



G-Cloud 15 Service Definition

Accenture Talent Management

Jan 2026

 **accenture**

Contents

1.0	Scope of our services	1
1.1	Attracting Talent	1
1.2	Identifying Talent	3
1.3	Deploying Talent.....	6
1.4	Developing Talent.....	6
1.5	Engaging Talent	11
1.6	Retaining Talent	11
2.0	Approach	13
3.0	Benefits of our approach	14
4.0	Assets and Tools.....	15
5.0	Pricing.....	22
6.0	Contacts.....	23
7.0	About Accenture	24

1.0 Scope of our services

This document describes the Accenture's Talent Management Cloud offering and should be read in conjunction with the associated G-Cloud 13 Services documentation. It provides an overview of our end-to-end approach from initial strategy and thinking of cloud Talent approaches through to implementation of cloud-based technologies (*whether ERP based or best of breed).

Talent management seeks to attract, identify, develop, engage, retain, and deploy individuals who are considered particularly valuable to an organisation. To be effective, it needs to align with business goals and strategic objectives. By managing talent strategically, organisations can build a high-performance workplace, foster a learning climate in the organisation, add value to their employer brand, and improve diversity management. A clear organisation-wide strategy will also allow the talent management strategy to align closely with business objectives.

Creating a cloud talent management strategy starts with workforce planning, a process of analysing the current workforce and capability to determine future workforce needs. It looks at the workforce supply and demand, current demographics, predictions for skill shortages or surpluses, the labour market and workplace trends. The workforce plan will help focus and prioritise talent management activities and typically include attracting talent, identifying talent, deploying talent, developing talent, engaging talent, and retaining talent.

Accenture's scope of services covers the end-to-end strategy through to delivery for the whole of the Talent Management lifecycle as shown in figure one:

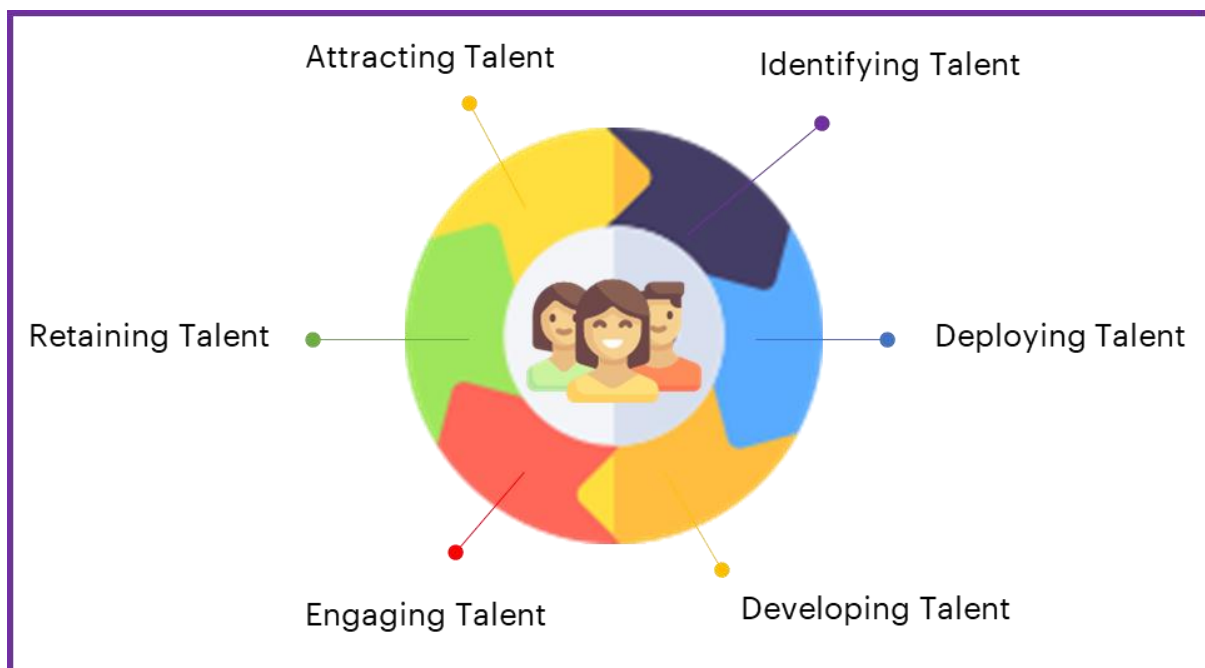


Figure 1: Accenture's Talent Management services

1.1 Attracting Talent

Accenture can support organisations with their **Talent acquisition** (recruitment); we have a specific G Cloud offering for this service (please refer to offering – Talent Acquisition).

We can help organisations with their **Employer Brand Strategy**. Employer Branding is how organisations market themselves to desired job seekers and defines how they communicate to employees. Similar to how a corporate brand differentiates a product or service to customers to build loyalty in exchange for consumption, an Employer Brand defines an organisation's reputation or market perception as an employer and describes your promise, or Employee Value Proposition (EVP), to employees in exchange for their experience, talents, contacts, or skills. An Employer Brand — also known as the “talent” or “people” brand — that resonates is about defining the essence of the organisation, both how it's unique and what it stands for, and then aligning those aspirations with the people the organisation is looking to attract. An organisation's Employer Brand affects recruitment of new employees and retention and engagement of employees. Accenture understands the importance of brand alignment. By engaging with communications and public affairs personnel, taking a data-driven and human-centric approach, and leveraging commercial marketing best practices – Accenture helps government clients connect their Employer Brand to their overall agency (or “corporate”) reputation. Accenture's Employer Brand Framework is comprised of two core components – recruitment and employee experience – and six supporting attributes; the strength of an organisation's Employer Brand is expressed across these six attributes:

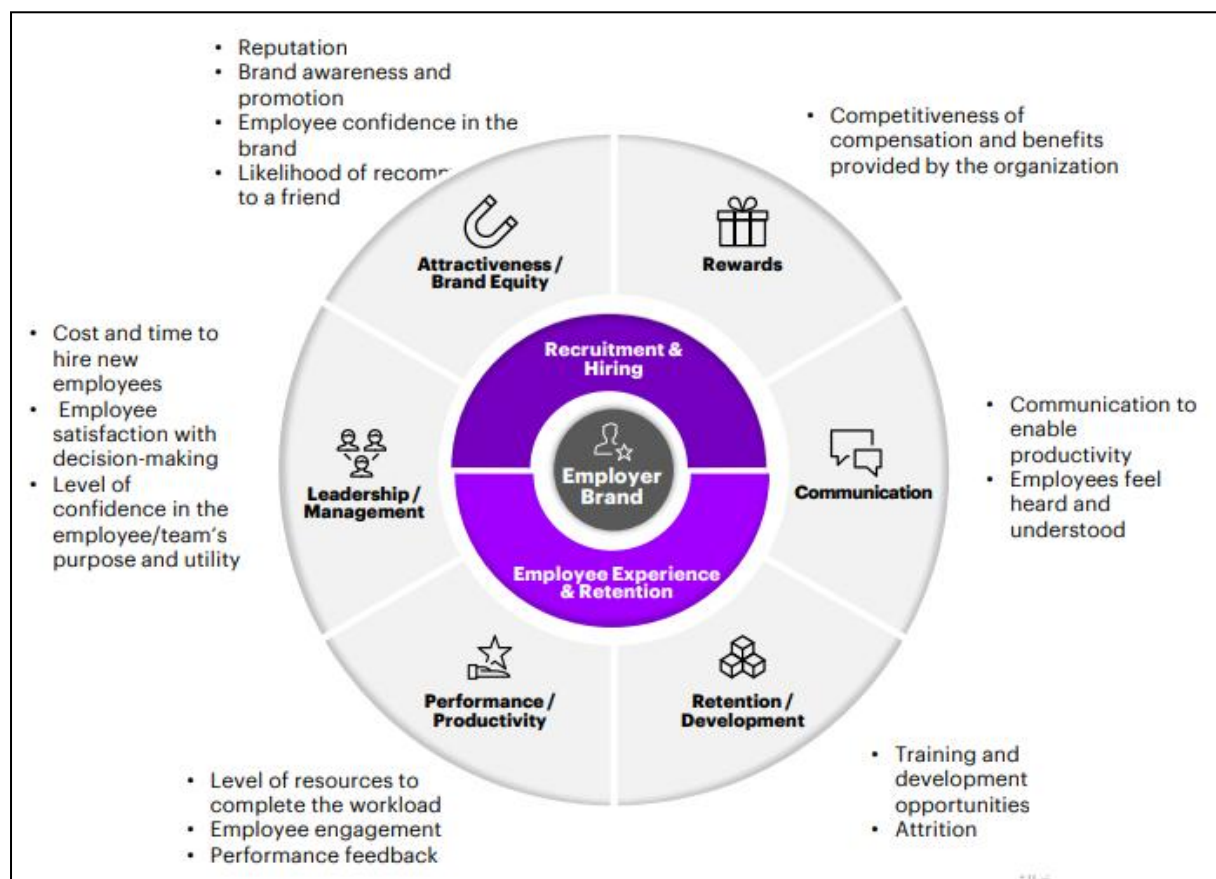


Figure 2: Accenture's Employer Brand Framework

Accenture's approach to Employer Brand is end-to-end, human-centric, data-driven, and agile. There are several unique aspects of our approach that make us the right partner. Specifically, we: Provide a truly end-to-end experience through an integrated Employer Brand solution, which spans the pre-employment, employment, and advocacy phases. The transformation journey is a holistic experience; Simultaneously provide learnings and best practices (powered by Accenture) and leverage our federal expertise to address government

critical need areas; and ensure continual, dynamic measurement and optimisation, all the way through the Employer Brand process.

1.2 Identifying Talent

The process of **Succession Planning** helps many organisations prepare potential leaders to fill key positions from within. This enables the next step of identifying talented individuals within the organisation, with a view to developing ‘talent pools’ of individuals who could step into business-critical roles when they arise. With prompt leadership and right selectability as an objective, succession planning ensures future proofing of an organisation. It is a necessary step towards Risk-Proofing an organisation, preventing chaos, productivity loss, revenue loss and increased costs.



Figure 3: Benefits of succession planning

Good Leadership ensures higher efficiency, higher productivity, and alignment with organisation goals. Succession Planning helps assures good leadership at critical positions and ensures selection of the most suitable individuals at leadership positions, business Continuity and long-term stability, intact Brand Identity despite sudden leadership changes, and relatively stable and consistently motivated work environment. Accenture’s approach to Succession Planning generates actionable insights with tangible outputs aligned towards achieving an organisation’s goals. Example insights include:

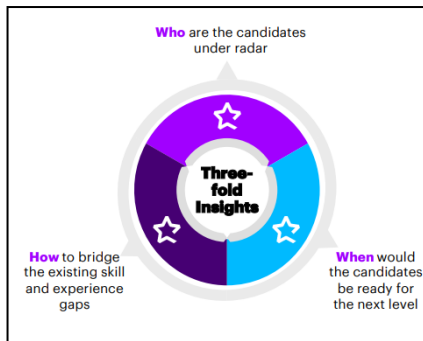


Figure 4: Sample outputs from Succession Planning

- Which candidates are most suitable for the critical leadership positions.
- For the suitable candidates, basic identified skills gap and prioritisation for further leadership skills development.
- Targeted and appropriate training for upskilling and reskilling programs.
- With a time estimate available, succession can be planned in an orderly fashion well in advance to ensure stability.

Cirrus provides leadership assessments to identify emerging and high potential talent at different levels of the organisation.

The blended assessment approach is based on research and an understanding of what makes leaders succeed and fail. It allows for a holistic view of leadership capability, potential as well as inhibitors and catalysts. It is designed to go beyond the traditional assessment of performance or track record, which is necessary, yet not sufficient when considering leadership potential and success



95% of managers are dissatisfied with formal performance appraisals: “It’s just a check in a box.”, “It does not reward high performers, nor does it deal with poor performers.”; 90% of HR professionals think performance appraisals are inaccurate; and Leadership also have their complaints: “It’s an expensive process that does not produce results.” and “The outcome is not great.”.

More than one-third of companies expect to abandon the traditional appraisal process; 6% of Fortune 500 companies have gotten rid of forced rankings; 70% of organisations are

reconsidering their approach to **Performance Management** because of the changing nature of work, the need for better collaboration, the need to attract and keep talent, and the need to develop people faster.

At Accenture, we can help organisations work to improve their Performance Management approach; we work through the following key areas:



Figure 5: Accenture's Performance Management service scope

1. Strategy

- Define a performance development and evaluation strategy that aligns with the culture of the organisation and desired outcomes.
- Identify differentiated, meritocratic, market relevant levers to reward employees for their contribution.
- Develop a plan to reinforce behaviours critical to the success of the business.

2. Process

- Have executive leadership demonstrate the importance of the process through communications and action.
- Integrate Performance Management into other key talent management processes (learning and development, compensation, succession planning, etc.).
- Determine how to account for global complexities.

3. Technology

- Use technology to better connect performance to key processes and increase transparency of the relationship between result and rewards.
- Leverage technology to enable more precise, frequent, and motivating feedback.
- Apply an agile approach when deploying new technology.

4. People

- Develop a culture of ongoing coaching and feedback.
- Teach managers how to apply performance coaching / coaching from a growth mindset principle.
- Set-up employees to bring the best of themselves to work.
- Guide employees to focus on the vital few priorities.

Furthermore, Accenture's recent acquisition Cirrus takes a connected approach, with the core principles of the approach to performance management based around the five factors of Connected Leadership.

Combined with our additional expertise in engagement and leadership development, we ensure that your whole management population is fully engaged with your purpose and values, and are developed in line with your goals, achieving a collective shift and transforming your performance management. We help change the performance management conversation by:

- Creating a simple, pragmatic framework that is an enabler for delivering the strategy.
- Making performance management a positive experience.

- Engaging the leadership community with a new approach which is fit for the future.
- Embedding the new approach through all geographies and cultures.
- Providing managers with the knowledge and skills to have difficult conversations and give effective feedback.
- Shifting the focus from transactional to transformative.
- Sustaining momentum through ongoing coaching and evaluation.
-



Figure 6: Five lenses to effective Performance Management design

1.3 Deploying Talent

Accenture can support organisations with their **Workforce Planning**; we have a specific G Cloud offering for this service (please refer to offering – Workforce Planning as well as our Rostering and Scheduling offering).

