

THE ADECCO GROUP

Adecco AKKODIS LHH

Working through change

Adapting to an AI-driven
world of work



Global
Workforce
of the **Future 2024**

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About the research

Now in its fifth year, the Global Workforce of the Future research investigates the changing world of work from the perspective of workers. This year, our research focuses on how to work through change and the impact on work of artificial intelligence (AI). This report provides guidance to organisations seeking to develop an adaptable and future-ready workforce.

The Adecco Group surveyed:

35,000 workers

across

27 countries

Fieldwork was conducted in July and August 2024 in local languages via an online, self-administered survey lasting 20 minutes on average.

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 demographic information, please see the [appendix](#).



Americas (9,555)

Argentina	1000
Brazil	1000
Canada	1025
Mexico	1000
USA	5530

EMEA (17,405)

Belgium	500
Denmark	385
Finland	505
France	2025
Germany	2025
Greece	500
Italy	2025
Netherlands	500
Norway	505

Poland	505
Portugal	1000
Romania	500
Slovenia	360
Spain	2025
Sweden	505
Switzerland	1005
Turkey	505
UK	2030

APAC (8,040)

Australia	2000
China	2000
India	2030
Japan	2010

Meet our respondents



Nationally representative across age and gender



Employed at the time of survey, across a wide range of sectors



Represent a wide range of job functions, across 29 categories



60% Respondents with supervisory responsibilities account for three-fifths of the sample



38% Two-fifths of respondents are agency workers



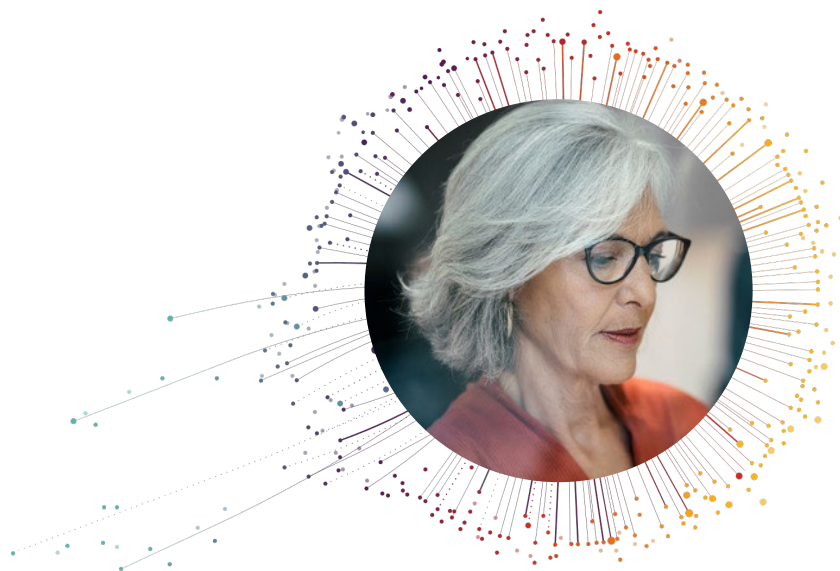
84% Respondents are mostly white-collar workers (84% vs. 13% blue-collar workers*)



20% One-fifth of respondents are Smart Industry workers^



87% Respondents are mostly employed full time (35+ hours a week vs. 13% employed part time, up to 35 hours a week)



Foreword from our CEO



Foreword from our CEO



As we move into an age shaped increasingly by Artificial Intelligence (AI), employees around the world are adapting to a new reality where change is measured in months rather than years. Adjusting, adapting and re-skilling are now in almost constant flux. Employers too face quickly evolving challenges that must be overcome to reap the real productivity gains promised by AI while at the same time guiding staff to reach their full potential in the workplace.

The Adecco Group's Global Workforce of the Future research, now in its fifth year, continues to offer insights into how AI is reshaping the labour market and guidance to organisations navigating an uncertain landscape. This year's report examines the productivity gains from AI and how workers from around the world must be supported by their employers to remain adaptable and future ready. The findings are little short of remarkable.

It is true that employees continue to prioritise job security, but they are also showing a drive for personal development, with many seeking to make the most of the opportunities that AI presents. We see workers around the world embracing the shift to work smarter and more creatively, leveraging AI technologies.

However, this progress is uneven, and more guidance from employers is required. Only a select group that we have identified as future-ready workers, are making the most of opportunities to develop their careers. These employees, adaptable and ambitious, are prepared to seek alternative opportunities if they don't experience growth where they are.

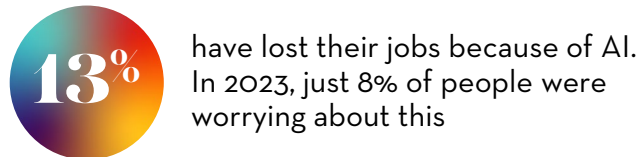
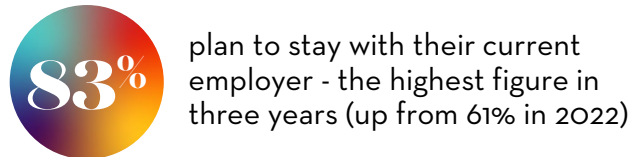
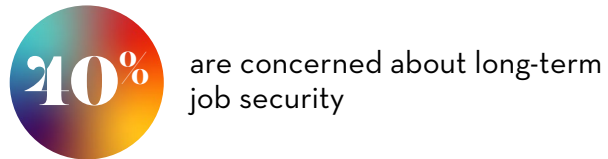
This is why I am convinced that employers must act to make their broader workforce future-ready by offering upskilling, career progression, and a workplace environment that embraces sustainability for all. The technologies among us – and those yet to come – call for urgent and adaptable action by businesses to make sure their workforces remain engaged, productive and excited by the opportunities that lay ahead.

Denis Machuel, Chief Executive Officer, the Adecco Group

Key findings

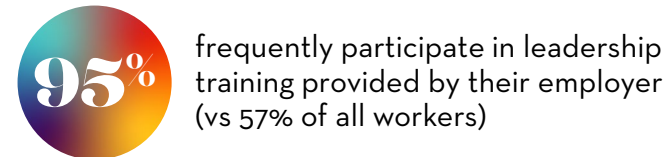
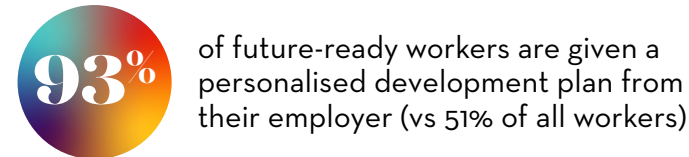
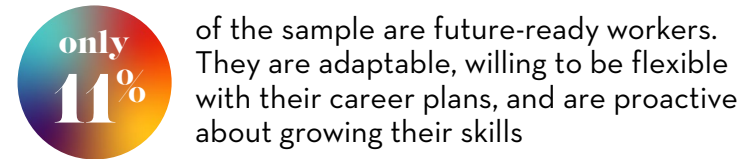
Employers have a responsibility to prepare their workers

Workers are worried about an uncertain future: economic climate and job security are front of mind. More are staying in their jobs, but AI's impact on stability has been underestimated over the last 12 months and employees are looking for guidance.



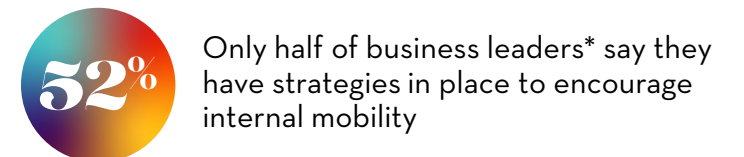
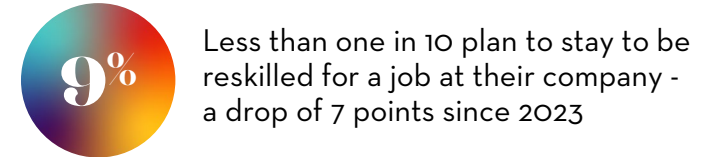
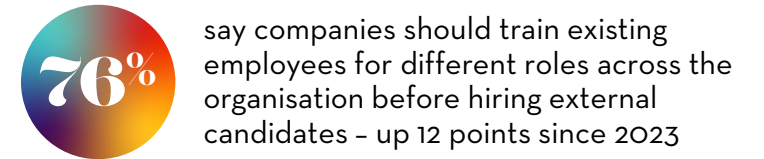
Employers must upskill a generation of future-ready talent

With support from their employers, a minority group of workers are outperforming the rest. Companies must commit to skills growth to increase this segment of their workforce and train future leaders.



Workers want internal mobility, but employers fail to see the value

Are workers losing faith in their employers' commitment to their development? More employees want to see internal mobility, but fewer are choosing to stay specifically to be upskilled.



Key findings

AI impact reveals high-value human potential

As AI has become more embedded, organisations have been able to measure its impact on the workforce – and they are uncovering productivity gains. Many workers now have more capacity for creative or strategic work, but they need better guidance to maximise their potential.

1 hour is the average daily time saved from using AI

28% of those saving time using AI are spending it on more creative work

only 25% have completed training on how to apply AI at work

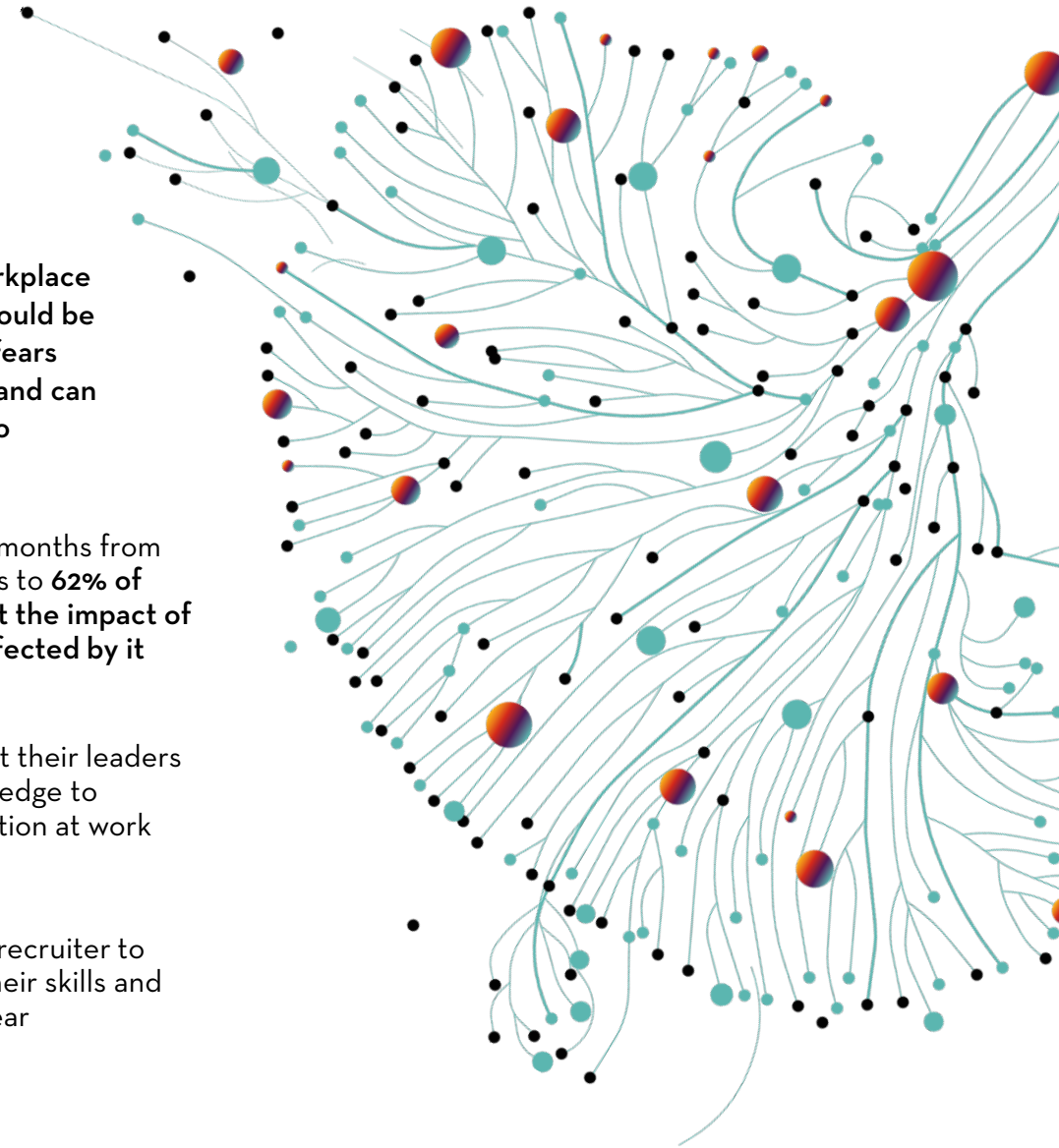
Build trust in AI to enable every employee to do their best work

There's so much change happening in the workplace that looking after employee mental health should be a priority for companies. They must address fears that AI will advantage certain worker groups and can do this by showing that they are committed to inclusion and sustainable working practices.

40% have felt burnout in the past 12 months from working too hard, and this jumps to **62%** of those who are concerned about the impact of AI and have been negatively affected by it

46% Less than half are confident that their leaders have enough AI skills and knowledge to understand the risks of AI adoption at work

76% value the human expertise of a recruiter to see potential in them beyond their skills and experience, up from 64% last year





SECTION ONE

**Employers have a
responsibility to
prepare their workers**

Summary



Workers are worried about an uncertain future. The economy and job security are major concerns, especially because the impact of workplace AI is emerging.

The number of employees staying with their current company has increased for the third year in a row. Many are trying to understand what the future holds, and nearly half expect their employer to educate them more on the changing world of work.

Despite the cautious landscape, workers are proactive about career progression. They want to remain employable, and they see AI as an opportunity to develop in new directions.

"I believe that the combination of humans and AI will create more wonders in this world. Those who embrace AI will adapt and it will improve our workflow and innovative ideas."

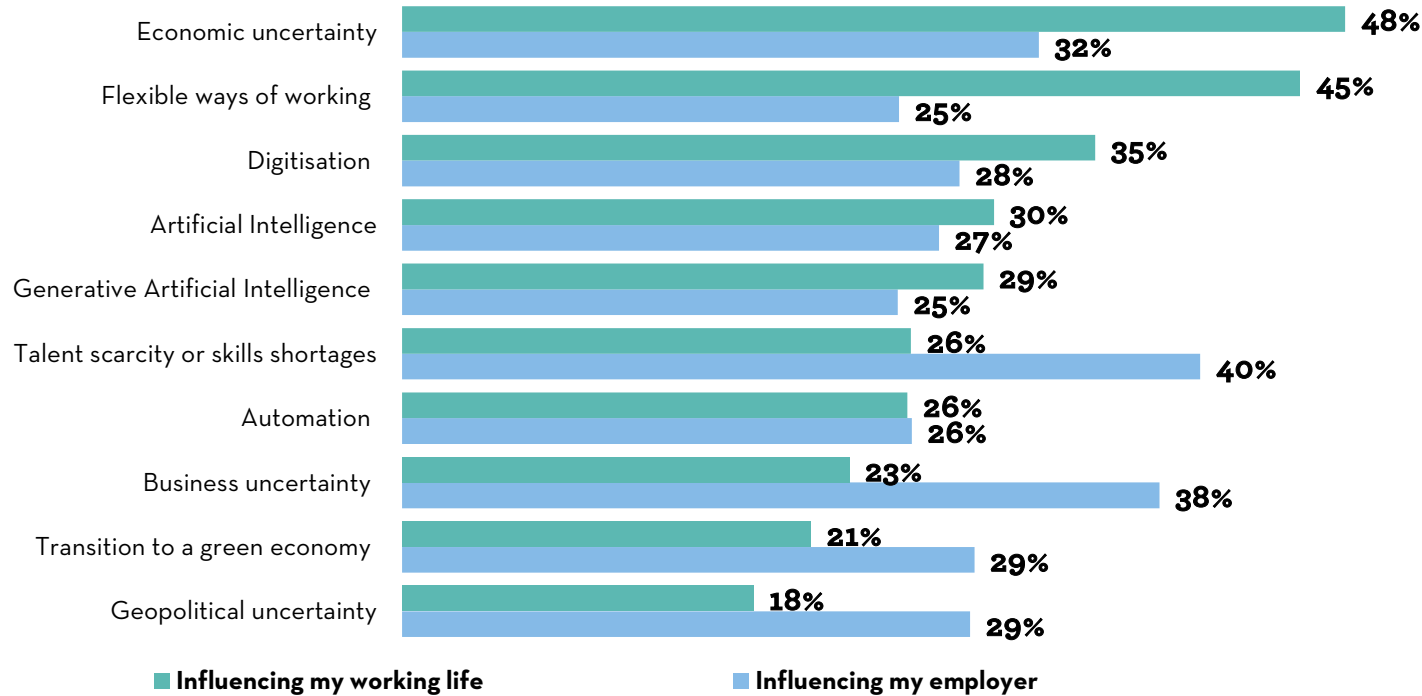
Audio engineer, USA, Entertainment



Economic uncertainty and job security fears are shaping the workplace

Financial worries are having a big impact on workers: nearly half say economic uncertainty is front of mind, and job stability is one of their biggest concerns. Flexibility is the second biggest influence, but employees believe that for their company this is a lower priority than talent shortages and business uncertainty. Workers are clearly seeing a gap here between themselves and their leaders, which employers have a responsibility to address.

