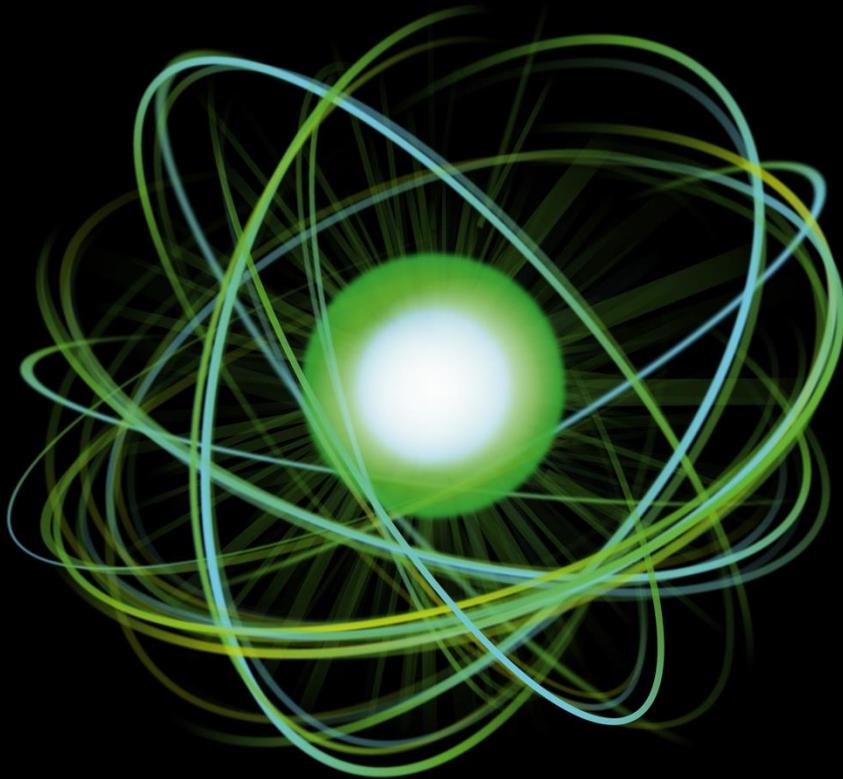


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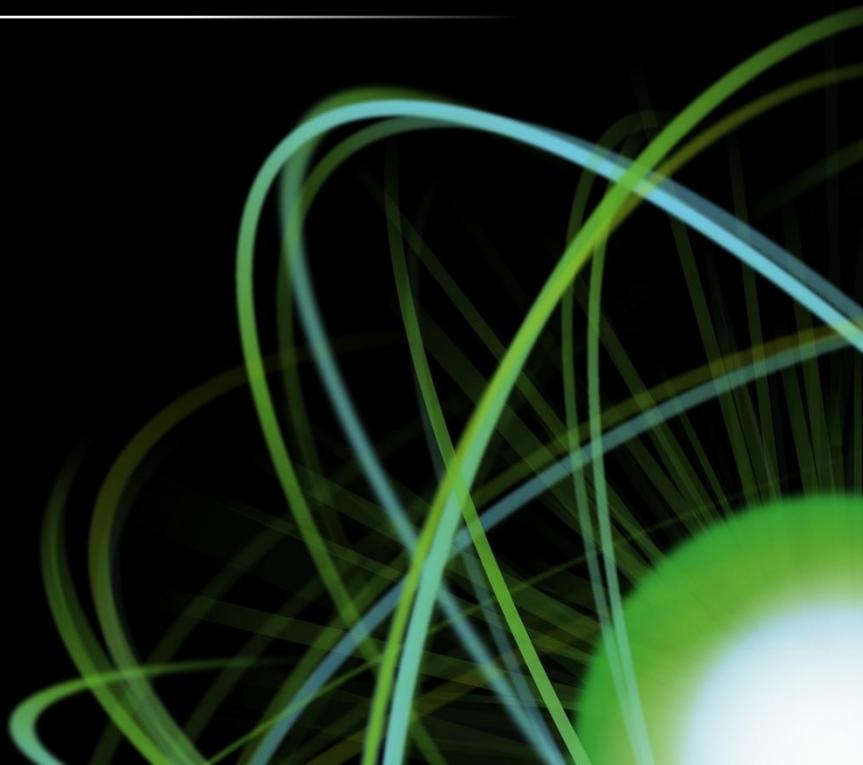


