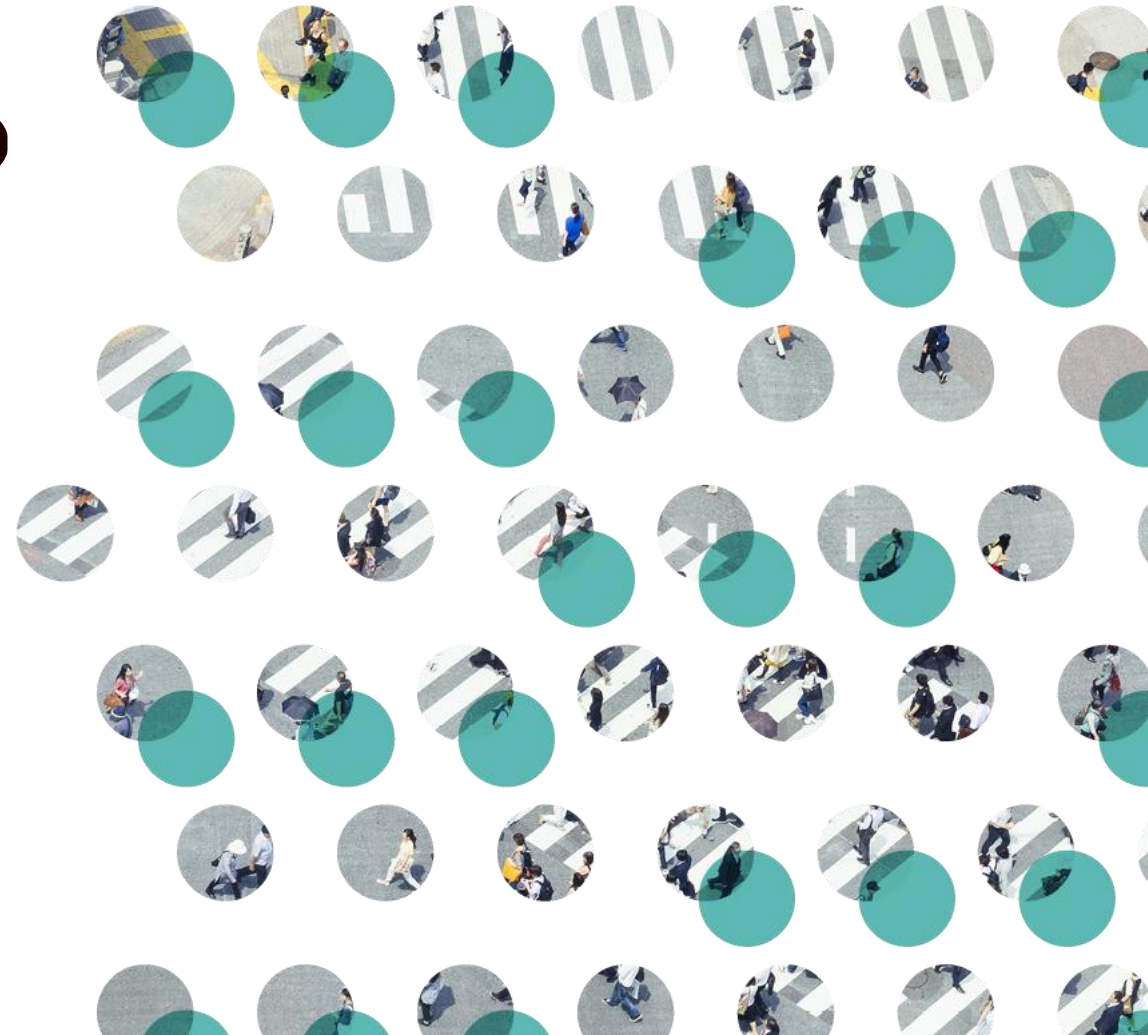


What's Working?

Navigating the AI Revolution
and the Shifting Future of Work

Global
Workforce
of the Future



Contents

- About the Research
- Key Findings
- The Unfolding AI Revolution
- Today's Workforce Trends
- Recommendations



About the Research

Now in its fourth year, the Global Workforce of the Future research investigates the changing world of work from the workers' perspective. This year, our research focuses on the impact on work of Artificial Intelligence (AI) and Generative AI (GenAI).

The Adecco Group surveyed:

30,000 workers

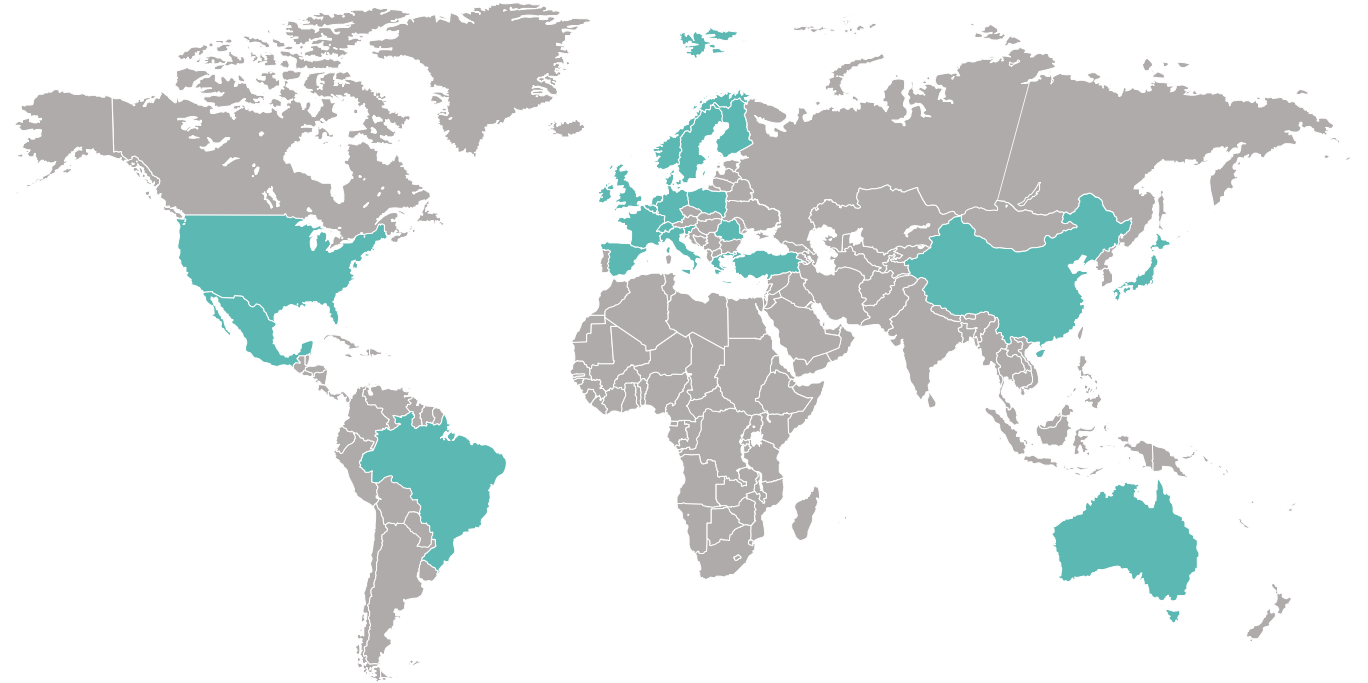
across

23 countries

Fieldwork was conducted in July and August 2023 in local languages.

The data is representative with a confidence interval level of 95%, and quotas were set to ensure a national representative sample by age and gender in each country.

For more detail, please see the [detailed methodology](#).



Americas (7,500)

- Brazil (1,000)
- Mexico (1,000)
- USA (5,500)

EMEA (16,500)

- Belgium (511)
- Denmark (504)
- Finland (524)
- France (2,020)
- Germany (1,942)
- Greece (530)
- Italy (1,946)
- Netherlands (516)
- Norway (478)
- Poland (519)
- Romania (552)
- Slovenia (425)
- Spain (1,963)
- Sweden (533)
- Switzerland (1,013)
- Turkey (507)
- UK (2,017)

APAC (6,000)

- Australia (2,000)
- China (2,000)
- Japan (2,000)

Meet our respondents



Nationally representative across age and gender



All respondents employed, across a wide range of sectors. Company sizes range from small (more than 10 employees) to very large (5,000+)



Respondents represent a wide range of job functions

66%

Respondents with supervisory responsibilities account for two-thirds of the sample

41%

Two-fifths of respondents are agency workers

87%

Respondents are mostly white-collar workers (87% vs. 13% blue-collar workers*)

20%

One-fifth of respondents are tech workers^



*Blue-collar, e.g., manual labour or skilled trades; white-collar, e.g., office based, professional or administrative

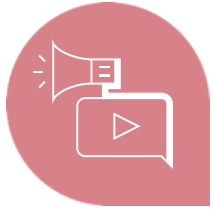
^Tech workers are defined as those who work in design, development or engineering in a range of tech roles within the automotive, transportation, energy, tech and clean tech, financial services or manufacturing sectors



Key Findings



The Unfolding AI Revolution



WE ARE IN A GEN AI HONEYMOON PHASE

Beyond workers' initial positivity, organisations need a bigger plan for GenAI

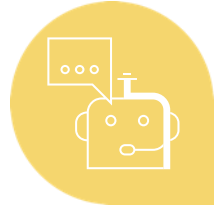
GenAI will impact millions of jobs worldwide, but most workers appear to be optimistic about what it means for them. To move beyond the initial buzz, workers and organisations need a deeper understanding of its potential and its place in their daily working lives. This calls for change management, mapping new roles and getting skilled up – fast.

2/3

of workers think the impact of AI on their jobs will be positive

Only 7%

of workers fear that GenAI will make them lose their jobs



ACCESS TO GEN AI IS NOT EQUAL

GenAI use is widespread, but adoption is unequal and workers need clear guidance

Many workers are figuring out how to use GenAI at work without any training. Without clear, company-wide guidance, usage may be compromised. It will also be uneven: not everyone currently has access to GenAI. To address the gaps in access and guidance, policy and workforce planning should consider fairness, inclusivity and accountability. Nobody should be left behind.

Only 46%

of workers receive guidance from employers on how to use AI at work

76%

of degree-educated workers are using GenAI at work, compared with just 51% of secondary school-educated workers



UNIQUELY HUMAN SKILLS MUST BE NURTURED

As technology replaces many technical skills, soft skills will become increasingly important

This might be a profound technological transition, but human skills – leadership, empathy and emotional intelligence – will still be powerful. Technology will help workers to complete many tasks, but soft skills will be needed alongside it. To capitalise on the changing world of work around them, organisations should provide coaching, training and leadership development that bolster these uniquely human attributes.

2/3

think the human touch is still more influential at work

Emotional intelligence

is the least replaceable human skill, according to workers

Today's Workforce Trends



UPSKILLING IS THE PERK OF CHOICE

To hold on to talent, focus on career progression

The 'Great Resignation' is over, but talent scarcity is still a big problem. More workers are considering staying put, but most are demanding training and career opportunities in return. Salary is a tool for attraction but not retention – today, it's all about career development and upskilling. Internal mobility really matters.