Uncertain landscape: employees say the economy is having a major influence on their work outlook



‘Which of the following megatrends have the most influence on your working life/on your employer?’



Employees are grasping the reality of workplace AI

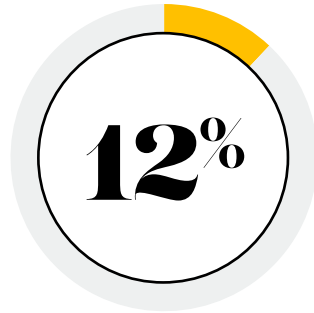
Workers appear to have underestimated the real-world impact of AI. Twenty-three percent of people say that AI has made their skills less relevant – about double the proportion who expected this in 2023. And last year, only 8% of people feared that AI would make them lose their job; this year, 13% say it has. To avoid workers becoming fearful of AI, employers must be clear about its opportunities and transparent about the impact – both good and bad – that it could have on jobs.

**2023
sentiment**

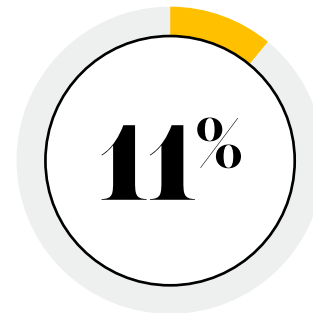


**2024
reality**

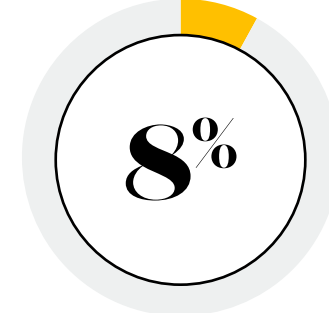
“AI will make my skills less relevant to the job market”



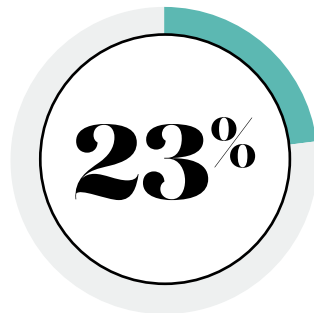
“AI will force me to consider a change of profession”



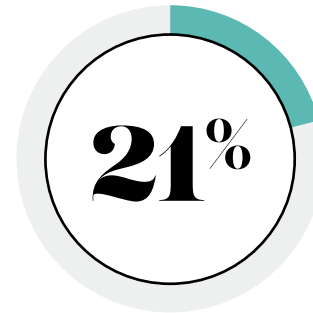
“AI will make me lose my job”



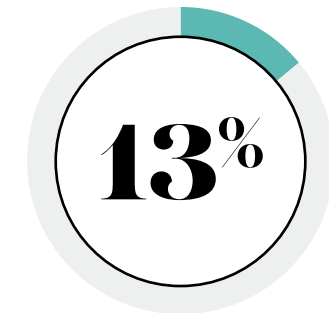
“AI has made my skills less relevant”



“AI has forced me to consider a change of profession”



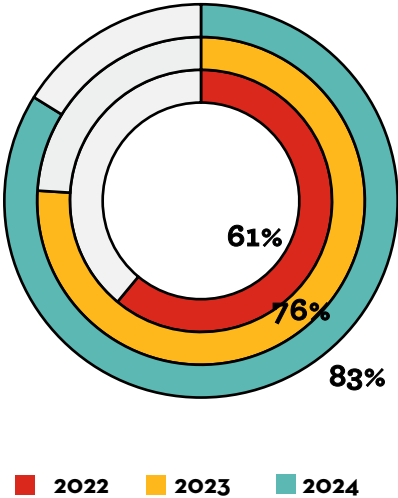
“AI has made me lose my job”



Employees are staying put until they get clarity about the future of work

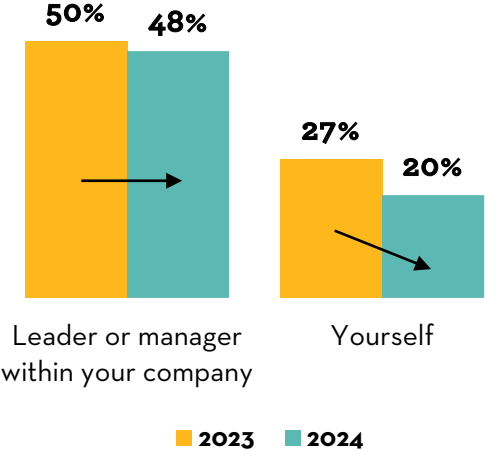
The number of employees staying with their company has increased year on year since 2022 - perhaps a reflection of the uncertain work environment. Workers also want more direction from their employers on how their jobs might evolve: only one in five see it as their responsibility to educate themselves on the changing nature of work (a drop of seven points since last year), but nearly half say that this is their leader's or manager's job. Employers will have to give their workforce guidance on the changing nature of work and its opportunities.

Higher numbers plan to stay with their employer for the next 12 months...



NET percentage of workers who plan to stay with their current company

... and many feel less equipped than last year to educate themselves about the future of work

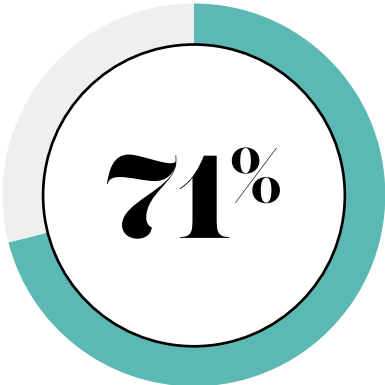


Who is most responsible for educating you about the changing nature of work?

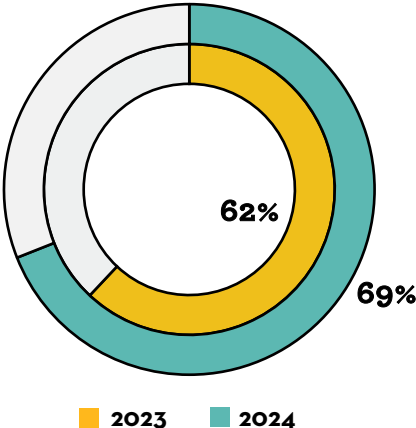
Workers want to remain employable, and they see AI as part of their future

Employees are worried about losing their jobs and are prepared to flex to satisfy the needs of their employer: 71% are willing to adjust to changing environments and 69% say they will be increasingly committed to skills development. They also see prospects in AI: more than half believe the technology could take their careers in a new direction while 46% are already seeing progression benefits in their current roles. In response, employers must build on this momentum and prepare workers with upskilling and development opportunities, alongside investing in internal mobility to effectively redistribute talent. Maintaining this people-centric approach will drive employee engagement and loyalty.

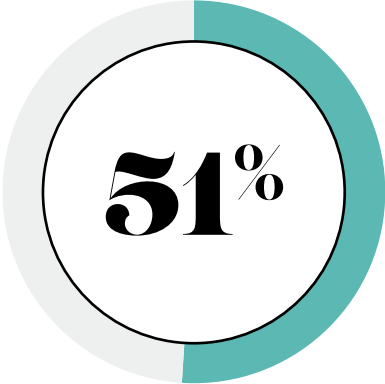
“I am willing to be flexible and adaptable to adjust to changing environments”



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



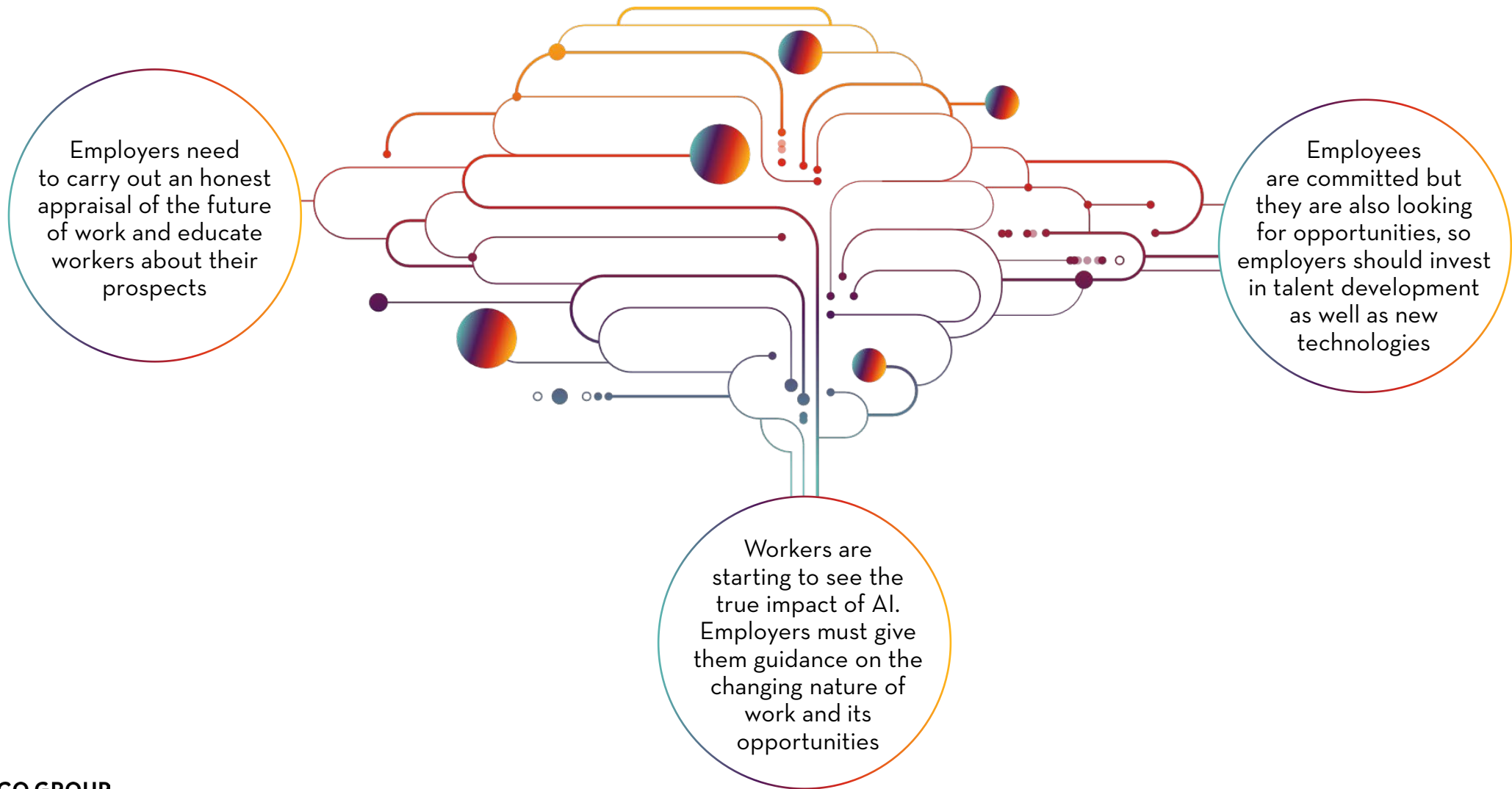
“AI skills broaden my job opportunities”



“AI has given me more opportunities to learn skills and progress in my job”



Recommendations





SECTION TWO

**Employers must
upskill a generation of
future-ready workers**

Summary



A minority group of 'future-ready workers' is outperforming the rest. To create more of these workers, employers must recognise each employee's potential.

Future-ready workers are more likely than the average employee to be guided in their career growth by employers, who see them as potential leaders.

Companies must invest in skills development and progression planning if they want to keep their most valuable employees.

“AI will lead to a broader scope of work where one must think deeply and act independently.”

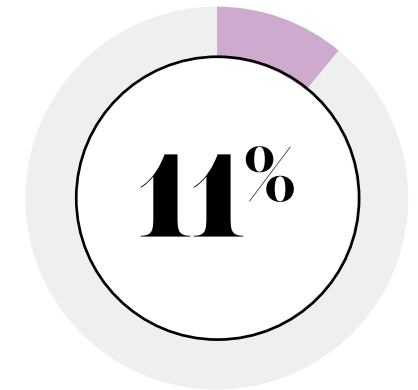
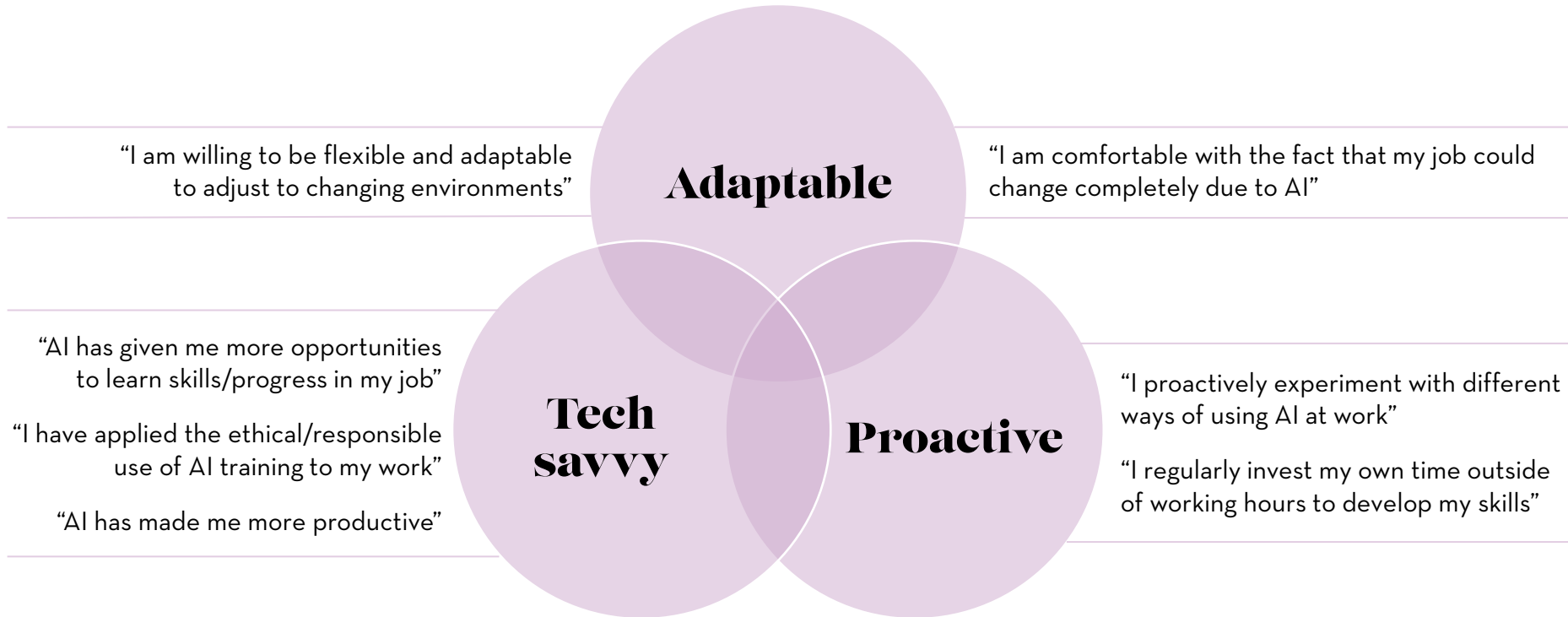
Associate, Japan, Security



'Future-ready workers': still a small segment that employers must nurture and grow

Our research has identified a minority group of employees who are equipped to navigate an uncertain workplace and maximise career opportunities as they emerge. This type of worker is adaptable and willing to be flexible with their career plans. They embrace new technologies and they have versatile skills. We call them the 'future-ready workers',* and they currently make up just 11% of the workforce. To create more of them, employers must recognise and support the potential of all workers.

'Future-ready workers' are:



of the sample are 'future-ready workers'

Where are the future-ready workers?

