What’s Working?
Navigating the AI Revolution and the Shifting Future of Work
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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

- Respondents with supervisory responsibilities account for two-thirds of the sample
- Two-fifths of respondents are agency workers
- Respondents are mostly white-collar workers (87% vs. 13% blue-collar workers*)
- 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 16% 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.

36% 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 PERVERSIVE

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.

- 62% of workers believe the impact of AI on their job will be positive
- 60% expect AI to save them time
- 59% expect AI to reduce repetitive tasks and allow them to focus on strategic work
- 24% of workers expect AI to have a negative impact on their job
- 51% 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

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

- Life sciences: 75%
- FMCG: 73%
- Aerospace: 72%
- E-commerce: 71%
- Mobility: 69%
- Accounting: 68%
- Insurance: 67%
- Supply chain: 67%
- Technology: 67%
- Clean technology: 66%
- Financial services: 65%
- Banking: 64%
- Professional services: 64%
- Logistics: 63%
- Global average: 62%
- Utilities: 60%
- Consulting: 59%
- Energy: 59%
- Retail and consumer goods: 59%
- Automotive: 58%
- Legal: 56%
- Manufacturing: 56%
- Defence: 56%
- Medical/healthcare: 51%
- Transportation: 48%

Significantly higher/lower than global average
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
- 30% ‘It will give me more opportunities to learn skills/progress in my job’
- 29% ‘It will make my job easier’
- 19% ‘It will create more jobs in my industry’

Anticipated negative impacts of AI on jobs
- 12% ‘It will make my skills less relevant to the job market’
- 11% ‘It will force me to consider a change of profession’
- 8% ‘It will make me lose my job’
- 7% ‘GenAI will make me lose my job’

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.

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

Q22: 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.

70% of workers currently use GenAI at work

11% of workers don’t know how to use GenAI or what it is
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’
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?” “Hourly”/“Daily”/“Weekly”/“Occasionally”

- Australia: 86%
- China: 84%
- Switzerland: 84%
- Brazil: 76%
- Mexico: 76%
- Germany: 74%
- USA: 74%
- Spain: 73%
- Denmark: 72%
- Norway: 70%
- Turkey: 69%
- Italy: 68%
- France: 66%
- Netherlands: 66%
- Sweden: 64%
- Slovenia: 62%
- UK: 59%
- Belgium: 58%
- Romania: 57%
- Poland: 56%
- Japan: 54%
- Greece: 54%
- Finland: 51%

Significantly higher/lower than global average
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

Q10: How regularly do you use Generative AI (tools such as ChatGPT, Bard, etc.) at work? *I currently use Generative AI...


‘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
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?’ 1: currently use Generative AI... ‘Hourly’/‘Daily’/‘Weekly’/‘Occasionally’

Significantly higher/lower than global average
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?”

- I don’t trust it: 35%
- It’s not relevant to my job/role: 27%
- It’s not relevant to what I do: 26%
- I don’t know what it is/I don’t know how to use it: 14%
- It will mean I speak to/interact less with other people at work: 12%
- Because it will make my job/role obsolete: 12%
- There is no guidance on how to use it properly: 8%
- I don’t have time to use it: 7%
- The data that it’s based on is biased: 7%
- I can’t access the technology: 7%
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.

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
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

51% of workers are concerned that AI use could be unethical and/or discriminatory

57% of workers want their employer to train them on AI...

16% But less than half of workers currently receive guidance on how to use AI at work
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
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’

- Technology: 67%
- Financial services: 66%
- Banking: 66%
- Accounting: 62%
- Consulting: 61%
- Manufacturing: 61%
- Consumer goods: 61%
- Retail: 61%
- Global average: 61%
- Legal: 60%
- Mobility: 60%
- Clean technology: 60%
- Utilities: 60%
- E-commerce: 59%
- FMCG: 59%
- Insurance: 59%
- Logistics: 59%
- Medical/Healthcare: 59%
- Supply chain: 59%
- Life sciences: 59%
- Transportation: 58%
- Automotive: 58%
- Aerospace: 55%
- Energy: 55%
- Defence: 53%
- 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