73%

of workers are considering staying with their employer, compared with 61% in 2022

10%
point

increase in workers looking for internal progression since 2022



SKILLS ARE A PRECIOUS CURRENCY

Match individual skills to in-demand future careers

The world of work is shifting from a jobs-based economy to a skills-based one. Transferability of skills is key to a sustainable economy. To become increasingly marketable, workers are planning to take control of their careers by updating their expertise. Organisations can help them to target the right skills by investing in development – for everyone, at every level.

56%

of workers think their skills are transferable, and technology, professional and financial services workers are the most confident

45%

of non-managers say their employer invests in their skills development, compared with 74% of executives



BURNOUT IS PERVASIVE

Foster wellbeing to reduce the risk of stress and exhaustion

New technology, including GenAI, changes how we work but not necessarily how we feel at work. In the race to embrace AI, organisations must protect their most valuable asset: people. Burnout is a serious risk as workers take on new responsibilities, and if organisations neglect their people, technology can't compensate. Those that succeed will be the ones that empower workers, enhance their abilities and safeguard their wellbeing.

65%

of workers have suffered from burnout in the past 12 months

78%

of workers are not encouraged to take all of their annual leave



SECTION ONE



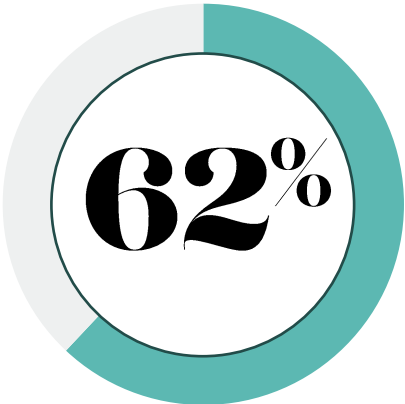
The Unfolding AI Revolution



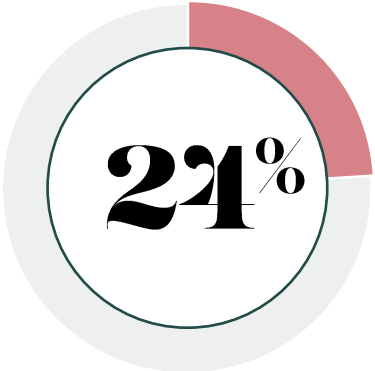
We are in a GenAI honeymoon phase

GenAI has captured the imagination of workers around the world

Most see GenAI as a technology that can lighten their administrative burdens, freeing their time to focus on more strategic work (59%) and generally saving time at work (60%). But beyond efficiency gains, AI is also seen by many as a gateway to new career prospects, with 54% of workers believing it can open doors to jobs they couldn't access before.



of workers believe the impact of AI on their job will be positive



of workers expect AI to have a negative impact on their job

60%
expect AI to save them time

59%
expect AI to reduce repetitive tasks and allow them to focus on strategic work

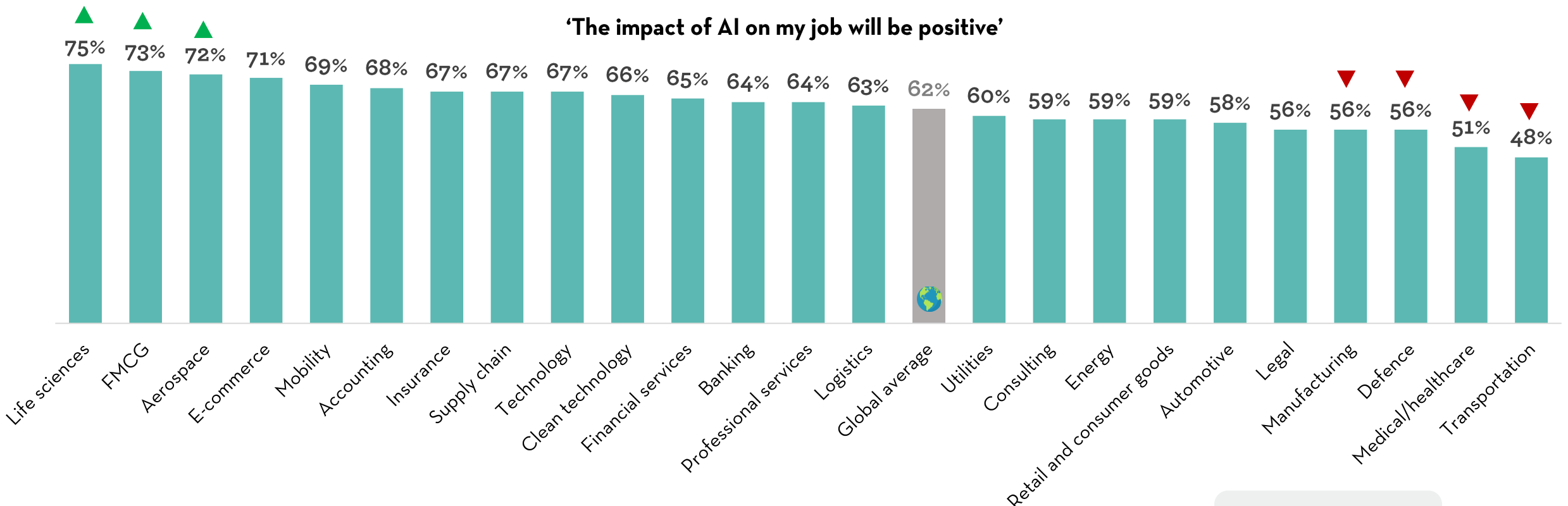
54%
expect AI will allow them to access professions/jobs that were not accessible to them before



Q14 To what extent do you agree/disagree with the following statements about the influence of AI at work? 'AI will save me time, allowing me to focus on more valuable work'
Q27 What impact will the following megatrends have on your job?: 'Artificial Intelligence'

Across industries, most workers are feeling good about AI's impact. Life-sciences workers most optimistic

Industry view



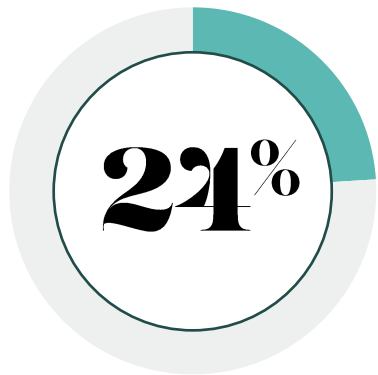
Significantly higher/lower than global average

Q27 What impact will the following megatrends have on your job: 'Artificial Intelligence'

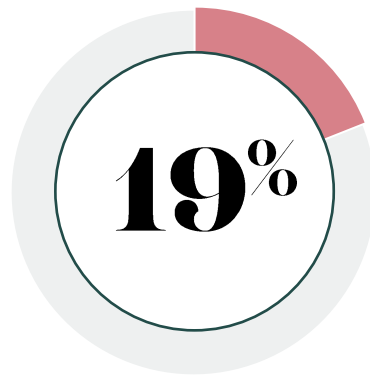
While mostly positive, a quarter unsure about AI impact

They might be mostly positive, but a quarter of workers are unsure how AI will impact their jobs. These concerns are felt by workers of all ages, but are more prominent among lower-income workers, blue-collar workers and those with less education.

Workers turn to their leaders for guidance on AI. But a fifth of executives also feel uncertain about the impact of AI, which might exacerbate the problem when their team comes to them for support.

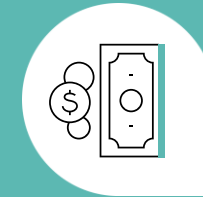


24%
of workers don't know how AI will impact their jobs



19%
of executives don't know how AI will impact their jobs

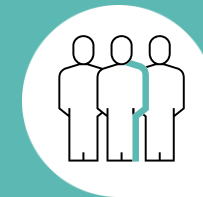
'I don't know what impact AI will have on my job'



Lower-income workers

31%

versus 17% with high incomes



Blue-collar workers

38%

versus 21% of white-collar workers



Non-managers

33%

versus 19% of executives

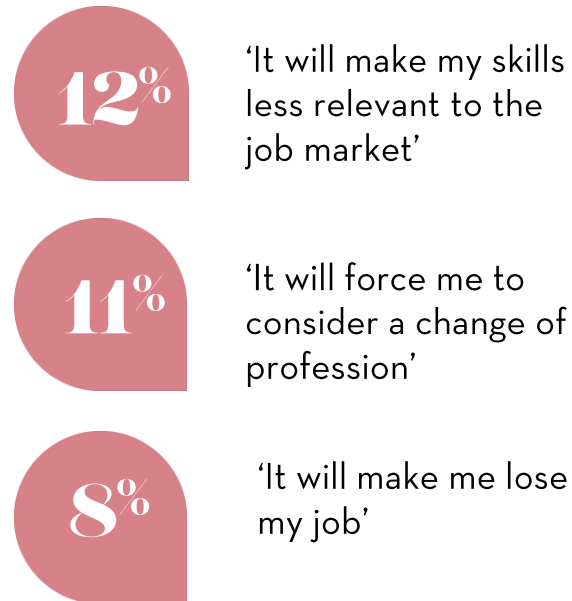
Q27 What impact will the following megatrends have on your job?: 'Artificial Intelligence'

Education needed to understand the full impact of AI on jobs

Anticipated positive impacts of AI on jobs



Anticipated negative impacts of AI on jobs



Despite workers' optimism about AI in the workplace today, there are some concerns emerging about how it might negatively affect their careers in the medium to long term.

About a fifth worry that AI might force them to change their career or cause them to lose their job.

Supporting workers to understand the impact of AI on individual roles and providing guidance and career transition planning is key to protecting workers' employability.

7% 'GenAI will make me lose my job'



Key takeaways for employers

- ✓ Empower workers to take accountability for their upskilling on AI and equip managers to identify best practice and powerful use cases
- ✓ Provide guidance - informal and formal - for all on how to use AI appropriately and effectively

Q27 What impact will the following megatrends have on your job?: 'Artificial Intelligence'



Access to GenAI is not equal



GenAI usage is widespread, yet transactional

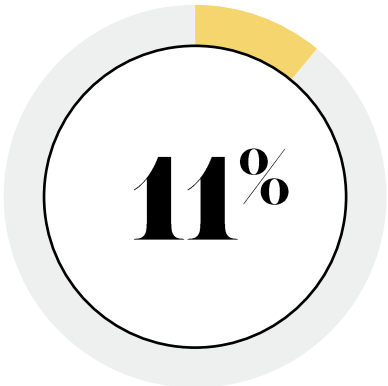
In just five days, ChatGPT surpassed one million users. Around the world, workers are testing out new, game-changing technology.

Our research shows that 70% of workers are currently using tools such as ChatGPT and Google Bard. However, across the board, the top reasons people are using GenAI are to 'find information very quickly' and 'save time on basic/routine tasks'. They are also using it to 'summarise information quickly'.

