

On the Labour Horizon

An insider's view of trends in the labour market

Marketing trends in Temp Staffing, Legislation, inflation and Employment outlook + **DE&I**

Editorial

Greetings and welcome to the latest edition of our quarterly newsletter! We trust that you've had a fantastic start to 2024.

In this edition, we not only delve into the latest legislative updates but also unveil Diversity, Equity & Inclusion along with the meaningful Inclusion of Refugees.

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Presidents note:

Diversity Equity & Inclusion:

Embracing diversity is more than a mere obligation; it is a fundamental belief that should permeate our mindset and be warmly welcomed. We should approach diversity with a positive attitude, fostering and navigating it within our organization. This commitment to diversity should not be a one-time effort but an ongoing journey that extends beyond our enterprise to include society as a whole. Providing equal opportunities for underrepresented groups requires a combination of policy adjustments and proactive solutions. Ultimately, it is the responsibility of each individual and their organization to find the right mix and integrate diversity into the fabric of their culture.

We at Adecco welcome our candidates from the diverse backgrounds and find a suitable fit for our clients.



Inclusion of Refugees at Adecco

Fostering the unity and individuality inherent in each refugee for a purposeful cause is paramount. It involves ensuring that they become integral members of a community rather than facing isolation.

Despite the challenges of rebuilding from scratch after loss. These resilient individuals remain hopeful, adaptable and possess a strong willingness to acquire new skills. They not only demonstrated resilience but also loyalty and efficiency at work after a normal adaptation period. This volunteers us not only to address the immediate needs of refugees, but also represent a potential solution to alleviate skills scarcity. In exhibiting the combination of a social and economic impact. Thus, the best way for the organizations to make it happen is based on long term aspiration.

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Christophe Catoir

President Adecco

Executive Vice President - The Adecco Group



Kalaivani Govindraj (Vani)
Adecco Global Sales Lead

Labor market flexibility has risen to the forefront as a key priority, prompting the introduction of several legislative reforms across various regions. These reforms aim to underscore the dynamic nature of the employment landscape and adapt to the evolving needs of the workforce.

Having this in mind we have delicately handpicked some of the interesting articles that have vibrant discussion. In 2024, it would be intriguing to evaluate the tangible accomplishments of this objective in the world of work, specifically gauging the success of the ongoing effort to diminish unemployment.

Stay informed on Rise in SMIC in France, Belgium gears up with Flexi-jobs. Labour reforms spiking up in Italy along with Fixed term contracts. Whistle-blower Protection Law in Spain & Italy. Minimum remuneration changes in Poland. Marking the Economic turbulence in UK with a positive employment outlook and bringing back the back to work plan. With the focus on Unconscious Bias to Conscious Inclusion



Bruce Roch
Global Head of Adecco
Inclusion

Diversity, Equity & Inclusion are high in the corporate agendas in the recent months. Legal frameworks are evolving on the one hand, with implementation and transparency required, which help build more opportunities for both employees and candidates. On the other hand, corporate commitments enable attraction and retention but also social impact when sincerely led.

Balance is a walk the talk, action driven, behaviour for organizations, with extended secondary benefits: improved ESG journey & increased extra financial ratings, empowered social dialogue & upgraded social climate, enhanced reputation and further business opportunities. So this is really more beyond compliance and legal requirements: where do our organizations want to stand ?



Belgium gears up with its new reforms in the Flexi-jobs

Through these reforms Belgium demonstrate the country's dedication to social well-being.

From 1 January 2024, the scope of flexi jobs will be extended to several new sectors.

The existing contribution payable by employers on flexi wages will be increased from 25% to 28%. This increase concerns all flexi-jobs (including those in progress).

Moreover, the conditions for exercising a flexi-job will be tightened from 1 January 2024.

