



2024 GLOBAL HUMAN CAPITAL TRENDS

Session 2:

Human Sustainability

Creating greater value for each person connected to the organization

Topics

1. Recap Global Human Capital Trends 2024
2. What is Human Sustainability?
3. Linking Human Sustainability to ESG
4. Sample of People Metrics and Practices
5. Key Actions to Drive Human Sustainability

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?

Our Focus on 2024 Global Human Capital Trends



Human sustainability

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



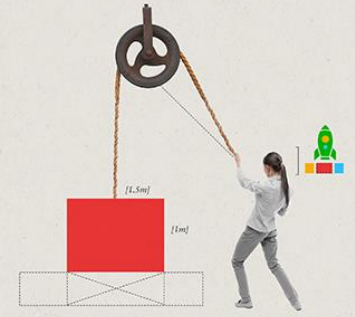
Beyond productivity

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



Transparency paradox

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



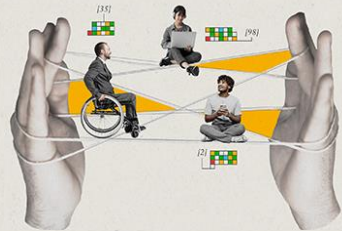
Imagination deficit

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



Digital playground

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



Workplace microcultures

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



Boundaryless HR

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



Leadership

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



What is Human Sustainability?



Focus less on how much people benefit your organization and more on how much your organization benefits people

Human connections drive everything of value to an organization including revenue, innovation, efficiency, brand reputation, retention

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.



When people thrive, business thrives:

One in which improving human outcomes enhances organizational outcomes and vice versa, contributing to a better future for all

2.4x

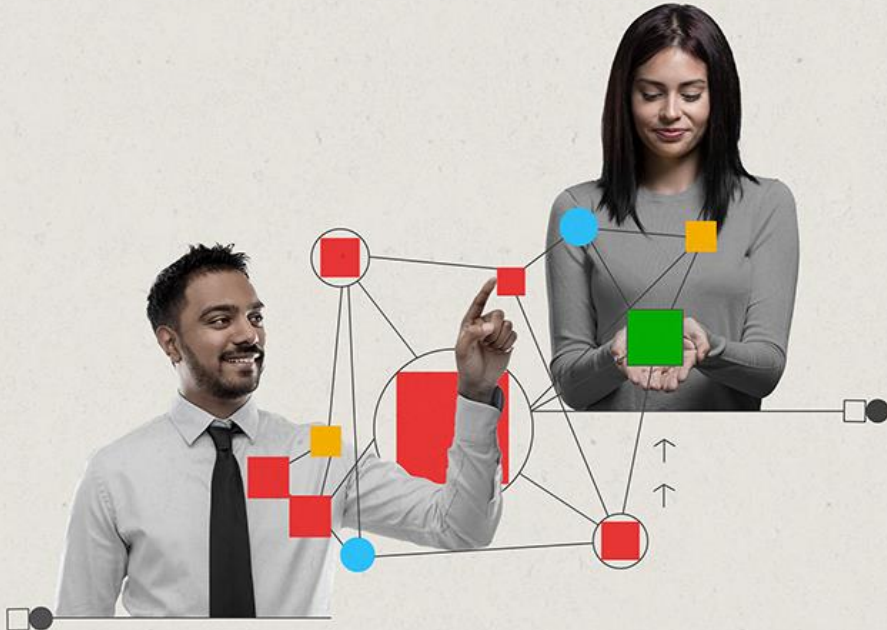
Organization with greater diversity are 2.4 times more likely to outperform competitors financially

84%

of workers at high-performing organizations say they receive the training they need to do jobs well

76%

of consumers say they're more likely to buy from organizations that are socially responsible



Reorienting 'Human Sustainability' Principles into 'Social' dimension of ESG

21%

Say they have very reliable metrics for measuring the social component of ESG

of APAC leaders

33%

Strongly agree they have a clear understanding of how to achieve it

of APAC leaders

By embedding 'Human Sustainability' into the formula, it would fulfill 'Social' purpose that would highly affect society and people around.