Despite widespread adoption, one in ten workers surveyed are not aware of GenAI tools or how to use them. There is room for organisations to not only educate workers on what GenAI is, but also how to use it to its full potential.



**of workers
currently use
GenAI at work**



**of workers don't know
how to use GenAI or
what it is**



Q10 'How regularly do you use Generative AI (tools such as ChatGPT, Bard, etc.) at work?' 'I currently use Generative AI...' 'Hourly'/'Daily'/'Weekly'/'Occasionally'
Q11 'Why do you use/would you like to use generative AI (tools such as ChatGPT, Bard etc.) at work?'

Workers are not harnessing the full power of GenAI

The top reason why people are using GenAI is to 'find information very quickly'. This suggests that GenAI is seen by many as just an advanced search engine. Leaders use GenAI slightly differently - they are more likely to use it to 'speed up digital communication/time spent communicating' and use it for 'help coming up with new ideas'.

Key takeaways for employers

- ✓ Provide practical clarity on the impact, relevance and opportunity of AI at work
- ✓ Ensure leaders are AI literate and coach them to engage and upskill all levels of the workforce

The top three reasons to use GenAI, according to workers:

1

'Find information very quickly'

2

'Save time on basic/routine tasks'

3

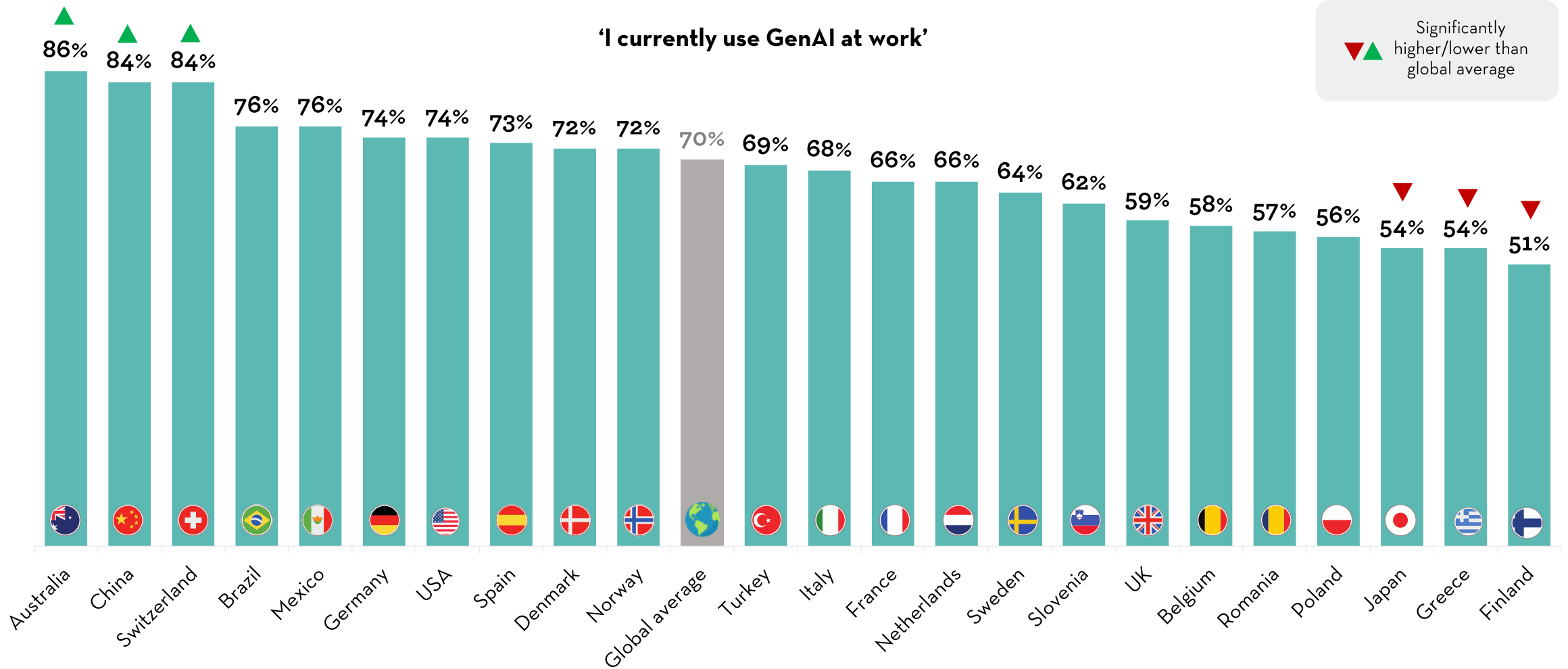
'Summarise information quickly'



Q11 'Why do you use Generative AI (tools such as ChatGPT, Bard, etc.) at work?'

Adoption of GenAI is fastest in Australia, slowest in Finland

Country view



Q10 'How regularly do you use Generative AI (tools such as ChatGPT, Bard, etc.) at work?' 'I currently use Generative AI...' 'Hourly'/'Daily'/'Weekly'/'Occasionally'

Uneven access to GenAI risks workers being left behind



Lower-income and less senior workers are far less likely to be using GenAI than higher-paid and more senior workers.

There is a significant risk that a gap could open up between workers who have access to and use advanced tools and technology – and those who don't. Without equal access, training and support, many will be left behind.

Key takeaways for employers

- ✓ See it as your social responsibility to ensure that training and upskilling in AI is an equal opportunity
- ✓ Evaluate existing access to tools and technology to highlight and address any inequality

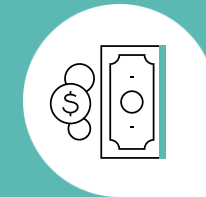
'I currently use GenAI at work'



Executives

87%

versus 52% of non-managers



High-income workers

78%

versus 60% of low-income workers



Degree-educated workers

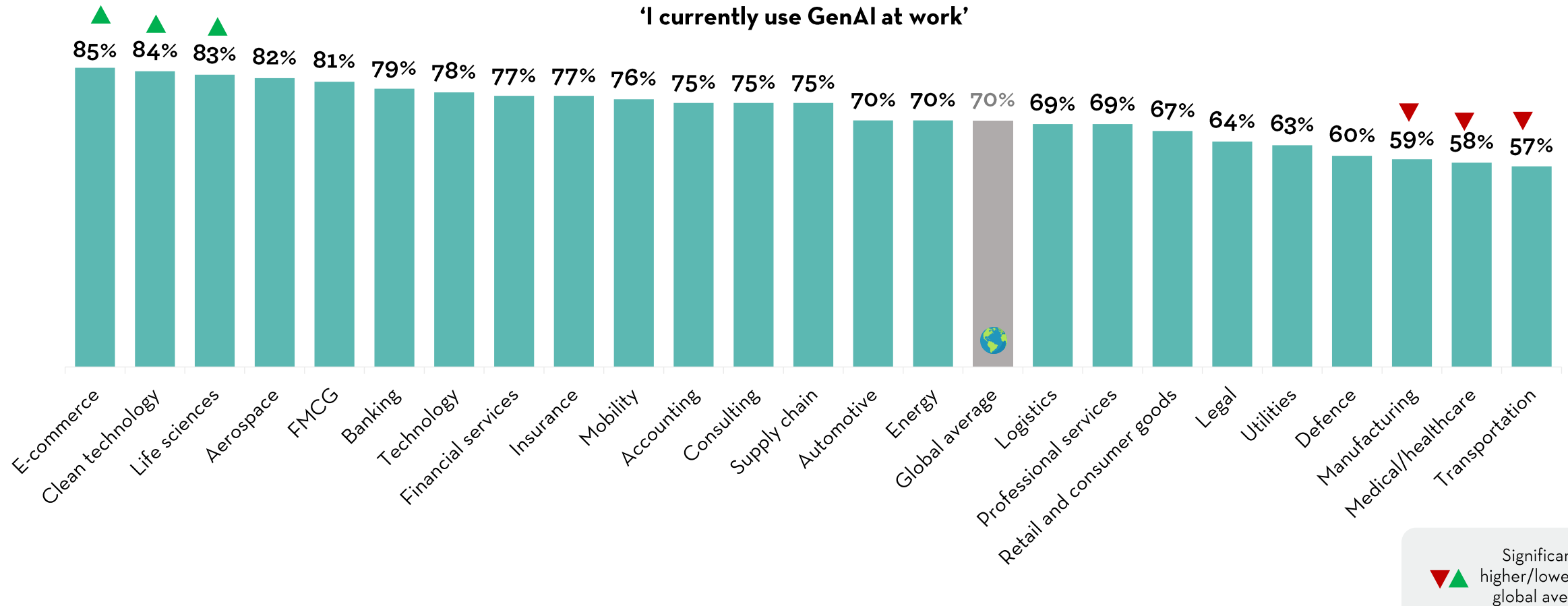
76%

versus 51% of secondary school-educated workers

Q10 'How regularly do you use Generative AI (tools such as ChatGPT, Bard, etc.) at work?' 'I currently use Generative AI...
'Hourly'/'Daily'/'Weekly'/'Occasionally'

Sectors are moving at different speeds. Medical and transportation lag behind

Industry view



Q10 'How regularly do you use Generative AI (tools such as ChatGPT, Bard, etc.) at work?' 'I currently use Generative AI... 'Hourly'/'Daily'/'Weekly'/'Occasionally'

