




THE ADECCO GROUP

The background of the lower half of the page is a photograph of the London skyline at dusk. The Shard is prominent on the left, and the Tower Bridge is on the right. The River Thames flows through the center. The sky is a mix of orange, pink, and blue. The text is overlaid on this image.

The Adecco Group Manifesto: Removing Barriers to Employment



The Adecco Group is the world's leading talent company. Our purpose is making the future work for everyone. Through our three global business units - Adecco, Akkodis and LHH - across more than 60 countries, we enable sustainable and lifelong employability for individuals, deliver digital and engineering solutions to power the Smart Industry transformation and empower organisations to optimise their workforces. The Adecco Group leads by example and is committed to an inclusive culture, fostering sustainable employability, and supporting resilient economies and communities.

We are one of the most influential employers in the United Kingdom. Our own employees total more than 2,500 across more than 90 locations, and in addition we place more than 20,000 temporary workers a day, and 10,000 permanent workers a year in more than 5,000 UK companies across all industries, levels, and geographies in the UK, in both permanent and temporary roles. We also support more than 1,000 UK clients a year in managing their internal workforces through training, coaching, leadership development and restructuring. This gives us unique perspectives into the challenges and opportunities for workers and their employers.

In a period shaped by substantial economic upheaval, prioritising growth is a unifying ambition across the political divide and the new government must look to take decisive action to maximise opportunities for growth that do not require significant spending commitments. The Adecco Group understands the importance of this mission and proactively supports the removal of the barriers to employment that currently restrict opportunities for would-be employees to engage with, and succeed within, the labour market.

Under the overarching ambition of removing the barriers to employment, this manifesto sets out the core focuses of The Adecco Group:

- **Unleashing the Potential of the Workforce**
- **Strengthening Equity, Diversity and Inclusion in the Workplace**

Focusing on these areas and implementing the suggested policy initiatives are important steps toward realising the full potential of the existing workforce, thereby increasing productivity and maximising opportunities for inclusive economic growth.

In our drive to be a leading force for good in workforce solutions, The Adecco Group is poised to support policymakers to respond to the forces reshaping the world of work and our manifesto sets out just some of the ways in which we hope to achieve this.

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I am immensely proud of our work in arguably one of the most important endeavours in the world - to help people find meaningful employment that secures their livelihoods and fulfils their ambitions, to help create jobs and workplaces where people flourish, and to help every organisation achieve its mission through the people they employ.

We take this responsibility seriously and are continually working to improve the world of work in our own actions and in our guidance to the clients and workers we serve. We work to ensure not only that our employees are prepared for the jobs of the future, but also that our roles and support are flexible enough to suit the ever-evolving needs of a diverse workforce.

From our long-standing commitment to supporting a flexible workforce with fair compensation, to championing the value of true flexibility in our apprenticeship system that enables a wider pool of candidates to reskill and upskill, to our work to identify the new roles, knowledge and capabilities required for the transition to a low-carbon economy, we continue to champion policies to meet future labour market demands in a sustainable and inclusive way.

- JC Townend, Country President UK & Ireland



Temporary workers play an integral part of the modern job market, with modern workers placing increasing value on flexibility and control over their work choices, and employers finding value in the flexibility, new skills and creative ideas that this workforce offers.

Working extensively with temporary workers as individuals, we've seen that temporary employment brings excellent opportunities for workers. Temporary work gives them the control - the opportunity to take or refuse assignments as their schedules permit, the opportunity to try out and select employers that have strong workplace policies, and the opportunity to try out new skills and industries without the commitment and risk of a permanent role. For many workers, taking a temporary assignment is a low-risk and confidence-boosting opportunity to rejoin the labour force. It can help them gain work experience as a stepping stone to a more permanent role. It also helps candidates who require greater flexibility to meet the demands of their busy personal lives, whilst building their professional networks and helping them gain new skills, training and experience of the workplace.

Temporary employees are also extremely valuable to British business - allowing businesses to scale their workforce, manage costs effectively, and maintain productivity during periods of variable demand, supporting businesses to remain agile in the face of economic uncertainty. This can be particularly beneficial to organisations operating in sectors with rapidly changing needs for skills - as a result of modernisation or otherwise.

We support a well-regulated temporary employment sector that ensures fair and safe working conditions, and ensures the many benefits to both workers and companies are realised. We are keen to work closely with the new Government to ensure that future policy supports and enhances this vital part of the workforce.



