Innovation activities are part of Accenture's genesis, and the Innovation Management System (IMS) embodies and formalizes long-standing innovation practices, supporting and documenting them.
Accenture

Accenture is a global company, the world's largest consulting firm, with more than 30 years of experience in the Portuguese market.

With 4 business networks - Strategy & Consulting, Interactive, Technology, and Operations - it covers everything from strategy to operations. All areas with a culture of innovation and transformation of our clients' business. Accenture doesn't just define a path, we walk it.

Also, with respect to the innovation process, Accenture is very mature and has developed a robust innovation architecture that represents a unique asset and illustrates Accenture's strong focus on Innovation, in all its phases, from research to delivery, which allows us to generate 360º value for all stakeholders.

In Portugal, the dedication of resources with relevant skills and experience is ensured, namely through the allocation of people to innovation-related themes and the setup of local initiatives, such as:

<table>
<thead>
<tr>
<th>Accenture Research</th>
<th>Accenture Ventures</th>
<th>Accenture Labs</th>
<th>Accenture Studios</th>
<th>Accenture Innovation Centers</th>
<th>Accenture Delivery Centers</th>
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<td>Discover new ideas &amp; set trends</td>
<td>Investments and open innovation</td>
<td>Research and development</td>
<td>Rapid and agile technology development</td>
<td>Design, scaling, and reuse of use cases and assets across business and industries</td>
<td>Scale innovation across the business</td>
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InSUIRE

Intelligent Insurance Operations – INSURE is a center of intelligent operations for insurance, located in Lisbon and dedicated to supporting our global clients, combining the deep experience of the industry with the best of technological innovation and an extended network of talent, reinforced by several Insurtechs.

It creates specialized, innovative, and relevant solutions, contributing to increasing the efficiency of processes and client satisfaction. Driven by artificial intelligence, analytics, and technology, we support our clients by advising them how to create better offers, grow their business, and optimize their investments.
In early 2020, Accenture Portugal launched the THE BAY. An innovation ecosystem with the participation of various partners – universities, Fintechs and Insurtechs, among others – to promote the introduction of new solutions and skills for banks and insurers in Europe to meet the needs of their end clients, capitalizing on new artificial intelligence and blockchain technologies.

The dynamic of the relationship between consumers is changing, and the demands for mobility, simplicity, and personalization are continually increasing. For these reasons, Accenture promotes this habitat to make available solutions incorporating startup products and seek to rethink and personalize the services to be offered to the end consumer.

The Portugal Advanced Technology Centers provide access to the most specialized talent and extensive knowledge of various industries, designed to apply state-of-the-art developing methodologies that assure the best in innovation, quality, and budget compromise for businesses. Since 2014, the center offers highly professional services to clients based in more than 30 different countries.

The centers build and scale intelligent operating models to drive sustainable growth for businesses from several sectors with speed, certainty, and security for their operations. With seamless integration between services, this center combines the high expertise of its professionals with bold digital technologies to create measurable value with impacting outcomes.

We are currently going through a health crisis that exposed the urgent need for business in general, and retail in particular, to address the issue of sustainability strategically. The formal constitution of the AI Store allowed an important market gap to be filled, offering proven capabilities and an ecosystem conducive to innovation and the transformation of the retail sector in the direction of adopting an increasingly sustainable paradigm.
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**Digital Transformation CoLab**
Digital Transformation CoLab is a collaborative laboratory for the industry X.0 COLAB DTx themes, of which Accenture is a part, alongside with other multinationals and higher education institutions. DTx works at the intersection of the physical, digital and cyber domains, to create the next generation of evolved cyber-physical systems, which can blur the boundary between the real and the virtual world.

**Smart Energy Lab (SEL)**
In 2019, we started a new adventure in the innovation area in a partnership with a utilities player. The Smart Energy Lab identifies and pursues new opportunities generated by the disruption of market standards that new players, new technologies, the transformation of mobility and the change in consumption patterns have brought.

**Nano Lab Lisbon**
Based in Lisbon, Accenture has an innovation unit, the Nano Lab Lisbon, focused on research and incubation of new concepts, through applied R + D projects, which have a significant short-term impact on its clients’ businesses.
Policy

Accenture Portugal’s Innovation Policy is committed to promoting Innovation activities as one of the competitive differentiating factors in the markets where it is present, since according to our innovation strategy and vision, it is a strategic issue for us, our clients and our stakeholders.

Organizational Commitment

- The leadership of Accenture Portugal is actively involved in defining the innovation strategy
- Resources (namely human resources) are allocated to ensure the efficiency of the management system
- A culture of innovation is promoted in Accenture Portugal at all organizational levels

Excellence in execution

- KPIs are defined for monitoring the system, to ensure its efficiency
- We use the PDCA methodology to ensure, through the cycle plan - do - check - act, the continuous improvement of the system
- We are judicious in choosing our teams and our partners

360⁰ value creation

- Stakeholders are constantly listened to, and we act to stay relevant and respond to their needs
- All innovation activities, including the investment plan, are aligned with Accenture’s Code of Ethics and Sustainability Strategy
- The ultimate goal of the Management System and innovation activities is not limited to financial return per se, but 360⁰ value creation across several dimensions

Our people

- We support the mental health and well-being of our people
- We promote the empowerment of our people for the challenges of innovation
- We provide the right training, tools, and resources for the best performance of our people

This policy is regularly reviewed according to system indicators and outputs, stakeholders listening, and technology and trends surveillance. It is documented and communicated to internal and external stakeholders according to the communication matrix of the IMS.

May 2021

José Gonçalves
President & Country Managing Director of Accenture Portugal