- It will no longer be allowed to exercise a flexi-job within an enterprise affiliated to a company where the employee has an employment contract for an employment of 4/5th or more of a full-time employment of a reference person.
- Furthermore, it is also no longer possible to exercise a flexi-job with the employer with whom the employee is already employed under another employment relationship. Flexi-job workers who are offered a permanent employment contract during the quarter can switch from a flexi-job to regular employment.
- Persons who reduce their work volume by moving from 100% in (T - 4) to 80% in (T - 3) may not engage in flexi-job during the 2 quarters (T) and (T + 1)



For the hospitality sector, the flexi-job wage cannot be less than €12.05 per hour, flexi-holiday pay included. For all other sectors, the employer must ensure that the flexi hourly wage is at least equal to the sectoral barem wage for the position you hold (monthly amount converted to hourly wage), or the guaranteed average minimum monthly income (GMMMI).

The flexi wage (allowances, contributions and benefits included) may not exceed 150% of the minimum basic wage of the sector to which your employer belongs and which applies to your job, or 150% of the GMMMI (guaranteed average minimum monthly income).

Belgium's anti-discrimination legislation has been recently expanded.

The Belgian legislature explicitly acknowledges the concept of multiple discrimination. The new law recognizes two forms of multiple discrimination:

a. Cumulative discrimination (discrimination based on multiple protected criteria that are compounded but remain separable)

b. Intersectional discrimination (discrimination based on multiple protected criteria that interact and become inseparable). It encompasses situations where several protected criteria, which individually may not establish discrimination in a specific context, are combined. By acknowledging intersectional discrimination, the legislator opens the possibility for additional situations to be legally considered discriminatory.

The legislation ensures that victims of multiple discrimination always receive the most favorable justification system.



Moreover, the law broadens the anti-discrimination framework by introducing discrimination by association (discrimination against someone associated with a person possessing a protected characteristic) and discrimination by assumption (discrimination based on the assumption that the victim possesses a protected criterion).

Furthermore, the legislator revises three existing discrimination grounds.

The new law extends the range of sanctions that a court can impose upon determining discrimination. In instances of multiple discrimination at the workplace, a judge can now levy the lump-sum damages stipulated for workplace discrimination, equivalent to 6 months' gross salary. This amount can be multiplied several times based on the number of violated protected criteria. Conversely, for discrimination occurring outside employment, the fixed damages are tripled and subject to annual indexing. The legislative amendment also broadens the authority to issue and publicize a court injunction.

Law of 28 June 2023 amending the Law of 30 July 1981 punishing certain acts motivated by racism or xenophobia, the Law of 10 May 2007 combating certain forms of discrimination and the Law of 10 May 2007 combating discrimination between women and men, BS 20 July 2023.

Source:
<https://leroy.belgium.be/nl/versterking-van-het-wetgevend-arsenaal-tegen-discriminatie>
<https://www.unia.be/nl/artikels/nieuwe-wet-biedt-meer-bescherming-bij-discriminatie>

Rise in SMIC (minimum wage growth)

On January 1, 2024, SMIC rose to €1,766.92 gross monthly wage; gross hourly rate at €11.65 for a week (on a 35 hours per week basis). This represents an increase of 1.13%, as specified in the decree published in the Official Journal on December 21, 2023.

Open-ended contract by the employer or user company (CDI)

A Decree 2023-1307 - December 28, 2023, inserts two new articles into the Labor Code, R 1243-2 (fixed-term contracts) and R 1251-3-1 (assignment contracts) (Decree art. 1 and 2) to describe the procedure of declaration to France Travail. The system has been in force since January 1, 2024 (Decree art. 4).

Context:

Article 2 of the French Labour Market Act (Law 2022-1598 of December 21, 2022) limits the entitlement to unemployment benefits of employees who have completed a fixed-term contract or temporary assignment and repeatedly refuse a permanent contract. L 1243-11-1 (CDD) when the employer proposes that the contractual employment relationship be continued after the expiry of the fixed-term contract, in the form of a permanent employment contract, for the same or a similar job, with at least equivalent remuneration for equivalent working hours, within the same classification and without any change in the place of work. The employer must notify the employee of this proposal in writing. If the employee refuses, the employer informs Pôle emploi (now France Travail), justifying the similar nature of the proposed job.

L 1251-33-1 (mission contract) the same rule apply to assignment contracts, with the exception that the obligation to inform is incumbent on the user company (and not the employer of the Temp worker company), and that the CDIs concerned are all those offered to occupy the same or a similar job, without any change in the place of work. There is no requirement for the CDI to include equivalent pay and working hours, or the same classification.

