

The rise of the social enterprise

2018 Deloitte Global Human Capital Trends



Experience Deloitte's
Global Human Capital Trends like never
before. Access the new HC Trends
app featuring exclusive content.

Deloitte's Human Capital professionals leverage research, analytics, and industry insights to help design and execute the HR, talent, leadership, organization, and change programs that enable business performance through people performance. Visit the Human Capital area of www.deloitte.com to learn more.

This year's 10 trends

The 2018 Deloitte Global Human Capital Trends report, drawing on a survey of more than 11,000 HR and business leaders globally, describes the emergence of the social enterprise as a response to heightened societal expectations and rapid technological change—and the human capital implications for organizations to address today.



THE SYMPHONIC C-SUITE: TEAMS LEADING TEAMS

Senior leaders can't afford to work in silos in today's complex, dynamic environment. The goal is to act as a symphony of experts playing in harmony—instead of a cacophony of experts who sound great alone, but not together.



THE WORKFORCE ECOSYSTEM: MANAGING BEYOND THE ENTERPRISE

The composition of the workforce is changing dramatically. As alternative work arrangements become more common, how can organizations appeal to, engage with, and drive value through workers of all different types?



NEW REWARDS: PERSONALIZED, AGILE, AND HOLISTIC

Why have rewards remained stuck in the past, when almost every other aspect of HR has undergone transformative change? Leading companies are now undertaking the hard work of creating personalized rewards programs based on understanding each individual's needs.



FROM CAREERS TO EXPERIENCES: NEW PATHWAYS

Rather than an orderly, sequential progression from job to job, 21st-century careers can be viewed as a series of developmental experiences, each offering the opportunity to acquire new skills, perspectives, and judgment.



THE LONGEVITY DIVIDEND: WORK IN AN ERA OF 100-YEAR LIVES

People are living longer, and organizations are shifting their attitudes toward older workers as a result. Organizations that can turn advancing worker age into an asset could gain a competitive advantage.



CITIZENSHIP AND SOCIAL IMPACT: SOCIETY HOLDS THE MIRROR

Stakeholders today are taking an intense look at organizations' impact on society, and their expectations for good corporate citizenship are rising. In an effort to meet these expectations, leading organizations are making citizenship a core part of their strategy and identity.



WELL-BEING: A STRATEGY AND A RESPONSIBILITY

Many employers are putting in place innovative programs for financial wellness, mental health, healthy diet and exercise, mindfulness, sleep, stress management, and more. The aim? To both increase worker productivity and meet new social expectations.



AI, ROBOTICS, AND AUTOMATION: PUT HUMANS IN THE LOOP

As AI and other advanced technologies permeate the workplace, skills such as critical thinking, creativity, and problem-solving gain in importance. Leading companies are recognizing that these technologies are most effective when they complement humans, not replace them.



THE HYPER-CONNECTED WORKPLACE: WILL PRODUCTIVITY REIGN?

Workplaces are being flooded with new and exciting communications tools, each promising to improve productivity. But management must still make important decisions about which tools to use and how to use them—including, perhaps, the decision not to use certain tools at all.



PEOPLE DATA: HOW FAR IS TOO FAR?

The use of workforce data to analyze, predict, and help improve performance has exploded over the last few years. But as organizations start to use people data in earnest, new risks as well as opportunities are taking shape.

The rise of the social enterprise



The symphonic C-suite

Teams leading teams

As the business environment becomes more competitive and digital disruption continues, organizations have become more team-centric, networked, and agile. While these approaches are taking hold in sales, operations, and other functional areas, a big problem remains: The C-suite must change as well. Rather than behave as independent C-level functional experts, the C-suite itself must now operate as a team. We call this trend the “symphonic C-suite,” and our respondents viewed it as the most pressing human capital issue facing organizations today.

In the last two years of our global research, the most important human capital trend identified by our survey respondents has been the need to break down functional hierarchies and build a more networked, team-based organization. This year, this trend has reached the C-suite. Senior leaders now realize that they must move beyond their functional roles and operate as a team. In this new construct, C-suite executives combine business unit and functional ownership with cross-functional teaming to run the organization as an agile network.

