

Business Leadership for the Future of Work

Case studies from companies improving the
future of work for people, business and society.



For business to work in the future, we need to put people at the heart of work

Leading businesses from WBCSD have issued the following statement calling for joint action.

Work is the engine at the center of our economies. It lies at the heart of WBCSD's Vision 2050 where 9 billion people live well, within the limits of the planet, and is essential for the achievement of the Sustainable Development Goals.

Everyone is talking about how to best prepare for the future of work. We want to give business the power to create it. With society and technology changing faster than ever before, we need to ensure a future where business and society don't just adapt but thrive. A future with inclusive workforces that are secure, motivated, skilled and prepared for any challenge that comes next. Where people's lives are enriched by advancing technology. And where society is empowered and can prosper from equal access to new opportunities.

Creating this future must start today. The combination of rapid technological evolution, socio-economic polarization and disillusionment of the workforce could lead to jobless growth, income inequality and social instability at a global scale. If businesses don't act, they will be unprepared for these challenges and unable to realize the opportunities of building a stronger business in a thriving society.

So how do we make it happen? At WBCSD, we are calling on our fellow business leaders to combine their insight, innovation and influence to:

- **Be Responsible:** Build foundations for fair and meaningful work, implement new technology responsibly, and operate with high levels of transparency and trust.
- **Be Transformative:** Work together to create strategies and business models that enable an equitable, diverse, inclusive and empowering future of work – contributing to future-fit businesses, labor markets and social security mechanisms, with people at the center.

If business is to work in the future, we need to shape the future of work. But the business community cannot achieve this in isolation. We invite governments, educational institutions and civil society to work with us to create a future where people, business and society thrive.

Join us and make your mark in defining solutions to put people at the heart of the future of work.

A people-centered vision: People work to thrive, personally professionally, and as active members of society

WBCSD's vision puts people at the heart of the future of work.
It aims to inspire, inform and align business innovation, collaboration and action for a sustainable future of work.

What does our vision mean for a person's life?

People work to thrive, personally, professionally and as active members of society. To do that, people need and aspire to enjoy security and well-being at work, and to feel empowered by their work and fulfil a purpose through it.



What does our vision mean in practice?

To make this vision a reality, we need to envision a better system of work, consisting of four elements:



Business Leadership for the Future of Work

This collection of short case studies from WBCSD member companies brings to life innovative business action and solutions that are shaping the Future of Work. We hope these cases will inform and inspire companies to:

Be Responsible. Build foundations for fair and meaningful work, implement new technology responsibly, and operate with high levels of transparency and trust.

Be Transformative. Work together to create strategies and business models that enable an equitable, diverse, inclusive and empowering future of work – contributing to future-fit businesses, labor markets and social security mechanisms, with people at the center.

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Be Responsible.

Build foundations for fair and meaningful work, implement new technology responsibly, and operate with high levels of transparency and trust.

Adopting a human-centered approach to robot design

Over the last years, robots have been increasingly portrayed as a danger to people's employment, and job loss due to automation has become one of workers' biggest concerns.

Reality is somewhat different however, and in fact the changing nature of manufacturing is creating a greater need than ever for people and robots to work together.

This allows people to contribute what they do best – adaptability and problem solving for constant change, while robots contribute tireless endurance for repetitive tasks. The result is that people have safer and more ergonomic, rewarding roles, while businesses can grow – and create more jobs – through greater efficiency and productivity.

ABB foresaw the benefits of people and robots working together years ago, and took up the challenge of creating a new type of robot – one which could productively work in the same space as a person while keeping them completely safe, without the need of safety fences or barriers.

The result was [YuMi](#), the world's first truly collaborative robot. *YuMi* – short for You and Me – is a small parts assembly robot primarily deployed in the electronics industry, but with potential use in other areas.

YuMi has soft padded arms, can stop moving in milliseconds when inadvertent contact occurs, and also has no pinch points between its two highly flexible arms.

YuMi is also intuitive to program, which makes it accessible to first time robot users and the small and medium businesses which form the backbone of many economies. This ease-of-use also helps address skill gaps and provides more interesting and creative work for front-line factory workers, who do not require advanced training to set up or operate *YuMi*.



YuMi and human worker jointly assemble sockets at an electronics factory

Principles for the development and use of AI

Technological disruption and AI are about to bring vast changes, some of which are hard to imagine today. As with previous disruptive technological advances, we need to be thoughtful about how we address the societal issues that these changes bring about.

Against this premise, in [‘Future Computed - Artificial Intelligence and its role in society’](#), Microsoft outlines the potential benefits and risks of AI, and emphasizes that to be trustworthy, AI must be human-centered – designed in a way that augments human ingenuity and capabilities – and guided by ethical considerations and values.

Acknowledging its crucial role and responsibility as a leading developer of AI-based solutions and services, Microsoft developed a set of principles to guide the development and deployment of AI-powered solutions within the company, and suggests their adoption by governments, society and business in general.

These six principles are designed to ensure that AI systems are fair, reliable and safe, private and secure, inclusive, transparent, and accountable.

Understanding the importance of oversight and guidance, Microsoft’s AI and Ethics in Engineering and Research (AETHER) Committee was established to integrate these six principles. Working to define best practices, resolve questions of ethics and societal implications, AETHER is central to AI development at Microsoft.

An example of an important step in complying with the 6 principles of AI development is Microsoft’s understanding and compliance with regulations already in place that target data privacy and consumer safety such as the EU’s GDPR.



Microsoft’s AI-principles outlining the values AI needs to respect

Developing a Responsible Technology Policy

Technological change and the digital world are being hailed as the “fourth industrial revolution”. As with any disruption, this will herald change that may be good or bad - unless we take proactive steps to ensure it delivers ethical, social and environmental outcomes as well as economic development.

