The Social Enterprise at Work
Paradox as a Path Forward
10th June 2020 | Belonging Webinar
Before launching into the 2020 trend, we reflect on the forces that have shaped the world of work particularly around Diversity and Inclusion.

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Early Decade

- Recession recovery
- Revolutionary technologies
- Network of teams
- Cloud

Mid Decade

- Redesign jobs and redesign work
- The social enterprise
- Explosion of data
- Low productivity

Late Decade

- New social contract
- Exponential change
- High productivity
- Intelligence

Key Themes:
- Revolutionary technologies
- Cloud
- Network of teams
- Redesign jobs and redesign work
- The social enterprise
- Explosion of data
- Low productivity
- New social contract
- Exponential change
Can organisations remain distinctly human in a technology-driven world?
Our 2020 Perspective: This Year’s Trends

Our Trends are grouped into the three attributes of the social enterprise: purpose, potential, and perspective

**Purpose**
- **Belonging:** From comfort to connection to contribution
- **Designing work for well-being:** Living and performing at your best
- The postgenerational workforce: From millennials to perennials

**Potential**
- **Superteams:** Putting AI in the group
- **Knowledge management:** Creating context for a connected world
- **Beyond reskilling:** Investing in resilience for uncertain futures

**Perspective**
- **The compensation conundrum:** Principles for a more human approach
- **Governing workforce strategies:** New questions for better results
- **Ethics and the future of work:** From “could we” to “how should we”

**Final Chapter:** A Memo to HR
Introducing our speakers

Belonging: from comfort to connection to contribution

**Sonia Breeze**
**Deloitte Human Capital**
Sonia leads our New Zealand Human Capital practice. Committed to enabling organisations to maximise the potential of their people, she leverages over 25 years of consulting experience.

**Fezeela Raza (Auckland Council)**
Fezeela is a Principal Advisor, Diversity and Inclusion at Auckland Council. Her career has focused on developing expertise in DNI across government, community, research and business with over 20 years experience.

**Marlene Strawson (Mercury Energy)**
Marlene has been in HR for what feels like ‘forever’. She is passionate about creating great workplace cultures, giving people plenty of opportunity to grow and learn, and helping business perform at their best. Marlene has worked in Health, education, telecommunications & banking. She considers all the roles she has had, as being instrumental in how she has developed and grown in her career.
Belonging
Belonging through the years

This years trend suggests that workers can find purpose and value in work when they are able to identify the impact they are making on organisational objectives and goals.

2011 – how D&I drives business performance
2013 – importance of diversity of thinking, insights and ideas
2014 – need to combine diversity with an inclusive culture to drive value
2017 – importance of creating diverse, inclusive teams where people speak up and contribute to drive org performance
2019 – employee experience to human experience, enabling shift from connection to contribution

From Comfort to Connection to Contribution

Organisations can forge a stronger link between belonging and organisational performance by strengthening workers’ connections with their teams and fostering their sense of contribution to meaningful shared goals. When united by common purpose, differences in opinion in how to achieve that purpose become grounds for reasonable debate rather than a source of divisiveness.
Fostering a sense of belonging was important to their organisation’s success.

Source: Unless otherwise indicated, all figures and data-based claims presented here are from Deloitte’s 2020 Global Human Capital Trends Report, Deloitte Consulting LLP.
Comfort and connection drive belonging more going more than comfort alone

Which of the following is the biggest driver of creating belonging in your organisation?

- Workers who can bring their full, authentic selves to the workplace
- Workers who are treated fairly
- Workers who can identify with a defined team (e.g. function, department, geography, etc.)
- Workers who have a sense of community and feel connected to others in the organisation
- Workers who are valued for their individual contributions
- Workers who feel aligned with the organisation purpose, mission, and values

Three factors that influence progression from Comfort, to Connection to Contribution:

1) Organisational Culture  
2) Leadership behaviours  
3) Personal team relationships

Culture, leadership and personal relationships are the biggest factors influencing an organisation's ability to create belonging.

What factors most influence your organisation's ability to create a sense of belonging? Select up to two.

