

Destination net zero

Companies are decarbonizing. But how can they go faster?



About the authors



Stephanie Jamison

Global Sustainability Services
Lead and Global Resources
Industry Practice Chair



Stephanie is Accenture's global Resources Industry Practices Chair, which includes the utilities, chemicals, natural resources and energy industries. She is also Accenture's global Sustainability Services Lead. In these roles, and as a member of Accenture's Global Management Committee, Stephanie has responsibility for helping Accenture clients reach their net zero targets and broader sustainability goals.



Mauro Macchi

CEO - EMEA



Mauro is the current President and CEO of Accenture EMEA, as well as the ICEG Market Unit Lead and a member of Accenture's Global Management Committee. He has over 30 years of experience at Accenture and has held various executive positions, including the Financial Services Europe Lead and the Strategy & Consulting Lead for Europe.

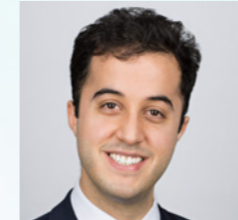


Mauricio Bermudez Neubauer

Managing Director – Strategy & Consulting, Carbon Strategy & Intelligence Lead



Mauricio is the Managing Director leading Carbon Strategy and Intelligence at Accenture, focusing on net zero transitions and sustainability. He works across multiple sectors, including sustainability, energy, utilities, chemicals, and natural resources. Mauricio co-leads Accenture's Net Zero Industry Transitions growth area and is part of the global energy transition leadership.



Babak Moussavi

Senior Principal –
Accenture Research



Babak is a Senior Principal within Accenture Research, focusing on sustainability. He has led the research for the **Destination Net Zero** series since 2022.

Contributors

Matthew Robinson

Ana Clara Gimenez

Josh Elkind

Dibyajyoti Dash

Guillaume Simon

Shalabh Kumar Singh

Rebecca Tan

Regina Maruca

Ben Murray

Will Jenkins

Dominic King

Monique de Ritter

Preface

The journey to net zero presents an unprecedented opportunity for businesses to drive innovation, unlock new value and lead in the global energy transition. Across industries, our data shows that the world's largest companies are making meaningful progress toward their decarbonization goals—this is unequivocally good news for the global push to net zero.

But despite this momentum, progress isn't fast enough. As once distant global climate targets become near-term business priorities, only a small percentage of the world's largest companies are on track to realize net zero by midcentury. This is even as regulators across the world enforce increasingly stringent sustainability disclosure and performance requirements. Key frameworks—such as the European Union's Corporate Sustainability Reporting Directive (CSRD), the US SEC's Climate-Related Disclosures (CRDs), and standards from the International Sustainability Standards Board (ISSB)—are raising the bar for accountability and comprehensive ESG reporting across industries. And yet, the data is clear: more needs to be done.

So, what will it take to pick up the pace?

Most promising in the near term is the widespread adoption of proven decarbonization strategies, such as enhancing energy

efficiency and increasing the use of renewable energy. Across industries, our data indicates that these strategies have become standard business practice, reducing emissions while driving innovation and creating value.

Looking ahead, cutting-edge technologies like artificial intelligence (AI) are poised to accelerate progress. As explored in [our recent collaboration with the United Nations Global Compact](#), AI can play a pivotal role in advancing a range of sustainability goals.

While still too few businesses are leveraging AI for decarbonization, it is already helping some pioneering companies to optimize energy use and improve operational efficiency. The potential of AI to enable real-time decision-making, predict emissions hotspots and unlock new business models makes it a likely game-changer for the future of corporate decarbonization.

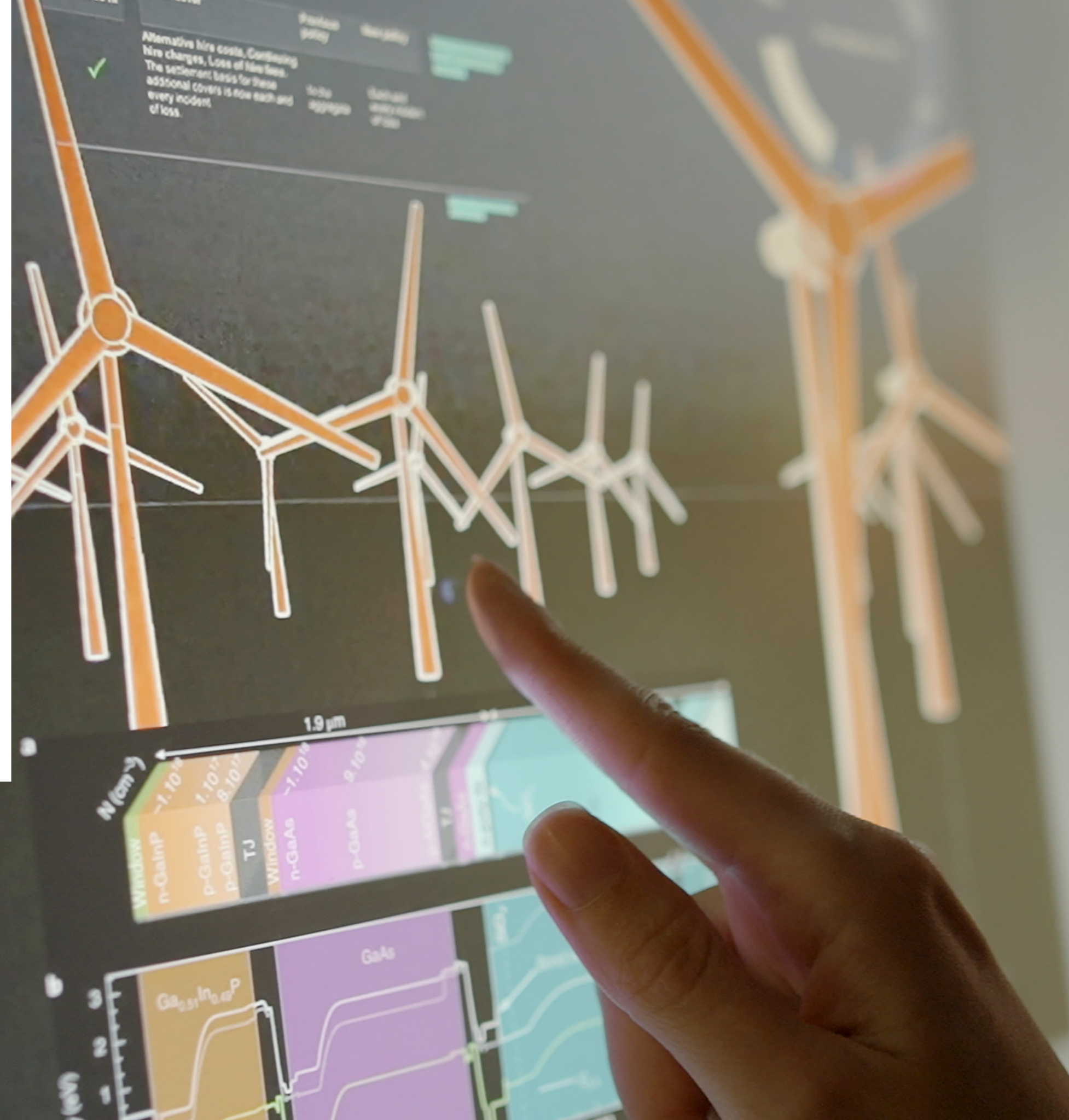
This, our fourth annual **Destination Net Zero** report, provides a clear-eyed, empirical assessment of where the world's largest companies stand on their decarbonization journeys. It also offers practical, actionable steps for companies to take, regardless of the maturity of their current efforts. By acting boldly now, we can shape a more sustainable and prosperous future for all.



About the research

Since 2021, Accenture has been analyzing the decarbonization commitments and progress of the world's 2000 largest companies by revenue. We collect data through manual inspection of company public documents—such as sustainability reports—creating a proprietary database of decarbonization targets and actions. Combining this with emissions data allows us to identify trends and evaluate the performance of these global companies on their journey to net zero. We supplemented the research this year with data on the emissions impact of AI; this comes both from Accenture modelling and from Accenture's regularly fielded pulse survey of corporate executives.

For more information, [see page 42](#)



Contents



08

Decarbonization is gaining momentum



16

Lever adoption is growing in reach and range, becoming standard business practice



23

Acceleration is still needed—and AI can help



34

What companies need to do now



39

How Accenture can help

Executive summary

Time is running out to take meaningful action on climate change. To limit global warming to 1.5°C, global greenhouse gas emissions must peak by 2025, decline by almost half by 2030 and reach net zero by 2050.¹ Furthermore, as governments increasingly introduce policies that mandate emissions disclosures, levy the carbon content of imported goods, and reward sustainable business practices with grants and incentives, businesses are under unprecedented regulatory and competitive pressure to accelerate their journeys to net zero.

Given the urgent need to make progress, where do companies stand on decarbonization today?

Our fourth annual **Destination Net Zero** report examines the world's 2000 largest companies by revenue (G2000), focusing on their decarbonization efforts and progress toward achieving net zero. We found encouraging signs. In their latest year of reporting, 55% of the G2000 (of those with emissions data) reported lower Scope 1 and 2 emissions totals than in 2016. Emissions intensity² is also dropping, with the typical company cutting emissions per unit of revenue by 6% annually since 2016. Indeed, 52% of companies with data had cut both absolute emissions and emissions intensity, indicating that businesses are rewiring for sustainability to reach net zero emissions.

We also find that 37% of G2000 firms have set full net zero goals across Scopes 1, 2 and 3. Although this represents an increase of just 0.3 percentage points from last year, it is 10 percentage points higher than 2021, the first year of our study. Moreover, the proportions rise significantly when considering only operational emissions targets, covering just Scopes 1 and 2. A solid majority (65%) of companies now have at least operational targets in place, up 11 percentage points from last year and 26 percentage points from 2021. The gap between companies setting full net zero targets and those focusing only on operational emissions highlights the challenges in addressing Scope 3 emissions, especially for heavy industries that are hard to decarbonize. Speeding up progress in these high-emitting sectors is crucial, as broad decarbonization—and the global transition to net zero—depends disproportionately on the outcomes they achieve.

The foundations to reach net zero are clear. Companies across the G2000 are using a wider range of actions—or “decarbonization levers”—in areas like energy efficiency, renewables, circularity and digital technology. Some levers are specifically designed to tackle distinct emission hotspots. They are more widely adopted in industries where these issues are particularly pressing. But broader and faster implementation is still needed: on current

trends, **only 16% of G2000 companies with emissions data are on track to reach net zero in their operations by 2050** (down from 18% in 2023).

In addition to using basic strategies more effectively, the adoption of next-generation levers will be critical for corporate decarbonization. To fully integrate decarbonization into strategy and operations, companies need to incentivize action through internal carbon pricing, greening IT and reinventing business models to capture new value in a decarbonizing world.

AI could also be a game-changer. It is already a powerful business tool, boosting productivity and innovation for workers and companies alike. It holds similar promise for corporate sustainability and the energy transition.

However, AI's high energy demands could undermine emissions reductions. In this year's study, for the first time, we look at which companies are using AI—and find that many more need to use it with a focus on decarbonization to help them achieve net zero.

This year,
our three main
findings are:

- 01 Decarbonization is gaining momentum
- 02 Lever adoption is growing in reach and range, becoming standard business practice
- 03 Acceleration is still needed—and AI can help

01

Decarbonization
is gaining
momentum



The world is not yet on track to achieve net zero. Atmospheric carbon dioxide (CO₂), the most prominent greenhouse gas, rose by 4.1% between 2016 and 2023.³ Over the same period, global CO₂ emissions from energy use rose by 6.9%,⁴ and global use of coal—the “dirtiest” fossil fuel in terms of carbon emissions—rose by 7.2%.⁵ In contrast, global greenhouse gas emissions must peak by 2025, decline by almost half by 2030, and reach net zero by 2050 to keep global warming below 1.5°C.⁶

The effects are clear. Globally, climate-exacerbated natural disasters that cause more than \$1 billion in damages, such as wildfires and storms, are becoming more common. Their average annual frequency rose by 47% in the period 2011–22 vs. 2000–10, from 32 to 47 per year.⁷ Six of nine planetary boundaries have been crossed, rendering Earth’s systems weaker, less resilient, and at increased risk for crossing tipping points.⁸ In fact, under current policies and emission trajectories, it is nearly 50/50 whether we will reach a climate tipping point.⁹ Achieving net zero is critical to minimizing this risk.

Regulators, investors, consumers, and civil society groups, of course, are acutely conscious of this context, and are increasing demands on business to accelerate the journey to net zero. For example, 78% of respondents to a recent **Accenture CFO survey** said they are feeling pressure from at least three different stakeholders to take more action on sustainability issues, with regulators, board members, and investors and shareholders topping the charts. Furthermore, an overwhelming 85% of respondents said that they expect mandatory ESG disclosures to increase over the next three years.

But there has been progress among the largest private sector organizations. Since the ratification of the Paris Agreement in 2016, 1,399 (70%) of the G2000 companies have reported sufficient Scope 1 and 2 emissions data for us to analyze. The results reveal several bright spots.

