



G-Cloud 15 Service Definition

**Accenture People Analytics Cloud Advisory
Services**

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accenture

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1.0 Scope of our services

This document describes the Accenture People analytics cloud offering and should be read in conjunction with the associated G-Cloud 15 Services documentation.

The scope of our offering covers the delivery of both strategy through to implementation of cloud solutions in order to maximise People and HR strategies, approaches, operations and technologies.

Investing in data and analytics is important for HR to provide critical insights into people, talent and skills to build the future workforce who can operate in a cloud enabled organisation.

Below are the key drivers that accelerate the need to invest in People Analytics:

- **New Ways of Working** – The introduction of agile methods, digital technologies, cloud, new governance structures and collaboration tools as well as the newfound need to build trust via virtual interactions
- **Intelligent Tech** – The exploitation of RPA to automate low-value activity and implementation of next gen AI-driven practices including Agentic AI, balancing productivity with confidence in the human + machine formula
- **Optimal Talent Sourcing** – An upsurge in Talent strategies focused on increasing critical skills e.g. IOT, cloud, Security and Modern Engineering and optimal channels for recruiting
- **Digital Skills** – More workforces are becoming conversant in the fundamentals of a new digital language and tools such as AI, and are learning to thrive in completely different ways of interacting
- **New-skilling Agenda** - A focus on skill-based transformation programmes is increasingly being seen as the key to building competitive advantage, optimising the spend on talent and creating a more agile organisation
- **Work Re-Imagined** – Work is transforming with emerging organisational models, HR strategies, digital and cloud technologies and talent, thus reshaping jobs, skills required and how work gets done

The below diagram shows what an HR and Talent transformation journey typically looks like in the standardised AI/analytics maturity curve

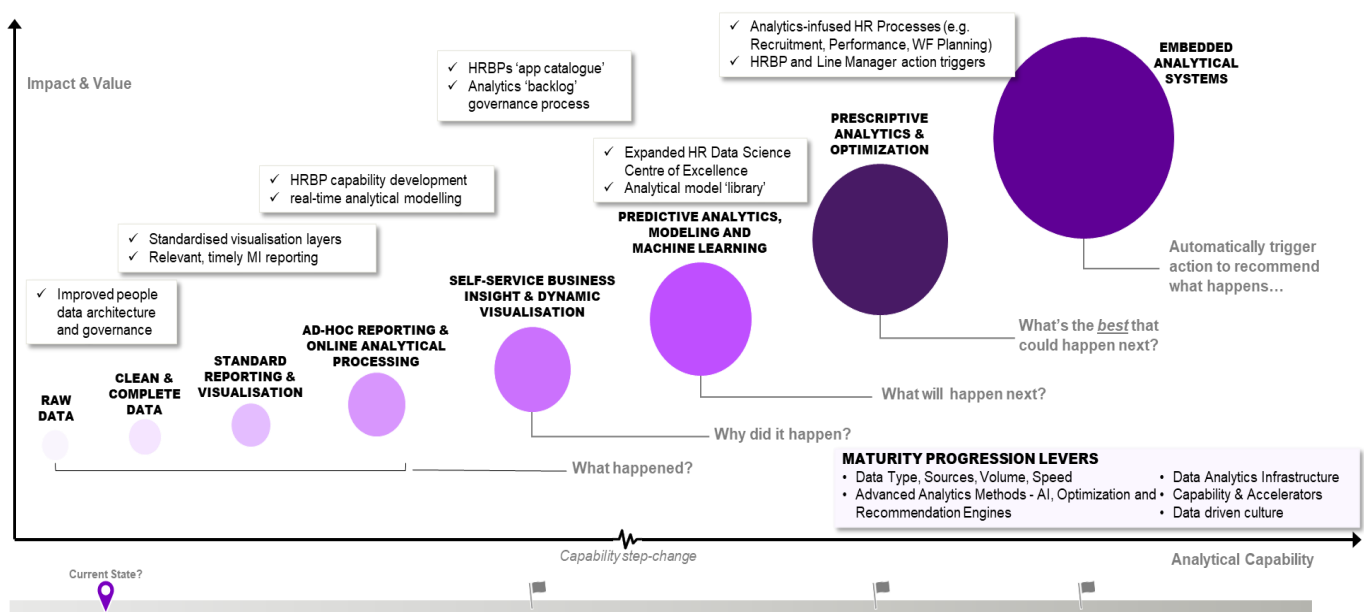


Figure 1: Accenture's AI and Analytics Capability Maturity Curve

Depending on where you are on the maturity curve, your data and AI needs might differ. Below we summarised the services Accenture offers based on the maturity level.