The urgency around this issue is clearly reflected in our survey results. Fifty-one percent of the respondents we surveyed this year rated “C-suite collaboration” as very important—making it the most important issue in our 2018 survey—and 85 percent said that it was important or very important. Additionally, we found that respondents at organizations with the highest level of CxO cross-collaboration were the most likely to anticipate growth of 10 percent or more. Stunningly, however, 73 percent of respon-

dents told us that their C-suite leaders *rarely, if ever*, work together on projects or strategic initiatives.

The message is clear: Senior leaders must get out of their silos and work with each other more. To navigate today’s constantly changing business environment and address cross-disciplinary challenges, a company’s top leaders must act as one.

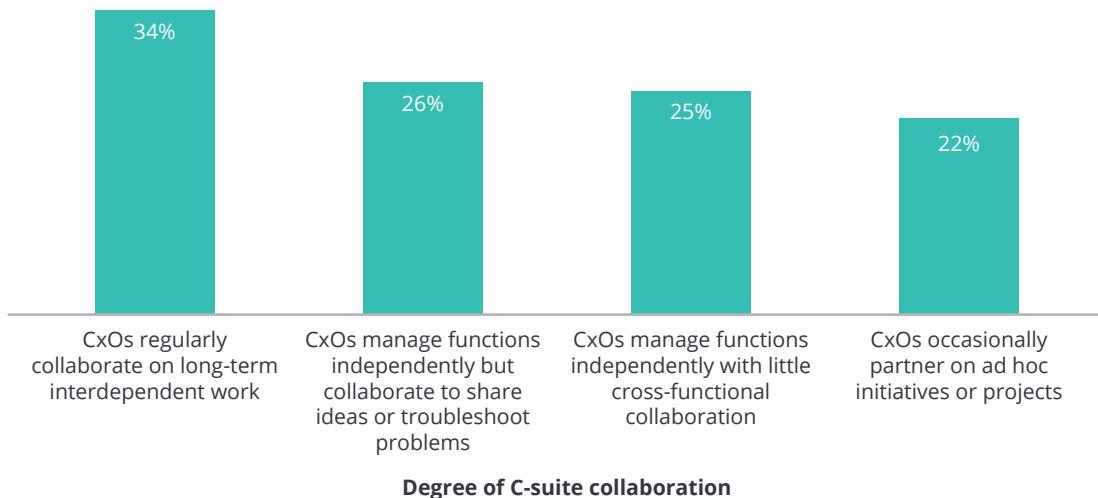
We call this new, collaborative, team-based senior executive model “the symphonic C-suite.” Like a great symphony orchestra, a symphonic C-suite brings together multiple elements: the musical score, or the strategy; the different types of instrumental musicians, or the business functions; the first chairs, or the functional leaders; and the conductor, or the CEO. In this model, C-suite members not only lead their own area of responsibility, but also collaborate with other functional leaders, work on teams that affect the enterprise’s strategic direction, and influence and inspire networks of teams throughout the organization. In short, the goal is a symphony of specialized experts playing in harmony—

C-SUITE COLLABORATION CORRELATES WITH HIGHER GROWTH EXPECTATIONS

Respondents from organizations where C-suite executives regularly collaborate on long-term interdependent work were the most likely to anticipate growth of 10 percent or more.

Figure 1. Influence of C-suite leadership style on company growth

SHARE OF EACH COHORT EXPECTING GROWTH OF 10% OR MORE IN THE NEXT YEAR



n= 11,070

Source: Deloitte *Global Human Capital Trends* survey, 2018.

Deloitte Insights | deloitte.com/insights

Explore the data further in the [Global Human Capital Trends app](#).

instead of a cacophony of experts who sound great alone, but not together.

A turning point in C-suite evolution

This wasn't always the way C-suites behaved. In the 1800s and early 1900s, the CEO stood alone at the top, making most of the important decisions and delegating responsibility to functional managers in the business. This model was later extended to create a series of "specialist heroes," each with a "C" in his or her title: chief financial officers, chief information officers, chief human resources officers . . . the list goes on and on. Each was given responsibility to "own" his or her domain, operating under a "divide and conquer" model.¹

With this increased specialization, however, a new dynamic emerged: The individual CxOs did not, as a rule, work closely together. This made sense in a relatively static, predictable business environment where most problems had readily identifiable root causes, were limited in scope, and required deep functional expertise to solve.

But the current business environment is a far cry from what it was in the 1980s, which saw a huge increase in the number and type of functional C-suite roles.² Frequent marketplace disruptions, a global economy, and the accelerating rate of technological change mean that the problems companies now face are more difficult, more complex, and more multi-dimensional than ever. More and more problems are of the "wicked" variety—problems with multiple roots and drivers that cannot be effectively solved by one party working alone.

