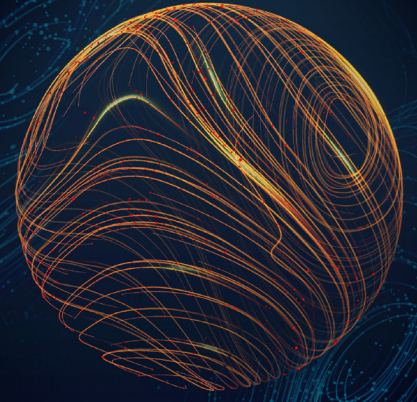


2021 Deloitte Global Shared Services and Outsourcing Survey



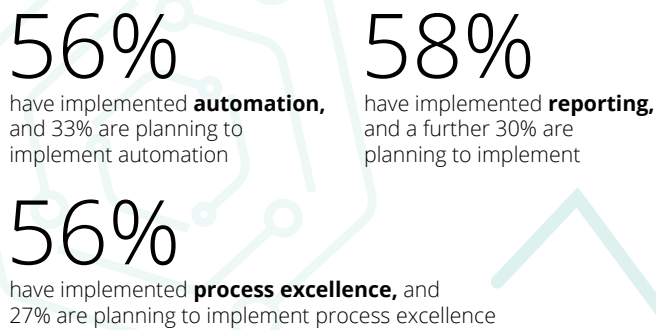
Top objectives of investing in GBS and SSC (and which have been achieved)



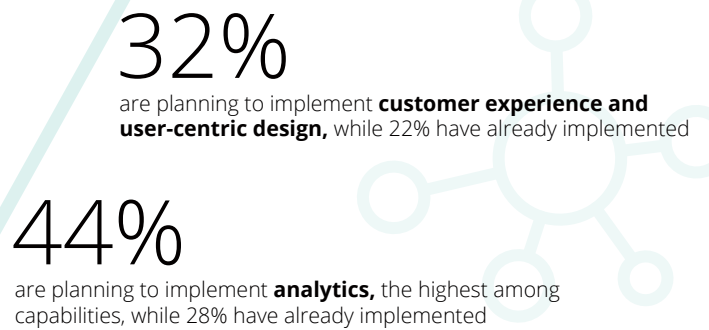
Adding capabilities to GBS organizations

A significant number of value-added capabilities are being incorporated:

Capabilities that organizations have implemented:



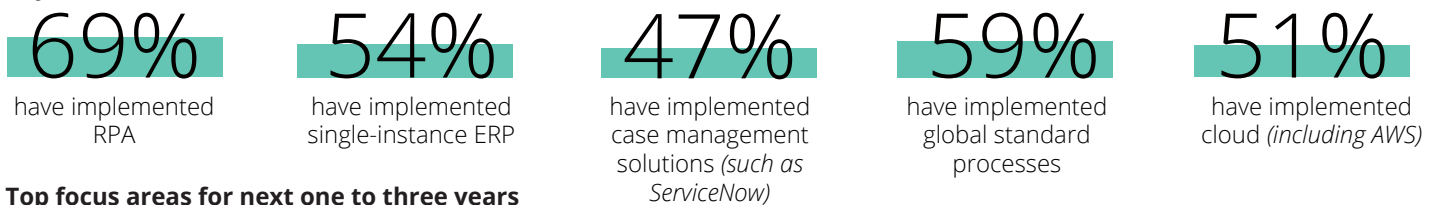
Capabilities that organizations are planning to implement:



Embracing a digital mindset

Digital adoption is a priority, with a focus on developing a culture of innovation and analytics over the next one to three years

Key enablers



Top focus areas for next one to three years

- 1 RPA
- 2 Global standard process
- 3 Single-instance ERP
- 4 Analytics reporting
- 5 Innovation culture
- 6 Self-service



Investing in talent and diversity

Culture and well-being are a top focus areas for employee experience and retention

- 1 **77%** strong culture development
- 2 **63%** well-being opportunities
- 3 **62%** continuous improvement and innovation

Bottom of the list, and down from 2019 survey

- 39%** Performance-based pay
- 35%** Financial support for cont. education

>80% of organizations have greater than one-third representation of women and minorities in their leadership groups