



# **OUR MANIFESTO AND PROGRAM FOR 2022**



# FOREWORD by Kerry Hallard



## Well, what a year 2021 has been!

From very early on in the year everyone in our industry that I have spoken to has been what can only be described as 'bonkers busy'! The technology and business services industry is probably enjoying its biggest economic boom ever – or certainly the biggest since Y2K. Working with Everest Research, we had predicted circa 5% annual growth, but the actual growth is astounding: 8-9% growth across business services and a whopping circa 20% growth in IT outsourcing.

So the industry is on a very positive platform at the moment and in my honest opinion it fully deserves the success it is currently enjoying, as the industry's response to the crisis situation when the pandemic hit was phenomenal.

As detrimental as the pandemic has been for so many industries, it has brought around some very positive change for both the sourcing and delivery of technology and business services. Digital projects that had been waiting in the wings for months if not years pre-pandemic went into full flight mode during lockdown and guess what? They delivered. Quite often beyond expectation. Leaving teams and organisations with an appetite to transform more – hence everyone being bonkers busy and these huge growth stats!

Not only is the industry growing a lot, but it is also changing a lot. Next year the Global Sourcing Association (originally known as the National Outsourcing Association) celebrates its 35th birthday and I believe we have seen more change in the last two years than we've seen in the last 20 – since the advent of offshoring.

With such opportunity comes challenges and the biggest challenge we face is the war on talent. There are currently one million unfilled roles in UK. It is widely acknowledged for these roles to be across professions such as haulage drivers; chefs; data scientists, but less reported is the massive lack of available talent we have in technology and business services. Attrition across customer service is at an all-time high. And the talent crisis is not just in the UK – it's hurting the US and much of Europe. Salaries for software engineers in Poland have increased by 35% this year. These workers are reportedly acting like "rock 'n roll stars" where they can pick and choose which projects they work on and on what terms. This constant jumping ship for higher salaries can only end in one place – poorer service delivery and higher inflation,

As optimistic as I am, I have a very real concern for the industry. Companies are so hell bent on delivering beyond their growth targets that they could be being overzealous about their ability to deliver, potentially resulting in organisations over promising and under delivering. Here are some startling stats:

- Cognizant plans to hire 45,000 graduates in Q4 with attrition rising to 33%
- TCS has the lowest attrition of the Indian service providers at 11.9%
- According to Microsoft there will be a shortage of 160 million tech workers in 2025

This is the perfect storm. Huge demand, but not enough available talent to meet it resulting in projects being delivered either below par, over time or over budget – and potentially all three. We could see the industry revert to being called "fat cats" and other stigmas attached to the industry in the past. Already negativity is showing: "43% of enterprises say that they are not satisfied with their service providers' readiness to start work".

We all have a duty of care and a role to play to ensure that does not happen. And this needs to be done whilst also juggling the oh so important sustainability agenda brought at last into sharp focus by COP26; the advent of new technologies and the ethical use of them, plus the rapidly-changing global sourcing eco-system, among others.

This manifesto sets out the opportunities and challenges ahead and the work the GSA is undertaking on behalf of the industry to guide it successfully through this period onwards to sustained industry growth.

As always, very keen to hear your views, so please do make contact with any additions, queries, concerns or comments.

And of course, if you are keen to roll up your sleeves and help, I would love to hear from you.

A handwritten signature in black ink that reads "Kerry". The signature is fluid and cursive, with a small dot at the end.

Kerry Hallard  
CEO  
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# WHY PARTICIPATE IN THE WORK OF THE GLOBAL SOURCING ASSOCIATION?

## WE ARE STRONGER WHEN WE COLLABORATE.

The pandemic has brought a whole new positivity towards greater collaboration as we recognised that partnering and sharing at times of crisis really did keep the wheels of industry turning.

A collective approach means we do not reinvent wheels. It means we create a collective understanding and a more powerful voice. It accelerates new thinking and industry-wide adoption. It eradicates individual bias. The whole is after all greater than the sum of its parts. It also demonstrates social responsibility to the broader industry and to all the players within the ever-expanding sourcing ecosystem, as well as the individuals working within them.