Flexible Apprenticeships

Since its launch in 2017, the Apprenticeship Levy has done a great deal to improve social mobility, provide quality skills education and tackle Britain's skills shortages. The Adecco Group's ambition is to deliver true flexibility in the apprenticeship system, allowing a wider pool of candidates to re-skill and up-skill while supporting employers to fill skills gaps and addressing labour shortages.

Apprenticeships are a fantastic way of combining real work with training and study. Alongside on-the-job training, apprentices spend at least 20% of their working hours completing classroom-based learning with a college, university or training provider which leads to a nationally recognised qualification.

Whilst much good has come from the Levy, its structure must continue to evolve so that it can remain a dynamic and flexible tool that empowers individuals, provides opportunity and career development, addresses key skills shortages and supports those who face barriers to traditional education and training pathways.

One of the critical areas where flexibility is needed is in providing opportunities for neurodiverse individuals. These individuals often encounter challenges in mainstream educational environments, which can limit their access to traditional skill-building programmes. By making the Apprenticeship Levy more adaptable, we can create specialised training opportunities that cater to the unique needs of neurodiverse learners. This not only fosters inclusivity but also ensures that a diverse range of talents and perspectives are represented in the workforce.

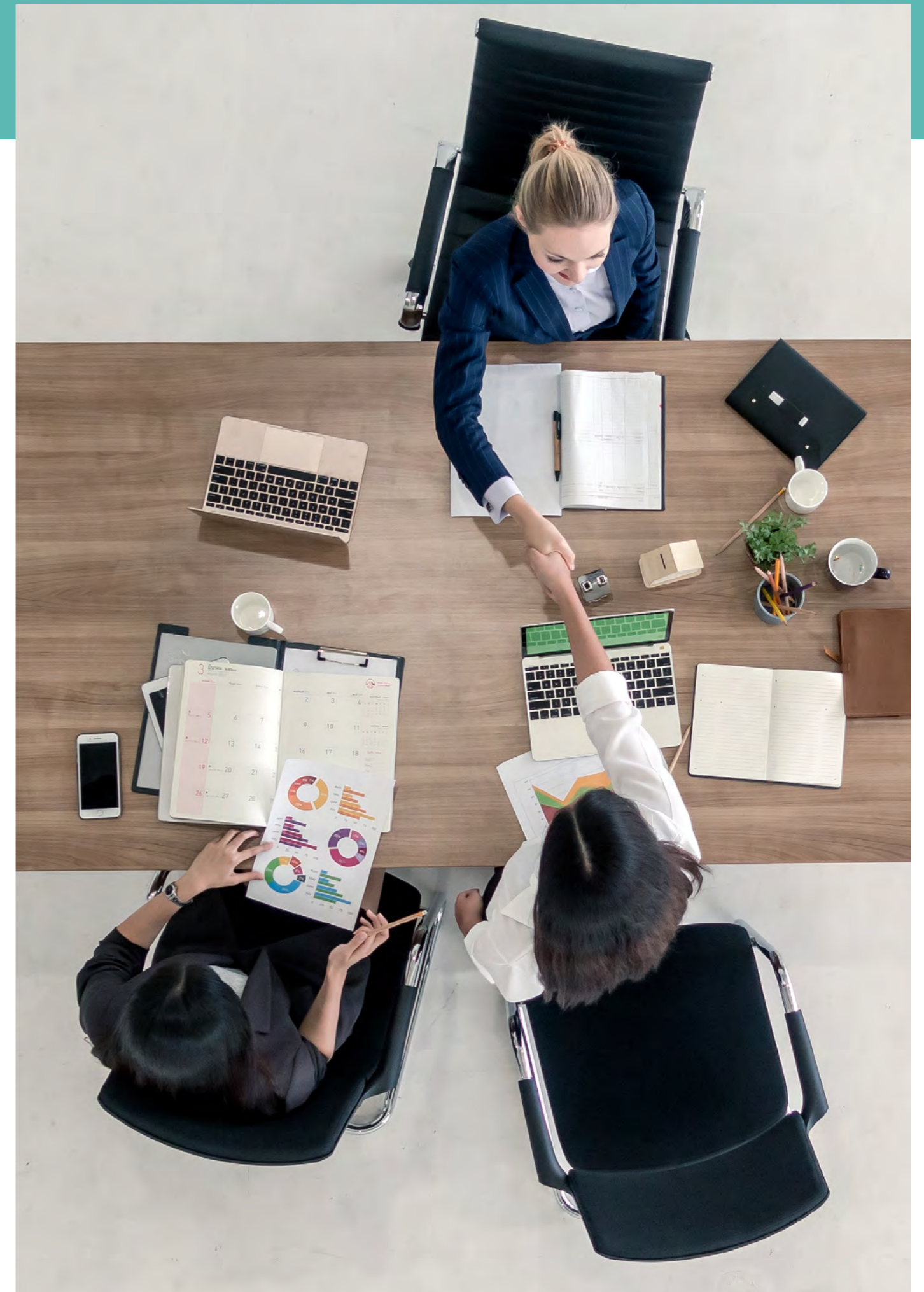
Moreover, it is essential to extend the benefits of the Apprenticeship Levy to level two education and training and people who are unable to engage with mainstream education. These individuals require alternative pathways to gain skills and qualifications that enable them to progress at the same rate as their peers. By utilising Levy funding to support bespoke training programmes for these learners, we can help bridge the gap and provide them with the tools they need to succeed.

