Dave Shaw
I think what's really important is what's actually in the hearts and minds of those people that have left that work? What do they want to do? So we have a lot to worry about, about where, when and why people want to work … and really put them in a position to do their best and most formidable work.

Chris Todd
And every single customer I talked to every single prospect I talked to, is struggling with that specific issue right there. I desperately worried about attraction, and recruitment and retention of their employees. And they know if they don't get that right over the next couple of years, you know, they could be in a difficult situation.

Dave Shaw
Right. It's going to require a ton more of agility. And that's actually why this ecosystem partnership with UKG really makes the most amount of sense. One, Accenture can help a lot with how we actually implement and drive some of these solutions. But what's really important is thinking about the use of the data that comes out of the tools that UKG has.
Just think real long and hard about the AI and the machine learning components that you actually have, we can actually harness that data actually put companies a position to optimize their workforce.

Chris Todd
You know, our solutions enable employers to schedule every single employee to make sure they’ve got the right shift in the right place at the right time. And, the efficiency story that we’ve both been talking about for decades, is still there. But it now needs to be delivered with a different lens right around being a great place to work for all.

Dave Shaw
So with UKG, we actually have the tools and the techniques. And with Accenture combined, we actually create offerings for our clients that really, really take their workforce management to a new spot.

What Accenture and UKG bring to one another
Chris Todd
Right. And so one of the areas where sort of I’m particularly excited is when I sort of think about what Accenture can sort of deliver to UKG.

We’re convinced sort of, humbly speaking, we have the best workforce management solutions in the world. It’s what we’ve been doing for 40 years, have an incredible global presence with the customers that we have and the solutions that we have.

But having the opportunity to partner with a firm like Accenture, with the resources that you have, the breadth and depth that you have sort of throughout the globe, I think it’s going to enable us at UKG, first and foremost, to serve our customers in a completely different way, but have an even bigger impact than we’ve had before.

Dave Shaw
For us at Accenture, I think it’s really important that we actually go to market with excellent ecosystem partners like UKG.

Yeah, and one of the most important things for us is to optimize basically, the operations for our clients. The fact that we can help our clients, maybe make a strategic move to the cloud. Yeah. And do that with with clarity around their workforce. That’s above all, one of the most important things for us in this partnership.

Dave Shaw
Secondarily, I think to your point about the data before we can harness that data to actually come up with offerings that allow us to actually expand the use of that, we’re going to create a ton more value for those clients that we have.

And then lastly, I think that again, there’s something about the human perspective that we’ve got here, if we can actually put all those humans that work for all of these great companies that our clients and your clients and put them in a position to do great work. That’d be awesome.

Organizations are going to become employers of choice by making their employees empowered, right.
And by giving them the tools that they need in order to feel empowered. And I think with that sort of employee first mentality, we’re going to be in good shape.

**Our purpose**

**Chris Todd**

One of the really exciting things about us is, is we’re really, really proud of our sort of internal brand and our purpose is people and how we think, at UKG, about how we treat our customers and how we treat ourselves. I know you’re sort of equally proud of that at Accenture. But I think that lines up nicely with where we’re trying to take the market with the solutions we’re working on together. (DS) Yeah.

**Dave Shaw**

And one of the most important things that came to my mind when you explained it, just we how do you go through that merger? Yeah, through an Ultimate and Kronos during a pandemic?

**Chris Todd**

I could lie to you and tell you it was easy. It wasn’t it was hard. It was hard. We took two organizations, and closed the transaction on April 1 2020. Right, so Wow, two weeks after we all got sent home.

But really speaks to the the incredible cultures that both organizations had, the unique UKG culture that we’re trying to build. In order to do that we we sort of really rallied behind this. Our purpose is people sort of brand mission, right and said, from day one, we’re going to take care of our customers, and we’re gonna take care of our employees.

**Dave Shaw**

At Accenture, I think that we also met the pandemic in an interesting way. What we had to do is go away from effectively working either in our offices or in our clients’ offices, to suddenly working all from home. So we pivoted, literally, within weeks, right to think about a different value proposition for our clients, as well as a different way for our employees to work every day. It’s quite a big effort.

And our purpose at Accenture is to deliver on the promise of technology and human ingenuity together. And when we do that, well, we sync up well with not just our purpose, but your purpose as well.

**When we go to market together**

**Dave Shaw**

What’s interesting about this, is that when we’ve actually done this well, when UKG and Accenture of go to market, I think the value that we can create, obviously, within our own firms is really, really important.

However, the value that we create for our clients is going to be actually crazy good. And here’s why. The the idea that we have this data and harnessed that data to actually allow better and more fruitful discussions and decisions by workers and leaders to schedule their workforce. We'll we'll get to that optimization component real fast. Yeah.
And I think that's when we're gonna see the most value from UKG and Accenture partnership is by innovating in the marketplace together.

**Chris Todd**
This will be wildly successful.

**Dave Shaw**
Totally agree.

**Chris Todd**
Thanks for coming today. Yeah, enjoyed having you here, Dave. Hope the trip to Lowell was worth it.

**Dave Shaw**
It is worth it.

**Chris Todd**
I look forward to your hosting me in Los Angeles.

**Dave Shaw**
That'd be great. Thank you.