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Say “hello” to the augmented workforce

Better connectivity and cognitive tools are altering the very nature of work

Apple and Deloitte team up

The work of the future? It's already here. Just look at all the laptops and tablets in the neighborhood coffee shop. The number of emails being sent “off hours.” The configuration of office space. The growth of virtual work groups. The number of people doing different jobs because computers are performing their routine, mundane tasks. The explosion of the “gig” economy.

“Our jobs likely will continue to be more networked, more mobile, more team-based, more project-based, more collaborative, more real-time, and more fluid,” says Josh Bersin, principal, Deloitte Consulting LLP (US). “Digital technology is making this all possible. It’s fundamentally changing how, when and where we work.”

Among the more pervasive technologies leading the charge are the iPhone®, iPad® and the iOS mobile operating system created and developed by Apple. Deloitte has more than 100,000 professionals using iOS devices as part of their daily work routines. These professionals have more than 40 native iOS apps available to them, so Deloitte understands the benefits of the technology intimately.

During FY2017, Deloitte and Apple joined forces to transform the way companies work by maximizing the power, ease-of-use and security the iOS platform brings to the workplace. “We want to help employees work the way they live in a mobile world,” says Mike Brinker, Deloitte Consulting LLP (US) principal and Apple alliance leader.

Deloitte created a first-of-its-kind Apple practice with more than 5,000 strategic advisors and practitioners who are focused on helping businesses change the way they work across their entire enterprise—from customer-facing functions such as retail, field services and recruiting to R&D, inventory management and back-office systems.

Apple and Deloitte Consulting LLP (US) collaborated on the development of a new service offering called EnterpriseNext. It consists of tools and workshops designed to accelerate the process of ideation, prototyping and evaluating mobile opportunities for iPhone® and iPad®.

Among those tools, Brinker says, are iOS Value Maps that “help companies discover the highest-impact possibilities for iPhone and iPad within their industries, and then prioritize the most meaningful opportunities for mobile transformation.”

EnterpriseNext workshops are two-week sessions—held in Apple Design Labs, Deloitte Digital studios and Deloitte Greenhouse facilities around the world—that strive to turn ideas into prototypes. “We deep dive into how we can mobilize tasks, process and



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workflows on iOS," Brinker says. "What typically makes these sessions productive is having industry experts, iOS app developers, enterprise architects and business leaders in the same room working toward common goals."

Once customer-specific prototypes are built, industry specialists and technical teams collaborate to develop custom iOS solutions that are easily deployable and integrate seamlessly with existing business platforms.

In the year-plus since the alliance was announced, Deloitte has been delivering Apple solutions, launching additional country practices and building industry-specific iOS capabilities. "We've conducted hundreds of client meetings, workshops, Apple Executive Briefing Center visits and started many new engagements," Brinker says. "We've also built solutions for multiple enterprise platforms, and now have dedicated Apple and Deloitte alliance leadership in eight countries around the world."

Augmented actuaries

Professionals who are concerned about being replaced by artificial intelligence might need to only look at the insurance industry to see how technology is more likely to upgrade their jobs than render them unnecessary.

"Several insurance companies are beginning to automate actuarial processes," says Darryl Wagner, Deloitte Global Actuarial, Rewards & Analytics leader. "Instead of having highly skilled people spending time on repetitive tasks or raw calculations, that work can be largely handled by technology—allowing actuaries to make a bigger impact by applying their analytical skills, assisted by smarter machines, to broader business questions which heretofore they have not had the time or resources to address."

Deloitte Consulting LLP (US) is helping insurance companies expand the capabilities of their actuaries, actuarial processes and technology through a program called the Exponential Actuary™. Deloitte is co-developing this suite of solutions with several clients, including a large, global insurance company that wanted to streamline its actuarial process, starting with reducing the time spent creating regulatory memos and reports.

"Part of what the development team did was suggest a content management solution and natural-language generation engine to take core actuarial data and automate a first-pass creation of memo content," explains Tony Johnson, senior manager, Deloitte Consulting LLP (US). "That solution seemed to help increase memo quality and consistency. But, just as importantly, it has reduced the work on actuaries developing memos, enabling them to spend more time on higher-value activities and work that can't be done by machines."

