



2024 GLOBAL HUMAN CAPITAL TRENDS

Thriving *beyond* *boundaries:*

Human performance in
a boundaryless world

Our Agenda for Today...

- 1 Introduction to 2024 Human Capital Trends
- 2 Insights: Key 8 Trends on Global Human Capital
- 3 Quick Polls & Q&A
- 4 Wrap up

Introduction to 2024 Human Capital Trends



Technological and social changes—including the emergence of generative AI—are accelerating the shifts that characterize the boundaryless world of work.

14,000+
responses

95
countries



Our research revealed that the more **boundaryless** work becomes, the more important **human performance** becomes.

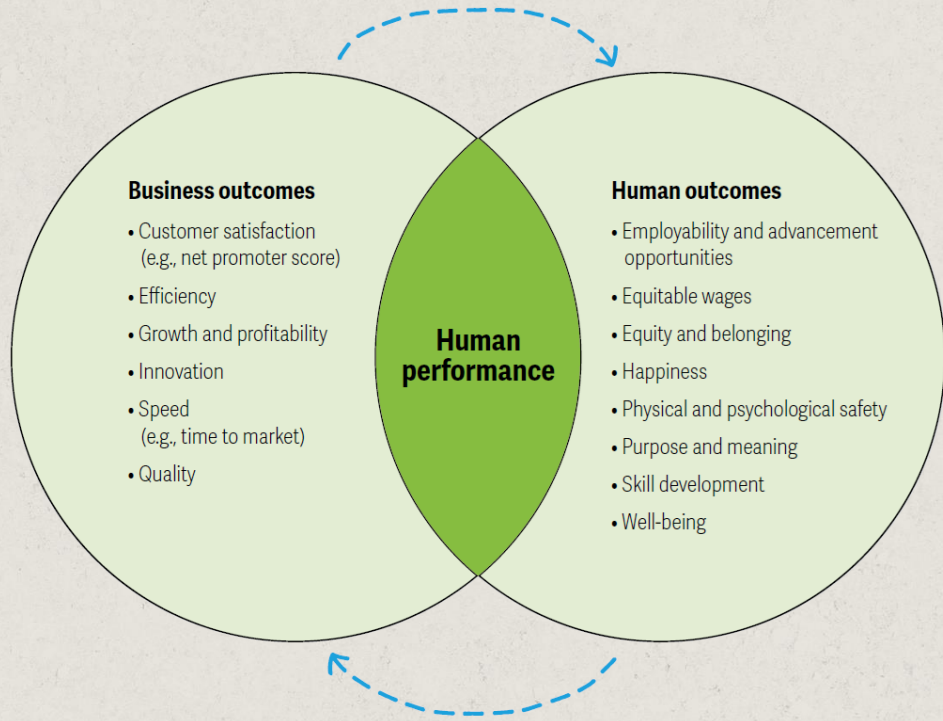
Reimagining **boundaryless work** amidst these disruptions is no longer hypothetical—or optional.

So, what's next?



The new math of *human performance*

$$\left[\begin{array}{c} \text{human} \\ \text{outcomes} \end{array} \right] \times \left[\begin{array}{c} \text{business} \\ \text{outcomes} \end{array} \right] = \textit{human performance}$$



IMPACT
*Organizations that have bridged the gap from knowing to doing are **1.75x more likely** to achieve desired business outcomes and **1.9x more likely** to achieve positive human outcomes.*

Introducing you to 2024 Global Human Capital Trends

From Deloitte Insights' Global Human Capital Trends, several key trends are highly relevant to current business needs of firms undergoing M&A

Global Human Capital Trends Report: Deloitte Insights

Human Capital Trends - 2024

2024 Global Human Capital Trends

Thriving beyond boundaries: Human performance in a boundaryless world

Boundaries: Performance in a boundaryless world

...rating constructs, and proxies of the performance can help organizations make the most of their human capital.

...n, Sue Cantrell, David Mallon, and ...