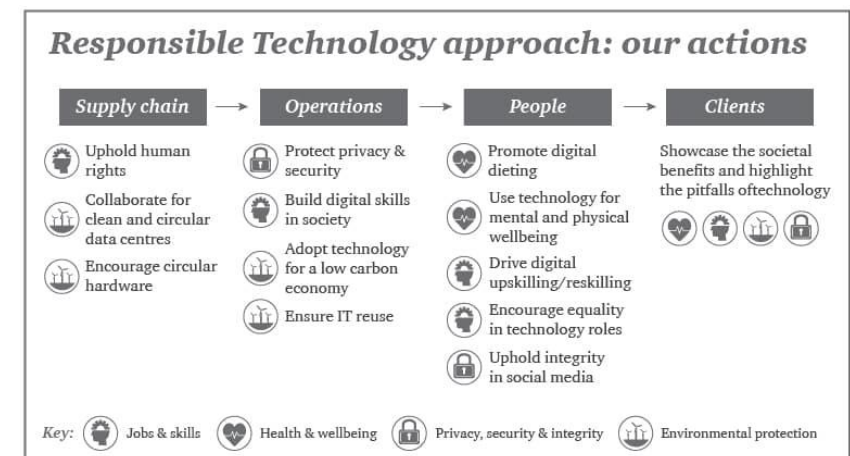
From blockchain to AI, and the internet of things to drones, our relationship with technology is changing faster than ever. Our decisions now will determine what our future will look like. We have the opportunity to address global issues such as climate change, inequality, and disease and deliver greater prosperity and wellbeing around the world, if we deploy technologies responsibly and with foresight.

Companies are starting to do precisely that: PwC, for example, is implementing a [Responsible Technology Policy](#) that identifies social and environmental impacts arising from the adoption of technology in its supply chain, operations, people agenda and client work (see diagram).

The policy establishes a series of commitments and actions that include showcasing the role of technology as a force for good, as well as highlighting potential, adverse social, ethical and environmental consequences, through the firm’s research and client work.

The firm is also implementing programs that will mitigate known pitfalls in its own business, in four areas: jobs and skills; enabling good health and wellbeing; ensuring privacy, security and integrity; and protecting the environment.

The policy has already driven innovations such as a new employee ‘digital dieting’ programme, and supports PwC’s work on equality in technology roles, as well as its firm-wide digital upskilling.



End-to-end responsibility: from supply chain to client services, PwC is aiming for technology to be a force for good.



Paying a real living wage

In many countries, wages don't rise in line with inflation and workers struggle to make ends meet, pay their bills and provide for their families, with a resulting impact on wellbeing.

As a values-driven company, IKEA puts people at the heart of its business and is committed to responsible wage practices, including paying a meaningful wage that truly reflects the cost of living.

While the UK Government's mandatory 'national living wage' is based on a target to reach 60% of median earnings by 2020, it does not take account of living standards, or higher living costs in London.

In 2016 IKEA UK became a Principal Partner of the [Living Wage Foundation](#) and invested £11 million by committing to voluntarily paying the real Living Wage and London Living Wage to all its UK co-workers. The real Living Wage rates are independently-calculated each year, based on the cost of living. The initiative has resulted in numerous benefits for co-workers, for IKEA and the economy. In 2017 IKEA wages rose to £8.75 per hour (£10.20 in London).

This is an example of a country level initiative in the UK. On a global level, IKEA conducted Fair Wage assessments together with the Fair Wage Network in 9 countries in 2016 and has undertaken several remediation actions since then. Additionally, IKEA is currently developing a global approach to Responsible Wage Practices for its own units and for its partners.

	THE MINIMUM WAGE <small>Government minimum for over 25s</small>	NATIONAL LIVING WAGE <small>Government minimum for over 25s</small>	REAL LIVING WAGE <small>The only wage rate based on what people need to live</small>
WHAT IS IT?	£7.38	£7.83	£8.75 across the UK and £10.20 in London
IS IT THE LAW?	Statutory	Statutory	Voluntary
WHAT AGE GROUP IS COVERED?	21 and older	25 and older	18 and older
HOW IS IT SET?	Negotiated settlement based on recommendations from businesses and trade unions	A % of medium earnings, currently at 55%, it aims to reach 60% of median earnings by 2020.	Calculation made according to the cost of living, based on a basket of household goods and services
IS THERE A LONDON WEIGHTING?	No London Weighting	No London Weighting	Yes - Separate higher rate for London

Comparison of the living wage rates as set by the UK Government and the Living Wage Foundation.

"Introducing the Living Wage was not only the right thing to do for our co-workers; it also makes good business sense. This is a long-term investment in our people based on our values and our belief that a team with good compensation and working conditions is in a better position to provide a great experience to our customers."

Carin Hammer Blakebrough, Country HR Manager



Enabling social mobility

Britain remains one of the least socially mobile nations in the OECD with large attainment gaps persisting between individuals from low socio-economic background and their peers, and access to well-paying and secure work remaining a structural issue.

KPMG has been taking a leading role in [promoting social mobility](#) – from implementing and advocating a real Living Wage, to being the driving force behind *Access Accountancy*, a sector-wide initiative to improve access to the profession. In 2016, it was the first UK business to publish comprehensive data on the socio-economic background of its workforce.

It is KPMG's belief, that targeting, supporting and recruiting employees from all social backgrounds and across all strands of diversity provides an array of viewpoints on client matters, foresight in its decisions and challenge around their actions.

Which is why - to complement KPMG's long-standing graduate scheme - in 2015 they introduced [KPMG360°](#): a rotational apprenticeship program for school and college leavers. In 2017 19% of apprentices in the program came from low socio-economic backgrounds, and almost all 2016 participants were retained by the company.