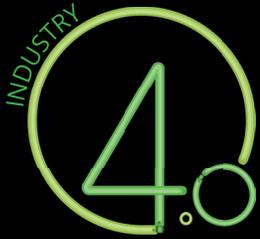
People-predicting analytics

As cloud-based human resource systems become more mainstream, companies are beginning to use data for all aspects of workforce planning, talent management and operational improvement. Analytics is being applied to a wide range of human resource challenges, from recruiting and retention to performance measurement, compensation and workforce planning.

The [2017 Deloitte Global Human Capital Trends report](#) found 71 percent of companies see people analytics as a high priority in their organizations. Yet, progress has been slow and readiness is lagging, according to Bill Pelster, principal, Deloitte Consulting LLP (US). "After years of talking about this issue," Pelster says, "only 8 percent of companies report they have usable data and only 9 percent believe they have a good understanding of which talent dimensions drive performance in their organizations."

[iNostix by Deloitte](#), acquired by Deloitte Belgium in FY2016, is helping employers elevate those numbers. "Last year's acquisition of iNostix significantly expanded our predictive human resource analytics capabilities," says Yves van Durme, Human Capital leader for Deloitte Belgium. "With these tools, we are using data and analytics to help solve clients' problems with engagement, leadership, learning and recruitment like never before."

"iNostix delivers a range of services in people analytics, including the use of algorithms that can predict the success of new hires, the performance of existing talent, and employee turnover," explains iNostix founder Luc Smeyers, Human Capital senior director for Deloitte Belgium. "The clients using iNostix are getting insights quickly for internal people decision making without having to invest in heavy data science capabilities."



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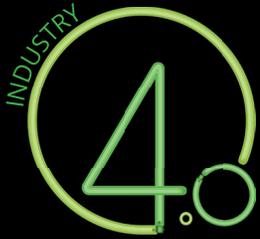
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Helping education evolve

As jobs change, so should university curriculums. That doesn't happen overnight, though. It takes time and money.

The Deloitte Foundation, the not-for-profit arm of Deloitte LLP (US), recently renewed its commitment to help support the development of future accountants and educators by pledging funding to the American Accounting Association.

"Accountants' jobs are augmented more and more by exponential technologies, but many schools' curriculums aren't keeping up with the pace of change," says Tonie Leatherberry, Deloitte Consulting LLP (US) principal and president of the Deloitte Foundation. "To sustain the profession—not just for Deloitte, but for a world that needs accountants and auditors that represent the diversity of our society—it's important to grow the pipeline of future certified public accountants, strengthen the quantity and quality of accounting professors who teach those students, and improve programs at a broad number of schools."



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Transforming talent

New resourcing and acquisition models add to Deloitte's agility, diversity

A world of expertise

In a global economy characterized by rapid technological change and disruption, organizations frequently struggle to acquire and retain the skills and talent they need when they need them. That includes Deloitte.

Enter Deloitte Pixel™, an enterprise crowdsourcing capability that lets Deloitte tap into specific, external expertise from around the world to help clients uncover innovative solutions to current strategic or operational challenges. Pixel relies on three models. In the first model, specialists compete for outcomes and prizes. The second is collaborative, where participants build upon each other's ideas. And the third breaks large problems into smaller pieces and lets contributors tackle those parts independently.

"Deloitte Consulting LLP (US) has developed relationships with close to 20 leading crowdsourcing vendors in the marketplace," explains Balaji Bondili, Deloitte Consulting LLP (US) senior manager and Deloitte Pixel lead. "That allows us to achieve the best mix of crowdsourcing and traditional resourcing so we can deliver cohesive solutions efficiently."

Deloitte Pixel has been used with clients across industries to help address a variety of issues including market insight, customer engagement, operations, digital design and development, and talent strategy. "We are working to create better and more-scalable solutions at lower costs than even in-house teams," Bondili says.

