



Human-centricity: Attracting and developing Talent to GBS

Chloe Domergue & Mohit Bhatia, April 4th, 2024

Introduction



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Setting the Stage

GBS Retention and Attraction challenges

01

“What is causing the low engagement, productivity, and/or retention that’s impacting our bottom line... and how do we fix it?”

02

“In a competitive talent market, how can we define a value proposition that resonates with the workforce we need... and deliver on it?”

03

““How do we create intuitive, seamless, and personalized digital experiences for our GBS workers?”

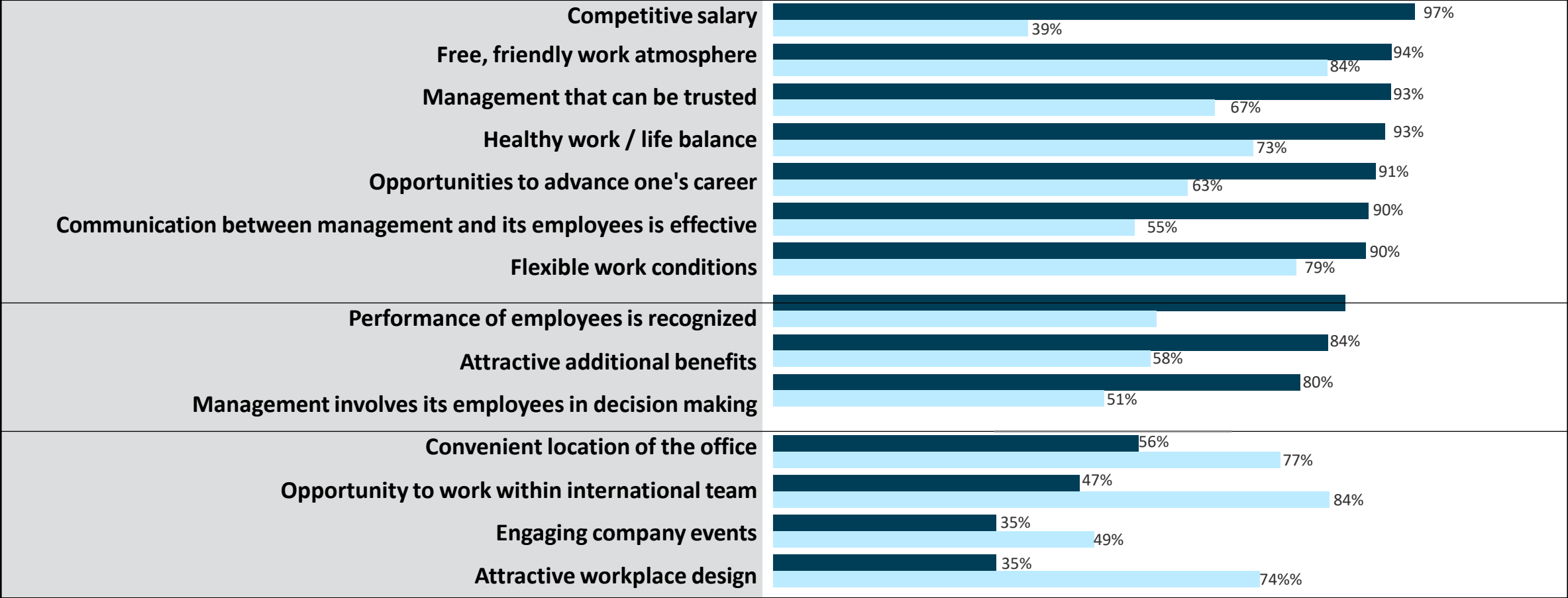
04

“How might we define and measure progress on our experience ambition, and more proactively sense and respond to worker needs?”

How can we contrast these challenges with the rapid rise of AI application in the GBS world?

Spotlight: Lithuania GBS Employee Survey

Comparison of criteria importance and the extent to which they are met by employers



■ Importance of criteria to employees ■ The employees' evaluation of how well criteria is delivered

Driving Employees to GBS, what matters?