The second element in KPMG's strategy to attract and retain talent from different social and educational backgrounds, are partnerships: KPMG is a "cornerstone employer" in two UK Department for Education Opportunity Areas, where they have pledged to build the employability skills of young

people and hope to foster long-term relationships for the mutual benefit of these communities and the company. Additionally KPMG partners with primary and secondary schools and colleges in deprived areas of the UK.

Last but not least, the One+1 program - in cooperation with the Social Mobility Foundation - matches students who lack professional connections and who live in harder to reach areas, with KPMG staff willing to host and mentor these students.

Acknowledging these efforts, KPMG has been recognized as the leading employer in the 2018 UK Social Mobility Employer Index, a national benchmark that measures how good organizations are at being open to all talent, regardless of background. And in 2017 KPMG won the Queen's Awards for Enterprise: Promoting Opportunity (through Social Mobility).



AI empowering people with disabilities

More than one billion people around the world live with a disability, that often results in their exclusion from the workforce.

Their unemployment rates range between 50-70% in developed countries, and 80-90% in developing ones. In the US, the employment rate of graduates of four-year colleges is 89.9%, while only 50.6% of graduates with disabilities find employment. Even when they find a job, people with disabilities generally earn less.

Microsoft's AI for Accessibility initiative is a USD\$ 25 million grant program that harnesses the new possibilities offered by AI to empower people with disabilities, enable their independence and productivity and amplify their capabilities.

The program focuses on three areas:

- **Employment:** Assisting people to develop professional skills and influence workplace culture and inclusive hiring;
- **Daily life:** AI is capable of hearing, seeing, understanding and reasoning with increasing accuracy. By making software and devices smarter, and keeping them affordable, people gain independence to perform daily tasks and personalize tools for their unique needs;
- **Communication and connection:** Equal access to information and opportunity requires communication. Technology can create possibilities for all people, regardless of how they listen, speak, or write.

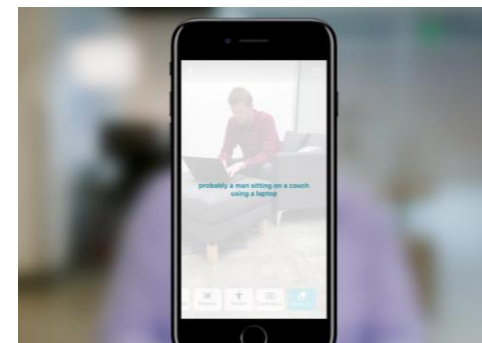
Real-time speech-to-text transcription, computer vision capabilities, and predictive text functionality are just a few of the other examples of how AI is useful to people with disabilities.

The benefits of empowering people with disabilities through employment go well beyond offering them opportunities for social participation and to live dignified and productive lives. Businesses report people with disabilities as exhibiting exceptional perseverance and problem-solving skills, and have observed improvements in team spirit and morale. In the workplace, people with disabilities are reported to be highly motivated and loyal, translating into extremely low turnover rates.

On a societal level, employment of people with disabilities is associated with more inclusive societies and can contribute to reduced financial pressure on social security systems.

"Our goal is to empower others in new and more impactful ways to help create a more sustainable future."

— **Brad Smith**,
Microsoft President and
Chief Legal Officer



Seeing AI is a free app designed for the low vision community. It uses AI to recognize and describe people, text, and objects.

IT solutions for workers with disabilities in the retail industry

The Japanese service industry has been facing serious labor shortages due to demographic changes. In response, NRI is stimulating the employment of people with disabilities as an untapped workforce in the convenience store industry through the development of workplace-based IT solutions, such as AI-based work support apps.

Within the Japanese retail industry, convenience stores are particularly confronted with the challenge of labor shortage. Consequently, major convenience store and retail chains have implemented a variety of measures with the goal to reduce staffing needs, i.e. the number of workers required for store operations. NRI, however, opted for an alternative solution and decided to train and hire from the talented but so far largely untapped workforce of people with disabilities.

To facilitate the inclusion of people with disabilities in stores through AI and other advanced technologies, in 2018, [NRI Retail Next](#) started a feasibility study and test project involving snack stands (known as "satellite stands") together with [NRI Mirai, Ltd.](#) at NRI's Yokohama Nomura office building.

In six lounge areas, where employees take breaks and socialize, around a dozen snacks and drinks are provided to staff through sales points, and on each floor of the building a small pantry offers several foods and beverages. To operate these stands, NRI Mirai employs a small number of staff with disabilities. Twice a week, a team of two people checks and replenished the stock, cleans the stands and arranges the snacks.

For the employees to carry out these tasks independently and without assistance from their supervisors, NRI involved people with disabilities in the development and prototyping of a work support system. This system

consists of an easy-to-understand iPad app that provides people with intellectual disabilities with detailed instructions to carry out their tasks.

A non-disabled person may quickly understand the required steps after reading the instructions, but for a person with an intellectual handicap or a mental disorder, procedures need to be broken down into more specific steps and activities. So, instead of being told to do a task "properly", the app asks e.g. to "wipe the surface five times."

As the application is very simple and user-friendly, it can not only be used by people with disabilities but also by people speaking different languages, elderly employees, or those who make their first experiences in a retail job.

The agile methodology is a fairly new concept in Japanese IT and requires to continuously improve the application in real time as its design and functionalities are based on ongoing user experience and feedback.



As such, users are now part of the development process rather than just being given a tool to work with. This not only leads to more inclusive work environments but also to a high level of empowerment and skills development in the workplace.

The iPad app is still undergoing an internal proof of concept phase. Going forward, NRI aims to promote this initiative and scale up the solutions it develops by expanding its use to other retail stores.

Addressing the gender gap in tech

With a job growth rate double that of the non-tech industry, both the industry and labor market are missing out on productivity and opportunity. Inclusivity benefits everyone.

