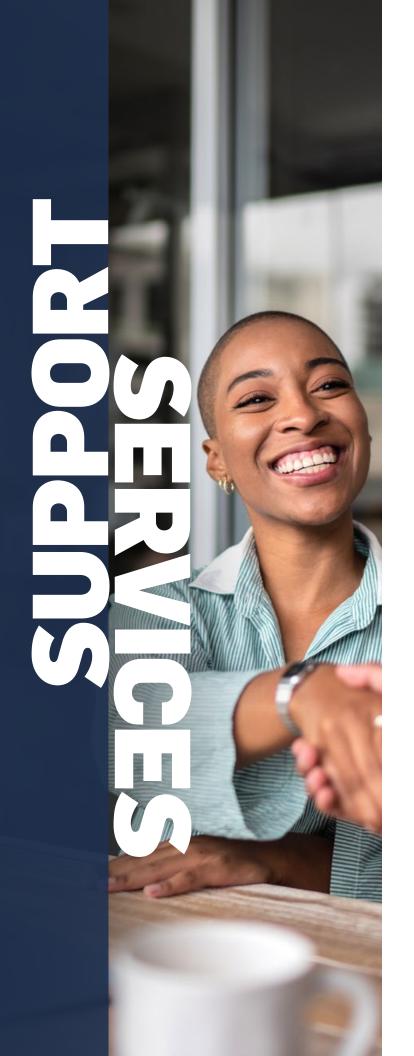
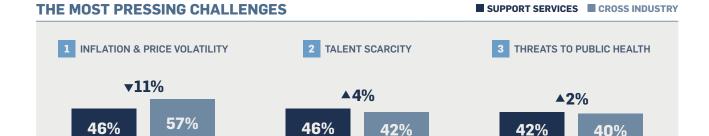
As industries across the world struggle with the results of the pandemic, economic volatility, and geopolitical tensions, support services CEOs are focusing on building resilient workforces and leveraging the power of technology to meet the everchanging needs of their clients.

"Education is key to building a resilient business. Leaders need more training as the business environment has become more complex, especially with globalization and geopolitics."

Grace Kwok May Han, Chairman and Executive Director of Allied Sustainability and Environmental Consultants Group Limited





## **CURRENT LANDSCAPE**

TOP RESILIENCE ACTIONS FOR SUPPORT SERVICES CEOS







In order to contend with an ever-changing business environment, CEOs in the support services industry are laser-focused on taking a people-first approach. As the private sector evolves and the skills that clients require to address their most pressing challenges shift, CEOs are heavily investing in attracting, retaining, and upskilling their talent. Sustainability is rising in importance, not only for business performance but also for talent retention, as employees search for purpose and value in their everyday work in addition to monetary benefits. To brace for an economic downturn, CEOs are looking to strengthen partnerships to gain a competitive advantage and scale their impact. As sustainability becomes a top priority for companies across industries, support services CEOs are utilizing partnerships to build offerings and technologies to support their clients.

## WHERE IS THE INDUSTRY GOING?

TOP SUSTAINABILITY PRIORITIES FOR SUPPORT SERVICES CEOS





**56%** of CEOs are introducing new sustainable business models

As COVID-19 changed the way the support services industry interacted with clients, digitization became a focus point for CEOs. Technologies, such as artificial intelligence, machine learning, and predictive intelligence allow for increased efficiency and accuracy through the automation of repeatable tasks. Emerging technologies, such as virtual reality and the metaverse, provide nascent opportunities for reshaping client interactions. In addition, as the world transitions towards a more sustainable future, support services companies are key partners for both the private and public sector to accelerate their goals. As Susan Chodakewitz, President and CEO of Nathan Associates, notes, "Governments and society at large don't have the resources to invest in the capital projects and fundamental shifts that are necessary to meet climate change challenges right now. And this is where public-private partnerships are going to be crucial – getting like-minded organizations, regardless of business models, to collaborate on certain key objectives such as infrastructure."

## TRANSFORMATIVE INNOVATIONS

Cloud computing
Artificial intelligence and predictive analytics for risk planning
Virtual reality enabled collaboration spaces



■ HIGH IMPACT ■ MODERATE IMPACT ■ LOW IMPACT ■ NO IMPACT