	3.958.909,0	km's	-	-
Travels by taxi	1.319.636,0	km's	220	290,3
Short Haul Flights	1.549.418,0	km's	297	460,2
Long Haul Flights	24.087.038,0	km's	147	3.540,8
Biofuel compensation KLM	61,6	mT	Reduction	143,8
Total scope 2				6.489,6
Total scope 1 and 2				13.508,5

Table 2 | CO₂-emissions fiscal year 2019 (in tons of CO₂)

3.4.2 Combustion of biomass

No combustion of biogas took place at Accenture in 2019.

3.4.3 GHG-removal

There was no greenhouse gas removal or compensation at Accenture.

3.4.4 Exceptions

There are no remarkable exceptions to mention on the GHG protocol.

3.4.5 Key influencers

Within Accenture there are no individuals who have got such an impact on the CO₂-footprint that a behavioural change of this individual person could ensure a significant change in the CO₂-footprint.

3.4.6 Future

The emissions in the paragraphs above are established for the fiscal year 2019. Due to COVID-19 the expectation is that these emissions in the coming year will significantly reduce when it comes to business travels. However, given the CO₂ reduction objectives of Accenture, the CO₂ emissions will decrease with a total reduction of 50% in 2020.

3.4.7 Significant changes

As mentioned in paragraph 3.2, 2013 is used as reference year. The progress in reducing the CO₂-emissions will be described in the document '*CO₂-Reductionplan 2020*'.

3.5 Quantification methods

For the quantification of the CO₂ emissions, a tailor-made model is used. In the model, all consumption can be filled in. The corresponding CO₂ emissions will be calculated and compared to the reference year. The model uses emission factors from the CO₂-Performance ladder that can be found on www.co2emissiefactoren.nl.

In chapter 4 of the CO₂-managementplan a description is provided of the data sources per energy flow.

3.6 Emission Factors

The emission factors of the CO₂-Performance ladder 3.0 have been used to assess the CO₂-emissions of Accenture in 2019. As the emission factors are specifically calculated on both national and international level, the factors that have been used are very reliable for the conversion of the energy consumption into the related CO₂-emissions. The emission factors of Accenture will adapt to all changes in future certification schemes of the CO₂-Performance ladder. For the calculation of the CO₂-footprint for 2019 the emission factors of 03-09-2020 have been used. The CO₂ emission factors of www.co2emissiefactoren.nl are used for the calculation of the scope 1 and 2 CO₂-emissions.

3.7 Uncertainties

The presented results are an estimate of the actual values. Almost all the data used for the calculation of the CO₂ footprint is based on invoices or measured quantities. This keeps the uncertainty margin to minimum. However, there are opportunities for improvement. These are outlined below:

1. In previous emission inventories three offices were allocated with district heating and cooling. After some research only ITO in Amsterdam and Utrecht (courtyard) have district heating. The ITO office also has district cooling. Due to the lack of information about real-time consumption for these offices, the figures are based on an estimate. This estimated is calculated based on ratios and averages for buildings which are built in the same time period.
2. Flight kilometers have been set to short haul flights within Europe and long-haul flights are intercontinental flights (over 2500 kilometers). These do not follow the three categories of the CO₂-Performance Ladder but the estimated margin of error is less than 2%.
3. The consumption of electricity of some locations is based on estimates as all of the lease agreements have a fixed monthly price, which includes a fee for services (energy and other facilities). Per square meter an estimate (kWh) is used to calculate the electricity consumption per office. The Enablon figures, which are audited on global level, are used for the totals.
4. The charging data of the electric cars is not yet available. In this case we made an estimate of the possibly driven kilometers per car per year, based on the average amount of electric cars in that year.
5. The used data for the calculation of the reimbursed travels has improved compared to previous years. However, the calculation is made by an estimate per mobility category. To ensure the reliability of the emissions the same method will be used for the upcoming years.

