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## Deloitte 2024 Human Capital Trends

### A Financial Services industry perspective

**Thriving beyond boundaries: Human performance  
in a boundaryless world**

May 2024



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Just a year ago, we introduced many of these shifting work realities in our 2023 Global Human Capital Trends report. Since that time, things have only accelerated.

Reimagining boundaryless work amid these disruptions is no longer hypothetical — or optional. The old proxies previously relied upon to measure performance may no longer apply, and there's no easy playbook to follow that will enable organizations to thrive in this new environment.

This report provides a **Financial Services industry take** on the **Deloitte 2024 Human Capital Trends survey**, highlighting six trends to build an organization that can thrive today and tomorrow.

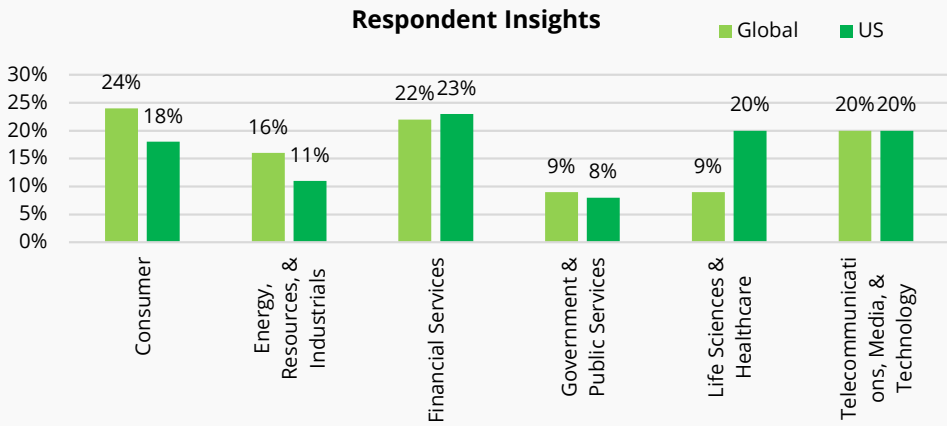


# Financial Services has the highest survey representation in the United States and secures the second spot globally. Although leaders in Financial Services acknowledge the importance of human performance, there is a gap between awareness and action.

To succeed in the future of work, organizations must discard outdated mindsets and embrace new strategies for optimizing human performance—a theme we will delve deeper into in this report.

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

To define the 2024 Human Capital trends, we have gathered insights from respondents across 6+ industries both globally and in the United States:



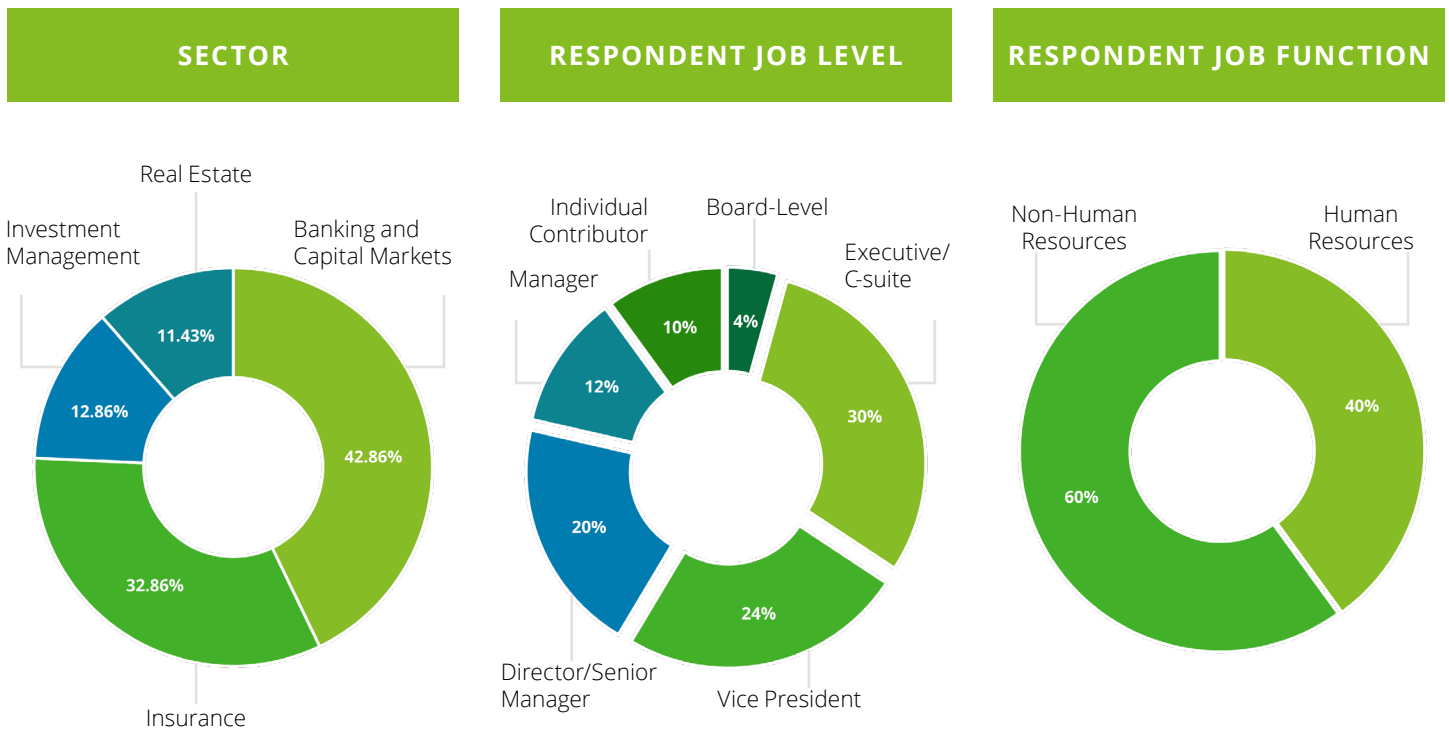
Note: Other industries such as professional services and education are excluded from this table.