55%

have cut operational emissions from 2016 to 2022

77%

have reduced operational emissions intensity (in their Scope 1 and 2 emissions) on a revenue basis over the same period

6%

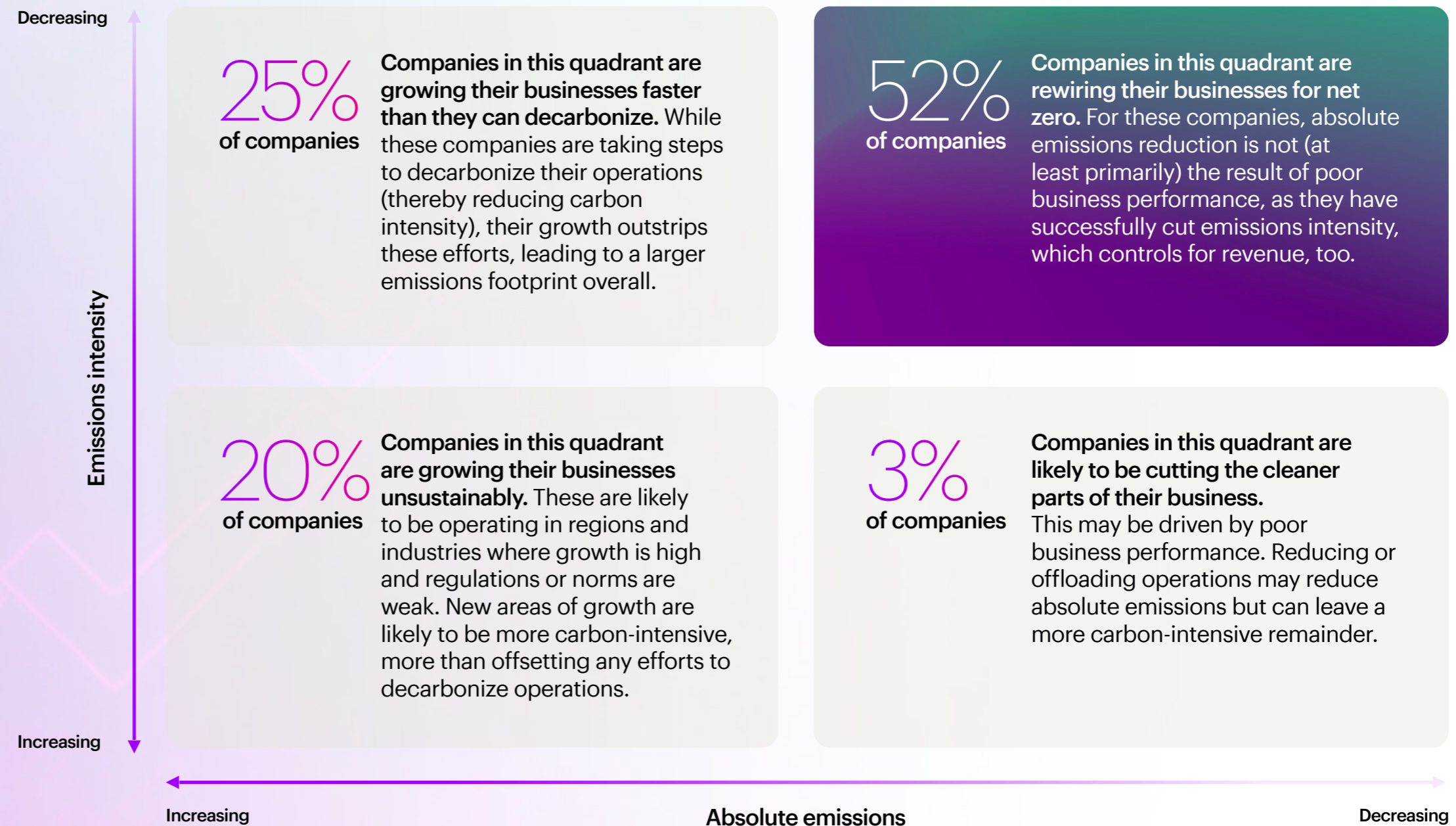
decrease in median emissions intensity (Scope 1 and 2) each year from 2016 to 2022

Source: S&P Global Trucost 2024, and Accenture analysis.

More than half (52%) of G2000 companies with emissions data are simultaneously reducing their absolute emissions and their emissions intensity (Figure 1). These companies are embedding decarbonization into their core strategy and operations, making their businesses more sustainable across the board.

Figure 1: Emissions trajectories

Proportion of companies increasing/decreasing absolute emissions and emissions intensity (Scopes 1 + 2), 2016 to latest available year



Notes: Total sample of G2000 with emissions and emissions intensity data in the selected period is 1379. | Source: S&P Global Trucost 2024, and Accenture analysis.

Emissions reduction targets have become mainstream

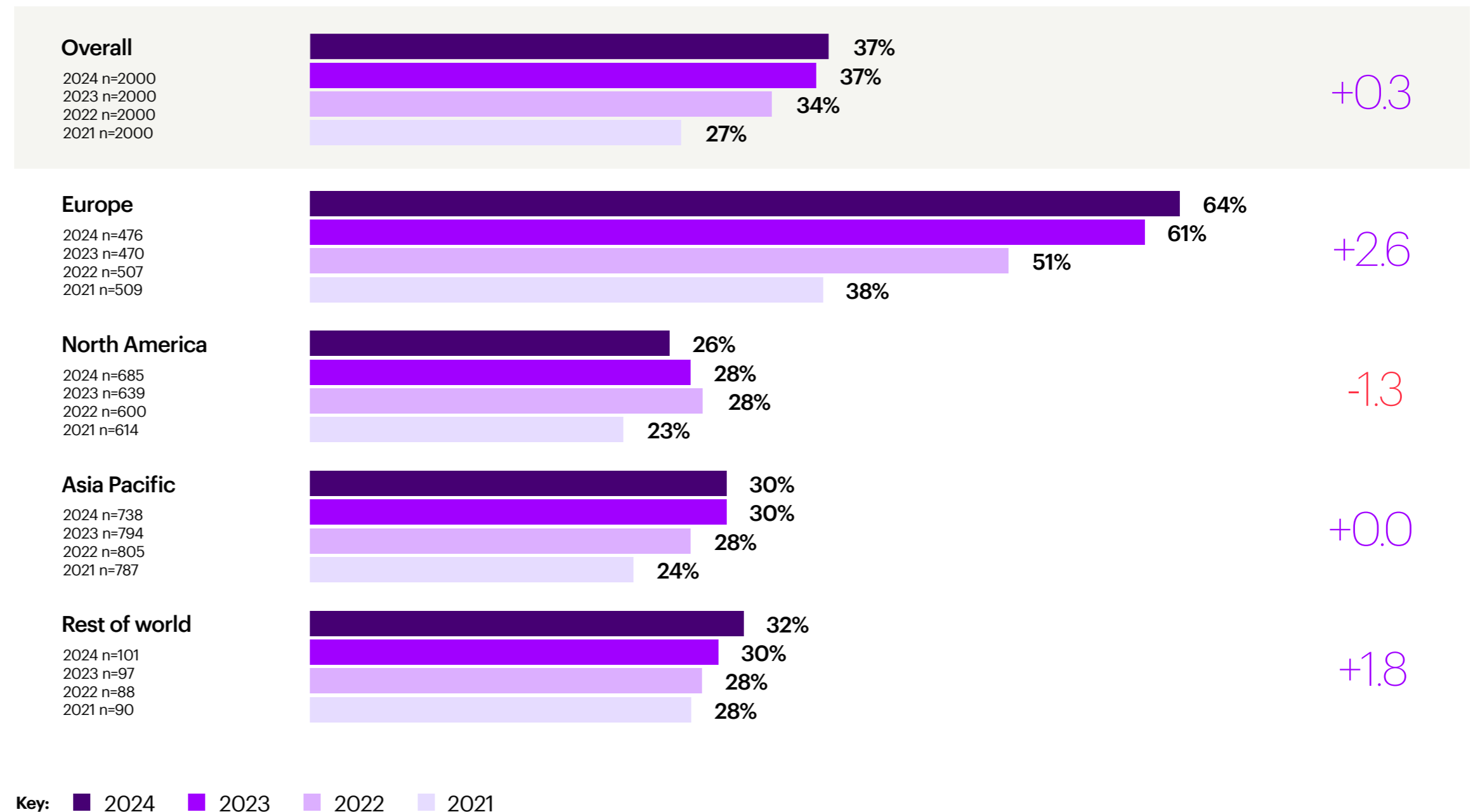
Thirty-seven percent of the G2000 now have full net zero targets across Scopes 1–3. While this is up just 0.3 percentage points from last year, the proportion has risen 10 percentage points since 2021 (Figure 2).

While full net zero target-setting appears to have stalled, this hides the progress achieved in other emissions reduction commitments. Sixty-five percent of companies are now at least committed to net zero in operations, covering Scopes 1 and 2. This is up from 39% in 2021 and represents an increase of 11 percentage points from last year. Furthermore, just 18% of companies show no evidence of emissions reduction targets—a marked improvement from almost half (42%) four years ago and 26% in 2023 (Figure 3). Despite growing concern about corporate backtracking, the overwhelming majority of G2000 companies now have an emissions reduction target.

Figure 2: Net zero targets

Proportion of companies with full net zero targets (covering scopes 1, 2, and 3), %

Change vs. 2023



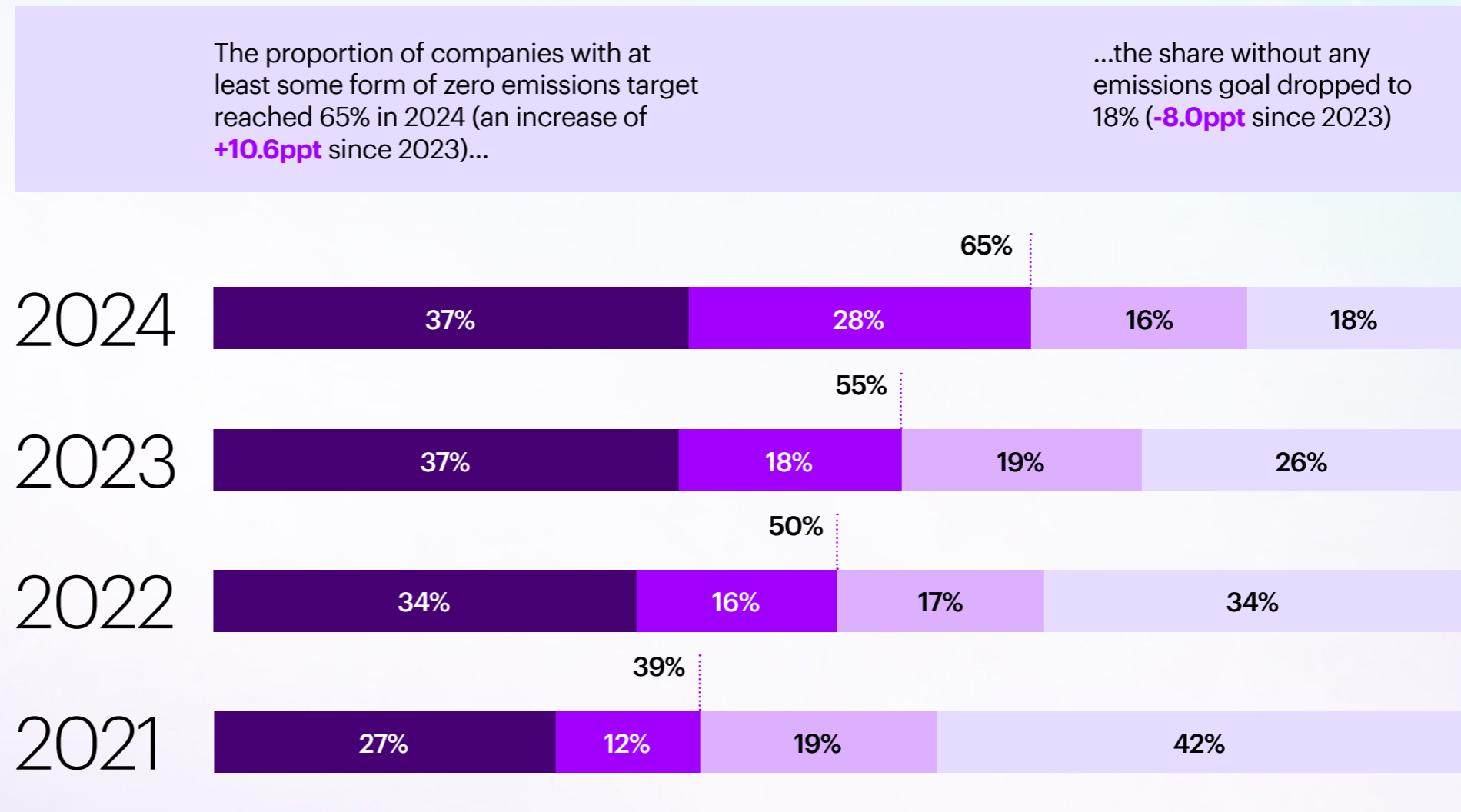
Notes: We consider a net zero target to be one in which a company aims to reduce carbon emissions to net zero in Scopes 1, 2, and 3 (in further pages we use “net zero in operations” to refer to just Scopes 1 and 2). The G2000 list changes every year by up to 10%, so the samples between the years comprise a slightly different set of companies. In percentage points, note that numbers may look different due to rounding. See About the research for countries included in each regional grouping.

Businesses appear to be acting on what they can best control, showing increased confidence in their ability to reach net zero in operations and setting the targets to do so. However, the discrepancy between full and operational net zero target-setting highlights the complexity of tackling Scope 3 emissions, particularly for companies in the hardest-to-abate, heavy industries. The Scope 1 and 2 emissions of sectors such as steel, metals and mining, cement, chemicals and freight and logistics become the upstream Scope 3 emissions for all the companies downstream.

To reignite target-setting that covers Scope 3 emissions, cross-industry collaboration up and down supply chains will be essential. As expanded upon in our **Powered for Change** research, only a cross-sector approach can unlock the level of industrial decarbonization required for net zero.¹⁰

Figure 3: Carbon reduction targets over time

Proportion of G2000 companies with different types of target, 2021–2024, %



Key: ■ Full net zero target (Scopes 1, 2, 3) ■ Net zero in operations target (Scopes 1 and 2)
 ■ Emissions reduction target, but not net zero ■ No evidence of any emissions target

Notes: The G2000 list changes every year by up to 10%, so the samples between the years comprise a slightly different set of companies. The numbers may look different between the bars due to rounding.

European companies are leading those in other regions. Sixty-four percent of European companies have full Scope 1–3 targets, up 3 percentage points from 2023 and 26 percentage points from 2021. In contrast, only 26% of North American companies have such targets. While this is 3 percentage points higher than in 2021, it is 1 percentage point lower than last year, mainly due to changes in the composition of the G2000.

These geographic differences stem from various causes, including regulatory developments and differing economic and political climates. But even in North America, 49% have at least a net zero in operations goal (covering Scopes 1 and 2), and only 22% display no evidence of an emissions reduction target (Figure 4). Moreover, the share of companies with a target covering operational emissions increased to 23%, up 4 percentage points from 2023.

When setting targets, companies must consider how their emissions are distributed across the value chain. For companies in many industries, Scope 3 emissions typically account for a large proportion of total emissions. For instance, financial services and consumer goods companies have small Scope 1 and 2 footprints relative to their Scope 3 emissions, making their Scope 3 targets critical to their decarbonization efforts.