Currently, only 23% of people in STEM roles are women, and beyond the workplace, technology is set to influence every aspect of our lives. PwC, JP Morgan, Natwest Markets, Channel 4, Tesco and 70 more organizations are coming together under the umbrella of The [Tech She Can Charter](#) – a pledge launched by PwC to tackle the gender gap in technology and ensure that the people creating technology solutions are representative of the population and that females have an equal opportunity to take part in the jobs of the future.

The participating organizations signed up to:

- Work with schools to educate and inspire pupils and teachers about technology careers;
- Support social mobility;
- Create role models by promoting and celebrating female staff in tech roles and enabling direct contact to them;
- Ensure inclusive access to technology training and technology roles in their own organizations;
- Attract, recruit and retain females in tech roles;
- Share best practices and challenges from within the respective organizations and learn from each other.

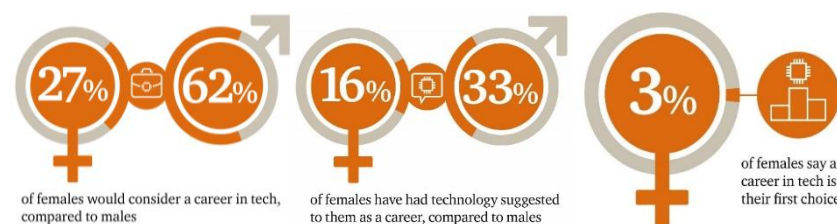


The Charter is action oriented and it recognizes that collaboration is key to making a difference in reaching more schools and far more girls and women, and hence maximize the impact of the initiative.

Adding to the success of the initiative, was the UK government's Department for Digital, Culture, Media and Sport support in backing The *Tech She Can Charter*.

"We want to be at the forefront of tackling the gender imbalance in the tech workforce and make sure the fantastic opportunities on offer are available to everyone."

Margot James, UK Minister for Digital and the Creative Industries



The tech gender gap in the UK, by the numbers (Source: PwC Women in Tech)

Be Transformative.

Work together to create strategies and business models that enable an equitable, diverse, inclusive and empowering future of work – contributing to future-fit businesses, labor markets and social security mechanisms, with people at the center.

Changing perceptions on robots

Robots tend to be perceived as threatening, replacing human jobs and wanting to take over the world.

In 2018 Honda [revealed four robots](#) designed to assist humans in a broad range of activities. All of these robots - currently in the experiment phase - are the result of Honda's 3E Robotics Concept – standing for “Empower. Experience. Empathy.” This concept is that robotic devices expand people's potential by achieving a mutual empathy and grow with people.

Honda strongly believes in a future society where robots assist and empower humans based on their belief that “the purpose of technology is to help people.”, in fact, that the future of robotics is rooted in human-robot interaction. Honda views robotics not as something in conflict with people, but as an opportunity to expand their potential.

In general, people in Japan consider robots as friendly and helpful companions, while companies and the government see robots and advanced technologies as solutions to address Japan's challenges, from ageing populations to environmental disasters. As such, robots are viewed as key to creating a better, more sustainable society and nation. Against this background, Honda is trying to change people's perceptions about robots in other countries. They do so by designing the robots with less threatening traits, and through public demonstrations.



The 3E-A18 is a concept model of a robot that we can touch and communicate with.



Honda 3E robot series

“We have entered an era when robotics will become increasingly visible and essential in our everyday lives and have the ability to unlock human potential.”

Yoshiyuki Matsumoto,
president & CEO of
Honda R&D Co., Ltd.

Accelerating the development of data scientists

The global shortage of data scientists has been and is expected to be a major issue for corporates, as companies depend on their specific skills to successfully achieve digital transformation.

The shortage stems on the one hand from a lack of appropriately trained data scientists, as well as from high demand for their skills. To address this shortage within its own company, in summer [2018 Hitachi launched an initiative](#) to develop skills requirements and training programs to increase the number of its data scientists from currently 700 to 3,000 by March 2022.

Countries globally are facing a shortage in trained data scientists. In Japan only, an additional 30,000 scientists will be needed for 2018 to meet the demand, and this number is estimated to increase to 48,000 by 2020. Due to the pressing scarcity of data scientist, Hitachi is not only developing training programs, it also launched a Professional Community internally in which top-class scientists and people in charge of actual business in various fields train and support each other on issues related to AI and

other technologies as well as problem solving methods.

Hitachi will also contribute to the development of data scientists beyond its own company, by sharing the skills requirements and training programs developed through these initiatives with its customers and partners and allowing them to make effective use of them.

To further optimize employability of its employees Hitachi also launched a program for internal certification of high-level IT professionals, conforming with the standards of the Information Processing Society of Japan, and is heavily investing to add business knowledge, IT and advanced AI technologies from top-class scientists to the employees' competences.

With activities like these, Hitachi develops the skills and employability of its own employees and contributes to bridging the skills gap in the broader labor market.

Strategic workforce planning

The banking industry is in the midst of a structural transformation, driven by new technologies and the advent of highly personalized digital experiences offered by new financial players. In this context, it is crucial to ensure that the workforce fits the needs of Santander's long-term strategy.

New entrants in the financial system, such as tech companies and start-ups, are not only disrupting the banking business, they are also setting the 'gold standard' for recruiting and nurturing digital talent. In other words, digitalization is creating a new breed of talent and companies need to find new ways to attract and retain them.

Santander aims to become an employer of choice for its purpose, culture and the responsible way it achieves results. A clear strategic roadmap to manage talent carefully through *strategic workforce planning* supports this effort, while the bank embarks on a digital and cultural transformation.

Strategic workforce planning is a dynamic tool that assists the Human Resource department, and the organisation more broadly, in ensuring the workforce suits the current and future needs of the company and ensures that required capabilities are in place to deliver its strategy.

Strategic workforce planning has already been carried out across different units of Santander, covering approximately 30% of the Group's total workforce, with the remaining units expected to be covered during the course of 2019.