Contrast – Global Labor Dynamics

How AI Will Create More Jobs Than It Takes: A Comprehensive Outlook

'Jobs may disappear': Nearly 40% of global employment could be disrupted by AI

Generative AI: Steam Engine of the Fourth Industrial Revolution?

Future of Jobs Report 2023: Up to a Quarter of Jobs Expected to Change in Next Five Years

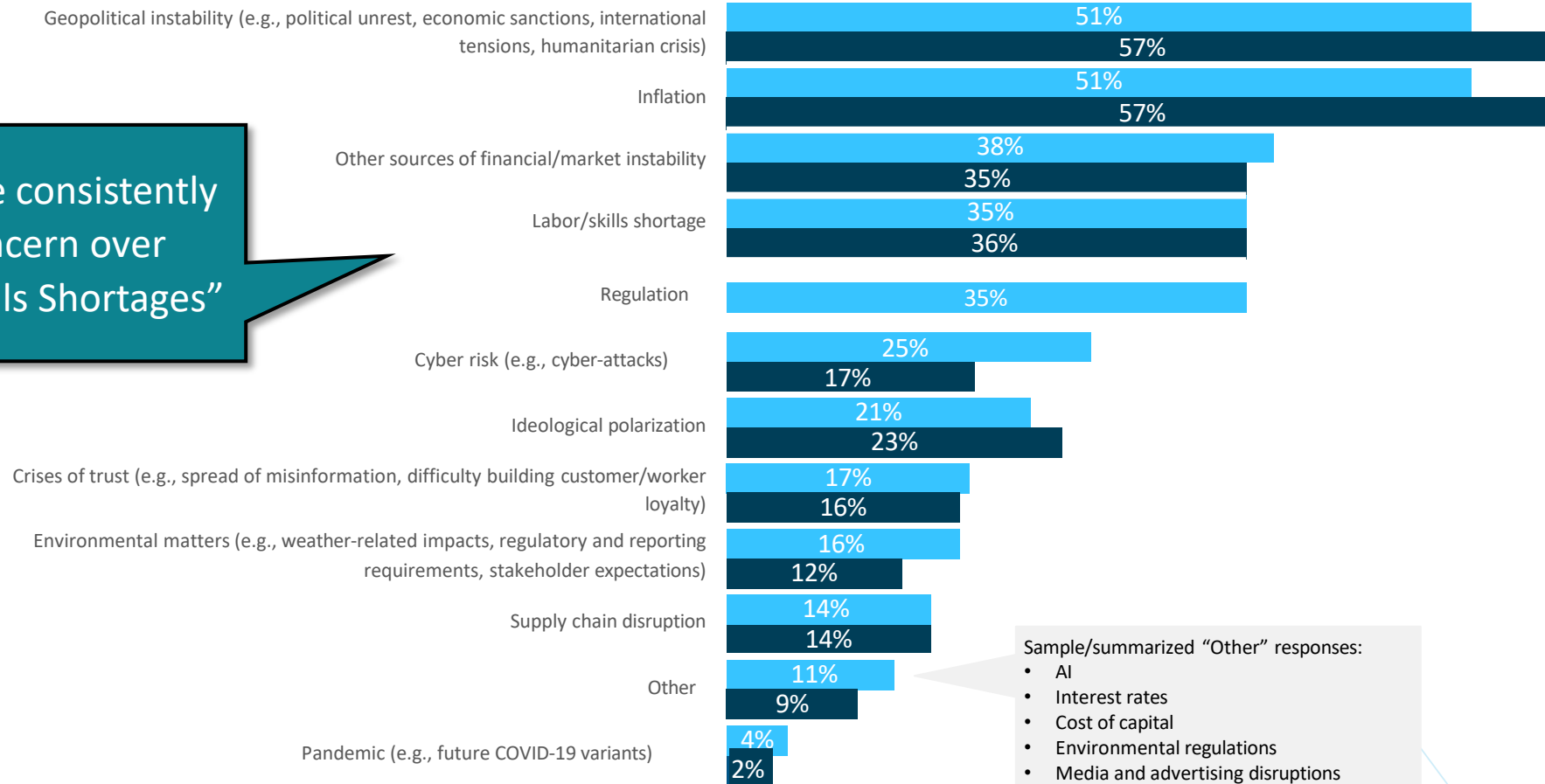
AI could replace equivalent of 300 million jobs - report