This premium talent is most likely to be found in India, China and the USA, and to work in the financial and professional services sector. They are predominantly mid-manager level, which means that if they are supported correctly they are well-positioned to inspire junior team members and can help to increase the numbers of future-ready workers from the bottom up.



Country

- 1 India (19%)
- 2 China (14%)
- 3 USA (13%)
- 4 Germany (7%)
- 5 Australia (5%)



Industry

- 1 Financial services, insurance, legal and professional services (32%)
- 2 Consumer goods, FMCG, retail and e-commerce, supply chain (18%)
- 3 Transportation, mobility and automotive (14%)
- =3 Technology (14%)
- 4 Manufacturing and logistics (11%)



Seniority

- 1 Managers (56%)
- 2 Senior managers (25%)
- 3 Leaders (9%)
- 4 Non-managers (8%)
- 5 Entry level (2%)

*the proportion of future-ready workers that come from each country/industry/seniority band

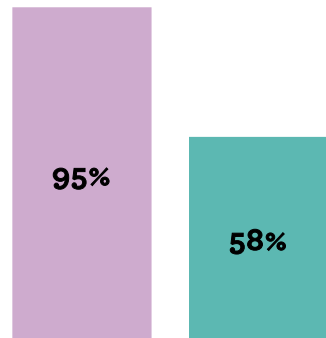
Future-ready workers are moulded by their employers

Future-ready workers say their employers commit to helping them throughout their skills development journey. They are far more likely than the total sample to belong to companies that provide consistent, clear communication about workplace changes, and they are much more informed about progression opportunities. Employers that want to increase their number of future-ready workers must work more collaboratively with all employees to identify common goals and generate excitement about their prospects.

How are employers building future-ready workers?

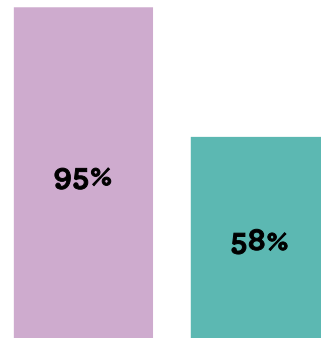
01 Assess

Regularly assessing the suitability and relevance of current skills



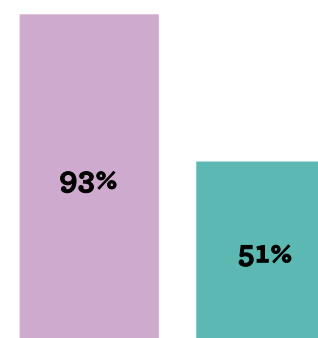
02 Communicate

Holding regular professional progression conversations to inform about areas of development and future opportunities



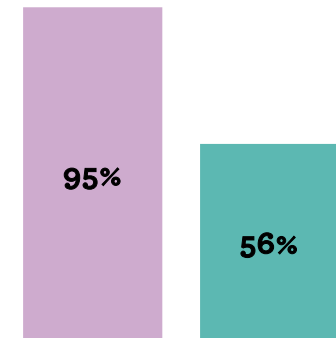
03 Develop

Working with employees to devise a personalised career development plan



04 Train

Investing effectively in developing employee skills, either through formal training or on-the job learning

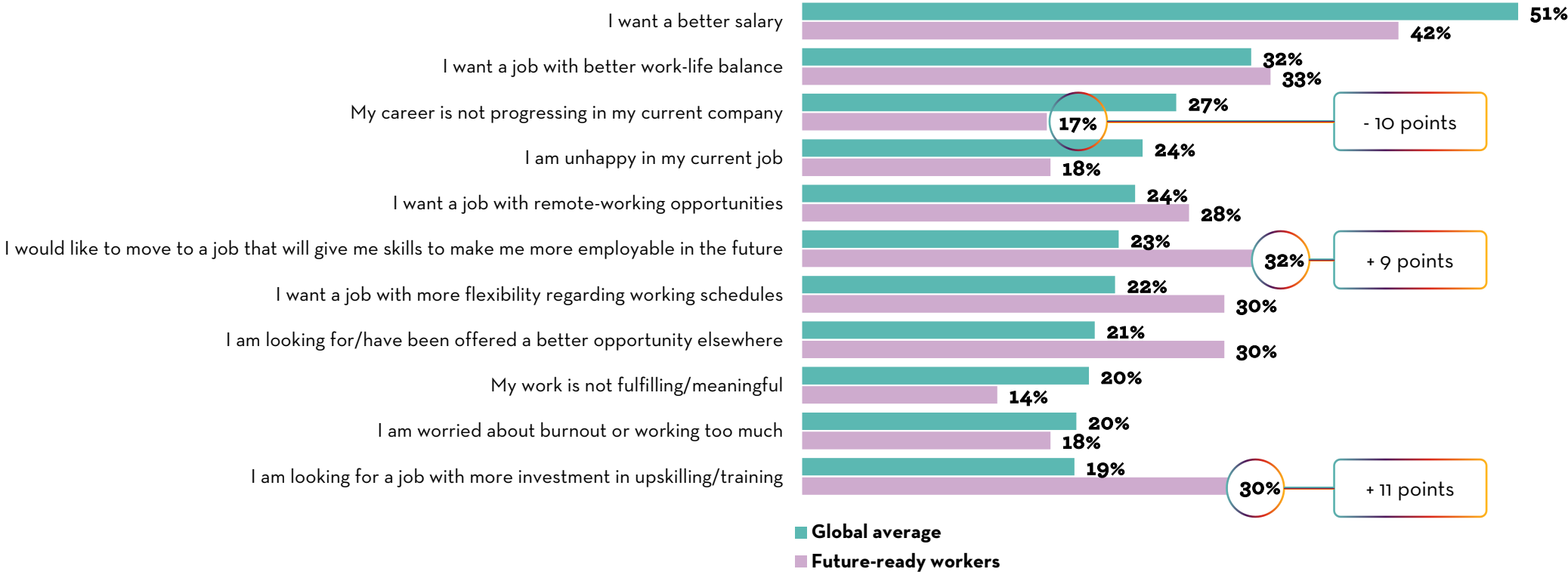


■ Future-ready workers ■ Global average

A future-ready worker will leave an employer that doesn't support their ambition...

For future-ready workers, fair pay and development are non-negotiables. After salary, future-ready workers are leaving for better opportunities – 32% are pursuing jobs that will give them skills to become more employable in the future, compared with 23% of the global workforce. And 30% are looking for a job that invests more in upskilling and training, compared with 19% of the global workforce. Finally, future-ready workers prioritise upskilling over traditional career progression, suggesting they understand the value of non-linear career paths and adaptability.

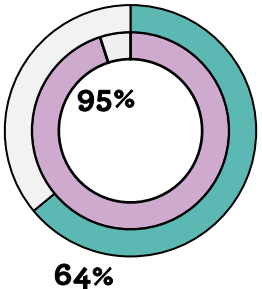
Future-ready workers want fair compensation and development opportunities



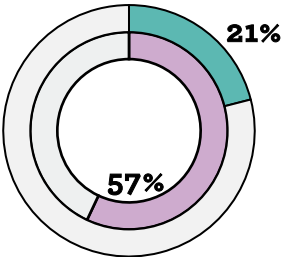
But they will be loyal to an employer that makes them feel valued

Future-ready workers are motivated to take advantage of training opportunities offered by their companies. And they are valued by their employers: 57% say they receive higher compensation than their peers. Employers that meet future-ready workers' expectations of skills development and compensation are rewarded with loyalty: 89% intend to stay with their company over the next 12 months. But employers that don't could lose these high-value workers: nearly half of the future-ready workers say they could find new opportunities elsewhere within one month.

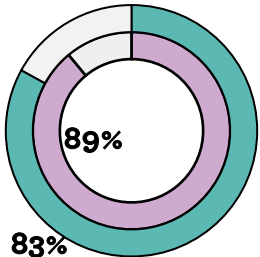
Future-ready workers stay with employers while their needs are being met



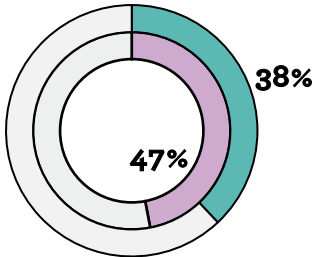
“I regularly participate in training provided by my employer”



“I am better paid than peers within my company or my industry”



“I intend to stay in my job for the next 12 months”



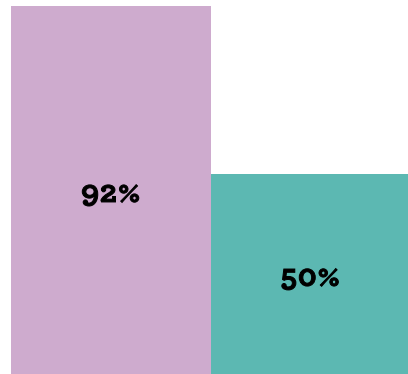
“I believe I could get a new job within one month”

■ Future-ready workers ■ Global average

Future-ready workers are the next generation of leaders

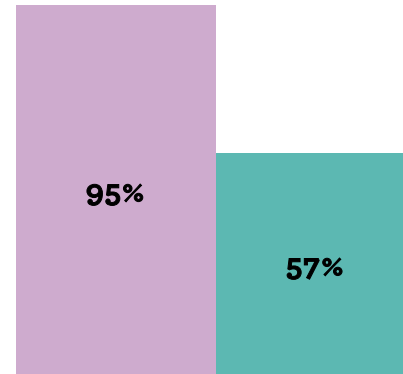
Nearly 60% of business leaders surveyed in our previous research* see career development and leadership succession planning as important ways to close skills gaps within their companies, and future-ready workers are being manoeuvred into position. Most (92%) agree that their employers are investing in their long-term skills, while 95% say they're being trained in leadership and soft skills. Further commitment to developing future-ready workers using the four steps set out above – assess, communicate, develop, and train – will keep the organisation adaptable.

Future-ready workers are more likely to say that their employer is preparing them with long-term skills

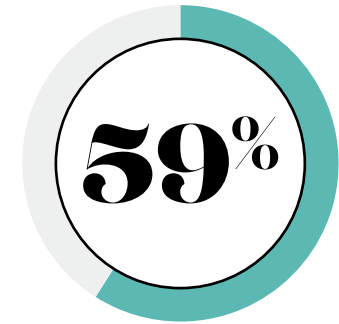


■ Future-ready workers ■ Global average

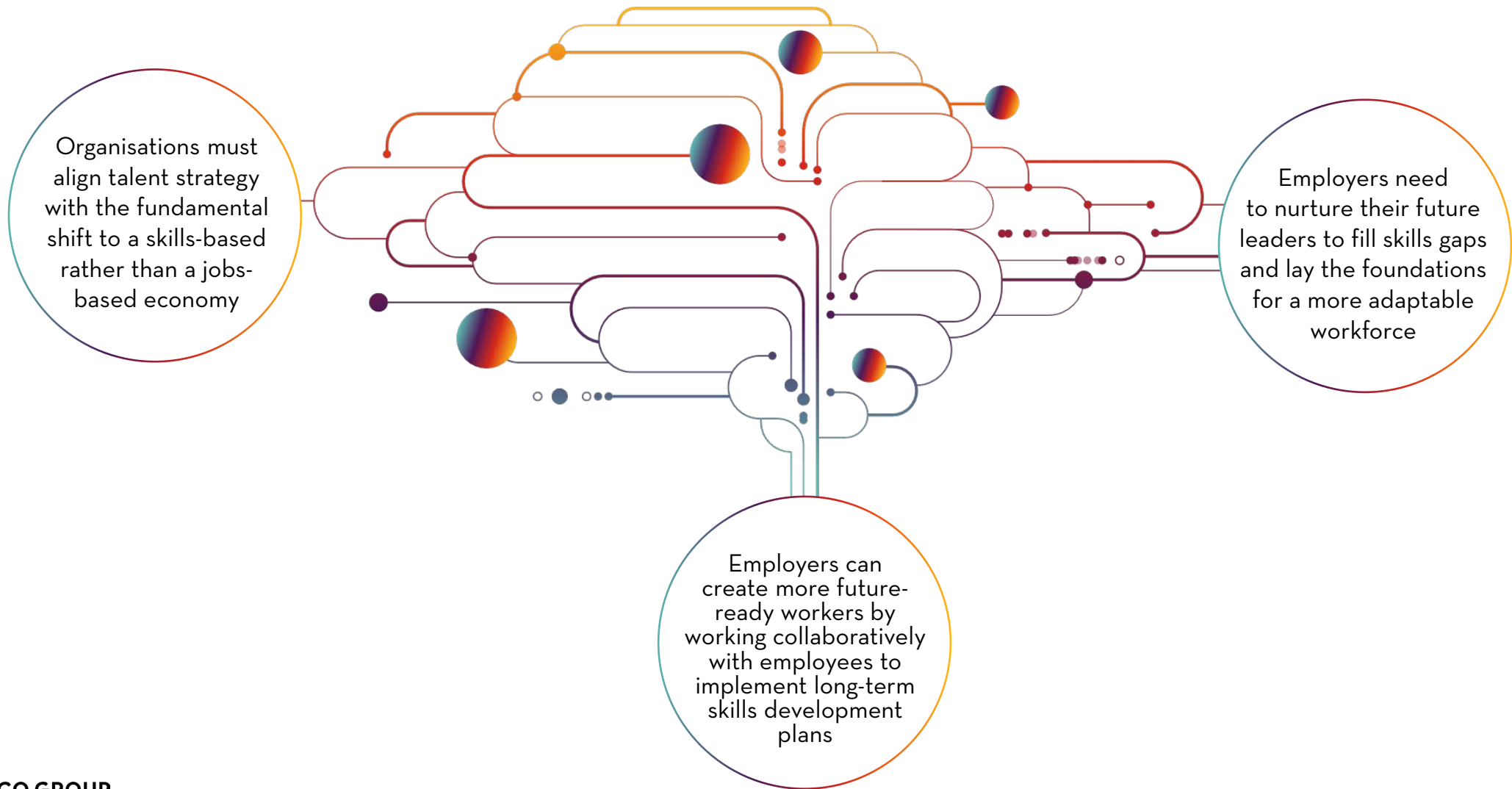
They're more likely to participate in leadership training or soft skills training provided by their employer



And business leaders* agree that "skills gaps are best closed by improving career development and leadership succession planning"



Recommendations



A woman with dark hair pulled back, wearing glasses and a white shirt, is looking intently at a laptop screen. The background is a blurred office environment. In the top left corner, there is a decorative graphic of white dots and lines radiating outwards.

SECTION THREE

Workers want internal mobility, but employers fail to see the value

Summary



Employers face significant talent gaps, but they're failing to see the value in professional development.

Workers want to see more professional development opportunities, but they say their employers' commitment is plateauing.

Are employees staying because of the current climate rather than their satisfaction with their work prospects? If employers don't invest in training, they could lose their most valuable employees.

"I strongly believe that companies, whether small or large, should train their employees for the digital revolution that AI will be in the near future."

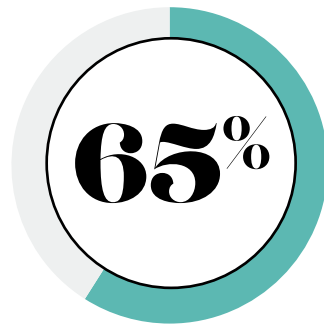
Worker, Italy, Janitorial



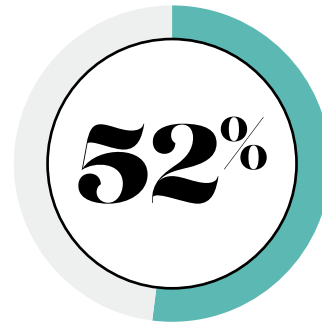
Workers want to be upskilled, but businesses aren't doing it

Company leaders* say they face challenges caused by skills shortages, and they appear to be overlooking the potential for internal talent to fill these gaps. This mentality is at odds with workers who are increasingly looking to be upskilled: 76% of employees (compared with 64% last year) say that companies should train existing employees for different roles before hiring external candidates. Company leaders are depending too much on buying talent - instead, they should take a balanced approach also building skills from within. Investing in upskilling and internal mobility will give organisations a competitive advantage, enabling them to successfully navigate change.