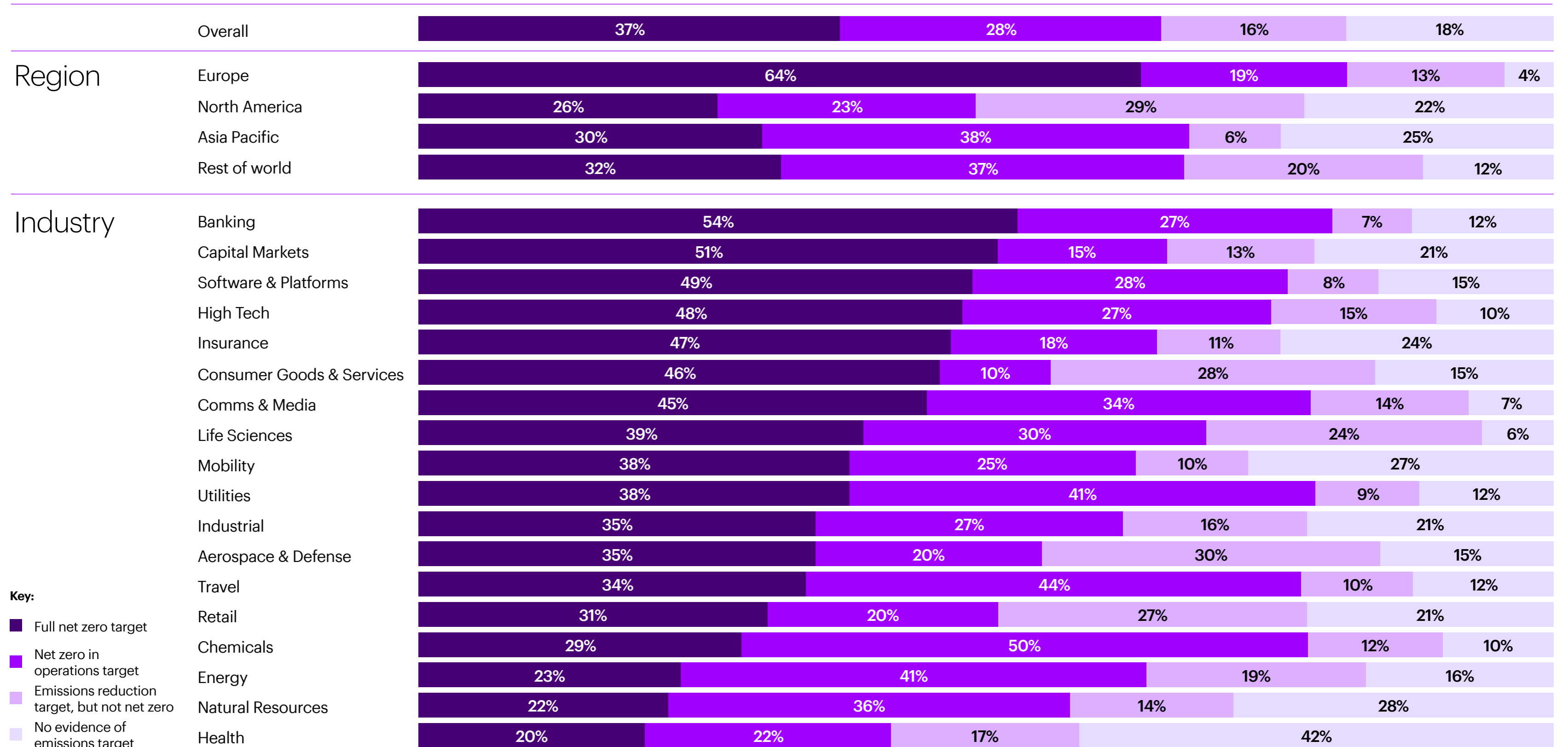
Significant differences exist between sectors. For example, while 54% of banking companies have full Scope 1–3 targets in place, only 20% of health companies have the same.



64%
of European
companies have full
Scope 1-3 targets

Figure 4: Carbon reduction targets

Proportion with different types of target, 2024, %



Key:

- Full net zero target
- Net zero in operations target
- Emissions reduction target, but not net zero
- No evidence of emissions target

Many companies have adopted transition plans

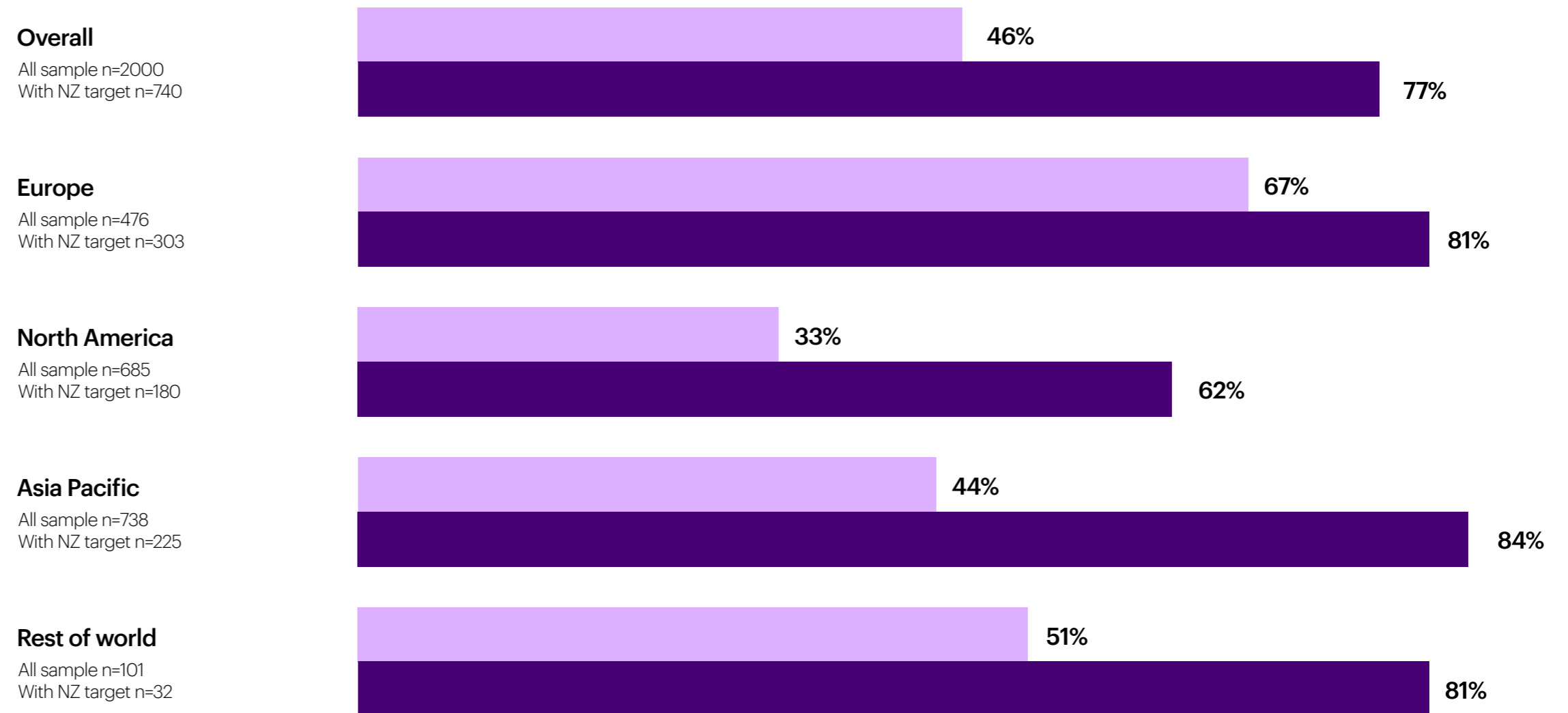
Another way companies are demonstrating their commitment to cutting emissions is by publishing a climate action transition plan. These plans are typically more comprehensive than setting targets alone, providing detailed insights into how a company will operationalize decarbonization and achieve its emissions reduction goals.

They often outline specific actions, timelines, milestones and resources allocated to the effort. Investors are increasingly interested in these plans as they seek transparency on how companies are approaching the transition to a low-carbon economy.¹¹

Forty-six percent of the G2000 publicly share their plan to transition to a low-carbon economy. Companies with a full Scope 1–3 target are even more consistent; 77% of them say they have a transition plan in place (Figure 5).

Figure 5: Transition plans

Proportion of G2000 companies with transition plans in place, %



Key: ■ All G2000 sample ■ Companies with net zero targets

Notes: Question wording: “Does the company mention that it has a climate transition plan?”

02

Lever adoption
is growing in
reach and range,
becoming standard
business practice



The substantial drive from businesses to operationalize decarbonization becomes evident in the broad adoption of “foundational” decarbonization levers. In this year’s study, we tracked how G2000 companies are decarbonizing by examining 21 levers (Figure 6). Collectively, these levers represent actions companies can take to decarbonize their operations and value chains, and many have become standard business practice.

Twelve levers are being used by a majority of companies. **Of these, five—energy efficiency, waste reduction, renewables adoption, circular principles and decarbonization of buildings—have been adopted by 80% or more of the G2000 and are prevalent across all regions and industries.** Several of these widely adopted levers also represent critical elements of transition roadmaps published by expert agencies, such as the IEA’s “Net Zero Emissions by 2050 Scenario.” In this scenario, for instance, the IEA calls for electric vehicles to make up over two-thirds of all sales by 2030 (fleet decarbonization) and a rapid uptake of clean power to drive an 85% reduction in unabated coal-fired power by 2035 (renewables adoption). By the same year, total energy consumption falls by 15% (energy efficiency), partially driven by less energy demand in buildings.¹²


Some levers are more relevant or impactful in certain industries, and adoption patterns reflect this. Green IT, for example, involves practices and policies to reduce the carbon footprint of a company’s digital and IT infrastructure. Naturally, this is a more material issue for software and platform companies, and communications and media companies, than for many other industries. As expected, we see companies in these sectors adopting this lever at higher rates than the global average (67% and 61% vs. 23%, respectively). A similar trend is discernable in the case of packaging disposal (e.g. making recycling, reuse or repair easy for customers) in the consumer goods and services industry (75% vs. 39%).



Figure 6: Decarbonization lever adoption

Proportion of companies adopting each lever

Lever	Overall		Europe		North America		Asia Pacific		Rest of world	
	All sample 2000	NZ sample 740	All sample 476	NZ sample 303	All sample 685	NZ sample 180	All sample 738	NZ sample 225	All sample 101	NZ sample 32
Energy efficiency	89%	99%	97%	99%	90%	98%	83%	100%	94%	94%
Waste reduction	87%	97%	94%	97%	89%	98%	80%	98%	96%	97%
Renewables adoption	85%	99%	97%	99%	86%	99%	77%	99%	94%	97%
Circular principles	85%	95%	95%	96%	85%	94%	78%	96%	93%	97%
Buildings	81%	91%	88%	89%	85%	95%	73%	90%	79%	91%
Working with suppliers	77%	94%	93%	97%	75%	95%	69%	89%	80%	97%
New products	70%	83%	84%	86%	64%	77%	65%	82%	70%	81%
Material sourcing	66%	80%	78%	80%	60%	76%	63%	85%	61%	69%
Employee behavior	63%	74%	74%	77%	56%	66%	61%	75%	66%	75%
Customer behavior	56%	74%	73%	79%	58%	72%	43%	68%	58%	84%
Employee incentives	54%	78%	70%	81%	53%	73%	44%	77%	57%	91%
Fleet decarbonization	53%	66%	70%	71%	50%	62%	44%	61%	58%	66%
Digital decarbonization	44%	51%	54%	56%	38%	44%	42%	48%	41%	53%
Offset usage	43%	64%	55%	62%	40%	69%	35%	62%	56%	66%
Packaging disposal	39%	48%	50%	49%	39%	47%	32%	48%	38%	41%
Carbon removal	34%	48%	42%	49%	27%	39%	33%	51%	48%	56%
Travel policy	34%	44%	49%	52%	32%	42%	27%	36%	22%	28%
Carbon pricing	29%	50%	44%	53%	17%	30%	29%	61%	34%	47%
Green IT	23%	29%	28%	29%	20%	30%	23%	28%	21%	31%
Business model change	21%	33%	34%	37%	12%	22%	20%	36%	28%	34%
AI for decarbonization	14%	19%	20%	23%	10%	15%	14%	19%	10%	13%

Key: Lowest adoption  Highest adoption

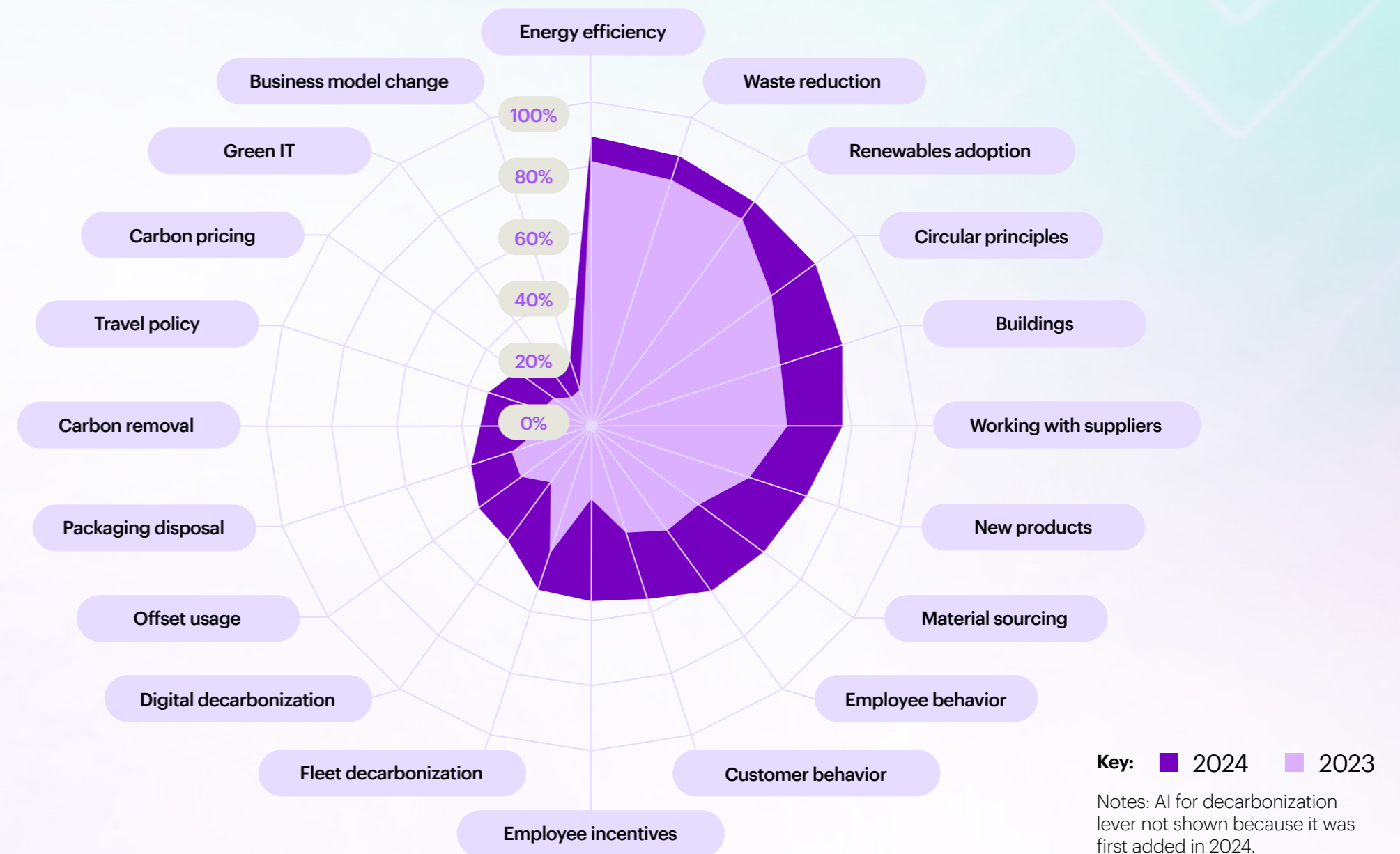
Companies are using a wider range of decarbonization levers, and adoption is on the rise

Compared with 2023, companies across the G2000 appear to be using a broader range of decarbonization levers. Levers that were already widely adopted, such as energy efficiency and waste reduction, saw a modest expansion in reach in 2024—from 82% to 89% and 80% to 87%, respectively.