The challenges ahead of us

We asked over 100 CEOs as part of the Fortune/Deloitte CEO survey **what external issues they expect to influence or disrupt their business strategy within the next twelve months¹**

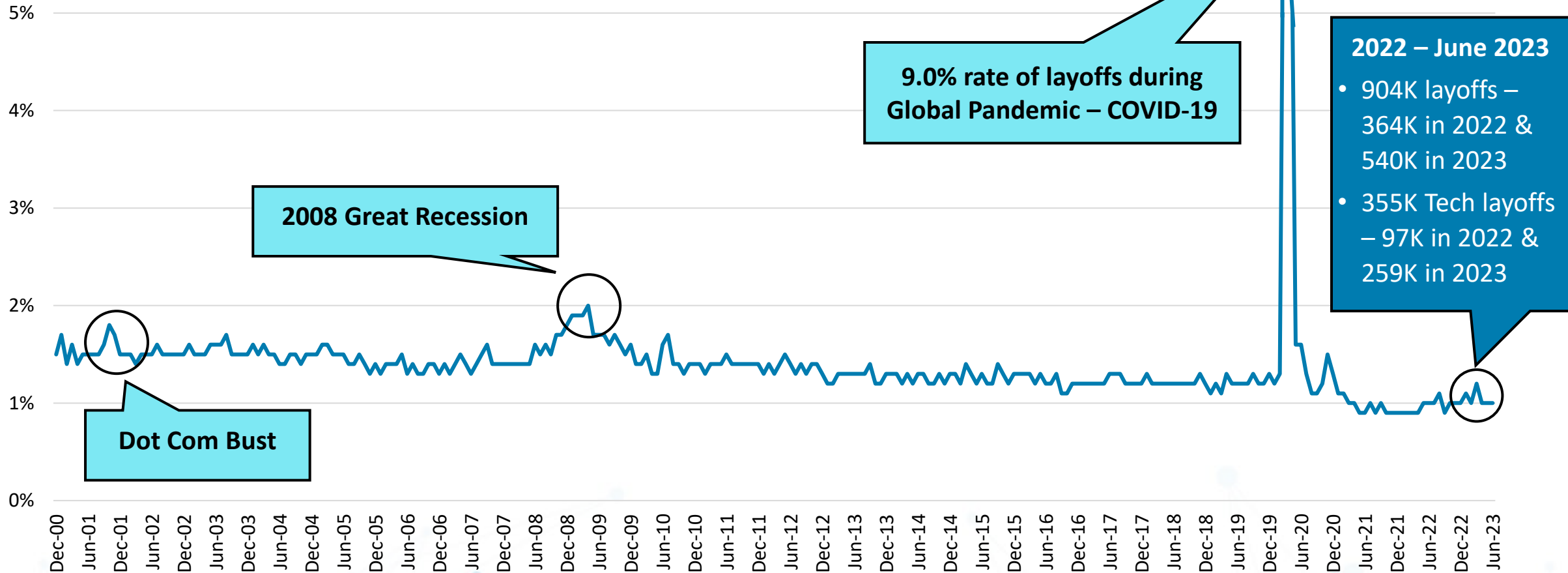
Leaders have consistently reported concern over “Labor & Skills Shortages”

■ October 2023 ■ June 2023



- Sample/summarized “Other” responses:
- AI
 - Interest rates
 - Cost of capital
 - Environmental regulations
 - Media and advertising disruptions

We've seen variability in layoffs and discharges over the past two decades...

