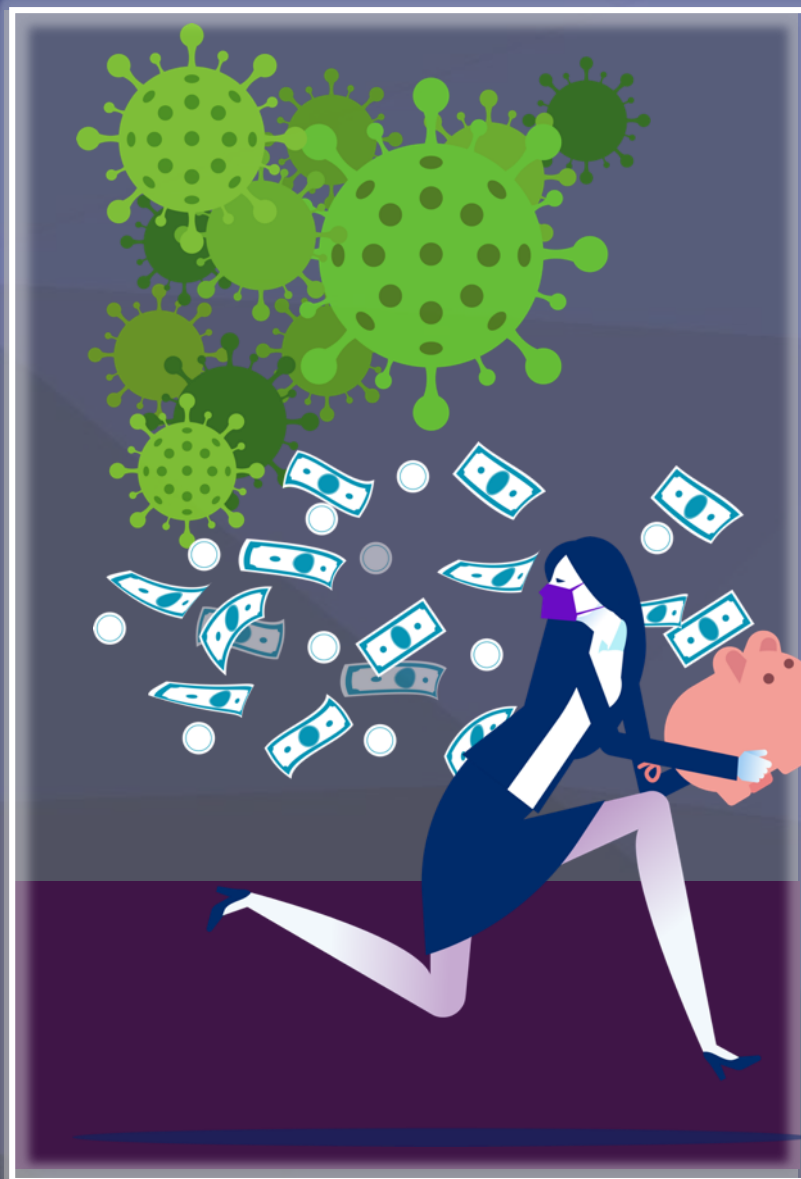




Global Human Capital Trends 2021



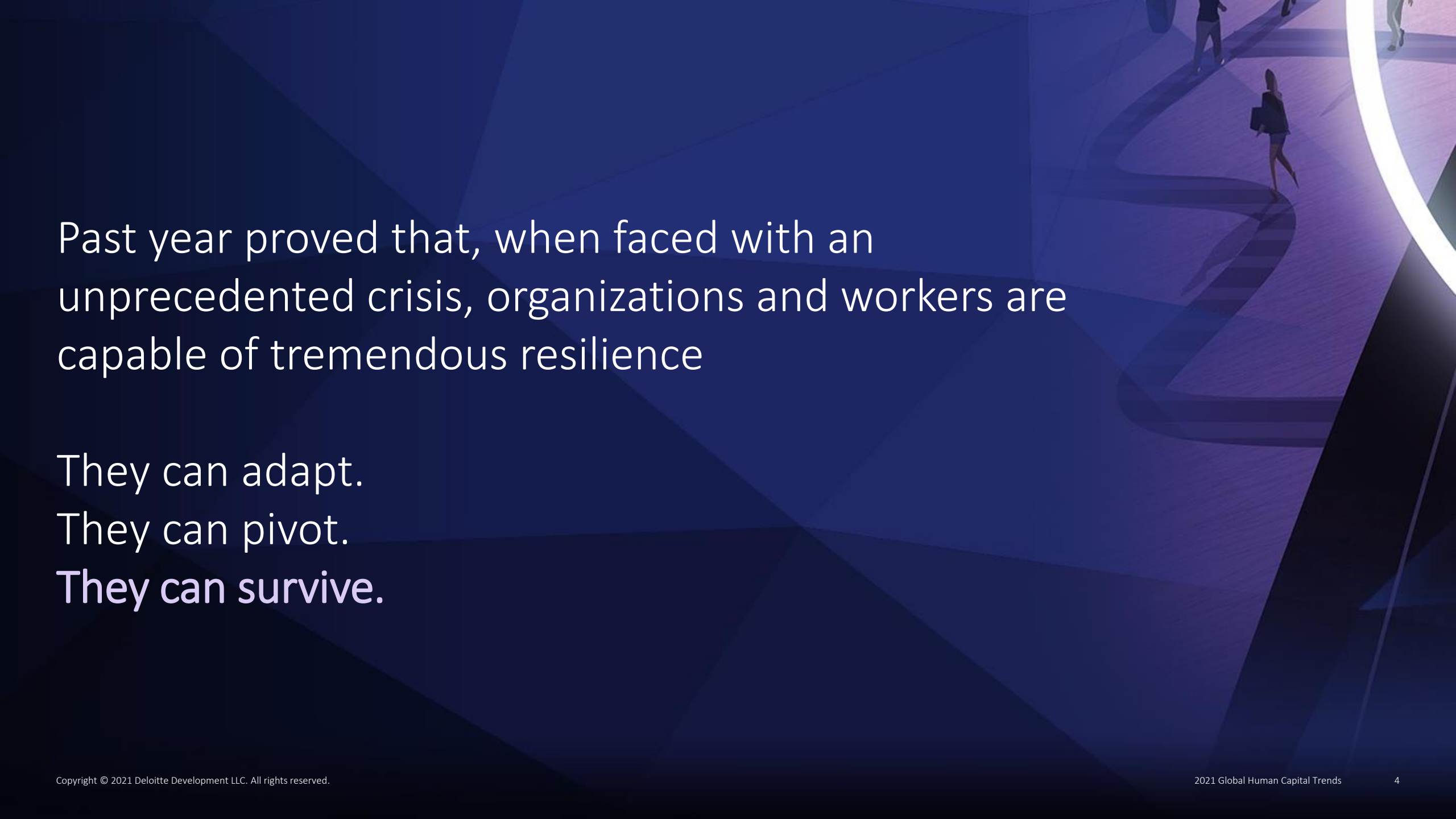
Influence of COVID-19 on the labor market

As a result of the COVID-19 pandemic, an estimated 2.7 billion people, or more than four out of five workers in the global workforce, have been affected by lockdowns and stay at home measures

In 2020 the **global unemployment rate increased** by 1.1 percentage points to 6.5 percent. **Most low- and medium-skilled workers lost their jobs** in comparison to high-skilled workers

Business and government leaders have been challenged to both respond to the crisis quickly and rethink their workforce strategies in real time

Sources: [ILO: COVID-19 causes devastating losses in working hours and employment](#); [International Labor Organization Monitor](#)

A stylized illustration of a person walking on a winding path in a futuristic, blue-toned environment. The path is illuminated with a bright light, and the background features geometric shapes and a glowing circular element on the right side.

Past year proved that, when faced with an unprecedented crisis, organizations and workers are capable of tremendous resilience

They can adapt.

They can pivot.

They can survive.

In a world of perpetual disruption, surviving is not enough

Surviving

A survival mindset views disruptions as point-in-time crises to be addressed with the expectation that the organization will revert to “business as usual” once the crisis is over

It's about doing what's necessary to succeed today

Transition to thriving?

Thriving

A thrive mindset recognizes that disruption is continuous rather than episodic and embraces disruption as a catalyst to drive the organization forward

It's about doing what's possible, not just to succeed today, but also to dominate tomorrow

2020 showed us that, in face of disruption, the static path and point in time solutions are no longer effective

Point A

2020 showed us that, in face of disruption, the static path and point in time solutions are no longer effective

And where we thought we had years to rethink outdated views and establish new norms, we needed to make changes in months, weeks and even days



Point B

Point A

What are the key characteristics organizations need to shift from survive to thrive?

