accenturestrategy

PUTTING TRUST TO WORK

Decoding Organizational DNA: Trust, Data and Unlocking Value in the Digital Workplace

INTO
THE NEW

Businesses Are Committing to Using Workforce Data...

62%

of businesses are using new technologies and sources of workplace data to a large or significant extent.

49%

of business leaders say that the volume of data on work, the workforce and the workplace has significantly increased in the last 3 years.

...to Unlock Trapped Value

91%

of business leaders recognize that new technologies and sources of workplace data can be used to unlock value that is currently "trapped" in the enterprise.

The top 3 areas where business leaders expect greatest improvement from the use of workplace data are:
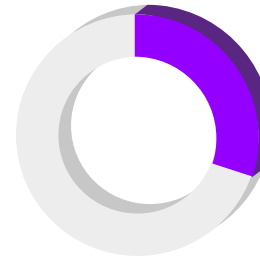
- placing the right people in the right roles
- productivity and workforce performance
- organizational agility and speed

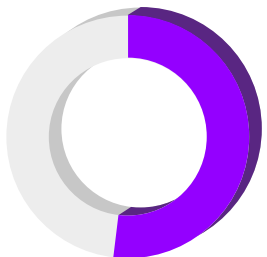# But Just Because They Can Does Not Mean They Always Should
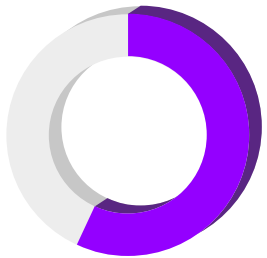
64%

of employees say that recent scandals over the misuse of data makes them concerned that their employee data will be misused.
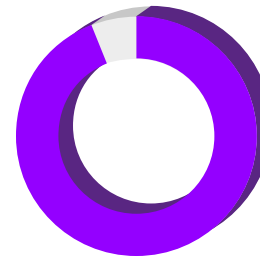
Only

30%

of business leaders say they are very confident they are using workforce data in a highly responsible way.

52%

of employees think it will damage trust.

But

92%

of workers are open to the collection of data on them and their work if it improves their performance, well-being, or provides other benefits.

The Risks Go Both Ways...

Some businesses will leave value on the table by hesitating in the face of employee sensitivities, while others risk losing the trust of their people by pressing ahead too swiftly:

31%

say that employee concerns are holding them back from investing in workforce data.

But

49%

say they would use new technologies and workplace data as they see fit, without additional measures for responsibility.

The Stakes Are High

Irresponsible workforce data strategies could result in a loss of

6.1%

in future revenue growth. But responsible approaches would yield a trust dividend of a
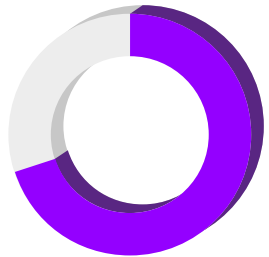
6.4%

increase in revenue growth. This equates to value at stake of **US$3.1 trillion** for large publicly listed companies.

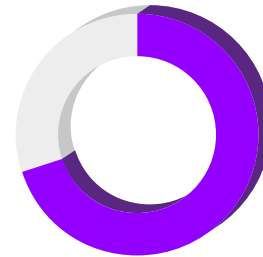# A Framework for Responsible Use of Workforce Data

Give Control. Gain Trust.

Empower People with Greater Control of Their Own Data
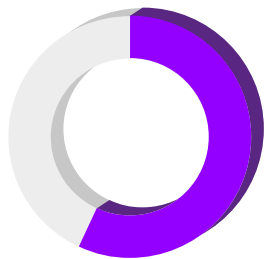
Give to Get:

70%

of people say that in return for their permission to collect data, employers will have to give them control over how it is used.
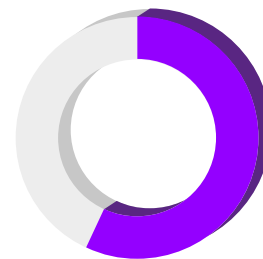
Co-own Data:

73%

of people want to own their work-related data and take it with them when they leave.

Protect Privacy Together:

58%

of workers are unwilling for employers to collect data if they did not keep it private when the expectation was that they would.

56%

of business leaders are open to allowing them to.

Share Responsibility. Share Benefits.

Involve People in Designing Systems

Create a System of Checks & Balances:

Only

19%

of business leaders say a C-level executive is accountable for the responsible use of data.
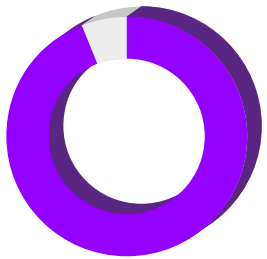
Co-create Systems with People:

29%

do that today, though a further

33%

plan to.

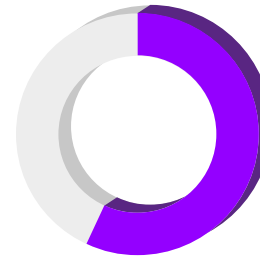# Elevate People. Use Technology Responsibly.

Fix the Unintended Consequences That Tech Creates

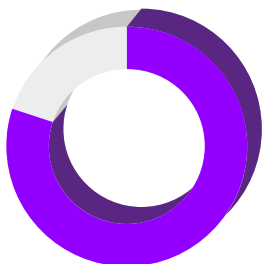### Open Opportunities, Don't Constrain Them:

94%

of business leaders say using tech to identify people's hidden and adjacent skills would help them reskill and retain displaced workers.

Grow People, Don't Penalize Them:

57%

of employees say that the use of workplace data will improve their lives and business performance.

Reduce Bias— Everywhere:

80%

of employees say having reliable, factual data gathered by new technologies would improve fairness in hiring decisions.

About Accenture Research

Accenture combined quantitative and qualitative research techniques to analyze the attitudes and readiness of workers and C-level executives regarding use of workforce data and modeled the effects of collecting this data on employee-employer trust. The research included a survey of 10,000 workers across 13 industries (Automotive; Banking; Communications & Media; Consumer Goods & Services; Energy; Healthcare Providers; High-Tech; Insurance; Public Service; Retail; Software & Platforms; Travel; and Utilities) and 13 countries (Australia, Brazil, China, France, Germany, India, Italy, Japan, Netherlands, Spain, Switzerland, UK and the USA), and a survey of 1,400 C-level executives. These were carried out between October and November 2018.

Find out more
www.accenture.com/WorkforceData