Throughout these changes, it is crucial that the implementation of this policy involves robust consultation with businesses. Employers are in the best position to identify the skills that are most valuable in the marketplace. By involving businesses in the decision-making process, we can ensure that the courses funded by the Levy are directly aligned with the needs of the economy, thereby maximising the impact of apprenticeships.

To this end, we propose a flexible, inclusive approach to the Levy, which creates opportunities for all individuals to succeed, regardless of their background or educational experiences. This not only benefits the individuals but also strengthens our workforce, making it more resilient, diverse, and capable of meeting the challenges of the future.

The Adecco Group is therefore urging policymakers to:

- Adopt a more flexible approach to the Apprenticeship Levy, one that opens doors for people who might otherwise be excluded from acquiring essential skills and training.
- Lower the age that individuals can access the Levy therefore allowing it to be accessed by those in level two education and training.
- Work closely with businesses and labour market experts to understand employment patterns, job preferences, and how to maximise the potential of the workforce. This alignment is critical for future growth.
- Consider how Levy funding could be utilised to support those who are not in education, employment or training, in particular, neurodivergent and other disabled individuals who are unable to access traditional mainstream education in schools.



Plugging the Skills Gap in the Green Energy Transition

The transition to a sustainable and Net Zero economy presents a significant opportunity for new roles, knowledge and capabilities, crucial to the advancement of a strong, low-carbon economy. The Government's commitment to seizing the untapped economic potential of the green energy transition is promising, not least through its delivery of Great British Energy, a government-run company to drive forward investment in clean energy production that is anticipated to generate 650,000 new jobs. However, while demand within the Green jobs market displays encouraging dynamics, a scarcity of Net Zero skillsets poses a challenge, generating a mismatch between talent supply and demand that poses a risk to government and organisational environmental targets.

Seven out of eight workers lack Net Zero skills or experience, presenting a substantial roadblock on the path to a sustainable future and a pressing concern, particularly for small and medium-sized enterprises where the impact could be greater. **However, the Government's official climate advisers at the Committee on Climate Change have estimated that low-carbon sectors could generate between 135,000 and 725,000 net new Green job opportunities by the end of the decade.¹**