 14,000+ responses

 95 countries

# 2024 Financial Services response demographics

This year’s Financial Services report examines data collected from professionals in the industry. The report encompasses insights from various sectors within our industry, namely Banking and Capital Markets (43%), Investment Management (13%), Real Estate (11%), and Insurance (33%).



2024 HUMAN CAPITAL TRENDS FROM THE FINANCIAL  
SERVICES PERSPECTIVE

# Introduction



# Setting the stage: Key challenges in Financial Services



## **Economic pressures**

Economic volatility, high interest rates, and inflationary pressures present challenges for financial services firms in managing risk and maintaining profitability.



## **Fraud and cyber risk**

Heightened risks of fraud and cyberattacks demand robust security measures and proactive risk management strategies to safeguard sensitive financial data and protect against financial crimes.



## **Regulatory pressure**

Financial institutions face increasing regulatory scrutiny, requiring stringent compliance measures to navigate complex regulatory frameworks effectively.



## **Technological advancements**

Rapid technological advancements, including AI and virtual reality are reshaping industry practices, requiring organizations to adapt to digital transformations.



## **Evolving work dynamics**

Traditional job roles, workplace structures, and employment models are evolving, necessitating agility and flexibility to embrace boundaryless work environments, address changing workforce dynamics effectively, and meet shifting needs around worker skill sets.



## **Human performance**

Recognizing the critical role of human performance in driving business success, financial institutions must prioritize employee well-being, skill development, and creating shared value to enhance overall organizational performance and competitiveness.

# 2024 Financial Services industry outlook

We've focused on the trends with the widest gap between awareness and effective action within this year's Financial Services industry trends, providing an update on how executives are currently thinking about these topics, and showcasing how we're addressing these trends in the market through client stories.



## Embracing human sustainability

Embracing human sustainability, which focuses on valuing individuals as people rather than just employees, can drive improved outcomes for Financial Services organizations.



## Balancing privacy with transparency to build trust

Central to this concept is the importance of trust. Financial Services organizations must balance transparency and privacy to build trust in an era where technological advancements make almost everything transparent.



## Creating digital playgrounds to explore, experiment, and play

As new technologies like Generative AI emerge, they highlight a deficiency in imagination. Financial Services firms must provide employees with safe spaces—referred to as “digital playgrounds”—to nurture creativity and develop uniquely human skills.



## Cultivating workplace microcultures

A shift in organizational culture is also crucial. Financial Services organizations should move away from rigid structures and embrace diverse microcultures aligned with overarching values. This fosters autonomy, agility, and a positive workplace experience.



## Making the shifts to boundaryless HR

Recognizing human performance as a collective responsibility, Financial Services organizations must evolve HR functions into integrated disciplines that transcend traditional boundaries.