We surveyed 6,000 business and HR leaders from 99 countries, including 211 **Ukrainian respondents**, seeking to understand how the crisis influenced executives' and organizations' ability to navigate future disruption

Our 2021 Global Human Capital Trends report is a fresh look at the key trends highlighted in the 2020 report, taking into account the changes that have taken place in the world



3,630

Business & HR
Executives
in the world

154

in Ukraine



1,213

Board & C-Suite
in the world

60

in Ukraine

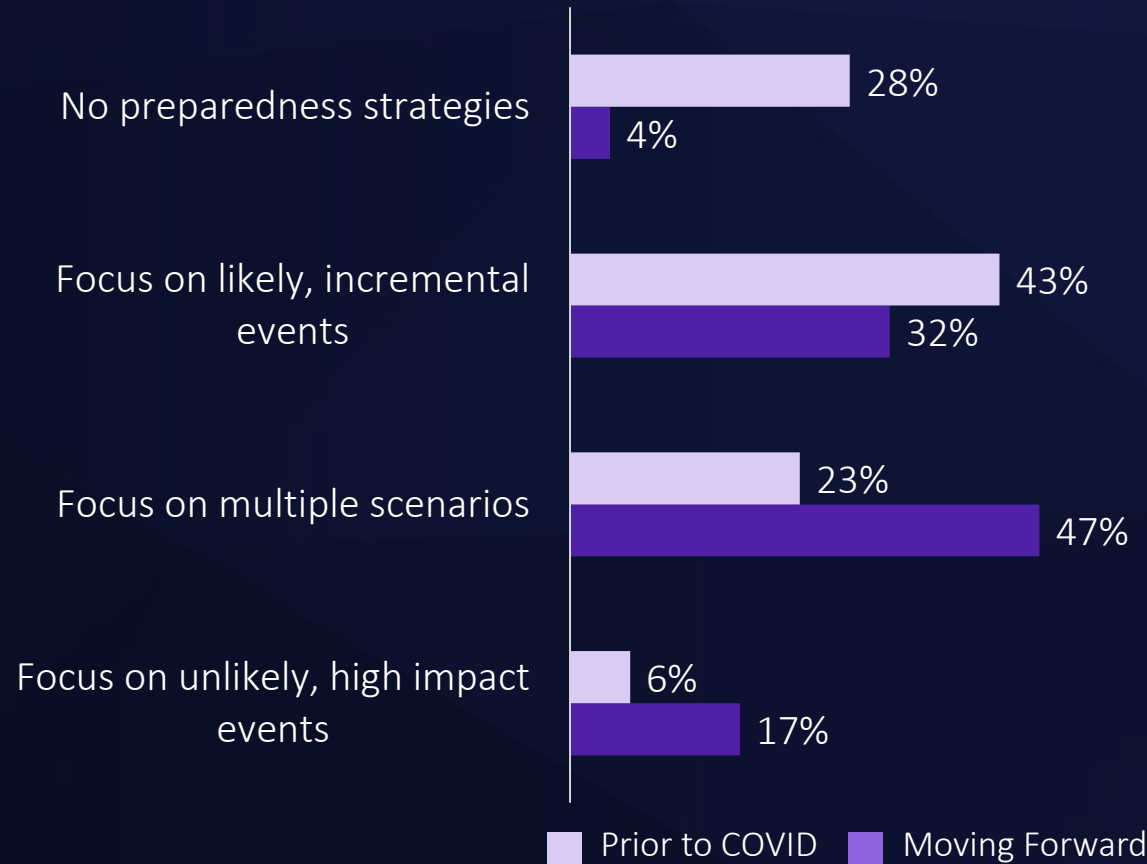


Ukraine took **6th**
place in the world in the
number of respondents

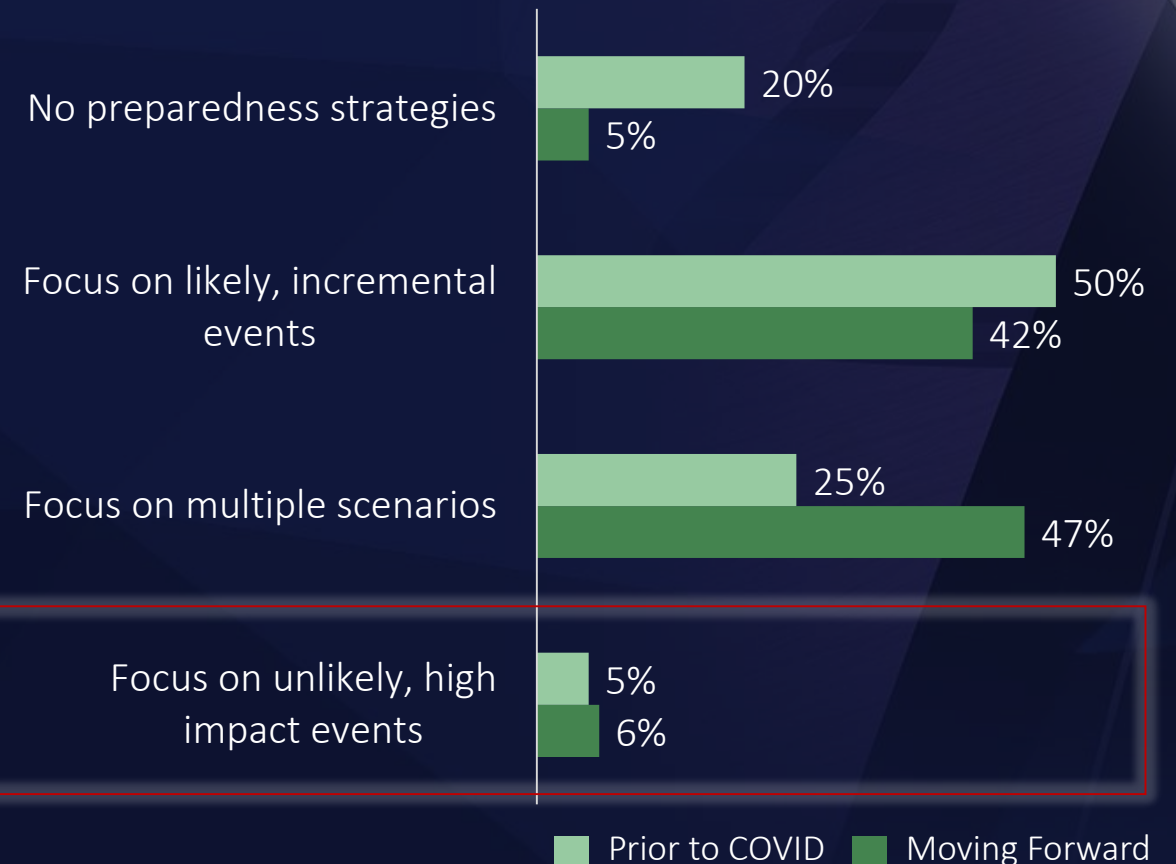
among **99**
countries

Preparedness of strategies and scenario planning with focus on unlikely events

WORLD



UKRAINE



Source: [2021 Deloitte Global Human Capital Trends](#)

Executives say their organization's ability to navigate future disruptions will rely on distinctly human capabilities