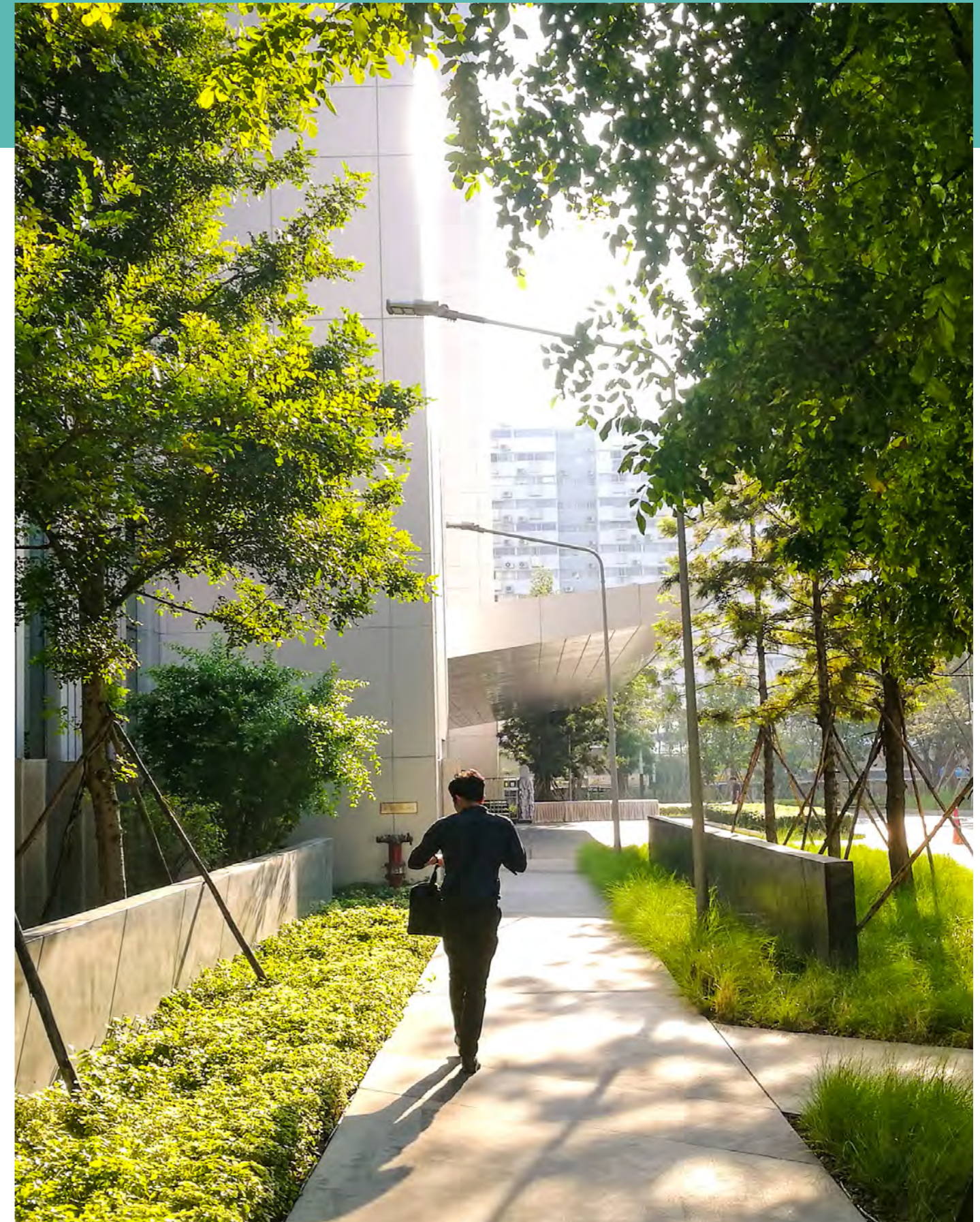
To address this, policymakers must develop an approach that prioritises diversity and inclusion. Achieving this will require enabling better access to education, apprenticeships, and robust upskilling and reskilling programmes.

To that end, Adecco's report, Greening the Workforce: Net Zero Skills for a Sustainable Future², recognises that the Green economy demands adaptability, pivoting and upskilling, but also that it presents opportunities for growth, innovation and job creation. Beyond this, the Adecco Group has established an internal Environment Committee with three dedicated ERGs focusing on reducing carbon emissions through (1) reducing travel; (2) reducing energy use in our offices, and (3) focusing on Green skills education to ensure our employees understand our Net Zero journey and how they can contribute to its success.

The Adecco Group is keen to see other organisations implement similar initiatives, helping to embed principles supportive of the Green transition and Net Zero from within. This, along with proactive support and guidance from government, will help to transform the labour market into one fit for the future.

The Adecco Group is therefore urging policymakers to:

- Prioritise expanding education and training initiatives focused on Green skills development. This includes supporting vocational training, apprenticeships, and higher education programmes related to renewable energy, sustainable agriculture, and Green technology.
- Foster collaboration with industry stakeholders and implement policies and initiatives for companies investing in environmentally friendly technologies and practices; in turn, this can drive the demand for a skilled Green workforce.
- Establish mechanisms for tracking the effectiveness of Green skills development initiatives and regularly assess the impact of these policies and programmes.



1. <https://www.theccc.org.uk/publication/a-net-zero-workforce/>
2. <https://www.adecco.co.uk/-/media/adecco-group/brands/adecco-global-2016/uk/media/green-skills/adecco-uk-green-skills-whitepaper-october-2023.pdf?rev=7431533339be4ca9844bfda0374884cd&hash=59AF3AFBED3BC4ABAF282E96997220EE>

Supporting the Armed Forces Covenant

The Adecco Group is proud to have signed the Armed Forces Covenant, reaffirming our commitment to supporting those who serve or have served in the Armed Forces, and their families. By signing this covenant, we pledge to uphold the values of fairness, respect, and equal opportunity for all veterans, reservists, and their partners.