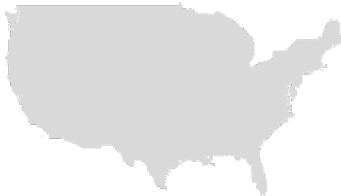


Workers globally are taking advantage of a hot labor market

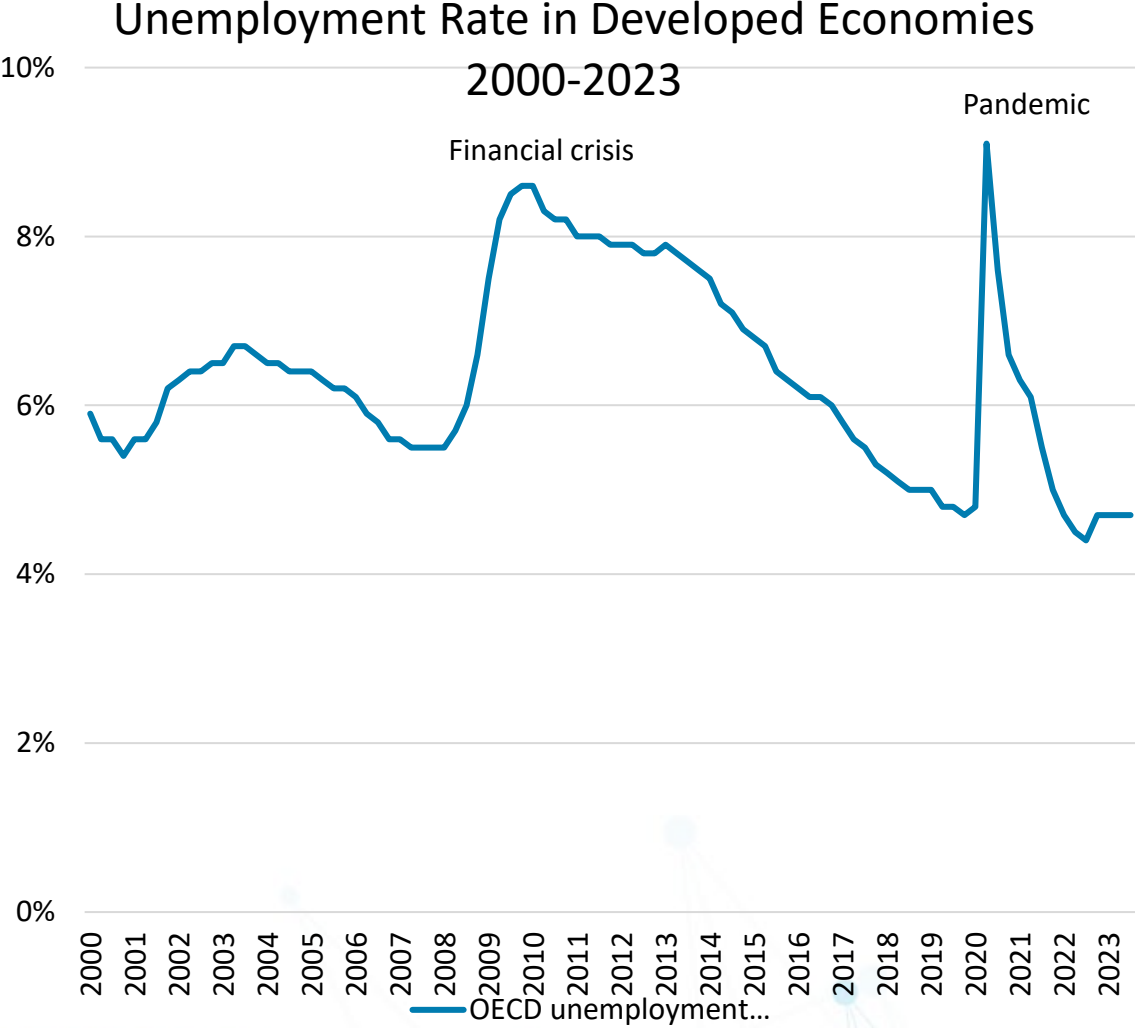


Job postings in India are at a **record high number with over 33% growth** above pre-pandemic levels²

Total U.S. job openings in Jan 2024 were at **8.9M²**



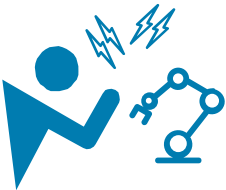
...compared to 1.3M job openings in the UK³, .77M openings in Germany⁴, and .84M openings in Canada⁵



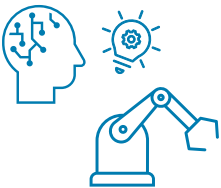
How are these Global Labor Dynamics impacting GBS organizations?