The message is clear: Senior leaders must get out of their silos and work with each other more.

To navigate today's constantly changing business environment and address cross-disciplinary challenges, a company's top leaders must act as one.

In a dynamic environment demanding both cross-disciplinary collaboration *and* deep functional expertise, operating as a symphonic C-suite makes a great deal of sense, allowing leadership teams to tackle issues that no single function can satisfactorily address. For instance, today's digitally savvy, well-informed consumer is demanding that businesses deliver not only good products, but a great end-to-end customer experience—from the time he or she becomes aware of a product through the end of the product's life cycle. Rising to this challenge demands that organizations work across functions to understand and fulfill customer needs at every touch point.

As another example, consider a company's need for agility in navigating rapidly shifting markets, technologies, competitors, and customer expectations. If an executive team does not operate as an integrated decision-making unit, they risk moving too slowly to align the organization with the demands of its time and place. HP's decision to split its businesses, for example, was made in an integrated fashion among its C-suite—which allowed the company to rapidly respond to shifting marketplace needs.³

An integrated approach can work for long-term planning as well. At Cummins Power Systems, a leader in energy and power systems, the C-suite works tightly together to build a 15-year plan for its products, services, and business model. The HR,

IT, and other support teams then use this plan to build their own 15-year plans. This process has helped Cummins maintain its market leadership and renowned employment brand for many decades.⁴

In a sense, the symphonic C-suite's evolution can be seen as a logical extension of the movement to networks of teams that has been occurring for some time at lower organizational levels and across the broader economic and social landscape. Functional units are organizing around teams, initiatives, and agile projects; businesses are building ecosystems and networks; even public institutions are forming new coalitions. And in these efforts, what has become clear is that cross-functional teams can often get work done more quickly and effectively than a siloed, top-down approach. Why should C-suites be immune to this effect?

What could a symphonic C-suite look like?

Not every problem, of course, requires every C-suite officer to get involved. The experience of companies such as General Electric suggests the importance of the “G3” team of the CEO, CHRO, and CFO,⁵ while other experts emphasize the “golden triangle” of the CFO, CMO, and CIO.⁶ Some professional services leaders highlight the value of

In the next few years, we expect that the need for ever-greater cross-functional collaboration will drive continued evolution in the C-suite, as well as in the leadership development pipelines that feed it.



the “leadership dyad”—a close team of two senior executives focused on resolving conflict.⁷ Alliances between the CMO and other functional leaders can determine marketing success for a digital business.⁸

Here are some specific ways that a symphonic C-suite might configure and reconfigure itself to address different types of challenges:

- **Digital business models.** The transition to digital business models is at the top of the strategic agenda for many businesses today. A high-performing digital business aims to deliver its products and services to customers as an integrated experience. To achieve this, the chief marketing officer (CMO) and chief information officer (CIO) can work together so that front, middle, and back-office systems converge to provide a seamless customer experience. For instance, used-car retailer CarMax’s CMO and CIO worked together to design a digital experience that would allow customers to choose vehicles using interactive online tools, as well as offer them a more satisfying experience overall.⁹
- **The future of work.** Redesigning work and workforces to integrate robotics and artificial intelligence technologies, as well as to capitalize on new employment models such as gig workers and crowds, is a complex and growing opportunity

across industries and functions. CIOs and CFOs can work with each other and with business leaders, supply chain executives, and the CHRO to pilot and implement automation solutions and redesign work around new platforms in a way that creates meaningful jobs, careers, and development opportunities for people.

- **Brand protection.** In a connected and transparent world, both customers and employees—some of whom may be one and the same—are intrinsically linked to corporate brand. CMOs and CHROs, along with the chief risk officer, could collaborate to manage an organization’s total internal and external brand.
- **Innovation.** Chief innovation officers and chief research officers can play a critical role in driving innovation across other functions as well as across the business. When one team innovates, those innovations can affect work in other teams, allowing all teams to learn together.

Cultivating the symphonic C-suite

The transition of C-suites to full “symphonic” mode still appears to be in its infancy. Fifty-four percent of the respondents in our 2018 *Global Human Capital Trends* survey told us that their companies are not ready, or only somewhat ready, for the level of executive-team collaboration they believe is now required.