We will seek to uphold the principles of the Armed Forces Covenant, by:

- Creating an Armed Forces Champion for The Adecco Group to demonstrate that we are an Armed Forces-friendly organisation, to our staff, customers, suppliers, contractors and wider public.
- **Supporting the employment of veterans, recognising military skills and qualifications in our recruitment and selection process; working with the Career Transition Partnership³ (CTP) to support the employment of Service leavers.** To support this, The Adecco Group will look to create a training module on transferrable skills.
- **Supporting the employment of Service spouses and partners; partnering with the Forces Families Jobs Forum⁴;** and providing flexibility in granting leave for Service spouses and partners before, during and after a partner's deployment. This would be reviewed on a case-by-case basis with The Adecco Group HR Leaders.
- Supporting our employees who are members of the Reserves; granting additional leave for annual Reserve Forces training; supporting mobilisations and deployment; actively encouraging members of staff to become Reservists. To further encourage this The Adecco Group will provide a buddy system for reservists and veterans joining the Group.
- Supporting our employees who are volunteers in military cadet organisations, granting additional leave to attend annual training camps and courses; actively encouraging members of staff to become volunteer leaders in cadet organisations; supporting local military cadet units; recognising the benefits of employing cadets/ex-cadets within the workforce.
- Supporting national events including Armed Forces Day, Reserves Day, the Poppy Appeal Day and Remembrance activities;
- Supporting staff who volunteer for Armed Forces Charities and acknowledging them through our Changemakers Circle

3. <https://www.ctp.org.uk/>

4. <https://www.forcesfamiliesjobs.co.uk/>

The Adecco Group is therefore urging policymakers to:

- Invest in career transition, coaching and support for veterans in their transition to civilian roles.
- Encourage businesses to sign the Armed Forces Covenant and commit to supporting veterans and their families in their transition to civilian roles - particularly those businesses with over 250 employees.
- Introduce incentives for employers who actively recruit and retain ex-military personnel and their partners. This could include tax breaks, grants, or recognition programmes.
- Foster collaboration between the Government, the military, and the private sector to develop best practice and share success stories, creating a community of support for ex-military personnel and their families.
- Encourage businesses to provide greater support for veterans transitioning to the civilian workforce by helping veterans to recognise their transferable skills and offering on-the-job training to fully utilise these skills. This includes matching military qualifications with their civilian equivalents, supporting veterans in developing the confidence to pursue employment opportunities, providing employer mentoring programmes, and educating employers on the benefits of hiring veterans.
- Commit to continuing the OP PROSPER programme, a wraparound employment service supporting veterans into work after they leave the Armed Forces. This service will be critical to enabling veterans to hone the skills that they developed in the military in key economic sectors, including cyber and digital, manufacturing, energy and financial and professional services.



Strengthening Equity, Diversity and Inclusion and Equality in the Workplace

Advocating for Women's Health in the Workplace

Prioritising inclusion in the workplace is crucial to fostering a vibrant and dynamic environment that encourages diversity of thought and perspective.

At The Adecco Group, we believe that a robust and genuinely inclusive ED&I policy is absolutely imperative, not only from an ethical standpoint, but also a business perspective. We are immensely proud of our work internally to create a diverse and inclusive workplace, in particular our four employee resource groups who lead on race and ethnicity, disability and mental health, gender and LGBTQ+ issues.

This work is vital to attract top talent from diverse backgrounds to bring a variety of experiences and ideas, while creating workplaces that are comfortable to all workers. Our work around menstrual health and hormone-related conditions in particular has been critical to improving the experiences of women in the workplace, while our commitment to attracting neurodiverse talent and ensuring that colleagues can thrive personally and professionally through the implementation of extensive mental health support has improved employee satisfaction and engagement.

However, to create lasting change, we need to see more decisive action from government to ensure that workplaces are properly equipped to support the diverse needs of all their employees.

- Niki Turner-Harding, Senior Vice President & Country Head, Adecco Uk & Ireland



There are over 40 symptoms of perimenopause and menopause – both physical and psychological – all of which pose genuine difficulties for individuals going through this life stage at work. As a result of a lack of support for those experiencing menopause and perimenopause, 14 million working days are lost in the UK per year⁵, and one in five menopausal women have reported considering leaving their jobs because of the menopause⁶, all of which could have negative implications for the gender pay gap.