However, there has also been a significant increase in the adoption of previously less prominent levers. For example, material sourcing adoption rose to 66% from 45% last year, and employee incentives rose to 54% from 23% (Figure 7).

Much of the expansion in lever adoption may stem from improved communication. As more companies publish detailed transition plans, it is possible that we are seeing greater clarity around decarbonization practices rather than genuine growth in lever adoption. Nonetheless, adopting a broader combination of levers will likely help companies achieve the incremental emissions cuts that will be needed to reach net zero.¹³

Figure 7: Change in decarbonization lever adoption 2024 and 2023, % of G2000





Companies with more levers decarbonize faster

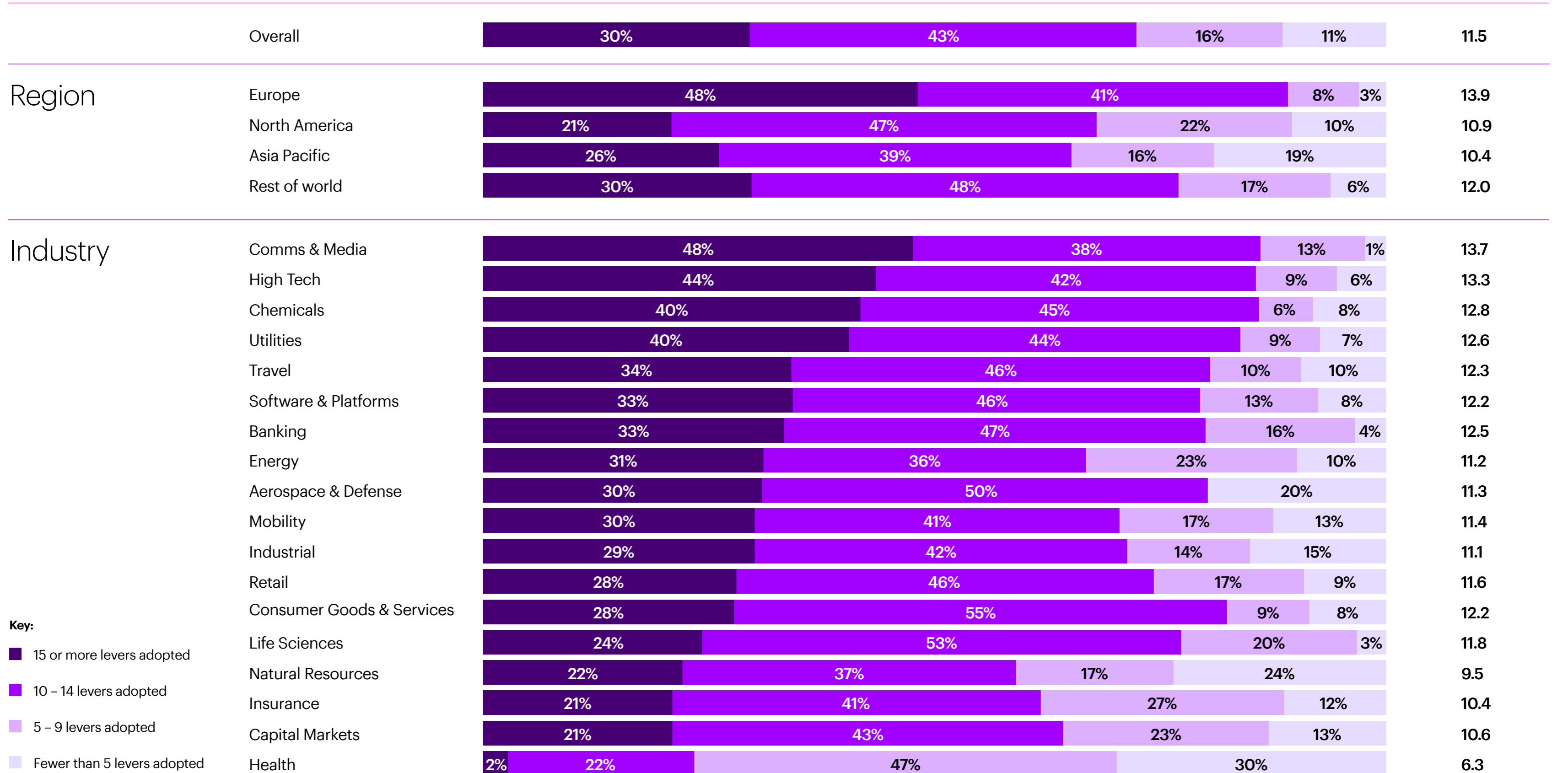
On average, G2000 companies adopt 11.5 (of 21) levers (Figure 8). European companies go even further, implementing an average of almost 14. There are also sectoral differences. For example, on average, communications and media companies use the most levers, at 13.7, while health companies use the fewest, at 6.3. Interestingly, significant differences also emerge by company size: 44% of companies with annual revenues above \$50 billion adopt 15 or more levers, compared with only 23% of those with revenues below \$10 billion. This suggests that larger companies, with greater access to resources, infrastructure and expertise, can move faster on putting initiatives in place to reduce emissions.

Almost one-third (30%) of G2000 companies now deploy 15 or more levers to reduce emissions, while an additional 43% adopt between 10 and 14 levers. Adopting more levers continues to generate results. **The typical company that adopts 15 or more levers has cut emissions by nearly 2% annually since 2016. By contrast, the typical company that adopts fewer than 10 levers has seen its emissions increase during the same period.**

Figure 8: Adoption of multiple decarbonization levers

% of companies in each category

Avg. number of levers adopted (out of 21)



Key:

- 15 or more levers adopted
- 10 – 14 levers adopted
- 5 – 9 levers adopted
- Fewer than 5 levers adopted

Case in point

Leveraging cloud and digital decarbonization to drive emissions reduction across Scopes 1, 2, and 3

A leading financial services company that provides payment solutions sought an annualized pathway to deliver against its 2040 net zero target in alignment with the Science Based Targets Initiative. Accenture worked with the client to:

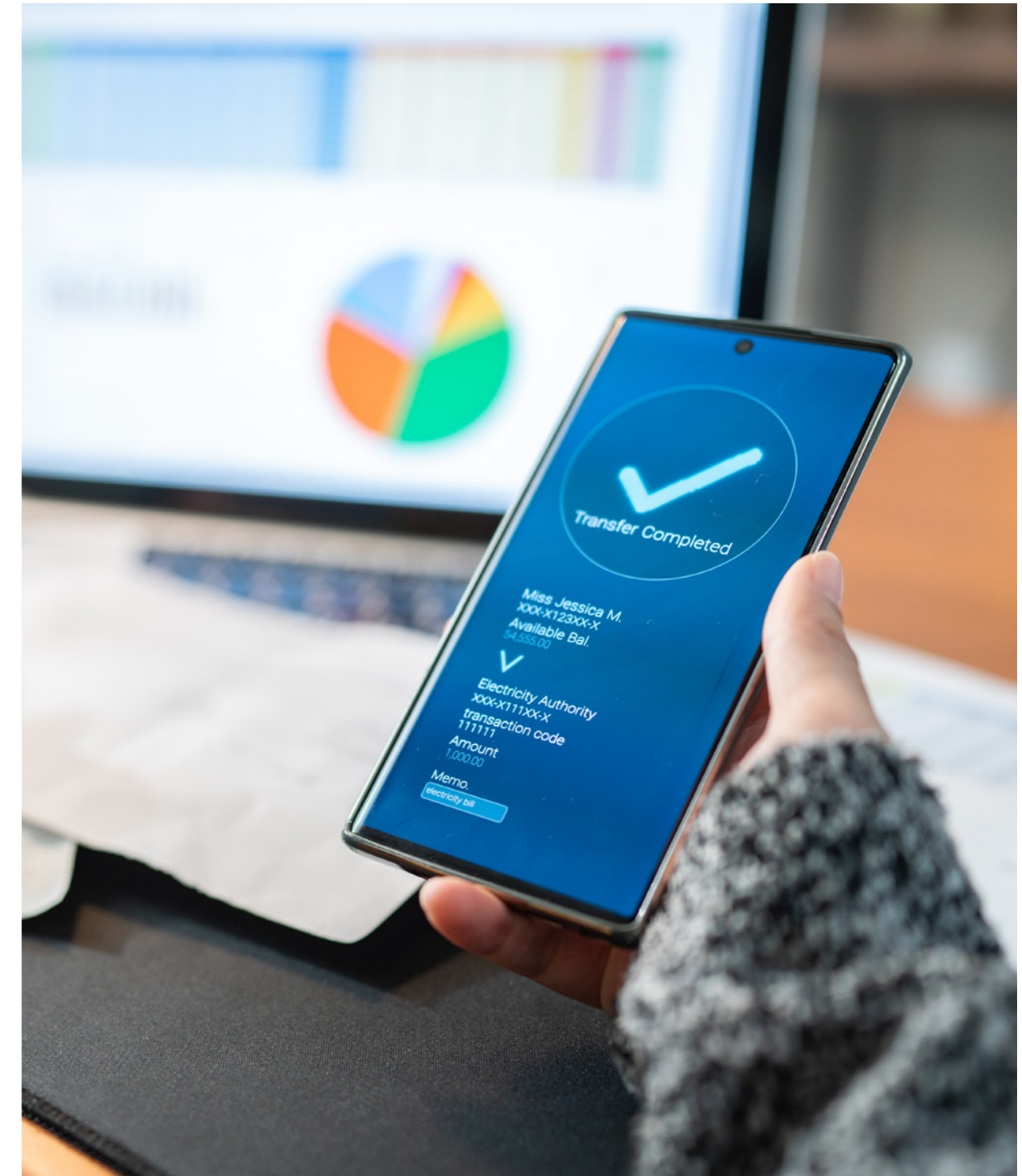
Model critical transition risks and understand opportunities under different climate scenarios.

Develop a transition plan that outlines the actions required to lay the foundation for deep decarbonization across governance, data and accounting, people and skills and emissions hotspots (e.g., IT infrastructure).

Provide a comprehensive view into Scope 1, 2, and 3 emissions through four custom interactive dashboards that deliver the real-time, actionable insights needed for informed decision-making.

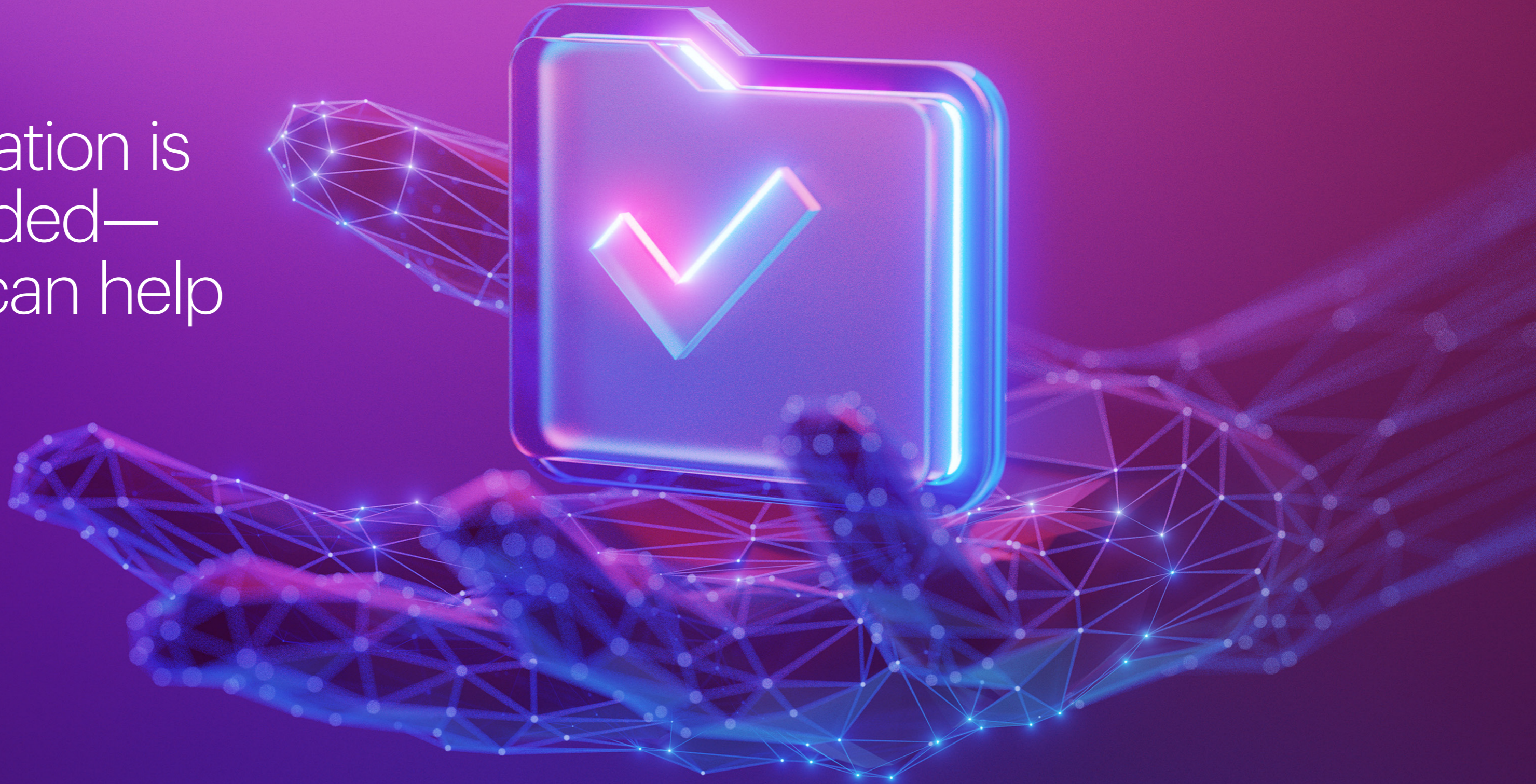
We developed a clear pathway and roadmap for lever adoption so that the client can deliver on its net zero ambition. This was supported by a custom tool that measures the financial impacts of transition risks such as carbon taxes, increased regulation, and deglobalization.

To decarbonize the IT infrastructure of the company, we implemented Salesforce Net Zero Cloud, which included loading approximately 700,000 procurement invoice records from local servers to the cloud. Digital decarbonization tactics were deployed in setting up the automated application of emissions factors, calculating Scope 3 emissions from purchased goods and services, and enabling a 360° supplier view. Ultimately, we provided the client with a clear risk profile and carbon footprint of their IT organization and value chain, with recommendations and actions for decarbonization, reporting and risk management.



03

Acceleration is
still needed—
and AI can help



Foundational levers are fundamental to achieving the net zero transition, but have not been enough to tip the scales. **At the current rate of progress, only 16% of the 1,399 G2000 companies with emissions data are on track to reach net zero in their operations by 2050, down from 18% in 2023.** Thirty-nine percent are decreasing emissions but not quickly enough, highlighting the need for acceleration. Perhaps most concerning, 45% of companies continue to move in the wrong direction, with emissions growing (Figure 9).