Reimagine the core
Moving with purpose
and confidence

Deloitte Shared Services Conference 2021
Post-Conference Insights Paper

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Candice Sieg

*Conference Chair – Partner, UK GBS
and BPO Advisory Lead*

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As Chair of the 2021 Conference, I was delighted by the outcome of our first fully hybrid event. We heard from a number of GBS Leaders across a multitude of sectors about how they are embracing the challenge that has been set out post the pandemic and how it has catapulted GBS into the spotlight. Organisations are asking us to do more, and we are rising to the challenge. This report provides deep insights into the conference highlights and how leading organisations are evolving their GBS models.

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2021 Deloitte Shared Services Conference Themes

The pandemic fundamentally restructured the global economy and the workforce that supports it. Shared services and GBS leaders will need to adapt to these changes and leverage the opportunities this paradigmatic shift has created.

Irrespective of the organisational maturity of our client's shared services, each will require a degree of stabilisation in the aftermath of the pandemic. We have seen dramatic changes compressed into months rather than years. Sustainable success will depend on securing the foundational bedrock these changes sit upon.

STABILISE THE CORE FUNDAMENTALS



Entrenched Resilience

Driving resilience in every facet of the organisation to ensure that business continuity in shared services is unwavering regardless of the challenge



Customer centricity

Prioritising customer experience through design thinking & moments that matter, establishing a seamless, intuitive on-demand service with tailored interactions



Integrated solutions

Advancing the technology landscape in the front, middle and back office to effectively unlock the value of the digital core, enabling creativity, agility and innovation

2021 Deloitte Shared Services Conference Themes

A generational shift in shared services is underfoot with an array of organisational and technological innovations driving momentum and reconfiguring the scope of shared services business. Filtering through these opportunities and helping to select the appropriate portfolio for our clients will fuel seismic growth and establish shared services at the very heart of the wider organisation.

MODERNISE FOR THE FUTURE



Boundaryless Workplace

Creating a seamless digital and physical environment for employees to work anytime, anywhere. Allowing flexibility in ways of working opens up the possibility of creating functionally agnostic shared services.



The Centre Office

Supporting enhanced enterprise integration and the breakdown of silos across functions, while creating value through offering capabilities-as-a-service will allow us to reimagine the GBS model and ambition



Sustainable Growth

Promoting sustainability throughout the organisation by improving environmental, physical and mental wellbeing. This can provide a competitive advantage in retaining and engaging top talent.

Entrenched resilience

Driving resilience in every facet of the organisation to ensure that business continuity in shared services is unwavering, regardless of the challenge

Entrenched resilience



“

In recent years, organisational resilience has developed from a desired attribute to an inherent priority necessary for sustained success. Notably, the pandemic has exposed the importance of:

”



Organisational agility



Data readiness



The capacity for in-time decision making.

Businesses caught off-guard by the totemic shift in ways of working precipitated by the virus were invariably those businesses that failed to invest appropriate funds, resources and time into proactive contingency measures.

Business Continuity Planning (BCP) was consistently raised in this year's Bottle the Brilliance Panel, especially for those organisations operating in critical industries and high-impacted geographies.

The move to remote or hybrid working and the unpredictable loss of critical resources to poor health or isolation raised the importance of clear communication through targeted channels, transparent leadership, and meticulous fail-over plans.

Keeping the lights on



For many businesses, Shared Services played a valuable role in keeping the lights on by supporting the wider enterprise with critical transaction processing and coordination services.

Ensuring vendors were paid on time and managing the back-end processes for sick-leave or furlough has elevated the Shared Services or GBS as an “unsung hero” over the last two years. Leaders have recognised that their shared service models can provide invaluable support across a range of capabilities and consolidation can enable quicker more agile responses to business needs.