1.4 Developing Talent

When an organisation has defined its Talent Strategy (knowing what skills they want to build, buy, borrow, automate, etc.), Accenture can support an organisation to define its **Learning Strategy**, in relation to the skilling / reskilling they require. When we support an organisation with their Learning Strategy, we leverage our Learning Capability Model:

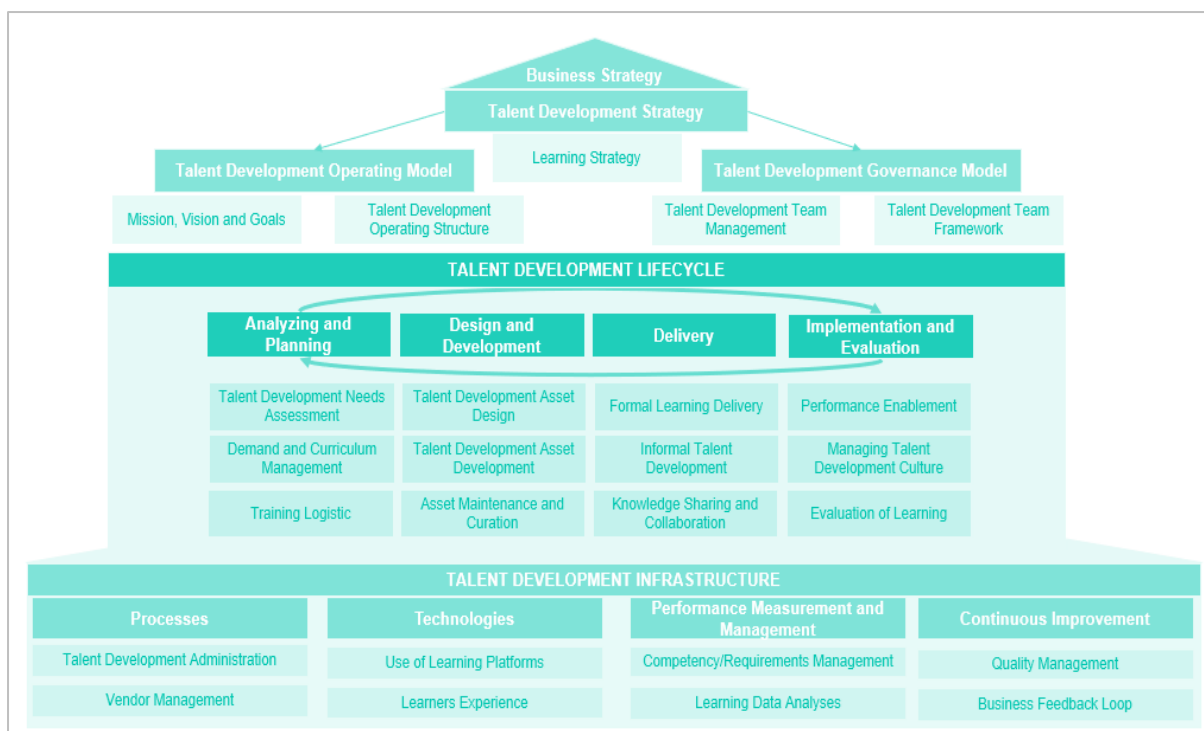


Figure 7: Accenture's Learning Capability Model

As part of the learning strategy activity, we work with organisations to build a roadmap for the next 12-24-36 months, that helps them plan their journey for each capability area/capability.

The unprecedented times we face are undeniable – AI and other intelligent technologies transforming every business on the planet, displacing millions of workers through rapid automation and yet also causing historic skills shortages. Add to this of course the global pandemic and movements demanding social justice that began in the US and then resonated around the world.

How can we thrive in the New?

By prioritizing talent development like never before. As organisation's race to remain relevant and deliver value amid this upheaval, bold, unflinching innovation and action is key to developing, engaging, and empowering talent with the right skills. These right skills are even more complex thanks to automation - most workers need not only new technical and digital skills, but the unique human skills that complement them – and are much more difficult to automate – such as empathy, communication, critical thinking, and problem solving.⁴ What we call “new skilling” – the practice of keeping pace with new, emerging, and even declining skills; learning and applying these skills in new ways; and empowering a curious mindset to continuously improve and adapt skilling to keep pace with the new. New Skilling also refers to the process of integrating business strategy, data, learner experiences and content to deliver hyper-personalized learning to support the achievement of business outcomes. New Skilling encompasses all categories of workforce capabilities and includes behaviors, soft skills, hard skills, and leadership. New Skilling content delivery is constantly evolving to capture the ways in which people most effectively learn (e.g., on-the-job, AR/VR). This must be a key investment, guided by the trends our research has uncovered.

Components of New Skilling include Upskilling - the additive nature of skill-building, enabling workers to fill current role skill gaps. Upskilling is the process of building upon existing

capabilities to be more adept at handling role demands; and Reskilling - the adaptive nature of skill-building, enabling workers to most effectively perform and deliver in an ever-changing professional and digital landscape either in their current role or in a new role. The need to reskill is often driven by personal, business, or economic need and may require the development of an entirely new skillset in order to perform a new or evolved role.

Accenture's approach helps organisations to adapt with learning methodologies and trends; accommodating the new workforce who expect digitally enabled and hyper-personalised talent development experiences:

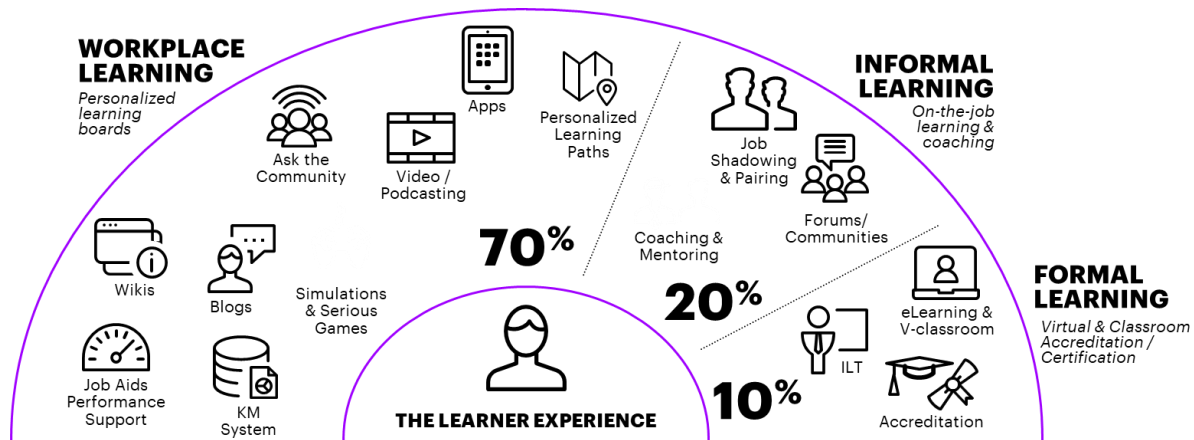


Figure 8: 70:20:10 Blended Learning Approach

Brain-friendly learning is an overarching theme; it is all about learning consistent with the biology of the brain - the more engaged and motivated the learner, the more likely there will be lasting physiological changes to the brain – leading to learning that sticks.

Brain-friendly learning synthesizes three different disciplines: Learning science, which studies how to analyze, sequence, structure and deliver content consistent with how people learn; behavioral science seeks to understand why people think, form habits, and make decisions as they do; and Neuroscience looks at the mechanics of our brains - how neurons form, dendrites become stronger, and synapses fire in support of lasting learning impact

Brain-friendly learning incorporates the right level of cognitive effort - analogous to progressive resistance training for the brain; real problem-solving, which infuses learning with context, relevance, and applicability on the job; time for reflection, that's similar to developing a muscle, where you want to stress it, then relax and recover; and practice using new knowledge and/or skills in ways that are varied and relevant.