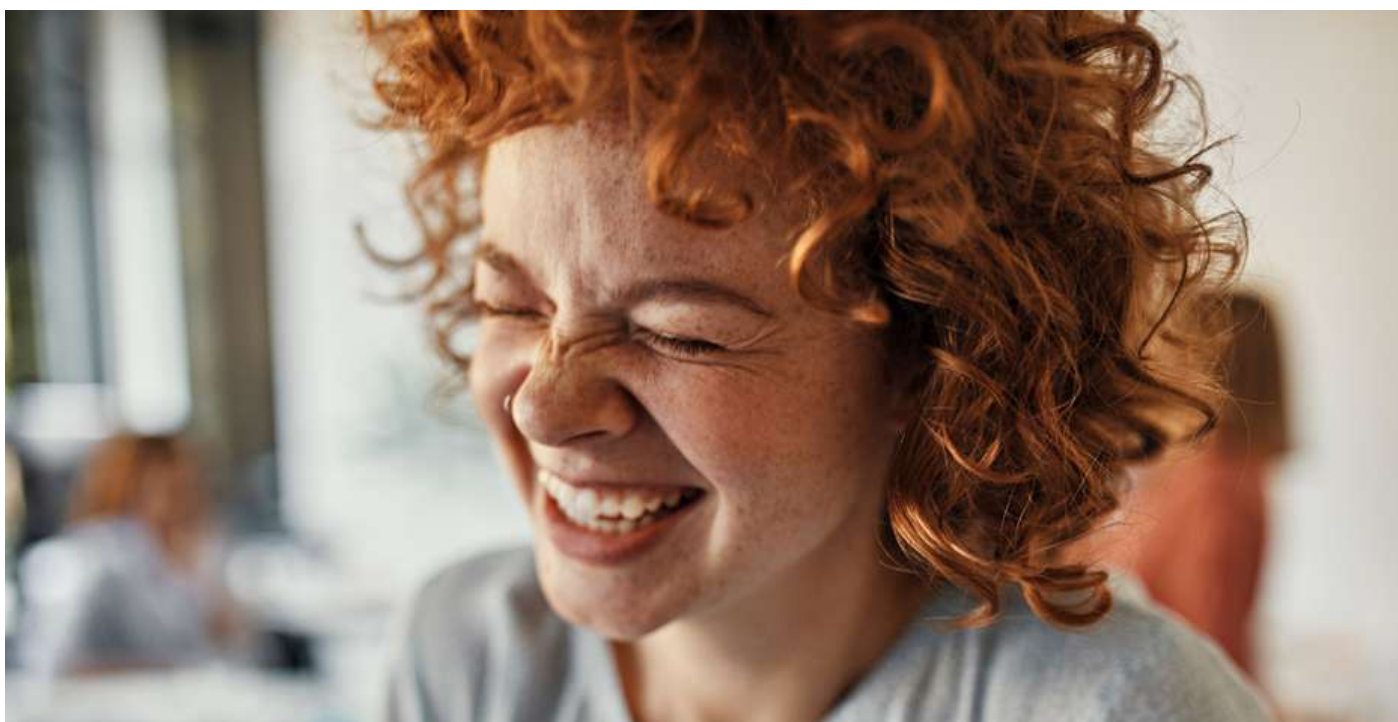


Source: <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000048707198>
<https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000046771781>
<https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000048604676>

This edition of the newsletter highlights legislative updates pertaining to Diversity and Inclusion and concrete initiatives to foster an inclusive work environment.

Legislative Proposal: Generalization of "Testing" Practices to Combat Discrimination

A proposed law aimed at combating discrimination is currently under discussion among parliamentarians. Submitted by Deputy Marc FERRACCI, the law seeks to generalize the practice of "testing," particularly in the context of employment access. "Testing" involves the mass submission of job applications, using real or fake profiles, to analyse the reactions of the organizations being tested. Discussions at the Senate are scheduled to start on March 12.