In one instance, 2,500 industrial designers were asked to reimagine a common piece of office equipment. In another, hundreds of data scientists were asked how they could help a bank predict infrastructure delivery times while increasing the efficiency of its IT automation efforts and better coordinating the work performed between machines and people. "These clients were both well-known, global corporations that had large teams of specialists in these particular areas," Bondili explains. "But, when we added crowdsourcing to the equation, along with our own professionals' skills and knowledge, it opened their minds to new possibilities that none of us could envision on our own."

Deloitte Pixel generated 25 solid concepts for the office-equipment client. And the banking client received the niche talent needed to generate vast amounts of complex training data and develop a predictive machine-learning application that improved planning and decision making.



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The result of collaborative efforts involving Deloitte professionals in several member firms, Deloitte Pixel is part of a comprehensive talent strategy that allows Deloitte to secure the right kinds of specialists, both internally and externally, to meet clients' complex business needs.

Tapping the power of our people

Deloitte Consulting LLP (US) teams are piloting an internal crowdsourcing solution, ConnecteD, which is designed to match people with targeted internal assignments—from pursuing new business to solution development. "ConnecteD gives our professionals more opportunities to self-direct their practice contributions, ideally in ways that allow them to pursue their passions, develop their skills and broaden their network of relationships," says David Rizzo, Deloitte Consulting LLP (US) principal and chief talent officer.

The ConnecteD team enlisted Deloitte Pixel's specialists to help design and build an agile task marketplace solution. "The Deloitte Pixel team knows a great deal about what motivates crowds and what incentive levers to pull to drive results," Rizzo explains. A beta launch in 2017 is informing ConnecteD's broader rollout, planned for the first half of 2018. Member firms outside the US are also exploring similar tools.

Contractor communities

Also gaining traction at Deloitte is the addition of freelancers to the talent mix. About a dozen Deloitte programs—including Deloitte Open Talent in the US, Deloitte Associates in the UK and Deloitte Africa's Recruit Talent—invite independent contractors to become part of the Deloitte community. Deloitte UK, for example, has a network of 3,500 potential contributors who are eligible for project work. In FY2017, 550 of those contractors worked on cross-functional projects. Similar to Deloitte Africa, which has a network of more than 20,000 contractors, the UK firm often leverages Deloitte alumni as part of that talent pool.

"We've created a formal, yet agile process to build a strong community of external talent that we can access quickly," says Nigel Hinson, head of Associate Resourcing, Deloitte UK. At Deloitte Associates' core is a portal where contractors register to be evaluated and approved. Once their skills are verified, they can either apply for posted project work or be contacted by Deloitte UK when they're particularly suited to projects that arise. "We built a platform that understands and responds to the way that contractors like to work," Hinson adds. "Our process helps us find qualified people in a responsive way and meets the demands of the business."

Robotics in recruiting

Even as Deloitte increases the involvement of freelancers, the need for in-house talent will remain strong. To find the most-qualified people, some member firms are investing in cognitive intelligence, robotic process automation (RPA), chatbots and expanded use of video to revolutionize the recruiting process.

Deloitte Australia will soon pilot technology that completely automates engagement, relationship management, talent pooling and the candidate experience right through to the phone interview. "Ultimately, this should give us a huge number of prequalified candidates for all potential work engagements at the Australian firm," says Michael de Graaf, senior Talent manager, Deloitte Australia. "And we'll be able to cut almost a month out of the time it takes to find candidates and fill jobs, which is good for job seekers and for us."

A similar initiative in the US is designed to use advanced algorithms to quickly and accurately match candidates with jobs. "Right now, it can be confusing for applicants to sift through all the job openings on our site," says Kerry Sullivan, senior recruitment manager, Deloitte Services LP (US). "The system we're implementing looks at all profiles and positions and works to identify the correct career opportunity for each potential candidate."

Throughout the recruiting process, Sullivan explains: "We want to meet candidates where they are and utilize communication methods they prefer, while also using technology that helps us process candidate information more efficiently. These new tools are designed to help get the right people into the right jobs at the right time, and they virtually eliminate bias from the screening process."