...ld where boundaries are no longer defined by physical walls or organizational silos. ...longer a matter of if, but when and where. ...employees, no longer limited to the office. ...is of our research shows that the more boundaryless work becomes, the more important uniquely human capabilities—like empathy and curiosity—become.

...Our 2024 Global Human Capital Trends research reveals that a focus on the human factor is emerging as the bridge between knowing what shifts are shaping the future of work and doing things to make real progress toward putting them into action to create positive outcomes. It's clear from the responses to this year's global surveys—over 14,000 respondents from 95 countries—that the more boundaryless work becomes, the more important uniquely human capabilities—like empathy and curiosity—become.

...Our research points to the idea that prioritizing human sustainability—the degree to which the organization creates value for people as human beings, leaving them with greater health and well-being, stronger skills and greater employability, good jobs, opportunities for advancement, more equity, and heightened feelings of purpose and meaning—will be a key driver of organizational success in the future.

...concerns, and transformative shifts in how people think about work and the workplace.

Deloitte Insights



Human sustainability



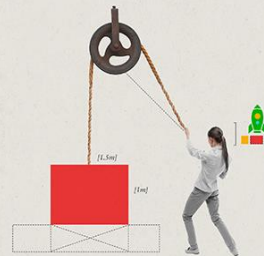
Beyond productivity



Transparency paradox



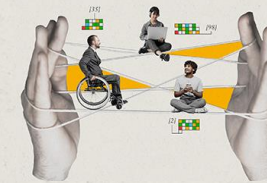
Boundaryless HR



Imagination deficit



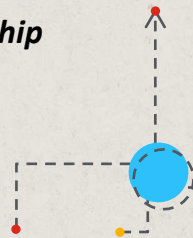
Digital playground



Workplace microcultures

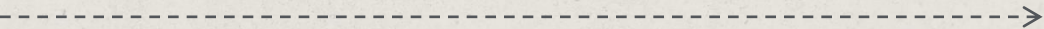


Leadership





Insights: Key 8 Trends on Global Human Capital



Introducing the 2024 Global Human Capital Trends



Human sustainability

The degree to which an organization creates value for people as human beings, not just as workers



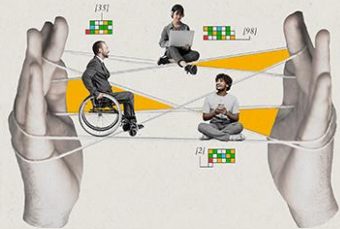
Digital playground

How operationalizing uniquely human capabilities and how “**digital playgrounds**” can help solve it



Beyond productivity

Understand how well an organization is doing in achieving those human performance goals enabling by the new sources of data and analytics



Workplace microcultures

Embrace many diverse **microcultures** aligned to organization-wide values to support autonomy, agility, and workforce experience



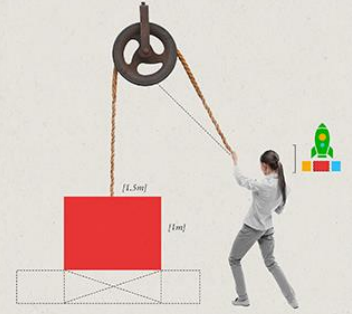
Transparency paradox

Importance of trust to human performance and how **transparency** can help...Or hinder...Efforts to build that trust in a world



Boundaryless HR

HR evolving from a specialized function to a **boundaryless** discipline that is cocreated and integrated with the people, business, and community



Imagination deficit

How new digital advances like generative AI are exposing an imagination deficit



Leadership

What this year’s trends mean for **those who are responsible for leading organizations**



When people thrive, business thrives:
The case for human sustainability

Approx 63% of TH respondents feel that this initiative is critical to the firm's success

21% *say they have very reliable metrics for measuring the social component of ESG*
Of APAC leaders





only
33% *strongly agree they have a clear understanding of how to achieve it*
of APAC leaders

For true **human sustainability**, organizations need to create value for all people connected to them.

[human · sustainability]

The degree to which the organization creates value for people as human beings, leaving them with greater health and well-being, stronger skills and greater employability, good jobs, opportunities for advancement, progress toward equity, increased belonging, and heightened connection to purpose.