3.8 Exclusions

According to the Handbook 3.0, it is not mandatory to include a report on the CO₂-emission-inventory of all greenhouse gasses, expressed in CO₂-equivalents. Thus, it is not mandatory to report on additional gasses, which are not CO₂ (CH₄, N₂O, HFC's, PFC's and SF₆) that were released in other operations of the company, to include in the emission inventory. This also counts for refrigerants.

The yearly average spent on car rentals is not taken into account for CO₂-footprint. It is likely that the cost of the petrol is not included in the car hire fees. The total of petrol used by hired cars is estimated no more than 1% of the total emission and is therefore excluded.

3.9 Verification

The data for the emission inventory, fiscal year 2019, has been verified at global level.

3.10 Statement in accordance with ISO 14064-1

This report has been made according to the requirements from ISO 14064-1 paragraph 7. The cross-reference table below shows that all parts from ISO 14064 and §7.3 of the GHG report are included in this document.

ISO 14064-1	§ 7.3 GHG-report content	Description	Chapter report
	A	Reporting organization	2
	B	Person responsible	3.1
	C	Reporting period	3.2
4.1	D	Organizational boundaries	3.3
4.2.2	E	Direct GHG emissions	3.4
4.2.2	F	Combustion of biomass	3.4
4.2.2	G	GHG removals	3.4
4.3.1	H	Exclusion of sources or sinks	3.4
4.2.3	I	Indirect GHG emissions	3.4
5.3.1	J	Base year	3.2
5.3.2	K	Changes or recalculations	3.4
4.3.3	L	Methodologies	3.5
4.3.3	M	Changes to methodologies	3.6
4.3.5	N	Emission or removal factors used	3.6
5.4	O	Uncertainties	3.7
	P	Statement in accordance with ISO 14064-1	3.9
	Q	Verification	3.8

Table 3 | Cross reference table ISO 14064-1

4 | Energy management action programme

This chapter outlines the quality management plan (requirement 4.A2) and energy management plan (requirement 3.B.2) for Accenture.

4.1 Quality management plan

The quality management plan deals with improving and guaranteeing the quality of the CO₂-footprint. The overall aim of the quality management plan is to provide continuous improvement of efficiency and effectiveness in relation to energy and reducing the CO₂-emissions in business activities.

Additionally, the quality management plan provides insight into the procedures, the measurement and reporting on the CO₂-footprint. The quality management plan guarantees a complete, trustworthy and topical consolidation of the energy performance of Accenture. It provides insights in the energy performance of the complete business activities and the total CO₂-emissions as a result of this. By using the quality management plan as a tool, Accenture aims to guarantee the quality of the data used and improve the performance.

4.2 Energy management plan

The NEN-EN-ISO 50001 serves as a guideline for setting up the energy management action plan. Introducing the energy management system into your business guarantees a complete, trustworthy and topical consolidation of the energy performance of Accenture. Continues evaluation of the activities and deviations lies at the core of the energy and quality management plan to ensure that improvement can be made according to the Plan-Do-Check-Act cycle as follows from the NEN-EN-ISO 50001.

4.3 Energy policy

Besides increasing the turnover and revenue, Accenture values employee engagement, safety, well-being and environment highly. The responsibility for safety, health and environment are also an integral part of the business management of Accenture.

The importance of sustainability is a given in the present times. To consciously deal with sustainability in our business actions we aim to do business in CO₂-conscious manner. From here we strive for continuous improvement of the emission reduction policy and a growing consciousness of the employees for reducing emissions in our business activities.

Our energy policy is focussed on optimally using our assets in order for us to work with a minimal energy consumption. The positive effect of a lower energy consumption is twofold: a lower consumption is positive for the environment because of lower CO₂-emissions. At the same time a more effective use of assets leads to lower operational costs.

Alongside this energy policy we aim to lower the energy consumption in processes and activities by taking reduction measures.

4.4 Goals

The general goals of the energy management system are to continuously improve the energy-efficiency and reduce the CO₂-emissions of the business activities. In doing so, it has to be taken into account that a fluctuating amount of work and composition of activities (use of assets) can have as a result that the absolute energy consumption is higher, even though the relative consumption is lower.