Business leaders need to make more of existing talent opportunities

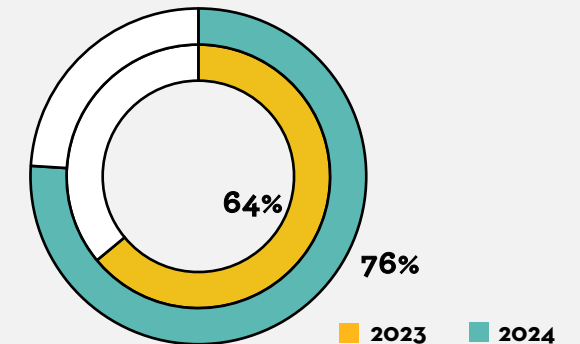


65% of business leaders* agree that skills shortages are having a moderate to significant impact on their company



52% But only half have implemented strategies to encourage internal mobility

While employees value internal mobility more and more

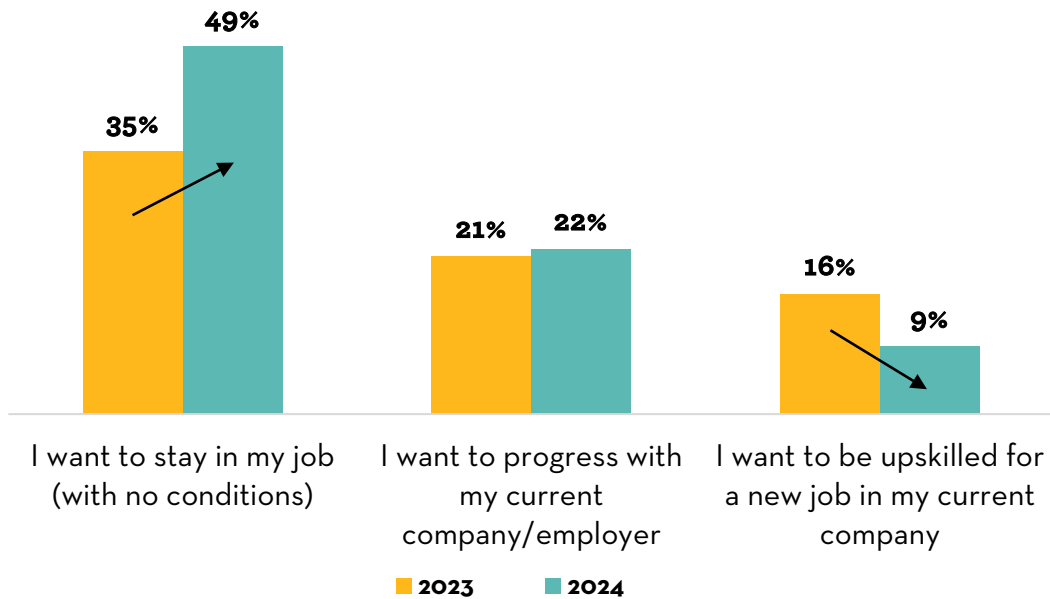


76% of workers agree that companies should train existing employees for different roles before hiring external candidates

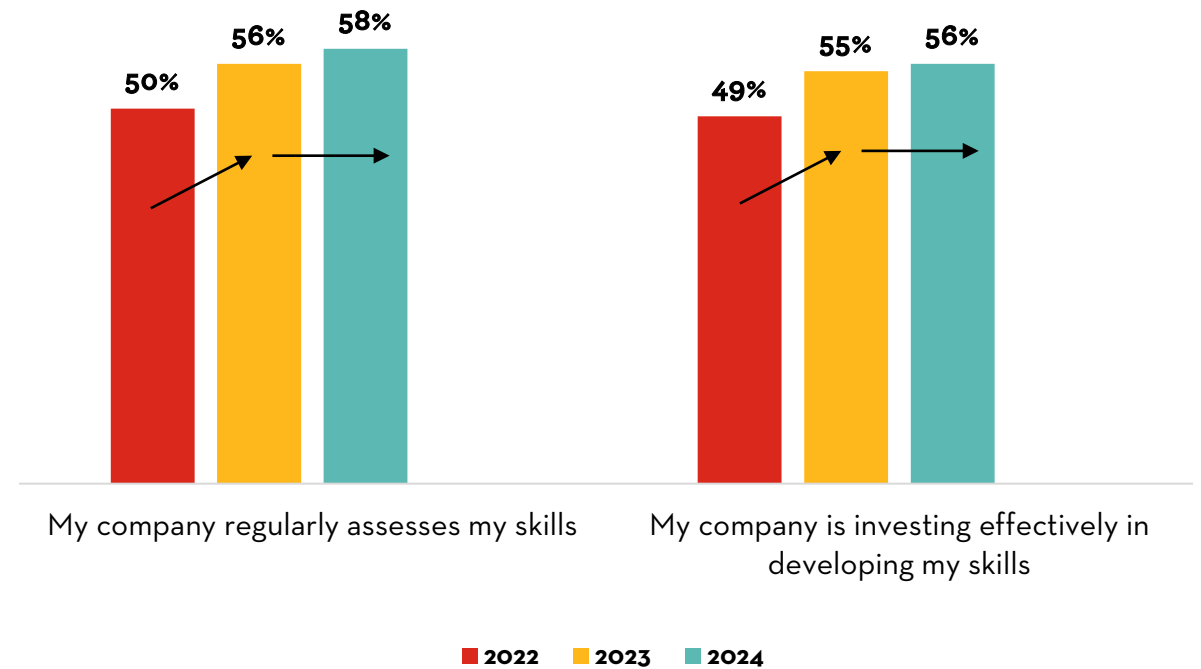
Business leaders must do more to maximise their existing talent

Compared with 2023, a much bigger proportion of workers want to stay in their current job for the next year with no conditions: 49% compared with 35%. But the proportion who want to be upskilled in their current company has dropped significantly. Employer commitment to upskilling, meanwhile, is plateauing: from 2022 to 2023, employees were increasingly likely to say their company was preparing them with the skills needed for different roles, but over the past 12 months that progress has stalled. Does employees' willingness to stay without conditions reflect the current climate, rather than their happiness about their longer-term prospects?

The number of workers who want to stay without conditions has increased by 14 points year on year



Commitment to professional development is plateauing



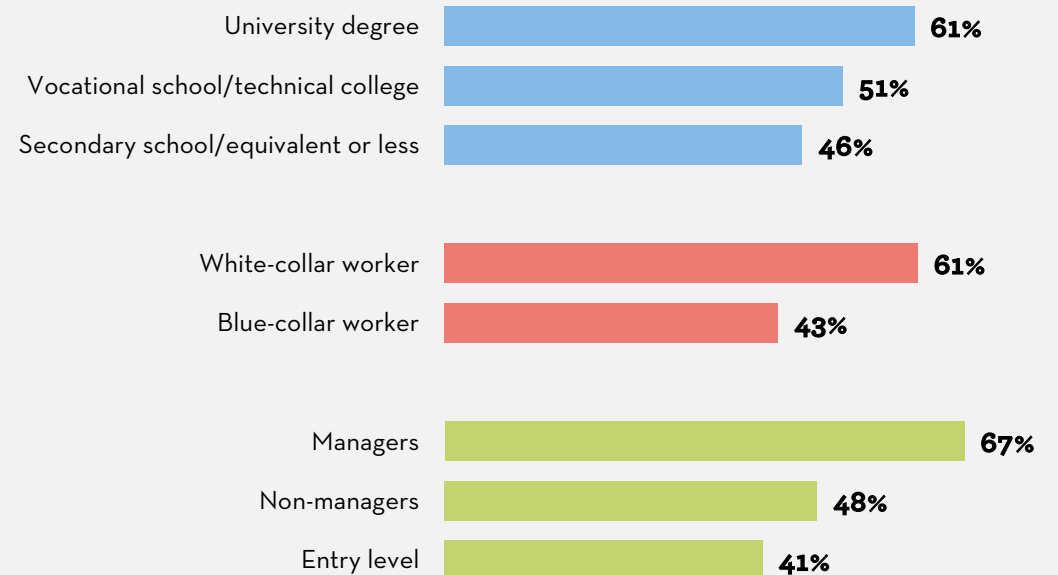
Workers whose employers provide professional development are less likely to quit

There's a clear correlation between workers who intend to stay with their employer for the next year and workers whose employers give them regular training, skills assessment and career reviews. To retain talent and competitive advantage, organisations must invest in internal progression and upskilling.

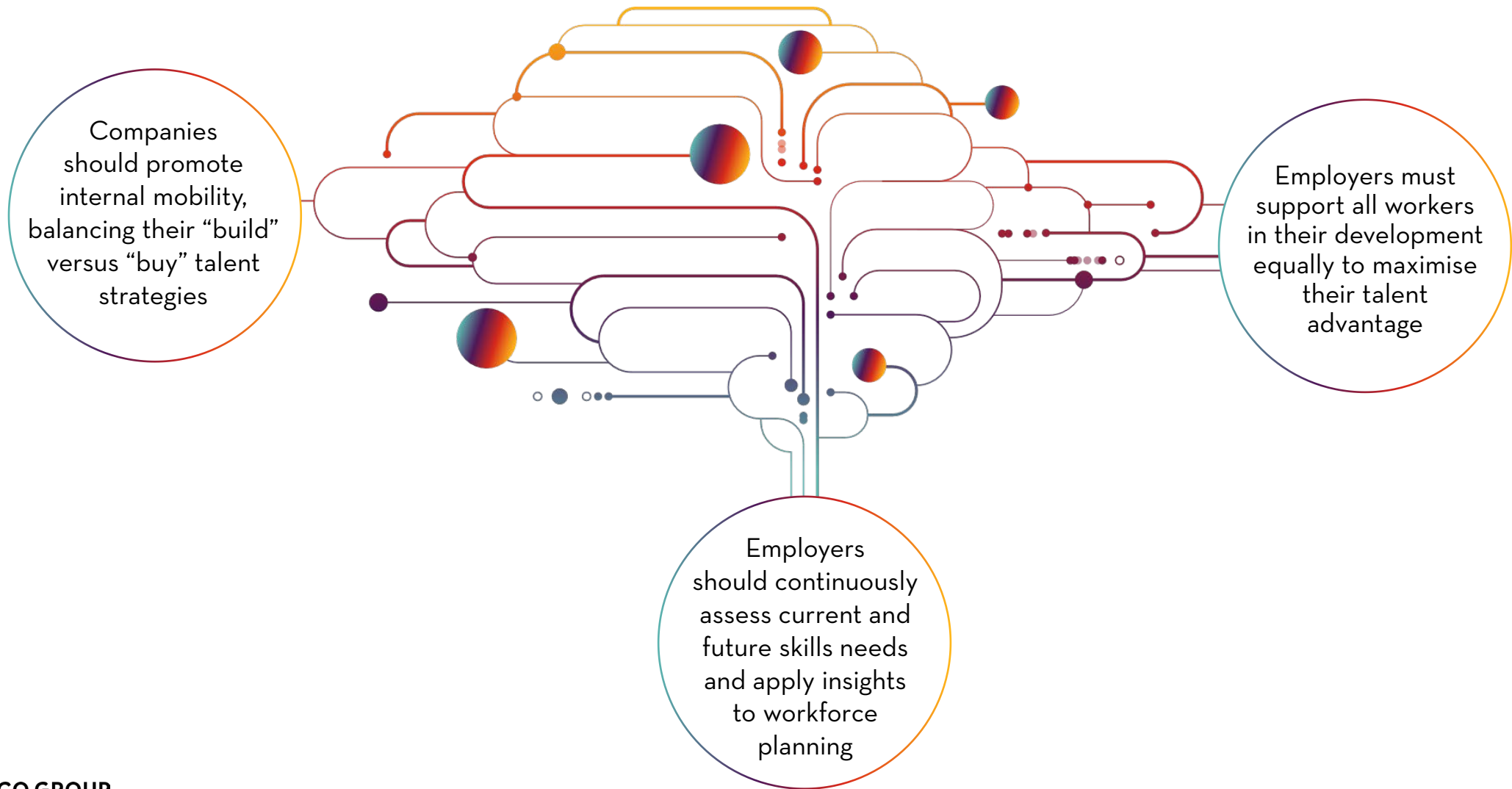


Some worker groups are better served when it comes to professional development. White-collar workers, managers and workers with degrees are all more likely to have regular professional performance reviews or discussions.

“I have regular performance discussions/professional progression conversations with my employer to understand areas of development and future opportunities”



Recommendations





SECTION FOUR

AI impact reveals high-value human potential

Summary



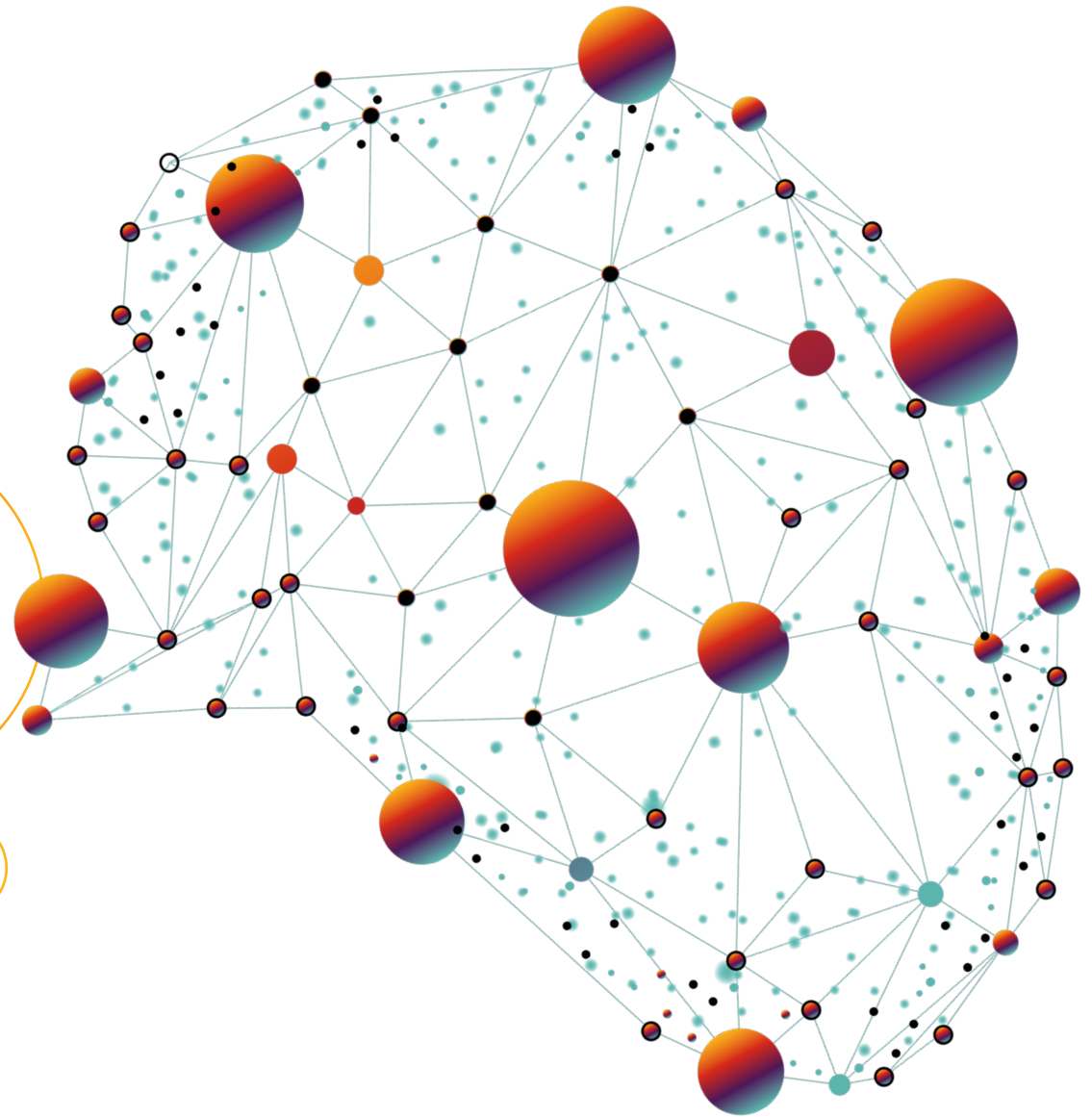
AI has become more embedded, its impact in the workforce is measurable, and the productivity gains are clear. Workers say one hour is the average daily time saved by using AI.

Many workers now have more capacity for creative or strategic work, but they need better guidance to maximise this potential. Just 28% of those who are saving time say they spend that time on more creative work.

Employers must do more to help workers feel confident, such as clearer support and advice. Only 25% of workers have completed training on how to use AI at work.

“AI will elevate the work that we Executive Assistants do. I’m not fearful that it will replace me. In fact, I use it often to make myself better! I love that I can increase the level of support I give to my executive, becoming more strategic and better positioned to help him succeed.”