TOP PRIORITY

The ability of their people to adapt, reskill, and assume new roles

Only **17%** vs **11%**
are very ready

SECOND PRIORITY

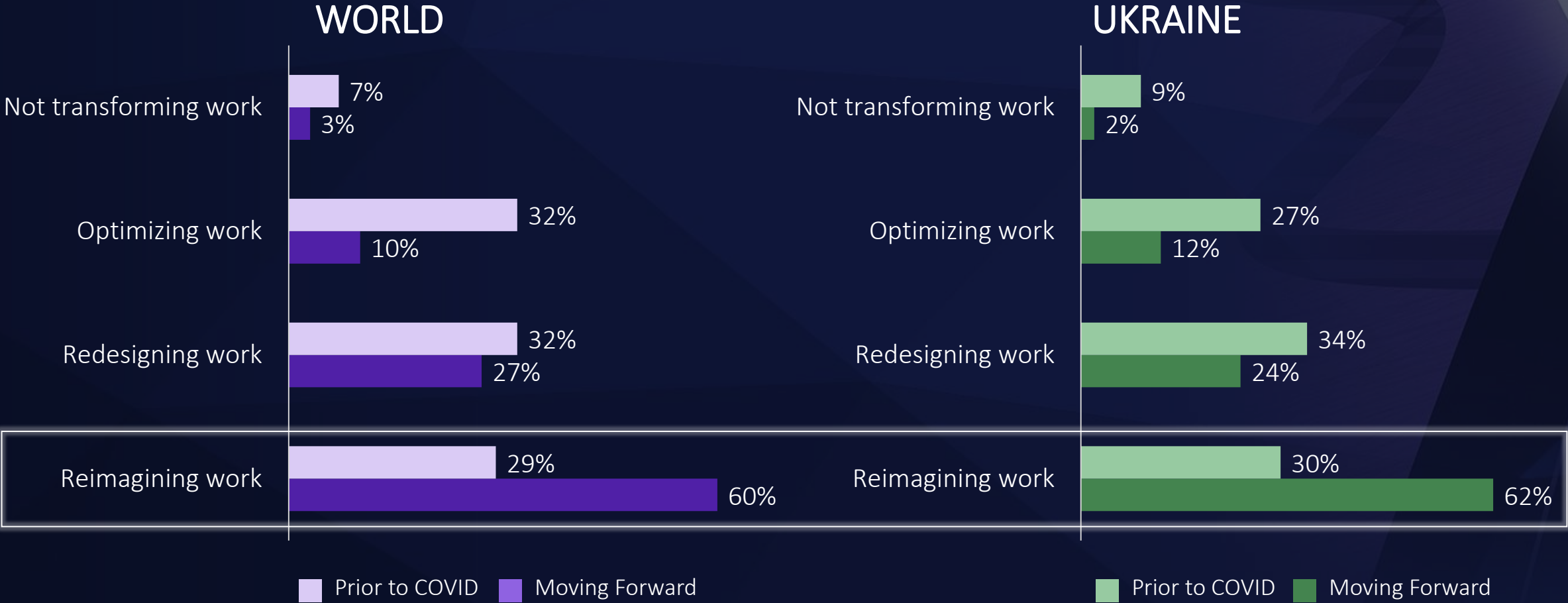
Their ability to organize and manage work in a way that facilitates rapid decision-making

Only **25%** vs **18%**
are very ready

- - World
- - Ukraine

Source: [2021 Deloitte Global Human Capital Trends](#)

Executives believe work reimagination will be critical to future success



Source: [2021 Deloitte Global Human Capital Trends](#)

The shift from *survive* to *thrive* depends on an organization's becoming and remaining distinctly human

Remaining distinctly human

This is not just a different way of thinking and acting. It's a different way of being, one that approaches every question, every issue, and every decision from a human angle first, because everything that the organization does is **done by people and for people**

Last year, we introduced three attributes to help social enterprises remain distinctly human