Inclusion of LGBT+ Individuals in the Workplace

The Adecco Group participates in the LGBT+ Barometer of L'Autre Cercle to assess the inclusion climate for LGBT+ individuals in the workplace and identify areas for improvement. Conducted in collaboration with 90 other companies and in partnership with IFOP, this study is the first of its kind in France and Europe.

On the occasion of the International Day Against LGBT+phobia, on May 17th, the Adecco Group also launched TAG Q+ France, its internal LGBTQIA+ and allies network. The network aims to contribute to the creation of an inclusive work environment where individuals can thrive and be themselves, regardless of their sexual orientation and gender identity.

Partnership with CIDFF Against Domestic Violence

Last November, for the International Day for the Elimination of Violence against Women, The Adecco Group and the Adecco Inclusion Network signed a partnership with the National Federation of Information Centers on the Rights of Women and Families (CIDFF). The collaboration aims to provide better support for women survivors of domestic violence and assist them in their professional reintegration.

[Source: DILCRAH. Vote de la loi visant à lutter contre les discriminations par la pratique de tests individuels et statistiques, 2024](#)
[The Adecco Group, The Adecco Group et la Fédération Nationale des CIDFF s'unissent pour accompagner les victimes de violences conjugales et favoriser l'autonomie des femmes, 2023](#)

What are the new reforms in Italian labour system for 2024?

Fixed term contracts

The Italian state has introduced a significant reform regarding fixed-term employment contracts, which entitles enterprises to make a wider use of flexible type of employments.

On July 3rd, 2023, Law No. 85/2023 has been published in the Official Gazette with confirmation and amendments of Decree-Law No. 48/2023 (known as the "Labor Decree") on urgent measures for social inclusion and access to the labor market. As an outcome of the conversion process and as clarified by the Minister of Labor with a memorandum published on October 9th, the confirmed and newly introduced regulations, having an impact, in particular for temporary staffing are:

- Acausality regime for renewals (in addition to extensions) of the fixed-term contract, including temporary staffing, in the first 12 months of the work relationship;
- Additional 12-months acausality regime that can be used, subject to the maximum duration limits of the contract, for all fixed-term contracts, including temporary staffing, renewed or extended after May 5, 2023;
- Exemption from the percentage limit for staff-leasing (20%) in case of employment of specific workers categories (such as apprentices, disadvantaged and very disadvantaged);
- Extension of the Work-from-home regime for working parents and so-called "fragile" workers.



This puts the emphasis on the profile of the Labour Decree, in the revision of the discipline of fixed-term employment contracts.

Apart from the open-ended contracts which is popular, other flexible forms of contract are "Fixed term contracts" is on the rise. Including persons from long standing unemployment background.

Furthermore, legislators are simplifying the employment contracts by reducing or sticking to minimum mandatory requirements.

From the above illustrated rules, the legislator's intention to encourage employers to implement such a type of contractual.

In 2024, it would be intriguing to evaluate the tangible accomplishments of this objective within the Italian job market, specifically gauging the success of the ongoing effort to diminish unemployment.

Whistle Blowing

The whistle-blowing regulation is designed to incentivize employers to showcase their dedication to legality and transparency. Riding the wave of a growing trend towards transparency driven by the European Legislator, Italy has recently enacted Legislative Decree No. 24 on March 10, 2023, implementing the European directive (EU) 2019/1937 concerning the protection of individuals reporting breaches of Union law.

This new regulation promotes a broader oversight of legality within companies, emphasizing enhanced management transparency. Prior to the enactment of this decree, Italy's legislation on whistleblowing primarily covered civil servants and employees in banks and financial institutions. In the private sector, Italy had previously addressed whistleblower status in 2017, within the specific framework of Legislative Decree No. 231/2001 concerning the criminal liability of entities.

The issuance of this new decree marks a significant development for Italy, expanding the scope of violations beyond criminal offenses to include administrative, accounting, and civil offenses. The decree outlines certain exclusions, such as violations associated with the personal interests of the whistleblower.

Tax Relief measures applicable to women

At the end of December 2023, the 2024 Budget Law has been approved. Among various measures, those that most impacted labor market are:

Tax relief measures applicable to women are intended to address gender-specific considerations and promote financial equity. These measures aim to alleviate the tax burden on women and encourage economic empowerment.