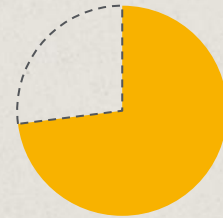
To drive human sustainability, firms should consider..

-  Creating or focusing on metrics that measure human outcomes
-  Making the business case for human sustainability
-  Involving workers and others in cocreating their roles and human sustainability initiatives
-  Integrating human sustainability governance into the board and C-suite

One size does not fit all: *How **leadership & micro-**(cultures) help workers and organizations thrive*

[micro · cultures]

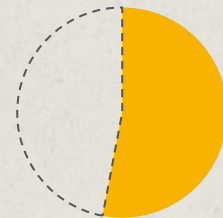
Subtle variations in how work gets done in different teams, functions, and geographies while aligning to global values



73%

of global workers

have left a job due to poor cultural fit

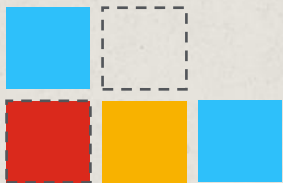


53%

of APAC executives

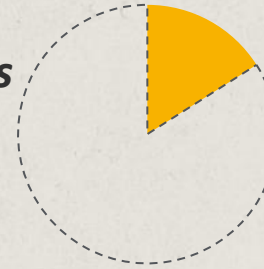
report that an organization's culture is most successful when there is a moderate degree of variation

Yet executives ranked this as the **most difficult** trend to address.

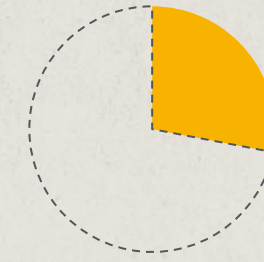


Beyond Productivity....

Approx 69% of TH respondents feel that this initiatives is critical to the firm's success



16%
of SEA
respondents



and
28%
of Thai
respondents

New sources of data and artificial intelligence can help organizations shift from measuring only what they *can* to what they *should*.

say their organizations are very or extremely effective at **evaluating the value created by their workers, beyond tracking activities or outputs.**

To drive Beyond Productivity, firms should consider..



Cocreating metrics and solutions with workers.



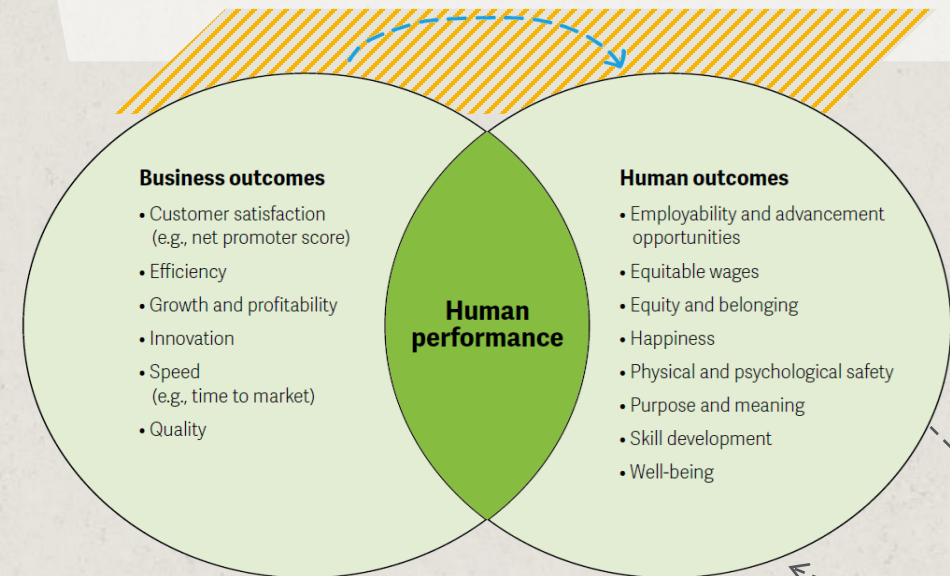
Integrating new metrics into the processes of other areas of the talent lifecycle.



