

2018 Global Human Capital Trends

The rise of the social enterprise

Organizations today are increasingly judged on the basis of their relationships with their workers, customers and communities, as well as their impact on society - transforming them into social enterprises

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

AI, robotics and automation: Put humans in the loop



73% see this area as important

31% are ready to address it

The hyper-connected workplace:

Will productivity reign? **91%**

Of respondents say that their organizations' employees spend time on projects outside their functional area



The Workforce ecosystem: Managing beyond the enterprise

16% have an established set of policies and practices to manage a variety of worker types



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% see citizenship as important



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



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Oracle HCM cloud differentiators

Trend description	HR imperative	Oracle differentiators
 <p>SYMPHONIC C-SUITE demands C-level leaders to operate as a cohesive team rather than independent functional experts</p>	<ul style="list-style-type: none"> Employ a team-centric, networked, and agile organization structure that leverages data across the organization to make critical business decisions 	<ul style="list-style-type: none"> Oracle's integrated cloud-based multi-pillar solution connects all areas of the organization to support collaborative digital business models
 <p>WORKFORCE ECOSYSTEM recognizes the need to strategically manage relationships beyond the enterprise</p>	<ul style="list-style-type: none"> Extend talent management approaches across a varied portfolio of workers, talent networks, and service providers 	<ul style="list-style-type: none"> 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
 <p>NEW REWARDS need a more personalized, agile, and holistic approach</p>	<ul style="list-style-type: none"> Create programs that are aligned with individual preferences Provide compensation programs that are delivered more continuously 	<ul style="list-style-type: none"> Compensation empowers managerial use of Stock, Merit, Promotion, Market Adjustments and other components to best reward and retain individuals across all work relationships
 <p>CAREERS TO EXPERIENCES understands, develops, and implements a variety of solutions to support 21st-century careers</p>	<ul style="list-style-type: none"> Provide tailored solutions that empower individuals to navigate 21st-century careers and access and develop the skills of the future 	<ul style="list-style-type: none"> AI helps individuals proactively explore and compare career paths across all disciplines to identify and develop an individualized plan to achieve future career goals
 <p>LONGEVITY DIVIDEND requires innovative practices and policies to support extended careers</p>	<ul style="list-style-type: none"> Partner with older workers to develop new career models Recognize seasoned employees as a proven competitive advantage 	<ul style="list-style-type: none"> Succession planning and predictive analytics highlight opportunities to partner workers across generations to share institutional knowledge and develop an inclusive workforce
 <p>CITIZENSHIP AND SOCIAL IMPACT has bearing on an organization's financial performance and brand value</p>	<ul style="list-style-type: none"> Take an intense look at organizations' impact on society Make citizenship a core part of strategy and identity 	<ul style="list-style-type: none"> "My Volunteering" enables employees to be philanthropic by identifying and participating in volunteer projects their company supports
 <p>WELL-BEING becomes a core responsibility of corporate citizenship and performance strategy</p>	<ul style="list-style-type: none"> Provide a robust suite of well-being programs focused on physical, mental, financial, and spiritual health 	<ul style="list-style-type: none"> Work Life Applications help improve productivity by helping employees holistically view their total work and personal well-being
 <p>AI, ROBOTICS, AND AUTOMATION recognizes that technologies are most effective when they complement humans, not replace them</p>	<ul style="list-style-type: none"> Rethink "work architecture" to benefit organizations, teams, and individuals Analyze new combinations of machines and humans working together 	<ul style="list-style-type: none"> Intelligent bots extend the application through interactions with products like Amazon Echo, Google Home, and Apple Siri
 <p>HYPER-CONNECTED WORKPLACE implements tools that improve performance and promote necessary collaboration</p>	<ul style="list-style-type: none"> Determine which tools are best for the organization and how to use them 	<ul style="list-style-type: none"> Social Networking promotes employees to collaborate and communicate effectively while sharing documents, files, and ideas cross-functional within a familiar user experience
 <p>PEOPLE DATA understands how to mitigate the risks that impact their consumer brand</p>	<ul style="list-style-type: none"> Be vigilant about data quality, data security, and the accuracy of machine-driven decisions 	<ul style="list-style-type: none"> Data entry controlled by business flows to ensure quality. Advanced HCM Controls detect security anomalies to mitigate risk and strengthen compliance

How we can help
 <p>CLOUD ROADMAP, STRATEGY AND IMPLEMENTATION</p>
 <p>HIGH-IMPACT HR OPERATING MODEL DESIGN</p>
 <p>LABORWISE - A powerful lens for analyzing labor spending</p>
 <p>ENGAGEPATH - measure, monitor, and improve Employee engagement</p>
 <p>CULTUREPATH - shape your workplace culture, drive your strategy</p>
 <p>BERSIN RESEARCH & MEMBERSHIP</p>

2018 HUMAN CAPITAL TRENDS REPORT

Read the full report on the HC Trends app or:

<https://www2.deloitte.com/insights/us/en/focus/human-capital-trends.html>



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