- Organisational Culture: 43%
- Leadership Behaviours: 33%
- Personal Relationships: 24%
- Organisational Purpose: 20%
- Opportunity and growth: 15%
- The nature of the work: 14%
- Fairness: 8%

Relating to today's world

**The COVID-19 Shift:**
- COVID-19 reminded us that people are motivated when they connect their work to a greater purpose
- People want to contribute when they understand how they are making an impact

**New possibilities**
- Organisations should seize the opportunity make sure the connection is clear between jobs, teams and the mission.
Example: Auckland Council
Creating Belonging

The Auckland Council Experience
Dimensions of Belonging

Connection

Reflection

Equity
Initiatives: Equity

• Ethnic and Gender Pay Gap Analyses
• Inclusive Recruitment Playbook
• Courageous Conversations on Race
Initiatives: Reflection

- Senior Appointment Diversity Targets
- He Ata Accelerated Female Leadership Programme
- Grad and Intern Programmes
Initiatives: Connection

- Employee Resource Networks
- Visibility Events
- Inclusive Leadership and Teams
Impact

• 78% Inclusion Indices scores

• 60% He Ata cohort moved in senior leadership positions

• Strong and growing uptake of Inclusive Leadership offerings.

• 80% highly rated Courageous Conversations
Example: Mercury Energy
OUR DIRECTION

OUR PURPOSE
TO INSPIRE NEW ZEALANDERS TO ENJOY ENERGY IN MORE WONDERFUL WAYS

OUR MISSION
ENERGY FREEDOM

OUR GOALS

1. COMMERCIAL
ACHIEVING OUR COMMERCIAL GOALS THROUGH SUSTAINABLE GROWTH.

2. CUSTOMER
INSPIRING, REWARDING AND MAKING IT EASIER FOR OUR CUSTOMERS.

3. PEOPLE
ENABLING OUR PEOPLE TO PERFORM TOGETHER IN A CHANGING ENVIRONMENT AND KEEP EACH OTHER SAFE.

4. PARTNERSHIPS
PROVIDING GREATER OPPORTUNITIES FOR NEW ZEALAND, OUR INDUSTRY, OUR PARTNERS AND OUR BUSINESS THROUGH LONG-TERM COLLABORATION.

5. KAITIakitanga
LONG-TERM SUSTAINABILITY OF NATURAL RESOURCES AND ASSETS.
Questions?
Accessing the HC Trends Report & Webinar Material

Where you can find out more

2020 Global Human Capital Trends

This year’s report calls on leaders to humanise the world of work by addressing one of the biggest challenges facing businesses today – can organisations remain distinctly human in a technology-drive world?

Download the full report here

COVID-19: A Human Capital Trends special report

In light of the unique challenges posed by COVID-19, the future of work has become a strong reality. The special report discusses each of this year’s Trends in the context of the current business environment

Download the full report here

To access the recordings and materials of HC Trends webinars, please visit our website here.

Sign up to future webinars here.
Diversity & Inclusion – Additional Resources

Where you can find out more

Bridging the gap – Westpac workplace gender pay report

How inclusive do New Zealand workplaces feel? (2018)

The six signature traits of inclusive leadership (2018)

The diversity and inclusion revolution (2019)
Upcoming webinars

Take a closer look at the trends with Deloitte experts and guests in our webinar series.

UP NEXT:

**Webinar 2 | A memo to human resources (HR): Expand focus and extend influence**

**Deloitte speaker:** Hamish Wilson and Dan Chee

In the coming decade, HR has an opportunity to embrace the future, expand its reach and focus and assume a key role at the forefront of work, the workplace and workforce. This is a critical opportunity in the response and recovery of COVID-19. In this session, we will discuss this trend and explore some of the opportunities HR can seize in order to transform the value they provide the organisation, as well as hearing from a guest speaker about the work they are doing in their organisation.

Wednesday 17th June, 9am-10am | [Visit our website to register here](#)

AND BEYOND:

**Webinar 3 | Beyond reskilling: Investing in resilience for uncertain futures | Monday 22nd June, 9am-10am**

**Webinar 4 | Governing workforce strategies | New questions for better results | Wednesday 1st July, 9am-10am**