Geographic and sectoral differences are stark. One-third of European companies continue to increase their emissions, compared with 56% of Asia Pacific companies, a 23-percentage-point spread.

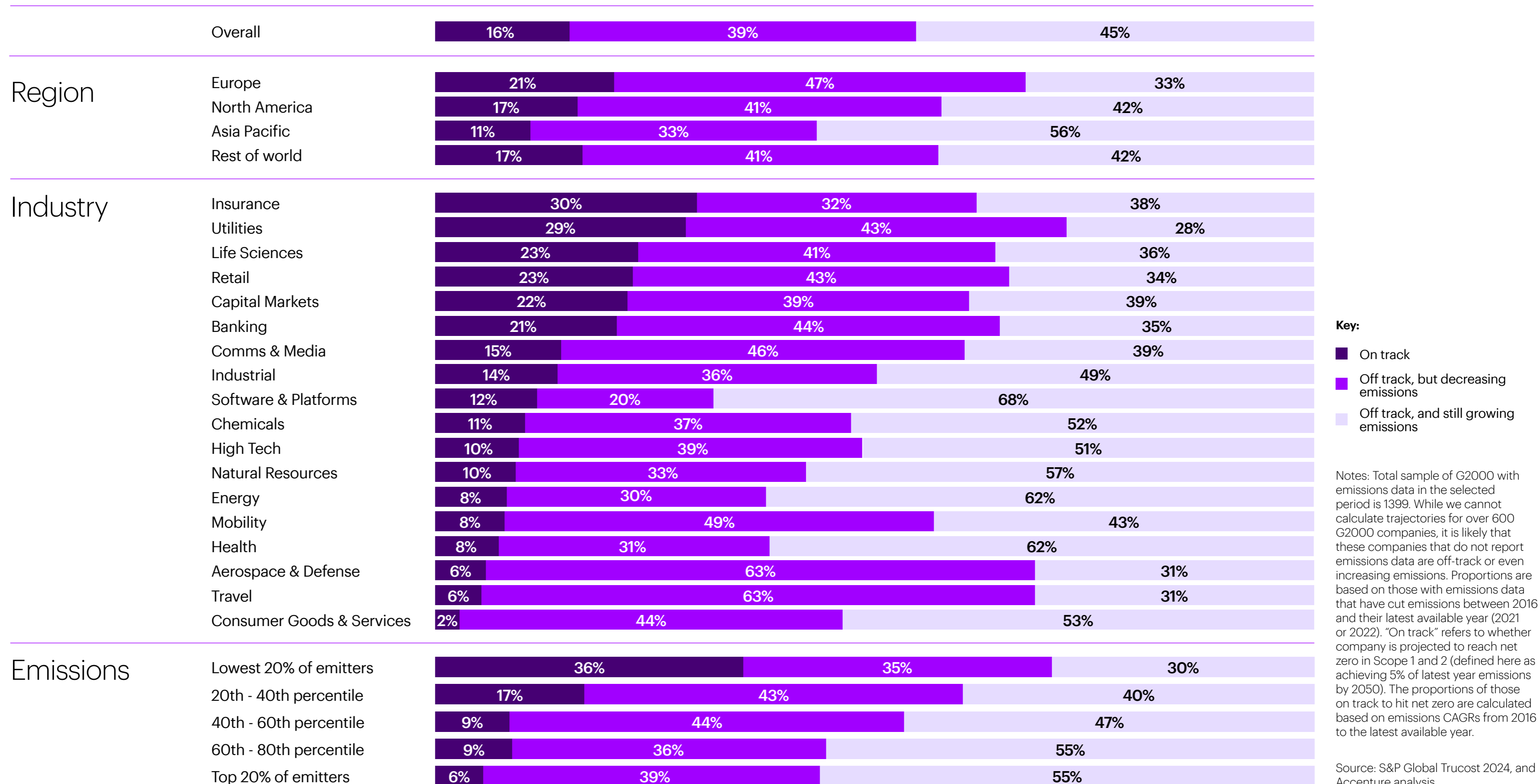
Meanwhile, industries such as insurance and utilities have nearly a third of their companies on track to reach net zero in operations by 2050, but others such as software and platforms, energy and health have more than 60% of companies continuing to grow emissions. By contrast, in the travel industry, and in aerospace and defense, a large majority of companies (69%) are decarbonizing (though in both of those sectors, only 6% are on track for net zero in operations by 2050).

While all companies must achieve net zero, not all companies emit the same volume of greenhouse gases. If the top emitters were on track, they would have the greatest impact on reducing global emissions. Unfortunately, of the companies with emissions data, large emitters are least likely to be on track (6%) while small emitters are most likely (36%).



Figure 9: On track for net zero in operations by 2050

Based on 2016 to latest available year CAGR; share of sample with Scope 1+2 emissions data, %



To reach net zero, companies need to operationalize foundational levers effectively

We divided the G2000 companies with emissions data into ten groups based on the rate of their emissions change. Our analysis shows that companies reducing their emissions the fastest are not using any particular combination of levers more than others (Figure 10). In other words, there isn't one uniquely effective pattern of lever adoption that works for the most aggressive decarbonizers. Instead, what we see across all the groups is a high level of adoption of foundational decarbonization levers.

Effectively operationalizing foundational levers is critical to maximizing their impact. Are they being pushed to their performance and innovation frontier? Are their interrelationships understood and harnessed? Are they embedded into strategy and operations across the business, with KPIs and accountability assigned to general management?

The answers to these sorts of questions will determine how effectively the levers are being applied—and their ultimate impact.

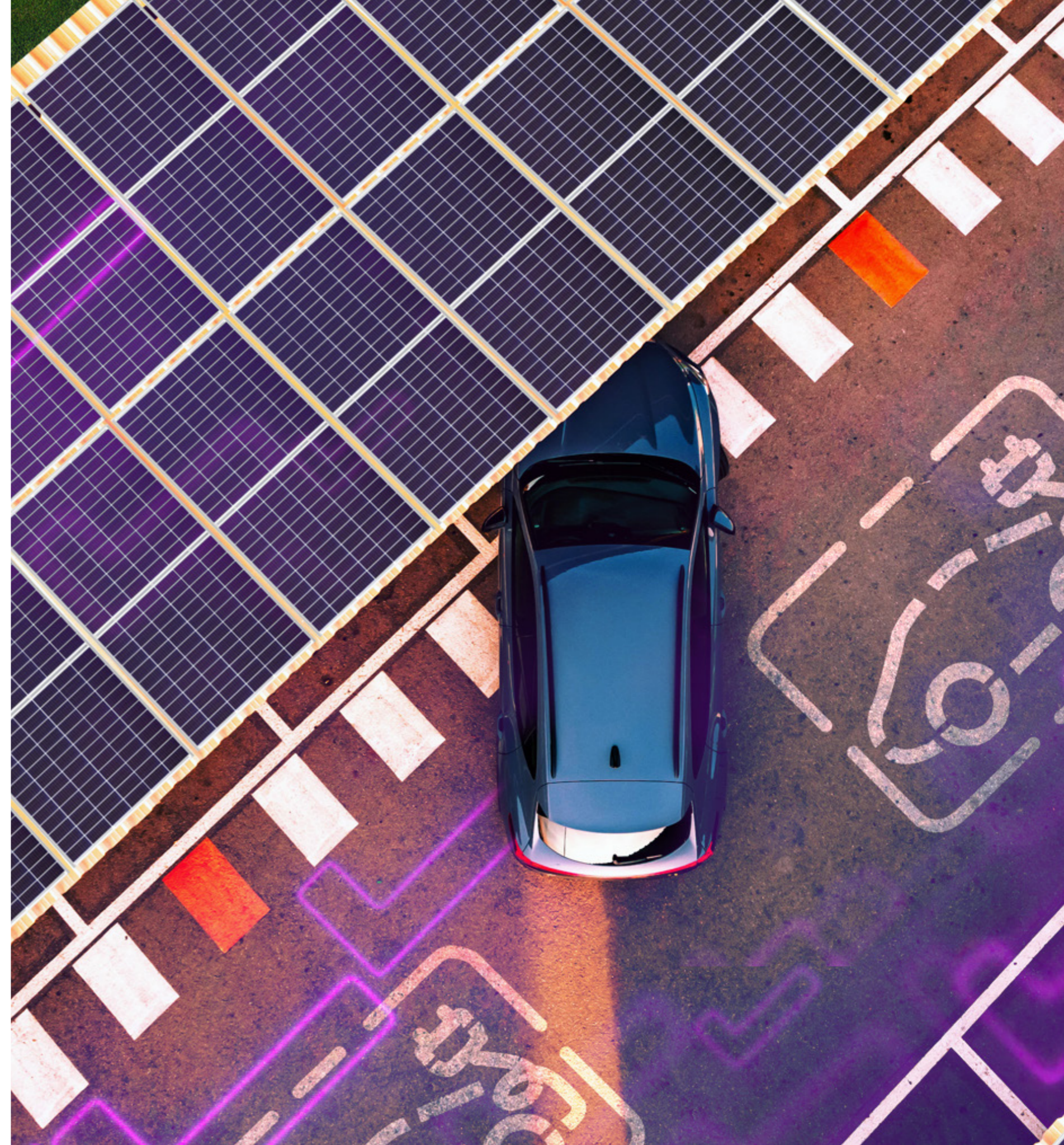



Figure 10: Lever adoption by emissions change decile

G2000 companies with emissions data



Notes: Deciles cover all companies for which we have sufficient emissions data to calculate change in emissions; top decile refers to those with the fastest rate of emissions reduction. This subset of the G2000 comprises 1399 companies.

Source: S&P Global Trucost 2024, and Accenture analysis.

Key: Lowest adoption  Highest adoption

Progress must accelerate in adopting next-generation levers—including AI

Broader and faster implementation of foundational decarbonization levers is essential. But to reach net zero, companies must also think beyond these activities and adopt next-generation levers. This could involve introducing stronger incentives for executives, such as internal carbon pricing (currently implemented by 29%), or greening digital and IT infrastructure (23%). It could also involve the bold reinvention of business models to capture new value in a decarbonizing world—something just 21% of companies display evidence of doing.

Take Matsumoto Precision, for example, a leading Japanese precision parts manufacturer. With Accenture’s support, the company has implemented SAP Sustainability Footprint Management to track and report carbon emissions at the product level. This innovation allows Matsumoto Precision to share detailed environmental impact data with its business partners, enhancing transparency and supporting collaborative decarbonization across its supply chain. By embedding

emissions data into everyday operations, Matsumoto is advancing its green transformation strategy and demonstrating how next-generation levers can drive product-level improvements in decarbonization.

Or look at greening digital and IT infrastructure. For example, Accenture is working with one global automotive leader to reduce its IT emissions by 50% over ten years. This involves implementing advanced energy management practices, such as real-time tracking of energy consumption across data centers, optimizing cooling systems and transitioning to renewable energy sources. By embedding sustainability within its digital operations, this initiative demonstrates how sustainable IT transformations can drive substantial emissions reductions, supporting the company’s broader decarbonization goals.

And then there is AI. AI is already proving to be an incredibly powerful business tool across sectors

and geographies, helping workers and companies become more productive and innovative (see Accenture’s [Art of AI Maturity](#)). In our research [Gen AI for the Global Goals](#), published with the UNGC, we identified multiple ways AI can accelerate sustainable development. For decarbonization, AI has the potential to be a “super-lever.”

A few companies are already deploying it to augment other decarbonization levers (Figure 11). Saudi Aramco, for example, has adopted AI to improve the efficiency of its operations at its Abqaiq crude stabilization plant, leading to increased power generation performance and a reduction in carbon emissions.¹⁴ Microsoft has equipped its Redmond campus with smart building technologies to adjust energy usage in real-time.¹⁵ And GE Vernova is leveraging AI and machine learning to predict renewables performance and provide real-time recommendations to power utilities, helping them to maximize the use of renewable energy.¹⁶

Figure 11: How AI can augment decarbonization levers

Selected examples

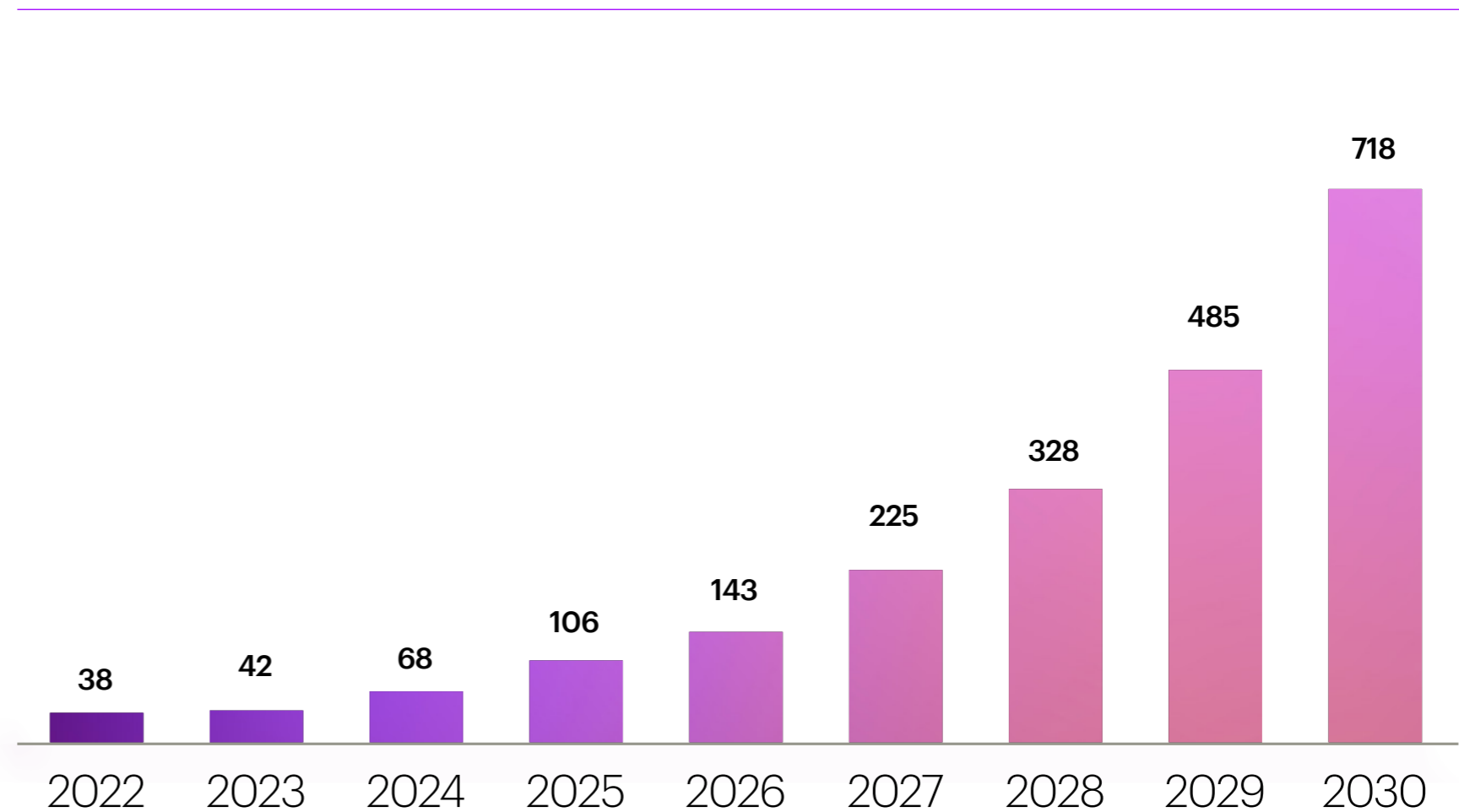
Selected decarbonization lever	How AI can help	Company examples
Energy efficiency	AI can analyze real-time energy and operational data to identify inefficiencies and predict energy demand to optimize resource usage.	Saudi Aramco has adopted AI to improve the efficiency in its operations at its Abqaiq crude stabilization plant, leading to increased power generation performance and a reduction in carbon emissions.
Renewables adoption	AI can enhance renewable energy integration by forecasting energy production, optimizing energy storage, analyzing weather patterns to predict renewable energy generation and balancing supply-demand fluctuations in real-time.	Enel Green Power's Artificial Intelligence in Control Room project uses AI to monitor and manage wind farms efficiently by employing a "digital assistant" that streamlines operations. This system enables predictive maintenance, optimizing energy production and reducing downtime, leading to more sustainable and effective wind farm management, ultimately improving renewable energy output.
Fleet decarbonization	AI can optimize fleet routes, reduce idle times and improve EV battery management, helping to minimize fuel consumption and emissions while maintaining operational efficiency.	DHL is using AI for smarter route planning, ordering sequences of 100+ stops based on parameters such as urgency or distance per stop, enabling a faster delivery with less fuel wasted.
New products	AI can accelerate product design by simulating material performance, predict resource needs and optimize for energy efficiency, reducing waste and carbon emissions in the production process.	Yamaha and Final Aim used Gen AI to design a compact EV tailored for agricultural work in Japan's mountainous regions. The AI-driven design process accelerated the creation of a vehicle that answers changing social requirements with greater accuracy and a quicker turnaround time.
Buildings	AI can monitor and control energy systems in buildings, optimizing heating, cooling, lighting and resource use based on occupancy, weather and energy demand patterns.	Microsoft has equipped its Redmond campus with smart building technologies to adjust energy usage in real-time.
Materials sourcing	AI can identify sustainable sourcing opportunities, optimize supply chain logistics and track material availability, reducing the environmental impact of sourcing processes.	H&M encourages its supplier factories in Cambodia to use AI to identify and avoid fueling boilers with wood that could only have come from natural forests.