Where can C-suites start? A first step is for the CEO to review priorities for each C-suite leader and determine how each can have an impact more broadly across the organization. Next, cross-disciplinary

projects should be prioritized so that CxOs can form specific alliances and align their efforts to drive success. Last, executive teams need to put those cross-disciplinary projects on the agenda, not only for themselves, but for the organization as a whole to increase the visibility of their collaboration to the rest of the workforce as a model to follow.

In executing this shift, teamwork, influence, and expertise gain in value. No longer can C-suite executives succeed only through authority—they must create followership among their peers. The need for CxOs who can do this means assessing potential leaders in new ways.

Achieving C-suite collaboration also requires performance management systems and career paths

that facilitate teaming and give leaders cross-functional experience. For example, L'Oréal Group has reimagined its performance management systems to emphasize the importance of teamwork, adopting a new credo: “The team is the new hero.”¹⁰ Our own survey shows that CxOs with experience in a greater number of functions prior to reaching their current level are more likely to indicate that their organization's C-suite regularly collaborates.

In the next few years, we expect that the need for ever-greater cross-functional collaboration will drive continued evolution in the C-suite, as well as in the leadership development pipelines that feed it.

THE BOTTOM LINE

The movement toward the symphonic C-suite is proving to be one of the most powerful and urgent trends for organizations worldwide. CxOs at leading companies understand that working, collaborating, and interacting as a team is now essential—and they are reorganizing around this model. We expect this trend to accelerate as organizations begin to recognize that the symphonic C-suite—teams leading teams—is the most effective way to tackle the complex issues businesses face today.

Table 1. What role does the C-suite play in acting as a team? How can individuals adjust?

All C-suite executives	Incorporate collaboration and teamwork into daily routines, prioritizing interaction, information-sharing, and real-time decision-making across functions. Introduce incentives for your own direct reports to drive integrated thinking and cross-functional collaboration.
CHRO	Update leadership profiles to build a pipeline of future-ready executives and shift the organization's culture to encourage greater collaboration across business units, functions, and geographies. Consider expanding the use of “networks of teams” in areas in need of innovation or disruption.
Individuals	As a leader or manager, think through ways you can spend time working in teams across functions, silos, and organizational boundaries. Encourage greater cross-functional collaboration among executive leaders.

Source: Deloitte analysis.

ENDNOTES

1. Eamonn Kelly, *The C-suite: Time for version 3.0?*, Deloitte University Press, March 31, 2014.
2. Ibid.
3. Josh Bersin, conversations with HP executives.
4. Josh Bersin, conversations with Cummins CEO and CHRO.
5. Ram Charan, Dominic Barton, and Dennis Carey, "People before strategy: A new role for the CHRO," *Harvard Business Review*, July–August 2015.
6. Karen dela Torre, "Partners for success: CFOs, CMOs, CIOs," Oracle, accessed January 24, 2018.
7. Laura Empson, "Leadership dyads: The ideal leader is two people," Thomson Reuters, May 2, 2017.
8. Laura McLellan, "Five reasons CMO alliances with C-suite peers fail, part 1," Gartner for Marketers, July 25, 2014.
9. Diana O'Brien, Jennifer Veenstra, Timothy Murphy, "Redefining the CMO," *Deloitte Review* 22, January 22, 2018.
10. Jérôme Tixier (CHRO, L'Oréal Group), interview with the authors, March 8, 2018.

AUTHORS



DIMPLE AGARWAL

Deloitte MCS Limited | dagarwal@deloitte.co.uk

Dimple Agarwal is the global leader of Organization Transformation and Talent for Deloitte's Human Capital practice, and also leads Deloitte Consulting's own talent agenda in the United Kingdom. She consults at the C-suite level on operating models and organizational design, HR and talent strategies, leadership strategies and development, and major transformation programs in the space of M&A, culture, and digital. In her 23 years of consulting, she has worked in the United Kingdom as well as in many Asian, African, and European countries. Agarwal holds a bachelor's degree in psychology and a master's degree in human resources.



JOSH BERSIN

Deloitte Consulting LLP | jbersin@deloitte.com

Josh Bersin founded Bersin & Associates, now Bersin, in 2001 to provide research and advisory services focused on corporate learning. A frequent speaker at industry events and a popular blogger, he has been named one of HR's top influencers by multiple commentators. Bersin spent 25 years in product development, product management, marketing, and sales of e-learning and other enterprise technologies. He has a BS in engineering from Cornell, an MS in engineering from Stanford, and an MBA from the Haas School of Business at the University of California, Berkeley.