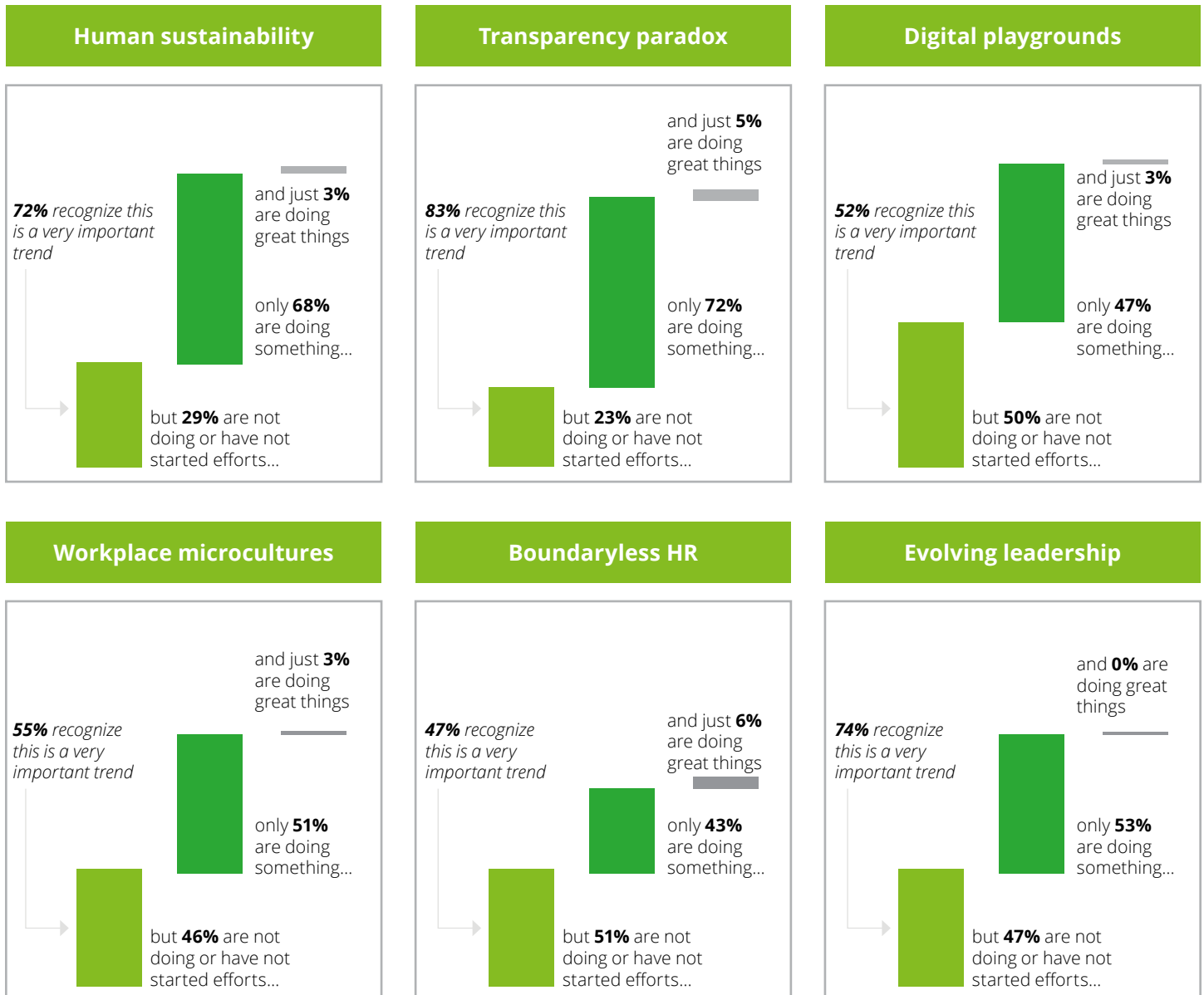
## Evolving leadership to drive human performance

Finally, effective leadership is paramount. Leaders must navigate the complexities of a tech-driven world while fostering environments that prioritize human-centric approaches. As organizations strive for success, leadership capabilities must evolve to balance technological proficiency with human-centered strategies.



# 2024 Financial Services industry trends overview

A quick glance at the knowing vs. doing gap



## 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.

Data Categorization Note: Importance scores are captured by combining "of critical importance" and "very important"

FINANCIAL SERVICES

# HC Trends Deep Dives

# Human sustainability

For true **human sustainability**, financial services 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. Yet, survey results show action lags behind ideals in the Financial Services industry.*

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

**72%** of **Financial Services respondents**

*believe it is highly important to positively impact the people they interact with*

**YET ONLY...**

**3%** of **Financial Services respondents**

*are doing great things in addressing this issue*





## A closer look into this gap



**Leadership alignment and prioritization create barriers to improving human sustainability.** The most cited barriers to enhancing an organization's impact on its people are a lack of leadership alignment and conflicting priorities. These findings suggest that addressing human sustainability effectively starts at the top, requiring Financial Services leadership to align on the goal and prioritize it.



**A very small percentage of Financial Services respondents indicate they are either very or extremely effective at evaluating the value created by employees beyond tracking activities and outputs (8%).** By sector, Insurance (9%) and Banking and Capital Markets (14%) report more self-perceived effectiveness than Investment Management and Real Estate (0%). This disparity underscores the need for organizations to rethink their perspective on worker performance and consider more holistic approaches for tracking human outcomes.