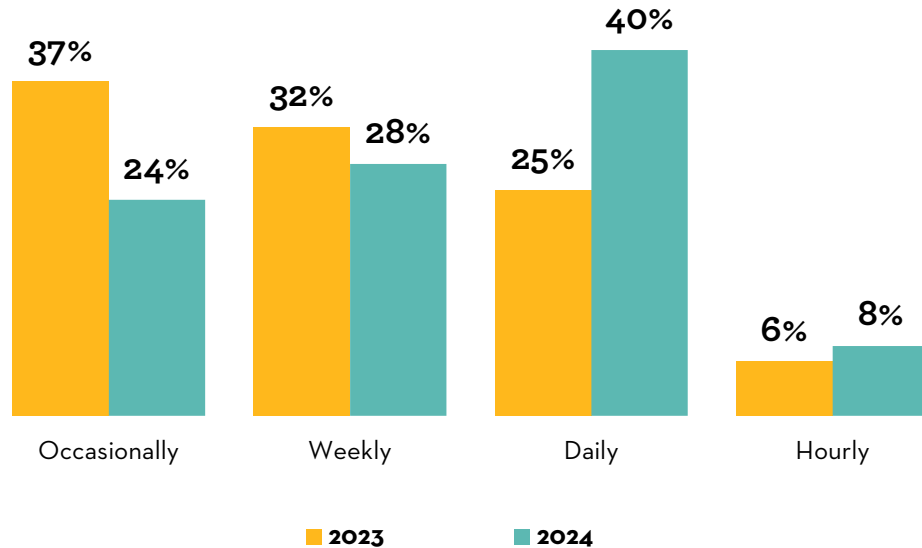
Executive Assistant, US, Electronics



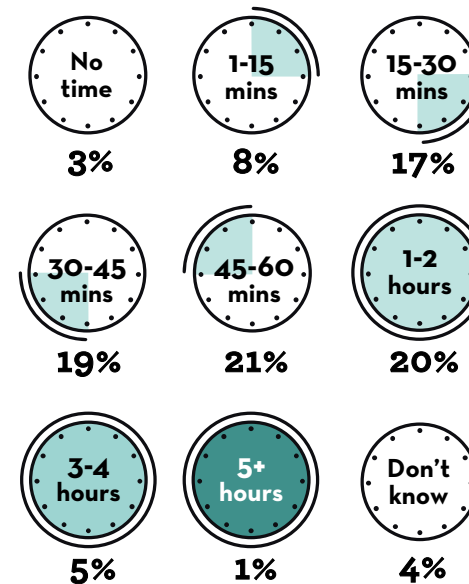
Workforce AI is becoming part of the daily routine

There has been a significant rise in the numbers of workers who use AI every day: from 31% in 2023 to 48% in 2024. The average time saved per day is one hour although a fifth of users said the technology was saving them as many as two hours a day.

Generative AI (tools such as ChatGPT, Bard/Gemini, Copilot)



Time saved per day by using AI

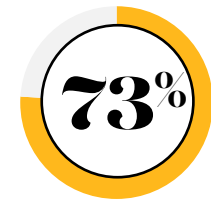
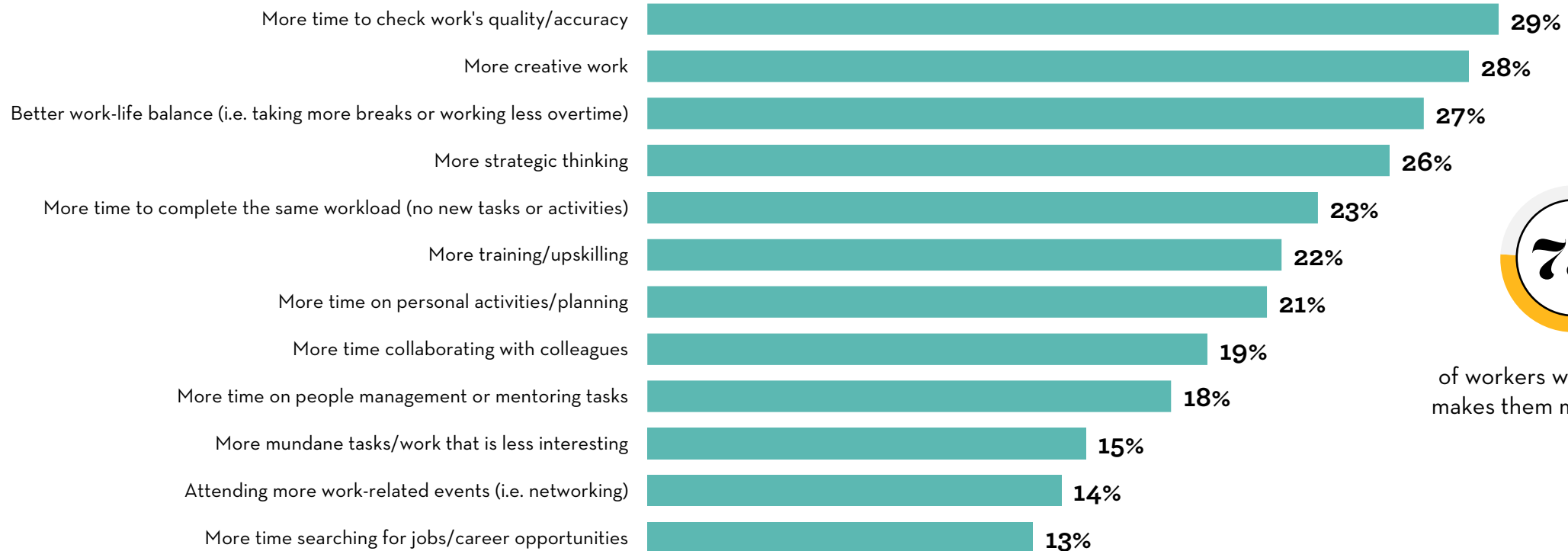


The average time saved per day by using AI is **one hour**

AI is enabling creativity, but not enough workers are making the most of having extra time

About three-quarters of workers say that AI is making them more productive every day. That time saving is helping some workers to unleash their human potential and improving their quality of life: nearly one-third of the people who are saving time using AI are doing more creative work, and about a quarter are doing more strategic thinking or gaining a better work-life balance. But not everyone is maximising the productivity gains: 35% are spending more time on the same workload or more mundane tasks.* So employees need practical, personalised guidance and on-the-job training in how they can make the most of AI's potential. Managers should lead by example here, and provide role-specific best practice guidelines for every level of the organisation.

How workers are spending the time they save from using AI

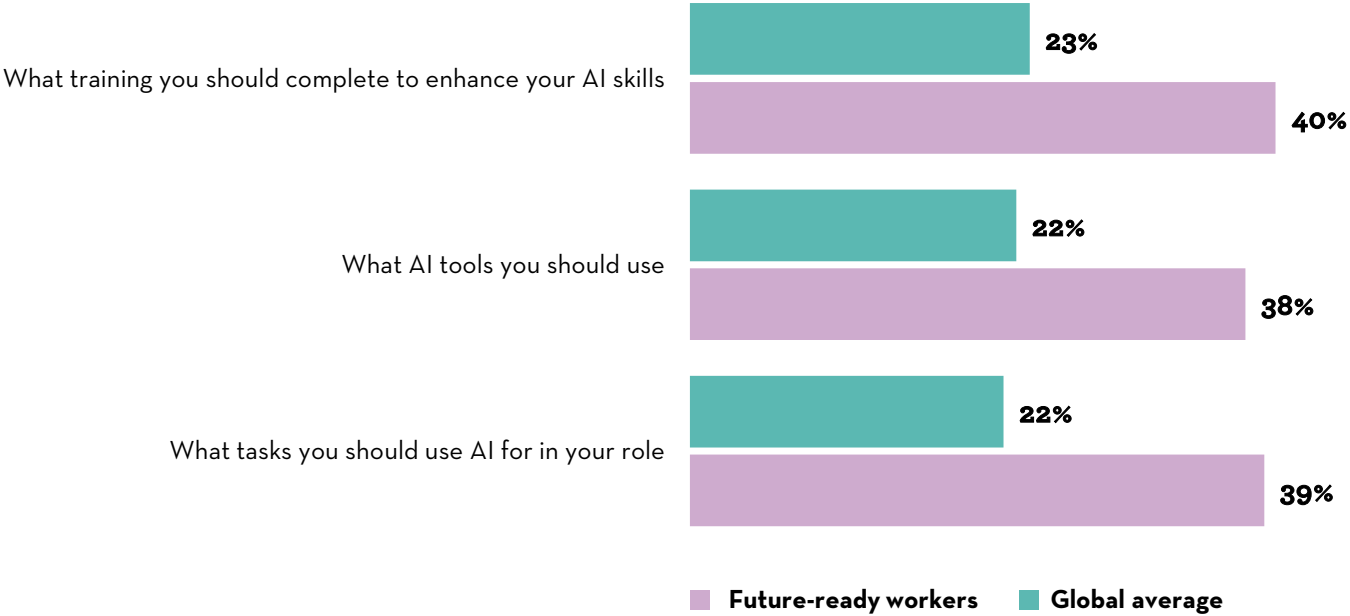


of workers who use AI say it makes them more productive

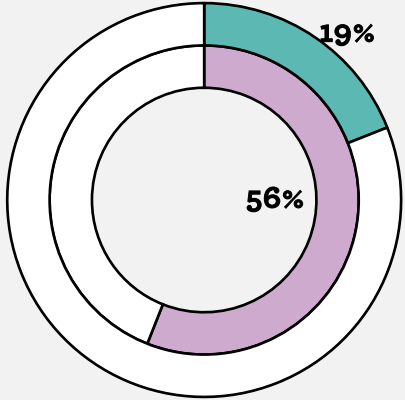
The future-ready workers are getting more AI guidance and support from their employers, but it's still not enough

Future-ready workers receive more guidance on AI from their employers, which shows that better support is possible. But even in this more supported group, only 39% are instructed on the type of tasks they could use AI for within their role to save them time. With new use cases and tools emerging all the time, employers could be failing to provide their workforces with a solid foundation for future growth.

Future-ready workers are getting more instruction from their employers in three areas:



And these workers are more confident about using AI

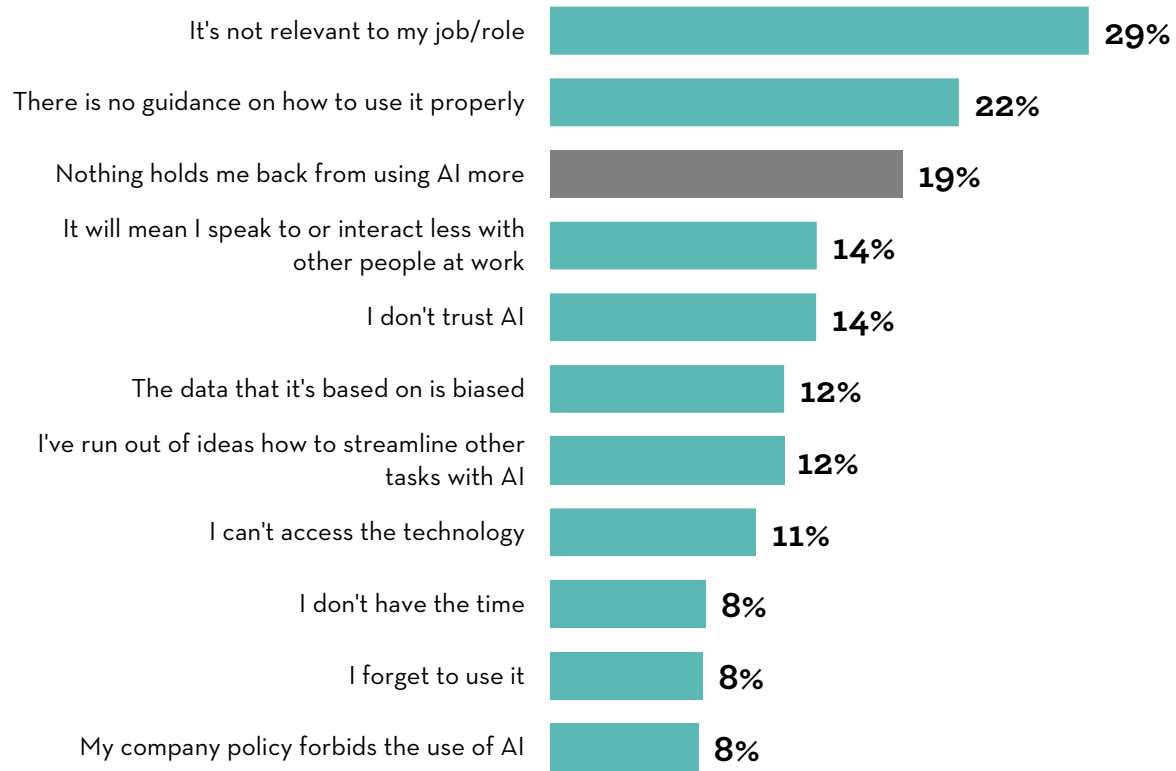


"Nothing holds me back from using AI more"

Workers have potential throughout their careers – employers must help them use it

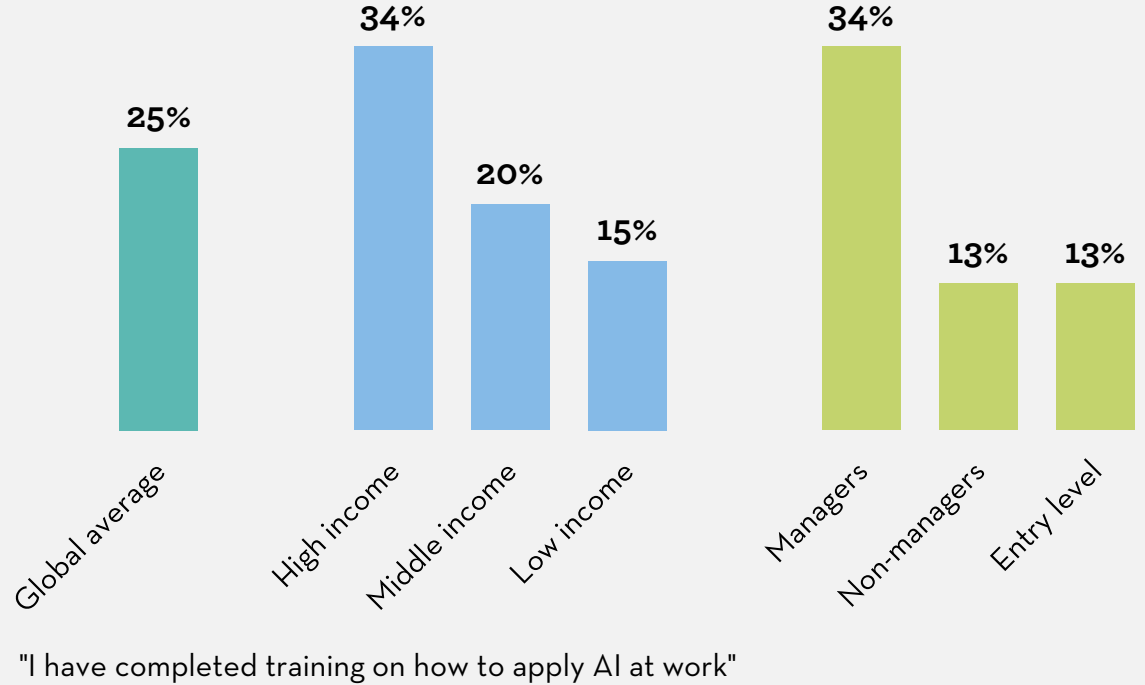
One-fifth of workers say they hold back from using AI because they haven't received guidance on how to use it properly. This is unsurprising when only one-quarter say they've been trained in how to use AI at work.