Astellas on Resilience

In their breakout session, Astellas suggested that the organisational agility provided by globalised processes and standardised ways of working meant they were quicker to adapt. Additionally, centralising data sources in their centre gave them a corporate strategic asset that enhanced the speed and efficacy of their decision making.

Entrenched resilience

Becoming a resilient hub



In many instances, Shared Services leaders and their teams went beyond their typical remit to provide support to partners across the enterprise.

Vodafone VOIS on Resilience

Vodafone _VOIS demonstrated a culture of innovation in their shared services, having created an internal helpline to redirect colleagues suffering with the virus to oxygen and other medical supplies across India.

Access to enterprise-wide data and central coordination capabilities meant the _VOIS team could:



Make a tangible impact to the overall health and safety of their employee base; and



Articulate public information effectively through a single channel, reducing potential confusion caused by remote working.

Moreover, **the digital solutions** and wide range of technologies available to shared service organisations undoubtedly played a vital role in allowing businesses to flex during the crisis and recover at a remarkable rate.



Comprehensive BCPs are important but so too is the agility to think decisively in the moment and flexibly develop strategies that support and augment pre-existing fail-over plans. Empowering shared services employees is critical to achieve this, giving them the confidence to advance robust interim measures from conception to implementation.



Deloitte UK's CEO Richard Houston in conversation with Chief Economist Ian Stewart, highlighted the ability of businesses to scale up connectivity solutions to facilitate a shift in working models that would not have been feasible ten years ago.

They maintained that technology is a fundamental driver of economic productivity, and that developing and embracing digital solutions has helped strengthen organisations in an increasingly turbulent economic environment.

Digital transformation is a continuum rather than destination – the further we go, the better prepared we are to adapt and thrive in the face of change and uncertainty.



Customer centricity

Prioritising customer experience through design thinking and establishing moments that matter, creating a seamless, intuitive on-demand service with tailored interactions



Customer centricity

As a service provider, Shared Services and GBS organisations have realised that the quality of service they provide to their internal colleagues must be comparable to the service the organisation offers to their external customers. In fact, the end-service of their business is directly impacted by the speed, value and consistency of their internal processes. Shared Services and GBS leaders are looking to drive meaningful and tangible impact to their customers by placing their experience firmly at the centre.

Purpose-led partnering



Takeda Business Solutions on CX

In an environment of evolving business challenges, leaders are looking to pivot their organisation into “purpose-led solution partners” focussed on creating exceptional people experiences for both stakeholders and employees. For Takeda Business Solutions, that means prioritising the consistent and relentless drive for exceptional experiences.

In practical terms this has led to the delivery of integrated experience solutions with self-serve 24/7 support and digitized and mobile-supported processes, enabling their colleagues to focus on the patient. They have created a strong sense of empowerment and shared purpose as well as an inclusive environment for employees to thrive through:



In-house digital tools;



Employee recognition system; and



Integrated career opportunities

This approach has allowed them to accelerate their delivery and business impact, reducing service disruptions, employee attrition rates and financial reporting times.



Coca-Cola EuroPacific Partners on CX

For those organisations with hybrid models and outsourcing partners, providing this level of assured quality can be difficult and therefore focusing on customer experience becomes exceptionally important. Customers expect this to be seamless; interaction points between partners should not be visible.

For Coca-Cola EuroPacific Partners (CCEP), embedding true end-to-end processes with a “One-Team” mindset is the optimal solution. Whilst transactional work has been outsourced to a service provider, their consolidated service lines ensure end-to-end accountability and quality of service.

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CCEP focus on great people, great services, and great beverages whilst putting the customer at the core of their organisation.

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Customer centricity

Digitising the experience



Digital innovation is at the heart of customer experience with the proliferation of self-service systems and automation technologies driving augmented processes and freeing up time to focus on value-added activities. Organisations are increasingly aiming to build automation competency centres and drive operational excellence through process streamlining and AI implementations. Importantly, when procuring and implementing technologies, Shared Services leaders are now cognisant of the need to embed design thinking principles into the deployment.



Astellas on customer centricity

Astellas have used a persona-based approach to integrate customer experience into their S4 global template, optimising the process and delivering consistent, personalised and intuitive end-user experiences to each individual. In doing so, they have leveraged new technology to combine truly global processes with flexible bespoke customer experiences.