NASCENT ANALYTICS	BASIC DESCRIPTIVE ANALYTICS	TRANSFORMING HR ANALYTICS	ADVANCED ANALYTICS
▪ Art of the possible 1-day workshop ▪ Report rationalisation ▪ Transformation Prep ▪ Advanced HR Analytics-as-a-Service on our stack ▪ Exploratory data analysis and hypothesis validation	▪ HR Analytics CSA ▪ HR Analytics transformation ▪ HR Analytics trust: untangle the data, find the single source of truth	▪ Value stream to support the transformation ▪ Turbo-charge by targeting specific known use cases ▪ Temporary data science augmentation ▪ Op Model / Governance	▪ BPO ▪ AI/ML use cases ▪ Buy-build-borrow-bot future workforce ▪ Innovation opportunities

Figure 2: Accenture's Offer by Maturity Level

HR Analytics can help accelerate and improve work across the entire employee lifecycle, from joining the organisation through to leaving. With greater employee knowledge and managers being provided with data and insight and taking strategic decisions, you can anticipate and resolve your business problems to create a delightful employee experience and provide better business results. Equally, the ability to identify issues, based on evidence and data, means that decisions related to people and change will be founded on real-life information allowing meaningful insights and conclusions to be drawn. Cloud technologies (such as SAP, Oracle, Workday, ServiceNow) all provide data and analytic capabilities. Equally, we know there are many other tools (such as PowerBI, Tableau etc) as well as best of breed solutions for specific HR interventions (Cornerstone for learning, Taleo for recruitment, Kronos for rostering for example) which also provide data. We can help bring all of this cloud enabled data together to deliver meaningful information on which to base operational and strategic decisions. Figure three highlights the end-to-end scope of our support to People Analytics.

