2018 Global Human Capital Trends
The rise of the social enterprise

The symphonic C-suite:
Teams leading teams

85% of executives surveyed this year rated “C-suite collaboration” as important or very important – making it the most important trend of the 2018 issue.

The Workforce ecosystem:
Managing beyond the enterprise

Of organizations said their rewards program were “very effective” at creating a personalized, flexible solution.

New rewards:
Personalized, agile, and holistic

8% of organizations said their rewards program were “very effective” at creating a personalized, flexible solution.

From careers to experiences:
New pathways

In today’s workplace a personalized, agile and holistic rewards system is essential to attract, motivate and develop talent.

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

Creating ways for people to have meaningful, productive multi-stage and multidimensional careers is a major opportunity to engage workers across generations.

Well-being:
A strategy and a responsibility

86% of employees surveyed value a flexible schedule, with half of the organizations surveyed offering a flexible working program.

Citizenship and social impact:
Society holds the mirror

77% of respondents say that their organizations’ employees spend time on projects outside their functional area.

AI, robotics and automation:
Put humans in the loop

73% see this area as important.

The hyper-connected workplace:
Will productivity reign?

91% of respondents say that their organizations’ employees spend time on projects outside their functional area.

People data:
How far is too far?

Companies must be vigilant about data quality and data security, while this is a relatively new challenge for HR, it is rapidly becoming a top priority.
## 2018 Human Capital Trends
### Oracle HCM cloud differentiators

<table>
<thead>
<tr>
<th>Trend description</th>
<th>HR imperative</th>
<th>Oracle differentiators</th>
<th>How we can help</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Symphonic C-Suite</strong></td>
<td>• Employ a team-centric, networked, and agile organization structure that leverages data across the organization to make critical business decisions</td>
<td>• Oracle’s integrated cloud-based multi-pillar solution connects all areas of the organization to support collaborative digital business models</td>
<td><strong>Cloud Roadmap, Strategy and Implementation</strong></td>
</tr>
<tr>
<td><strong>Workforce Ecosystem</strong></td>
<td>• Extend talent management approaches across a varied portfolio of workers, talent networks, and service providers</td>
<td>• Support for multiple work relationships allow organizations to manage employees and contingent workers together, extending access to talent management approaches across all work relation types</td>
<td><strong>High-Impact HR Operating Model Design</strong></td>
</tr>
<tr>
<td><strong>New Rewards</strong></td>
<td>• Create programs that are aligned with individual preferences, and provide compensation programs that are delivered more continuously</td>
<td>• Compensation empowers managerial use of Stock, Merit, Promotion, Market Adjustments and other components to best reward and retain individuals across all work relationships</td>
<td><strong>Laborwise - A powerful lens for analyzing labor spending</strong></td>
</tr>
<tr>
<td><strong>Careers to Experiences</strong></td>
<td>• Provide tailored solutions that empower individuals to navigate 21st-century careers and access and develop the skills of the future</td>
<td>• AI helps individuals proactively explore and compare career paths across all disciplines to identify and develop an individualized plan to achieve future career goals</td>
<td><strong>Engagepath - Measure, monitor, and improve Employee engagement</strong></td>
</tr>
<tr>
<td><strong>Longevity Dividend</strong></td>
<td>• Partner with older workers to develop new career models, and recognize seasoned employees as a proven competitive advantage</td>
<td>• Succession planning and predictive analytics highlight opportunities to partner workers across generations to share institutional knowledge and develop an inclusive workforce</td>
<td><strong>Culturepath - Shape your workplace culture, drive your strategy</strong></td>
</tr>
<tr>
<td><strong>Citizenship and Social Impact</strong></td>
<td>• Take an intense look at organizations’ impact on society, and make citizenship a core part of strategy and identity</td>
<td>• “My Volunteering” enables employees to be philanthropic by identifying and participating in volunteer projects their company supports</td>
<td><strong>Bersin research &amp; Membership</strong></td>
</tr>
<tr>
<td><strong>Well-being</strong></td>
<td>• Provide a robust suite of well-being programs focused on physical, mental, financial, and spiritual health</td>
<td>• Work Life Applications help improve productivity by helping employees holistically view their total work and personal well-being</td>
<td><strong>2018 Human Capital Trends Report</strong></td>
</tr>
<tr>
<td><strong>AI, Robotics, and Automation</strong></td>
<td>• Rethink “work architecture” to benefit organizations, teams, and individuals, and analyze new combinations of machines and humans’ working together</td>
<td>• Intelligent bots extend the application through interactions with products like Amazon Echo, Google Home, and Apple Siri</td>
<td><strong>Read the full report on the HC Trends app or:</strong></td>
</tr>
<tr>
<td><strong>Hyper-connected Workplace</strong></td>
<td>• Determine which tools are best for the organization and how to use them</td>
<td>• Social Networking promotes employees to collaborate and communicate effectively while sharing documents, files, and ideas cross-functional within a familiar user experience</td>
<td><strong><a href="https://www.deloitte.com/us/en/focus/human-capital-trends.html">https://www.deloitte.com/us/en/focus/human-capital-trends.html</a></strong></td>
</tr>
<tr>
<td><strong>People Data</strong></td>
<td>• Be vigilant about data quality, data security, and the accuracy of machine-driven decisions</td>
<td>• Data entry controlled by business flows to ensure quality. Advanced HCM Controls detect security anomalies to mitigate risk and strengthen compliance</td>
<td><strong>For More Information Contact</strong></td>
</tr>
</tbody>
</table>

For More Information Contact

Chetan Jain
Deloitte Consulting LLP
Office: +1.303.298.6690
Mobile: +1.720.839.2096
cjain@deloitte.com