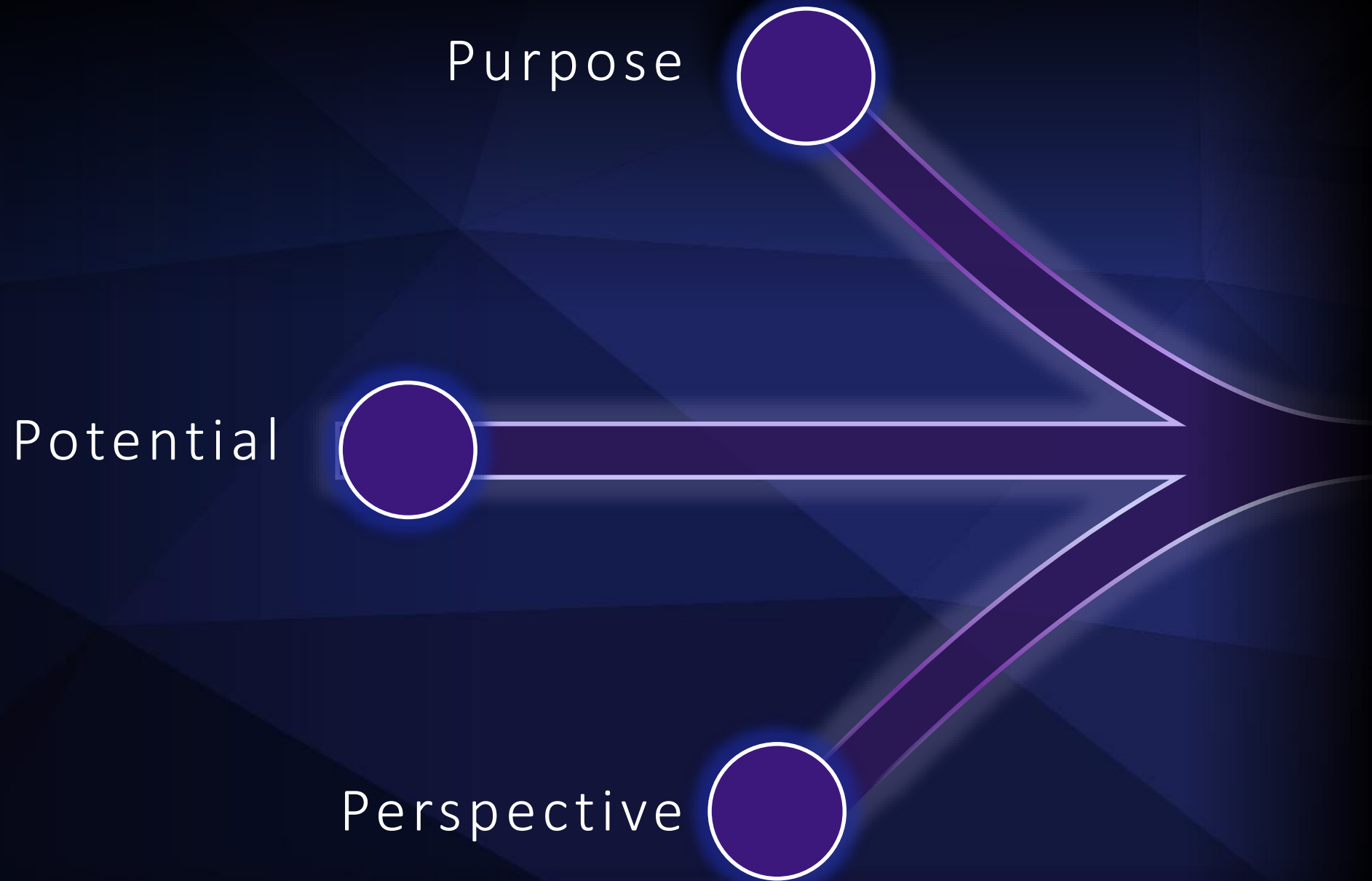
Humans

Technology

Purpose

Potential

Perspective



Humanizing work through PURPOSE



PURPOSE IS THE NORTH STAR IN A WORLD DISRUPTED

This common set of values doesn't depend on circumstances, so it allows organizations to sift through competing priorities, unite workers under common goals, drive belonging and well-being and focus energy and resources on the most pressing needs

Humanizing work through POTENTIAL



POTENTIAL ALLOWS ORGANIZATIONS TO CAPITALIZE ON HUMAN CAPABILITIES

This means looking beyond static role descriptions and capitalizing on what workers and teams can achieve. By trusting workers to bring creativity and initiative to their jobs, organizations can leverage human ingenuity to attain new speed and agility

Humanizing work through PERSPECTIVE



PERSPECTIVE ALLOWS ORGANIZATIONS TO RE-ARCHITECT WORK

Perspective challenges organizations re-architect work around human strengths and capabilities. By re-architecting work, organizations can use disruption as a launching pad to imagine new possibilities and opportunities

Purpose

Designing work for well-being:
integration into work

Last year's trend

Organizations can restructure work in ways that help workers not only feel their best but perform at their best, strengthening the tie between well-being and organizational outcomes and fostering a greater sense of belonging overall



Our 2021 hypothesis

The end of work/life balance

COVID-19 has reminded us of the dual imperatives of worker well-being and work transformation, but executives are still missing the importance of connecting the two. Organizations that integrate well-being into the design of work at the individual, team, and organizational levels will build a sustainable future where workers can feel and perform at their best



Organizations can take a variety of actions to prioritize designing well-being into work

Cultural

Building well-being into social behaviors and norms

Operational

Including well-being in management policies, processes, and programs

Relational

Fostering well-being in relationships between colleagues

Physical

Designing the physical workspace to facilitate well-being

Virtual

Designing new technologies and virtual workspaces for well-being

Potential

Superteams:
where work happens

Last year's trend

Integrating AI and humans on superteams can help organizations reinvent themselves and workers reinvent their careers




Our 2021 hypothesis


Superteams can give organizations the opportunity to re-architect work in more human ways, leveraging technology to elevate teams' ability to learn, create, and perform in new ways to achieve better outcomes