Planning now to address tensions around the use of emerging technologies

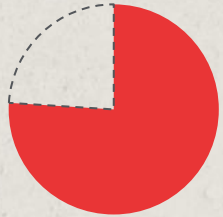


Establishing responsible data and AI practices.



Generative AI and other technologies are *exposing a potential imagination deficit.*

Approx 75% of TH respondents feel that this initiative is critical to the firm's success



65%
of Asian workers

say it's important for their organizations to help them imagine how their jobs may change in the future

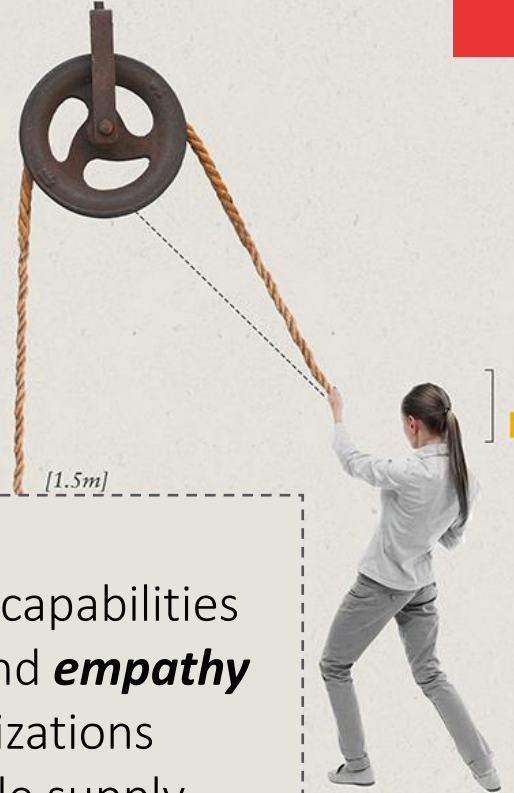
but only



32%
of Asian organizations

are helping workers imagine how their jobs may change in the future

Scaling human capabilities like **curiosity** and **empathy** can help organizations ensure an ample supply.



How play and experimentation in *digital playgrounds & transparency paradox* can drive human performance

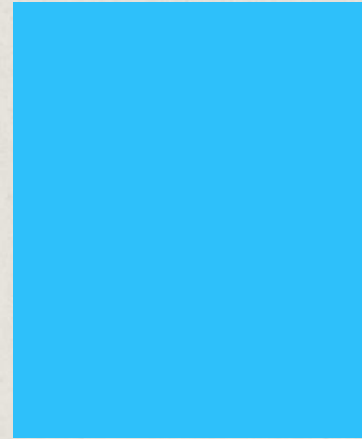
[digital · playground]

A mindset and an approach in which technologies are curated with intention and opportunities to use them are democratized; a safe space for workers to build confidence, learn new skills, and hone their human capabilities.

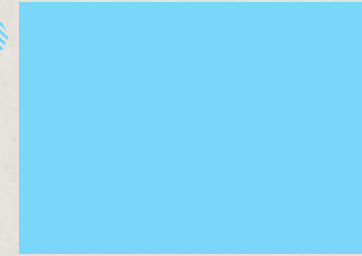
Digital playground technologies could include Generative AI, digital twins, digital doppelgangers, augmented and virtual reality, and more.

Approx 69% of TH respondents feel that this initiative is critical to the firm's success

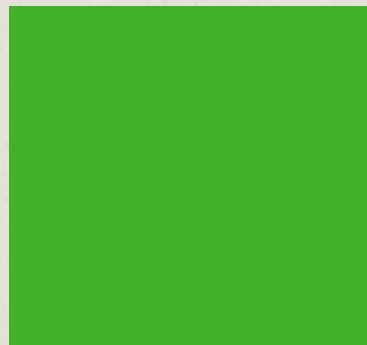
85% of organizations in *Asia Pacific* expect their workers to understand generative AI in coming years



Of which... 32% of workers in *Asia Pacific* had been offered technology-related skills training in the past year



78%



of *Asia Pacific* leaders say an increasing focus on trust and transparency in the relationship between workers and the organization is very or critically important

High level guideline about transparency policy consideration

- **WHAT** will be made transparent?
- **WHY** is it important to make transparent?
- **WHO** will provide the information, and **WHO** will receive it?
- **HOW** will the information be made transparent?