GAURAV LAHIRI

Deloitte India | gauravlahiri@deloitte.com

Gaurav Lahiri leads Deloitte India's Human Capital consulting practice. He works with clients to align their organizations with their strategic agenda, including reviewing strategies, designing organization structures, implementing talent management programs, and formulating reward strategies to drive performance and motivation. Lahiri co-authored the 2007 book *The Indian CEO: A Portrait of Excellence* and has authored several papers on post-merger integration and change management. He graduated with honors in mathematics from Delhi University and holds an MBA from the XLRI School of Management.



JEFF SCHWARTZ

Deloitte Consulting LLP | jeffschwartz@deloitte.com

Jeff Schwartz, a principal with Deloitte Consulting LLP, is Deloitte's global leader for Human Capital Marketing, Eminence, and Brand and the US leader for the Future of Work. He is the US leader of the Innovation Tech Terminal (ITT), linking the Israeli start-up ecosystem with global clients. Schwartz is an advisor to senior business leaders at global companies, focusing on business transformation, organization, HR, talent, and leadership. He has lived and worked in the United States, Russia, Belgium, Kenya, Nepal, Sri Lanka, and India, and was based in Delhi and Mumbai from 2011 to 2016. He launched Deloitte's *Global Human Capital Trends* research in 2011. Schwartz has an MBA from the Yale School of Management and an MPA from Princeton's Woodrow Wilson School of Public and International Affairs.



ERICA VOLINI

Deloitte Consulting LLP | evolini@deloitte.com

Erica Volini is the US Human Capital leader for Deloitte Consulting. Throughout her 20-year career, Volini has worked with some of the world's leading organizations to link their business and human capital strategies. She is a frequent speaker on how market trends are impacting HR organizations and the HR profession as a whole. Within Deloitte, she is a member of Deloitte Consulting's management committee. Volini has a bachelor of science in industrial and labor relations from Cornell University.

GLOBAL HUMAN CAPITAL LEADERS

Global Human Capital leader

Brett Walsh

Deloitte MCS Limited

bcwalsh@deloitte.co.uk

Global Human Capital leader, Marketing, Eminence, and Brand

Jeff Schwartz

Deloitte Consulting LLP

jeffschwartz@deloitte.com

Global Human Capital leader, Future of Work

Heather Stockton

Deloitte Canada

hstockton@deloitte.ca

Global Employment Services leader

Nichola Holt

Deloitte Tax LLP

nicholt@deloitte.com

Global Organization Transformation and Talent leader

Dimple Agarwal

Deloitte MCS Limited

dagarwal@deloitte.co.uk

Global HR Transformation leader

Michael Stephan

Deloitte Consulting LLP

mstephan@deloitte.com

Global Actuarial, Rewards, and Analytics leader

Darryl Wagner

Deloitte Consulting LLP

dawagner@deloitte.com

HUMAN CAPITAL COUNTRY LEADERS

AMERICAS

Americas

Verónica Melián

Deloitte SC

vmelian@deloitte.com

United States

Erica Volini

Deloitte Consulting LLP

evolini@deloitte.com

Canada

Jeff Moir

Deloitte Canada

jmoir@deloitte.ca

Argentina

Maria Soledad Ruilopez

Deloitte & Co. SA

sruilopez@deloitte.com

Brazil

Roberta Yoshida

Deloitte Consultores

royoshida@deloitte.com

Chile

Marcel Villegas

Deloitte Audit y Consult.

marvillegas@deloitte.com

Colombia and Peru

Alejandra D'Agostino

Deloitte & Touche SRL

aldagostino@deloitte.com

Costa Rica

Sofia Calderon

Deloitte & Touche SA

socalderon@deloitte.com

AMERICAS (CONT.)