The specific goal is to reduce the energy consumption in 2020 by 50% relative to 2013. This goal assumes a similar amount of work has been conducted per year (revenue, working hours and type of activities) as in 2013. Thereby relating the reduction goals to square meters.

4.5 Execution

4.5.1 Energy aspects

The first step is providing insights in the energy consumption of the business and the chain it operates in. Based on these insights a conclusion can be drawn of which aspect of the business can most effectively be targeted to change in order to reduce the CO₂-emissions. These insights become clear from several reports. Periodically (once every 6 months, based on fiscal years) this list is being evaluated and tested on actual energy sources.

4.5.2 Reference year

The choice has been made to take the CO₂-footprint of 2013 as reference year. The CO₂-emissions are calculated according to the rules laid out in this document. The reliability is being checked through an internal and external audit. A selection is made on which aspects of the company are eligible for setting goals by assessing the opportunities. The managing board then determines and evaluates the final goals.

4.5.3 Reduction measures

The overall reduction measures are being formulated for a period of 7 years until 2020. From these overall measures, more specific yearly measures can be made. Both measures will then be drawn up in the reduction plan. This plan then labels the measures that will be taken to reach the goals that have been set out as well as the departments responsible for taking these measures. An overview of the measures and responsible departments is included in the yearly reduction plan.

4.5.4 Organisation of the CO₂-footprint

In 2013 Accenture started to structurally map the CO₂-emissions for the Netherlands. This led to the introduction of a CO₂-reduction system in accordance with the CO₂-performance ladder. To guarantee the execution of this, the responsible parties have been labelled within Accenture under the supervision of the board of directors. The Workplace - Environment department is responsible for drawing up and executing the yearly reports. Besides that, it is responsible for the communication about the CO₂-reduction system, the goals and the progress that is being made.

The management is responsible for the opportunities to reduce CO₂-emissions in relation to commuting, using private vehicles for business commutes, efficient and effective logistics and offices.

The Workplace Department is, among others, responsible for the purchase of energy, garbage processing and other tasks. This department also assists the Workplace - Environment department in its responsibilities regarding the monitoring and

communicating about the CO₂-reduction system, the goalsetting and the realized progress.

4.5.5 Energy consumption Accenture

Every quarter Accenture draws up its energy consumption and checks if there have been significant changes in its energy consumption, fleet and mobility policy. This assessment is done in line with the ISO 14064-1 regulations, the GHG-protocol for scope 1 and 2, and potential requirements of the CO₂-performance ladder. Every year, together with a consulting party, the organisational boundary is assessed and updated if necessary.

Two times per year Accenture draws up their CO₂-footprint according to the requirements of the CO₂-performanceladder. In paragraph 4.5.8 the table shows an action plan for the gathering, processing, and publishing of the energy consumption for the CO₂-footprint.

A third party, De Duurzame Adviseurs, is responsible for the execution of the assessment, assisted by the administration. For making the assessment a datasheet is being used with the conversion factors. The sources of the data are being collected in a CO₂-folder on the local network. After the assessment has been conducted on a specific period a consultant from De Duurzame Adviseurs conducts a quality check on the data. The consultant assesses whether the organizational boundary is correct, the data falls in the right scope and the usage of right emission factors.

4.5.6 Energy reduction opportunities

Everybody within Accenture can present ideas for energy or CO₂-reduction through e-mails and informal discussions. Alongside this, there are several meetings on the topic of CO₂-reduction. The ideas are being valued on effectivity and when they seem effective, they will be added to the energy audit report.

4.5.7 Monitoring and evaluating

Twice a year, the progress of the reduction goals and the corresponding measures in the yearly plan are being judged. The sustainability department reports these results in the CO₂-discussions with the board of managers. This report has to include at least:

- ✓ An overview of the energy use and the CO₂-emissions per scope
- ✓ A comparison of the energy use to the base year
- ✓ An analysis of surprising reductions or increases in the energy use and/or CO₂-emissions
- ✓ The progress and expectations for reaching the reduction targets and potential recommendation for preventive or corrective measures.
- ✓ The state of earlier preventive or corrective measures
- ✓ General progress

The board of directors will make the decision whether to change the course of the measures based on this report.