However, it isn't just at that specific stage in life that women's health creates inequity in the workplace. Menstrual health and hormone-related conditions such as endometriosis, polycystic ovaries and Premenstrual Dysphoric Disorder (PMDD) have a significant impact, and it is estimated that an equivalent of nine days of productivity is lost per women per annum due to menstrual problems alone⁷. Additionally, the impact of difficult menstrual cycles can cause added stress in the workplace which can prevent employees from reaching their full potential⁸. Without ambitious and holistic protections in place to support women in the workplace, hormonal health will continue to create barriers to productivity, progression and women reaching their potential in employment.

The Adecco Group has been pleased to lead the charge on workplace menopause policies. Having implemented our own policy, The Adecco Group has worked with our Head of Talent (UK and Ireland) and the Government's Menopause Employment Champion, Helen Tomlinson, to share these learnings with other organisations. This has helped us to create tangible change in the experiences of menopausal individuals in the workplace and has supported our ambition to ensure that no employee feels isolated or disadvantaged because of hormonal health issues. One simple change The Adecco Group has made that other organisations will be able to replicate with ease is to provide a selection of free and appropriate period products in the bathrooms of all our communal offices.

The Adecco Group is therefore urging policymakers to:

- Introduce a legal requirement for large employers (over 250 employees) to have a workplace Women's Health Policy in place to deliver protections for individuals experiencing menstruation, Menopause and Perimenopause, and hormonal health issues and to minimise the impact of hormonal health challenges on their own businesses.
- Produce an annual report on the impacts of women's menstrual and hormonal health on the economy in terms of lost working days and lost talent.
- Establish a National Menopause Helpline for any individual struggling to identify or manage symptoms of the menopause, and support to understand the subsequent impacts on their mental or physical health and ability to engage with the workforce.
- Publish a Women's Health Strategy focused on attracting and retaining all generations of women in the workplace and the labour market.

5. <https://www.gov.uk/government/publications/shattering-the-silence-about-menopause-12-month-progress-report/shattering-the-silence-about-menopause-12-month-progress-report#:~:text=One%20estimate%20suggests%20that%20menopause,of%20productivity%20%5Bfootnote%207%5D>.

6. <https://cdn.mentalhealthatwork.org.uk/wp-content/uploads/2024/01/25163543/menopause-and-employment.pdf>

7. https://www.researchgate.net/publication/334089687_Productivity_loss_due_to_menstruation-related_symptoms_A_nationwide_cross-sectional_survey_among_32_748_women

8. [https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9761221/#:~:text=Impact%20of%20disturbances%20related%20to,%2C%20and%20mood%20\(86.9%25\)](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9761221/#:~:text=Impact%20of%20disturbances%20related%20to,%2C%20and%20mood%20(86.9%25)).

Attracting and Retaining Neurodiverse Talent

Approximately 15% - 20% of the UK population are neurodivergent, with conditions including, but not limited to, autism, dyslexia, dysgraphia, and ADHD⁹. This figure has increased dramatically since the pandemic and, since 2019, there has been a five-fold increase in people waiting for an autism test referral and a 51% increase in demand for ADHD medication.¹⁰ Despite this, 64% of employers report having 'little' or 'no' understanding of neurodiverse conditions meaning there is a lack of support for neurodivergent people to enter and engage successfully in the workforce.¹¹ Currently only 29% of autistic people are in full or part-time work¹² and 80% have mental health issues.

By way of example, autistic people are more likely to lack the necessary income to meet their basic needs compared with non-autistic people and, more than any other disability group, are less likely to own their own home and more likely to live with their parents. However, as set out in the Buckland Report, employment is essential for autistic people's mental wellbeing and improving their overall quality of life. It is a vital way to support the independence of autistic people, disrupting patterns of unemployment and poor outcomes. It is also crucial to the UK economy, with the autism employment gap currently costing an estimated £14.5 billion each year, hampering opportunities for innovation and growth¹³.

There is a key role for schools and further education establishments to play within this approach to inclusivity, as more than a quarter of autistic children in England persistently miss 10% or more of the school term. This persistent absenteeism leads to missed key educational milestones, damaging their future prospects and contributing to employment gaps¹⁴.