As customer expectation increases with the normalisation of new technologies into their daily lives, Shared Services and GBS leaders will have an uphill battle to maintain the pace of change and keep ahead of the curve. This should, however, not dissuade leaders from investing dedicated time and resources into the continuous improvement of their solutions and services. Keeping the customer central to operations is now unavoidable.



Integrated solutions

Advancing the technology landscape in the front, middle and back office to effectively unlock the value of the digital core, enabling creativity, agility and innovation

Integrated solutions



Business and technology are inextricably linked. The relationship can be a source of new competitive advantage, an enabler of alternative ways of working, a strategic disruptor to legacy processes and much more. As new technologies like **AI, robotics and digital workplace tools** proliferate, businesses are coming under mounting pressure to rethink not just their technology landscape but also their business strategy.

Evidently, this has had a tangible impact on the position of Shared Services and GBS organisations. Having demonstrated the cost-efficiencies of transactional processing, Shared Services and GBS leaders have begun to explore how they can optimise existing processes and expand their scope to include more value-added cross-functional capabilities with the use of new and innovative technologies. The strategically savvy implementation of technological enablers to bridge the gap between the front, middle and back office, has been a source of real value for leaders and has in some instances, enabled organisations to effectively unlock the value of their digital core.



Frictionless end-to-end services



LEGO Group on Integrated Solutions

LEGO Group's Business Services Organisation (BSO) has demonstrated the potential for success when investing in clear digital initiatives to drive value throughout the business. Their focus on enhanced integration through frictionless end-to-end service delivery is built upon innovative and automated solutions.

Having identified 13 key digital programs over the next three years, including System-to-System services, SaaS and process mining solutions; they have accelerated their decision making and delivery capability significantly. In today's world, speed is a critical competitive differentiator and invaluable to customer experience.

LEGO Group's speed is predicated on their automation technologies, providing them with the agility they need to supercharge their capability growth.

Committing to a long-term investment strategy that promotes the thorough exploration and tactical procurement of automation technologies, the BSO are aiming to provide truly touchless services driving cost reduction, process optimisation, and a higher quality integrated offering.



Integrated solutions

Cloud-based edge technologies



Simplifying the distributed and messy legacy technology landscape has been fundamental in ensuring end-to-end services traverse across the front, middle and back offices. For many organisations the implementation of enterprise resource planning (ERP) systems remain a priority to reduce technical debt and develop business-critical capabilities.

Cabinet Office

The **Cabinet Office** shared their story of procuring cloud-based ERP technology and taking advantage of emerging ERP capabilities. They have realized this procurement and integration is central to the effective delivery of streamlined services to more than half a million civil servants. For more digitally mature organisations, leaders are looking beyond core systems to edge technologies that can provide data-driven insights at pace from a highly distributed data ecosystem.



Process mining



A key technology discussed this year was **process mining** which transforms log and transactional data from both backend and frontend systems to identify strengths and vulnerabilities within processes. With a new view of process workarounds

For our clients, we have seen that while the technology has intrinsic value it is best deployed as part of a wider set of change and improvement capabilities. Critical success factors in its deployment are:



rework



throughput times



Cross-departmental alignment across the E2E workflow;



SLAs



Lags



Good-quality data; and



process adherence and performance



Clear target setting and leadership commitment.

Shared Services leaders have been better able to construct blueprints for high-performing business functions based on this data.



Technology continues to evolve the business environment providing countless opportunities for greater competitive advantage. It does however, create integration challenges, changes to ways of working, and when investment is poor can leave behind fragmented legacy systems. For Shared Services and GBS leaders, our recommendation is to think big, start small and act fast.

Boundaryless workplace

Creating a seamless digital and physical environment for employees to work anytime, anywhere. Allowing flexibility in ways of working opens up the possibility of creating functionally agnostic shared services.



Boundaryless workplace

Driven by accelerating connectivity, new talent models, and cognitive tools; the world of work is changing. The pandemic has acted as a catalyst, compressing the evolution of work models into months rather than years. A shift towards a hybrid model of working was underfoot in some organisations but the requirements of government-enforced lockdowns over the last two years has meant remote working has become a universal phenomenon.