Organizations can take a variety of actions to create an effective environment for superteams




Set audacious goals.
Define new aspirations and outcomes



Transformation of work processes in order to implement new principles



Use technology to design work in ways that allow humans to perform at their best



Make the creation of superteams a cross-organizational imperative

Potential

Beyond reskilling

Last year's trend

Renewing workers' skills is a tactical necessity, but reskilling is not a sufficient path forward by itself. Organizations should consider an approach that treats workforce development as a strategy for building worker and organizational resilience



Our 2021 hypothesis

Empowering workers with agency and choice creates more value than overly prescriptive approaches. Organizations that afford workers the agency and choice to explore passion areas will be able to more quickly and effectively activate workers around emerging business priorities than organizations that take a prescriptive approach to filling skills needs



Organizations can take a variety of actions to unlock the human potential



Shift the supply and demand equation through talent marketplaces and the design of roles for ongoing reinvention



Center workforce planning on potential by providing more agency to workers themselves and leveraging technologies to sense emerging capability trends



Drive toward real-time, dynamic action by providing forward-looking views on capabilities across the ecosystem and acknowledging the role of teams in driving organizational performance

Giving employees more independence and choice will create more value for them than clearly regulated approaches

Perspective

Governing workforce strategies

Last year's trend

Organizations should begin to ask fundamentally new questions that can inform bold decisions around critical human capital risks and opportunities



Our 2021 hypothesis

We're entering a world in which it's becoming paramount that organizations shift from using workforce insights to improve old patterns of work to using it to set new directions



Using workforce insights help to set new directions



Be vigilant about capturing **workers' potential** in data-driven ways in order to draw on capabilities in a moment's notice

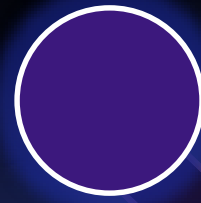


Tapping into the **entire talent ecosystem** to align capabilities with your most pressing organizational needs

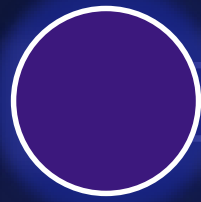


Translating values into action by communicating and measuring short- and long-term strategies and progress against economic and societal goals

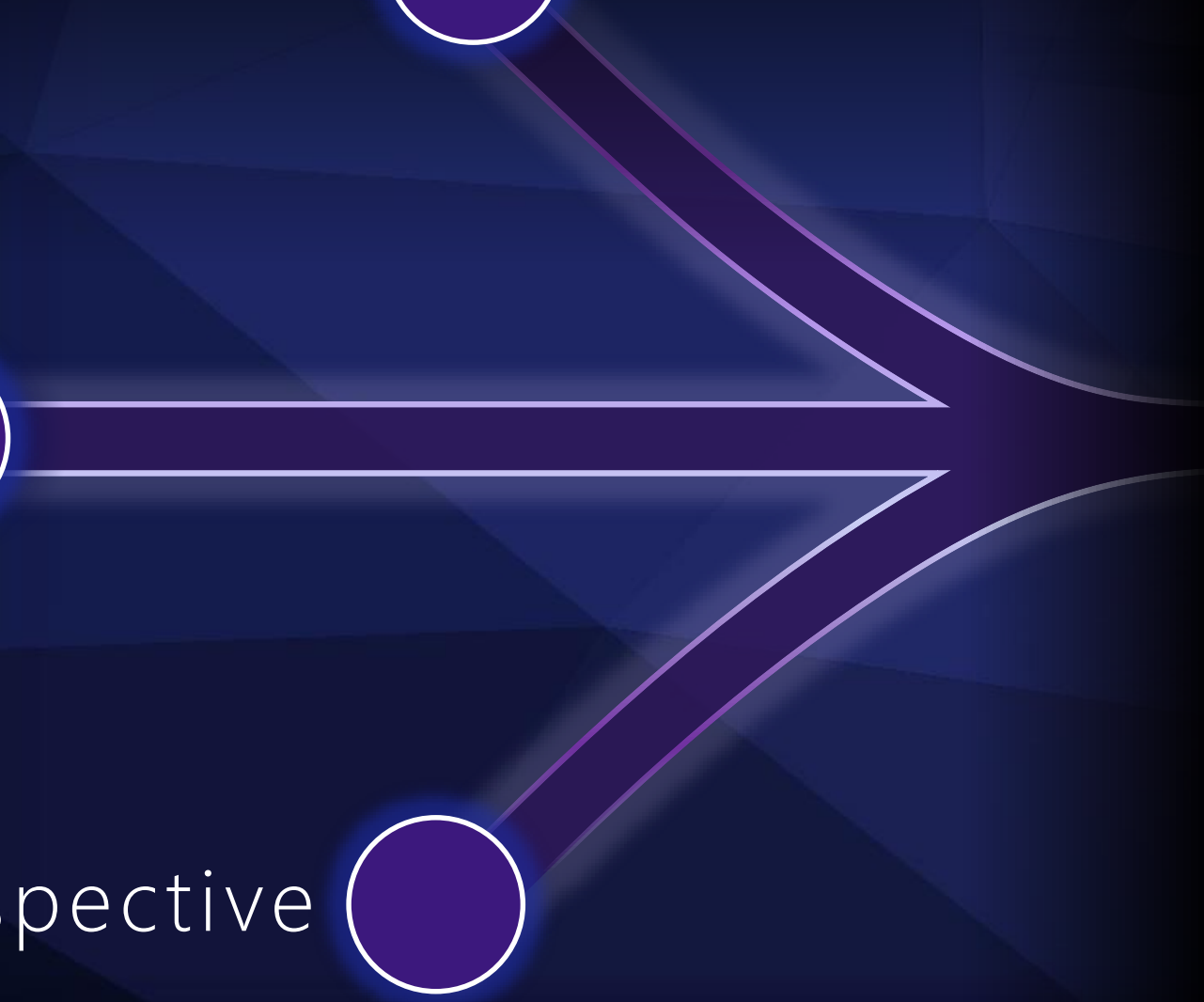
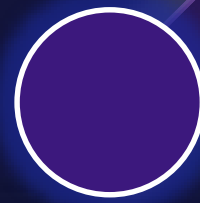
Purpose