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Inclusion includes clients

A lack of bias is paramount when seeking professionals who represent the inclusive workforce of the future—top talent with different life experiences, perspectives and skill sets. “We work hard to ensure our people reflect the make-up of today’s society,” says Emma Codd, managing partner for Talent, Deloitte UK. “However, a diverse talent pool can only be achieved within an inclusive environment which has respect at its core and where everyone feels able to be themselves.”

Codd adds that achieving this “requires strong leadership and a clear tone from the top supported by education programs, recruitment activities, and diversity and inclusion networks.” Through a variety of global business resource groups (BRGs), Deloitte offers its people opportunities to connect, build strong networks to help navigate their careers, contribute to local communities, and provide feedback to leadership on related policies and practices. At Deloitte UK, for example, 10 diversity networks connect around 6,000 members who share affinity indicators such as gender, race, religion, sexual orientation, disability, and parenting/caring responsibilities.

One BRG active in Deloitte UK and in other Deloitte firms is the Lesbian, Gay, Bisexual, Transgender and Allies (GLOBE and Allies) group. “In addition to helping with campus recruiting and offering a mentor program to develop Deloitte people, we work with community organizations to lead workshops and connect with groups that often include various companies,” says Antonio Crombie, Deloitte & Touche LLP (US) manager and a GLOBE and Allies leader. “I’ve spoken with multiple organizations to discuss our LGBTQ inclusion strategy and share with them approaches and ideas to help them develop theirs. Ultimately, business wins result from a series of conversations that start somewhere. I’d like to think some started with us.”

Diversity-driven action

Deloitte Israel is participating in a state-initiated diversity program that promotes Israeli-Arab integration in the workforce. To fully realize the program’s potential, “We listed a set of goals and integrated them into our annual strategy,” explains Ilan Birnfeld, Deloitte Israel CEO. “Not only did we meet all of our goals, but we also began advising other organizations on how to integrate Arab employees.”

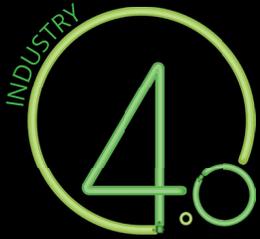
The business sector in Israeli-Arab society is facing multiple challenges that inhibit its ability to expand into new markets. Birnfeld believes Deloitte Israel can benefit these businesses by introducing them to thriving, international companies, global knowledge bases, best practices and innovative technologies. “In addition to curtailing inequality and promoting positive models and business initiatives from all parts of Israeli society, we discovered a great market for world-class professional services that’s largely untapped by any of our competitors.”

Deloitte Israel has opened offices in Nazareth, the heart of the Arab business sector, offering end-to-end solutions with an emphasis on the sector’s unique challenges. “Our Nazareth offices will be run and directed by Arab directors who can relate to their clients’ needs and sensitivities and can overcome culture and language barriers,” Birnfeld says. “So, what started as a desire for a more-inclusive workplace has led to leadership opportunities for some extraordinary professionals, and opened new business avenues for Deloitte Israel.”

Professional development, family balance

In FY2017, Deloitte advanced other initiatives designed to support the career development and personal wellbeing of its professionals, including:

- Opening the doors to its fifth and sixth Deloitte University (DU) facilities—Deloitte University North in Toronto, Canada, and Deloitte University Asia Pacific in Sentosa Island, Singapore. In 2017, 65,000 Deloitte professionals participated in DU leadership development programs.
- Evolving its family leave policies to further recognize the diverse needs of families and changing dynamics of caregiving. Deloitte LLP (US), for example, unveiled one of the country’s broadest and most progressive leave policies. Deloitte LLP talent may now receive up to 16 weeks of fully paid extended family leave to support a range of life events impacting Deloitte LLP people and their families—from supporting aging parents, to caring for a spouse or a significant other, to celebrating the arrival of a new child.



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- Launching a new, strengths-based performance-management experience across the network that forgoes individual ratings and annual performance reviews in favor of frequent, meaningful conversations between team members and team leaders. These conversations—coupled with real-time, reliable assessments of each individual's performance—make it easier to understand and recognize performance throughout the year.