



# ACCENTURE CEO JULIE SWEET ON ENTERPRISE TRANSFORMATION & TALENT

## VIDEO TRANSCRIPT

thanks Alan it's fun to be back with you Alan I had an opportunity to do this a few times in our uh over my career and Alan was one of the first people who when I was running uh Accenture and as the CEO of North America you know talked to me and and frankly helped me have a voice in the media which was very special back then so maybe before I answered that question I want to give you a little context so I think I have the absolute best job in the world now Anil May argue with me but and that's because I really am in the middle of so much change at Accenture and so just to make it tangible because some of you probably know we have over 700 000 people we cover 40 Industries we're in 50 countries but what does that really mean so if you're a customer of CVS and you wake up one morning and you get a personalized email about your covid booster Accenture is beyond Behind creating all the marketing services that allow that personalization when you go to CVS if you and I'm not asking for a show of hands buy a bag of Skittles on your way out all right we helped Mars digitize their manufacturing and make sure that you get the exact right number of Skittles which is more sustainable and more efficient so we're digitizing Manufacturing if you know anyone who's getting a student loan we help create studentaid.gov right and we close the books on over 70 public companies our trust and safety business such as every platform chances are if you're doing something with banking or Insurance we're serving that client and we serve

over 20 of the top 25 consumer goods companies and so I have the privilege of speaking to the CEOs and c-suites of really just an enormous number of companies which as you think about the last few years I mean I became the CEO Global CEO of Accenture six months before the pandemic was declared so that was an interesting story in and of itself but there's just been enormous change over the last now almost three years and if you go back to 2013 Accenture was the first company to say that every business would be a digital business and that really defined the next decade so we recently took a step back and said you know as a leader today you know how you know what do you need to do for the next decade right and uh you know back in 2013 it was about digital cloud and security what is it now post the pandemic and what I'm talking to CEOs literally every week about are the five what we see as the key forces of change foreign total Enterprise reinvention so we've shifted from having digital strategies to basically take the wheel of your company put every function on it and say every function will have to be transformed by technology data and Ai and we'll have to have new ways of working and engaging with employees customers Partners in our communities that is a shift that isn't about a digital strategy it's not about a piece of it it's about the entire Enterprise no questions asked and doing so in a compressed fashion we have some research coming out that says that 68 percent of companies today have at least



three transformation programs that's a huge shift than pre-pandemic the second is talent and I know we're going to talk about that the third is sustainability the fourth is operating on the metaverse Continuum so really moving between digital and virtual it isn't just hype and just to give you some sense of it we are onboarding a hundred thousand people this year in the largest probably Enterprise metaverse as part of onboarding and then the fifth is the ongoing technology Revolution and I'll just give you one little hint space so we have paid work it's small in space today and if you think it's crazy a decade ago our Cloud business was a billion dollars and people are like what's the cloud today it's 26 billion and so when I think about being retired in a decade and knowing you know what is Accenture doing right I think about the work we're doing today in space so there's so much excitement about like what's actually going to happen in technology whether it's space or medical biological and then just the core technologies that are driving businesses today well let me give you the Accenture example because it's always easy to talk about ourselves in terms of being open and Frank so when I became the CEO of September 1st 2019 we had just finished a transformation or about to finish a transformation of our business that started in 2013.

transform from less than 20 digital cloud and security to over 70 percent we had to look to the future we were a mess from an operating model perspective because what was you know sort of tiny and being nurtured was now our Core Business and so my First Act was to have to put in a new operating model in the old days we would have done that you know at least over a year uh it taken two years the last time and we did it in six months at that time we had 500 000 people uh and in the middle of our fiscal year so for all of you CFOs uh and finance people out there you'll know how much fun that conversation was like let's change our p l in the middle of the fiscal year we're going to change 200 of our top 300 leaders we're going to eliminate one entire part of our Matrix right and we're going to do all of this from design to

implementation in six months and so speed is a really key part and doing that requires you to say progress over Perfection and so when we announce that I literally told stories about the transformation we've done in 2014 and what we've gotten wrong and how no one could remember it but probably more even more important was how did we prepare people for that and so my very first quarter as CEO I said you know the most important thing people have to believe is that whatever our transformation is that it has value to our clients because that's what we do and it has to believe that our leadership understands what's happening with our clients also at the time because we were so matrixed we'd become very top-heavy we had a lot of senior leaders that weren't going to clients enough and I wanted to shift the culture to be super client and team focused now I could have introduced a lot of kpis and a lot of new objectives but I did something super simple my very first quarter in front of my Ben 7000 managing directors I put a simple scorecard up and I said this is how many clients I met this quarter and this is how many ecosystem Partners like workday because I knew that what was important for our clients was that we were very closely integrated with our ecosystem partners and it was important to our clients was that I was seeing enough of our clients to know where we needed to invest and what they needed and this would give me credibility with our people within nine months my teams on the ground were saying that all of our leaders were showing up at clients where they hadn't been before right and when we did our transformation you know our data-driven sort of how do people do it 95 of our people believed they were aligned even though it had been introduced and designed in only six months because there was so much credibility that as a leadership team we had that what we were doing was going to make it better for our people and for our clients foreign I think what's important is from a talent perspective there are three things that we as companies have to do to succeed we have to be able to access great talent and that means