Human-Technology Collaboration

As of March 2024, ChatGPT has reached **180 million** users and...¹



~30% of professionals in the U.S. say they have already used ChatGPT or other AI tools to enhance a work-related task²



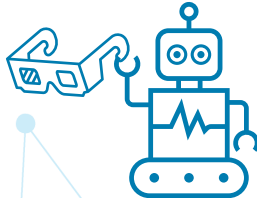
80% of the US workforce could have **at least 10% of their work tasks affected by AI technology**, while around 19% of workers may see at least 50% of their tasks impacted³

GROWTH WILL BE DRIVEN BY HUMANS AND MACHINES⁴

According to Deloitte’s AI in the State of the enterprise survey...

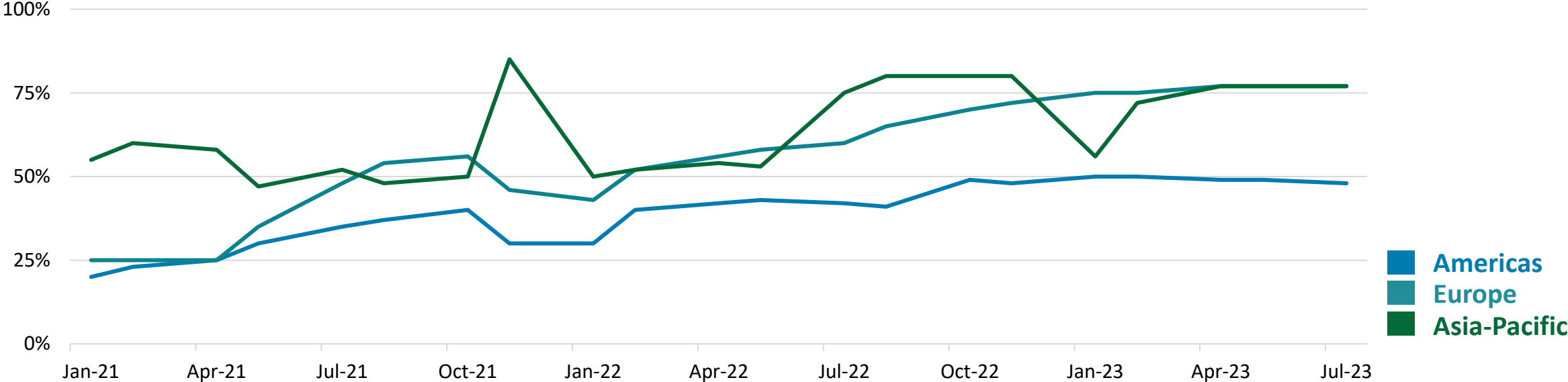
33% reported that **AI was responsible for revenue-generating results**, such as entering new markets, creating new products or enabling new business

43% are using AI to assist in **decision-making at senior-most levels**



Hybrid? Return to office? Is the debate over?

GLOBAL Office Occupancy rates⁵



In the US, hybrid and remote workers tend to have more education and are more often white and Asian...¹