## THE GSA HAS A VERY STRONG FOCUS ON ALL THINGS ESG.

The industry is progressing well on environmental factors and has historically been strong on governance, but work is still needed on social factors across the industry. We are a people industry so social impact needs to be much higher on many agendas. The public sector allocates 10% of marks to this now. The GSA will assist with this.

## THE GSA IS THE ONLY INDUSTRY ASSOCIATION FOCUSED ON BRINGING THE SOURCING ECOSYSTEM OF BUYERS; PROVIDERS AND ADVISORS TOGETHER,

driving best practice and sharing industry trends to help the industry do more work together and to partner better. We upskill the industry's talent to one industry developed view of best practice, offering a range of training and qualifications. We are totally independent and impartial. We care about the industry and work tirelessly to improve its reputation by creating and sharing understanding from all within. We campaign for change that benefits all our members be that a small or diverse supplier; a start-up or a scale-up or the sourcing team of a FTSE 100 enterprise. Our program is broad, ensuring our best practice and thought leadership resonates far within your organisation – across the business; finance; procurement; legal and technology.

## MEMBERSHIP TO THE GLOBAL SOURCING ASSOCIATION AUTOMATICALLY GIVES MEMBERSHIP ACCESS TO THE GLOBAL TECHNOLOGY & BUSINESS SERVICES COUNCIL,

offering a clear global view on the industry, as well as a voice on the global stage.



# FOUR STRONG PILLARS OF FOCUS

*The work of the GSA across 2022 will be centred around four key areas:*



**Talent & The Future of Work**



**Sustainability**



**Sourcing Best Practice**



**Technology**

There is much work being done under each of these focus areas, creating a very strong platform for the industry to improve its reputation, attract and develop talent, present thought leadership, drive change, evidence best practice and continue to grow as a whole.

These focus areas will all be supported by the ongoing program of work from the GSA, to include: ability to assess sourcing lifecycle performance against the Global Strategic Sourcing Standard; assessing the team's skillsets against the GSA's competences and capabilities framework; Professional development with access to industry recognised qualifications and training; find partners using the GSA Partner Platform; Member Insight Exchanges; GSA events; GSA pop-ups; best practice guides, newsletters; industry matchmaking and industry campaigns to drive change.



# TALENT IS THE BIGGEST CHALLENGE



**There's no surprise that talent is going to be a major  
workstream for The GSA in 2022.**

Intrinsically it's the role of a sourcing professional to source the talent or the capability to deliver services – be that using outsourcing, shared services or automation. The sourcing professional is then responsible for ensuring those services deliver on time and to budget, obviously with key responsibilities on both the buy- and supply-side.

We need to attract more talent into the supply-, buy- and advisory-sides and we need to upskill those roles to ensure our industry does not fall into disrepute. A critical campaign will be to promote the imperative of transparency at this time – both buyers and service providers need to be aligned and realistic about demand and supply alignment. Over selling and under delivering is a very real risk. The best practice within the GSA's Global Strategic Sourcing Standard is critical to support this.



# PROPOSED SOLUTIONS TO THE TALENT CRISIS

we have detailed how talent is the number one issue for the industry and here's some of the ways we propose to address that:

- Attract more talent into the industry
- Better retain existing talent
- Better balance global supply and demand
- Work to global competency standards and upskill the strategic sourcing professional
- Understand future skills requirements
- Leverage the open talent economy





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## ATTRACT MORE TALENT INTO THE INDUSTRY

We need to stop sourcing and service delivery roles being the accidental profession. This can be achieved by ensuring students – across schools and universities understand the great opportunities a career in the industry offers and the breadth of diversity across these roles. We aim to do this in a number of ways:

- Running an Ambassador’s program visiting schools and universities. We seek to enlist 30 Ambassadors to visit at least one educational establishment each
- Promote industry opportunities across student open talent platforms, giving them a taste of the profession through delivery of projects whilst they study
- Inviting students to participate in the GSA’s Emerging Talent Forum

## BETTER RETAIN EXISTING TALENT

The key ways to retain existing talent is by looking after employees and responding to the changing ways of working, in addition to upskilling. The GSA offers a portfolio of professional development and will supplement this with feedback from its Emerging Talent Forum, sharing ideas to improve the industry as a place to work and case studies of what different organisations are doing to motivate their teams.