having a broad diverse talent pool and so diversity is a very important part of our talent strategy and diversity is very broad so for example in North America 21 of our entry level hiring in the last 12 months are apprentices a totally different uh talent pool that we are accessing in the Titus labor market in history so access to talent and then being a talent Creator and so we spend ourselves about 900 million dollars a year investing in our talent but when we think about it from you know what's the big shift that's happening it is to skills and because you know for example in the last the first six months of the pandemic we were able to retrain 100 thousand people to shift to new demand and we did so because we have a database of all of the skills of our client-facing people we can run algorithms and identify who could be retrained and this is so important we believe not just to Accenture but this is the future of how people manage talent that actually we were on the bleeding edge of this and we created our own proprietary database because there wasn't anything and we have now partnered with workday to create the skills Cloud using our experience and now we have moved what was something we created you know four years ago to the workday skills Cloud where the second largest customer but this is something we incubated together because we believe that organizations have to focus on skills and it's also allows you in this time of change and transformation to fulfill your commitment to your employees because if you can't become a talent Creator and reskill and understand skills then your only choice is to go higher right and this allows you know this is really core to us it allows us to provide new opportunities for our own people which drives our transformation it's the right thing to do and then the last piece is being able to unlock the potential of your talent which means you need to understand your talent

so um well first of all it is a unique so um well first of all it is a unique partnership because we are both one of the largest customers and a leading partner and so you have this incubation lab so we use the workday listening for our people to constantly improve how we're using workday for our people and we feed that into directly to work day we do a lot of co-creation but for me the workday relationship is also very personal so when I became the CEO of North America in 2015 I had been the general counsel workday was a part an important partner of ours and we wanted to really double down and this was before we made the decision to do workday and so I made one of our biggest acquisition a company named day nine which was at the time the largest independent workday services company and I remember looking at Neil in the eye and saying like we are committed because they were actually a little worried they said day 9 so successful Accenture is so big and I said we are committed and as soon as we brought day 9A and I asked the team I said I need a half a day because I need to touch workday I need to fully understand it so that I can meet our commitments and I can make sure that we're making the right Investments and I remember people being shocked they're like what do you mean I'm like no I mean let's get in a room treat me like a client now this was before I would know that fast forward to 2019 when I became CEO we were about to you know go live that year with workday I had to put it off because we did that big transformation except I said I need the workday succession module because I'm changing 200 my top 300 leaders so it's really for me a very personal relationship I see work day you know helping Accenture and I've been involved now for a long time in in really understanding what it does for our Clients Foreign CEO one of the things I said



was we needed to you know  
Frankly Speaking we were on every list  
and yet I didn't feel like it was core to our  
strategy and I said I don't want  
to just be green because I can get on  
all the fortune lists and that I want it  
to be real in the core and so we made a  
couple of key changes so corporate  
citizenship used to be this separate  
report and I said we have to make  
corporate citizenship part of what we  
report on when we do earnings and so now  
12 months ago we started what we called  
360 degree value and we measure  
ourselves very clearly and you see it in  
every earnings not only with our  
financial results but we report on where  
are we with renewable energy where are  
we with diversity and we have clear  
measurements of success that are  
integrated into earnings and I speak to  
a lot of CEOs about this because it  
doesn't matter whether you're doing well  
or not what matters is people see it as  
the core like top 500 leaders have a  
single School card that includes the  
fundamental five which includes what  
we're doing with sustainability what  
we're doing with people including  
diversity and what we're doing in the  
communities that's the fundamental five  
so we're clearly measuring our people  
and then we if you haven't seen it go to  
our website the 360 degree value  
reporting experience where we report  
against the top six ESG Frameworks but  
even more importantly we make real what  
we are doing in this it's fantastic for  
recruits it brings it to life for our  
clients and we're embedding it in our  
work these are really simple things that  
don't require you to be already at the  
top because transparency creates trust and  
when people see that it is at the  
core of your strategy they want to come  
along for the journey and make it even better  
foreign so I'm a CEO  
who understands what creates value right

you cannot look at Accenture and our  
success since 2013 without understanding  
that when we made the commitment to  
double down in diversity to be 50 50  
gender by 2025 the goals we made around race  
and ethnicity the fact that we have  
lgbtqi  
benefits in every country in the world  
where we're legally allowed to that is  
completely intertwined with our success  
because we went from a company that used  
to say we're a fast follower to being  
innovation-led right sustainability  
matters to our employees from a  
recruiting it matters to our clients who  
have to meet the commitments it's part  
of the regulatory landscape and require its  
matters to Consumers that's not changing  
because of what politicians want to call woke  
this is good business

[Applause]

[Music]

I think there's a huge opportunity because all of  
us are spending a lot of money on technology  
we're spending a lot of time Transforming Our  
organizations we can transform them to be great  
businesses and to make a better impact in the  
world and you know there's a there's this plaque  
really ugly that sits in my mud room that my  
husband put on the wall and it says if your  
dreams don't scare you they're not big enough  
love it and I think right now is the time where we  
can dream big and I think about that from my  
personal perspective and the way that we run  
Accenture and I'm super optimistic that  
organizations around the world are dreaming big  
and as long as we continue to do that the world  
in five years is going to be a lot better for  
everyone than it is right now foreign.

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