Why workers hold back from using AI

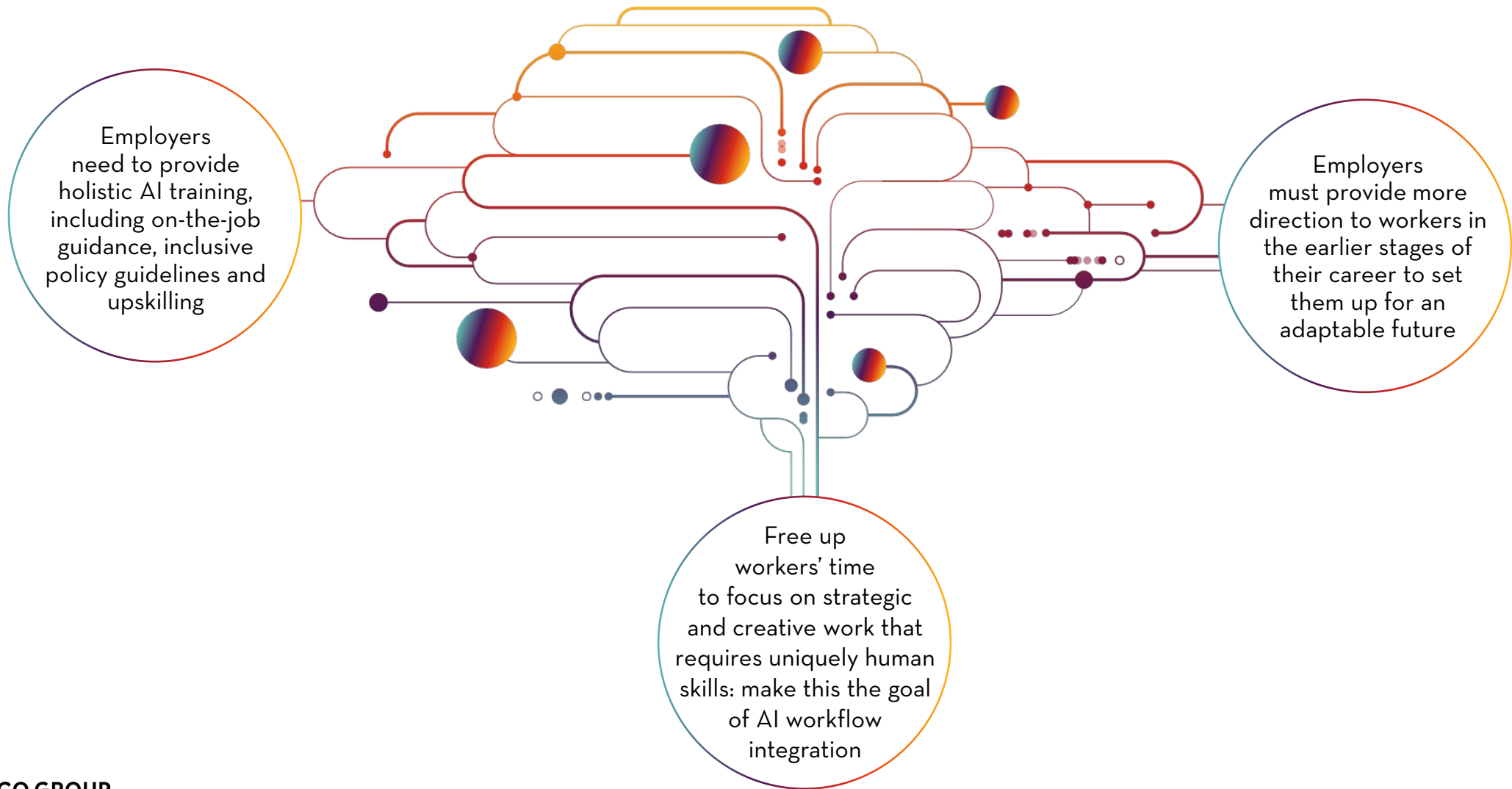


The proportion of workers who have completed training in how to apply AI at work drops drastically for junior and lower-paid workers. It's creating a big knowledge gap, so employers must make training available to all workers.

Employers need to invest in training for all workers



Recommendations





SECTION FIVE

Build trust in AI to enable every employee to do their best work

Summary

Seismic changes are happening in the workplace, so looking after employee mental health must be a priority for companies. Workers who are concerned about the impact of AI and have been negatively affected by it are much more likely to have felt burned out in the past year.

Less than half of employees have confidence in business leaders' skills and knowledge to be able to understand the risks of AI adoption at work. And trust in AI in recruitment has fallen year-on-year, which suggests that workers increasingly value human involvement in this area.

Employees that are shown how to use AI responsibly and ethically apply those learnings in the workplace. This contributes to a culture of trust and transparency around new technologies and builds a foundation for new ways of working.

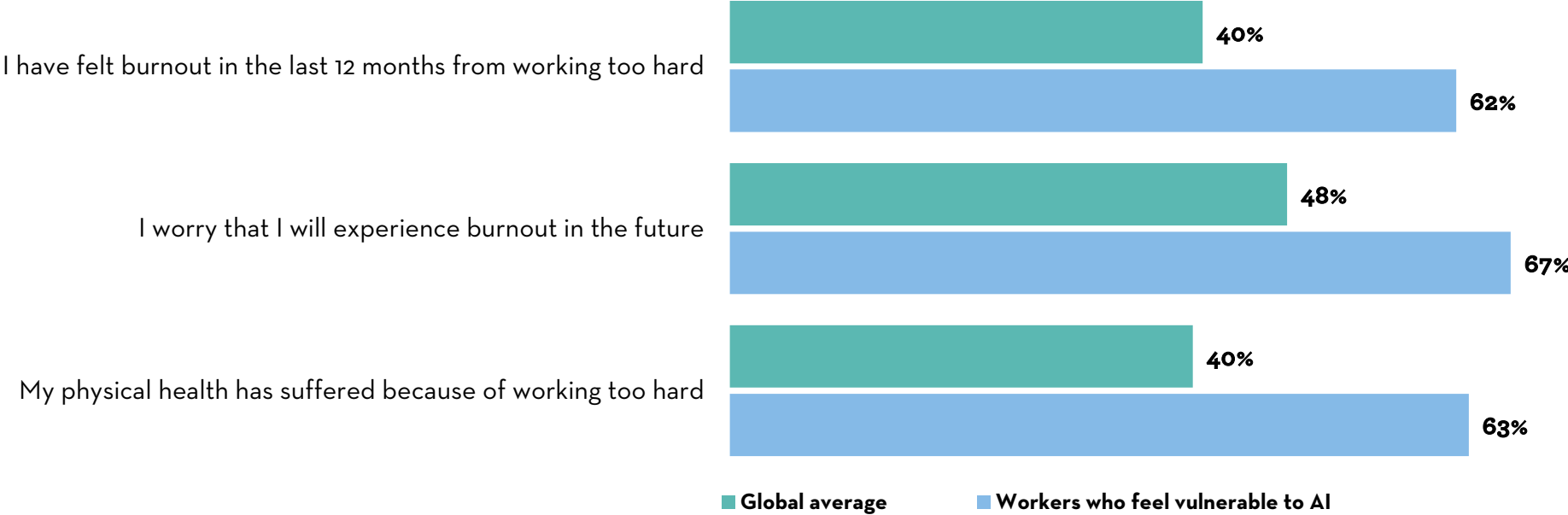
“Honestly, I prefer personalised attention from humans. No matter how advanced the technology, it cannot compare to the human touch we possess.”

Associate, FMCG, Spain



Some employees' mental health is suffering as AI transforms workplaces

Stress levels at work are persistently high: two in five workers have felt burnout in the past year, which is similar to the levels recorded in 2023 and 2022. This year, employees who feel vulnerable to AI (those who are concerned about the impact of AI and have been negatively affected by it) are significantly more likely to have felt burnout. They are also more likely to have had their physical health suffer as a result of working too hard – and to worry about experiencing burnout in the future.

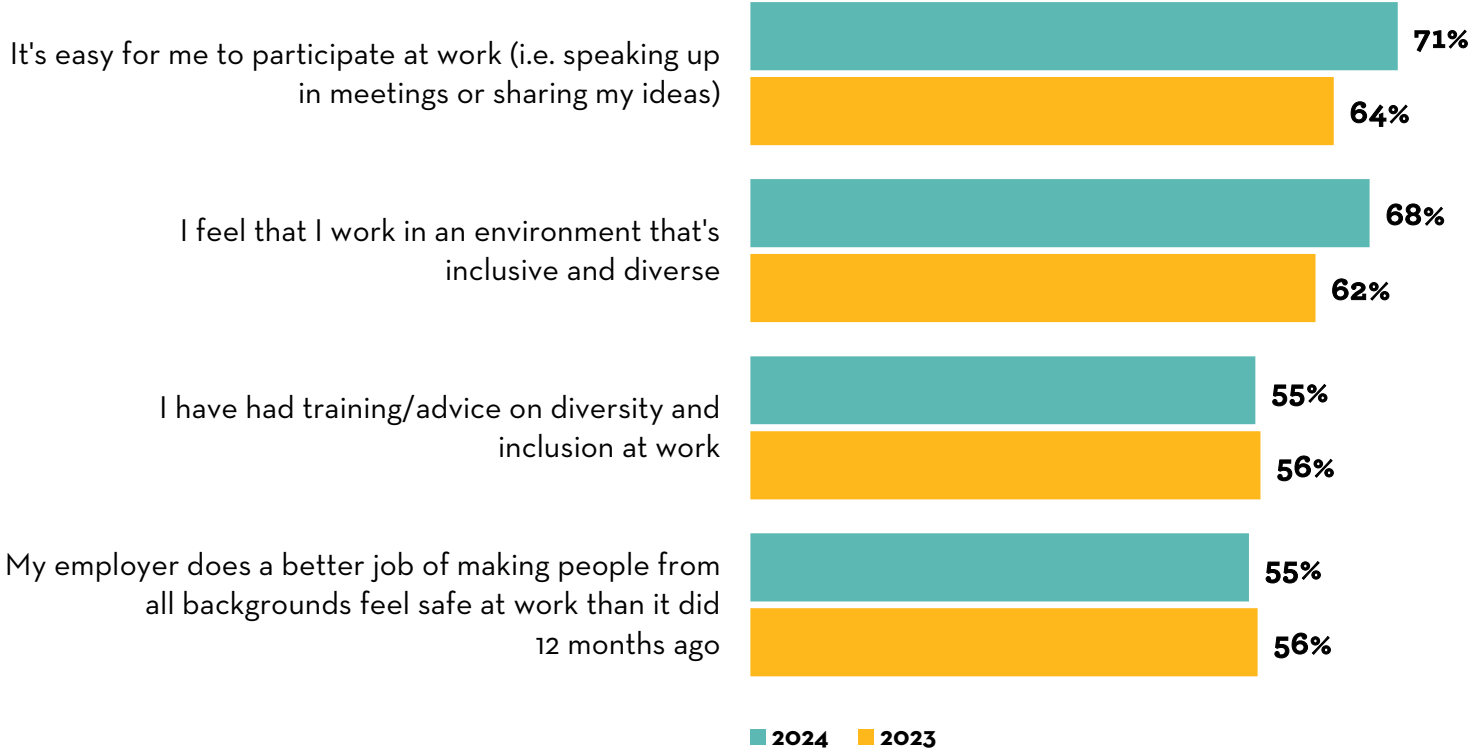


Workers who feel vulnerable to AI say that:

- They are concerned by one or more of the following: the impact of AI, their longer-term job security and their short-term job security
- AI has made them lose a job or has forced them to consider a profession change

Employers must do more to make the future work for everyone

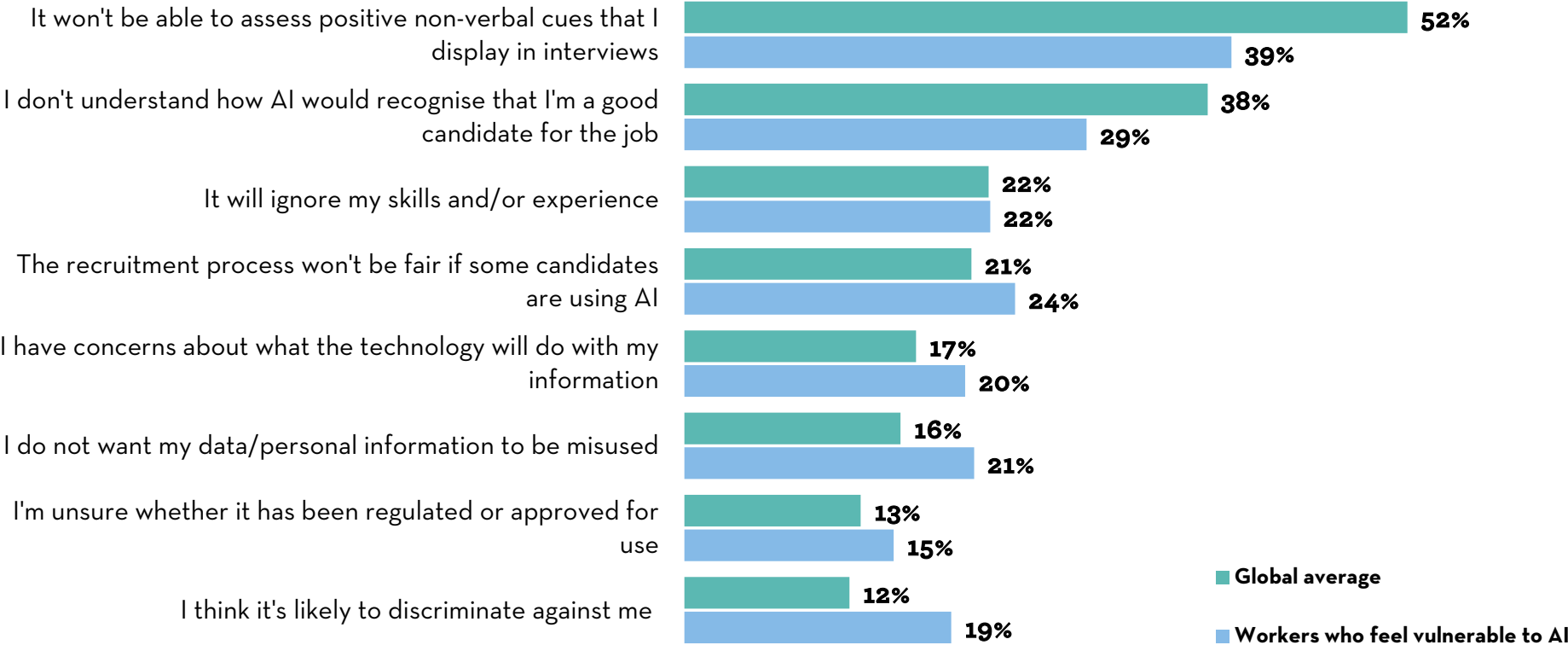
As well as protecting workers' mental health from any impact of AI, employers must continue to create equitable environments that allow every employee to thrive. It's good to see that more workers now feel able to speak up at work and that more feel like they work in an inclusive and diverse environment. But only slightly over half say they have had diversity and inclusion training, and there's been no improvement in the proportion who say their employer has got better at making employees feel safe.



Some workers worry that AI will harm their career prospects

One of the elements of AI that's causing the most anxiety for workers is its potential to disadvantage some groups' employment prospects more than others'. Among workers who don't trust AI with some aspects of recruitment, the most common reason is that it won't be able to assess non-verbal cues in interviews: 52% say this. For workers who feel vulnerable to AI and say they don't trust it with some aspects of recruitment, one-fifth believe it will discriminate against them.

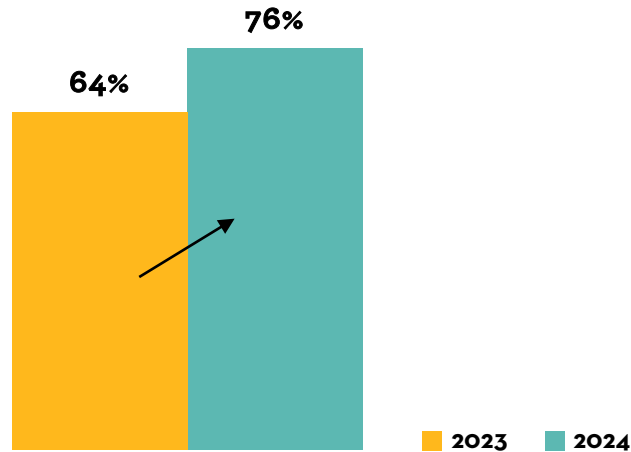
What are the main reasons for your lack of trust?



Anxiety over AI means human input is increasingly valued

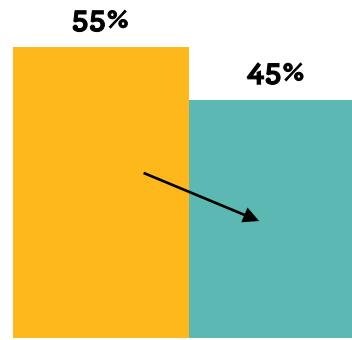
Recruitment is one area where workers are increasingly seeking human input – 76% say they value the expertise of a recruiter to see potential in them, compared to 64% last year. At the same time, the number who trust in AI's ability to deliver a fair assessment of previous experience has fallen 10 points since last year. In previous research* only 43% of business leaders had confidence in their AI skills and knowledge to be able to understand the risks, so it's unsurprising that only 46% of workers say the same. Leaders must hold themselves accountable to skill themselves in AI first, to allow their workforce to believe that they can make informed decisions on how and where it should be used.