The ability to 'think differently' is immensely valuable to both businesses and society and is a driver behind collaboration and innovation in many workplaces. To maximise the value of the contributions of neurodiverse employees, employers must do more to support neurodivergent employees through recruitment processes and, once they are in the workplace, to bolster their retention.

Within this, it is essential to recognise that neurodiversity is not a binary experience, and all employees should be supported with workplace adjustments where necessary. **Indeed, the measures recommended to support neurodiverse talent in the workplace often centre around flexible working arrangements or, as the Buckland Report terms it, "a universal 'inclusion by design' approach".**¹⁵



Having these policies in place and making them applicable to all colleagues ensures that individuals do not feel pressured to declare their neurodivergence and supports those who have dependents with neurodiverse needs - that may mean they need to work unconventional hours - to remain in the workforce. Additionally, introducing more flexible working arrangements is welcomed from an equity, diversity and inclusion perspective overall as they support a breadth of employees, including the neurotypical who may have alternative needs that require them to work non-traditional hours, such as those experiencing hormonal health issues or with care responsibilities.

To help nurture a neurodiversity-positive workplace culture, The Adecco Group is proud to have established an Employee Resource Group (ERG) on neurodiversity. This provides a forum for employees to come together, discuss their experiences with neurodiversity - whether directly or indirectly - provide peer-to-peer support, and promote conversations around how to more can be done in the workplace to support these needs.

The Adecco Group is therefore urging policymakers, businesses and educational establishments to:

- Make reasonable adjustments so that the recruitment process is more inclusive to help neurodivergent candidates navigate employment processes.
- Introduce a legal requirement for large employers (over 250 employees) and all education establishments to have compulsory training programmes for managers and teachers to help increase education and awareness on neurodiversity and to help understand how they can support employees and young people with neurodiverse needs.
- Promote flexible working arrangements to reduce stigma around working non-traditional hours to support the retention of neurodiverse talent and those with additional needs.
- Promote the establishment of ERGs to support neurodivergent employees and employees with experiences of neurodiversity.
- Consider school to employment transition support to help neurodivergent talent navigate approaching the world of work or further education.

9. <https://www.ipse.co.uk/member-benefits/ipse-advice/mental-wellbeing-advice/neurodiversity-and-self-employment.html#:~:text=Around%2015%2D20%25%20of%20the,employed%20workers%20in%20the%20UK>.

10. <https://www.bbc.co.uk/news/health-68725973>

11. <https://www.isms.online/information-security/neurodiversity-celebration-week-why-it-matters-in-the-workplace/#:~:text=The%20Office%20of%20National%20Statistics,and%20welcomed%20into%20the%20workforce>.

12. <https://www.ambitiousaboutautism.org.uk/what-we-do/employment>

13. <https://assets.publishing.service.gov.uk/media/65ddc8b0b8da630011c86288/the-buckland-review-on-autism-employment.pdf>

14. <https://amp.theguardian.com/society/2024/mar/05/autistic-pupils-in-england-denied-right-to-education-as-absenteeism-surges-says-charity>

15. <https://www.gov.uk/government/publications/the-buckland-review-of-autism-employment-report-and-recommendations/the-buckland-review-of-autism-employment-report-and-recommendations#initiatives-to-raise-awareness-capitalise-on-productivity-and-reduce-stigma>

Championing Mental Health in the Workplace

The financial uncertainty felt by many households as a result of the ongoing cost-of-living crisis and long-term impacts of the coronavirus pandemic has exacerbated the UK's mental health crisis. **One in four people are now expected to experience a mental health problem of some kind each year¹⁶ and the national suicide rate has not fallen since 2018¹⁷. Sadly, there are still over 5,000 suicides each year, and the [rate](#) at which males commit suicide remains 3 times higher than the population average¹⁸.**

Beyond the tragic human element of this crisis, there are also significant economic costs associated with poor mental health and suicide. **According to the Samaritans, the cost of suicide to the UK economy was at least £9.58 billion in 2022, with losses in employment productivity accounting for one-third of these costs¹⁹.** There is also an ever-growing evidence base of studies that suggest a greater focus on actions to prevent the onset of mental health conditions and recognise the importance of good public health would reduce their significant economic costs.