Deeper understanding of GenAI will eliminate barriers

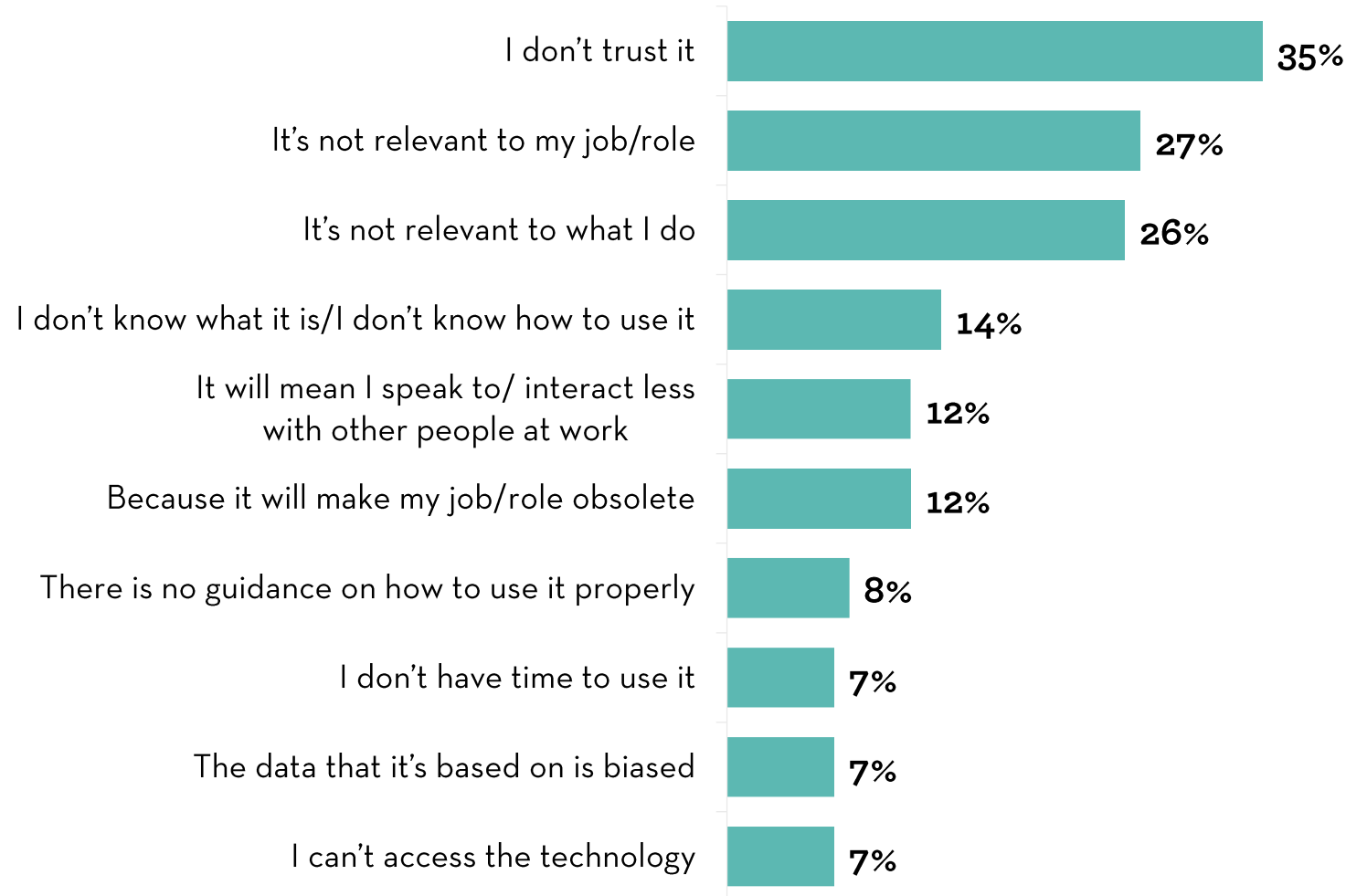
If GenAI is so popular, what's stopping some people from jumping on board?

It's not fear of obsolescence. The top barriers preventing workers from adopting GenAI are a lack of trust, perceived irrelevance to their job roles, and a lack of knowledge of how to use it.

Better guidance and education can increase workers' trust in the technology and help them to understand its relevance to their jobs.

Key takeaway for employers

- ✓ Deploy inclusive skilling initiatives at scale, addressing trust concerns and relevance to each job



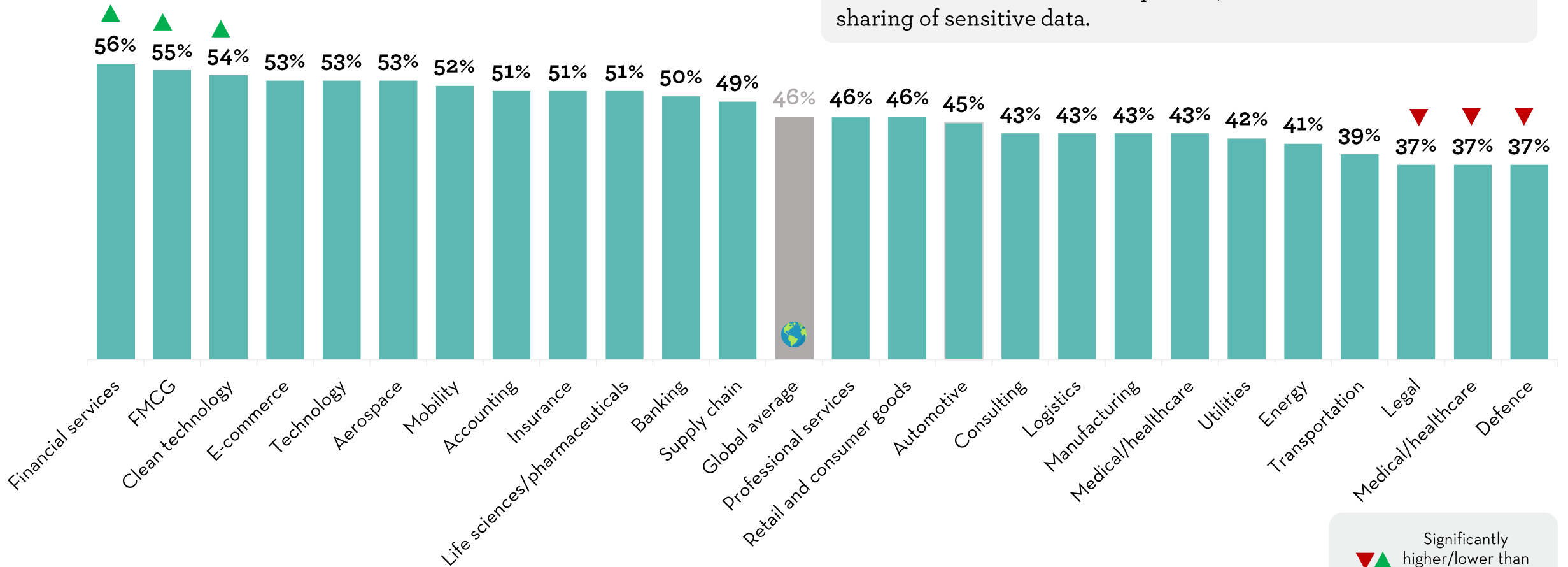
Q12 'Why do you not want to use generative AI (tools such as ChatGPT, Bard, etc.) at work?'

Less than half of workers receive guidance on AI

Industry view

'My employer provides guidance on how to use AI at work'

Many workers are using AI without any guidance from their employers. There is a risk that not following ethical-use guidelines could have unintended consequences, such as the inadvertent sharing of sensitive data.



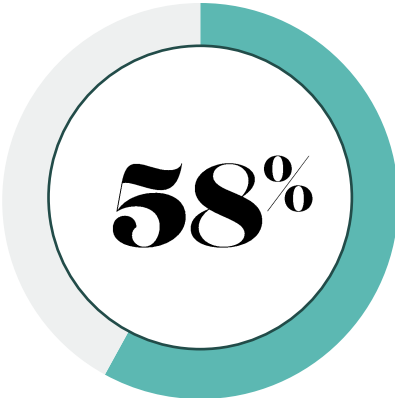
Significantly higher/lower than global average

Q14 'To what extent do you agree/disagree with the following statements about the influence of AI at work? 'My employer provides guidance on how to use AI''

Workers are eager to embrace the technological shift

Our research shows that almost two-thirds agree that AI skills will improve their career options. Workers want to be part of their organisation's digital transformation and its adoption of AI and other game-changing technologies.

But amid this hunger for upskilling and career development, close attention should be paid to motivating workers at every level of the organisation. There is a clear education divide, with secondary school-educated workers significantly less aware than degree-educated workers of how AI upskilling can improve their career prospects.



58%
of workers globally say
AI skills will improve
their career options

'Being skilled in how to use AI will improve my career options'



Higher-income workers

63%

versus 55% with low incomes



Degree-educated workers

62%

versus 47% of secondary school-educated workers



Executives

70%

versus 51% of non-managers

Q14 'To what extent do you agree/disagree with the following statements about the influence of AI at work? 'Being skilled in how to use AI will improve my professional/career options''

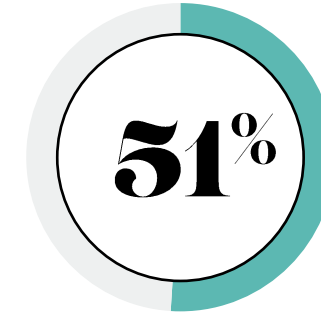
Close the gap on ethical AI guidance

The workers who do not use GenAI say that a lack of trust is the top reason (35%). This trust issue is highest in the Americas (43%) and lower in Europe (35%) and APAC (28%). Many workers are also concerned that use of AI could be unethical and/or discriminatory.

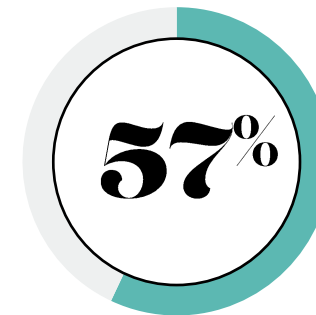
As AI tools advance, we expect adoption to increase inline with targeted upskilling, guidance and a clear organisational position on ethical use. With nearly six in 10 workers expressing interest in AI training, employers have an opportunity to align with workers' preferences and bridge the gap.

Key takeaways for employers

- ✓ Ensure that your policy on ethical and responsible AI is clear and understood
- ✓ Ensure that AI policy is inclusive, transparent and accountable



of workers are concerned that AI use could be unethical and/or discriminatory



of workers want their employer to train them on AI...



But less than half of workers currently receive guidance on how to use AI at work

Q12 'Why do you not want to use generative AI (tools such as ChatGPT, Bard, etc.) at work??

Q14 'To what extent do you agree/disagree with the following statements about the influence of AI at work? 'I have concerns that AI use could be unethical and/or discriminatory' 'I want my employer to train me on AI so I can be more efficient in my job'

'My agency/employer provides guidance on how to use AI'



Uniquely human skills must be nurtured

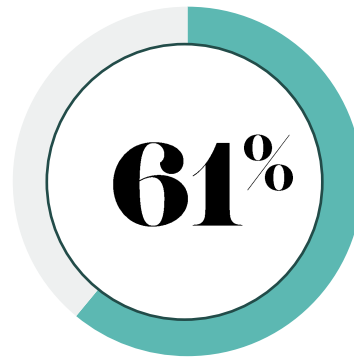
...

There is no substitute for innate human skills



One question is preoccupying organisations and workers alike: what will humans' role be in the future?

According to workers, the unique human attributes of emotional intelligence and empathy can't be replaced by AI. And 61% agree that 'AI is just another tool and the human touch is more influential at work'.