Those who want a human to assess their experience is increasing

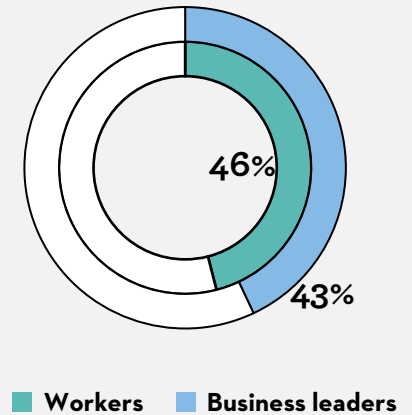


“In a recruitment process I value the human expertise of a recruiter to see potential in me beyond my skills and previous experience”

While those who trust AI to assess their experience has fallen sharply



“I trust AI to assess the relevance of my non-traditional experience that would make me a good fit for a job”

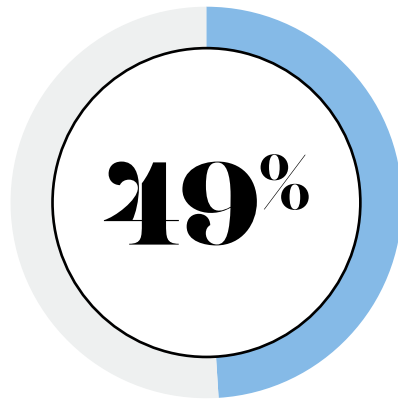


Less than half of workers and less than half of business leaders* respectively have **confidence in decision-makers' AI skills and knowledge**

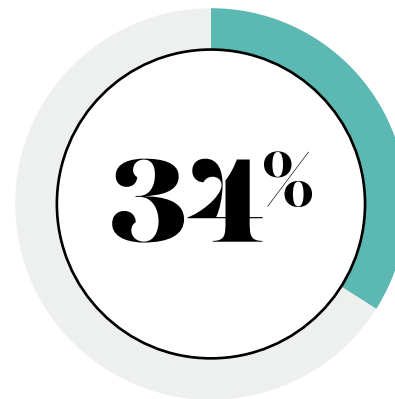
When employers deliver AI training, employees use what they learn

Organisations must urgently do more to embed an ethical and responsible approach to AI implementation, starting with putting ethical AI frameworks in place. Less than half of the business leaders in our previous research* said they had a framework in place for this, and less than a third of workers say they have completed training in ethical/responsible use of AI. But most of those who have completed training are applying it to their work, which shows that the investment pays off.

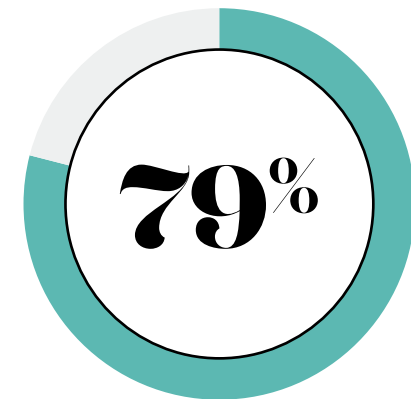
Less than half of business leaders* say they have a framework in place for using AI responsibly and ethically



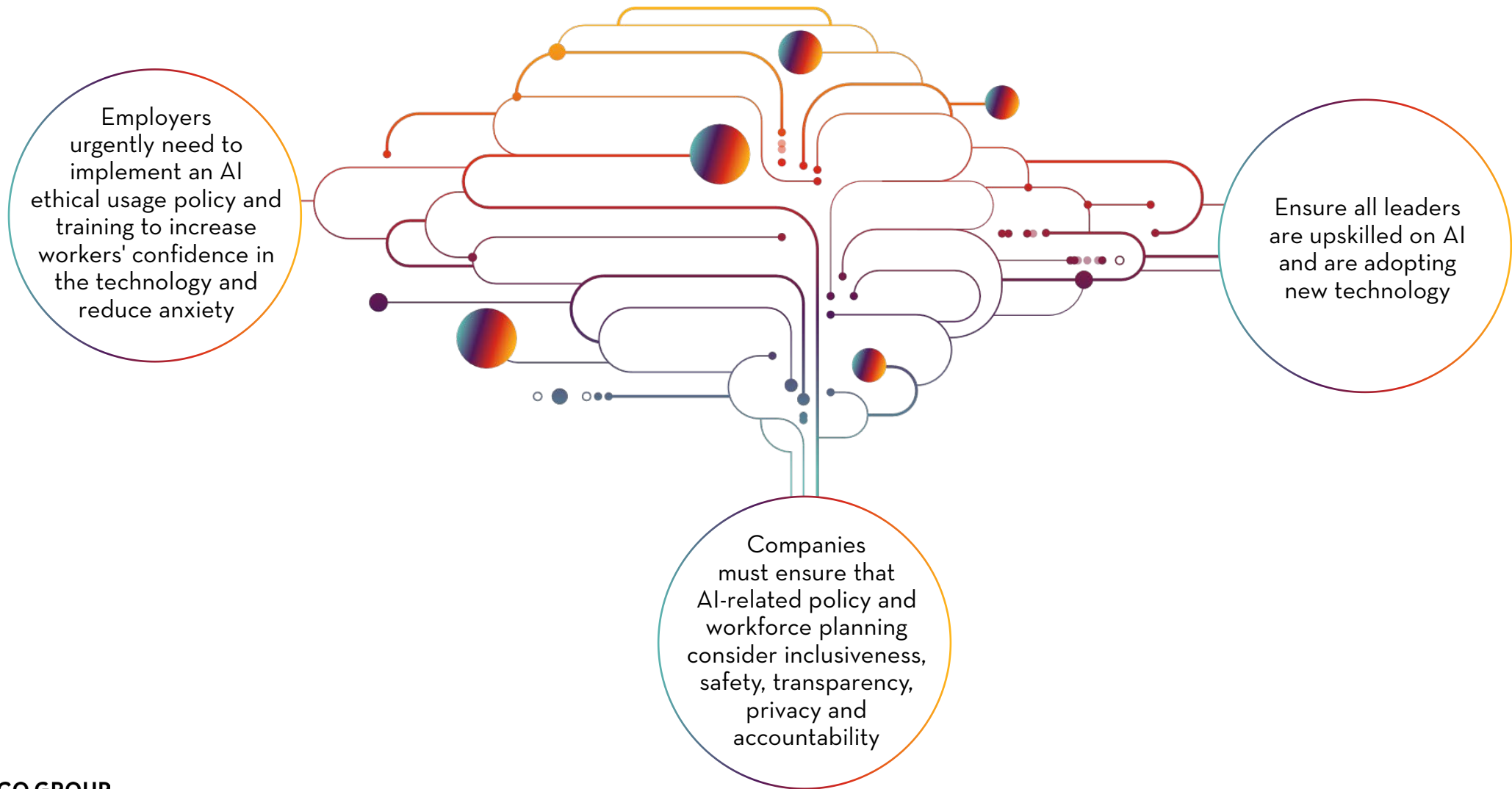
Less than a third of workers have completed training in ethical/responsible use of AI



But those who have are applying the training to their work



Recommendations



SECTION SIX

Recommendations for organisations

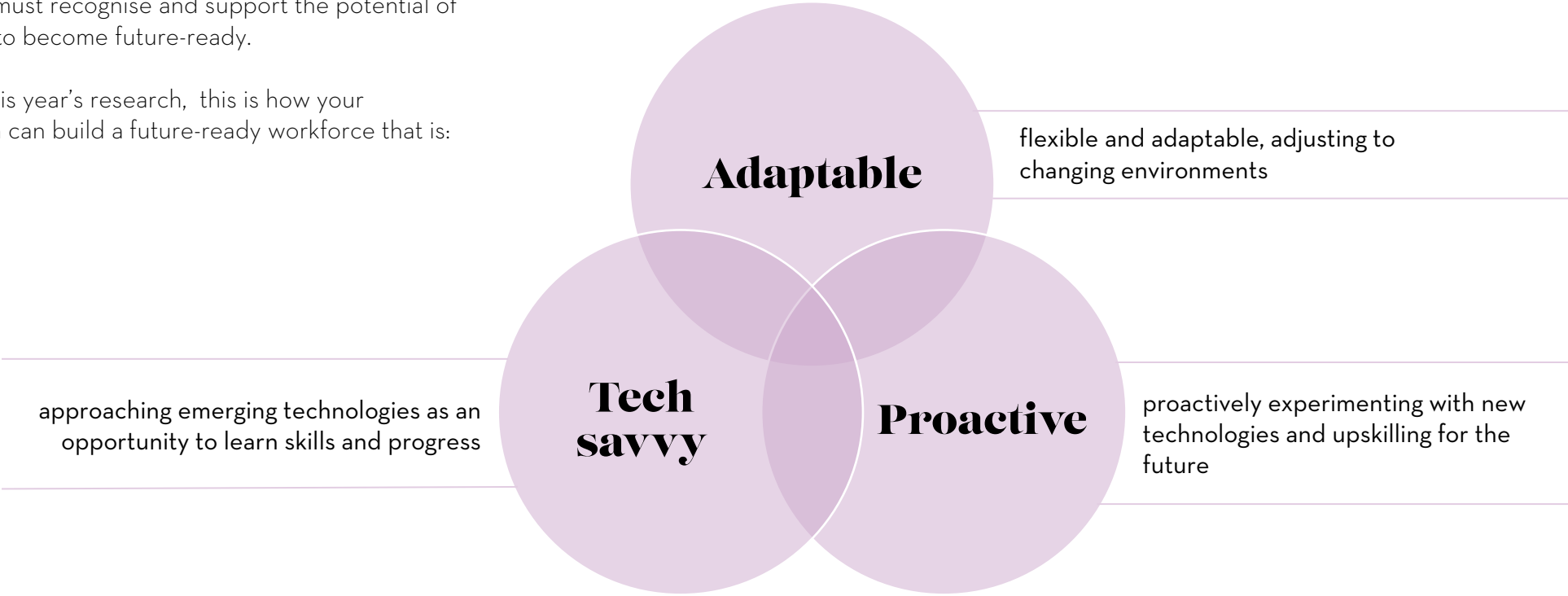
Recommendations for organisations

Three ways to work through change

Organisations must develop a workforce that is truly ready for AI's disruptive power.

Currently, only 11% of global workers are 'future-ready' workers, equipped to navigate an uncertain workplace. Employers must recognise and support the potential of all workers to become future-ready.

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



1 Invest in talent development as well as technology through four stages...

2 to build a future-ready workforce that is...

Assess

Communicate

Develop

Train

Adaptable

Workers who are enabled to be flexible and adaptable to adjust to changing environments

- Employers need to carry out an honest appraisal of the future of work and educate workers about their prospects
- Empower managers with data-driven tools to understand, assess and predict skills needs and plan the talent pipeline. A shared skills taxonomy is vital here.
- Continuously assess current and future skills needs and apply insights to workforce planning

- Organisations must clearly and transparently communicate the impacts of emerging technology on the company and its workforce to support employees through times of uncertainty
- Coach leaders to be able to engage and motivate all levels of the workforce through change
- Educate workers in the importance and value of transferable skills

- Align with the fundamental shift to a skills-based economy and away from a jobs-based one
- Provide transparent guidance on skills needs for next career steps
- Match individuals' skills to in-demand future careers and embed these insights into personalised career development plans

- Teach adaptability through regular training and development
- Provide regular upskilling - not just technical skills but also human skills.
- Make sure workers understand the relevance of upskilling programmes to their role and progression plan
- Make training formal and informal, multi-modular and continuous

Tech savvy

Workers who approach emerging technologies as an opportunity to learn skills and progress

- Ensure effective collaboration across the entire C-Suite to connect business strategy and HR strategy
- Evaluate existing access to tools and technology to highlight and address any inequality
- Make sure AI-related policy and workforce planning consider inclusiveness, safety, transparency, privacy and accountability

- Adopt a people-centric approach to technology transformation and clearly communicate this commitment to the workforce
- Promote a culture of growth and resilience among workers
- Ensure leaders address concerns transparently and positively to create more trust, openness and advocacy

- Free up workers' time to focus on strategic and creative work that requires uniquely human skills: make this the goal of AI workflow integration
- Ensure that there are regular personalised career conversations, powered by data-driven tools, for all workers
- Promote upskilling and internal mobility to maintain a sustainable balance between building and buying talent

- Provide on-the-job training to ensure workers apply digital and data literacy to their daily tasks and activities
- Develop responsible AI frameworks and guidance to ensure workers use AI appropriately and effectively and increase trust in the technology
- Develop a responsible AI training programme
- Ensure all leaders are upskilled on AI and are adopting new technology

Proactive

Workers who proactively experiment with new ways of working and commit to upskilling themselves for the future

- Identify and tackle any issues of talent hoarding across teams and departments
- Match workers' skills to the organisation's needs and to their own career plans

- Organisations should proactively inform the workforce about the impacts of emerging technology on the business to maintain engagement and trust
- Educate managers to challenge traditional career paths and employment models
- Create an organisational culture that promotes internal mobility and non-linear pathways

- Prioritise skills-based hiring and ensure roles are skills-defined
- Celebrate transferable skills by consistently onboarding workers from different industries and backgrounds with confidence and conviction
- Create non-linear skills-based career pathways for all workers

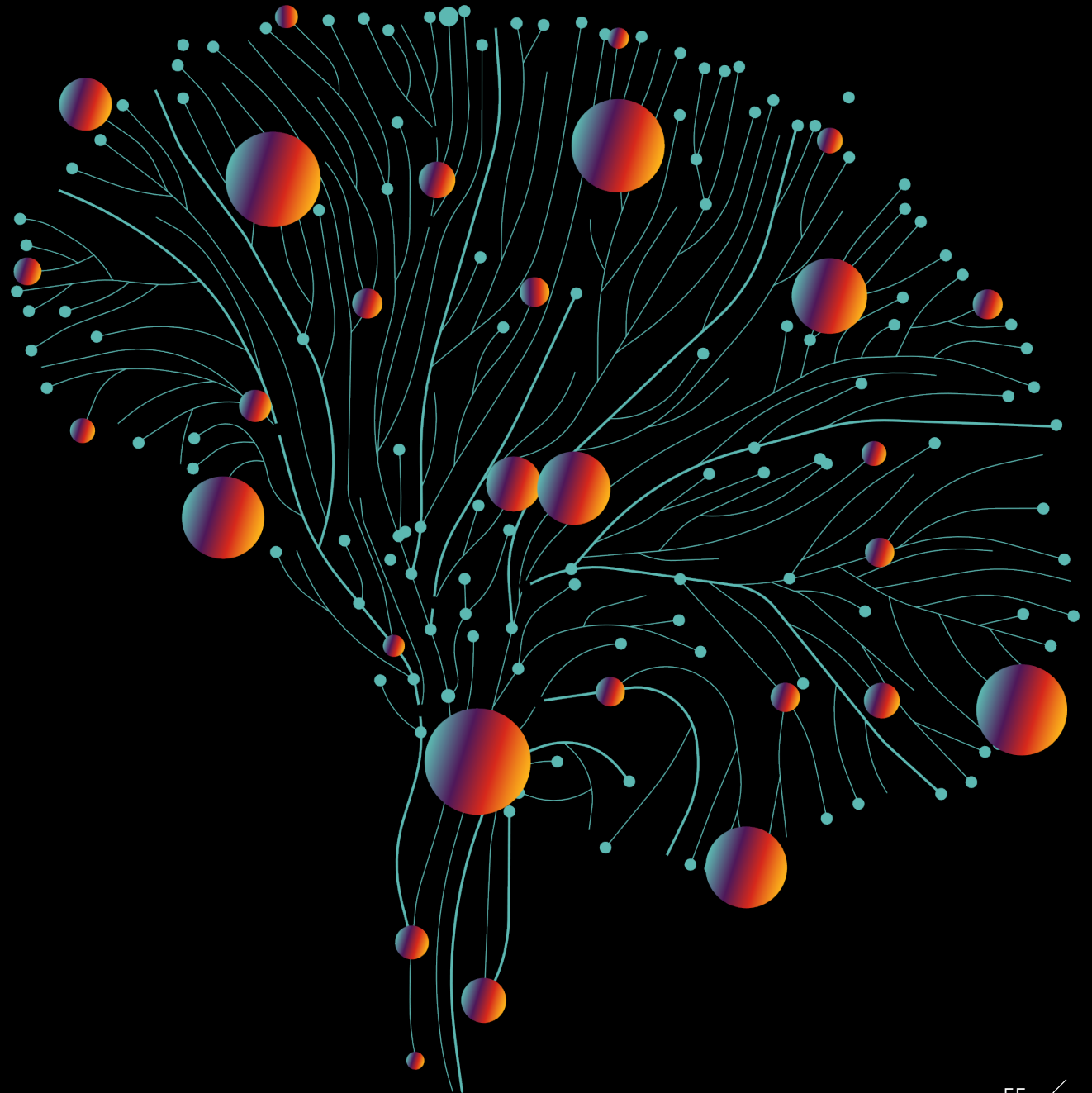
- Create an organisational and leadership culture that promotes continuous upskilling and empowers workers to take ownership of their own training
- Recognise your company's need for human skills and make them a core part of the talent lifecycle - from hiring to progression.
- Leaders should act as a role model, developing their own human skills with coaching, training and leadership development.