The GSA’s Emerging Talent Forum will be led by the industry’s rising stars and be wholly inclusive for anyone working in the industry providing a forum for peer-to-peer sharing and networking. Meetings will happen virtually on a monthly basis and in person quarterly. A social media board will be set up for daily discussion. Headlines will be presented back to the GSA Council with suggestions for industry-led change



## **BETTER BALANCE GLOBAL SUPPLY AND DEMAND**

Despite the talent crisis in much of the Western world and across most of Europe, there is a surplus of supply in other geographies, for example, South Africa is suffering its highest adult unemployment at 35%. Egypt and Malaysia as well as LatAm also have available talent. Our first initiative is to develop a Global Heatmap highlighting areas of supply and demand for different skills. Thereafter we will work with the Global Technology & Business Services Council to develop more sophisticated platforms to communicate talent supply.

## **WORK TO GLOBAL COMPETENCY STANDARDS AND UPSKILL THE STRATEGIC SOURCING PROFESSIONAL**

A critical aspect of balancing global supply and demand is to recognise and appreciate the required skills on a global basis. To date each geography has been reinventing the wheel of the competences and capabilities required across many of the roils in our industry. Again, working with the Global Technology & Business Services Council we plan to create one global framework, enabling organisations on both the buy and supply-side to recognise and feel assured that the talent they are accessing is equal all around the world. This will be a major step forward in blending global supply and demand.

## UNDERSTAND FUTURE SKILLS REQUIREMENTS

The future of work is changing. We all know this, but we can better share how it is changing and what we as nations, industries and employers need to do prepare for it? This is an absolutely essential program of work to ensure huge swathes of populations and professionals are not left by the way-side as their professions and skillsets are automated out.

Take accountancy as an example. Many finance and accounts processes are predicted to be replaced by automation in the next few years. Accounts professionals are already being suggested to reskill as statisticians or data scientists – two roles in huge demand and low-supply. We aim to build a case base and repository of conversion programs for everyone to access – employers and employees alike - so they can be ahead of the game when it comes to the future of work. We call this “Responsible Automation”

## LEVERAGE THE OPEN TALENT ECONOMY

For the last 12 months we have been sharing our thoughts about how the open talent economy will be the biggest game changer our industry has seen – probably since the advent of offshoring. Service providers need to embrace open talent to enable them to deliver the demand for service delivery. Those that are slow in doing so will undoubtedly find their enterprise customers will be doing so directly themselves and that they are losing market share to those platforms that are supplying open talent in a managed service offering. Our view is that soon “open talent” will just become “talent”, as organisations around the world embrace the freelance way of working (more than half the working population is predicted to be freelance by 2027). We will continue to educate our community about the opportunities of open talent – as well as the challenges – and work globally with other bodies to develop the best practice to ensure open talent professionals are treated fairly and not exploited all around the world. Our Open Talent Forum will continue to meet on a monthly basis, addressing the hottest issues.



# SUSTAINABILITY

ESG is hot on every board agenda and will only get hotter in the coming years. Our industry has historically focused well on the environmental piece and is predominantly good at the governance piece, but needs to improve in the Social value area.

Again – it is sharing that will improve the industry-wide performance in ESG. A potentially major initiative we are reviewing is the development of a Service Provider Sustainability Maturity Index. We already have broad support by buyers and services providers, but will research this further in Q1 2022. Currently all companies are reinventing wheels. Buyers writing their own due diligence questionnaires for all suppliers to fill in. Suppliers having to fill in a multitude of different questionnaires for all their customers. We believe holding one verified industry common view is needed – but this view needs to represent the characteristics of the global technology and business services industry – we are a people industry and as such, in addition to key metrics such as carbon emissions, green data centres, etc we should have a strong focus on softer metrics to include: inclusion and diversity in the workforce; supplier diversity; responsible automation; impact sourcing; fair price for livelihoods and other social values. This index, if it comes to fruition, will not be a name and shame index, instead it will be an index for best performers to promote themselves but for poorer performers to learn from so the industry as a whole can improve.