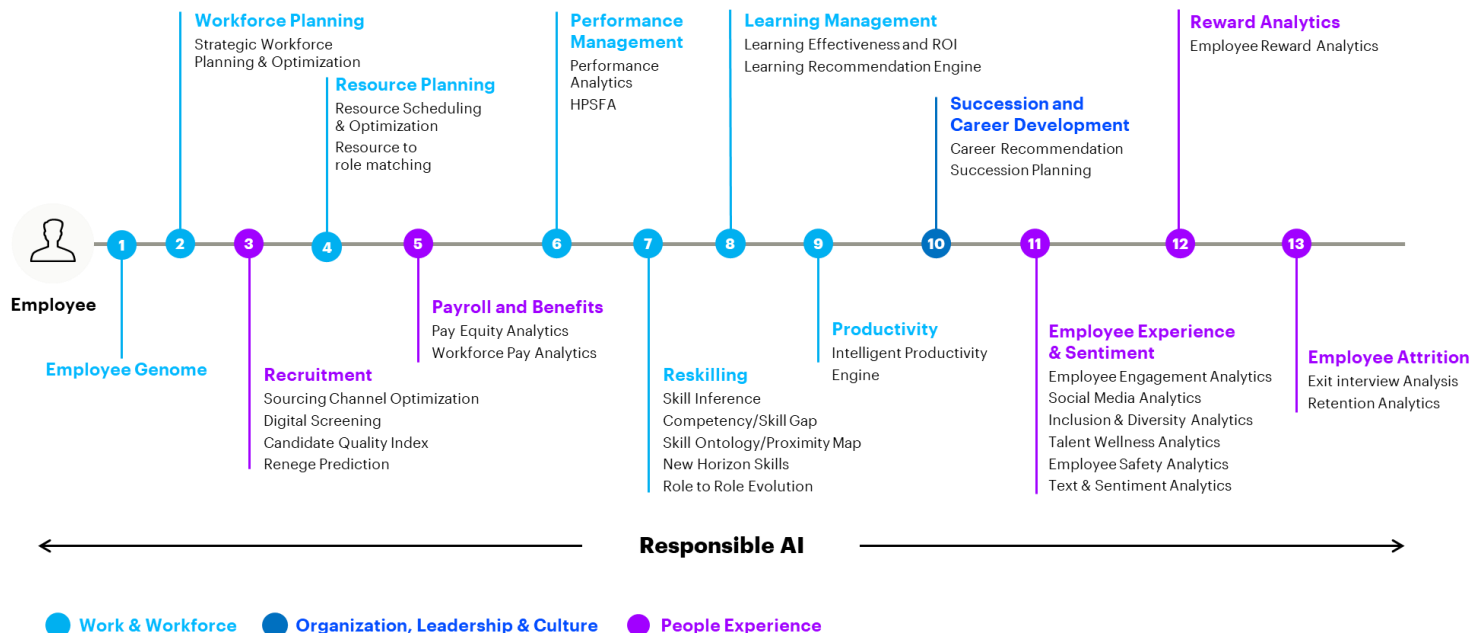


Figure 3: HR Analytics Across the employee lifecycle

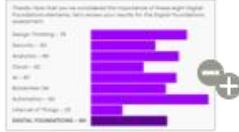
The AI and Analytics Capability maturity level will allow you to answer different questions depending on where you are on your journey. For example, if you are at the beginning of your cloud data analytics journey, you will be able to determine what the current workforce and skills landscape is. Once the function matures, you will be able to answer, with the power of analytics, more complex questions such as what the optimal talent strategy for the organization is (i.e. build, borrow, buy, bounce, bind or bot).

In terms of the scope of services, we recommend clients undertake a cloud digital data maturity assessment which helps identify the requirements to building an effective digital, data and analytics capability. From this a cloud Digital Dexterity assessment can be undertaken which helps understand the current position and highlights the gap with good practice by individual, team, function, department and organisation (as necessary) and what interventions can be put in place to help drive up improved HR and People analytic capabilities. Figure 4 shows this high level steps we undertake in assessing Digital Dexterity.

01 Assess Digital Dexterity
 Leader gets an introduction to the tool through a virtual coach. Employee answers the questions in the interactive tool.



02 Conduct Gap Analysis
 Skill gaps are identified at the individual, team and organizational levels, and a results page displays overall scores and breaks down the sections.



03 Define your Digital Transformation North Star
 Leadership holds a visioning session to determine target digital dexterity.



04 Action-plan for your Digital Transformation
 Next steps to achieve target Digital Dexterity to accomplish business goals are determined and shared.



05 Build up your Digital Dexterity (By Request)
 Provide your organization the resources to improve their digital dexterity through bite-sized digital trainings.



Figure 4: Accenture's digital data dexterity approach

2.0 Approach

Our approach on cloud-based HR and People analytics is multi-faceted, starting top down by understanding what the key human capital concerns are and what the appropriate interventions to mitigate the concerns might be. This is balanced with a bottom-up approach that considers, not only what should be done, but also what is feasible considering the data, technology and resources available.

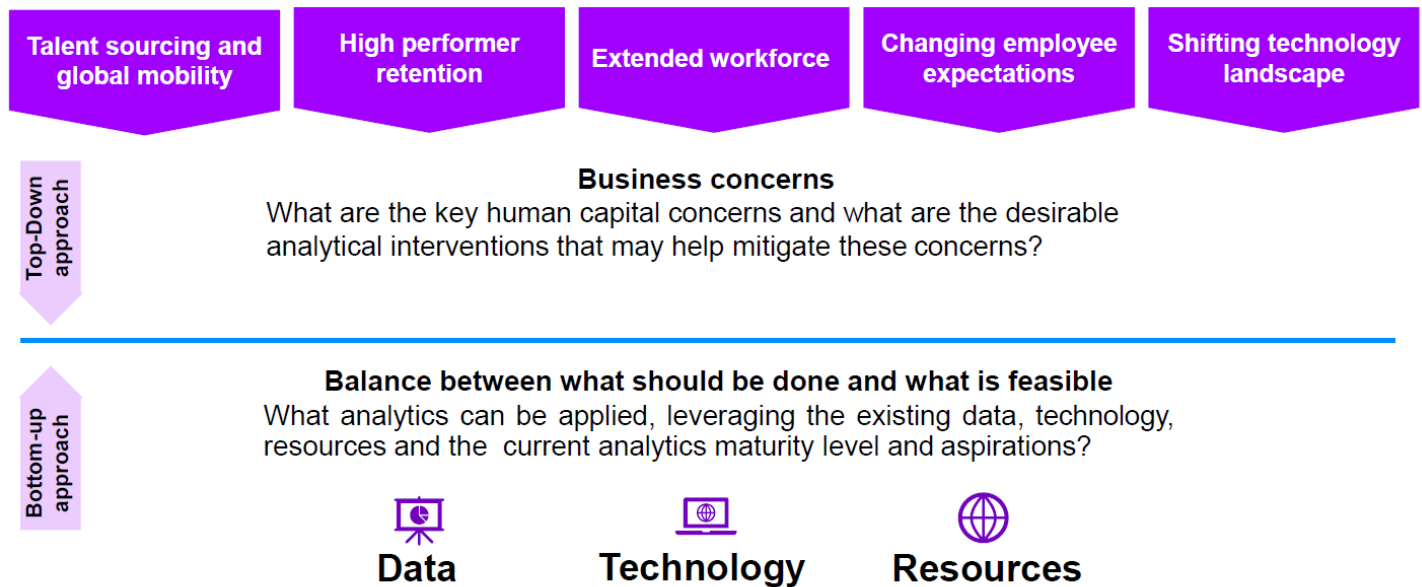


Figure 5: Accenture's viewpoint

When we first engage with a client to help build their HR Analytics capability, we would typically:

1. Start with assessing the client's current stage of maturity in terms of cloud Analytics and Human Capital Management. We have already discussed the digital data dexterity approach which helps understand where you are now and what needs to be fixed to move you to leading edge practices.
2. Set priorities and align analytics actions to organisational goals
3. Plan for the near and long-term future, and set milestones to track progress

In our experience, the analytics transformational journey occurs in three pivotal phases which are aligned around our Method One approach which brings together people, technology, organisation and process improvements to deliver value for an organisation. This methodology is suited to all types of transformation including cloud-based implementation and is completely configured based on client need so as to allow specific requirements to be met is shown in figure 6:

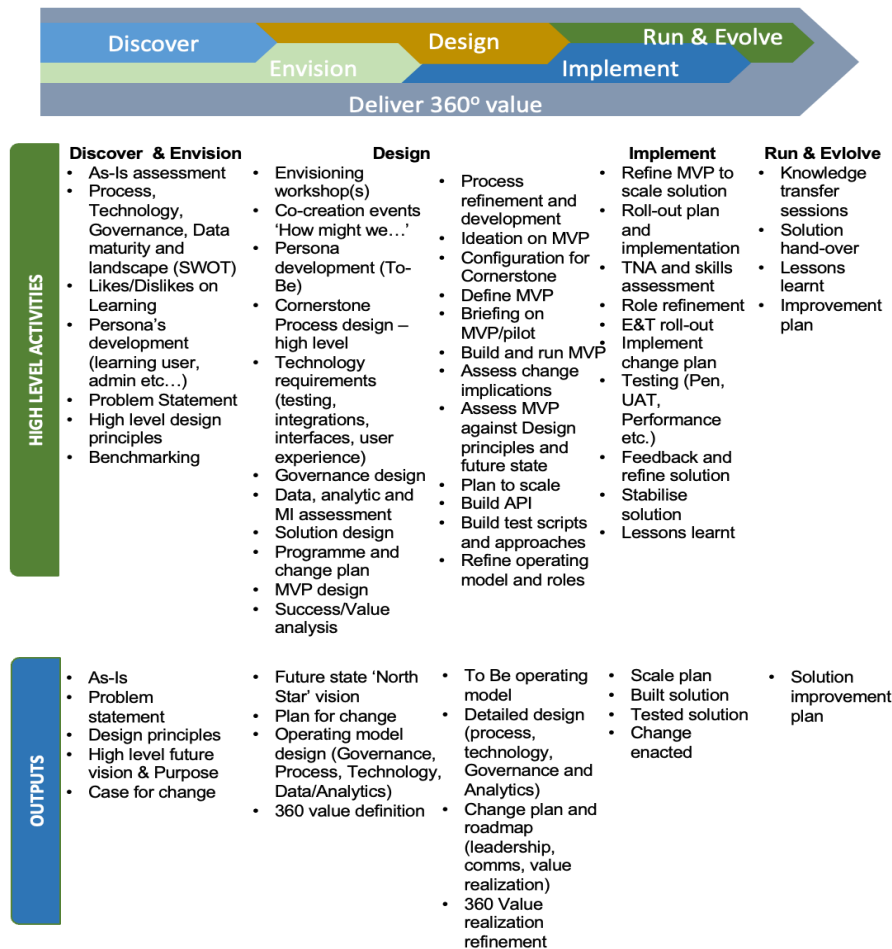


Figure 6: High level Method One approach

Discover and Envision

- Co-create the HR, People and Talent strategy and identify top priorities for data and MI.
- Assess current state and undertake a Digital Dexterity assessment.
- Perform the Analytics cloud maturity assessment and create a high-level vision and roadmap for the future.
- Create a proof of concept and business case for change, define a detailed change plan (covering culture, leadership, learning, development, communications and engagement).

Design and Implement

- Create a detailed roadmap for rollout of improve People and HR analytics across the organisation, utilising cloud and other technologies to provide the technology support.
- Create a governance model and prerequisites for successful HR and People analytic support (including operating model, roles, responsibilities, change journey and interventions, and cloud and other technology needed to support improved data and MI).
- Define, design and build an analytic cloud-based support infrastructure (this could be refining what exists, linking existing systems, defining common taxonomy for data and MI etc.)
- Roll-out, test and pilot and ultimately implement and monitor the impact of the data and MI being produced.

Run and Evolve

- Institutionalise the operating model, ways of working, and cloud technology.

- Embed the Analytics in HR strategy.
- Harvest the value of the analytics by making data-driven, educated decisions.

Transformational change is part of the delivery and ensures that the change become embedded into the organisation through modern change techniques such as digital engagement, visioning, leadership and culture support.

How can Accenture accelerate value and get us to the Future State?

Accenture has a suite of tools to help on your cloud analytics journey to manage and guide change (Transformational GPS), utilise AI to assess internal skills gaps (SkyHive), deliver targeted learning and reskilling to build talent (Pluralsight), utilise AI for market facing analysis and to target and recruit Top Talent (SkyHive), and apply tools to develop and describe a clear organizational structure and vision (OrgVue).

3.0 Benefits of our Approach

Building data maturity and scaling a business-wide employee data strategy will take time, but this approach will deliver new ways of working for your people, your organisation and your cloud-based technology strategy.

1. From spotty to strategic data collection

When workforce data collection is bound by the intent of your broader business goals, data is better utilised, and the insights generated are complete. Let's say the business goal is to improve employee retention. The standard data packages that Human Capital Management (HCM) systems offer can only provide so much. The business may want to cast a broader net to collect data from sites such as Glassdoor or Indeed, that offer more profound insight into employee sentiment and feedback.

2. From fragmented data silos to a single source of truth

A strategy that connects all data sources to one common cloud-based foundation, can paint a more holistic picture of a single employee and your entire talent organisation.

These linkages are critical. For example, when you marry data around employee productivity, engagement, and unplanned leave patterns, with organisational safety and alert trends in the construction industry, you may be able to see early indicators of employee burnout or non-ergonomic work environments in real-time. Armed with these complete insights, leaders can make more proactive, informed decisions about roles, rewards, safety, etc.

3. From unregulated to responsible data practices

Establishing a clear approach to data design enables organisations to operate responsibly and ethically with their employees' data. It will also help earn the trust of employees who have the assurance that their data is being used properly.

Consider diversity and inclusion initiatives. Organisations can use artificial intelligence to uncover hidden patterns and identify potential areas for biases. For instance, HR leaders might recognise a bias toward women after seeing patterns in lack of training or job opportunities compared to male counterparts. The ability to govern these processes responsibly and adequately, will help create an environment where all your people and your business can thrive.

Ultimately through our support and approach you will:

- Deliver more meaningful HR and people related strategies which will help improve customer satisfaction through more motivated and engaged employees.
- Be able to target HR and People related interventions to where they will make a difference as opposed to being based on anecdotal and 'gut-feel' instincts.
- Be able to drive up Employee Value Proposition for your organisation, ensuring you become a more attractive employer as decisions will be based on both new employees, existing employee and manager feedback as well as those who have left.
- Have, through the support of cloud-based technologies, access to a whole new set of data and MI which will help deliver improved outcomes for the organisation (whether related to

financial benefits, employee satisfaction, end user and customer support or more qualitative elements).

4.0 Pricing

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

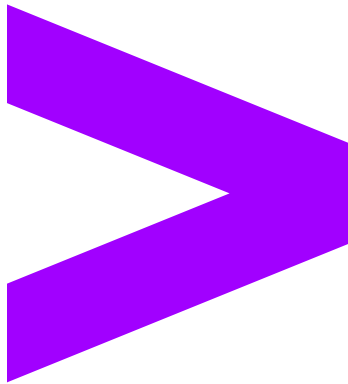
5.0 **Contacts**

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6.0 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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