80% of workers ages 18-64 work **fully in-person**

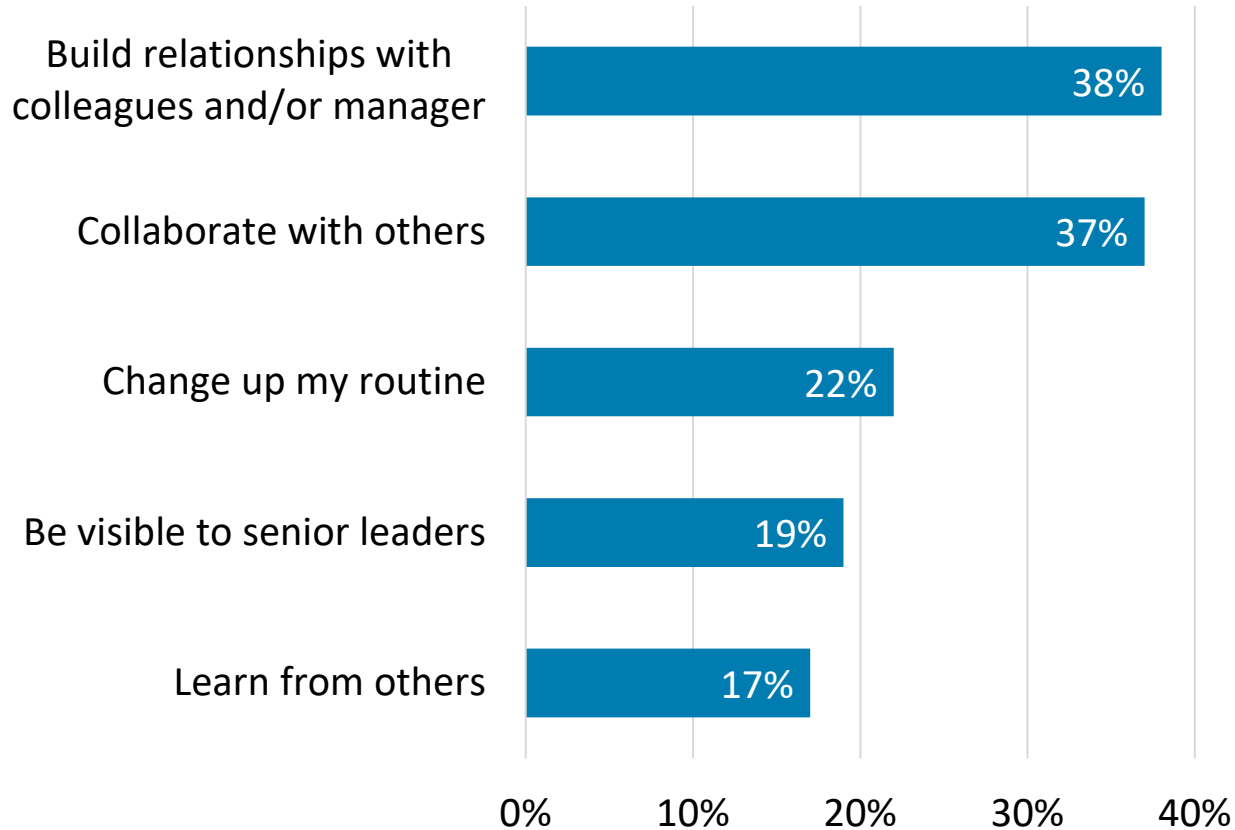
73% of fully remote and hybrid workers have a **bachelor's or graduate degree**

78% of fully remote and hybrid workers **identify as white**

How have you been threading this conversation in a GBS environment?

The debate you should be having now...

Top 5 Reasons Employees Would Go To the Office¹



WHAT WORKS WELL IN-PERSON

Idea generation

Growth of professional networks

Apprenticeship

WHAT WORKS WELL REMOTELY

Idea prioritization

Deep work

Productivity

When asked why don't you return to the office? **60%** answered "no compelling reason"¹

Unleashing your Talent Experience

*“The fastest way to
get your customers
to love your brand is
to get employees to
love their jobs”*

TIFFANI BOVA

GLOBAL CUSTOMER GROWTH & INNOVATION AT SALESFORCE

Solving GBS Retention and Attraction challenges

01

“In a competitive talent market, how can we define a value proposition that resonates with the workforce we need... and deliver on it?”

Define Your Employer Value Proposition

Appeal to the most attractive candidates and retain top talent by communicating, and delivering on, a compelling and unique employer value proposition (EVP), even in the toughest talent markets and new geographies.

02

“What is causing the low engagement, productivity, and/or retention that’s impacting our bottom line... and how do we fix it?”