Tax reliefs measures applicable to women, "young" workers, and welfare measures.

In 2024, there are planned incentives for the hiring of unemployed women, reaffirming the eligibility of both beneficiaries of the inclusion allowance and young individuals.

Maternity/paternity leave

An extra month of maternity/paternity leave has been introduced. The parental leave allowance for the child's first six years of life has been elevated to 80 percent of the salary, capped at one month. Additionally, for one more month, the allowance is set at 60 percent of the salary, with an exception for the year 2024 where it is temporarily raised to 80 percent. This applies to either parent, allowing a maximum cumulative duration of two months until the child reaches six years of age. Subsequently, the allowance for the subsequent months continues at 30 percent of the salary.

Sickness and disability

The sick leave entitlement for employees with severe disabilities, as specified in Law 104/92, Section 3, Paragraph 3, has been raised by 50% compared to the previous contractual regulations.

In May 2023, the European Union recorded an employment rate of 5.9% while the Euro area recorded 6.5%. Poland was at 2.7%, ranking the country second, after the Czech Republic (2.4%), for the lowest unemployment rate in the EU.

Recruitment of women who have been subject to abuse

Private companies that, in the three-year period 2024-2026, hire unemployed women who have been subject to abuse who are beneficiaries of the so-called Freedom Income are fully exempt from paying social security contributions, excluding premiums and National Institute for Insurance against Accidents at Work, up to a maximum limit of 8,000 euro per year. The contribution relief is guaranteed for 24 months in the case of permanent employment and for 12 months in the case of fixed-term employment, with an increase to 18 months if the contract is converted from fixed-term to permanent.

Female employees in a state of "at risk"

The updated National Collective Bargaining Agreement (NCBA) for the Trade Sector holds notable implications for social rights. Particularly, female employees in a state of "at-risk" pregnancy will now receive their full economic benefits, a change from the previous provision limited to five months. Additionally, the revised NCBA for the Trade Sector explicitly incorporates the "Declaration on Harassment and Gender-based Violence in the Workplace" into its content. This inclusion aims to proactively address, combat, and reject any behaviors leading to intimidation, harm, or the infliction of physical, sexual, and psychological suffering.

Source: <https://www.normattiva.it/uri-res/N2Ls?urn:nir:stato:decreto:legge:2023-05-04:48-30&atto.codiceRedazionale=23G00223&atto.articolo.numero=0&atto.articolo.sottoArticolo=1&atto.articolo.sottoArticolo1=0&gl=d7dcf800-fe06-4eb1-b56b-3a5e2d80cf7f&tabID=0.4420925995876779&title=lbl:dettaglioAtto>





Minimum remuneration changes

“The minimum wage was increased from PLN 3,600 to PLN 4,242. The change entered into force on January 1, 2024. In turn, from July 1, 2024, there will be a second increase and then the minimum wage will increase to PLN 4,300.”

	January - June	July - December
gross monthly rate	PLN 4,242	PLN 4,300
gross hourly rate	PLN 27.70	PLN 28.10

This second increase in a year will not be as spectacular as in 2023, but the salary increase is still not small. The increase in the minimum wage from July 1, 2024 to PLN 4,300 means an increase of PLN 700 compared to the amount from July 1, 2023 (PLN 3,600), i.e. by 19.4%.

In turn, the hourly rate for persons employed, e.g. on a civil law basis, will be the minimum from January 1, 2024, i.e. PLN 27.70, which means an increase of PLN 4.9 compared to the amount applicable from January 1, 2023, i.e. 21.5%. The increase in the minimum hourly rate from July 1, 2024 to PLN 28.10 means an increase of PLN 4.6 compared to the amount from July 1, 2023, i.e. by 19.5%.



Minimum wage impact on other benefits

The increase in the minimum wage rates will affect not only the basic salary but also other employee benefits, the amount of which depends on the amount of the minimum wage. In particular, this applies to: (i) compensation for nighttime work; (ii) compensation for downtime; (iii) maximum amount of severance pay in case of termination of employment for reasons not attributable to the employees; (iv) compensation for violation of the principle of equal treatment in employment or for mobbing; (v) the basis for the calculation of social insurance benefits in case of sickness and maternity; or (vi) amount free from deductions from the employee's salary. It should be noted that the minimum wage rates also apply to civil law contracts (e.g. contracts of mandate).