61%
of workers think the human touch is still more influential than AI at work

Key takeaways for employers

- ✓ Continue to nurture uniquely human skills through coaching, soft skills training and leadership development
- ✓ Provide transparent guidance on skills needs for next career steps and promote non-linear career paths

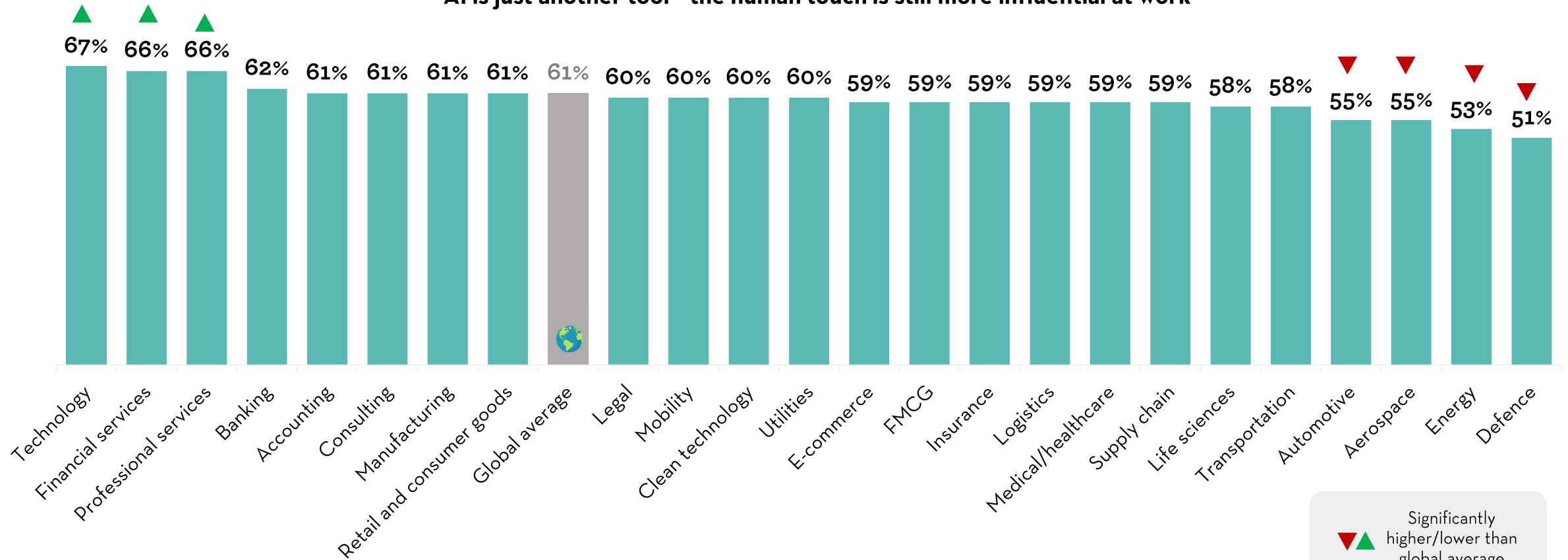
Q15 'Which of the following unique human skills/attributes do you think that AI will never be able to replace?'

Q14 'To what extent do you agree/disagree with the following statements about the influence of AI at work? 'AI is just another tool - the human touch is still more influential at work''

Workers at the tech forefront are most convinced the human touch is more influential than AI at work

Industry view

'AI is just another tool - the human touch is still more influential at work'



Q14 'To what extent do you agree/disagree with the following statements about the influence of AI at work? 'AI is just another tool - the human touch is still more influential at work''

Significantly higher/lower than global average

AI can't replace emotional intelligence, according to workers

Least replaceable human skills

- 1 Emotional intelligence
- 2 Empathy/active listening
- 3 Interpersonal skills

Most replaceable human skills

- 1 Reasoning
- 2 Strategic planning
- 3 Time management



Q15 'Which of the following unique human skills/attributes do you think that AI will never be able to replace?'



SECTION TWO



Today's Workforce Trends



Upskilling is the perk of choice

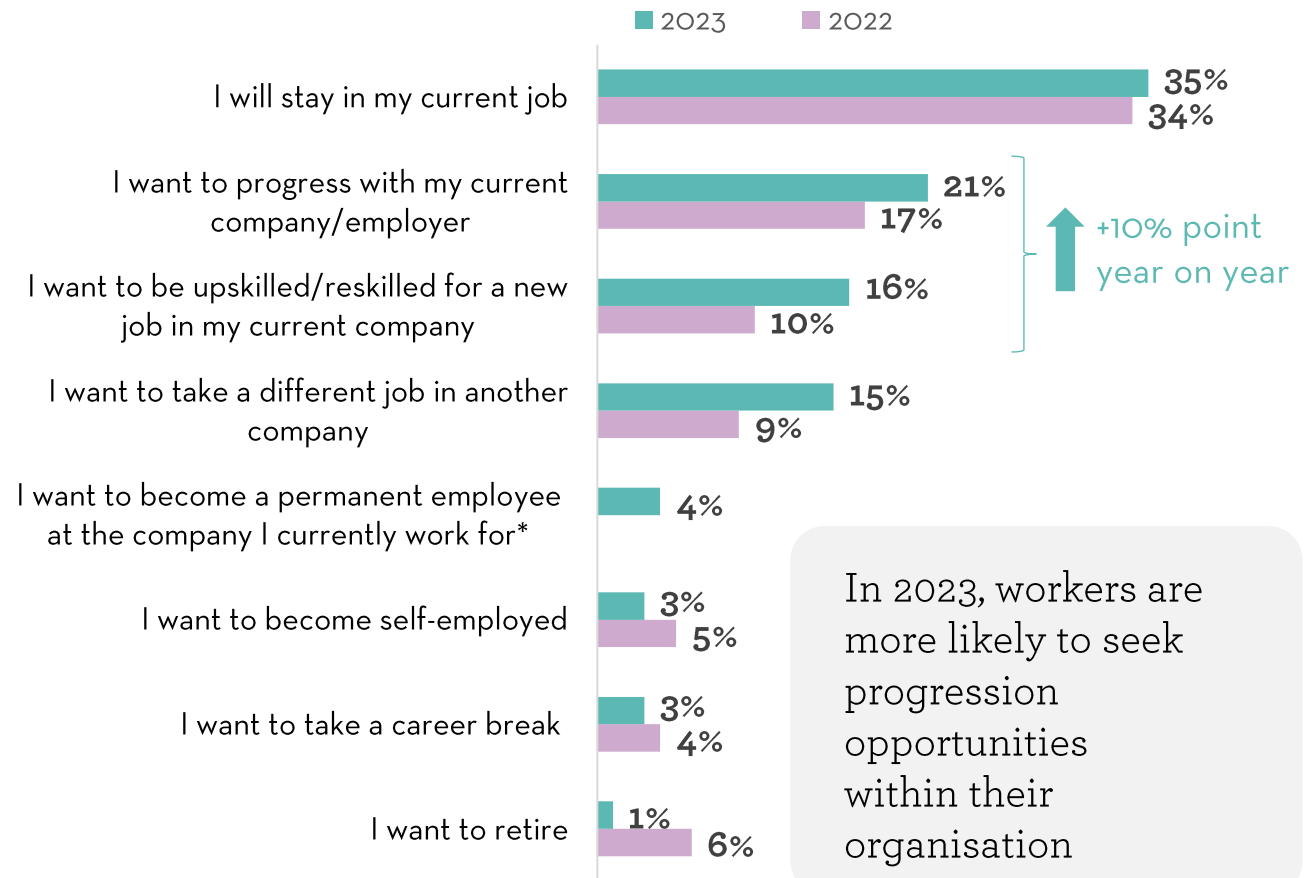


More workers are staying with their current employer in 2023 but only if given upskilling and career opportunities

Summary of staying or leaving intentions



Breakdown of staying or leaving intentions



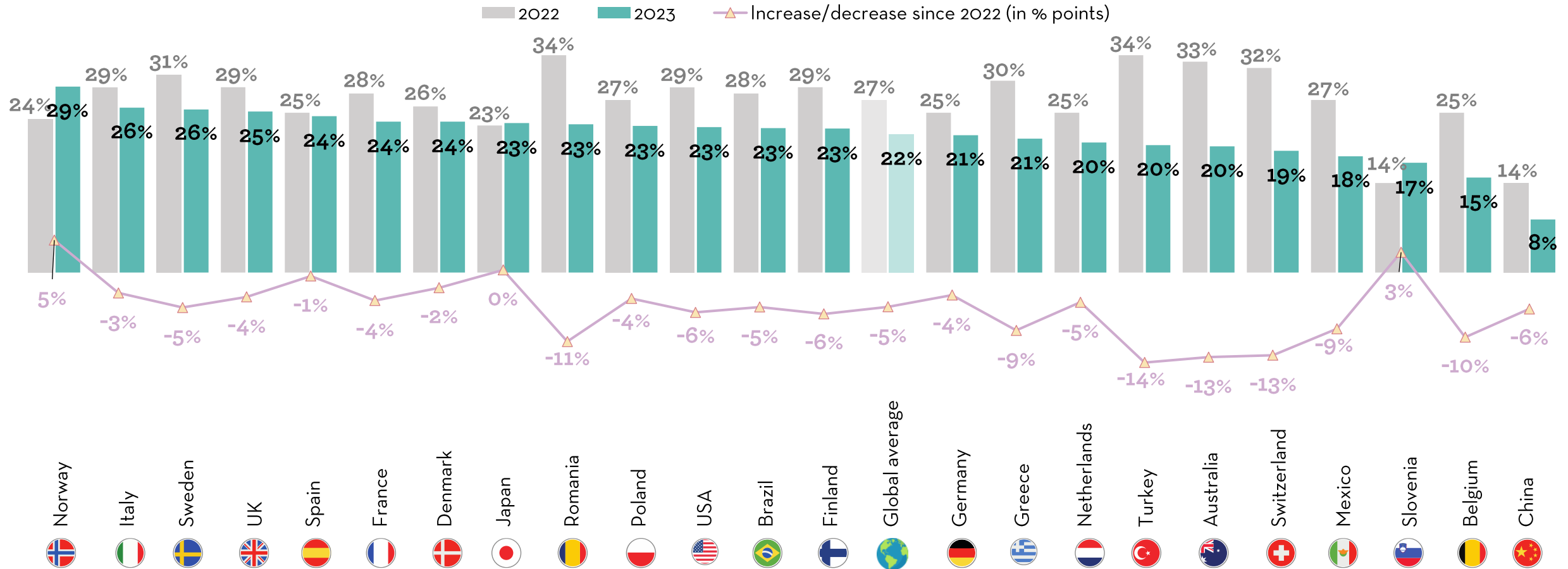
Q3 'Thinking about your professional plans in the next 12 months, which of the following best applies to you?'

*not asked in 2022

Workers are less likely to leave their current jobs than a year ago, especially in Turkey, Australia and Switzerland

Country view

'I intend to leave my current company in the next 12 months'



Q3 'Thinking about your professional plans in the next 12 months, which of the following best applies to you?'

Better salaries top reason to quit, but not to stay

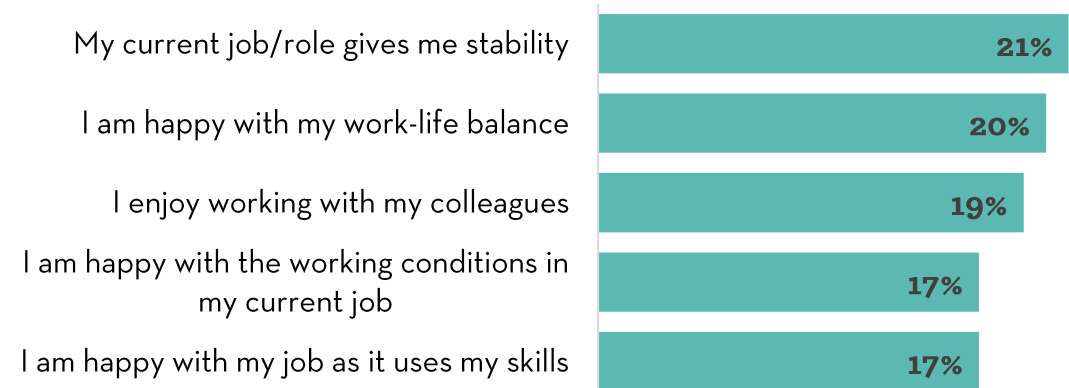
Top reasons to quit or stay with employers are broadly the same year on year. The top reason to quit is for a better salary, but salary drops to ninth place in reasons to stay when workers are happy with their current employer.