- **2023**
  - 73% staying
  - 22% leaving

- **2022**
  - 61% staying
  - 33% leaving

Breakdown of staying or leaving intentions

<table>
<thead>
<tr>
<th>Intention</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>I will stay in my current job</td>
<td>35%</td>
<td>34%</td>
</tr>
<tr>
<td>I want to progress with my current company/employer</td>
<td>21%</td>
<td>17%</td>
</tr>
<tr>
<td>I want to be upskilled/reskilled for a new job in my company</td>
<td>16%</td>
<td>10%</td>
</tr>
<tr>
<td>I want to take a different job in another company</td>
<td>9%</td>
<td>15%</td>
</tr>
<tr>
<td>I want to become a permanent employee at the company I currently work for*</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>I want to become self-employed</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>I want to take a career break</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>I want to retire</td>
<td>1%</td>
<td>6%</td>
</tr>
</tbody>
</table>

*not asked in 2022

In 2023, workers are more likely to seek progression opportunities within their organisation.

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

- I want a better salary: 31%
- I want to run my own business: 25%
- My profession/career is not progressing in my current workplace: 21%
- My work is not fulfilling/meaningful: 20%
- I am worried about burnout or working too much/my workload is too high: 20%

### Top reasons to stay

- My current job/role gives me stability: 21%
- I am happy with my work-life balance: 20%
- I enjoy working with my colleagues: 19%
- I am happy with the working conditions in my current job: 17%
- I am happy with my job as it uses my skills: 17%

### 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?

**Q6** 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

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

Significantly higher/lower than global average

[Bar chart showing satisfaction rates for wages in various countries]
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.

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Q17 (2022)/Q7 (2023) 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’

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

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

Industry view

‘My skills are transferable to other industries’

67% 64% 62% 59% 58% 58% 57% 56% 55% 55% 53% 53% 53% 53% 53% 53% 52% 50% 50% 49% 47% 43%

Technology Professional services Financial services Retail and consumer goods E-commerce Manufacturing FMCG Supply chain Accounting Global average Legal Logistics Banking Consulting Life sciences Medical/healthcare Mobility Transportation Utilities Clean technology Aerospace Insurance Automotive Energy Defence

Q78 “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)

Managers are more burned out than any other level

68% of managers have experienced burnout from taking on more responsibility after layoffs

Three reasons for burnout:

1. Working too hard (44%)
2. Lack of leadership support (43%)
3. Taking on more responsibility after layoffs (42%)
Regardless of borders, burnout levels are high

Country view

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

78% 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.

55% of workers have taken all their allocated holiday.

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

**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.

How to be a future-ready organisation
Address the fundamentals

- 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

Invest in development

- 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

Embed in the culture

- 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 skill 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

- 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

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### Mobility

- 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

### Wellbeing

- 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

- 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
## Demographics and definitions

<table>
<thead>
<tr>
<th>Age</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>2,509</td>
</tr>
<tr>
<td>25-34</td>
<td>9,285</td>
</tr>
<tr>
<td>35-49</td>
<td>9,058</td>
</tr>
<tr>
<td>50-60</td>
<td>9,138</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>10</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Company size (headcount)</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small (&lt;100)</td>
<td>9,098</td>
</tr>
<tr>
<td>Medium (101-500)</td>
<td>9,096</td>
</tr>
<tr>
<td>Large (501-5000)</td>
<td>8,623</td>
</tr>
<tr>
<td>Extra-large (&gt;5001)</td>
<td>3,217</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Man</td>
<td>14,996</td>
</tr>
<tr>
<td>Woman</td>
<td>14,296</td>
</tr>
<tr>
<td>Other/prefer not to say</td>
<td>708</td>
</tr>
</tbody>
</table>
# Demographics and definitions

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

<table>
<thead>
<tr>
<th>Industry</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>2,172</td>
</tr>
<tr>
<td>Aerospace</td>
<td>1,444</td>
</tr>
<tr>
<td>Automotive</td>
<td>1,024</td>
</tr>
<tr>
<td>Banking</td>
<td>1,646</td>
</tr>
<tr>
<td>Consulting</td>
<td>926</td>
</tr>
<tr>
<td>Defence</td>
<td>377</td>
</tr>
<tr>
<td>E-commerce</td>
<td>1,001</td>
</tr>
<tr>
<td>Energy</td>
<td>496</td>
</tr>
<tr>
<td>Fast moving consumer goods</td>
<td>488</td>
</tr>
<tr>
<td>Financial services</td>
<td>906</td>
</tr>
<tr>
<td>Insurance</td>
<td>1,003</td>
</tr>
<tr>
<td>Legal</td>
<td>579</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life sciences/pharmaceuticals</td>
<td>615</td>
</tr>
<tr>
<td>Logistics</td>
<td>1,121</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2,479</td>
</tr>
<tr>
<td>Medical/healthcare</td>
<td>3,499</td>
</tr>
<tr>
<td>Mobility</td>
<td>161</td>
</tr>
<tr>
<td>Professional services</td>
<td>2,078</td>
</tr>
<tr>
<td>Retail and consumer goods</td>
<td>2,680</td>
</tr>
<tr>
<td>Supply chain</td>
<td>512</td>
</tr>
<tr>
<td>Technology</td>
<td>2,421</td>
</tr>
<tr>
<td>Clean technology</td>
<td>379</td>
</tr>
<tr>
<td>Utilities</td>
<td>1,146</td>
</tr>
<tr>
<td>Transportation</td>
<td>847</td>
</tr>
</tbody>
</table>
## Demographics and definitions