**Financial Services organizations trail their global counterparts in readiness to execute human sustainability efforts, lagging by 20%.**

## Take action to drive human sustainability

1. Demonstrate the bottom-line value of human sustainability—improved productivity and enhanced client delivery<sup>1</sup>.
2. Integrate human sustainability governance into the board and C-suite.
3. Engage current and future workers to define metrics that measure human outcomes.
4. Enable managers to own and advance human sustainability initiatives through growth opportunities, incentives, and rewards.

### IN PRACTICE

PayPal improved the financial well-being of its entry-level and frontline workers by reducing health care costs, granting stock awards to all workers regardless of level or tenure, raising wages where appropriate, and providing access to personal financial education.

Today, workers report far less financial stress, and the organization has benefitted from reduced absenteeism.<sup>2</sup>

Through a keen focus on **actionable change**, Financial Services organizations can **partner with their workforce to reorient their ways of working** and advance human sustainability across the industry.

Additional sources:

(1) Jaspreet Kaur, "[Impact of training and development programmes on the productivity of employees in the banks](#)," Journal of Strategic Human Resource Management 5, no. 1 (2016).

(2) Zeynep Ton and Sarah Kalloch, "[PayPal and the financial wellness initiative](#)," MIT Sloan, November 8, 2022.

# Transparency paradox

The **transparency paradox**: Could less transparency be more when it comes to trust?

*Technology can make almost everything and everyone in an organization transparent based on data from sensors, software, and systems.*

**AVERAGE OF**

**400**

sources that organizations use to collect data<sup>1</sup>



**83%** of Financial Services respondents

*say the more transparent the organization is, the greater the workforce trust*

**COMPARED TO**



**77%** of Financial Services respondents

*identified improvement of trust and transparency in their organizations*

But it's **not that simple**.....

Additional Sources:

(1) Matillion, "[Matillion and IDG survey: Data growth is real, and 3 other key findings.](#)" January 26, 2022.



## A closer look into this gap



**Financial Services organizations ranked Trust and Transparency the top priority trend across the industry.** While 70% of Financial Services respondents are taking action to advance these elements, only a small fraction (5%) believe their organizations are in the “leading” phase of this journey. The most significant barriers to progress include the organization’s inability to focus on transparency and a lack of leadership commitment.



**Overall, most respondents from Financial Services organizations around the world believe that an increasing focus on trust and transparency in the relationship between workers and the organization is of critical importance or very important to their organizations’ success.** In comparison to other industries, Financial Services organizations were more situated in the “not started” or “considering” phases compared to their non-Financial Services peers. There continues to be room for Financial Services to position themselves as market leaders.



**Banking and Capital Markets, Insurance, and Investment Management sectors value transparency highly (80-89% rating it important), unlike the Real Estate sector, which trails at 67%.** While a smaller percentage of Real Estate professionals view transparency as important compared to other sectors, this sector is more advanced in implementing practices that foster trust and transparency (+20%).

## Take action to navigate the transparency paradox

Bring workers together in conversation with leaders about what and why information should be made transparent, to whom, and how.

	GO (proceed thoughtfully)	CAUTION (think twice)
<b>WHAT</b> will be made transparent?	Leadership priorities and goals	Details about creative processes
<b>WHY</b> is it important to make transparent?	Creating better outcomes for workers	Surveilling or punishing workers
<b>WHO</b> will provide the information, and <b>WHO</b> will receive it?	Information about a worker to a worker or to their coach to help them grow	Individual data about workers beyond themselves, unless it is aggregated or anonymized
<b>HOW</b> will the information be made transparent?	Workers are asked to opt in to making their data transparent and are told how their data will be used	Leaders don't intend to act on the data and share how it is used

### IN PRACTICE

**The Federal Deposit Insurance Corporation (FDIC)** initiated the “Trust through Transparency” program to encourage openness within its operations. This commitment entails disclosing performance metrics, elucidating the organization’s workings, and broadening data access.

- The impact of this initiative was shown during COVID-19. Since the pandemic started, the deposit base increased from \$14.5 trillion to \$18.7 trillion, far exceeding any deposit growth the FDIC has seen in the past. This demonstrates the confidence in the banking system.<sup>1</sup>
- Additionally, from 2018-2021, the FDIC has retired 590 financial institutions letters, significantly enhancing the clarity and efficiency of the administrative process.<sup>2</sup>
- In 2023, the FDIC managed three of the largest FDIC-insured bank failures in its history, reflecting its ability to maintain financial stability and public confidence in our nation’s banks.<sup>3</sup>

#### Additional Sources:

(1) Federal Deposit Insurance Corporation (FDIC), “[Trust through Transparency](#),” accessed April 2024.