In addition to driving operational efficiencies, companies are also using AI to enhance ESG reporting. Accenture’s ESG-specific specialized language model (SLM), for example, helps companies automatically structure and generate report components based on key metrics, achievements and regulatory requirements. This helps enable the rapid, consistent production of high-quality, accurate ESG disclosures across industries. Based on a study we ran in March 2024, initial testing showed that professionals using this model experienced writing productivity gains of over 74% and quality improvements exceeding 22%. This use case vividly illustrates how organizations can leverage AI to transform ESG reporting into a strategic asset, rather than a mere compliance task, on their journeys to net zero.

Yet, AI also has potential negative implications for net zero. Current trends in AI adoption point to a rapid increase in energy consumption, driven primarily by the growth of energy-hungry data centers, which power AI’s expanding capabilities. We modeled the expected incremental use of AI-focused chips in data centers around the world. Our forecast indicates that AI data center emissions will rise more than tenfold between 2024 and 2030, from 68 to 718 million tonnes, in the absence of major innovation in energy systems, chips, algorithms, the applications of AI itself, and more (Figure 12). For context, in 2022, global emissions from aviation and shipping were about 800 million tonnes each, suggesting AI’s future footprint could rival those carbon-intensive sectors.^{17,18}

Figure 12: Annual carbon emissions by AI data centers

Million tonnes, estimates from 2024



Source: Accenture Research. Methodology: We model the energy consumption from the expected installed base of GPUs, adjusted for utilization and the additional energy requirements of data centers; it assumes no change to relevant innovation trajectories. We estimate missing values by applying exponential moving averages. By directly estimating energy consumption based on the infrastructure in use, the model includes both training and inference workloads. We attribute to regions in the same proportions as Jefferies’ projections for all types of data centers (with AI data centers expected to account for more than half of all data-center energy demand by 2030). We then combine with IEA regional data on each region’s electricity-generation energy mix, and IEA data on CO2e emissions for each energy source, to estimate CO2e emissions from AI data centers in each region.

The interplay between AI and emissions is unfolding in real-time. In the short term, AI may emit more than it abates. However, investment in **Green AI initiatives**, such as decarbonizing electric power grids and improving hardware efficiency and coding, could pave the way for a sustainable AI scenario (see scenario 3) in which it abates far more than it emits (Figure 13).

Running compute-heavy workloads in the cloud would also help, as this significantly reduces their carbon footprint. In our recent research, **How moving onto the AWS cloud reduces carbon emissions**, published with AWS, we found that moving AI-powered workloads from on-premises infrastructure to AWS could cut carbon emissions by up to 99% when properly optimized.

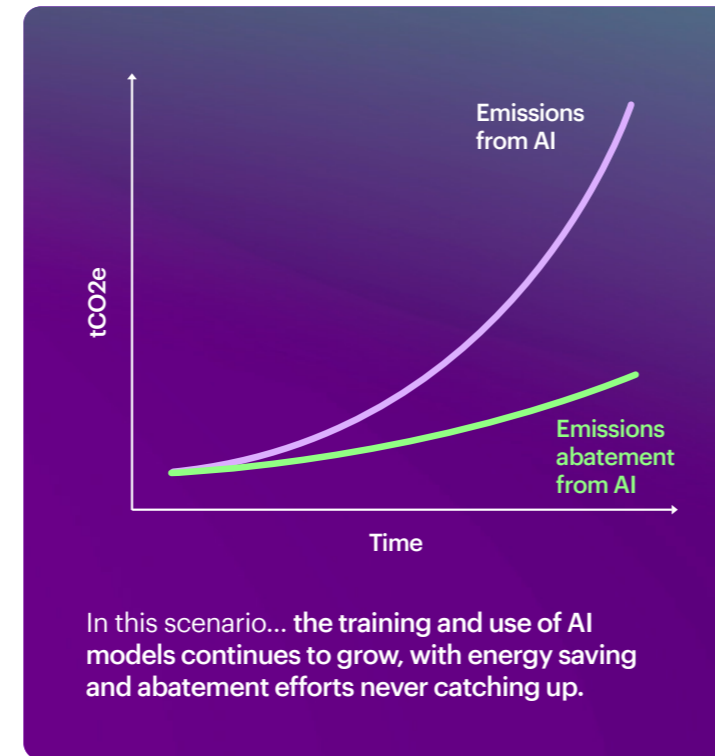
There is also cause for optimism in AI's capacity to develop and support the implementation of low-emission technologies, business models and processes more broadly, further mitigating the emissions impact of its underlying data center infrastructure. Moreover, big technology firms are aware of the challenge. They have become some of the largest corporate purchasers of renewable energy, and now are turning their attention to investments in nuclear energy, particularly small modular reactors, to provide uninterrupted emissions-free power generation.¹⁹

Figure 13: Three scenarios for AI's impact on emissions

Charts are stylized representations of future emissions scenarios

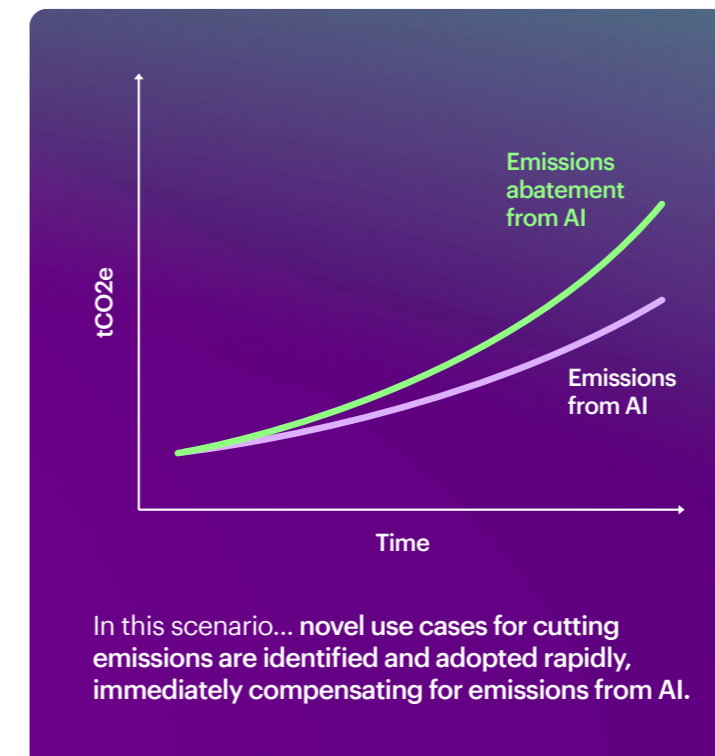
Scenario 01

AI has a continued and lasting negative impact on net zero trajectories



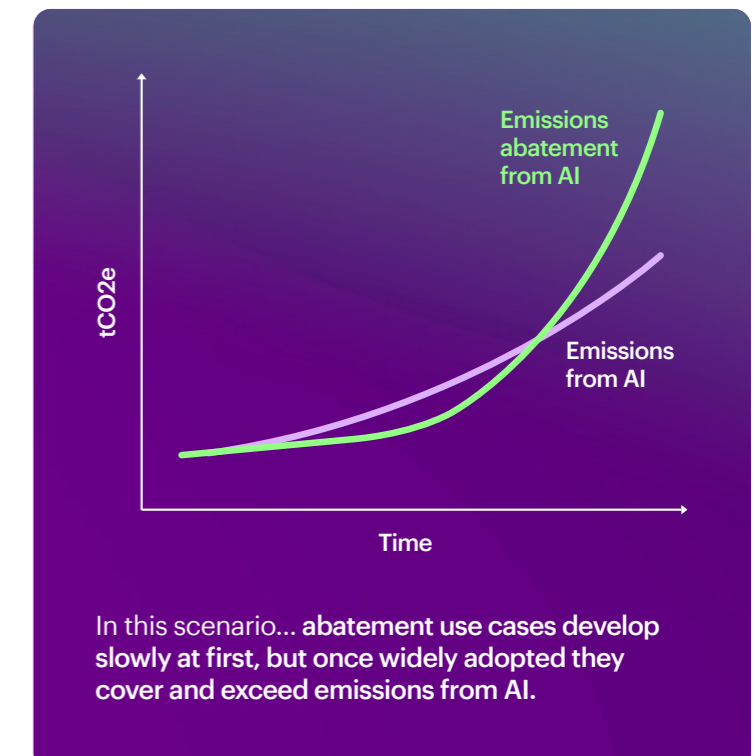
Scenario 02

AI has a rapid positive impact on net zero trajectories



Scenario 03

AI increases emissions, but has a positive impact on net zero in the medium-term

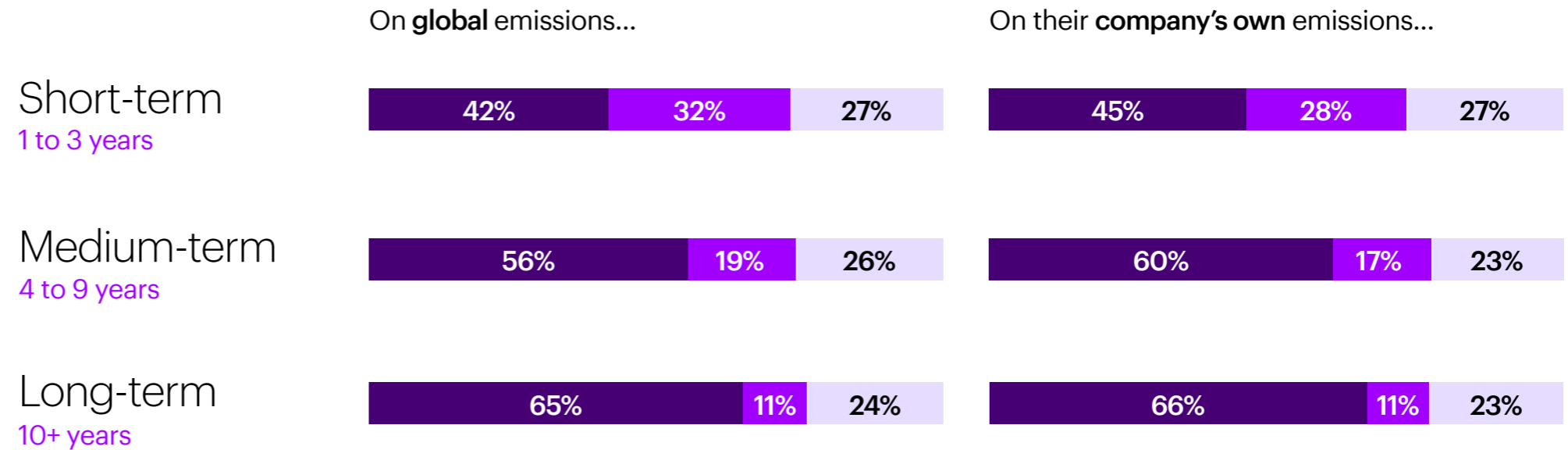


AI for decarbonization needs to be scaled both within and across firms

The good news is that corporate executives are optimistic about AI's potential. When asked about their expectations regarding AI's impact on emissions, more C-suite leaders expect it to reduce emissions rather than increase them in the short-term (1–3 years). Clear majorities also believe AI will reduce emissions over the long-term (10+ years) (Figure 14). These sentiments apply to both global emissions and those of their own companies.

Figure 14: C-suite leader expectations about AI's impact on emissions trajectories

Proportion expecting an increase, decrease, and no change in emissions over different time horizons, %, n=2800



Key: ■ AI will lead to a **decrease** in emissions ■ AI will lead to **no change** in emissions
 ■ AI will lead to an **increase** in emissions

Notes: We asked C-suite leaders two questions: Q1. How, if at all, do you expect AI to change global greenhouse gas (GHG) emissions over the following time periods? (select the best response); Q2. How, if at all, do you expect AI to change your company's greenhouse gas (GHG) emissions over the following time periods? (select the best response). The three time periods are shown in the chart above, and the response options were the same for each question: significantly increase, somewhat increase, no change, somewhat reduce, and significantly reduce. We aggregate the "significantly" and "somewhat" options for both increase and reduce in the charts here.

For AI to realize its potential in accelerating the transition to net zero, it must be deployed at scale across sectors and with strategic intent. While uptake is growing, with 63% of the G2000 displaying evidence of adopting AI, just 14% are using it for decarbonization (Figure 15). High-value applications in this area include optimizing renewable energy integration, enhancing resource efficiency and enabling emissions monitoring at unprecedented levels.