The projected average monthly gross salary in 2024 in the national economy will amount to PLN 7,824, which will mainly affect revision of the contribution assessment basis for pension and disability insurance, voluntary sickness insurance and the amount of the write-offs for the Company Social Benefits Fund. The annual contribution assessment basis cap for pension and disability insurance in 2024 will be PLN 234,720.

Source:
<https://www.gov.pl/web/uw-mazowiecki/zmiana-minimalnego-wynagrodzenia-za-prace2>
<https://www.taylorwessing.com/en/insights-and-events/insights/2024/01/changes-in-polish-labour-law-in-2024>

The Polish government recently published directions for action regarding the legalization of the stay and work of foreigners in Poland. The website of the Ministry of Interior and Administration contains information with a work schedule for creating a comprehensive, responsible and safe migration strategy for Poland for 2025-2030. Public consultations on the strategy are planned for October-November 2024. Work on the new Act on Foreigners should start in January 2025.

Furthermore the Parliament adopted an amendment to the law on assistance to citizens of Ukraine in connection with the war on the territory of this country. The regulations now await the president's signature. The regulations assume to extend the period of validity of special legal solutions in this Act until June 30, 2024. In particular, the project provides for the extension of the period during which the stay of Ukrainian citizens on the territory of Poland - who came to our country due to the war in Ukraine - is considered legal.

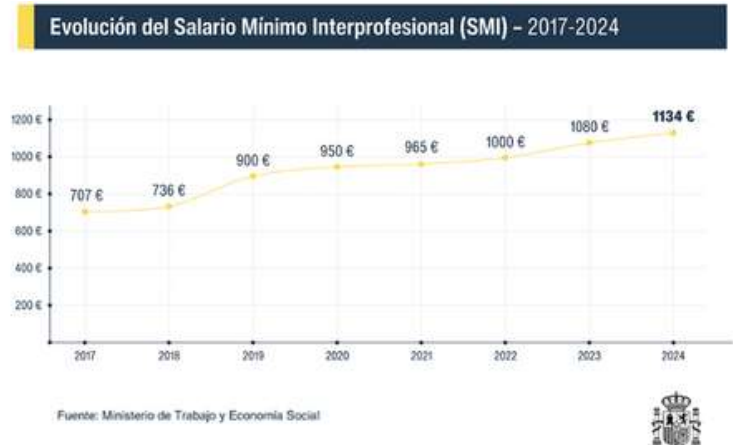
Source: <https://fundaciondecco.org/bzimit/tendencias-diversidad-eguidad-inclusion/>





What Labor reforms are spiking up in Spain?

Spanish Government has reached an agreement to raise the Interprofessional Minimum Wage (SMI) by 5% in 2024, to 1,134 euros per month. The Council of Ministers on 27 December 2023 agreed to the extension of the SMI, fixed at 1,080 euros gross per month in 14 payments (15,120 euros gross per year), until the approval of the new increase. When compared to 2018 SMI has increased upto 54%.



Whistle-blower Protection Law

Law 2/2023, of 20 February, regulating the protection of persons reporting regulatory and anti-corruption violations (BOE 21/2/2023).

This law establishes the obligation for companies (public or private) with 50 or more workers to implement reporting channels and protects persons who report administrative or criminal offences or corruption in the workplace or professional context.

Sexual and Reproductive Health Act

Through Organic Law 1/2023 of 28 February, amending Organic Law 2/2010 of 3 March on sexual and reproductive health and voluntary termination of pregnancy (BOE 1/3/2023), it is recognized, among other aspects, the possible situation of temporary incapacity resulting from incapacitating menstruation, termination of pregnancy and from the 39th week of pregnancy, as well as from voluntary or involuntary abortion.



Trans and LGBTI Equality Law

Aimed at effective equality for trans individuals and guaranteeing the rights of LGBTI people (Official Gazette 1/3/2023). This law includes causes of discrimination based on "sexual orientation and identity," "gender expression," or "sexual characteristics," with new offenses related to equality and non-discrimination, carrying fines of up to €150,000.