(2) Jelena McWilliams, “[Jelena McWilliams, FDIC chairman – Community Bank Research Conference](#)” (speech), Conference of State Bank Supervisors (CSBS), September 28, 2021.

(3) FDIC, [FDIC Annual Report 2023](#), 2024.



# Digital *playground*

How play and experimentation in **digital playgrounds** 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 doppelgängers, augmented and virtual reality, and more.*

**52%** *of Financial Services respondents*

*believe that reimagining work, workplace, and workforce through digital footprints, simulations, and related tools is key*

**BUT ONLY**

**26%** *of Financial Services respondents*

*are making efforts to ensure human imagination and curiosity keep pace with tech innovation*



## A closer look into this gap



**Financial Services organizations are facing challenges establishing digital playground ecosystems.** While 52% of local respondents acknowledge the importance of reimagining work through digital playgrounds (16% less than the global average), 38% deem it the most challenging issue within their organizations. A lack of leadership alignment is the primary barrier, emphasizing a need for increased clarity and understanding at the leadership level about the benefits of digital playgrounds.



**Financial Services shows a greater willingness to adopt AI to build skills and boost efficiency.** A full 84% of Financial Services respondents advocate for AI's role to enhance people's skills, compared to just 67% from other US industries. Interestingly, 71% believe AI will have a more significant impact than any other firm initiative, but 74% think not all workers fully understand the business opportunities presented by Generative AI. This could point to a future need for better education and training within the industry to fully leverage AI's potential.



**Some sectors are not as open to investing in digital playgrounds.** Just 15% of Financial Services respondents believe they are solidly on the way to accomplishing real progress on their journey with AI. There are varying levels of progress across Financial Services, with 40% of Real Estate respondents seeing solid effort, but only 21% of Banking and Capital Markets and a mere 6% of Insurance respondents reporting similar efforts. Despite these variations, the potential use cases of digital playgrounds within Financial Services are numerous, and organizations have made significant progress in leveraging them compared to other industries.

## Take action to create digital playgrounds

- Ensure equitable access to digital tools, fostering inclusion and empowerment among all workers to mitigate disparities in opportunity.
- Foster a culture of curiosity and experimentation, encouraging workers to engage with digital tools freely.
- Integrate experimentation into daily tasks, demonstrating how it contributes to innovation, skill development, and problem-solving in the workplace.
- Encourage cross-functional collaboration and knowledge-sharing, fostering a culture of innovation to leverage diverse perspectives and expertise.
- Promote digital playground initiatives aligned with human sustainability goals, enhancing not just technical skills but also mental, emotional, and social resilience in the face of rapid technological change.
- Establish transparent protocols for data usage, ensuring privacy, autonomy, and worker involvement in decision-making.

### IN PRACTICE

**CBRE's** AI-driven Smart Facilities Management Solutions deployed across 20,000 sites covering

1 billion square feet, showcase excellence in the digital realm.<sup>1</sup> These solutions trim maintenance costs and energy use by up to 20% and cut technician dispatches by 25%.<sup>2</sup> Internally, CBRE employs AI for a chatbot aiding document drafting,<sup>3</sup> and it offers a digital office replica, enabling real-time collaboration among global teams.<sup>4</sup>

#### Additional sources:

(1) CBRE, "[CBRE's AI-powered Facilities Management Solutions reaches 1 billion square feet of deployment.](#)" press release, August 21, 2023.

(2) CBRE, "[Transformation with AI.](#)" accessed April 2024.

(3) Ibid.

(4) Mitchell Parton, "[How CBRE's top tech expert thinks AI could change the commercial real estate industry.](#)" Dallas Morning News, September 18, 2023



# Workplace *microcultures*

One size does not fit all: How **microcultures** 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.*



**41%** of Financial Services respondents

report that a moderate level of diversity in how work is done boosts organizational success, a sentiment that's 6% less prevalent compared to Financial Services Global (and -8% in other industries)