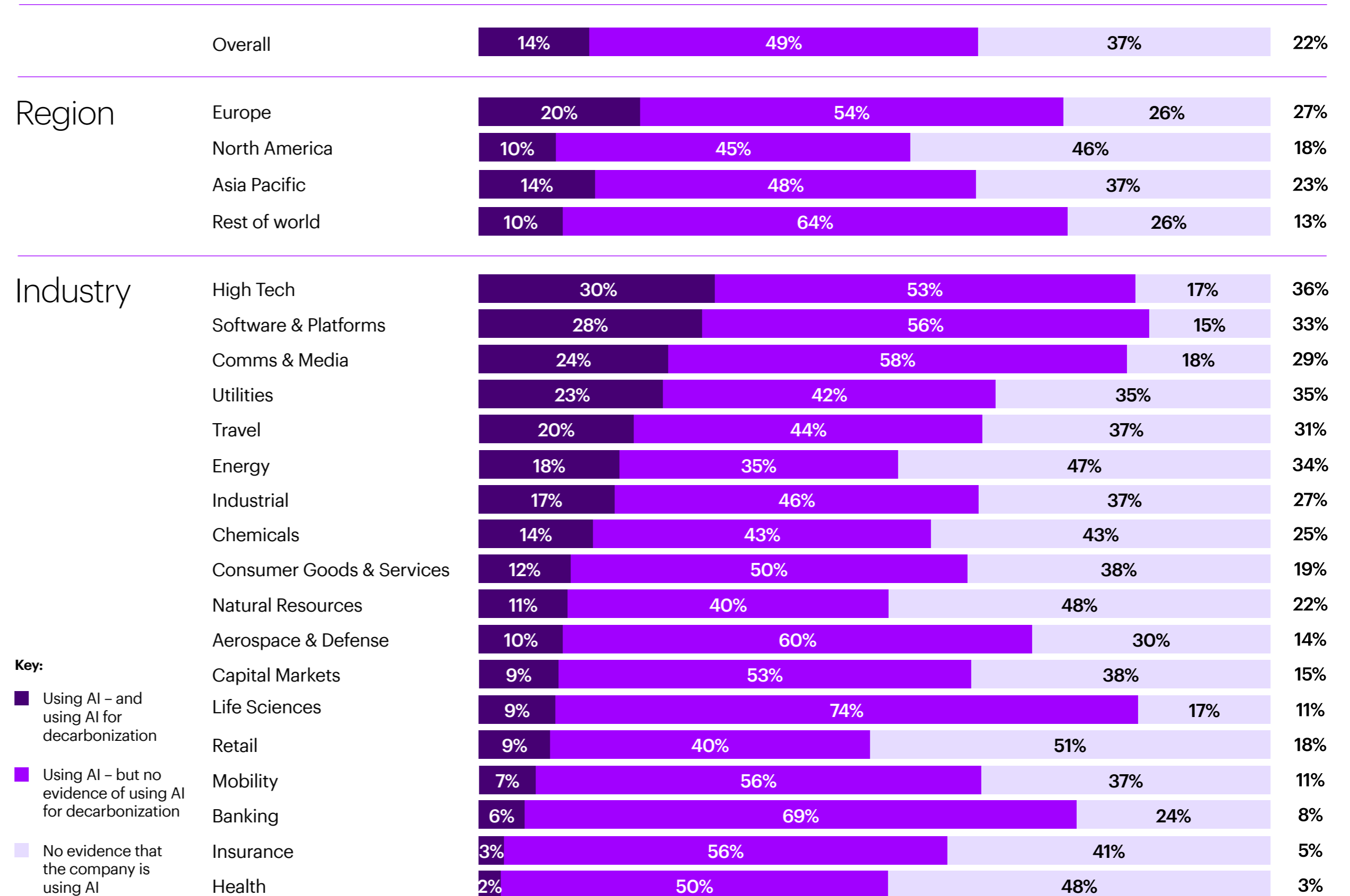
In our recent research, **Reinvention in the age of generative AI**, we found that only 2% of companies have fully operationalized mechanisms for responsible AI use. This suggests that the problem of low adoption of AI for decarbonization may be compounded by low levels of readiness for adopting it responsibly.

Ultimately, the overall emissions impact of AI will depend on how effectively these applications are deployed and on reducing AI's energy footprint through responsible technology choices. As companies harness AI's transformative power, careful consideration of energy usage, infrastructure and operational efficiency will be key to minimizing its carbon footprint. By **embedding sustainability principles**— functionality, responsibility and frugality— into AI adoption, we can unlock significant decarbonization potential.

Figure 15: AI adoption

Proportion of companies using AI, and for the purposes of decarbonization

% using AI for decarb. of those using AI



Key:

- Using AI – and using AI for decarbonization
- Using AI – but no evidence of using AI for decarbonization
- No evidence that the company is using AI

What companies need to do now

On the journey toward net zero, some companies are just starting out, others are making significant strides and a few are already well-advanced. Regardless of the stage, the necessary elements are the same: setting targets, creating a transition plan and implementing foundational decarbonization levers well. Companies can push the frontier by adopting next-generation levers, with AI playing an increasingly important role in driving decarbonization efforts.



Over the next three months:
Set targets and develop transition plans

On targets, the policy direction is increasingly clear: **93% of G2000 firms are headquartered in countries that have a net zero or carbon neutrality goal.**²⁰ Companies need to commit to hitting net zero by 2050 or risk falling behind. These targets must be holistic, covering not only operations (Scope 1 and 2), but also partners, suppliers and customers (Scope 3). Hitting these goals will involve no small amount of cross-industry collaboration.

By setting targets, companies can create a vision, transform their culture and implement governance mechanisms to track performance and course-correct when necessary. The impact of such strategic orientation is unequivocal: the typical company with a target has cut emissions since 2016; the typical company without one has not.

But targets are not enough. Companies with targets and transition plans typically reduce emissions faster than those with targets alone. Organizations should aim to develop transition plans to reach their targets, incorporating near-term actions and milestones and ensuring validation by credible external bodies. **Over half of the G2000 do not have a climate transition plan in place.** They need one.



Case in point

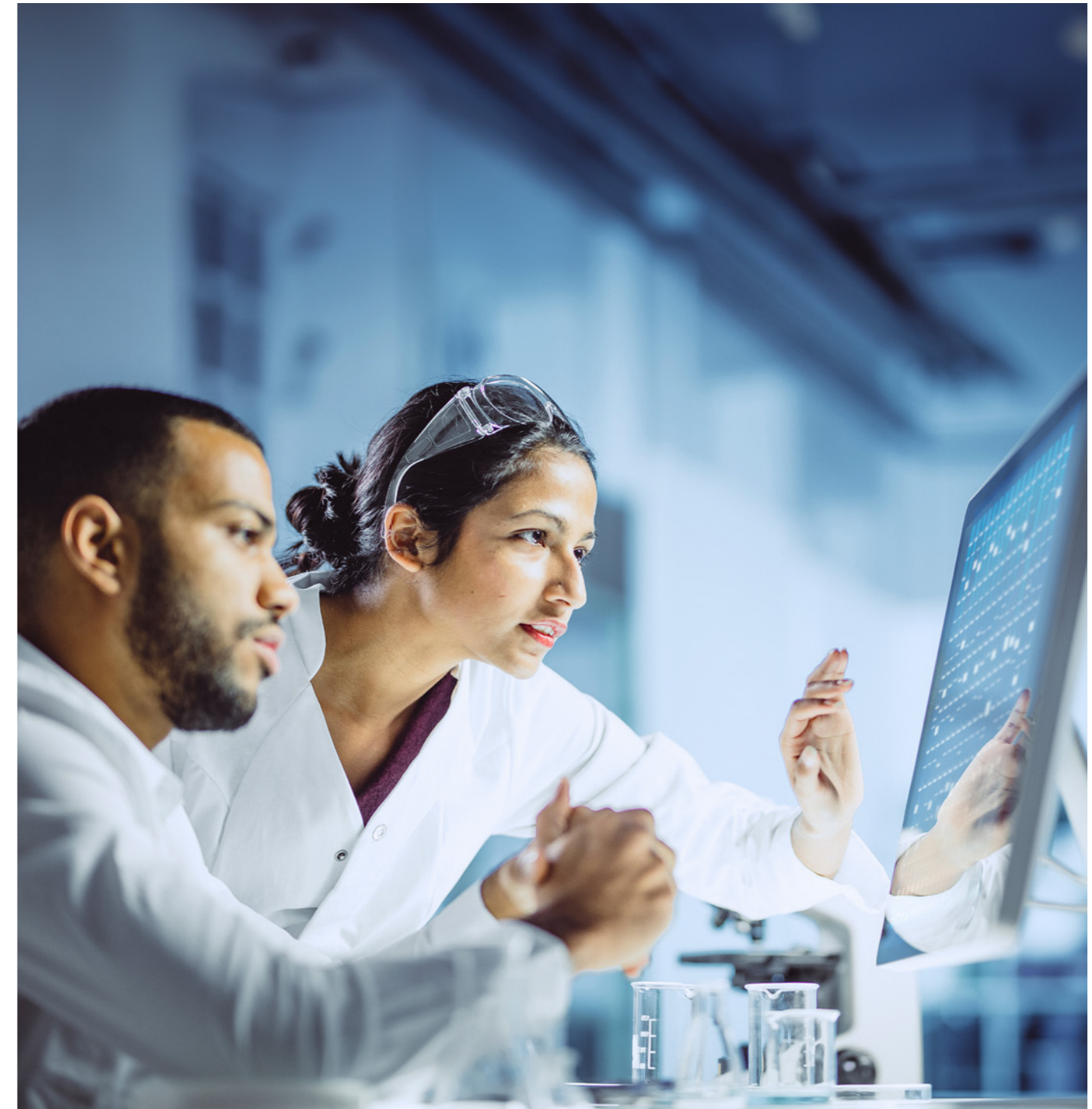
Embedding sustainability in a life sciences leader

One of the world's largest pharmaceutical companies partnered with Accenture to advance its ambitious sustainability goals, including a major reduction across its Scopes 1, 2 and 3 emissions by 2030. Despite its commitment, the company faced challenges from rising emissions, which were increasing by around 6% year on year. The organization's decarbonization efforts were also hampered by inefficiencies associated with an outdated technology estate that increased costs and heightened risk, as well as an increasingly complex ESG regulatory landscape.

As part of a multibillion-dollar SAP S/4HANA transformation program, Accenture supported the company in embedding sustainability across its operations, addressing approximately 75% of its total emissions footprint. By bringing sustainability and financial data together across the organization's technology estate, our approach aligns its core business processes with its sustainability ambitions, holistically integrating sustainability data into every decision-making step.

This setup enables the company to access transaction-level emissions insights that support real-time decision-making across logistics, manufacturing, and procurement. By automating and embedding this data into daily operations, the company has strengthened its ability to track and manage emissions, paving the way for more accurate reporting and faster progress toward net zero.

This work demonstrates how Accenture can support clients in leveraging new technology and transformation programs to embed sustainability data and strategy into their core business processes. For the pharmaceutical company, this integration has built a strong ESG intelligence framework, supplying it with a solid foundation to accelerate progress toward a range of sustainability targets while optimizing costs.



Over the next year:

Assess materiality and build a stack of relevant decarbonization levers

Many decarbonization levers are now regarded as straightforwardly sensible business practice, often due to attractive, net present value-positive and short-payback business cases. More companies need to adopt them.

Improving building efficiency, for example, is one clear way to reduce carbon footprints and energy costs—yet 19% of G2000 companies show no evidence of doing so. This is a material issue for almost all companies, and measures like this need universal adoption. Companies must keep in mind that activating levers is a multidimensional exercise and maximizing coverage across the set of foundational levers multiplies impact.

There are also some levers that matter more to certain companies depending on industry contexts and business models. Based on industry-specific materiality assessments, companies need to determine which levers are likely to be most important and focus on implementing these first. In certain industries, some levers will be particularly relevant for tackling specific emissions hotspots, making their adoption in these sectors even more pressing.

For example, a leading European communications services company, working toward ambitious science-based decarbonization targets, collaborated with Accenture to create a tailored climate transition plan targeting high-impact areas like its commercial vehicle fleet, buildings portfolio, and telecoms network. Our team developed a scenario analysis model to evaluate a range of carbon reduction strategies, from fleet electrification to energy-efficient heating, guiding the client in prioritizing decarbonization levers aligned with its operations.

This collaboration illustrates the value of companies engaging in a rigorous, data-driven evaluation to identify the most impactful measures for reducing emissions. Prioritizing these actions in a tailored decarbonization strategy is essential, as the process will vary significantly across industries.



In year two:

Supercharge with AI to improve effectiveness and push the frontier

Companies should continuously refine existing decarbonization levers and pilot more next-generation levers—particularly AI.

Adopting decarbonization levers effectively requires clear, robust goals and KPIs, combined with effective monitoring using dashboards with predictive and prescriptive analytics of real-time performance that integrates financial and operational KPIs. This is where AI comes into play, embedding carbon intelligence capabilities to ensure that levers are integrated seamlessly into strategic and operational decision making.

Equally, companies that have developed a stack of decarbonization levers should seek to implement additional measures. AI has the potential to supercharge existing levers—but while many have adopted AI, only 14% are using it to reduce emissions. Companies already using AI must apply its potential toward decarbonization activities, and those that adopt AI in the future must design its use for decarbonization from the outset. Using AI to cut emissions must become standard practice.

For example, we are partnering with Moeve, a leading international company committed to sustainable mobility and energy, to provide end-to-end decarbonization services. Together, we are designing and implementing their go-to-market strategy at scale, developing solutions and data platforms to accelerate customer decarbonization and using generative AI to tackle the complex challenge of reducing emissions across global supply chains.

Similarly, we are helping Duke Energy, one of the largest US energy-holding companies, leverage satellite monitoring, data analytics and AI to measure and reduce methane emissions in its gas distribution business. Collaborations such as these vividly illustrate how leading companies are actively integrating next-generation technologies like AI into established decarbonization strategies to accelerate progress toward net zero.

Finally, companies should recognize that value chains will not be decarbonized in isolation. To achieve this goal, cross-industry collaboration, bringing together all parts of the value chain, from material suppliers to end-customers, will be required. Through such efforts, companies can collectively create the products, solutions and business models needed to realize a decarbonized world.

A photograph of three business professionals in a meeting. On the left, a woman with long blonde hair is seen in profile, looking towards the center. In the middle, a man with short grey hair and a beard is also in profile, looking towards the right. On the right, a woman with curly brown hair is smiling and looking towards the man. They are seated around a table with a laptop, a pen, and two glasses of water. The background is a bright window with a large white checkmark logo. The overall atmosphere is professional and collaborative.

How Accenture
can help

Accenture is committed to creating value through sustainability for our clients by leveraging our expertise and capabilities to define sustainability strategies, develop sustainable value chains, drive net zero industry transformations, enable enterprise sustainability measurement and performance, and deliver green IT and software.