Dutch Caribbean

Maghalie van der Bunt
 Deloitte Dutch Caribbean
 mvanderbunt@deloitte.com

Ecuador

Roberto Estrada
 Andeanecuador Consultores
 restrada@deloitte.com

Mexico

Tomas Fernandez
 Deloitte Consulting Mexico
 tofernandez@deloittemx.com

Panama

Jessika Malek
 Deloitte Consultores
 jmalek@deloitte.com

Uruguay, LATCO

Verónica Melián
 Deloitte SC
 vmelian@deloitte.com

ASIA PACIFIC

Asia Pacific & China

Jungle Wong
 Deloitte Consulting (Shanghai) Co. Ltd,
 Beijing Branch
 junglewong@deloitte.com.cn

Australia

David Brown
 Deloitte Touche Tohmatsu
 davidbrown@deloitte.com.au

India

Gaurav Lahiri
 Deloitte India
 gauravlahiri@deloitte.com

Japan

Akio Tsuchida
 Deloitte Tohmatsu Consulting Co. Ltd
 akitsuchida@tohmatsu.co.jp

Korea

Eric Seok Hoon Yang
 Deloitte Consulting
 seoyang@deloitte.com

New Zealand

Hamish Wilson
 Deloitte
 hawilson@deloitte.co.nz

Southeast Asia

Mark Maclean
 Deloitte Consulting Pte Ltd
 mmaclean@deloitte.com

EUROPE, MIDDLE EAST, AND AFRICA

EMEA

Ardie Van Berkel
 Deloitte Consulting BV
 avanberkel@deloitte.nl

United Kingdom

Anne-Marie Malley
 Deloitte MCS Limited
 amalley@deloitte.co.uk

Africa

Pam Maharaj
 Deloitte Consulting Pty
 pammaharaj@deloitte.co.za

Austria

Christian Havranek
 Deloitte Austria
 chavranek@deloitte.at

Belgium

Yves van Durme
 Deloitte Consulting
 yvandurme@deloitte.com

CIS

Gulfia Ayupova
 CJSC Deloitte & Touche CIS
 gayupova@deloitte.ru

Cyprus

George Pantelides
 Deloitte Ltd
 gpantelides@deloitte.com

EUROPE, MIDDLE EAST, AND AFRICA (CONT.)

Czech Republic

Pavel Šimák

Deloitte Advisory s.r.o.
psimak@deloittece.com

Denmark and Nordics

Filip Gilbert

Deloitte Denmark
fgilbert@deloitte.dk

East Africa (Kenya, Tanzania, Uganda)

George Hapisu

Deloitte & Touche Kenya
ghapisu@deloitte.co.ke

Finland

Eva Tuominen

Deloitte Oy
eva.tuominen@deloitte.fi

France

Philippe Burger

Deloitte Conseil
phburger@deloitte.fr

Germany

Udo Bohdal-Spiegelhoff

Deloitte Consulting GmbH
ubohdal@deloitte.de

Ireland

Valarie Daunt

Deloitte & Touche
vdaunt@deloitte.ie

Israel

Maya Barlev

Brightman Almagor Zohar & Co.
mbarlev@deloitte.co.il

Italy

Lorenzo Manganini

Deloitte Consulting SRL
lmanganini@deloitte.it

Luxembourg

Basil Sommerfeld

Deloitte Tax & Consulting
bsommerfeld@deloitte.lu

Middle East

Ghassan Turqieh

Deloitte & Touche (ME)
gturqieh@deloitte.com

Netherlands

Petra Tito

Deloitte Consulting BV
ptito@deloitte.nl

Norway

Eva Gjovikli

Deloitte AS
egjovikli@deloitte.no

Poland

Michał Olbrychowski

Deloitte Business Consulting SA
molbrychowski@deloittece.com

Portugal

José Subtil

Deloitte Consultores SA
jsubtil@deloitte.pt

Spain

Joan Pere Salom

Deloitte Advisory SL
josalom@deloitte.es

Sweden

Victor Kotnik

Deloitte Sweden
vkotnik@deloitte.se

Switzerland

Myriam Denk

Deloitte Consulting Switzerland
mydenk@deloitte.ch

Turkey

Cem Sezgin

Deloitte Turkey
csezgin@deloitte.com

West Africa (Nigeria and Ghana)

Joseph Olofinsola

Deloitte & Touche Nigeria
jolofinsola@deloitte.com.ng

ACKNOWLEDGEMENTS

The creation of Deloitte's 2018 *Global Human Capital Trends* report was a team effort involving many practitioners from around the globe. The report leverages not only the results of our survey of more than 11,000 business and HR leaders, but also the insights from our many Human Capital partners from their interactions with business and HR leaders throughout the year.