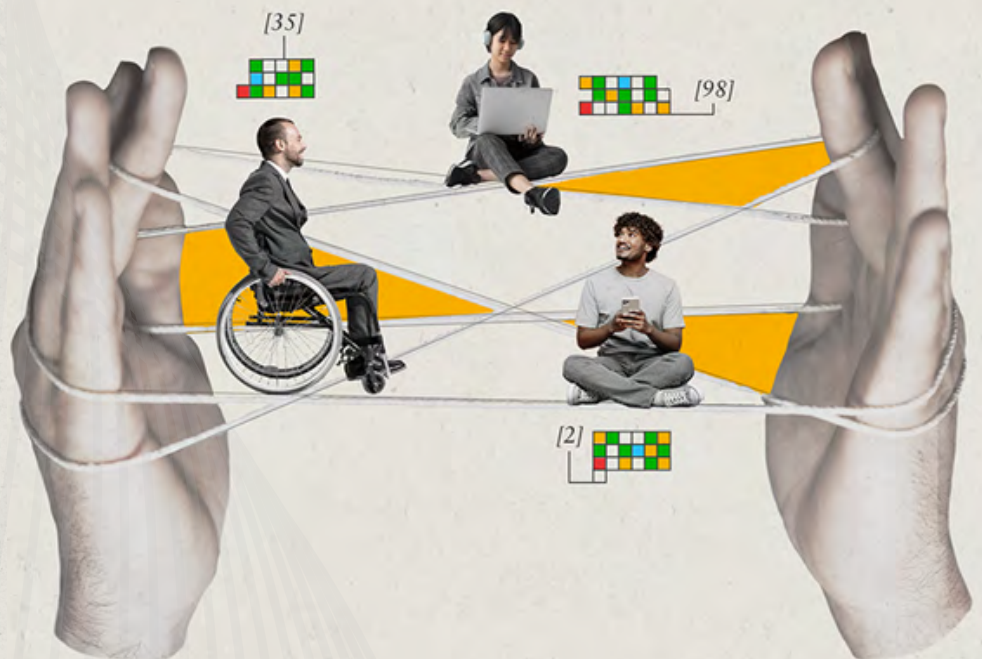


**WHILE**

**46%** of Financial Services respondents

consider there should be organization-wide, standard practices for each team to follow with some flexibility—a perception shared by 38% in other industries

Only **13%** believe that each team should have its own ways of working





## A closer look into this gap



**Microcultures are becoming a key focus point, but opportunities exist within Financial Services.** While the importance of microcultures is acknowledged by 71% of all industry survey respondents, only 55% of those from Financial Services agree. Additionally, 46% of Financial Services respondents believe maintaining minimal variation between standard practices, with some flexibility, is crucial for success. This indicates opportunities to balance standardized practices for regulatory compliance with unique practices to enhance agility and worker experience.



**The COVID-19 pandemic has driven a positive cultural shift in Financial Services, with 57% reporting improved organizational culture.** However, nurturing culture is a challenge for 42% (3% higher than the global average), citing lack of prioritization (52%), internal constraints (38%), and leadership alignment (34%) as obstacles. These responses suggest a need for Financial Services leaders to better incorporate pandemic-driven shifts into their culture models and empower team culture beyond physical office spaces.



**There is unanimous agreement when it comes to the importance of culture in the organization, yet concrete action is needed.** While 70% of Financial Services respondents recognize the importance of enhancing everyone's experience interacting with the organization, 20% have not begun focusing on individual teams and workgroups to cultivate culture—a figure 13% higher than the global average. Notably, Banking and Capital Markets and Real Estate are expanding their efforts, indicating a need to translate recognition of culture's impact into tangible action across all sectors.

## Take action to foster workplace microcultures

- **Define** microcultures based on how work is conducted, enabling targeted interventions in line with organizational objectives.
- **Incorporate** microcultures into the talent life cycle to leverage diverse skills, experiences, and perspectives for building an agile, resilient, and inclusive workforce.
- **Empower** leaders to be “modular” when navigating diverse microcultures, fostering cohesion while respecting local values and dynamics.
- **Provide** teams with tools for continuous monitoring of culture, enabling proactive interventions to maintain alignment with organizational goals.

### IN PRACTICE

In 2023, this **multinational banking company** ranked as the No. 1 Great Place to Work® in the Financial Services sector, showing its commitment to teamwork and respect for individuals. Its chairman and CEO leads with a clear message of unity and success: “We win as a team. We work together to build a culture that values every individual for who they are and provides them opportunities to succeed.”

The organization strategically balances in-person and remote tasks to nurture diverse microcultures. It also promotes informal “coffee chats” to strengthen employee connections and engagement, reinforcing its strong, inclusive workplace culture.

# Boundaryless **HR**

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

[ 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.*

## The knowing vs. doing gap

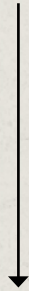
72% recognize the **importance...**

...but only 11% are **doing great things.**

Those that do are:

1.6x more likely to achieve desired **business outcomes**

1.7x more likely to achieve positive **human outcomes**



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

Improving productivity

Unlocking **human performance**

Improving employee engagement

Elevating **human sustainability**

Managing employment

**Orchestrating work**

Aligning HR practices to business strategy

Driving business **transformation** and shared **outcomes**

Ensuring worker compliance

Managing and mitigating **workforce risk**

47%

**of Financial Services respondents**

*believe the shift of HR from an operations function to a cross-functional discipline of orchestrating work is important—24% behind global Financial Services respondents.*



## A closer look into this gap



**While Financial Services is invested in the current-state model of HR as a specialized function, it is not unlocking human performance or elevating human sustainability.** Indeed, while 86% value the work performed by HR, and believe that completing HR-related tasks requires specialized skills and experience, only 55% see integration with other business functions. Moreover, just 27% hold leaders accountable for holistic worker well-being, down 16% compared to global numbers. The data suggests Financial Services should reexamine the effectiveness of its current structures.