The key challenges identified after the first wave of strategic workforce planning were the digital workforce gap - mainly for data and tech specialist profiles - and the upskilling and reskilling of current employees, enabling them to adapt to the new digital business environment. As a result of this exercise, a detailed HR plan has been defined at local level in each of the units where the exercise was carried out, as well as at global level, launching cross-cutting initiatives.

In addition to these challenges which are currently being addressed by strategic HR initiatives, there is another aspect to keep in mind going forward: the integration of new profiles with the existing workforce – often characterised by younger, more tech-savvy employees on the one side, and veteran, more traditional banking experts on the other. It is critical to achieve a healthy coexistence of these two profiles, allowing both to thrive and ensure their active participation in the Bank's evolution.



The five main elements of the strategic workforce planning approach

Flex it Up

In March 2019, Sonae MC (a Sonae Group branch) launched *Flex it Up*, a flexible work program to enhance employees' wellbeing and personal and professional fulfilment by improving their work-life integration.

Acknowledging employees as a determining factor for the company's growth and strength and that attracting and retaining talent is a constant challenge for business, Sonae MC has started reinventing its ways of working to become more agile, humanized, and digital and to keep employees happy, engaged and productive.

Following the motto 'Flex work, full life', Sonae MC's *Flex it Up* program is based on a philosophy of trust, in which the company gives its employees the autonomy to choose among different options to better manage their periods of presence and absence in their workplaces.

Understanding that there is no one-size-fits-all formula and that each reality and type of job role requires targeted solutions, ***Flex it Up* consists of five different initiatives:**



1. **Remote Work:** Work from home once a week, maximum 4 days/month;
2. **Flexiwork:** Adjustable schedule which allows employees to start and finish their workday when they want (considering 'core' times);
3. **Extra days off:** Access up to 5 unpaid extra days off;
4. **Part-time schedule:** Reduced work schedule (min. 24h/week) with commensurate pay reduction;
5. **Unpaid leave:** Work activity interruption for a certain period (min. 30 days, max. 1 year).

Sonae MC operates primarily in food retail, where the nature of job roles is not typically associated with flexible work possibilities. Additionally, the company has heterogenous profiles, job roles and businesses, making the implementation of a flexible work program very challenging.

Despite these challenges and initial obstacles, the results within the first year of the project were very positive with 43% of the eligible population accessing at least one initiative. Remote work (almost 60% of all requests) and Flexiwork were the most popular options. Most employees requesting access to *Flex it Up* initiatives are women, Gen X and non-managers.

Much of the **program's success is due to some core ideas** stipulated from the very beginning of the project:

- Program design based on people's real needs;
- A philosophy of trust and autonomy;
- Top-level buy-in, leadership involvement and sponsorship;
- Strong, disruptive and catchy communication campaigns;
- Development of a dedicated, centralized platform conferring structure, transparency and equity.



Video with testimonials from Sonae MC's employees benefitting from the *Flex it Up* program.

Developing talent and inspiring behavior

Responding to business innovation demands, creating a learning organization and bridging generation gaps are the main challenges of managing talent and developing human capital. Tackling these challenges while reinforcing the organizational culture call for disruption of conventional training approaches.

Pulp and paper industry processes are highly specific, and it can be very difficult to find people in the labor market with an adequate set of competences to meet the business needs. Moreover, the need to transfer knowledge, improve key skills and retain talent, to develop personal and professional potential of young managers, provide career opportunities and ensure succession for key functions and business sustainability, are some of today's challenges.

To build skills across its workforce and prepare its future leaders, in 2016 the Navigator Company launched an innovative Learning Center with tailor-made training programs, supported by partnerships with some of the best academic institutions.

In December 2018, a digital platform, with its own brand and identity, was set up to modernize the Learning Center, making it more accessible and flexible. "Learn anytime, anywhere" is its motto.

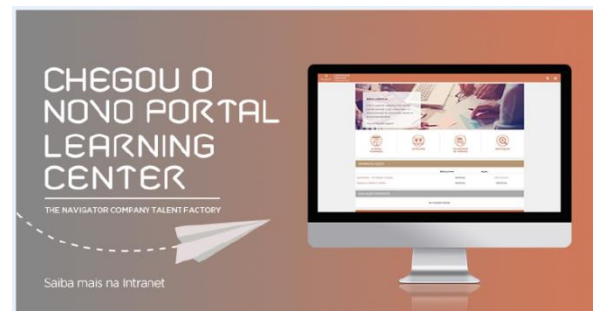
This 360° portal offers four types of training: formal in-class learning, digital learning, peer-to-peer learning and self-learning. All courses are now available for all employees on computers, tablets and mobile phones. Courses are bilingual and training programs can be customized by the employee, based on individual needs, preferences and convenience.

The portal gives all employees the same opportunities: from head offices to "shop floor" operators and international offices, also being blind to language, gender, geography and generation.

Being a certified training entity according to Portuguese Law, Navigator provides the employees with external recognition of the acquired competence, with benefits for present and future job opportunities.

In 2018, over 560 training actions were carried out, with 14,305 attendances, corresponding to 202,962 hours and 3,070 employees involved.

The Learning Centre fosters exponential performance of Navigator's workforce and inspires their behavior in the sense of creating a Learning Organization pillared on its corporate Values.



Launching the platform: "Learn anytime, anywhere" as motto to incentivize users

Mining 4.0: investing in human operators

Despite the growing trend of process automation, improving processes depends on a deep and individualized understanding of the people who make up a company.

Brazilian mining giant Vale has assembled a team of experts from diverse fields to improve the productivity of its mining operations by shifting its focus from investing in machines, to value and develop the people at the core of its business - the excavator operators.