4.5.8 Managing Accentures CO₂-emissions

For the calculation of the scope 1, 2 and 3 emissions the following sources are being used:

- Scope 1 and 2 emissions:
 - www.co2emissiefactoren.nl
- Scope 3 emissions (Purchased goods & services, waste and employee commuting):
 - Prognos,2008. "Resource savings and CO₂ reduction potential in waste management in Europe and the possible contribution to the CO₂ reduction target in 2020"
 - 2017 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting.

The table below shows which emissions are relevant for Accenture. Next to that, the table offers a simple but effective action plan which is used by securing the correct data for the calculation of the CO₂-emissions.

Type	Data Source	Responsible	When
Electricity - buildings - cars	Enablon	Workplace solutions	Q1 (Feb) & Q3 (Aug)
Fuel fleet - Gasoline - Diesel	Lease company	Workplace solutions	Q1 (Feb) & Q3 (Aug)
District heating - buildings	Enablon	Workplace solutions	Q1 (Feb) & Q3 (Aug)
Reimbursed travels - Taxi - Train - Private cars	Global Enablon team	Workplace solutions	Q1 (Feb) & Q3 (Aug)
Flight - Short haul - Long haul	Enablon	Workplace solutions	Q1 (Feb) & Q3 (Aug)
Spend data (purchased goods & services)	Procurement	Workplace solutions	Q3 (Aug)
Waste generated	Enablon	Workplace solutions	Q3 (Aug)
Employee commuting	Global Enablon team	Workplace solutions	Q3 (Aug)

4.6 TRA Matrix

	Task-responsibility-authorise	Frequency	Administration	CEO	Workplace – Environment	Workplace – Communication	Consultant
Insight							
Collect data on emission inventory	t	Half-yearly	X		X	X	
Colleague tests on emission inventory	t	Half-yearly					X
Approve emission inventory	a	Yearly		X			
Draw up emission inventory report	t	Yearly					X
Evaluate: energy-assessment	t+r	Yearly			X		X
Reduction							
Conduct research on energy reduction	t+r	Half-yearly			X		X
Determine CO ₂ -reduction measures	t	Half-yearly			X		
Determine CO ₂ -reduction goals	t	Yearly			X		X
Approve CO ₂ -reduction goals	a	Yearly		X			
Realise CO ₂ -reduction goals	r	Continuous			X		
Monitor & evaluate progress CO ₂ -reduction	t+r	Half-yearly			X		X
Communication							
Provide information for news messages	t	Half-yearly			X		
Update website	t+a	Half-yearly				X	
Update page SKAO-website	t+a	Yearly			X		X
Maintain internal communication	t+a	Half-yearly			X		
Approve internal communication	a	Half-yearly			X	X	
Approve external communication	a	Half-yearly		X		X	
Participation							
List interesting initiatives	t	Half-yearly					X
Choose the fitting initiatives	a	Yearly		X	X		X
Participate in the initiatives	r	Continuous		X	X		
Miscellaneous							
Final check CO ₂ -report	r	Continuous					X
Check all CO ₂ -Performance ladder requirements	r	continuous					X
Conduct Internal Audit CO ₂ -reduction system	t	Half-yearly					X
Report to the management	a	Half-yearly			X		
Decision-making on CO ₂ -reduction policy	r	Half-yearly		X			

4.7 Securing the quality- and energy management plan

4.7.1 Internal audits

Every year an internal audit is being conducted. These audits are focussed on checking the effectiveness and implementation of the energy policy. Alongside this, it serves the purpose of improving the quality of the CO₂-footprint and providing a reliable view on the progress of Accenture's measures. The internal audit focusses on the way that data is being collected and processed. The internal auditor draws up a report with the findings from the internal audit. Emphasis is being laid on the following matters:

- ✓ Can the CO₂-emission inventory be verified with a certain level of certainty
- ✓ Does the assessment comply with the requirements set out in ISO14064-1
- ✓ Has the right data been used in drawing up the CO₂-footprint (conduct a sample to compare invoices and usage data)
- ✓ Which level of the CO₂-performance ladder is being met

Recommendations from the audits need to be included in the yearly plan to improve the system. The audit will be conducted by a consultant from De Duurzame Adviseurs.