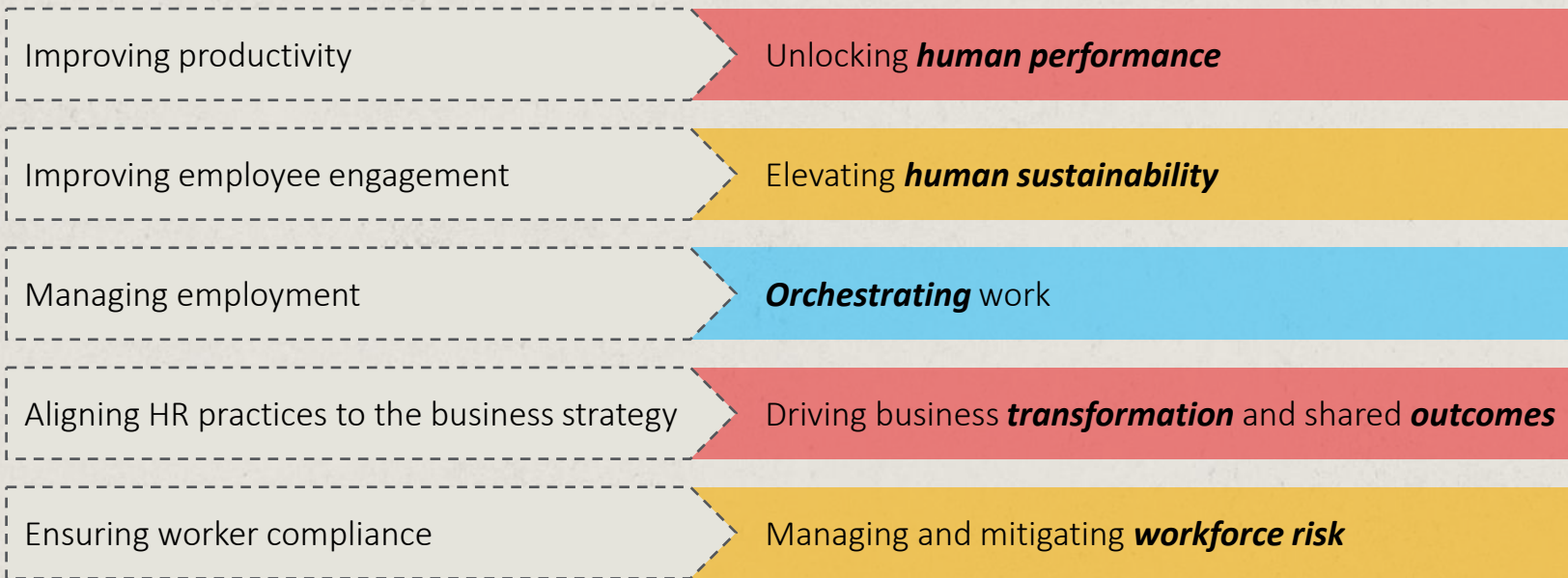
From function to discipline: The rise of **boundaryless HR**

Approx 74% of TH respondents feel that this initiative is critical to the firm's success

[boundary · less · HR]

The shift of HR from a specialized function that owns most workforce responsibility to a boundaryless discipline, cocreated and integrated with the people, business, and community it serves.

Major changes for HR to shift from compliance and deliverables to cross-disciplinary strategy:



only 20% of Global C-suite Leaders



And 19% of APAC C-suite Leaders

strongly agree that their HR functions improve worker performance

This requires a new **mindset**, new **skills**, a new **way of work**, and potentially new **role and structure** design



Thank You