Solve Root Cause WX Issues

Design specific workforce experiences to improve the daily lives of specific workforce segments, develop solutions to improve productivity, customer experience, and business outcomes, and overcome challenges across moments, roles, and needs.

03

“How do we create intuitive, seamless, and personalized digital experiences for our GBS workers?”

Provide Customer-Grade Digital Experiences

We use human-centered design & agile methodologies (targeted discovery, solutioning, and testing) to **provide workers with the high-quality UX/UI** they have come to expect as technology users, increasing adoption and productivity.

04

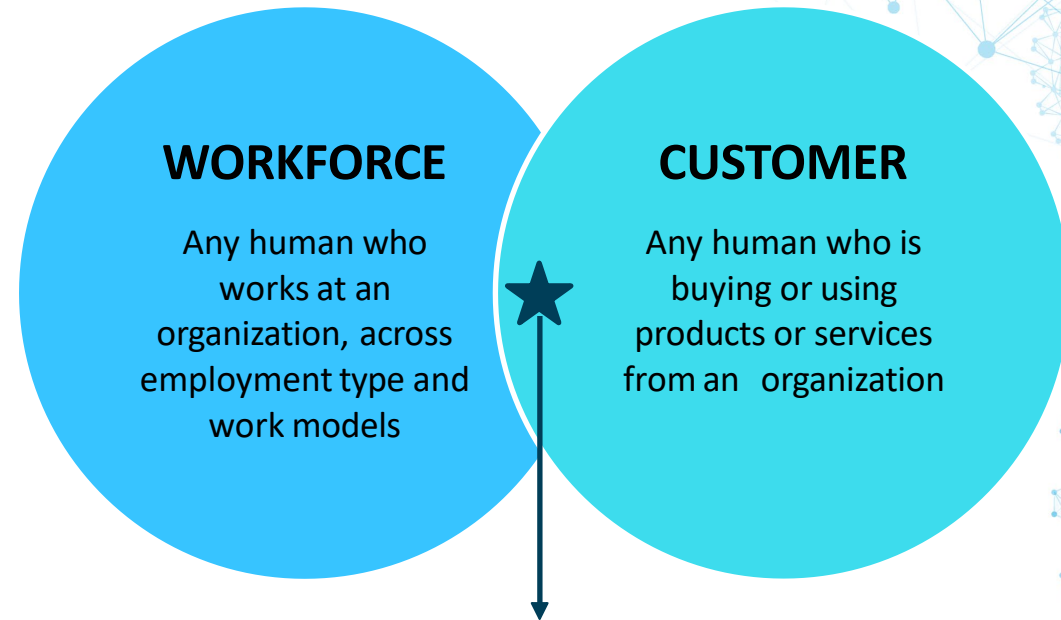
“How might we define and measure progress on our experience ambition, and more proactively sense and respond to worker needs?”

Build Continuous Measuring & Sensing

Design a continuous feedback loop to **truly understand real-time workforce sentiment** by capturing everyday interactions, applying technology-driven insights, and establishing metrics that quantify investments in workforce experience.

To Elevate the Human Experience, we start with what we have in common:

Being Human



Regardless of these titles or experience, humans require the same fundamental needs and motivations to feel fulfilled.

Workers with an excellent Employee Experience were:



3x more likely to say their organization is customer-focused



1.5x more likely to enjoy working directly with their company's customers & clients

The value of positive Workforce Experience has never been higher

Current Roadblocks

1 in 3 workers rate their work experience as below average

Only 62% of workers feel they are growing their career at their current organization

Only 59% of workers trust their senior leaders

Experience ROI


Good WX accounts for a 3x increase in employees looking forward to coming to work.

Workers who don't see growth with their current organization are 2.5x more likely to leave.

80% of workers who trust their senior leaders see a future with the organization.