Pension Reform

This regulation, among other pension system-related issues, approves the progressive increase of the maximum contribution bases in the General State Budgets starting in 2024.

DE&I

Work for everyone in a Modern Society that Integrates all Talents and Capacities Without Discrimination.

Equality and Non-Discrimination Law:

- The main objective is to guarantee equal treatment and eliminate any form of discrimination, protecting potential victims by establishing new offenses and penalties in this regard. The aim is to protect workers at all stages of the employment relationship, from the beginning to the end (selection process, working conditions, and termination of the employment contract).

Sexual Freedom Law:

- Includes measures and obligations for companies aimed at preventing and raising awareness about sexual violence, such as incorporating it into the risk assessment of women's workplaces, providing training on the subject, and establishing procedures for handling reports or claims of sexual violence.
- The unstoppable competition between organizations and sectors within a globalized job market demands maximizing the contribution of talent, a scarce asset that we cannot afford to overlook. The ability of organizations and those who want to build their value chain around people and talent will depend on diversity and the creation of inclusive and non-discriminatory workplaces.

Source: <https://fundacionadecco.org/azimut/tendencias-diversidad-eguidad-inclusion/>





Economic Turbulence in UK

What it looks like the Economic conditions and Labour Market in UK?

Following an extensive period of economic turbulence marked by high-interest rates and mounting inflation. The labour market in the final quarter of 2023 showed signs of rebalancing, according to the latest experimental data published by the Office for National Statistics (ONS).

Employment outlook

Employment rates remained high at 75.8%, up by one percentage point (pp) from the previous quarter, while unemployment was unchanged at 4.2%. The South West (78.9%) and the South East (78.5%) emerged as the leading regions, with the highest share of population engaged in any form of employment.



Back to work plan

Economic inactivity in the meantime continues to pose a challenge, with 1 in 5 people of working age not seeking employment. As per data from December 2023, more than 8.7 million people are economically inactive and of particular concern. 2.6 million are not in employment because of long-term sickness. The government launched the Back to Work Plan in November 2023 to help up to 1.1 million people with long-term health conditions, disabilities, or long-term unemployment into work.

The number of payrolled employees reached 30.2 million, surpassing pre-pandemic levels by 1.2 million. Despite a decline in vacancies for the 18th consecutive month to 934k, they still linger at historically elevated levels, close to one million, suggesting persistent labour shortages across multiple sectors.

Annual pay growth, excluding bonuses, slowed down to 6.5%, down from 7.8% in the previous quarter. However, it still remains above inflation levels, according to HMRC data cited by the ONS. Hiring activity remained low during the reporting period, with KPMG and REC, UK Report on Jobs for December, observing a fall in demand across both permanent and temporary staff. This, in conjunction with redundancies that took place during the final quarter, has led to increased talent availability.



Source: ONS

Stabilization in pay growth & growing optimism of UK Economy

Despite stabilization in pay growth at 6.6% will increase the chances for less aggressive approaches by the Monetary Policy Committee in their meeting next month. This, along with easing inflation despite a surprising spike in December, is likely to prompt increased hiring activity in the first half of the year.

In addition to the above statistics, growing optimism about the UK economy has been evident, as indicated by the increased intention of businesses to recruit in 2024, according to the PwC Annual Global CEO Survey. The report found that nearly half of UK CEOs plan to grow their workforce by at least 5% in the next 12 months – the highest amongst G7 economies.

Key sectors with a high number of vacancies include Human health & social work activities (173k unfilled posts), wholesale and retail (130k vacancies), and accommodation and food services (116k).



Manufacturing Sector Outlook

High inflation and interest rates continuing to drag customer demand remained the leading factors impacting the manufacturing sector outlook in the final quarter of 2023.

Notwithstanding these challenges, industry performance saw a 17pp rise in output (20%) – up from 3% in Q3 – reflecting promising growth in volumes across the sector, according to data from Make UK and BDO sector outlook report for Q4 2023.