4.7.2 External audits

Every year an external auditor from SGS checks whether Accenture adheres to requirements of level 5 on the CO₂-performance ladder.

4.7.3 Management review

Every year the management reviews the quality management system on fit, suitability and efficiency. A report is then drawn up on the basis of these findings which serves as quality registration. What follows from the management review is a year plan with aims and improvements for the next year.

4.7.4 Feedback

Based on the input of the previous phases of evaluation and the evaluation report of the board of directors, the goals, if necessary, can be adapted and follow up actions can be drawn up to realize improvements. This is necessary to guarantee improvement of the quality management system. The feedback on the outcomes is being reported both verbally and in written form to the concerned parties. They are responsible for executing the corrective/preventive measures within their own departments.

5 | Continuous improvement

The CO₂-policy operates in half year cycles, for which the following components have to be assessed:

- ✓ The data for the CO₂-footprint has to be collected;
- ✓ A judgement has to be made about whether the emissions factors are topical
- ✓ Whether there are significant changes in the company which can impact the footprint;
- ✓ A judgement has to be made whether the emissions from last years have to be re-calculated because of above changes;
- ✓ The progress of the CO₂-reduction has to be stated and new goals have to be made.

Subsequently it is being assessed whether extra attention should be paid to certain goals and measures. If it becomes clear that certain goals will be (too) easily achieved, they might be raised. Or if certain goals seem far from being accomplished, new measures have to be taken to reach them. These changes will then be communicated both internally and externally. Alongside this, the useful participation in branch- or sector initiatives from the past period will be evaluated. Below one can find a PCDA-cycle, in which the different phases of the CO₂-reduction policy are depicted.



6 | Communication strategy

This section of the report deals with the moments of communication about the CO₂-reduction system of Accenture.

6.1 External Stakeholders

Below is a list of external stakeholders. These vary from suppliers, clients and other collaborations. Accenture works together with its customers to improve their business, also when it comes to sustainability. Simultaneously they are potential partners to collaborate with on CO₂-reduction. Communication with the external stakeholders happens through the website of Accenture or through Accountmanagers.

External stakeholders	Importance of CO ₂ -policy & knowledge about it
NS	NS is an important supplier with an average knowledge of CO ₂ emissions – Accenture cooperates with NS on decreasing emissions from business transport.
ProRail	An important employer for Accenture with a high knowledge of CO ₂ emissions (inventor of the CO ₂ performance ladder).
Alliander	Is an important customer - Accenture is leading the Smart Grid project for Alliander. A project focused on energy reduction
Provinces	Employer with a limited knowledge of CO ₂ . Most provinces need to make their purchasing policies more sustainable.
Municipalities	Employer with a limited knowledge of CO ₂ , most provinces need to make their purchasing policies more sustainable.
Akzo Nobel	Important Customer, Accenture works together with customers to make their IT more sustainable
Douwe Egberts	Important Customer, Accenture works together with customers to make their IT more sustainable
Other customers	Accenture works together with customers to make their IT more sustainable.
Partners & suppliers (for example; lease companies)	Suppliers like lease companies are important partnerships for reducing the CO ₂ -emission regarding mobility.
Building owners	Necessary contact for insight in (electricity consumption, district heating) reducing electricity and green energy.

6.2 Internal stakeholders

Internal stakeholders are the employees and the managers of Accenture. They will be updated about the progress through internal mailings or otherwise. The managers will be engaged with the decision-making about the reduction measures, the progress of the CO₂-reduction and the other key features of the CO₂-reduction policy.