We would not have been able to produce this report without the energy of our dedicated team:

Julia Epstein and **Julie May**, who helped to lead this program from the US and Global, and their team of **Daniel Baicker**, **Tracy Martin**, and **Joycelyn Finley**, who coordinated and executed all of the program initiatives and worked tirelessly with our global team.

Amy Farner, who led a flawless data design and analysis effort that generated our largest response in history. Her guidance and coaching was unwavering and we are forever grateful. **Shivank Gupta** and **Mukta Goyal** for their efforts on the survey and analytics, together with their colleagues: **Udita Arora**, **Ushasi Bandyopadhyay**, **Archana Bhat**, **Saylee Bhorkar**, **Ananshi Chugh**, **Srishti Dayal**, **Ankita Jain**, **Rachit Jain**, **Bhumija Jain**, **Shruti Kalaiselvan**, **Ashish Kainth**, **Yasmine Kakkar**, **Sania Motwani**, **Sahana Nabaneeta**, **Anjali Naik**, **Divya Patnaik**, **Sangeet Sabharwal**, **Vrinda Sarkar**, **Sonia Sharma**, **Goral Shroff**, **Taneet Singh Ranhotra**, and **Manan Vij**.

Christy Hodgson, who drove the marketing strategy and app branding and helped to bring together how the *Human Capital Trends* story was told. Her strategic mind and flawless coordination allowed us to increase the power of the story and the company videos. **Melissa Doyle** and **Steve Dutton** for their leadership in public relations.

Andrew Pollen and the Deloitte Digital team who partnered with us to lead the design and development of the new HC Trends web app. **Nidal Haddad** for his executive sponsorship from Deloitte Digital.

The Deloitte Insights team that supported the report's publication, including **Junko Kaji**, who provided editorial guidance; **Sonya Vasilieff**, our Deloitte Insights art director; **Sarah Jersild**, who created the Deloitte Insights introductory video; **Alok Pepakayala**, who assisted the app development team; and **Amy Bergstrom** and **Alex Kawecki**, who led Deloitte Insights' deployment efforts.

Sue Ostaszewski, **Karen Miklic**, **Laura Elias**, and **Marykate Reese**, who created the marketing assets, and **Shannon Pincus**, **Caroline Regan Williams**, **Ayushi Agarwal**, **Christina Anderson**, **Maggie Godleski**, **Caroline Levy**, and **Devina Vimadalal**, who drove the development of the company videos in the app. **Deepti Agarwal**, **Angela Ayton**, **Bob Hughes**, **Lucy Matthews**, **Reuben Paul**, and **Gloria Viedma Navarro**, who worked on the client-facing materials for this year's report.

Mia Farnham, **Alejandra Arrue**, and **Dany Rifkin** for their support in conducting research to support the trends.

Jennifer Fisher, **Michelle Machalani**, and **Susanna Samet** for providing their expertise in diversity and inclusion and in public policy.

Jeffrey Winn and **Elaine Loo** for providing their expertise in cyber.

Vivek Katyal for providing his expertise and input on the people data chapter.

Stacey Philpot, **Jeff Rosenthal**, and **Pushp Deep Gupta** for their expertise and input on the C-suite chapter.

Walt Sokoll, **Chetan Jain**, and **Leendert van der Bijl** for their expertise in the HCM technology space.

Deloitte. Insights

Sign up for Deloitte Insights updates at www.deloitte.com/insights.



Follow @DeloitteInsight

Deloitte Insights contributors

Editorial: Junko Kaji, Karen Edelman, Abrar Khan, Nikita Garia, Matthew Budman, Rithu Thomas, Preetha Devan

Creative: Sonya Vasilieff, Molly Woodworth

Promotion: Amy Bergstrom, Alex Kawecki

Artwork: Traci Daberko

About Deloitte Insights

Deloitte Insights publishes original articles, reports and periodicals that provide insights for businesses, the public sector and NGOs. Our goal is to draw upon research and experience from throughout our professional services organization, and that of coauthors in academia and business, to advance the conversation on a broad spectrum of topics of interest to executives and government leaders.

Deloitte Insights is an imprint of Deloitte Development LLC.

About this publication

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or its and their affiliates are, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your finances or your business. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

None of Deloitte Touche Tohmatsu Limited, its member firms, or its and their respective affiliates shall be responsible for any loss whatsoever sustained by any person who relies on this publication.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.

Copyright © 2018 Deloitte Development LLC. All rights reserved.

Member of Deloitte Touche Tohmatsu Limited