**Appetite for change lags within Financial Services,** despite the evident shortcomings of current HR structures. Only 47% of respondents believe that transitioning to boundaryless HR is important, compared to 60% in other industries. Moreover, just 31% state that their organization is actively advancing its journey to transform HR into a cross-functional discipline. Perhaps most alarming, only 15% believe that the shift of HR from an operations function to a cross-functional discipline will have a substantial impact on their organization over the next three years.



**Not all sectors within Financial Services are resistant to change.** While only 29% of Banking and Capital Markets respondents agree that the shift of HR from an operations function to a cross-functional discipline is important, 40% of Investment Management and Real Estate and 69% of Insurance respondents answered affirmatively. Furthermore, just 8% of Banking and Capital Markets respondents believe their organizations are expanding the shift to boundaryless HR, compared to 38% for Investment Management and Real Estate and 47% for Insurance respondents.

## Take action to adopt a boundaryless HR approach

- Redefine the role of the manager to be “people leader”.
- Create new metrics and analytics shared across functional areas.
- Democratize people practices and data with AI and other digital tools, creating science-based processes that unlock performance.
- Create cross-functional teams or cross-functional “integrator” roles to tackle business problems and people issues.
- Transform workers into producers of people practices, not just consumers.
- Pursue collaborations and partnerships with external entities.

### IN PRACTICE

*In response to substantial growth, a **Global Hedge Fund** strategically scaled up its HR operations to enhance efficiency and uniformity in employee experiences. A detailed review of the existing HR model identified excessive transactional processes, lack of standardization, and heavy manual dependency. To address these issues, the company implemented an AI-integrated Talent Acquisition Operating Model and devised a multi-year HR strategy. These initiatives streamlined operations and profoundly improved the overall organizational and employee experience.*



# Leadership

How can leaders embrace and drive this new way of working that is both **high tech** and **human-driven**?

**74%** *of Financial Services respondents*

*say their leaders navigating workforce demands is important*

**BUT ONLY...**

**16%** *of Financial Services respondents*

*say their leaders are ready to tackle this goal*

Digital transformation is shaping the evolving demands of workers, where leaders recognize that uniquely human outcomes drive business results enabled by technology.

Financial Services leaders must start tapping into the potential business outcomes by responding to and interacting with the cross-functional needs of their workforce:

- Focusing on human sustainability and outcomes
- Nurturing trust and collaboration
- Fostering microcultures conducive to experimentation
- Cocreating strategies and solutions with their workers

Because of this disconnect, it is clear **there is much work to be done**



## A closer look into this gap



**Financial Services organizations are grappling with evolving leadership needs.** Despite 74% recognizing the need for leadership to address digital and human aspects, 47% haven't made significant progress. Workers desire less hierarchy and more involvement in strategic decision-making, but 65% of leaders infrequently involve their teams in these processes.



**The readiness of leaders is projected to have a major impact on Financial Services organizations both this year and in the next three years, compared to other discussed trends.** While 36% of respondents cited leadership development as a top impact this year, 42% believe it will remain a top impact over the next three years. In line with this, 38% of Investment Management and Real Estate respondents believe their organizations are expanding or leading in their journey to address this issue, compared to just 7% for Banking and Capital Markets and 10% for Insurance. Overall, sector data highlights the gap between the perceived importance and actual preparedness when it comes to balancing trust and transparency.



**Financial Services respondents report being 2.25 times less prepared to manage the evolved leadership demands compared to other industries.** While only 16% of Financial Services respondents felt prepared, this number jumped to 36% across all industries. A lack of leadership alignment emerges as a significant hurdle across the board, but it is especially critical for Financial Services, with 52% surveyed stating it was a significant barrier, compared to 34% across all industries.