(compared to 65% average)

Source: Deloitte Workforce Experience Study, July 2022



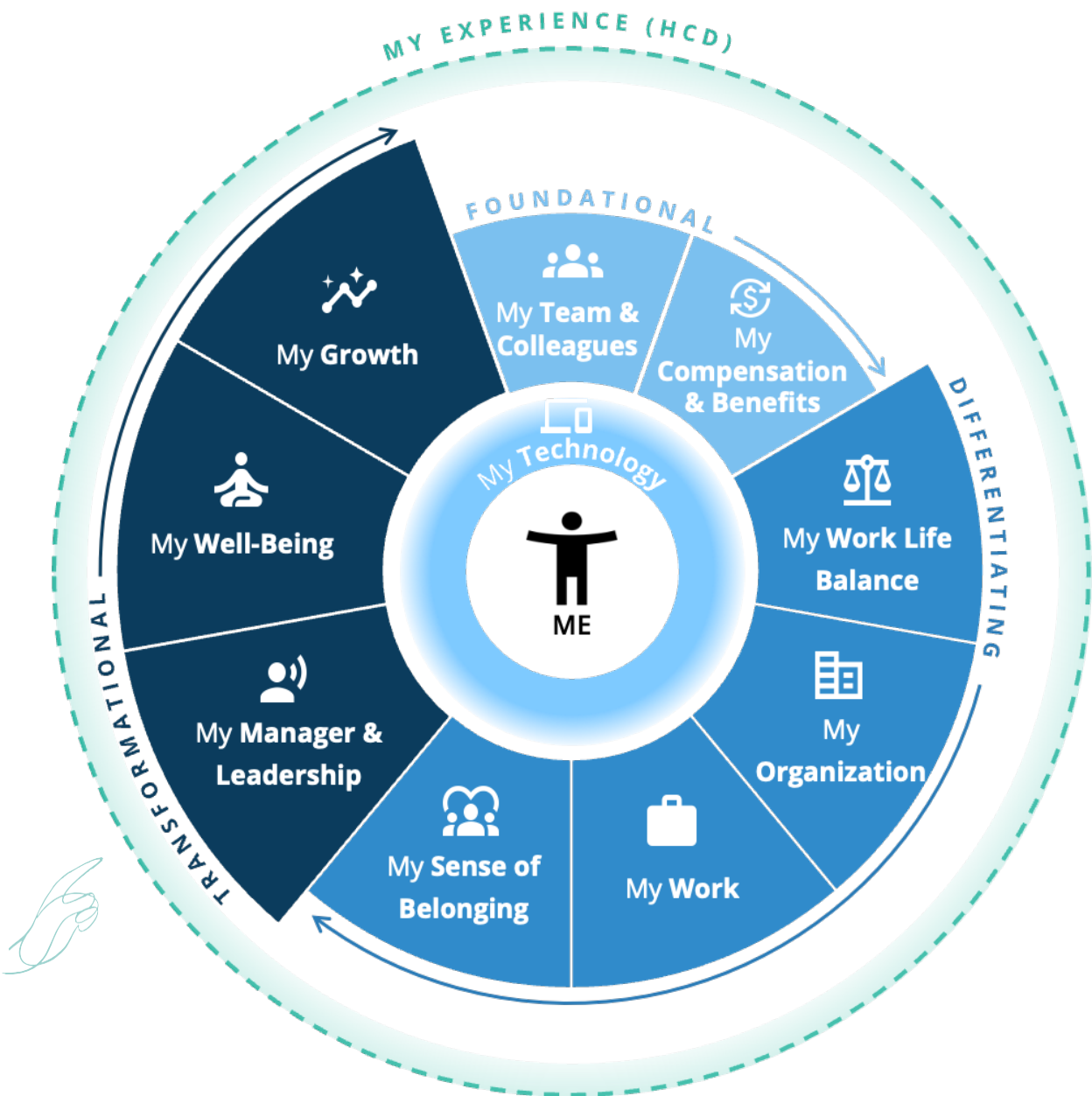
**1 in 4
Workers**

say they're likely to leave their current employer in the next 12 months.

Understanding GBS Workforce Experience

Employers must **think holistically** to address their worker’s specific needs – by delivering on table stakes and transforming how workers experience **connection, growth, and well-being**.

Workforce Experience is the sum of how a person feels about their interactions at work.





Thank You...

To *Invest Lithuania* for their data and insights
used to support this session

<https://investlithuania.com>



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