Regardless of the Index progressing, we will be promoting huge amounts of best practice in this space to help this industry improve, including a repository for Tech4good examples to improve Social value performance. We are also investigating the concept of setting targets for the industry as a whole to reach net zero ahead of deadline.

With regards to impact sourcing, we will continue to work with the GT&BSC on globally measuring performance against improvement targets.



# TECHNOLOGY



Our technology agenda is predominantly focused on technologies affecting our member community, but an element is also focused on the GSA's own use of technology to improve member services.

Addressing the first point, our technology program covers three areas:

**Technology for sourcing professionals** looks at the emerging technologies which are transforming the role of the sourcing professional, this includes the use of AI, ERP, automation, etc

**SourcingTech** Sourcing technology as part of our SourcingTech series, covering off what are the new technologies coming down the live and how to source them from both an ethical procurement and contractual perspective.

Upcoming subjects for our webinars include:

- Technology debt
- Enterprise cloud
- NFTs

## **Critical campaigns**

Under this program we will Lobby Government on subjects to include the major skills deficit and share best practice and thought leadership on subjects such as Ethics – where do responsibilities lie?



PHOTO BY JASON GOODMAN ON UNSPLASH

## **The GSA has been the purveyor of industry best practice for 35 years.**

We continue to revise, refresh and create industry best practice. The Global Strategic Sourcing Standard – 160+ pages of industry verified (400 companies participated) best practice across the entire sourcing lifecycle - is available for members on both the buy and supply side to assess their performance against.

We will continue to run our contracting workstream which is looking at how the contracting process can be standardised and become much smarter and better aligned to the evolving sourcing eco-system we are enjoying, including being better suited to supplier diversity.

The work of our Entrepreneurs Club will continue to promote our Code of Conduct for working with SMEs and guiding enterprise buyers on how to change their due diligence processes to better align to smaller players, as well as providing forums and platforms for enterprises to find innovative, smaller companies to partner with.

We will promote examples of best practice where large organisations have reinvented themselves to make them attractive and better partners for the most innovative of companies – transforming both of their fortunes on the way through. Our GSA Partner Platform will be central to this – what better way to find a trusted potential partner than to select them based on selected criteria and bona fide customer reviews on the GSA Partner Platform?



# AND THERE'S MORE

It's difficult to articulate all the work in play by the GSA, but here are some additional headline areas:

## AUTOMATIONS MARKETPLACE

Automation works. We need to better embrace it. The best way to do so is by driving confidence that organisations are deploying it most effectively. Like much of our industry, there is too much reinvention. We are to develop a repository that highlights all the processes that can be automated and how – linking many together to spread the thinking on enterprise-wide automation.

## PUBLIC SECTOR

We will plan a program to better share our best practice across the public sector – sharing examples of best practice from across both the public and private sectors to further advance the industry as a whole.