- All internal communication to office personnel will be done in English;
- All internal communication to personnel on site will be done in Dutch or English;
- All external communication (on the website) will be done in English
- All documents published on the website are written in English.

6.3 Tenders with award advantage

Communication about the CO₂-policy of Accenture does not only deal with the company as a whole but also with the policy towards tenders taken with award advantage. For these projects there should be specific mentions about the CO₂-emissions of the project as well as the progress and goals. This communication will predominantly be done through the same communication channels as the general communication. Where necessary, more information regarding the project will be shared in the project meetings.

6.4 Communication strategy

WHAT (Message)	WHO (Executers)	HOW (Means)	TARGET GROUP	WHEN (Planning & frequency)	WHY (Goals)
CO ₂ -footprint of the company and projects with award advantage (scope 1, 2 & 3)	Workplace Solutions	Intranet, internal mailings	Internal	Half-yearly	Creating awareness of the CO ₂ -footprint internally
CO ₂ -footprint of the company and projects with award advantage	Workplace Solutions	Website	External	Half-yearly	Creating awareness of the CO ₂ -footprint externally
CO ₂ -reduction measures + progress and measures for the company and projects with award advantage	Workplace Solutions	Internal mailings and website	Internal	Half-yearly	Creating awareness of the goals and measures among employees.
CO ₂ -reduction measures + progress and measures for the company and projects with award advantage	Workplace Solutions	Website	External	Yearly	Creating awareness of the goals and measures among external stakeholders.
Possibility for bringing up suggestions, current energy consumption and trends within the company and on projects.	Workplace Solutions	Internal mailings and website	Internal	Half-yearly	Encouraging engagement of employees and involving them in CO ₂ -reduction
Scope 3 emissions and reduction progress	Workplace Solutions	Website	External	Half-yearly	Creating awareness and inspiring chainpartners
Updating website & social media	Workplace Solutions	Website/ LinkedIn	External	Half-yearly	Encouraging engagement of external stakeholders.
Publication requirement SKAO	De Duurzame Adviseurs	Website SKAO	SKAO	Yearly	Publish the documents of requirement 3.D.1 and updating the list of measures.

6.5 Website

The website of Accenture includes a page on the CO₂-reduction measures of the company. This page presents the necessary information on the CO₂-policy and the newest versions of the documents.

More information about our Dutch CO₂-performances can be found here:

www.accenture.com/nl-en/blogs/insights/our-co2-performance-ladder-certification

6.5.1 Textual information

The page dedicated to the CO₂-Performance Ladder should provide up-to-date information about:

- ✓ The CO₂-reduction policy;
- ✓ The CO₂-footprint;
- ✓ The CO₂-reduction goals (and their progress);
- ✓ The CO₂-reduction sub-goals (and their progress);
- ✓ The CO₂-reduction measures;
- ✓ Actions and initiatives in which Accenture participates or runs;
- ✓ A reference to the business page on the website of SKAO.

The progress will be described through the publication of half-yearly messages. To be truly transparent about the progress, these messages have to be visible on the website for at least two years.

6.5.2 Shared documents

The most recent versions of the below document should be presented on the website at all times (available to be downloaded in PDF).

- ✓ Communication report
- ✓ The CO₂-Reductionplan
- ✓ The CO₂-Managementplan
- ✓ Certificate CO₂-Performance ladder

6.5.3 Website SKAO

The website of SKAO should provide the most recent versions of the document below:

- ✓ Active participation in chain initiatives
- ✓ Filled out list of measures
- ✓ Chain Analyses
- ✓ Most material scope 3 emissions
- ✓ Development project
- ✓ Sector wide CO₂ emission reduction program

Every document on the website of SKAO should be in PDF format with a reference of the version number, it should include a signature of the responsible manager and the authorisation date.

Colophon

Author(s)	Eveline Prop, Silke Lepee
Label	CO2-Managementplan 2019
Date	15-6-2020
Version	1.1
Responsible manager	R.A. Groeneveld

Signature authorised responsible manager:
