

Adecco

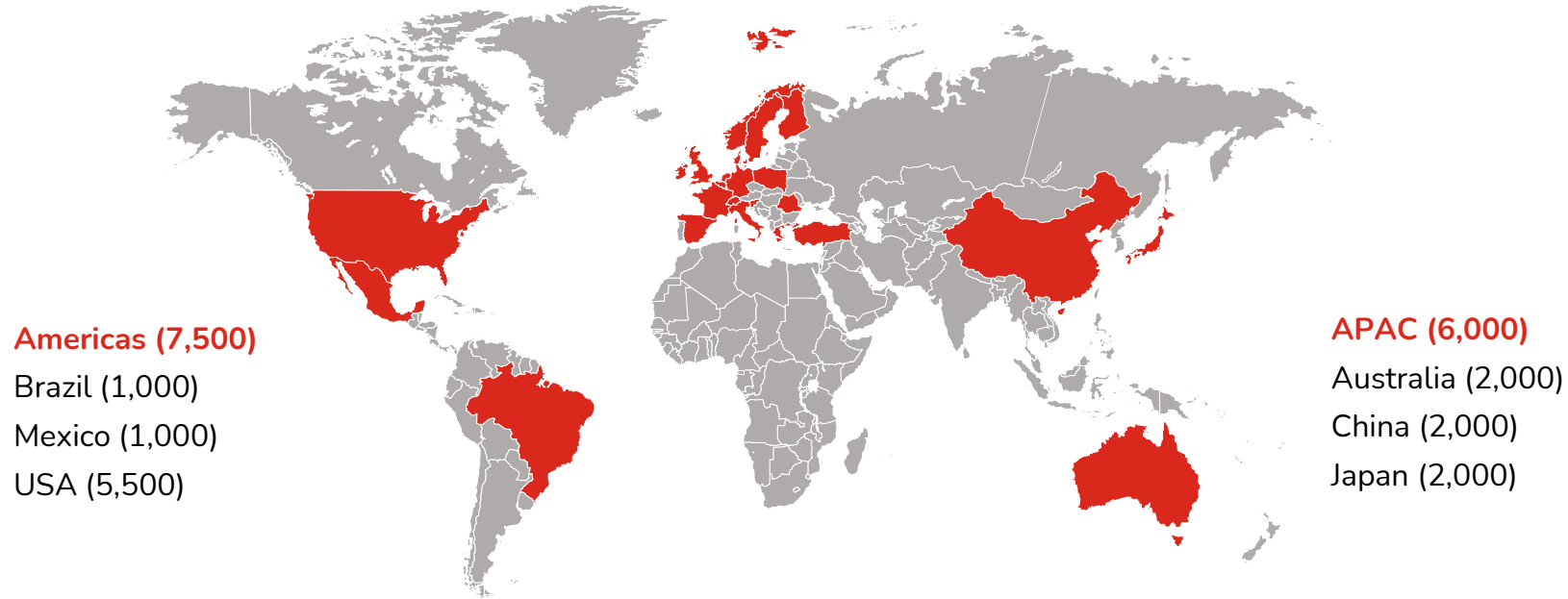
A call on responsible employers

Workers want inclusive, safe and supportive workplaces, especially in the age of AI



About the research

Now in its fourth year, the Adecco Group's Global Workforce of the Future research investigates the changing world of work from the workers' perspective. Adecco's unique section of the research focuses on inclusion in the workplace, the role of AI in recruitment and supporting workers aged 50+.



Americas (7,500)

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

APAC (6,000)

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

EMEA (16,500)

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

We surveyed:

30,000
workers

including

12,294
Agency workers (41%)

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 nationally representative sample by age and gender in each country.

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	11,848
Graduate or Postgraduate degree	5,526
Other/prefer not to say	80

Company size (headcount)	Sample
Small (<=100)	9,098
Medium (101-500)	9,062
Large (501-5000)	8,622
Extra-large (>5001)	3,218



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
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

Chapter 1

Inclusion in the workplace



Inclusion in the workplace

Key messages

Workplace inclusion is on the right track

The majority of workers are positive about the progress employers have made on diversity and inclusion over the past few years. Today, leaders are particularly keen to continue to increase diversity in the workplace.

Leaders need support to increase inclusive practices

Most workers feel that making the workplace an inclusive space is the responsibility of their employer. In response, leaders want to do more to increase diversity and inclusion, but many don't know how to.

Responsible employers should care about equal treatment

Companies have made progress with inclusive practices by making jobs more flexible in line with the needs of workers, but these improvements are not being felt equally by all.

60%

of workers agree that their agency/employer does a better job making **people from all backgrounds feel safe at work** than it did 2-5 years ago

59%

of workers think that either their leadership or their manager is most responsible for **ensuring workplace diversity**

45%

of workers agree that their employer has considerably or fully adapted their job to enable **flexible working** hours to help **support healthy working** and avoid burnout/exhaustion

71%

of leaders say **it's important that their employer hires people from diverse backgrounds**, compared to 56% of non-managers

60%

of leaders agree that they want to **do more to increase diversity and inclusion**, but don't know how to

46%

of workers who intend to stay at their employer for over 12 months say **their job is adapted to their overall health/ wellbeing**, compared to 39% who intend to leave within the next 12 months

Workplace inclusion is on the right track

And leaders are helping drive the diversity agenda

60%

agree that their agency/employer does a better job in making people from all backgrounds feel safe at work than they did 2-5 years ago

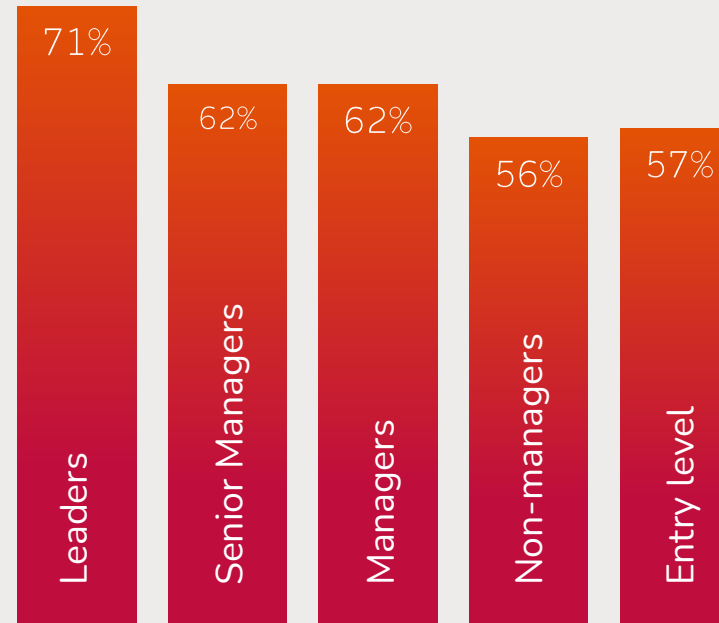
62%

say that they feel they work in an environment that is inclusive and diverse

AdeccoQ3: To what extent do you agree/disagree with the following statements about diversity and inclusion?

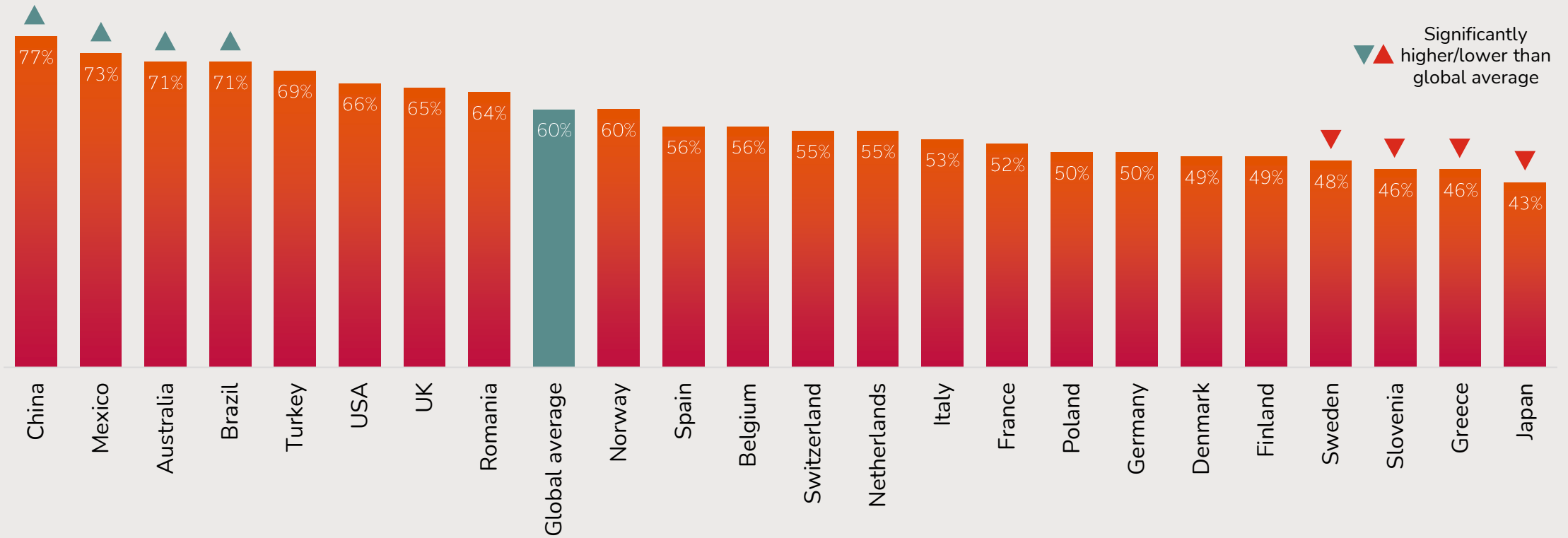
Leaders care strongly about workplace diversity

'It is important to me that my agency/employer hires people from diverse backgrounds'



Workers in China, Australia and Mexico are most likely to think that their employer does a better job including all workers compared to 2-5 years ago

'My agency/employer does a better job in making people from all backgrounds feel safe at work than it did 2-5 years ago'



AdeccoQ3: To what extent do you agree/disagree with the following statements about diversity and inclusion?

Two-thirds of workers feel they can speak up and share ideas at work

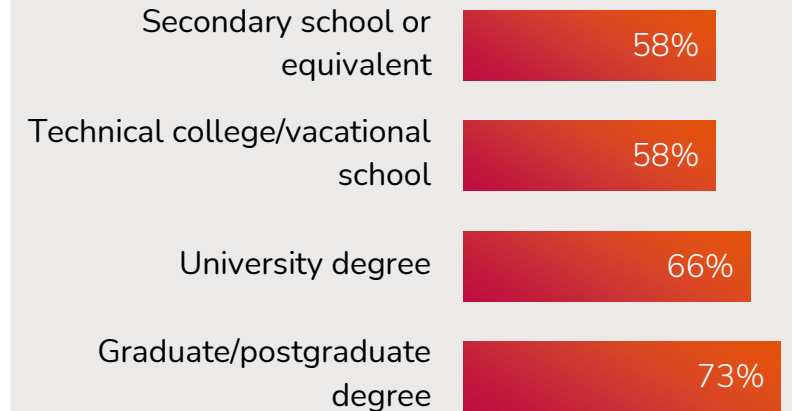
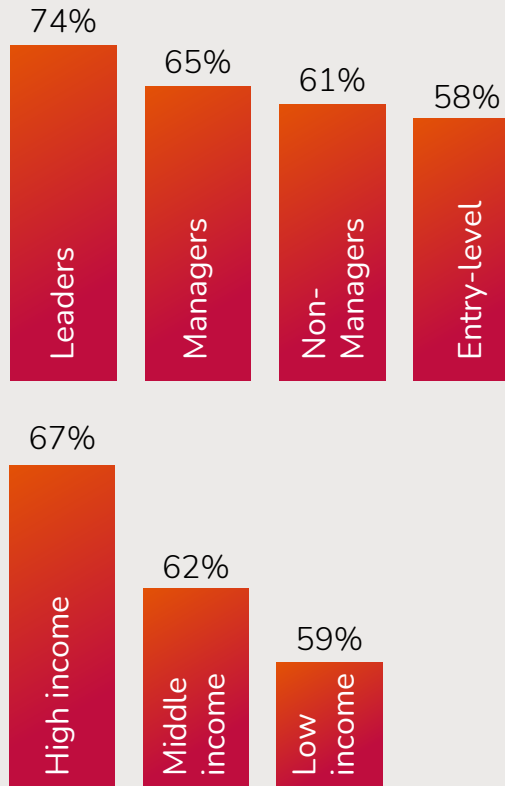
It is easy for most to participate at work, but less so for non-leaders and those on lower incomes – leaders need to make it a reality for all

64%

of all workers agree that it is easy for them to participate at work, for example by speaking up in meetings or sharing ideas.

Some groups, like non-leaders, lower-educated and lower-income workers, find it harder to participate. **Leaders should consider coaching** to develop their uniquely human skills, like active listening, empathy and interpersonal skills.

'I find it easy to participate at work, e.g., speak up in meetings or share ideas'



AdeccoQ3: To what extent do you agree/disagree with the following statements about diversity and inclusion?

Responsibility for making the workplace more inclusive lies with leadership

But leaders need more support in inclusive workplace practices

Who is responsible for ensuring the workplace is diverse and inclusive?



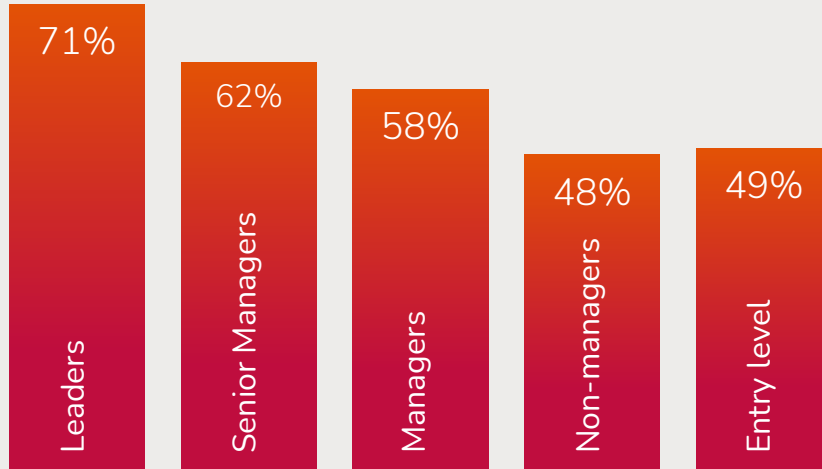
CoreQ25: Who do you feel is most responsible for each of the below?

AdeccoQ3: To what extent do you agree/disagree with the following statements about diversity and inclusion?

Two-thirds of leaders have had diversity and inclusion training at work, but they want to do more

More training equals better inclusion at work

'I have had training/advice on diversity and inclusion at work'



There is a **strong correlation between more D&I training and better inclusion at work**; offering training/advice on D&I creates a diverse and inclusive work environment.

74% of those who have received D&I training feel their workplace is inclusive and diverse, compared to just 29% who have not received D&I training.

AdeccoQ3: To what extent do you agree/disagree with the following statements about diversity and inclusion?

71%

of leaders have received training on diversity and inclusion, but ...

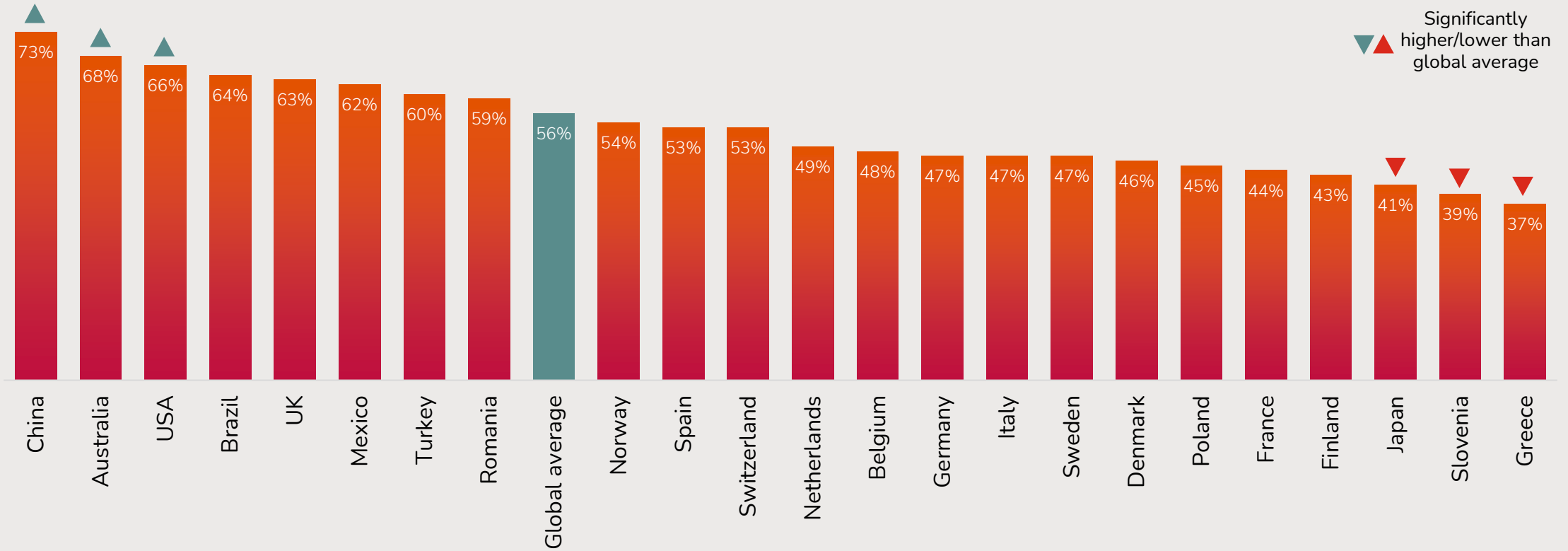
60%

of leaders still agree that they want to do more to increase diversity and inclusion, but don't know how to



Workers in China, Australia and the USA are most likely to have received diversity and inclusion training

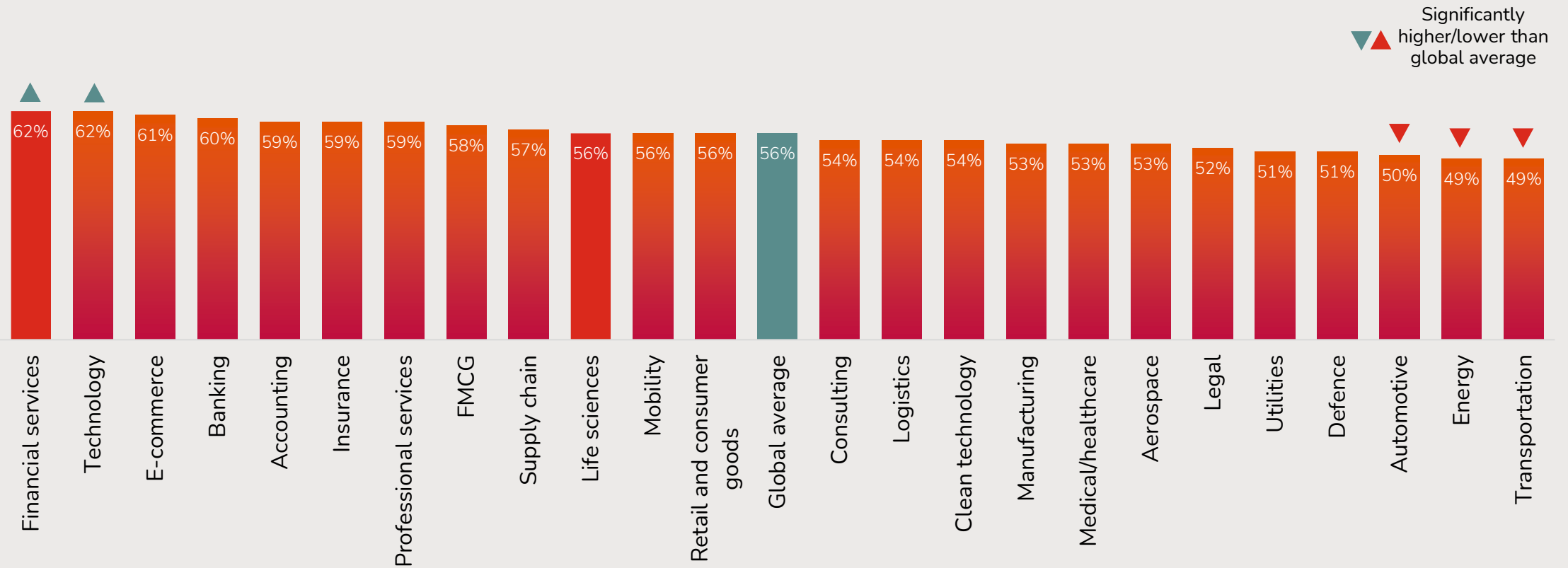
'I have had training/advice on diversity and inclusion at work'



AdeccoQ3: To what extent do you agree/disagree with the following statements about diversity and inclusion?

Financial services and technology workers are most likely to have received diversity and inclusion training

'I have had training/advice on diversity and inclusion at work'



AdeccoQ3: To what extent do you agree/disagree with the following statements about diversity and inclusion?

Jobs are being adapted to support healthy working

Employers are adapting jobs to meet a range of personal needs and circumstances

44%

agree that their employer considerably or fully adapts their job to their overall health and wellbeing (e.g., health checks, access to healthy meals/snacks, discounted gym memberships)

45%

agree that their employer considerably or fully adapts their job to working flexible hours to help support healthy working and avoid burnout/exhaustion

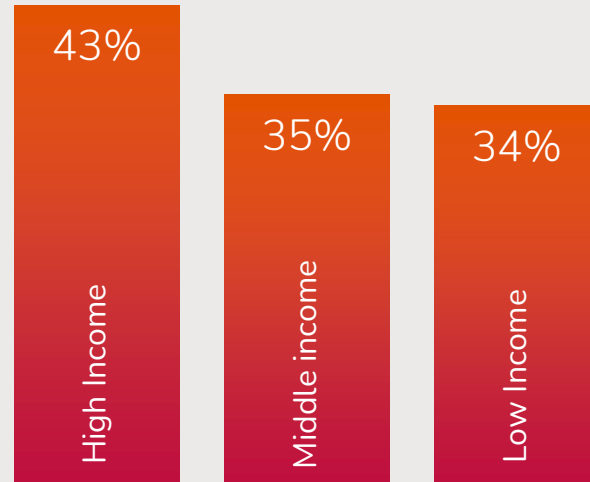
AdeccoQ4: To what extent does your agency/employer adapt your job to the following personal needs and circumstances? [those answering 'considerably' or 'fully']

Lower-income workers are less likely to feel that work is meeting their needs

And financial support isn't always going where it helps the most

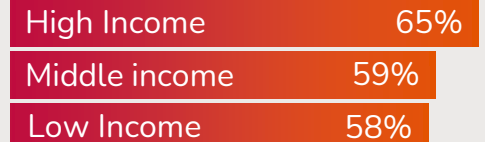
Lower-income workers are less likely to feel their workplace addresses their financial needs

Lower-income workers are less likely to feel that their workplace is inclusive, or that they are able to speak up. They're also less likely to receive D&I training

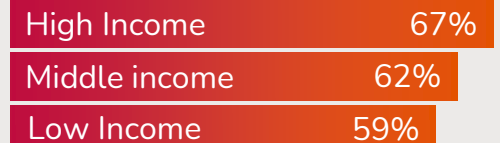


'My agency/employer fully or considerably adapts my job to my financial needs (e.g. loans for travel tickets, one-off payments for cost of living, income protection)'

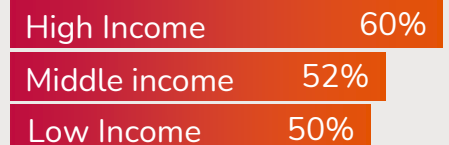
I have had training/advice on diversity and inclusion at work



It is easy for me to participate at work (i.e., speaking up in meetings or sharing my ideas)



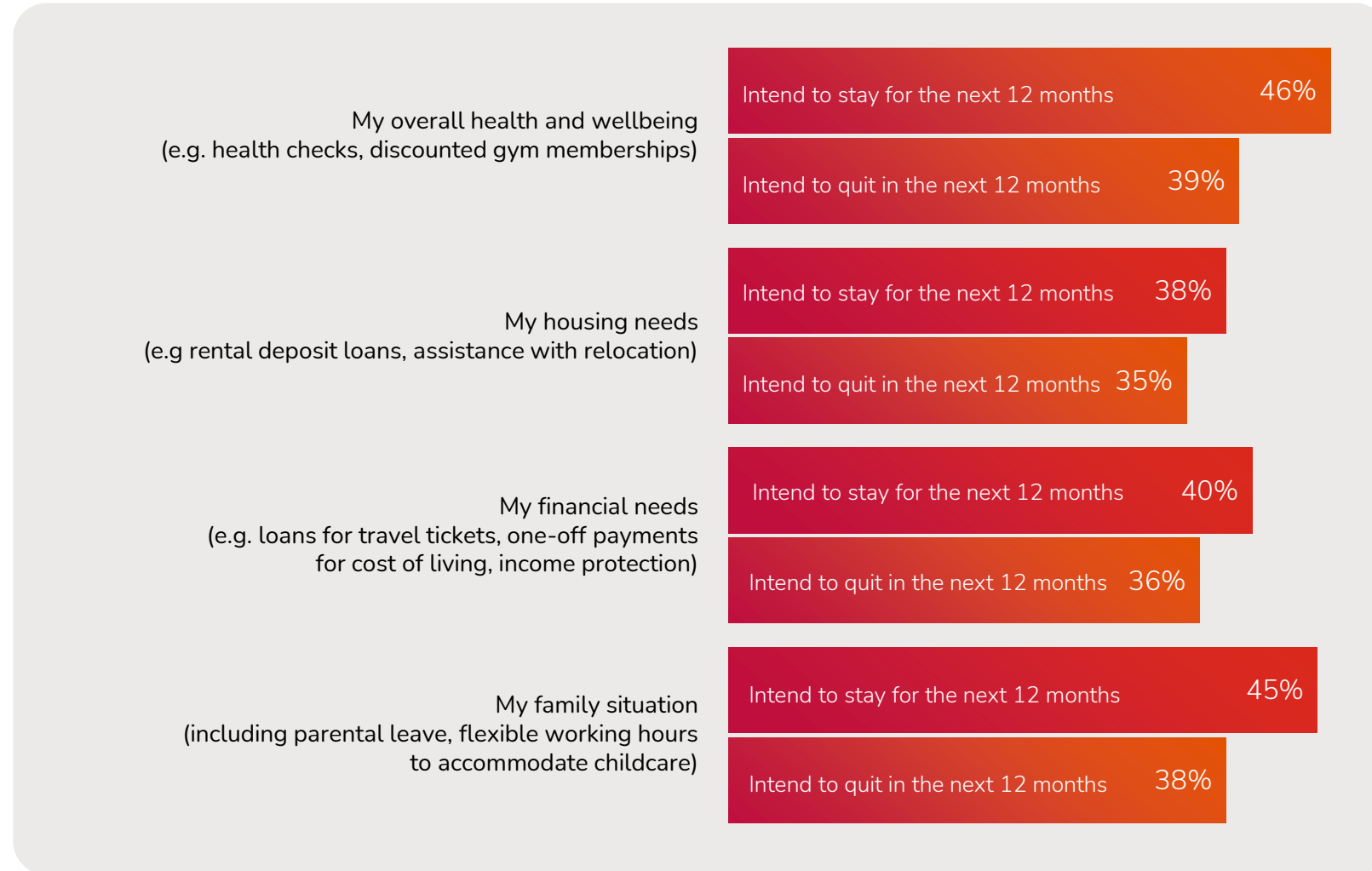
I feel that I work in an environment that is inclusive and diverse



AdeccoQ4: To what extent does your agency/employer adapt your job to the following personal needs and circumstances? [those answering 'considerably' or 'fully'];
AdeccoQ3: To what extent do you agree/disagree with the following statements about diversity and inclusion? [those answering 'slightly agree or strongly agree']

Adapting jobs to the needs of workers creates loyalty

Those that intend to stay in their jobs are more likely to say that their job is adapted to their wellbeing



Workers who intend to stay at their jobs for more than a year are more likely to say their job adapts to their **needs**.

46% of those who intend to stay at their employer for over 12 months say their job is **adapted to their overall health/wellbeing**, compared to 39% who intend to leave within the next 12 months.

AdeccoQ4: To what extent does your agency/employer adapt your job to the following personal needs and circumstances? [those answering 'considerably' or 'fully']

Inclusion in the workplace: Three tips for responsible employers

1

Don't slow down **inclusion** efforts.
To address employee retention, tackle inclusion

2

Equip leaders with the **resources, guidance** and **training** they need to do more to address inclusion

3

Ensure inclusion efforts reach all corners of the organisation, including **lower-income workers** and **lower-educated workers**