We help clients on their transitions to net zero, from strategy to execution. This includes supporting companies in developing robust sustainability performance measurement and reporting capabilities to navigate an increasingly complex, multi-jurisdictional regulatory landscape. In doing so, we help businesses evolve their ESG programs from mere compliance exercises into agile, data-driven strategies that support growth, boost innovation and enhance resilience across the enterprise.

Crucial to this is assisting companies in developing their “ESG and carbon intelligence.” These are a set of capabilities that enable organizations to control, improve and create value and impact by embedding carbon—and broader sustainability—data and intelligence into decision-making across the core business. Achieving this is a key part of our work in helping clients to build a **digital core** that helps drive growth and competitiveness.

Accenture helps clients with specific actions to decarbonize across areas such as infrastructure, with support for low carbon capital projects; plants and operations, including renewable energy production and procurement; transportation, including fleet electrification and infrastructure deployment; products, including the development of new net zero offerings; finance, including the redeployment of capital for the net zero transition; and collaboration, including the development of cross-value chain platforms and partnerships for decarbonization.

Drawing across our five services—Strategy and Consulting, Technology, Industry X, Song and Operations—we deliver on the promise of technology and human ingenuity to enable our clients to tackle decarbonization, one of the greatest challenges of our era. Together with our partners, we help clients **reinvent their enterprise** to create business value and sustainable impact for all stakeholders.

Our goals to reduce and remove our carbon emissions

We are on track to achieve our 2025 carbon removal goal, and we set new goals for the future.

SBTi-approved net-zero targets

Fiscal 2030 near-term targets

80%

reduction of absolute Scope 1 and 2 GHG emissions from fiscal 2019 base year.

55%

reduction of Scope 3 GHG emissions per unit of revenue from fiscal 2019 base year.

Fiscal 2040 long-term targets

90%

reduction of absolute Scope 1 and 2 GHG emissions from fiscal 2019 base year.

90%

reduction of absolute Scope 3 GHG emissions from fiscal 2019 base year.

References

1. The evidence is clear: the time for action is now. We can halve emissions by 2030.—[IPCC](#)
2. Emissions intensity is a measure of the level of emissions produced per unit of economic output, and is calculated by dividing a company's operational emissions (Scopes 1 and 2) by its revenue.
3. Global Monitoring Laboratory: Trends in Atmospheric Carbon Dioxide (CO₂)—[NOAA](#)
4. Emissions grew in 2023, but clean energy is limiting the growth—[IEA](#)
5. Global coal consumption, 2000-2025—[IEA](#)
6. The evidence is clear: the time for action is now. We can halve emissions by 2030.—[IPCC](#)
7. 2023 Weather, Climate and Catastrophe Insight—[AON](#)
8. Earth exceeds safe limits: First Planetary Health Check issues red alert —[Potsdam Institute for Climate Impact Research](#)
9. Achieving net zero greenhouse gas emissions critical to limit climate tipping risks—[Nature Communications](#)
10. Powered for Change—[Accenture](#)
11. See for example the [Transition Pathway Initiative](#).
12. World Energy Outlook 2024, Executive Summary—[IEA](#)
13. AI adoption was not included in 2023, so is not shown in this chart.
14. AI and Big Data—[Aramco](#)
15. Microsoft uses machine learning to develop smart energy solutions—[Microsoft](#)
16. Spend on what you need, not on excess reserve—[GE Vernova](#)
17. Tracking Aviation—[IEA](#)
18. Tracking International Shipping—[IEA](#)
19. Hungry for Energy, Amazon, Google and Microsoft Turn to Nuclear Power—[New York Times](#)
20. Based on country-level data from [Net Zero Tracker](#). By combining country-level data with data on G2000 company headquarters, we can determine the proportion of countries that have net zero or carbon neutrality targets, and the proportion of companies that are based in countries with such targets. As target terminology differs by language and country, we did not distinguish between net zero and carbon neutrality here. We consider a country to have such a target here if the Net Zero Tracker database describes it as having a target that is aimed at “net zero”, “zero carbon”, “carbon neutral”, “climate neutral”, or a very close synonym. For anything that appears to refer to something less than a carbon neutrality threshold (e.g. “carbon reduction target”) or where the country does not appear to have a target at all, we consider it to not have a net zero or carbon neutrality target.

About the research

This analysis takes stock of global corporate emissions trajectories, net zero targets and decarbonization levers. Our sample was based on the Accenture G2000: an Accenture-developed list of the top 2000 public and private companies in the world by revenue. We worked with The SmartCube to collect data on the G2000 across a given set of criteria relating to decarbonization. This involved manual inspection of company public documentation (e.g. websites, annual reports, sustainability reports). The approach allowed us to construct a proprietary database of the decarbonization targets and levers adopted by companies in the G2000.

Emissions data were retrieved from: S&P Global Trucost 2024. We then analyzed emissions trends up to the latest available year (2022) to look for evidence of an acceleration in decarbonization and identify relationships with the target and lever data.

As part of Accenture’s regularly fielded pulse survey of ~3,000 top corporate executives, we included questions to gather insights on the expected impact of AI on global and corporate carbon emissions. We also modeled the future energy consumption and emissions impact of AI use by using projected AI data center growth and regional carbon emissions data.

Regional sample

All sample, and emissions sample

Europe (N = 476 full sample; 335 emissions sample)

Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Israel, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Spain, Sweden, Switzerland, Turkey, United Kingdom

North America (N = 685 full sample; 495 emissions sample)

Bermuda, Canada, United States

Asia Pacific (N= 738 full sample; 510 emissions sample)

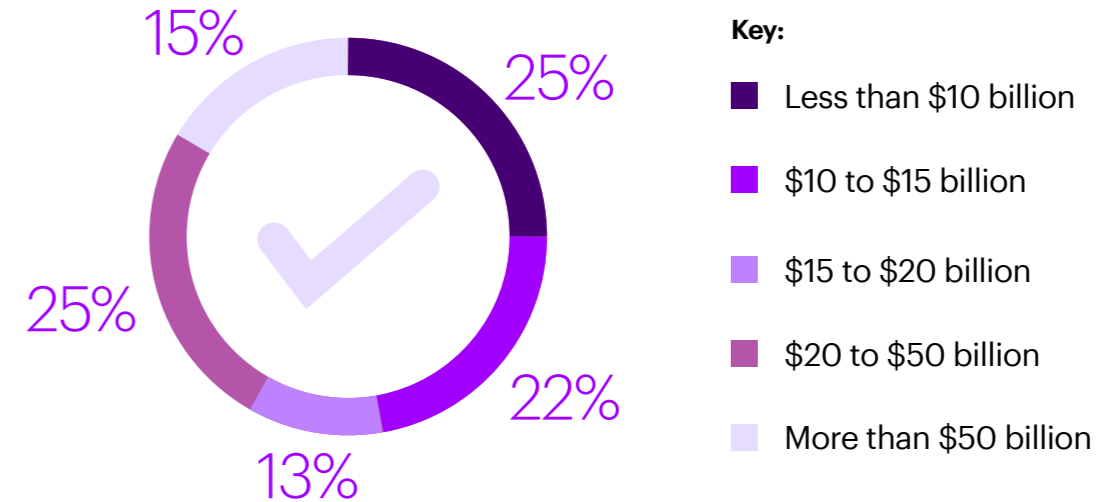
Australia, China, India, Indonesia, Japan, Malaysia, New Zealand, Philippines, Singapore, South Korea, Thailand

Rest of world (N = 101 full sample; 59 emissions sample)

Algeria, Argentina, Azerbaijan, Brazil, Chile, Colombia, Ecuador, Kuwait, Mexico, Oman, Pakistan, Qatar, Saudi Arabia, South Africa, United Arab Emirates

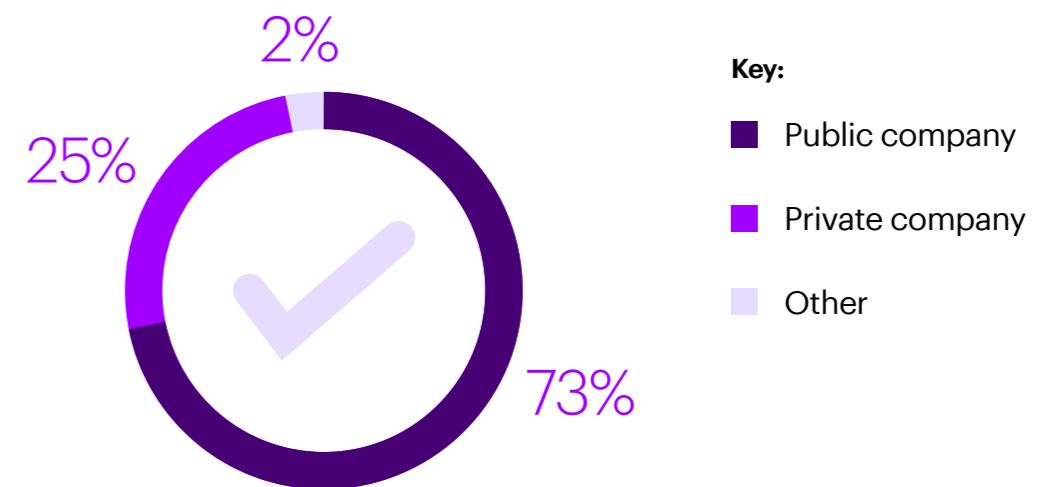
Company size

Revenue (2022, USD)



Company ownership

Type



Industry sample

All sample, and emissions sample

Industry name	Sample	Emissions sample
Aerospace & Defense (A&D)	20	16
Banking	140	116
Capital Markets	53	36
Consumer Goods and Services (CG&S)	130	86
Chemicals	84	65
Comms & Media	71	61
Energy	129	84
Health	60	13
High Tech	117	96
Industrial (Equipment, Freight & Logistics)	354	249
Insurance	130	87
Life Sciences	66	56
Mobility (Automotive + Public Transport)	71	49
Natural Resources	168	110
Retail	205	131
Software & Platforms (SW&P)	39	25
Travel	41	35
Utilities	121	83
Other (excluded)	1	1

Sample Overlaps

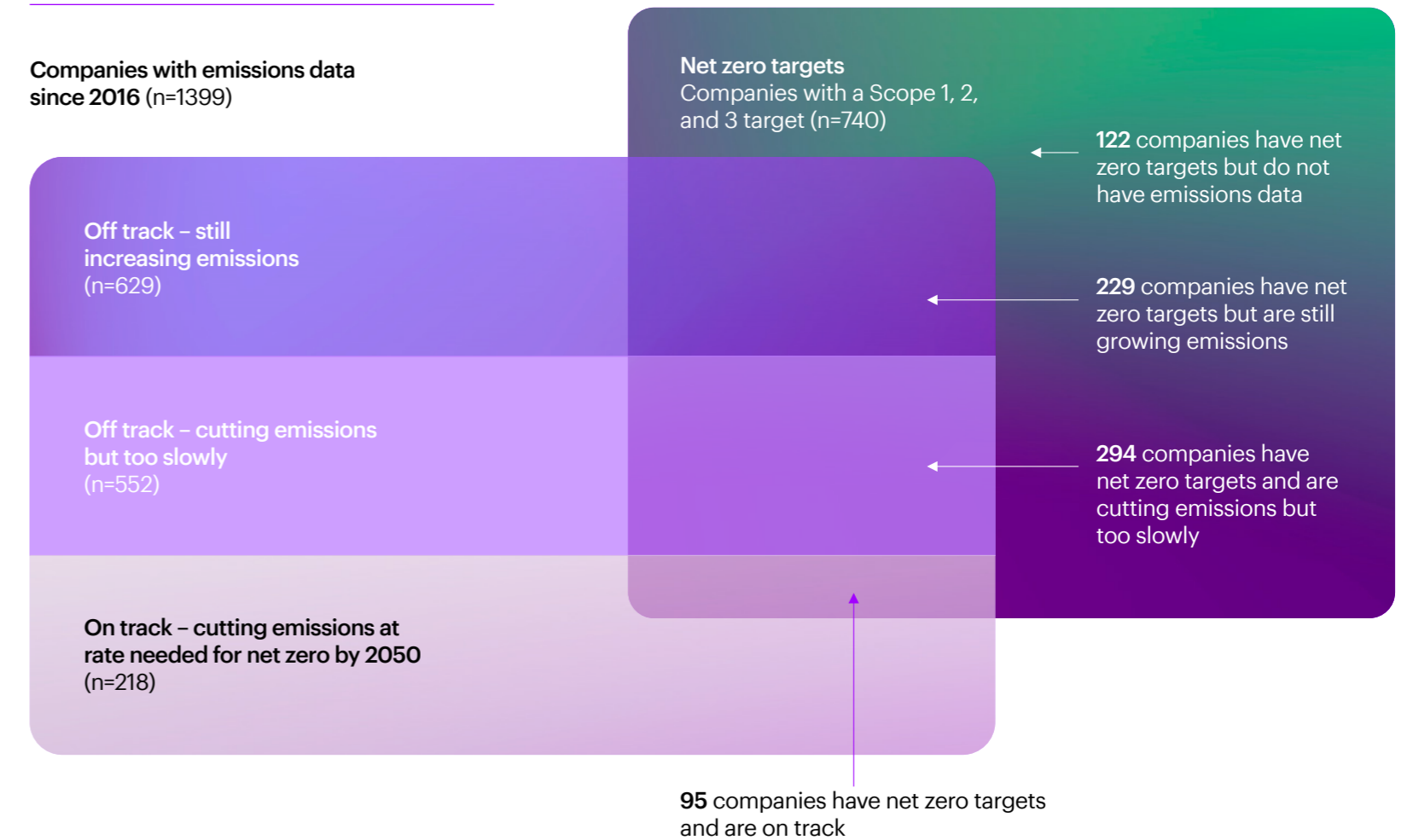
Different—but overlapping—samples are used in the analysis, depending on the area of enquiry. Our universe of companies is the G2000, but as we do not have all the data for each company, sub-sets are used where necessary.

G2000 Sample

Companies in G2000 list (n=2000)

Box sizes are not to scale

Companies with emissions data since 2016 (n=1399)



About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core, optimize their operations, accelerate revenue growth, and enhance citizen services—creating tangible value at speed and scale. We are a talent and innovation led company with 774,000 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology with unmatched industry experience, functional expertise, and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Accenture Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients succeed and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners, and communities.

Visit us at www.accenture.com

About Accenture Research

Accenture Research creates thought leadership about the most pressing business issues organizations face. Combining innovative research techniques, such as data science led analysis, with a deep understanding of industry and technology, our team of 300+ researchers in 20 countries publish hundreds of reports, articles and points of view every year. Our thought-provoking research developed with world leading organizations helps our clients embrace change, create value, and deliver on the power of technology and human ingenuity.

For more information, visit www.accenture.com/research

Disclaimer: This content is provided for general information purposes and is not intended to be used in place of consultation with our professional advisors. This document refers to marks owned by third parties. All such third-party marks are the property of their respective owners. No sponsorship, endorsement or approval of this content by the owners of such marks is intended, expressed or implied.

Copyright © 2024 Accenture. All rights reserved. Accenture and its logo are registered trademarks of Accenture.