For Shared Services who have traditionally been based in central physical structures in low-cost locations, this new reality has raised challenges and concerns around future models.



What happens to Shared Services when labour arbitrage is taken out of the equation?

How is productivity monitored and maintained without leadership visibility or close team contact?

How is morale and wellbeing prioritised from people's homes?

How might the customer experience change in response to evolving working models?

These questions are being raised across the business world but for Shared Services Leaders these are perhaps more salient given they run large teams that often provide 24/7 business-critical services to multiple regions.

Collaboration technologies



The role and importance of collaboration technologies has seen a surge during the COVID-19 pandemic. For remote workers, the ability to connect to team members, access internal sites protected by organisational firewalls, and perform their daily tasks without lagging network issues has been invaluable for business continuity.

Implementing these digital tools at pace and scale has been complicated but those organisations that have achieved this will have reduced the stress on their underlying operations during periods of imposed remote working.

The proliferation of these connectivity tools has empowered employees to work from anywhere at times that suit them. This is what we have defined as a boundaryless workplace - a seamless digital and physical environment that can flex to fluctuating hybrid models effortlessly.

This year's conference acted as a microcosm of this seismic change. It was a truly hybrid event with live sessions broadcasted to virtual delegates across the world. It demonstrated that with robust infrastructure, built-in resilience and fail-over solutions, connecting workforces from one region to the next is more than feasible.

Boundaryless workplace

Total workforce ecosystem



Deloitte UK Consulting Lead, Anne-Marie Malley, addressed this theme of the future of work and the shift towards an augmented 'total workforce ecosystem'.

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Leaders are thinking more expansively about how their future workforce is distributed and the need for communication, collaboration and cognitive skills to be digitally-enabled.

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Importantly, leaders need to be cognisant of the impact this change has on the employee experience. The workplace needs to be reimagined with physical spaces designed to support creative thinking and connection, underpinned by a digital infrastructure that promotes productivity.



Panel Discussion on the Future of HR

The panel discussion on the Future of HR corroborated this view with both **AstraZeneca** and **CCEP**, agreeing that the movement to an agile network infrastructure and the digital transformation of the employee experience are fundamental objectives for their businesses. Embracing multiple tools that work for different segments of the workforce will create a personalised experience that unlocks time to focus on critical customer-centric tasks rather than administrative activities.

Lessons from client experiences suggested bold leadership that promotes a culture of innovation and support must accompany this technology. Providing the tools to connect teams must also come with the structures and support networks in place to facilitate an environment that allows teams to flourish with purpose and wellbeing remaining as a key priority.



The Centre Office

Advancing the technology landscape in the front, middle and back office to effectively unlock the value of the digital core, enabling creativity, agility and innovation



The Centre Office

Through proven success and unwavering support to the wider enterprise, Shared Services have become trusted partners with a license to operate outside of their traditional remit. They have shown in their ability to innovate and offer more intelligent and automated services that businesses can safely transfer more critical activities to the centre. With the increasing pressures of disruptive market forces and new customer expectations, the evolving Shared Services organisation has become a more effective service delivery model to support the business through these new challenges. In response, the role of the back office in the service delivery model has been rapidly changing to facilitate enhanced enterprise integration and breakdown of silos across functions. Shared services and GBS are shifting their focus from back-office task execution to:

To do this, they are looking to leverage cross-functional data and talent and deliver end-to-end cross-functional capabilities-as-a-service like continuous improvement and reporting. They are effectively moving up the value chain, acquiring new activities outside of their traditional scope; like continuous improvement, marketing, research and development and project management.

Deloitte has coined this new service delivery model the "Centre Office".



Becoming a strategic asset to the broader enterprise ecosystem;



Generating proactive insights;



Furthering innovation and integration; and



Providing richer career paths.

Value-adding strategic services



This year, we heard from multiple organisations who have begun this strategic journey from back-office processor to a central hub for the delivery of value-added services. Philip Morris International (PMI) shared their story of how they have built true partnerships between their GBS and the wider business. Having previously been considered a transactional cost centre, the mature PMI GBS model has evolved into a value-adding entity that uniquely delivers efficient processes and business insights across functions.