All of that should lead to what we at Accenture call "Durable Learning" – brain-friendly learning in this context: Is "sticky," meaning it has lasting impact and delivers higher value to learners, teams, and enterprises. Better engages learners leading to right-skilled enterprises – closing capacity gaps and retaining employees. Is more impactful, efficient learning which is not brain-friendly, and that financially benefits organisations – cost efficient learning.

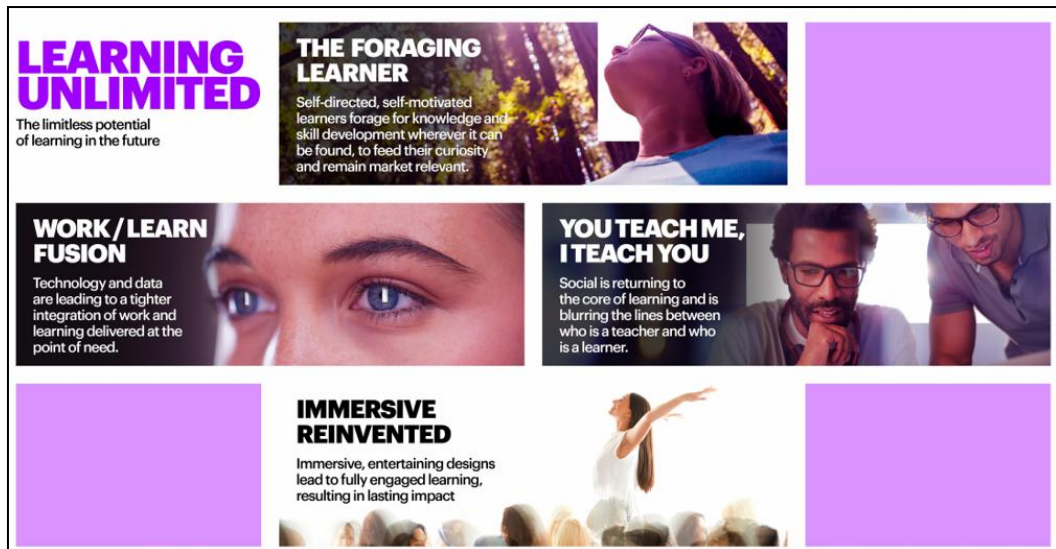


Figure 9: Durable Learning

The four trends of 'Durable Learning':

- For **Foraging Learners**, it's not just about removing barriers between self-motivated individuals and valuable learning but seeking out new partners to bring the best learning within their reach and giving these learners opportunities to build career "wealth" through the new currency of skills.
- Leaders can remove more limits on learning by fully embracing the democratisation of learning, and enabling a **You Teach Me, I Teach You** approach, characterized by social learning, whether it's reverse mentoring, peer-to-peer, apprenticeships, cross-functional development, or another path to learning without a formal instructor.
- To capitalise on the trend of **Immersive Reinvented**, support any learning centered around storytelling, whether it's through Extended Reality (XR), analogue games or other playful learning. These are other ways to remove limits we may previously have had around what we consider "learning."
- The most unlimited learning is when it happens in the flow of work. The truly visionary leader will harness the power of data and technology to revolutionize just-in-time learning through **Work/Learn Fusion**.

Another key aspect of talent development is **Leadership Development**. In a world of accelerating change, global challenges and shifting expectations; and organisations are struggling to adapt, evolve and get ahead. today is a unique moment for change, with the great resignation, Leaders need to rethink their relationship with people and society: 85% of employees disengaged at work, exacerbated by remote working - Leaders are out of touch.

Accenture's recent acquisition Cirrus specialise in Leadership Development - Changing behavior and developing the capabilities of leaders and teams to become more purposeful, connected, responsible and agile through insight, learning and experimentation. This is delivered through

- Leader development – experiential and blended development to shift capability and accelerate change, digitally enabled.
- Coaching – 1:1 and group coaching to enable leader mindset and behaviour change, career acceleration and in-role performance; and
- Team development – leadership team facilitation and experiential working to build trust and improve agility.

Better leaders create better culture, better business, better lives. Accenture works with an organisation's leadership to clarify your leadership and culture strategy. We assess and develop leaders. We activate culture. We focus on the whole person, bringing the very best innovative experiences to help our clients crack their knottiest challenges and leave their people and business [Net Better Off](#). We develop leaders at all levels to engage people in the practice of change, so leaders are the fuel not the friction.



Figure 10: The five factors of Cirrus connected leadership

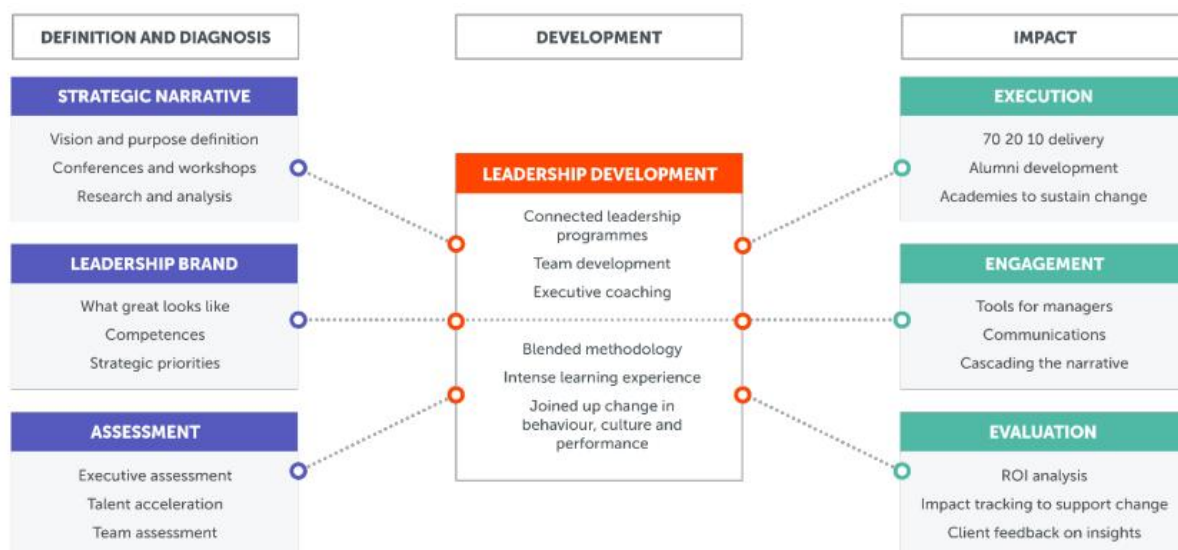


Figure 11: Connected Leadership

Below is a list of example activities that Accenture might include in an organisation's Leadership and Development programme:

- Design leadership development and coaching roadmap.
- Deploy leadership development interventions.
- Measure progress toward leadership development.
- Define coaching strategy & experience.
- Design, develop and curate coaching.

- Deliver and execute coaching.
- Deploy teaming strategy.
- Measure team effectiveness and progress.

1.5 Engaging Talent

Employee engagement is critical to an organisation's success in today's competitive workplace. Engaged employees have higher morale, productivity, innovation quotient and retention. According to research, higher engagement results in better citizen service and work quality, which leads to higher citizen satisfaction, profit margins and hence higher shareholder returns.

Creating growth opportunities for our people and an inclusive and diverse environment fosters collaboration, inspires social values, reassures people that they matter and creates engaged employees that promote the employer brand. The engagement value driver focuses on innovation and growth opportunities (dimensions) for our people in an inclusive and diverse environment that inspires collaboration, social values, and discretionary effort that drives business outcomes. Creating a sense of belonging and purpose for people to feel the connection to their colleagues and leaders, as well how they feel the work they do contributes to meaningful social causes (ESG) and the community.

Unlocking the human potential and inspiring people to innovate and generate sustainable growth for the organization. Highly engaged employees have a positive effect, high energy, and display discretionary effort to help the organization flourish. Inspiring people to be their best selves each day. Fostering an inclusive and diverse environment where people feel respected, supported, and valued, as well as creating space for collaboration across locations to generate creative and innovative solutions. Amplifying the human potential through learning and development opportunities, ongoing recognition and fair performance evaluation, career advancement and succession, knowledge exchange, as well as empowering people to grow and help others grow. Improvement in engagement drives increased business performance.

An example of Employee engagement initiatives that Accenture can support organisations with include:

- Coaching & mentoring programs that build culture of trust, empathy, and collaborative relationships across the organisation.
- Corporate social responsibility with new ways for internal / external partnering to bring positive impacts to people and the society.
- Diversity Equity Inclusion (DEI) networks, policies, and practices (e.g., gender, LGBTQ+, ethnicity).
- Performance achievement (vs. management) which takes a holistic approach in helping people develop with continuous feedback loop.

1.6 Retaining Talent

Reward and Recognition is the reinforcement of the behaviour you would like to see repeated and motivates employees to repeat desired actions. Reward and recognition Programs include monetary and non-monetary rewards and serve two primary purposes:

1. Enable the desired movements in talent (e.g., retention, career progression); and
2. Recognise and reinforce the demonstration of desired behaviours.

Accenture's approach to Reward and Recognition involves four key phases:

- Identifying the reward and recognition programme options
- Facilitating the selection of the reward and recognition programme

- Defining the selected reward and recognition programme and developing the implementation roadmap
- Socialising and validating the reward and recognition programme.

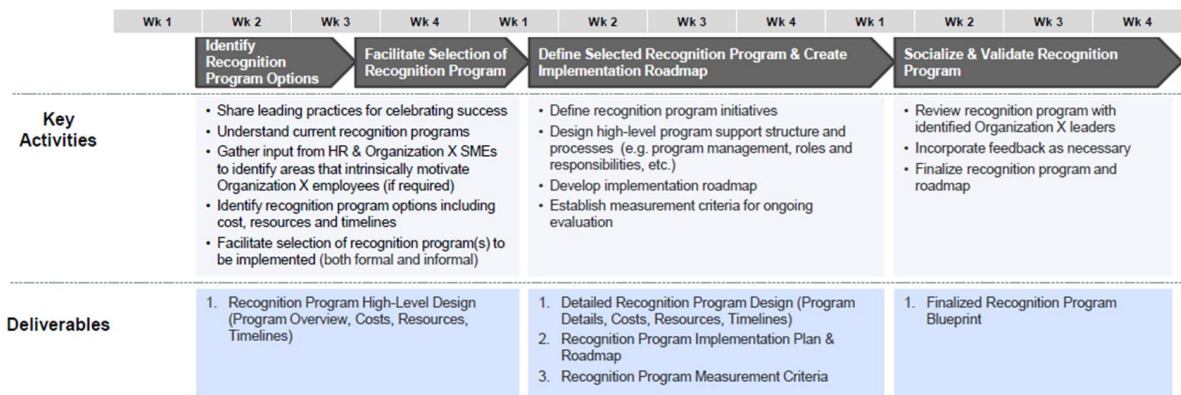


Figure 12: Accenture's approach to designing a Reward and Recognition Programme

Accenture's Reward and Recognition Programmes aim to target a manageable range of contemporary recognition formats with an emphasis on those that resonate most with the organizational culture and individuals being recognised:

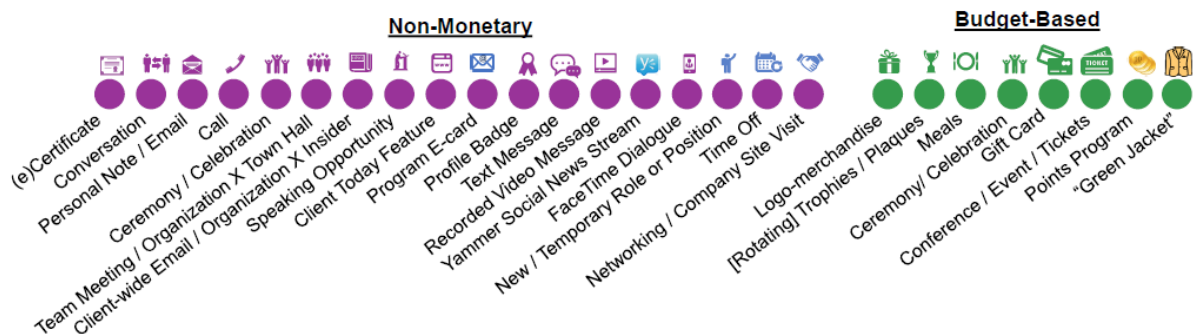


Figure 13: Example Recognition Formats

2.0 Approach

Method One Overview

Method One is Accenture's integrated shared methodology designed to unify and streamline the various approaches and methodologies previously used within the organization. It evolves and replaces all former Accenture methodologies into a single, cohesive framework, enabling practitioners to deliver their best work consistently. The framework is inspired by the versatility of Lego, allowing for the creation of transformative client solutions through interchangeable methods and deliverables.

Key Components of Method One

The Method One framework consists of five key components:

- **Method:** A set of high-level activities guiding the creation of logically related deliverables to achieve specific outcomes.
- **Deliverable:** The desired output produced by executing a specific set of tasks.
- **Standard Approach:** A predefined sequence of methods designed to address specific client challenges, including a roadmap, outcomes, technology options, and roles of client stakeholders.
- **Techniques:** Detailed guidance that supports the execution of deliverable steps, which are modular and adaptable across multiple deliverables.
- **Reference Standard:** Internal or external standards recommended by Accenture to create standard-focused deliverables.

Accessing Method One

Method One content is accessible through the Method One Library and the Method One Virtual Assistant, allowing practitioners to explore a comprehensive collection of methods, deliverables, and techniques tailored to their needs.

Development and Governance

All content within Method One has been developed by Accenture experts and is subject to a robust governance process to ensure it reflects the latest best practices and continuous improvement opportunities.

3.0 Benefits of our approach

Our approach brings several benefits when implementing a cloud-based talent management strategy

- Creates meaningful employee work and growth opportunities improving Employer Value Proposition.
- Supports a high-performance workplace, increasing productivity and customer centricity (NPS increase up to 90%).
- Contributes to continuous learning and better inclusion and diversity.
- Adds value to the Employee Value Proposition (EVP).
- Enables access to people analytics for better business decision making.
- Workforce planning informed by data and evidence.
- Increased focus on flexibility and work-life balance.
- Through data and analytics, delivers an inclusive recruitment candidate experience.
- Brings Accenture's deep knowledge of technology to clients' needs.
- Access to SME and partnerships to deliver quality client outcomes.
- The approach allows for implementation of cloud based technologies to support the end to end Talent Management lifecycle from initial assessment through o implementation of cloud technologies such as Oracle, SAP, Workday, ServiceNow, Salesforce, Microsoft, Cornerstone, Taleo, Oleo, Degreed, Kenexa, as well as AI and RPA solutions

4.0 Assets and Tools

Across the Talent Management lifecycle Accenture have a variety of assets and tools we can leverage:

Attracting Talent

Accenture's Employer Brand Loyalty App - AI Backed Machine Learning Based Analytical Solution for Assessing Brand Loyalty as a Measure of Employee Sentiment

Applied Intelligence (AI) gives you the power to assess employee loyalty to their organisation's brand from an outside-in perspective. It is a no-touch approach to get a true picture from an employee perspective. The strength of this perspective is the assessment approach; discovery of drivers from an employee perspective and, analysis period across the last 5 years (and not a point-in-time approach). It leverages employee reviews posted in social media, third-party surveys to gauge what an employee truly feels about the organisation. The Employer Brand Loyalty AIP based app can be customised to include the most relevant drivers for providing a detailed and accurate brand insights. It also has the capability to conduct a comparative analysis by studying competitors.

The EBL (Employee Brand Loyalty) App provides interactive graphs to show Brand Loyalty at the overall level, at an attribute level and conduct competitor analysis. Powerful textual analytics allows organisations to deep dive into each theme to identify the pain points for effective action planning:



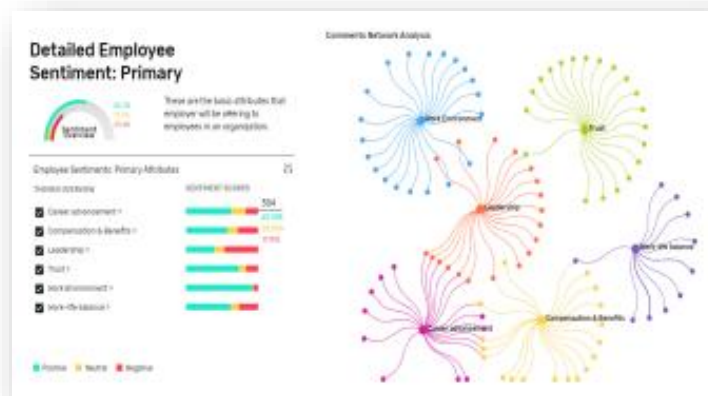
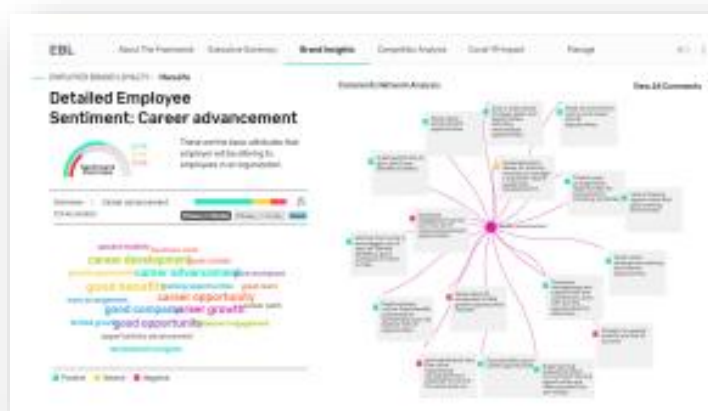


Figure 14: Example Outputs from Accenture's Employee Brand Loyalty tool

Identifying Talent

An AI-driven multi-modular approach to Succession Planning, designed to ensure development of a comprehensive solution that provides an orderly and full-proof plan:

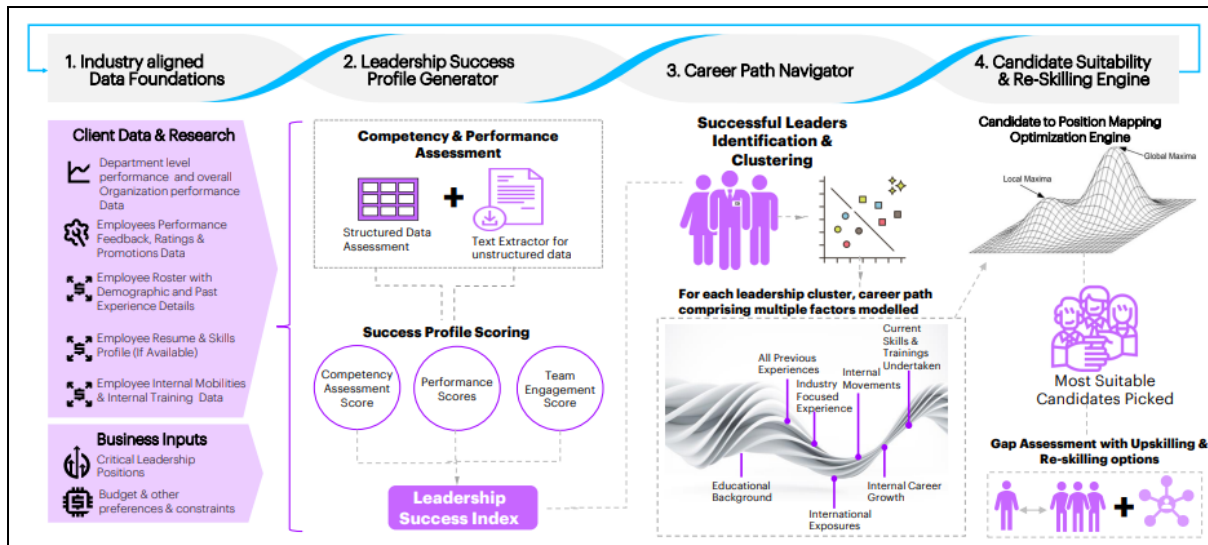


Figure 15: Accenture's AI-driven Succession Planning tool steps

Accenture has a variety of assets and tools that they can leverage when working to improve Performance Management:

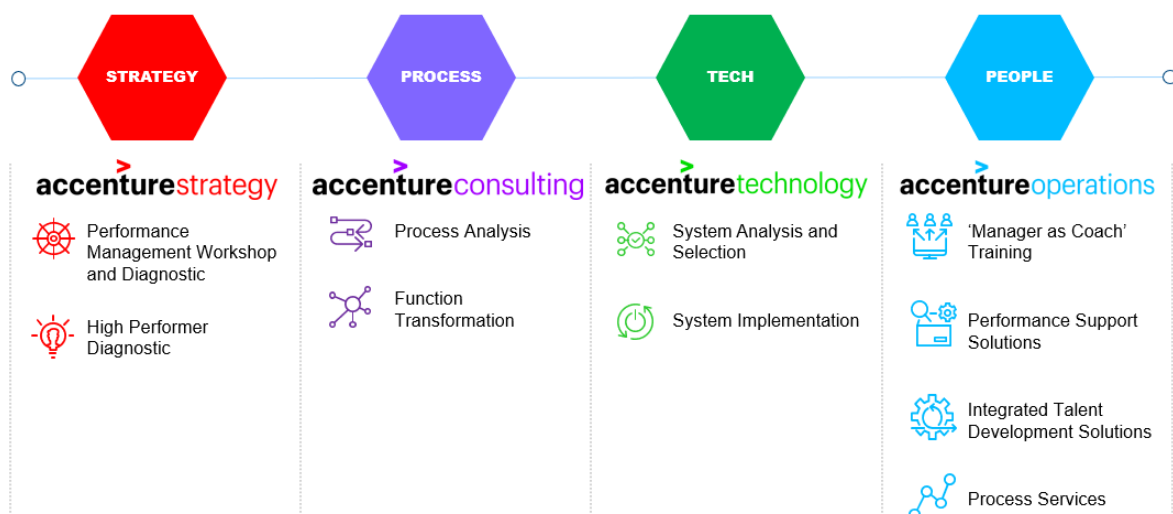


Figure 16: Accenture's Performance Management Assets and Tools

Developing Talent

To help shape and focus an organisation's learning strategy, we recommend starting with our learning capability maturity assessment. This assessment provides a framework to identify the maturity of the Talent Development practice in an organisation and identifies the maturity level that an organisation wants to be, which will depend on its overall business strategy and talent development budgets.

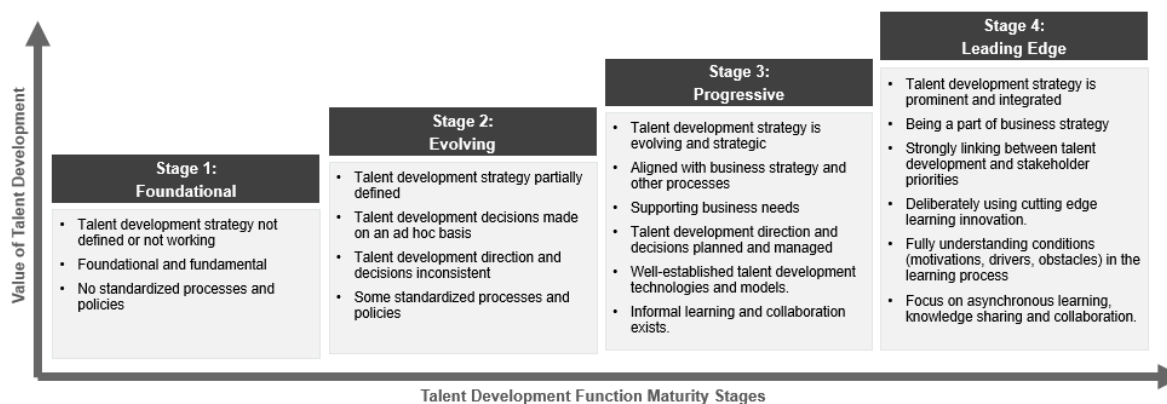


Figure 17: Accenture's Talent Development Maturity profile

An organisation may decide to stay in an Evolving or Progressive stage and not move towards Leading Edge stage, given its business priorities and operating environment. An organisation may also want to be Leading Edge in certain capabilities and continue to be Progressive/Evolving/Foundational in other capabilities.

Accenture has an ecosystem of technology and partners that they can leverage to support an organisation's new skilling agenda; here is an illustrative example (please note that this is not exhaustive):

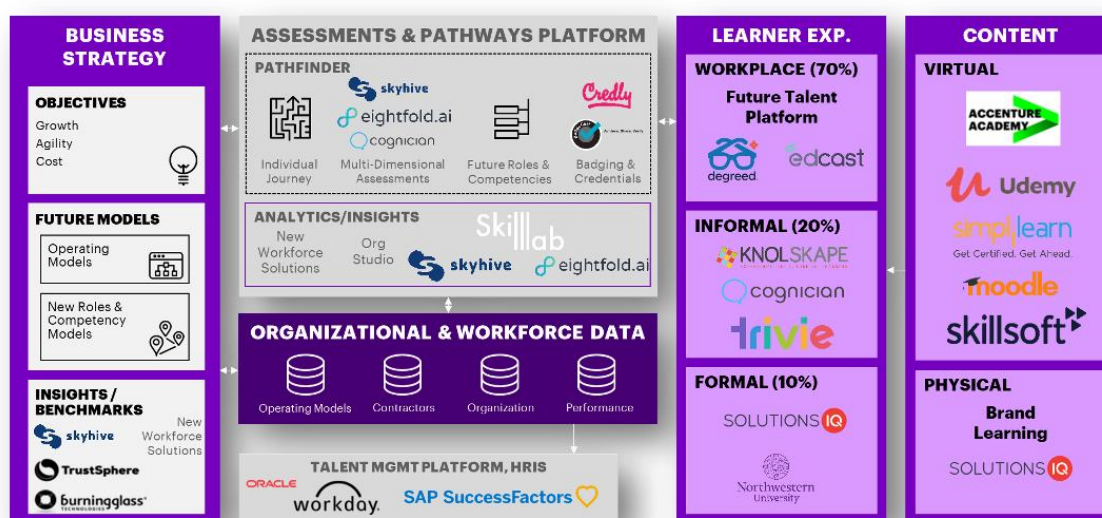


Figure 18: Accenture's Sample Talent Development architecture

For Leadership and Development, Accenture have a number of accelerators that can help deploy leadership development interventions, and measure progress toward leadership development:



Figure 19: Accenture's Leadership and Development Accelerators

Accenture have a number of accelerators that can help define coaching strategy and experience; Deliver and execute coaching; Design, develop, and curate coaching:



Figure 20: Accenture's Coaching Accelerators

Accenture have a number of accelerators that can help measure team effectiveness and progress; Deploy teaming strategy:



Figure 21: Accenture's Team Effectiveness Accelerators

Engaging Talent

Engagement Analytics helps an organisation identify the engagement drivers that improve employee engagement. It empowers HR to focus on the right drivers and develop action plans by focusing on those drivers, which have maximum impact but need least investment. Workforce engagement levels can be assessed using organisational data in several ways: High touch approach (survey based) and No touch approach (HRIS based and internal social media based). A combined approach can provide a holistic view of employee

engagement and collaboration. Sentiment and text analytics techniques are often leveraged to identify pain points thus highlighting opportunity areas for client intervention.

A holistic approach is used, to achieve the required outcome, using data from surveys, internal social media, and other applications for a holistic view of employee engagement and collaboration; and leveraging Natural Language Processing (NLP) and sentiment analytics techniques to identify potential areas of intervention. For example:

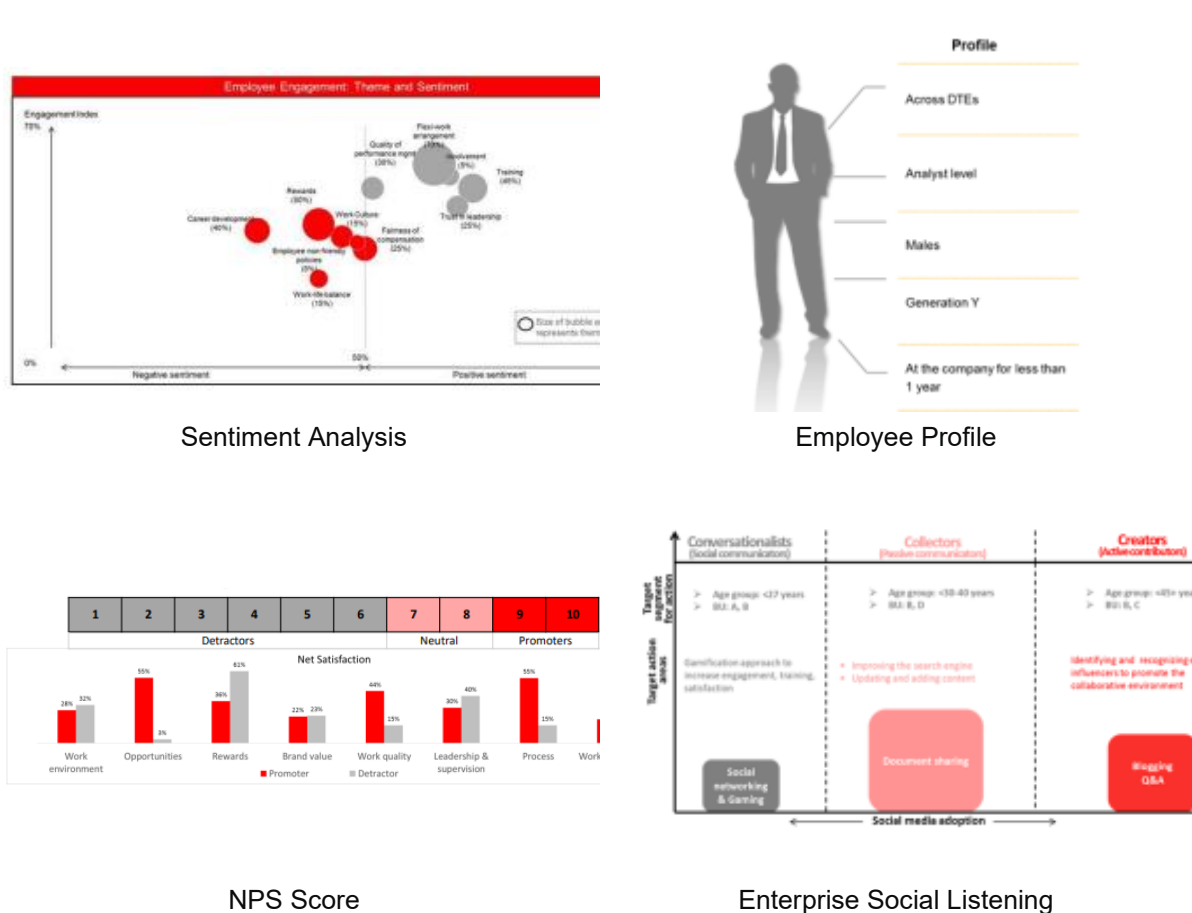


Figure 23: Accenture's Talent Engagement tools

Accenture also has an Employee Engagement Platform – the highly personalised and customisable Employee Engagement Platform provides employees with communication and support at every stage of their journey. The platform comes with a set of optional modules that can be tailored according to the organisation's specific needs and can be integrated with new and existing systems. Key use cases for the platform have includes: COVID-19 Employee Well-being Checker; Support through internal/employee Helpdesk; Training and Onboarding for remote working; Inter-department communication; Employee reward system; Knowledge content for self-service; and HR activities (job transfers, onboarding, process changes):

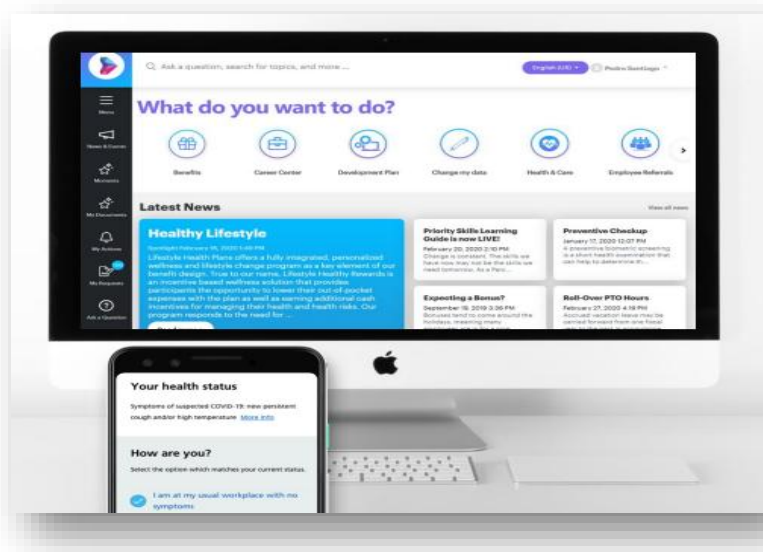


Figure 24: Accenture's Employee Engagement Platform

Retaining Talent

Reward and Recognition Design Technology Integration - The incorporation of technology and, over time, a platform-based recognition solution enables recognition to be accessible, fun, widespread, and sustainable:

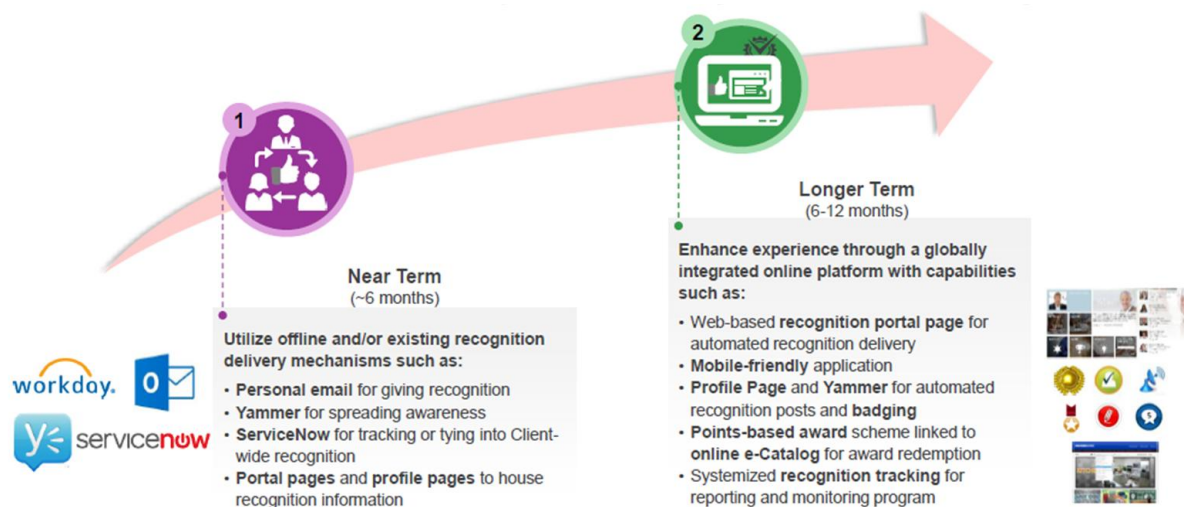


Figure 25: Accenture's platform-based recognition solution

5.0 Pricing

Please refer to the associated pricing document/ rate card relevant for this service.

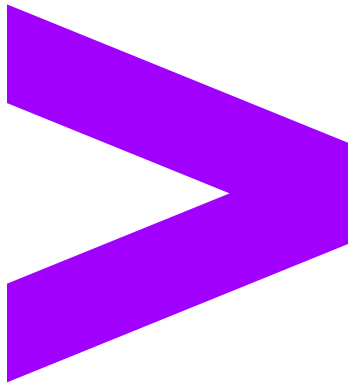
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7.0 About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organisations build their digital core, optimise 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 approximately 799,420 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 and leadership in cloud, data and AI 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 Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients reinvent 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



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