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Insights

2018 Deloitte Global Human Capital Trends: The rise of the social enterprise

This year's 10 trends, informed by a survey of more than 11,000 HR and business leaders globally, signal seismic changes as organizations are increasingly judged not only on their relationships with workers, customers, and communities but also their impact on society at large—transforming them from business enterprises to social enterprises.



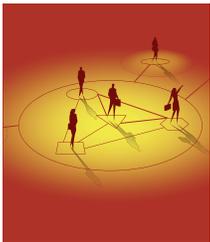
The symphonic C-suite: Teams leading teams

To navigate today's constantly changing business environment and cross-disciplinary challenges, leadership must act as a symphony, not a collection of soloists. This is a major turning point in the evolution of the C-suite.



Citizenship and social impact: Society holds the mirror

In the era of the social enterprise, stakeholders are taking an intense look at each organization's impact on society—and expecting to see them deeply engaged in addressing critical social problems.



The workforce ecosystem: Managing beyond the enterprise

A varied portfolio of workers, talent networks, gig workers, and service providers has created a new workforce ecosystem. Companies must find ways to maximize the value and strengths of each workforce segment, while creating harmony through a consistent company culture.



Well-being: A strategy and a responsibility

Expanding well-being programs to encompass what employees want and value now appears essential for organizations to treat their people responsibly—and to boost social capital and strengthen their employment brand.



New rewards: Personalized, agile, and holistic

Surprisingly, rewards are perhaps the last area of human capital to become personalized, offering great potential for organizations to gain an advantage in today's talent market of diverse workers and worker types.



AI, robotics, and automation: Put humans in the loop

Leading companies increasingly recognize that cognitive and robotic technologies are most effective as a complement to humans, not a replacement. So how can we make humans and machines more effective collaborators to create value for customers and meaningful work for employees?



From careers to experiences: New pathways

What is a 21st-century career? Unlike the simple stair-step path of generations ago, it's a series of developmental experiences, each offering people the opportunity to acquire new skills, perspectives, and judgment.



Hyper-connected workplace: Will productivity reign?

Greater use of communications tools by individuals does not automatically mean a boost in productivity for teams and organizations. A combination of technology, physical space design, new leadership approaches, and new work practices must all come together to achieve this goal.



The longevity dividend: Work in an era of 100-year lives

Proactive organizations are tapping into the older talent pool by extending their career models, creating new development paths, and inventing roles to accommodate workers in their 50s, 60s, and 70s.



People data: How far is too far?

Advanced analytics can now track and analyze a dizzying amount of employee data that creative organizations are mining to gain new insights about the entire employee experience. But this avalanche of data also carries heightened risk.

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