With an increasing intellectual confidence borne from excellent service delivery and an expansive talent pool, their GBS is exceeding expectations, co-piloting the enterprise towards success as an equal partner rather than a service provider.

The Centre Office

Advancing the technology landscape in the front, middle and back office to effectively unlock the value of the digital core, enabling creativity, agility and innovation

Talent-retention mechanism



Similarly, the conference heard from **BASF**, the largest chemicals company in the world, as they transition to their best-in-class GBS model that defies the traditional industry parameters for shared services.

Owning over 70% of the company's administrative backbone, their expansive service scope includes, in addition to traditional functions; Consulting; Communication; Supply chain; and intellectual property.



BASF on the Centre Office

Their ambition is to eliminate functional silos by 2023 with 10,000 employees contributing to end-to-end always on services. Overcoming silos thus far has led to the empowerment of their workforce, creating cross-topic careers, skill upgrades and room for personal growth. The centre office can therefore act as a real talent retention mechanism for mature organisations.

Driving technical innovation



LEGO Group's Centre Office started in 2019 with support from Deloitte and they are currently undergoing an ambitious multi-year digitalization transformation. They have recognised that modernising their shared services with a hyper focus on the customer and business outcome delivery is a core building block of their Corporate strategy.

Rooted in foundational excellence and strong ambition, LEGO Group's BSO now performs as a strategic asset, driving technological innovation, supplying data-driven insights and accelerating delivery evolution through intelligent process optimisation.



Service delivery organisations that offer specialized capabilities-as-service, eliminate redundancies and drive efficient frictionless services across the enterprise; are becoming indispensable to the resilience and prosperity of the wider business. This next generation model is here to stay, and we see the Centre Office as a catalyst to propel the enterprise into a new future.

Sustainable growth



Sustainable Growth

We used the term “sustainable growth” during the conference to discuss the importance of focusing on the environment as well as the physical and mental wellbeing of the workforce to achieve long-term stability and success. Environmental, Social and Corporate Governance (ESG) has evolved from a strategy of choice to an operational necessity. Customers, employees, regulators and investors demand it and organisations have gone public with bold sustainability commitments and reporting. Companies now recognise that thinking in terms of environmental and social impact is thinking competitively. Sustainability is far broader however than pledges to net zero and carbon offsetting. Whether it is in corporate finance, technology integration, supply chain management or talent acquisition, sustainable growth is about integrating environmental and social risks into decision making and identifying opportunities to create a sustainable future.

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ESG has evolved from a strategy of choice to an operational necessity. Companies now recognise that thinking in terms of environmental and social impact is thinking competitively.

”

Committing to community



People are fundamental to the success of Shared Services. Digitalisation and automation is not aimed at replacing people but augmenting them, and leaders need to be aware of the impact changes to workforce models, the integration of digital tools, and the extension of services has on their people. If they do not, their businesses may grow rapidly but they will cease to be sustainable. Leadership need to instill a learning culture, removing barriers to innovation and collaboration so that their people can flourish. The relationship between the employer and employee has shifted and leaders should invest in an environment that supports people to work how, when, and where they want. Future workforce generations are determined to make a societal impact through their employment and they want their roles to be instilled with a sense of purpose. Organisations that can create tangible connections between their work and societal contribution beyond their balance sheet are well placed to ensure their people are empowered and satisfied.

As part of **LEGO Group BSO**’s strategic objectives, they have made clear commitments to their people, implementing a future hybrid working model where it is possible to work remotely in order to improve their work-life experience. In addition, their onus on creating a sense of community has meant they have invested in creating safe spaces for 1:1 “campfire” sessions between leadership and employees. All of this has led to a record high NPS score and a reduced attrition rate.

Sustainable growth

Promoting D&I



Leadership should also recognise that social concerns outside of work are equally important to their employees and embedding organisational Diversity and Inclusion agendas is vital in developing a socially responsible business. Gender and racial biases remain an ongoing concern amongst businesses. Diversity thrives in an inclusive culture and therefore Shared Services organisations should consider recruiting top talent from a globally diverse workforce, accommodating different styles of thinking, creating a more flexible work environment, installing governance and resourcing the effort appropriately, and leading from the top. Takeda Business Services highlighted this in their session. Guided by their corporate imperatives including People and Planet, they have created a unique employee proposition and an employee recognition system that underpins a commitment to an inclusive work environment.