<table>
<thead>
<tr>
<th>Level of seniority</th>
<th>Definition</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>‘Senior executive level (CEO, President, etc.)’</td>
<td>1,948</td>
</tr>
<tr>
<td></td>
<td>‘Executive level (General Manager, Executive Vice President, Executive Director, etc.)’</td>
<td>2,156</td>
</tr>
<tr>
<td><strong>Executive (total)</strong></td>
<td></td>
<td><strong>4,104</strong></td>
</tr>
<tr>
<td>Manager</td>
<td>‘Upper-level management (Senior Vice President, Vice President, Senior Director, etc.)’</td>
<td>2,762</td>
</tr>
<tr>
<td></td>
<td>‘Mid-level management (Director, Senior Manager, etc.)’</td>
<td>7,520</td>
</tr>
<tr>
<td></td>
<td>‘Lower-level management (Supervisor, Associate Manager, etc.)’</td>
<td>5,739</td>
</tr>
<tr>
<td><strong>Manager (total)</strong></td>
<td></td>
<td><strong>16,021</strong></td>
</tr>
<tr>
<td>Non-manager (total)</td>
<td>‘Experienced (Non-manager)’</td>
<td>7,561</td>
</tr>
<tr>
<td><strong>Entry level (total)</strong></td>
<td>‘Entry level’</td>
<td><strong>1,756</strong></td>
</tr>
<tr>
<td>Other/prefer not to say</td>
<td>‘Other’ OR ‘Don’t know/prefer not to say’</td>
<td>558</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Income level</th>
<th>Definition</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>‘What is your total personal income from all sources, before taxes?’</td>
<td>15,418</td>
</tr>
<tr>
<td>Middle</td>
<td>Low-, middle- and high-income bands were calculated on a country-by-country basis and based on macroeconomic secondary data</td>
<td>11,110</td>
</tr>
<tr>
<td>Low</td>
<td>‘prefer not to answer’</td>
<td>3,117</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td></td>
<td>355</td>
</tr>
</tbody>
</table>
## Demographics and definitions

<table>
<thead>
<tr>
<th>Tech worker</th>
<th>Definition</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech worker</td>
<td>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</td>
<td>5,998</td>
</tr>
<tr>
<td>Non-tech worker</td>
<td></td>
<td>24,002</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agency worker</th>
<th>Definition</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency worker (total)</td>
<td>‘I found my current job through an agency/staffing agency’</td>
<td>12,294</td>
</tr>
<tr>
<td>Non-agency worker</td>
<td>‘I have found a job in the past through an agency/staffing agency (but not my current one)’ ‘I have never found a job through an agency/staffing agency, but would consider doing so’ ‘I have never found a job through an agency/staffing agency, and would not consider doing so’</td>
<td>8,895</td>
</tr>
<tr>
<td>Non-agency worker (total)</td>
<td></td>
<td>2,732</td>
</tr>
</tbody>
</table>
| Blue-collar vs White-collar        | Definition  
Which of the following best describes your current role?                                                                                                                                                                                                                                                                              | Sample |
| Blue-collar (total)                | ‘Manual labour or skilled trades (e.g., construction, manufacturing, plumbing)’                                                                                                                                                                                                                                                           | 3,941  |
| White-collar                       | ‘Professional, office-based role’  
‘Administrative or office-based (e.g., clerical, administrative assistant)’                                                                                                                                                                                                     | 16,780 |
| White-collar (total)               |                                                                                                                                                                                                                                                                                                                                                                                                         | 9,279  |
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