The High Performance Operators Program (POAD, acronym in Portuguese) starts by understanding and mapping the characteristics and key-factors that might impact the worker's performance on a individual level. To do so, it establishes four intervention areas, each of which apply different tools to deliver specific objectives, while their interaction results in the holistic development of a specific operator.

The Technical Core identifies training needs of the operators and provides individualized training sessions on a Virtual Reality system to amplify their technical skills. The operational diagnostics also assist in the development of technological solutions that reduce workload and improve performance. In the Cognitive Core, engineers, computer scientists and neuroscientists develop Artificial Intelligence-based neurotechnology to decode brain patterns of a productive mind, and cognitive training is conducted to improve the cognitive skills of unexperienced operators.

The Psychosocial Core uses qualitative methodologies (psychological tests, questionnaires and interviews) to help operators improve their own performance by reflecting about their work activity and its meaning, considering the collective perspective of work and also emphasizing protection, prevention and health promotion.

The Clinical and Physical Core uses knowledge acquired from other mines about socioeconomic and cultural factors as well as nutritional and physical conditions to classify risk factors that can impact workers. In a second step it aims to reduce and prevent risk factors to improve operators' wellbeing and quality of life, and in turn their performance. Beyond increasing monthly productivity by 9% in one of its sites, the program has resulted in increased worker satisfaction, lower rates of absenteeism and withdrawal.



Developing a high performance operator using a mining simulator and measuring brain activity patterns

Human-centric workstyle transformation

In response to digitalization, globalization and the growing demand for work-life balance while improving productivity, Fujitsu has developed a suite of work-related programs to transform workstyles.

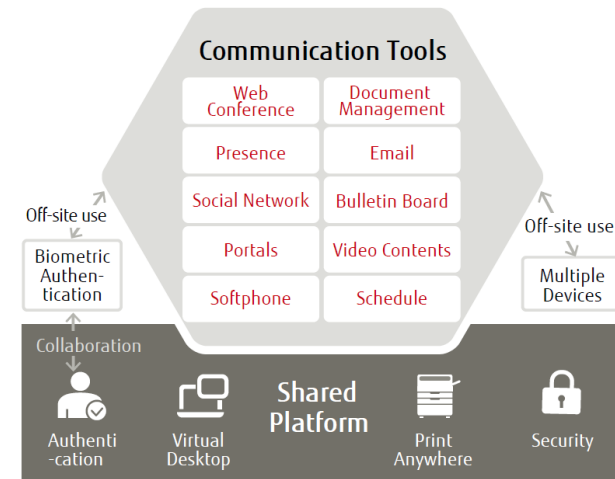
Regarding work-life balance, [Fujitsu provides support for employees](#) to balance both work duties and child/family care in a reasonable and satisfying manner.

Fujitsu's Global Communications Platform digitally connects all Fujitsu employees across 500 group companies worldwide. Using the platform resulted in reduced commuting time and allowed Fujitsu to save several million USD for business travel in Japan alone. In 2016, the experience from this platform was used to build the Digital Global Communication Service, providing support to customers from concept development through to the operation of a communications platform.

A Telework System enables employees' flexibility in place of work and schedule. The software strengthens management of time and overtime at work, and encourages employees to transform their mindsets and habits towards individual working styles that promote a better work-life balance.

AI Zinrai is Fujitsu's human-centric artificial intelligence platform. It supports people's shift from mundane and repetitive tasks to such that are more engaging and provide more value to the company.

Overall, Fujitsu's human-centric approach, innovative platforms and workstyle transformations increase business agility, innovation, wellbeing, inclusivity and reduce costs.



Global Communication Platform

Using AI to increase workers' happiness

For decades, assessing the satisfaction of employees or analyzing the use of office space relied heavily on manual collection and input of data, with research staff being sent to company offices or employees being asked to participate in surveys.

Big data and AI are revolutionizing how data is collected and analyzed, offering people and organizations completely new ways of solving problems.

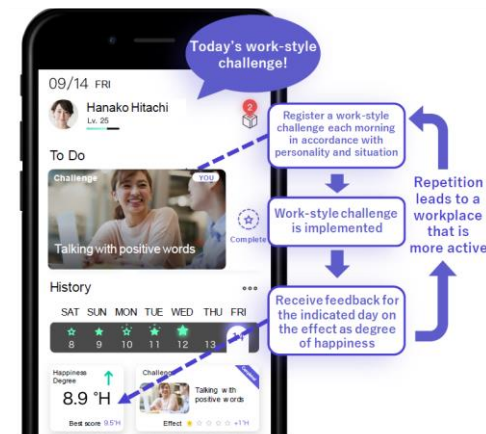
Hitachi for example is using [wristbands and nametags](#) to collect information on workers' movements and interactions with one another. The gathered data results in AI-based analysis and individual advice to workers on what workplace habits have an impact on their happiness. Managers can use the data to adapt their management style and communication based on the needs of individual team members.

In 2015 Hitachi experimented this newly developed application, showing that departments making greater use of this application exhibited [higher happiness levels](#), and that this translated directly in significantly improved productivity and business performance.

In parallel, Hitachi also began installing [sensors in office spaces](#), to collect data on the use of desks, meeting rooms, and other spaces. The second phase of the experiment combined data from wearable devices with the office area sensors, providing insights into where staff interacted and how it impacted their happiness.

In both applications, Hitachi's AI Technology automatically generates more than a million hypotheses, identifies which factors are important, and determines in a quantitative manner the conditions under which better outcomes will be achieved.

The results are then used to support behavior changes or design offices that are more attractive to the people who work there, ultimately improving workers' happiness and performance.



The "Happiness Planet" app



Wearable nametag for measuring the actions of people within an organization.

Measuring and optimizing employability through big data

In the dynamic and vastly changing labor market, today's jobs are changing or disappearing. Within countries, new jobs are also being created with major differences on a sectoral, regional or national level.