ESG Responsibility



In addition, environmental sustainability has become an increasingly top priority concern for businesses. COP26 on the weekend prior to the conference, kickstarted the conversation and many Shared Services leaders were interested about the impact they could have on their organisation's broader sustainability targets. Contributing by becoming more environmentally-conscious is one option. Another is providing sustainability reporting capabilities as part of their service offering. This is a key avenue of service growth we expect to see in the near future.

Pre-Conference Lab



Pre-conference labs

1. AUTOMATION



Key contacts



James Condon
jcondon@deloitte.co.uk
 Senior Manager

Objective: To understand how organisations overcome barriers to scale; the importance of a vision for automation; and the array of methods to identify automation opportunities including process mining.

| | | | |
|--------------|---|--|---|
| KEY OUTCOMES | 84% have at least one automation running in a live environment | 52% of participants said there was a consensus on value capture | 25% of participants are using process mining |
|--------------|---|--|---|

Key contacts



Vishal Mehta
vishalmehta@deloitte.co.uk
 Senior Manager



2. CENTRE OFFICE

Objective: To share and market test the centre office concept; calling out the 3 dimensions in which GBS is evolving (i.e. Experience, E2E Service, Capabilities as a Service); and ways to realise the centre office.

| | | | |
|--------------|---------------------------------------|--|---|
| KEY OUTCOMES | 40% Client delegates in attendance | Efficiency & Cost Still described as a primary driver for GBS evolution | Executive Support Identified as a critical requirement for success |
|--------------|---------------------------------------|--|---|

3. EMPLOYEE EXPERIENCE



Key contacts



Richard Evans
richardevans@deloitte.co.uk
 Director

Objective: To look at how you can start to build on Employee Experience and the Moments that Matter in Shared Services and understand the impact on the future workforce and their experiences.

| | | | |
|--------------|--|---|---|
| KEY OUTCOMES | 42% Clients with a 'siloe customer and employee experience' | 47% Clients without a dedicated Employee Experience team | 23% Clients with a continuous listening strategy |
|--------------|--|---|---|

Key contacts



Ankit Goyal
ankitxgoyal@deloitte.co.uk
 Senior Manager



4. SERVICE MGMT. & CX

Objective: To explore market trends related to customer experience and performance analytics. Showcase the 'Art of the Possible' and use case technologies leveraged in Deloitte

| | | | |
|--------------|---|--|---|
| KEY OUTCOMES | Workflow tools Use as an end-to-end service workflow management tool | Financial Buy-in Focus on cost reduction as a primary driver for change | Data Quality Drive dynamic dashboarding with better data quality |
|--------------|---|--|---|

Conference Live Studio



Live studio

An inaugural feature of Deloitte Shared Services Conference 2021 was the Studio. Its primary purpose was to enhance the delegate experience, particularly for those who joined virtually, with its very own agenda during any downtime on the plenary stage. This was all live broadcasted to the eight screens surrounding the main stage, as well as the online platform. The Studio itself was positioned adjacent to the main stage, angled such that it captured the entirety of the venue in the background.

The Studio was anchored by host, Chris Samsa and was supported by three Studio Experts (Deloitte GBS partners Dorthe Keilberg, Punit Bhatia and Antonio Russo) who provided their insights and experience to facilitate conversations with main stage plenary speakers and the hybrid audience.

Supplementary Studio segments included vox-pop style interviews as well as spotlights on sessions in the Purpose & Wellbeing zone that featured two Deloitte Olympians and co-chairs of Deloitte's Black Action Plan.

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The Studio has been our way to bring the Deloitte conference to a wider audience across Europe and other geographies, share reflections and engage more personally with the speakers and participants. Chris, with his high energy and professionalism, has been a fabulous studio host.