## Leaders take action to navigate the evolving workforce

- **Establish strategies for responsible use of data.** New transparency technologies, such as allowing workers to opt in or out of sharing optional data, will improve the balance between trust and transparency. This is crucial for leaders to maintain reciprocal trust with workers.
- **Tap into emerging technologies as an accelerator to developing human capabilities.** The need to reach the full potential of technological advancements and uniquely human characteristics, including creativity, curiosity, and empathy, will continue to grow.
- **Empower leaders to improve human performance.** This includes shifting to boundaryless HR, embracing accountability, and addressing the best ways to measure human performance.
- **Invite workers to cocreate and ideate alongside leadership.** Form safe digital spaces where workers can reimagine human performance, explore responsible data practices, and foster a more positive workplace experience.



DELOITTE SERVICES

# Financial Services Opportunities and Services



## Financial Services opportunities and Deloitte services

Trends	Desired outcome	Deloitte services	
<b>Embracing human sustainability</b>	Embrace human sustainability, being the degree to which an organization creates value for people as human beings, not just as workers, for improved business outcomes via improved human outcomes.	<ul style="list-style-type: none"> <li>Rewards &amp; Well-Being</li> <li>Workforce Strategies/DEI</li> <li>Workforce Experience by Design</li> <li>Culture</li> <li>Leadership and organizational alignment (Change Services)</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Planning</li> <li>Sustainability, Climate &amp; Equity SGO</li> <li>Extended Workforce</li> <li>Workers in the Extended Supply Chain</li> <li>Workforce Development</li> </ul>
<b>Balancing privacy with transparency to build trust</b>	Leverage the right level of transparency to build that trust in a world where nearly everything can be made transparent thanks to new technological advances.	<ul style="list-style-type: none"> <li>People Analytics</li> <li>Workforce Listening</li> <li>HR Technology – Oracle, SAP, Workday</li> <li>Digital Workforce and Workplace Solutions</li> <li>Alliances &amp; Partnerships</li> <li>Workforce Experience by Design</li> </ul>	<ul style="list-style-type: none"> <li>Culture</li> <li>Trust ID</li> <li>Digital Workplace Strategy</li> <li>Performance Management</li> </ul>
<b>Creating digital playgrounds to explore, experiment, and play</b>	Operationalize uniquely human capabilities, and provide workers with safe “digital playgrounds” to practice using them.	<ul style="list-style-type: none"> <li>Workforce Strategies</li> <li>Work Redesign</li> <li>Human Capital AI</li> <li>Workforce Experience by Design</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Planning &amp; Analytics</li> <li>Skills-Based Organization</li> <li>Workforce Risk</li> </ul>
<b>Cultivating workplace microcultures</b>	Explore how moving away from monolithic corporate cultures and embracing many diverse microcultures aligned to organization-wide values can support autonomy, agility, and workforce experience.	<ul style="list-style-type: none"> <li>Culture Assessment/CulturePath</li> <li>Adaptable Organization Design</li> <li>HR Strategy</li> <li>Ways of Working</li> <li>Hybrid Team Scan</li> <li>Leadership Alignment (Change Services)</li> </ul>	<ul style="list-style-type: none"> <li>Change Strategy</li> <li>Adaptable Org Network Analysis</li> <li>People Analytics</li> <li>Workforce Listening</li> <li>Alliances &amp; Partnerships</li> </ul>
<b>Making the shifts to boundaryless HR</b>	Tackle the shifts needed to make human performance a shared accountability for all, with HR evolving from a specialized function to a boundaryless discipline that is cocreated and integrated with the people, business, and community it serves.	<ul style="list-style-type: none"> <li>Workforce Strategies</li> <li>Skills Based-Organization</li> <li>Learning &amp; Leadership</li> <li>Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>HR Strategy</li> <li>Change Services</li> <li>Talent Marketplace</li> <li>Extended Workforce as a Service</li> </ul>
<b>Evolving leadership to drive human performance</b>	Enable leaders—those who are responsible for leading organizations through this new way of working that is both high tech and human-driven—to support greater organizational success, and evolve and optimize leadership capabilities.	<ul style="list-style-type: none"> <li>Leadership and Organizational Alignment (Change Services)</li> <li>Culture</li> <li>Work Redesign</li> <li>HR Strategy &amp; Operating Model</li> </ul>	<ul style="list-style-type: none"> <li>Learning &amp; Leadership</li> <li>Digital Workplace</li> <li>Performance Management</li> </ul>

To learn more, read Deloitte’s 2024 Global Human Capital Trends report online at: [www.deloitte.com/hctrends](http://www.deloitte.com/hctrends)

# The 2024 Global Human Capital Trends report resources



**Embracing human sustainability**



**Balancing privacy with transparency to build trust**



**Creating digital playgrounds to explore, experiment, and play**



**Cultivating workplace microcultures**



**Making the shifts to boundaryless HR**



**Evolving leadership to drive human performance**

To learn more, read Deloitte's 2024 Global Human Capital Trends report online at: [www.deloitte.com/hctrends](http://www.deloitte.com/hctrends)



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