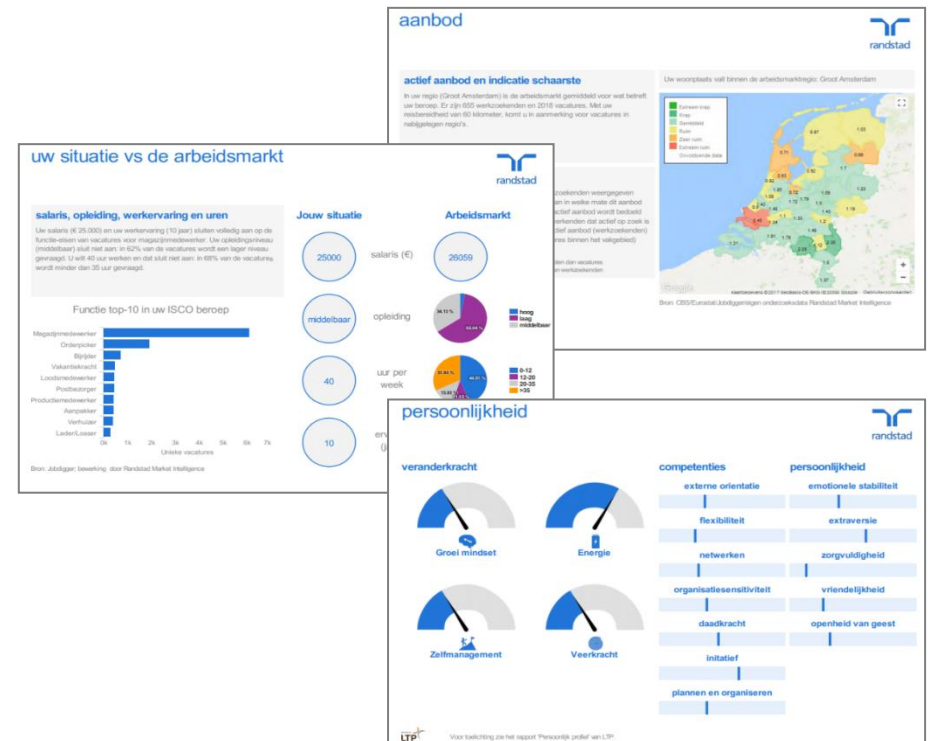
Randstad believes that people themselves are responsible for their career, prosperity and well-being, and created [labor market scan](#) – a suite of tools to empower both employers and employees to fulfill their potential by matching supply and demand.

With Randstad's labor market scan, employers can stimulate the mobility of their employees through a 360-degree view of their position. Making use of big data, the scan provides unique insights into

- personal skills and competencies of a worker, and
- an analysis of her salary, preferences and work experience mapped against the labor market

Based on the outcomes of the scan, employees can together with their employer create an action plan to further optimize talents and employability, and map out a career path – reflecting the requirements and preferences of employers and employees in their direct environment.

Additionally, Randstad's labor market scan solution provides a job search tool in which employees can take immediate action to find a new job based on the skills that are requested by employers in their region.



Labor market scan screenshots showing a workers' (from left to right) competencies and personal skills, employment mapped against labor market data, and the labor demand in specific regions of the country.

Digitalizing Human Resource services

Job seekers nowadays search through professional platforms and review employer's offerings online, instead of seeing the employment agency in the shopping street. Besides this, digital solutions are able to screen and select applicants in a more efficient and accurate way than before.

Developments like these are disrupting the HR services industry in an unprecedented way and the traditional HR companies need to transform their business models to keep pace with a rapidly digitalizing world.

On the other hand, for Randstad as a company whose business is to unlock the potential of people, what matters most is the human aspect and offering clients and candidates a trusted human partner.

Against this background, at the heart of Randstad's digital transformation is its [Tech & Touch](#) strategy – which leverages technology to the best of the company's and its employees' advantage, while strengthening the personal and human connection.

Randstad is investing in new technologies which enable new ways of sourcing and identifying talent and ultimately connecting that talent with employers.

By adopting new technologies, Randstad's HR consultants can now shift their attention to bringing in their human touch into the interaction and relationship with clients and job seekers.

Randstad established a *Digital Factory* to foster digital innovation from within and speed up the transformation of how the company works on a daily basis. Additionally, the *Randstad Innovation Fund* and the acquisition of HR related innovation are crucial in bringing in external expertise and innovative ideas.

Randstad is already reaping the fruits of digital transformation in terms of:

- improved ways of connecting with and delivering a seamless digital experience for clients and candidates;
- better talent search and match results.

Games and algorithms to hire talent

The current form of hiring processes is said to be prone to bias. From screening over interviewing and hiring people, humans tend to prefer candidates they relate to personally. Technology is increasingly being explored to avoid human bias in hiring.

Unilever for example has moved from its traditional hiring process and sources of talent to online advertising and an [AI based candidate screening tool](#).

Between fall 2016 and summer 2017, Unilever made nearly 500 hires using algorithms and games to select potential candidates and only brought in hiring managers late in the process for final vetting.

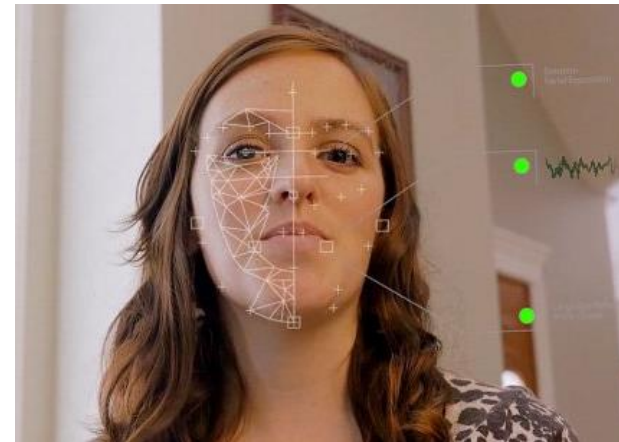
AI is used to scan through hundreds of candidates to match their skills and behaviors to their applied function.