## GLOBAL BUSINESS SERVICES

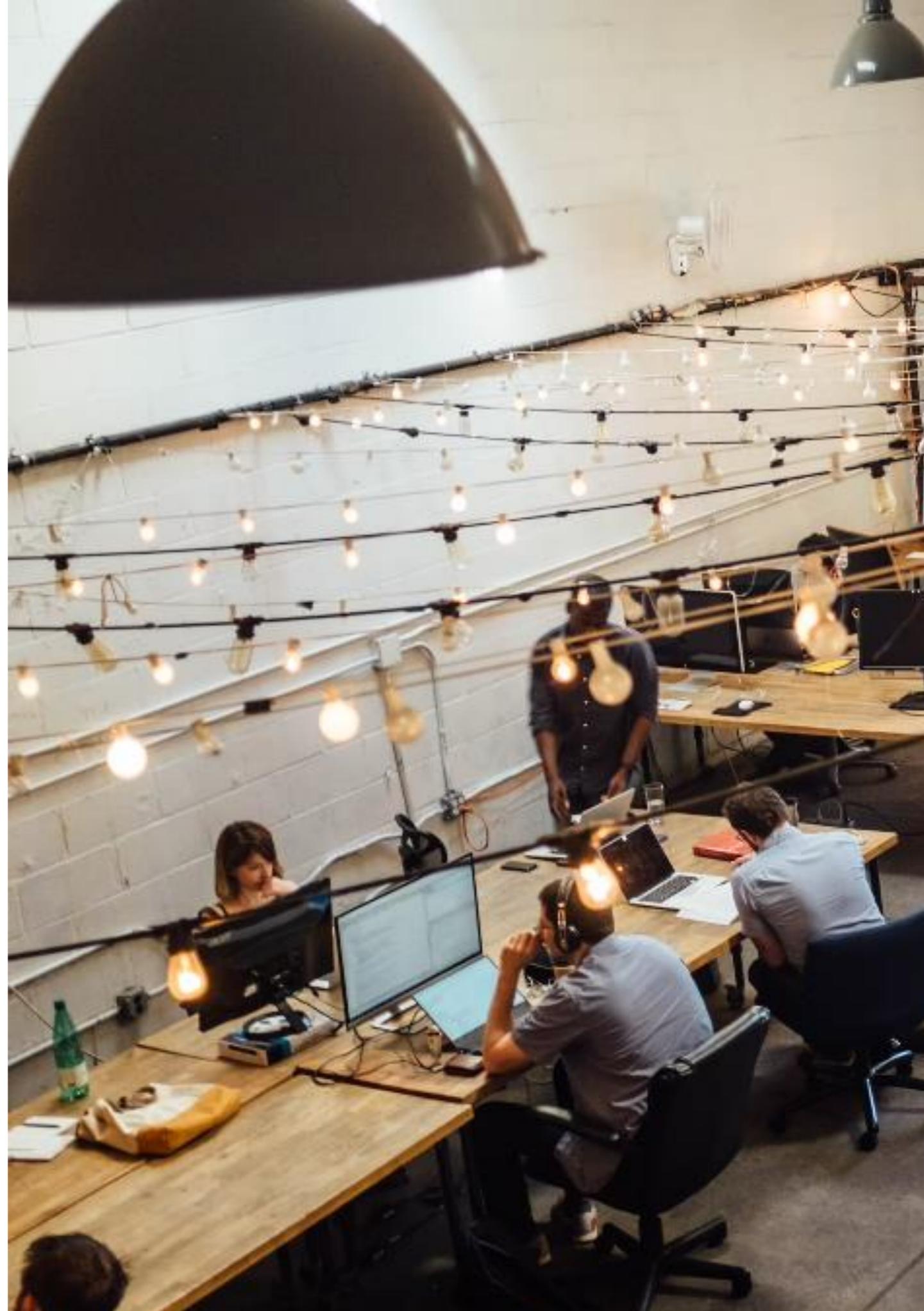
GBS is a core element of strategic sourcing. GSA Council member, Constanze Nuesperling has recently published a book on the subject, entitled: Up Sourcing. We will serialise the seven phases she describes in her book to better promote best practice in GBS.

## THE FUTURE OF CX

We need to partner better to curb attrition – these are livelihoods at stake. CX Tech has an integral role to play.

## WELLNESS IN THE WORKPLACE

People are our greatest asset. We need to look after them in every way possible. Think great places to work and menopause cafes for starters.



# YOUR INDUSTRY NEEDS YOU!

**Become a member and shape and steer our new  
GSA Programme - and be the change our industry needs.**

We've already shown we are stronger together as an industry: keeping UK plc going during the most challenging time in living memory. We've gained kudos along the way – but there's so much more we can do to actively shape not only the future of our industry but the future of UK industry as we step forward together and rise to the exciting challenge of restarting the UK.

**Join the GSA as a member and drive and shape the industry change.  
Subscribe to access and align to best practice, or simply join the  
conversation.**

**Be part of the GSA, join today!**

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