After salary, the most common factors driving workers to other companies include pursuing development opportunities seeking more meaningful roles and escaping burnout.

Top reasons to quit



Top reasons to stay



Key takeaways for employers

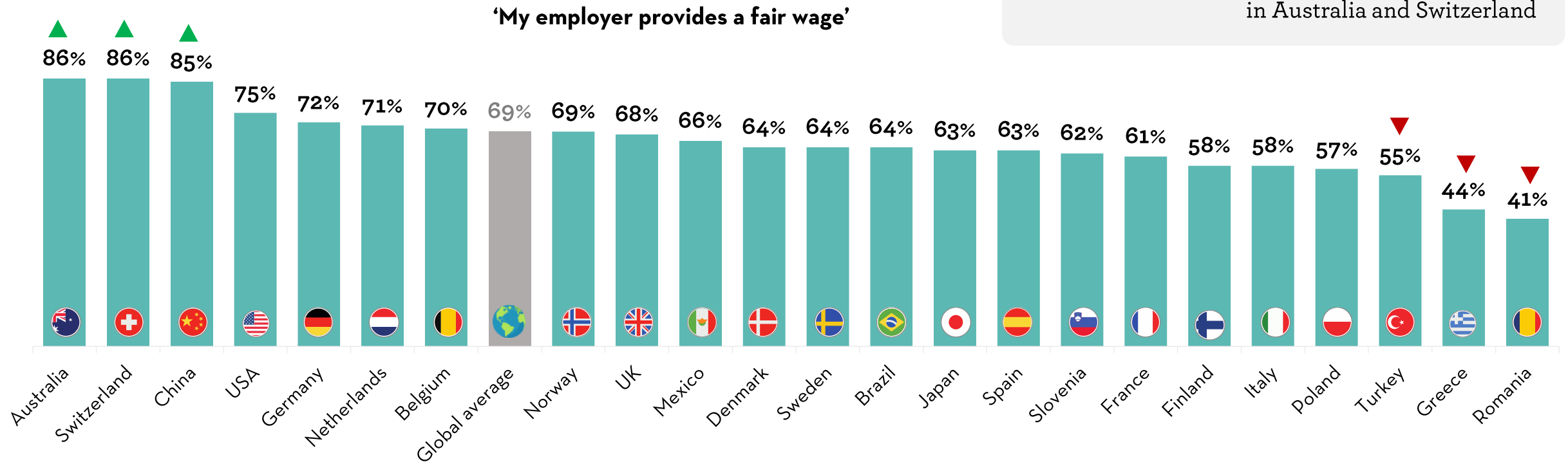
- ✓ Salary is a tool for attraction, but not necessarily retention
- ✓ To retain talent, focus on more important retention levers such as ensuring career development opportunities, good work-life balance, fostering good collaboration and relationships with co-workers and providing good working conditions

Q5 'You said that you would like to leave your job in the next 12 months. Which of the following best describes why you would like to make this change?'

Q6b 'You said that you would like to stay in your current job for the next 12 months. Which of the following reasons best describes why you would like to stay?'

Workers most satisfied with wages in Australia and Switzerland; least satisfied in Romania

Country view



More than half of workers in Greece and Romania think their wage is unfair, compared with only 14% in Australia and Switzerland

Significantly higher/lower than global average

Q2 'Given changes to the cost of living over the past 12 months, do you feel that your employer provides a fair wage?'



Skills are a precious currency

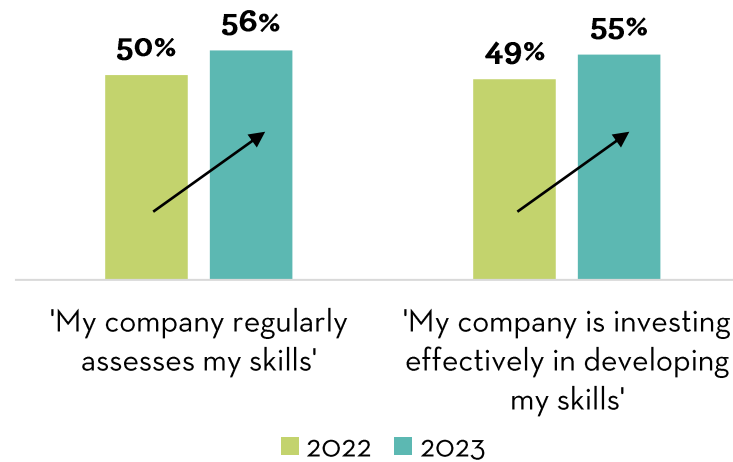
Investment in upskilling has gone up, but non-managers are being left behind

Since 2022, there has been an increase in workers saying their employer invests effectively in their skills development.

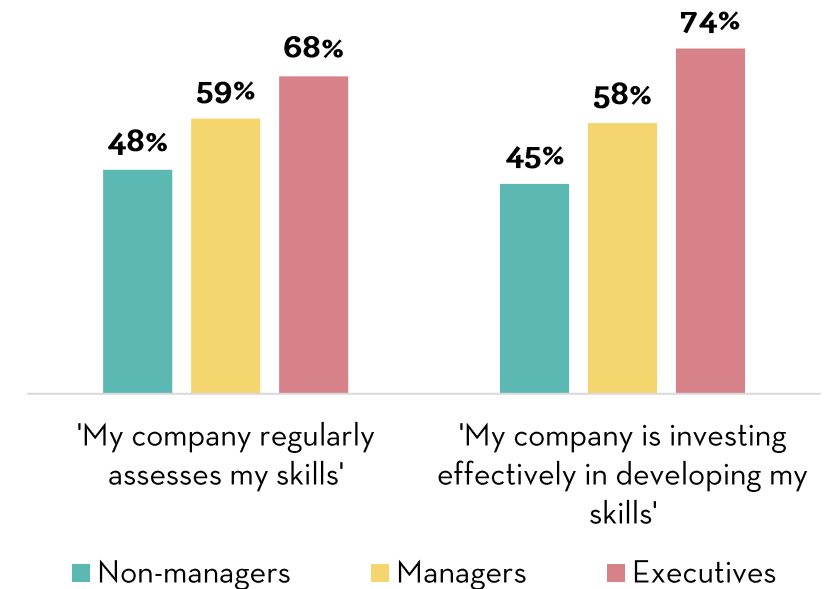
But non-managers are getting left behind, with just 45% agreeing that their company invests effectively in developing their skills, compared with 74% of executives.



All workers: 2022 vs 2023



By level of seniority in 2023



Q17 (2023)/Q7 (2022) Thinking about your professional development, do you agree or disagree with the following? 'My employer is investing effectively in developing my skills' 'My agency/employer regularly assesses the suitability and relevance of my current skills'

Workers want more control over their skills

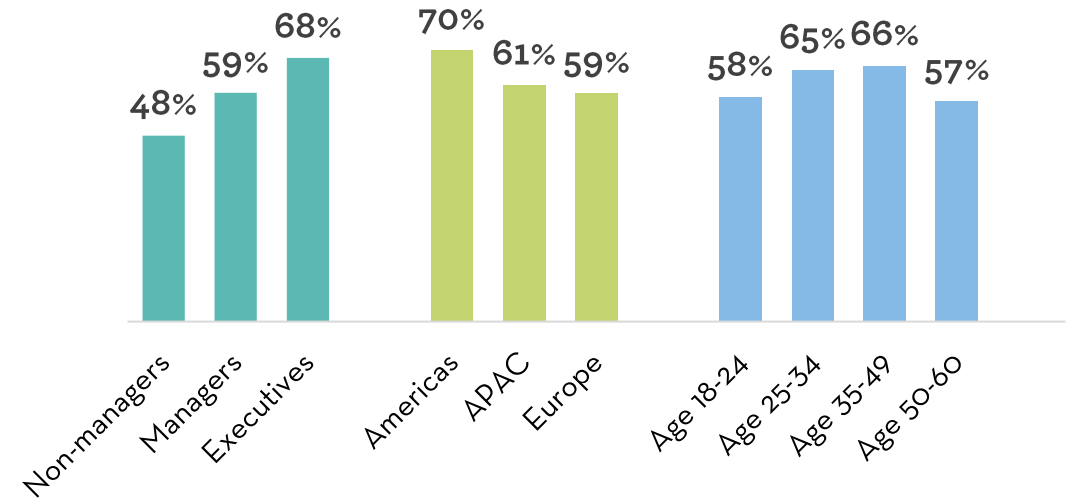
62% of workers intend to take greater control over their skills development in the future.

Workers in the technology, financial services and professional services sectors are most likely to say this, along with leaders, workers in the Americas and workers aged 35-49.

Key takeaways for employers

- ✓ Provide tailored upskilling pathways and make the relevance to the individual's role and progression plan clear
- ✓ Ensure that workers have autonomy and control over how, where and what they learn - especially junior colleagues
- ✓ Motivate direct reports to embrace the potential of internal mobility

'I intend to take greater control over my skills development in the future'

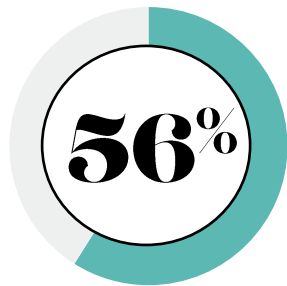


Q17 'Thinking about your professional development, do you agree or disagree with the following? 'I intend to take greater control over my skills development in the future''

The majority of workers are confident they can use their skills elsewhere

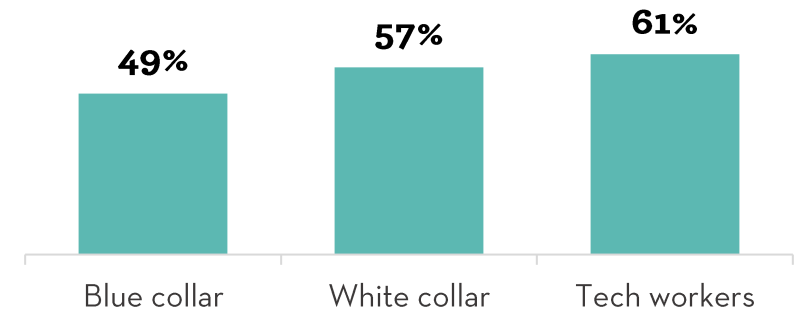
In an increasingly changing and dynamic environment, the workforce must be ready to shift roles – and even industries. This mobility is powered by skill-building.

Most workers are confident that their skills are transferable to other industries. White-collar workers and tech workers are the most confident, with blue-collar workers seven percentage points below the global average.



56% of workers are confident that their current skills are transferable to other industries

'My current skills are transferable to other industries'



Key takeaways for employers

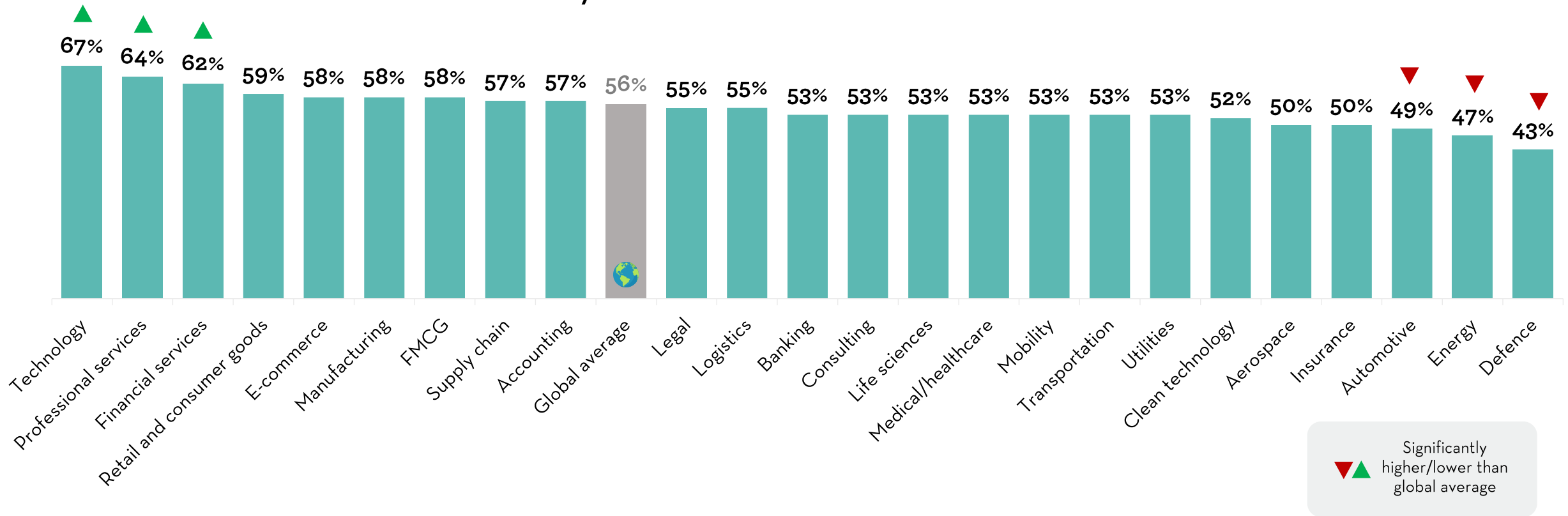
- ✓ Be confident onboarding talent from different industries by focusing on skills-based hiring and roles, rather than on experience
- ✓ Ensure workers understand and develop their transferable skills; blue-collar workers may need extra support
- ✓ Upskill managers to challenge traditional career paths and employment models

Q19 'How confident are you in each of the below statements? 'My current skills are transferable to other industries''

Technology, professional and financial services workers are most confident in the transferability of their skills

Industry view

'My skills are transferable to other industries'



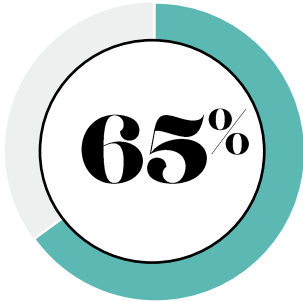
Q19 'How confident are you in each of the below statements? 'My current skills are transferable to other industries''



Burnout is pervasive

Burnout continues to be a serious risk, especially for managers

Concern about the risk of burnout has not changed since 2022.



65% of workers have experienced burnout

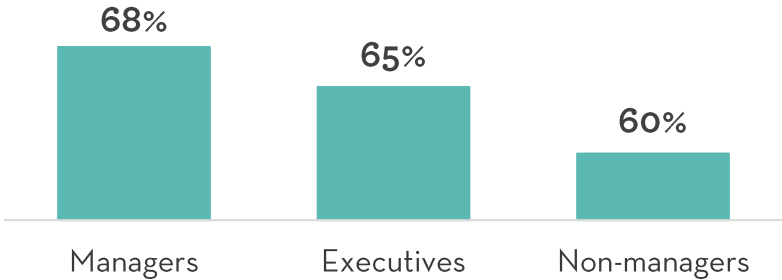


49% are concerned about experiencing burnout (same as 2022)

Three reasons for burnout:

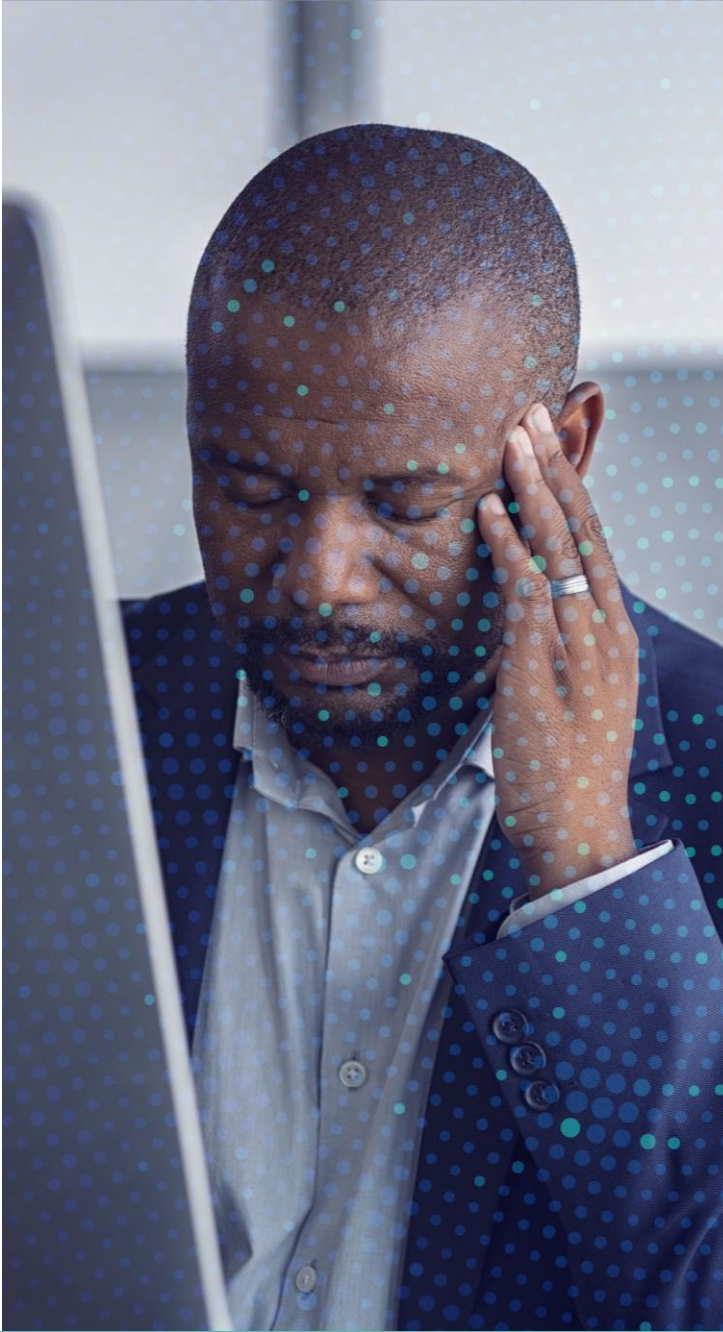
- 1 Working too hard (44%)
- 2 Lack of leadership support (43%)
- 3 Taking on more responsibility after layoffs (42%)

Managers are more burned out than any other level



44%

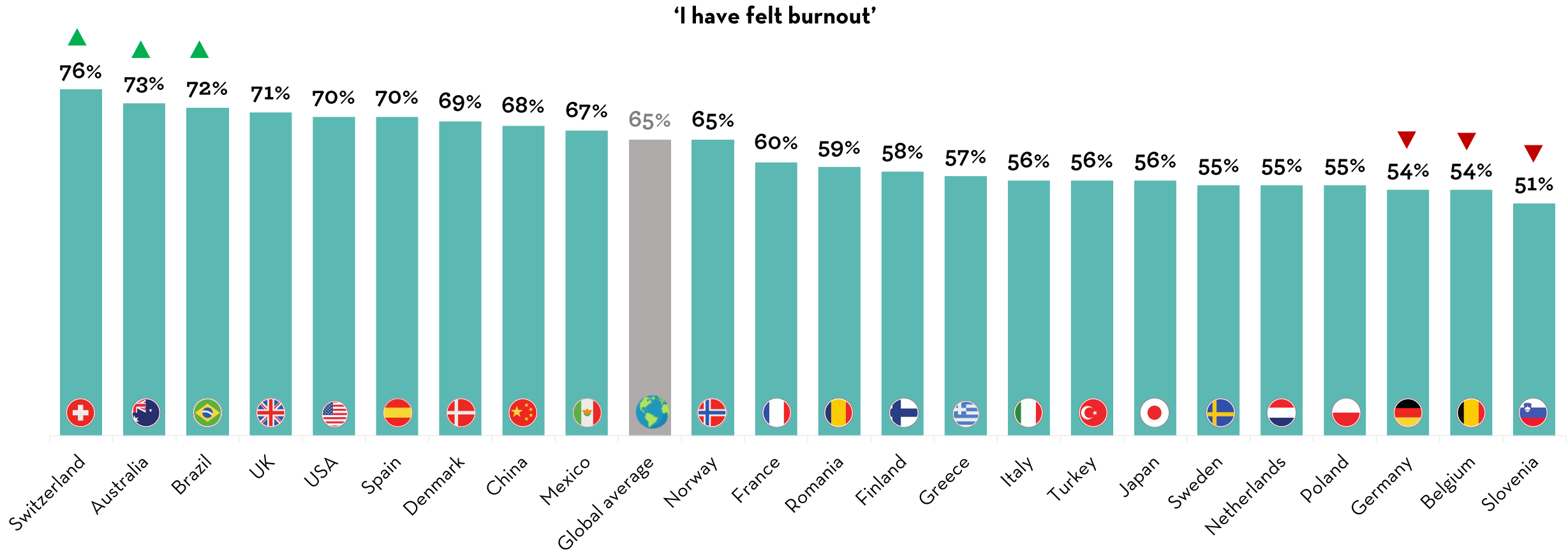
of managers have experienced burnout from taking on more responsibility after layoffs