Indicator	Balance	Change	Notes
Confidence*	6.5	↓	Business expectations remain positive
Output	20%	↑	Output volumes growth rebounds
UK orders	0%	↑	Domestic orders flat
Export orders	10%	↑	Exports grow quickly
Employment	6%	↑	Jobs growth returns to positivity
Investment	10%	↓	Investment remains strong but slows

Confidence in the next 12 months 1 = substantially worse, 10 = substantially better

Despite optimistic signs in output, total orders stood at 7% during Q4, indicating that order book growth is slower than production activity.

In terms of employment, the sector saw what was effectively a hiring freeze, a move driven by business concerns over liquidity and efforts to control risks of a growing wage bill, among other concerns. Despite that, vacancies remained high, indicating that labour shortages still exist.

On the Spotlight for DE&I

From Unconscious Bias to Conscious Inclusion

Cultivating a workplace free from any form of discrimination and inequalities constitutes an integral part in building a resilient workforce and its benefits cannot be understated. This quarterly insights delve into the impact of proactive approaches in strategy-making, aiming to shift from unconscious bias to proactive conscious inclusion.

Unconscious bias in employment refers to subtle and unintentional prejudices or preferences that individuals may hold, influencing their decisions and behaviours in the workplace, we all have bias but should be conscious of it whilst taking decisions.

The need for proactive Diversity, Equity & Inclusion (DE&I) practices in this context cannot be undermined. As they offer benefits like fostering a valued workplace, enhancing creativity, and curbing toxic behaviours, notes the Advisory Conciliation and Arbitration Service (Acas). Despite that, more than half of UK employers (52%) lack a proactive DE&I strategy, as per 2022 data from the Chartered Institute of Personnel and Development (CIPD).

From an economic perspective, the cost of workplace discrimination to the UK economy is £127bn, according to research conducted by the Centre for Economics and Business Research (Cebr). The same research found that the UK's most diverse workplaces (across gender, ethnicity and sexual orientation) are 12 percentage points more likely to financially outperform their industry average than the least diverse firms.



Creating a long-term, evidence-based plan with impact measures, clear inclusivity policy communication, and establishing leadership role models are essential points when deploying DE&I strategies. Furthermore, training on inclusive job designs and essential people management skills is also integral in the building of a consciously inclusive workplace. A lack of such structure is evident in budgeting and monitoring, with only 7% of organisations allocating a specific budget for DE&I while three in five employers (62%) do not collect any inclusivity data, according to CIPD.

Promoting inclusion through an objective evaluation of workers performance and skillsets, free of prejudice, stereotypes and assumptions, contributes to creating a long-term resilient workforce that can drive productivity growth.

Source:
[CIPD, Inclusion at Work Report, 2022](#)
[CIPD, Building inclusive workplaces, 2022](#)
[ACAS, Equality, diversity and inclusion](#)
[Department for Business, Energy and Industrial Strategy, Official Statistics, BME individuals in the labour market: analysis of full representation](#)

Inclusion of Refugees at Adecco

At Adecco, we believe that everyone deserves a chance to find meaningful work. That's why, for more than 15 years, we have been committed to refugee integration through connecting displaced people to job opportunities. Our journey started in 2008, when we hired our first refugees in Italy. Since then, we have never stopped collaborating, advocating, and striving to make a difference in people's lives. We know that work is not just a way to earn money; it is also a source of dignity, hope, and belonging. We do our best to ensure that refugees, no matter where they come from, have access to opportunities that match their skills and aspirations.

Our dedication goes beyond borders and also, beyond recruitment, because we know: No one can solve such a complex global challenge alone. That's why we partner with NGOs and foundations such as Tent, IFRI (Institut Français des Relations Internationales) and ENAR (European Network Against Racism) to support refugee integration. We also work closely with government agencies and other organizations to create a holistic support system for refugees. Through joint projects, whitepapers, and guides, we contribute to the dialogue on refugee integration, promoting inclusive policies and practices in workplaces around the world.

We believe in the power of employment to create positive, lasting change in the lives of people - whether they are refugees or not. This is why we will connect 85,000 refugees globally to jobs, and train 17,000 refugees by the end of 2027.

À partir de l'adresse: <https://www.adecco.com/employers/who-we-are/jobs-for-refugees>