Potential



Perspective





A memo to HR:

Accelerating the shift to exponential HR

HR ability to manage the process of implementing the necessary changes

As a result of HR's handling of COVID-19's challenges, both business and HR leaders have become more confident in HR's ability to help organizations navigate future changes

HR executives who were very confident in HR's ability to navigate future changes doubled

2x

2019 to 2020

AND

Confidence in HR among business executives also increased, and the business executives that were "not confident" in HR dropped dramatically by over

50%

2019 to 2020

Expanding the role of HR

Exponential HR is the evolution of HR, **extension of its scope of influence** beyond the traditional lines of the function to the enterprise and ecosystem as a whole, and the **broadening of its focus** from employees to the organization and, ultimately, to the work and workforce itself



A woman in a dark dress carrying a bag walks along a curved, brightly lit path in a modern, brightly lit interior space. The path is illuminated by a warm, golden light, creating a strong contrast with the surrounding dark blue and purple tones. The architecture features clean lines and a high ceiling, with other figures visible in the distance, suggesting a busy, professional environment.

The past year has been challenging

And the lessons we've learned have been hard-won

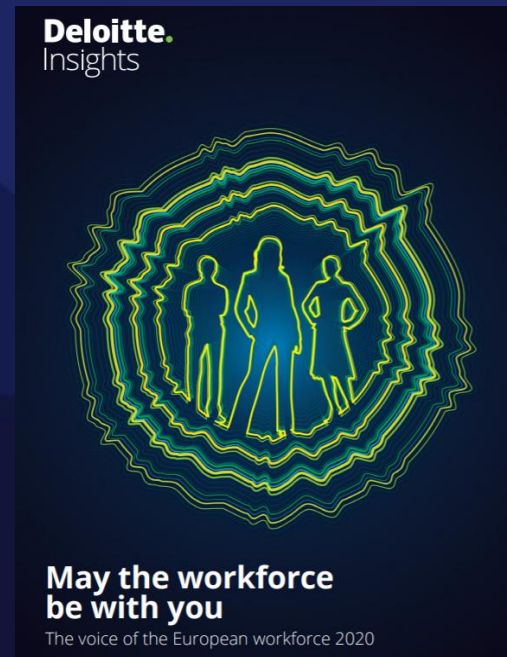
But this experience help us move forward

Our studies

2021 Deloitte Global Resilience Report



2021 Deloitte Global Human Capital Trends



May the workforce be with you

2020 The Deloitte Global Millennial Survey