Q23 'To what extent would you agree or disagree with these statements about wellbeing at work? I have felt burnout in the last 12 months ...from working too hard, ...from taking on more responsibility after layoffs or people leaving the organisation', OR 'I have felt burnout because of a lack of leadership support'

Regardless of borders, burnout levels are high

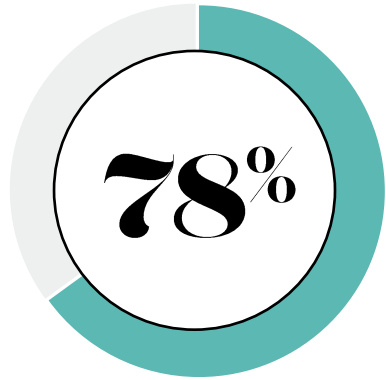
Country view



Significantly higher/lower than global average

Q23 'To what extent would you agree or disagree on these statements about wellbeing at work? I have felt burnout in the last 12 months ...from working too hard, ...from taking on more responsibility after layoffs or people leaving the organisation', OR 'I have felt burnout because of a lack of leadership support'

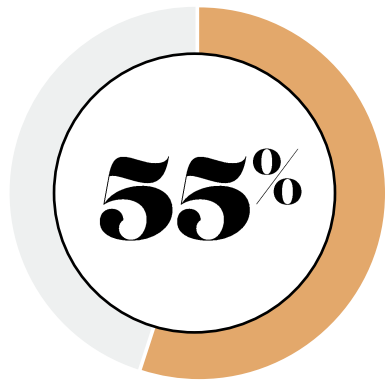
Organisations need to foster the wellbeing of workers



of workers say their employer does not encourage employees to take all of their annual leave

Currently, only one-fifth of workers say their employer encourages them to take all of their annual leave. And 78% of workers don't feel supported to take time off, which, when done regularly, is one of the simplest ways to protect against burnout.

Level of seniority has no impact on whether workers feel encouraged to take annual leave or whether they take all of their allocated holiday.



of workers have taken all their allocated holiday

Key takeaways for employers

- ✓ Use manager one-to-ones to ensure workers feel encouraged to take all of their annual leave
- ✓ Make sure managers are receiving coaching and regular wellbeing check-ins, as they are at particularly high risk of burnout
- ✓ Encourage all workers to take time off to support their mental health by providing clear guidelines and communication

Q24 'Which of the following is your agency/employer doing to support your mental health?'

Q23 'To what extent would you agree or disagree with these statements about wellbeing at work? 'I take all my allocated holiday days''



Recommendations for Organisations

Four ways to prepare for the future of work

Organisations and workers that are truly ready for AI's disruptive power share four characteristics.

Based on this year's research, this is how your organisation can build a future-ready workforce.



EMBRACE TECHNOLOGY AND TRANSFORMATION

Workers need the tools, guidance and education to thrive during profound technological transition.



BOOST WORKERS' MOBILITY

In an increasingly dynamic environment, the workforce must be ready to shift roles - and even industries. This mobility is powered by transferable skills.



How to be a future-ready organisation

ENHANCE SKILLS AND CAPABILITIES

We are moving to an economy based on skills rather than jobs. Workers need support to build up their human and technical skills.



PROTECT WORKERS' WELLBEING

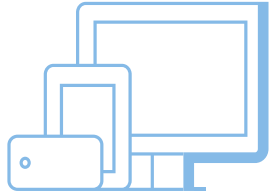
Without a healthy workforce, there can be no future-ready workforce. Protecting wellbeing has to be a priority.



Address the fundamentals

Invest in development

Embed in the culture



TECHNOLOGY AND TRANSFORMATION

- ✓ Assess how ready workers are by evaluating their existing skills and experience
- ✓ Evaluate existing access to tools and technology to highlight and address any inequality
- ✓ Ensure all leaders are upskilled on AI and are adopting new technology, such as GenAI. Coach them to engage and motivate all levels of the workforce

- ✓ Educate workers on the impact, relevance and opportunity of technology
- ✓ Provide training and guidance – both formal and informal – to ensure workers use GenAI appropriately and effectively
- ✓ Make sure AI-related policy and workforce planning consider inclusiveness, safety, transparency, privacy and accountability

- ✓ Adopt a people-centric approach to technology transformation – protecting employability, not jobs
- ✓ Promote a culture of growth and resilience among workers
- ✓ Ensure leaders address concerns transparently and positively to create more trust, openness and advocacy



SKILLS AND CAPABILITIES

- ✓ Provide regular upskilling – not just technical skills but also human skills. Make sure workers understand its relevance to their role and progression plan
- ✓ Continuously assess workers' skills and whether they match to the organisation's needs and to their career plans
- ✓ Educate workers in the importance and value of transferable skills

- ✓ Provide transparent guidance on skills needs for next career steps and promote non-linear career paths for all workers
- ✓ Incentivise skilling plans with a shared taxonomy
- ✓ Make training formal and informal, multi-modular and continuous
- ✓ Empower managers with data-driven tools to understand, assess and predict skills needs and plan the talent pipeline

- ✓ Align with the fundamental shift to a skills-based economy and away from a jobs-based one
- ✓ Leaders should promote the development of skills that are uniquely human and encourage workers to develop their own
- ✓ Create an organisational and leadership culture that promotes continuous upskilling and empowers workers to take ownership of their own training

Address the fundamentals



MOBILITY

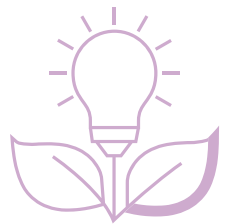
- ✓ Prioritise skills-based hiring and ensure roles are skills-defined
- ✓ Ensure that there are regular career conversations, powered by data-driven tools, for all workers
- ✓ Upskill managers to challenge traditional career paths and employment models
- ✓ Motivate direct reports to embrace internal mobility

Invest in development

- ✓ Match individuals' skills to in-demand future careers and embed these insights into career development plans
- ✓ Create non-linear skills-based career pathways for all workers
- ✓ Coach employees and leaders alike to develop through collaboration on matrix projects, outside their usual roles

Embed in the culture

- ✓ Create an organisational culture that promotes internal mobility and non-linear pathways. There should be continuous assessment of current and future skills needs
- ✓ Identify and tackle any issues of talent hoarding across teams and departments
- ✓ Celebrate transferable skills by consistently onboarding workers from different industries and backgrounds with confidence and conviction



WELLBEING

- ✓ Use manager one-to-ones and corporate communication to ensure workers understand the importance of taking all their annual leave
- ✓ Encourage all workers to take time off for mental health with clear guidelines and communication
- ✓ Ensure managers are receiving regular wellbeing check-ins, as they are at particularly high risk of burnout

- ✓ Coach managers to hold regular data-driven wellbeing appraisals, as well as performance and development appraisals
- ✓ Invest in employee listening tools to understand individual needs
- ✓ To help manage workloads, identify a pipeline of agile workers who can jump in and support other tasks and projects

- ✓ Address organisational challenges inclusively, placing people at the centre of all decisions
- ✓ Acknowledge the added strain of post-layoff workloads systematically and realign responsibilities with realistic expectations
- ✓ Clearly demonstrate how your organisation engages with legislation on the right to disconnect



Appendix

Demographics and definitions

Age	Sample
18-24	2,509
25-34	9,285
35-49	9,058
50-60	9,138
Prefer not to say	10

Gender	Sample
Man	14,996
Woman	14,296
Other/prefer not to say	708

Highest level of academic education achieved	Sample
Primary school equivalent or less	380
Secondary school or equivalent	2,706
Vocational school/technical college	3,994
Some university/higher education	5,466
University degree	11,849
Graduate or Postgraduate degree	5,525
Other/prefer not to say	80

Company size (headcount)	Sample
Small (<=100)	9,098
Medium (101-500)	9,096
Large (501-5000)	8,623
Extra-large (>5001)	3,217

Demographics and definitions

Country	Sample
Australia	2,000
Belgium	511
Brazil	1,000
China	2,000
Denmark	504
Finland	524
France	2,020
Germany	1,942
Greece	530
Italy	1,946
Japan	2,000
Mexico	1,000
Netherlands	516
Norway	478
Poland	519
Romania	552
Slovenia	425
Spain	1,963
Sweden	533
Switzerland	1,013
Turkey	507
UK	2,017
USA	5,500

Industry	Sample
Accounting	2,172
Aerospace	1,444
Automotive	1,024
Banking	1,646
Consulting	926
Defence	377
E-commerce	1,001
Energy	496
Fast moving consumer goods	488
Financial services	906
Insurance	1,003
Legal	579

Industry	Sample
Life sciences/pharmaceuticals	615
Logistics	1,121
Manufacturing	2,479
Medical/healthcare	3,499
Mobility	161
Professional services	2,078
Retail and consumer goods	2,680
Supply chain	512
Technology	2,421
Clean technology	379
Utilities	1,146
Transportation	847

Demographics and definitions

Level of seniority	Definition 'Which of the following best describes your position or level within your company?'	Sample
Executive	'Senior executive level (CEO, President, etc.)'	1,948
	'Executive level (General Manager, Executive Vice President, Executive Director, etc.)'	2,156
Executive (total)		4,104
Manager	'Upper-level management (Senior Vice President, Vice President, Senior Director, etc.)'	2,762
	'Mid-level management (Director, Senior Manager, etc.)'	7,520
	'Lower-level management (Supervisor, Associate Manager, etc.)'	5,739
Manager (total)		16,021
Non-manager (total)	'Experienced (Non-manager)'	7,561
Entry level (total)	'Entry level'	1,756
Other/prefer not to say	'Other' OR 'Don't know/prefer not to say'	558

Income level	Definition 'What is your total personal income from all sources, before taxes?'	Sample
High	Low-, middle- and high-income bands were calculated on a country-by-country basis and based on macroeconomic secondary data	15,418
Middle		11,110
Low		3,117
Prefer not to answer	'prefer not to answer'	355

Demographics and definitions

Tech worker	Definition	Sample
Tech worker	Those who work in design, development, engineering in a range of roles within the automotive, transportation, energy, tech and clean tech, financial services or manufacturing sector	5,998
Non-tech worker		24,002

Agency worker	Definition	Sample
	‘Regarding agencies / staffing agencies, which of the following best applies to you? By agencies / staffing agencies, we mean a company that employs you and pays you but places you to work in another company.’	
Agency worker (total)	‘I found my current job through an agency/staffing agency’	12,294
Non-agency worker	‘I have found a job in the past through an agency/staffing agency (but not my current one)’	8,895
	‘I have never found a job through an agency/staffing agency, but would consider doing so’	6,079
	‘I have never found a job through an agency/staffing agency, and would not consider doing so’	2,732
Non-agency worker (total)		17,706

Blue-collar vs White-collar	Definition	Sample
	‘Which of the following best describes your current role?’	
Blue-collar (total)	‘Manual labour or skilled trades (e.g., construction, manufacturing, plumbing)’	3,941
White-collar	‘Professional, office-based role’	16,780
	‘Administrative or office-based (e.g., clerical, administrative assistant)’	9,279
White-collar (total)		26,059

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