Human sustainability is basically grounded in a few simple principles: **The people connected to your organization have the power to affect it in important ways.** Your organization has the power to affect each of them. And by understanding and creating value for each other, **your organization and its people can improve business, work, and life for everyone.**

Sample of People metrics

People metrics are grouped into 6 categories



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People metrics are grouped into 6 categories

<p>Skills Development and Employability</p> <ul style="list-style-type: none"> • AI-driven analysis of how quickly people are learning new skills • Impact of skills and learning on organizational outcomes such as sales and customer satisfaction 	<p>Purpose</p> <ul style="list-style-type: none"> • Surveys and pulse checks gauging individuals' perceptions of purpose and meaning • AI-driven analysis of time spent on meaningful, value-added work vs. repetitive, nonmeaningful work 	<p>Career Stability and Advancement Opportunities</p> <ul style="list-style-type: none"> • Percentage of people hired based on skills rather than degrees • Percentage of senior management promoted from within the organization
<p>Well- Being</p> <ul style="list-style-type: none"> • Work related emails sent during off hours • Support on Financial Well-being e.g., Personal finance education, increase Health Care benefit • Health equity and trends associated with medical claims over time 	<p>Diversity, Equity and Inclusion</p> <ul style="list-style-type: none"> • Pay equity analyses • Root cause analysis of identified workforce inequities 	<p>Societal Impact</p> <ul style="list-style-type: none"> • Economic empowerment produced e.g., by wage increase, job creation, and entrepreneurship opportunities • Impact on social innovation and collaboration e.g., knowledge shared within the community

Learning from others

Company	Company	Company	Company	Company
				
<ul style="list-style-type: none"> Fewer than 5% of job openings requires college degrees, instead, the organization focus on heavy training and development. 	<ul style="list-style-type: none"> Provides capability network mapping that help identify areas where the organization has networks of particular skills and capabilities and suggest ways for workers to strengthen their networks. 	<ul style="list-style-type: none"> Offers temporary workers who contract with the company for a series of short-term engagements a guaranteed minimum retainer, access to organizational resources, and a core set of benefits like modified health care and retirement funding 	<ul style="list-style-type: none"> Enhance employees' well-beings and support lifestyles e.g., provides fitness access with personal trainer, physical therapy at the office, Parent care leave, LGBTQ+ Wedding Leave, Pet friendly office and pet compassionate leave 	<ul style="list-style-type: none"> Provides shuttle bus to residential area, personal doctoral consultant, barber service, nap room, ergonomic equipment

Take actions to drive *human sustainability*



Focus on metrics that measure human outcomes.



Integrate human sustainability governance into the board and C-suite.



Make the business case for human sustainability.



Involve workers, future workers, and others in cocreating their roles and human sustainability initiatives.



Tie leader and manager rewards to human sustainability metrics.



Elevate managers' human sustainability role and empower them to own it.



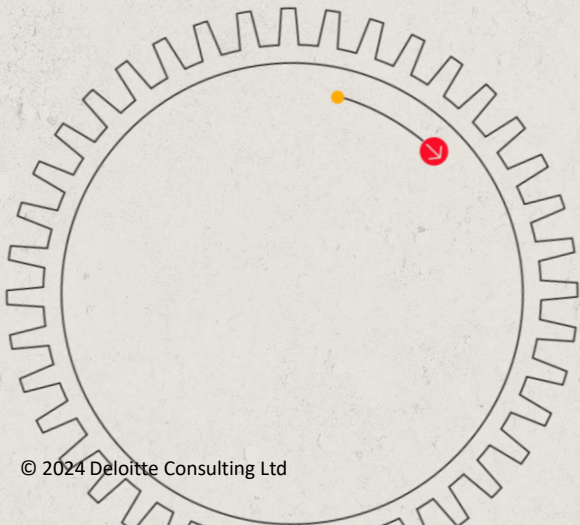
'Human Sustainability' a pathway to Business Sustainability



The new math of *human performance*

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

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.





Thank You