As part of the interview process, candidates are invited to play a 20-minute game and submitting a video interview. The gamified solution allows candidates to be matched specifically on their fit scores to the function, followed on by the video interview which uses a Unilever specific model to understand vocabulary, facial expressions and response.

These factors reveal clues about each candidate, their intelligence, personality and emotions.

For Unilever, the experiment has been a big success. Its hiring has become more efficient and less prone to error. In one year, Unilever saved over £1 million, reduced recruiting time by 75%, and hired their most ethnically and gender diverse class to date.

With 170,000 employees globally and an influential role among multinationals in many sectors, Unilever's innovative hiring mechanisms have the potential to revolutionize hiring and democratize the job market.



During a video interview, AI and algorithms analyze the candidate's facial expressions.

Stepping ahead of the curve on employee protection

Building on its tradition as a pioneer in employee welfare, in 2017 Solvay announced the next step in employee protection.

[Solvay Cares](#) is a minimum benefits package which applies to all its 30,000 employees, worldwide.

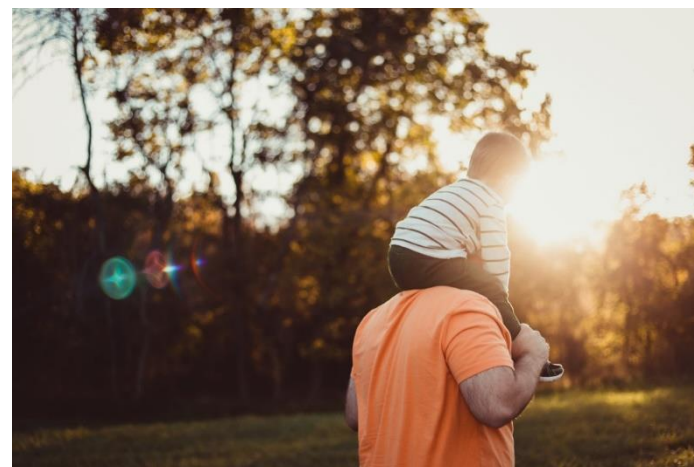
This standard provides benefits in four areas:

- During **parental leave**, income is fully protected for 14 weeks for the mother and one week for the co-parent. Full income is also protected for one week during **adoption**;
- A minimum coverage of 75% of **medical fees** in case of hospitalization or of severe illnesses;
- **Disability insurance** in case of lasting incapacity;
- **Life insurance** with coverage equivalent to up to 2 years of salary for the family or partner.

On the one hand, harmonizing its social policy means Solvay is treating its employees equally, irrespective of where they live and work.

More importantly though, this benefits package goes over and above the social securities provided by countries in which Solvay operates, proof of how the chemical and advanced materials company stays ahead of the curve as employer and corporate citizen.

In the United States, Solvay Cares will improve the standard for maternity leave. In China and Poland, it introduces disability insurance, medical coverage for severe illness or hospitalization in Mexico and South Korea, and life insurance for teams in India and Russia. A good part of Solvay's employees do not have the benefit of paternity leave – this will soon change with Solvay's initiative.



Solvay Cares is introducing new benefits for its global workforce

Globalizing employee benefits

Recognizing the long-term work partnership between the company and its employees, and understanding that the well-being of people is paramount, Firmenich has begun a recalibration of its employee offerings under the umbrella of a new Global Benefits Philosophy.

Aimed at all its employees worldwide, the philosophy encompasses three categories – Care, Protect, Individualize - underpinned by numerous specific initiatives.

The health and well-being centered *Care* pillar aims at ensuring Firmenich employees are physically, mentally and financially secure and happy. It provides among other things basic medical, critical illness and supplemental medical coverage as well as health awareness, life-coaching for mental health, and financial health services.

To provide an adequate level of protection, Firmenich Offers long-term support through retirement and savings accounts; life insurance and child/spouse support; and emergency repatriation and medical assistance.

Last but not least, the *Individualize* pillar leverages flexible work arrangements, family-friendly policies and transport benefits to enable a better work-life balance and to answer workers' individual needs.

By offering a competitive, sustainable and innovative global benefits program as well as by recognizing a long-term work partnership, Firmenich hopes to maximize employee engagement and empowerment, attract, retain and motivate employees, reinforce a sense of belonging and enhance the work experience, and support agility and change.

The initiative is furthermore envisioned as benefits to all employees worldwide, and provides clarity in terms of benefits that are accessible and go over and beyond direct compensation.

About WBCSD's Future of Work project

Everyone is talking about how to prepare for the future of work.
At WBCSD we are working with business to shape it.

Approach

The Future of Work project's added value consists of three elements:

Value

We provide a joint understanding and define an actionable and inspiring vision of how business can shape the future of work.

Impact

We identify and promote innovative strategies and solutions for better work, with the objective of informing and inspiring business action.

Voice

We create a collective voice of leading businesses and engage with key stakeholders to mainstream WBCSD's positive and inspiring Future of Work vision.

Options for engagement

Lead: become a leader in this fast-evolving topic and advocate for the WBCSD vision and business solutions.

Inspire: showcase game-changing innovations and share insights with peers to inform and inspire business adoption, collaboration and scale, and bring to life our joint vision.

Shape: participate in events, workshops and discussions to shape the agenda and drive business solutions.

Connect: build connections with companies and organizations who are key to this space with the aims of learning by sharing, building partnerships and expanding business engagement to drive responsibility and transformation at scale.

Find out more at:

<https://futureofwork.wbcds.org>



Lead. Transform. Succeed.

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