Fostering a mentally healthy work environment is crucial to changing the narrative around mental health in the UK²⁰. By having open and honest conversations about mental health at work, companies will be able to improve employee wellbeing, as well as productivity and overall business success. That's why The Adecco Group has implemented several initiatives and programmes to support colleagues, including:

- Partnering with Able Futures, offering colleagues nine months of confidential, no-cost support from mental health professionals. This support, alongside Adecco's team of Mental Health First Aiders, is designed to spot the symptoms of mental ill health and signpost the right support.
- Creating an Employee Assistance Programme (EAP) that provides 24/7 guidance and resources to help colleagues overcome mental health hurdles and includes free lifestyle tools, such as mini health checks.
- Tracking the effectiveness of EDI and wellbeing initiatives by sharing out the Your Voice Matters surveys and analysing employee feedback to continually improve our support services.

On male mental health specifically, The Adecco Group is committed to delivering proactive and creative support to help reach those struggling to express themselves through traditional routes. The Adecco Group's Male Mental Health & You programme is a unique type of mental health support programme as it encompasses the practical strategies that are needed to help rebalance oneself.



The Adecco Group provides resources to colleagues, aligned to three core pillars: education, community, and immediate and additional support. This entails:

- **Education:** Introducing guided learning programmes to help educate employees on aspects of mental health, through 90-minute workshops on men's mental health and hosting specialised mental health seminars.
- **Community:** Enhancing the opportunities for mental health support within the workplace by creating communities where employees can come together, for example, through weekly Monday Morning Men's Club sessions.
- **Support:** Establishing a blend of immediate and additional support for employees, including through supplying colleagues with a Mental Health Toolkit, having trained mental health first aiders across an organisation, and founding an Employee Assistance Programme.

These initiatives have been effective in creating safe spaces for colleagues with a range of experiences with mental health crises to come together and explore ways to enhance, develop and build upon our existing support services. We have seen the benefits of this approach and encourage other employers to embed similar policies within their organisations to help secure a healthy workforce.

The Adecco Group is therefore urging policymakers to:

- Encourage large employers (over 250 employees) to establish a mental health support network for their staff, centred around the pillars of education, community and support.
- Provide training for mental health first aiders within the Government to lead by example and demonstrate to organisations the value of mental health support in the workplace.
- Enhance access to education about mental health, what it is and who might experience a mental health crisis, to help reduce misinformation and stigma about it.

16. <https://www.mind.org.uk/information-support/types-of-mental-health-problems/mental-health-facts-and-statistics/>

17. <https://www.gov.uk/government/publications/suicide-prevention-strategy-for-england-2023-to-2028/suicide-prevention-in-england-5-year-cross-sector-strategy>

18. <https://www.gov.uk/government/publications/suicide-prevention-strategy-for-england-2023-to-2028/suicide-prevention-in-england-5-year-cross-sector-strategy>

19. https://media.samaritans.org/documents/The_economic_cost_of_suicide_in_the_UK_-_web.pdf

20. <https://freecoursesinengland.co.uk/mental-health-at-work-creating-a-culture-of-care/#:~:text=Creating%20a%20culture%20that%20promotes,on%20their%20employees'%20mental%20health.>

Considerations: Developing a Labour Market Fit for the Future

Skills, and therefore the needs of employers, both on a national and global level, are changing.

The future skills and labour markets should focus on opportunities to retrain and upskill, fuelled by advancements in technology, the transition to Net Zero and Green economies, and rapidly ageing workforces, all of which will rely on greater diversity within the workforce. It is therefore essential that organisations have appropriate measures in place to safeguard the interests of their employees and provide alternative support where required.

Against a backdrop of global economic instability, the forecast trends set to impact the global workforce raise concerns about job security and the potential for vast swathes of roles to be displaced. Indeed, the pace at which these changes are occurring will require businesses, employers and recruiters to act proactively and demonstrate flexibility to ensure they mitigate risk within their own workforce.

Equally, it is essential that employers consider the potential of short-term and temporary work during these periods of transformation. This will help to create certainty of workforce supply and embed flexibility within the labour market, whilst providing high-quality, meaningful opportunities to those that depend on short-term and temporary work.

The depth and breadth of talent in the UK economy cannot and should not be overlooked. It is essential that an organisation's most vulnerable are protected during upcoming periods of modernisation within the skills and employment landscapes, and that commitments to EDI are not sacrificed at the expense of innovation and revenue generation.

The Adecco Group acknowledges that we do not have all the answers at this stage, and we are keen to work with policymakers and other organisations to facilitate conversations around the future of the workforce; the role that temporary and short-term workers can play within this; and the ways in which flexibility and EDI can be used as a force for good within the labour market and wider society.





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