”

- Antonio Russo, SSC21 Steer Co



Deloitte Women in Shared Services Network

Service delivery organisations that offer specialised capabilities-as-service, eliminate redundancies and drive efficient frictionless services across the enterprise; are becoming indispensable to the resilience and prosperity of the wider business.

This next generation model is here to stay, and we see the Centre Office as a catalyst to propel the enterprise into a new future.



Deloitte Millennial Panel

Deloitte's GBS stars of the future reflected on how the pandemic has impacted their ways of working and commended what can now be achieved through remote and hybrid working. A clear frontrunner for choosing a career in GBS was the diversity of people, project and processes it has to offer. When asked what the future of GBS holds, the panelists responded with CX and Sustainability as organisations move up the maturity curve.



Purpose & Wellbeing Zone



Purpose & Wellbeing Zone

Deep Dive into Deloitte's Black Action Plan



Richard Odufisan and Josh Graham are co-chairs of Deloitte's Black Network. They presented an insightful session on how Deloitte developed and launched their Black Action Plan, highlighting some of their progress to date. They talked about their lessons learnt and what delegates should focus on when implementing a similar initiative.

Sustainability and the Road to Net Zero



Siobhan Gardiner, a director in Deloitte's ESG practice presented an engaging session on the 'Futures we Want' project. She described what net zero looks like going forward. She discussed different net zero agendas in four global regions and highlighted how businesses, technology and society can collaborate to achieve net zero goals. Following COP-26, this was a hot topic.

Nutrition for Energy, Concentration & Wellbeing



Caroline Farrell, a registered nutritionist, conducted a virtual, live session for our attendees. She discussed her top tips for maintaining energy, concentration and wellbeing throughout the busy working day through nutrition. She provided a PDF recipe book to accompany her session which included practical examples of how to implement her tips.



Resilience & Change: Olympic Athletes to the Corporate World

Melanie McCann and Katherine Copeland are both Olympians and now Deloitte consultants. They highlighted some of the challenges they faced when changing from athletic careers to working in the corporate world as well as reflecting on how their purpose has changed. They offered insight on what wellbeing means for them and how they implement positive habits in their lives.



The Science of Happiness: Fostering Healthier & Happier Teams

Christopher Samsa (along with being the studio co-host) is a positive psychologist. Christopher discussed the science behind happier and growth mindsets as well as offering the delegates some practical takeaways they can implement themselves and with their teams.



SSC21 Awards

As part of our 2021 Shared Services Conference, we were delighted to have the addition of the inaugural Shared Services Awards to celebrate and recognise leaders and organisations within the industry. After a challenging year, the introduction of the Shared Service Awards felt like the perfect way to celebrate the phenomenal achievements of both individuals and teams with recognition from peers.

Four awards were introduced, including the **Shared Services Innovation Award, Shared Services Customer Centricity Award, Outstanding Female Leader in Shared Services Award, and the Lifetime Contribution to Shared Services Award**. We have been overwhelmed by the response to the introduction of the awards and had an extraordinary number of high calibre entries from across the world. We would like to recognise, celebrate, and thank everyone that took the time to carefully consider the questions and submit their entries for the awards.



SHARED SERVICES INNOVATION AWARD



SHARED SERVICES CUSTOMER CENTRICITY AWARD



OUTSTANDING FEMALE IN SHARED SERVICES AWARD



NHS Wales Cymru



LEGO Group BSO



Agnieszka Pocztownska

Head of SBO Krakow,
Royal Dutch Shell



LIFETIME CONTRIBUTION TO SHARED SERVICES AWARD



Peter Moller was the founder of the Shared Service Conference and dedicated his career to the world of Shared Services. A true pioneer and friend to many in the industry, we thank him for his commitment and insights over the years.

Peter Moller

Looking Ahead



Candice Sieg

*Conference Chair - Partner, UK GBS
and BPO Advisory Lead*

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We hope that you have enjoyed our insights report and a big thank you to our authors for capturing the essence of the conference perfectly.

We look forward to welcoming you to the 2022 event which promises to bring you even more thought-provoking insights. We have an excellent speaker line-up and the GBS awards will once again provide a platform to recognise those that have made an impact in our industry. See you there!

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