A man with glasses and a beard is looking down at a screen. A network graphic with white lines and dots is overlaid on the right side of the image. The background is a blurred office setting.

APPENDIX

Demographic, country and industry focus

Demographics & definitions



Demographics and definitions

Age	Sample
18-24	3,293
25-34	9,907
35-49	12,083
50-60	9,717

Highest level of academic education achieved	Sample
Secondary school/equivalent or less	4,635
Vocational school/technical college	7,051
University degree	14,628
Postgraduate degree	8,482
I prefer not to say	204

Gender	Sample
Man	17,344
Woman	17,560
Non-binary	75
Other/ Prefer not to say	21

Demographics and definitions

Country	Sample
Argentina	1000
Australia	2000
Belgium	500
Brazil	1000
Canada	1025
China	2000
Denmark	385
Finland	505
France	2025
Germany	2025
Greece	500
India	2030
Italy	2025
Japan	2010
Mexico	1000
Netherlands	500
Norway	505
Poland	505
Portugal	1000
Romania	500
Slovenia	360
Spain	2025
Sweden	505
Switzerland	1005
Turkey	505
UK	2030
USA	5530

Industry	Sample
Aerospace and defence	595
Automotive	1376
Banking	2204
Clean technology (tech the reduces negative environmental impacts through significant energy efficiency improvements)	252
Consulting	1109
Consumer goods (including Fast moving consumer goods (FMCG))	1969
Energy and utilities	1107
Financial services	1939
Healthcare (including medical and pharmaceuticals)	4192
Insurance	856
Legal	798
Life sciences	503
Logistics	1047
Manufacturing	4639
Professional services	3369
Retail/E-commerce	3684
Supply chain	627
Technology	3277
Transportation and mobility	1457

Demographics and definitions

Level of seniority	Definition 'Which of the following best describes your position or level within your company?'	Sample
Leaders (total)	'Senior executive level (CEO, President, etc.)'	2,011
Senior managers	'Executive level (General Manager, Executive Vice President, Executive Director, etc.)'	1,303
	'Upper-level management (Senior Vice President, Vice President, Senior Director, etc.)'	2,038
Senior managers (total)		3,341
Managers	'Mid-level management (Director, Senior Manager, etc.)'	8,977
	'Lower-level management (Supervisor, Associate Manager, etc.)'	6,509
Managers (total)		15,486
Non-managers (total)	'Experienced (Non-manager)'	10,556
Entry level	'Entry level'	2,424
Other/prefer not to say	'Other' OR 'Don't know/prefer not to say'	1,182
Entry level (total)		3,606
Income level	Definition 'What is your total personal income from all sources, before taxes?'	Sample
High	Low-, middle- and high-income bands were calculated on a country-by-country basis and based on macroeconomic secondary data	15,852
Middle		13,903
Low		4,495
Prefer not to answer	'prefer not to answer'	750

Demographics and definitions

Smart Industry worker	Definition	Sample
Smart Industry workers	Those who work in design, development and/or engineering in the following roles: consultant/advisory, customer service, engineering, equipment operation/maintenance, healthcare professional, IT, operations, product management, quality control, R&D, Risk and compliance, security, supply chain.	7,115

Agency worker	Definition	Sample
	'Regarding agencies / staffing agencies, which of the following best applies to you? By agencies / staffing agencies, we mean a company that employs you and pays you but places you to work in another company.'	
Agency worker	'I found my current job through an agency/staffing agency'	13,190
Non-agency worker	'I did not find my current job through an agency/staffing agency'	21,810

Blue-collar vs White-collar	Definition	Sample
	'Which of the following best describes your current role?'	
Blue-collar	'Manual labour or skilled trades (e.g., construction, manufacturing, plumbing)'	4,393
White-collar	'Professional, office-based role' or 'Administrative or office-based (e.g., clerical, administrative assistant)'	29,259
Other	Respondents who work in service-oriented or caregiving professions, such as nursing, teaching and retail	1,348

Future-ready workers

Age	Sample
18-24	210
25-34	821
35-49	1,359
50-60	1,331

Highest level of academic education achieved	Sample
Secondary school/equivalent or less	154
Vocational school/technical college	284
University degree	1,531
Postgraduate degree	1,749
Other/prefer not to say	3

Gender	Sample
Man	2,080
Woman	1,631
Non-binary	10

Demographics and definitions

Country	Sample
Argentina	83
Australia	180
Belgium	118
Brazil	136
Canada	68
China	504
Denmark	44
Finland	13
France	160
Germany	267
Greece	24
India	719
Italy	96
Japan	31
Mexico	94
Netherlands	18
Norway	47
Poland	29
Portugal	31
Romania	41
Slovenia	15
Spain	85
Sweden	78
Switzerland	139
Turkey	104
UK	121
USA	476

Industry	Sample
Aerospace and defence	63
Automotive	186
Banking	438
Clean technology (tech the reduces negative environmental impacts through significant energy efficiency improvements)	30
Consulting	114
Consumer goods (including Fast moving consumer goods (FMCG))	81
Energy and utilities	124
Financial services	297
Healthcare (including medical and pharmaceuticals)	174
Insurance	101
Legal	41
Life sciences	34
Logistics	87
Manufacturing	326
Professional services	200
Retail/E-commerce	439
Supply chain	137
Technology	513
Transportation and mobility	336

Demographics and definitions

Level of seniority	Definition 'Which of the following best describes your position or level within your company?'	Sample
Leaders (total)	'Senior executive level (CEO, President, etc.)'	353
Senior managers	'Executive level (General Manager, Executive Vice President, Executive Director, etc.)'	457
	'Upper-level management (Senior Vice President, Vice President, Senior Director, etc.)'	455
Senior managers (total)		912
Managers	'Mid-level management (Director, Senior Manager, etc.)'	1,399
	'Lower-level management (Supervisor, Associate Manager, etc.)'	701
Managers (total)		2,100
Non-managers (total)	'Experienced (Non-manager)'	283
Entry level	'Entry level'	54
Other/prefer not to say	'Other' OR 'Don't know/prefer not to say'	19
Entry level (total)		73

Income level	Definition 'What is your total personal income from all sources, before taxes?'	Sample
High	Low-, middle- and high-income bands were calculated on a country-by-country basis and based on macroeconomic secondary data	2,728
Middle		815
Low		161
Prefer not to answer	'prefer not to answer'	17

Demographics and definitions

Smart Industry worker	Definition	Sample
Smart Industry workers	Those who work in design, development and/or engineering in the following roles: consultant/advisory, customer service, engineering, equipment operation/maintenance, healthcare professional, IT, operations, product management, quality control, R&D, Risk and compliance, security, supply chain.	967

Agency worker	Definition	Sample
	‘Regarding agencies / staffing agencies, which of the following best applies to you? By agencies / staffing agencies, we mean a company that employs you and pays you but places you to work in another company.’	
Agency worker	‘I found my current job through an agency/staffing agency’	2,654
Non-agency worker	‘I did not find my current job through an agency/staffing agency’	1,067

Blue-collar vs White-collar	Definition	Sample
	‘Which of the following best describes your current role?’	
Blue-collar	‘Manual labour or skilled trades (e.g., construction, manufacturing, plumbing)’	111
White-collar	‘Professional, office-based role’ or ‘Administrative or office-based (e.g., clerical, administrative assistant)’	3,572
Other	Respondents who work in service-oriented or caregiving professions, such as nursing, teaching and retail	38

Qualitative quotes from global workers

The quotes shared throughout this report are excerpts from qualitative research conducted by the Adecco Group in June and July 2024. 1,443 workers from nine countries responded to an online survey of open-text questions investigating the impact of AI on their work.

Country	Sample
Chile	15
Germany	3
Italy	331
Japan	150
Mexico	1
Peru	74
Spain	633
UK	14
USA	222

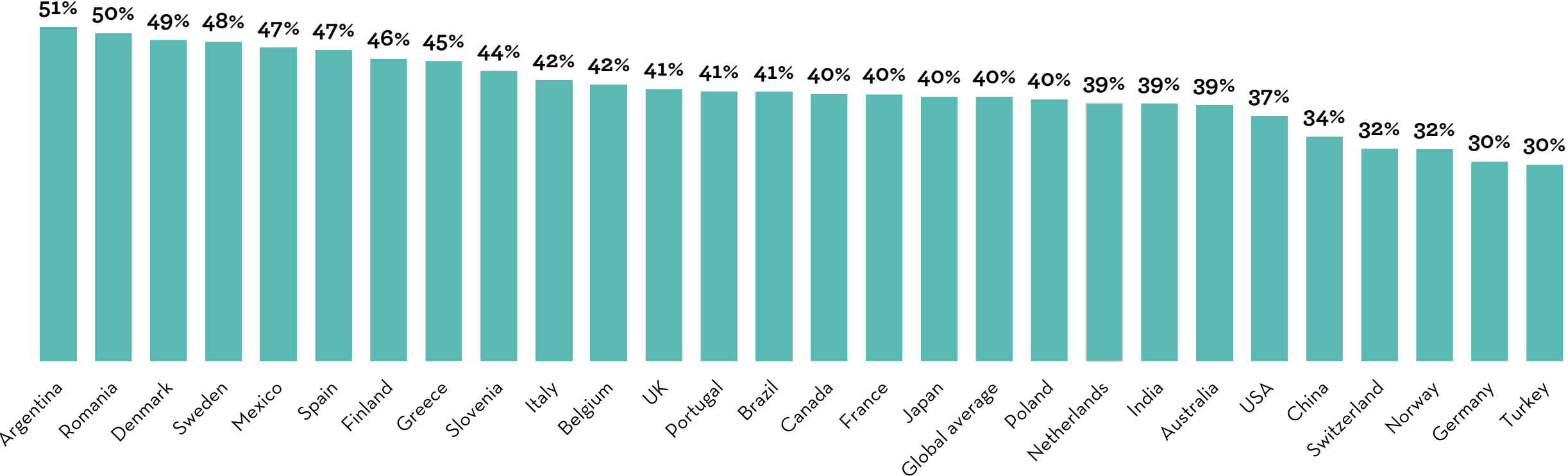
Key findings by country



Employers have a responsibility to prepare their workers (1/3)

Global finding: 40% worry about long-term job security

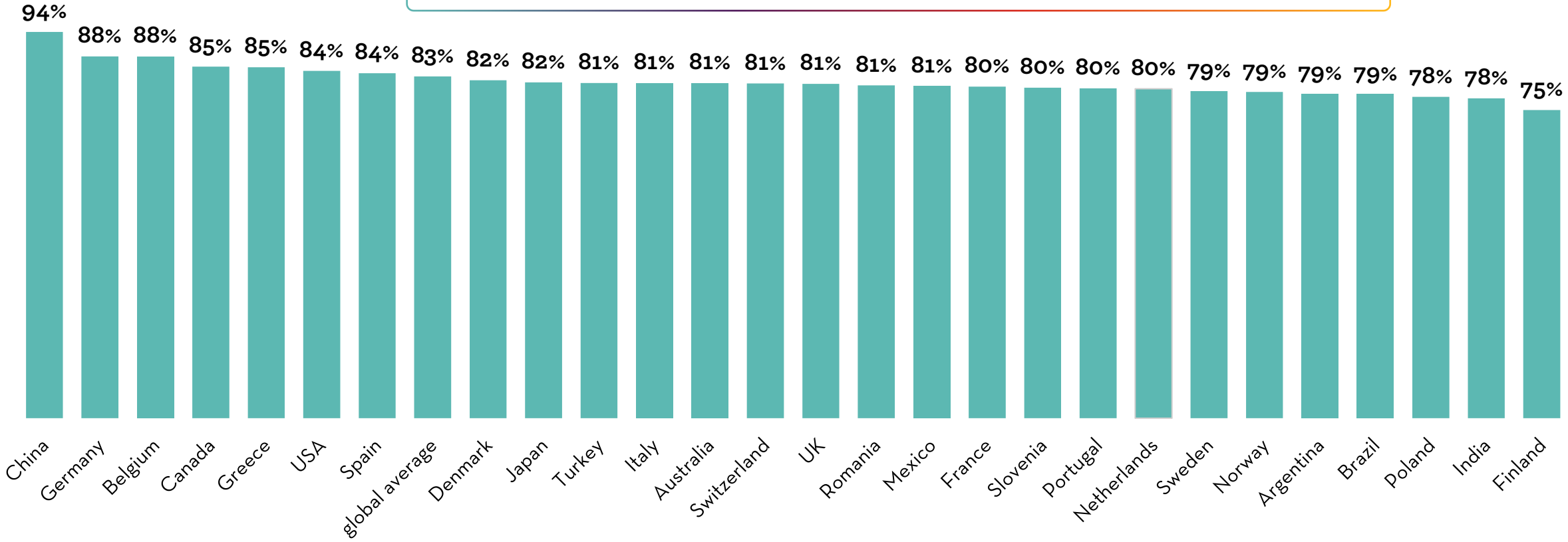
% of workers who are concerned about long-term job security



Employers have a responsibility to prepare their workers (2/3)

Global finding: 83% plan to stay with their current employer

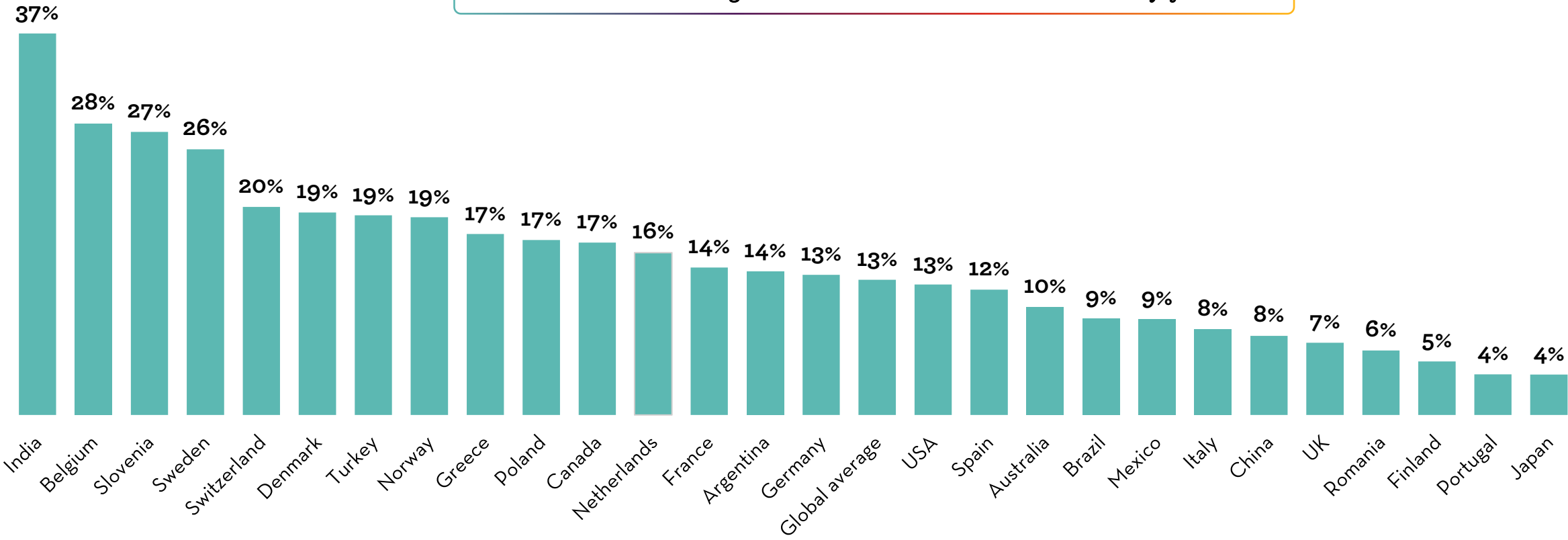
% of workers who plan to stay with their employer over the next 12 months



Employers have a responsibility to prepare their workers (3/3)

Global finding: 13% have lost their jobs because of AI

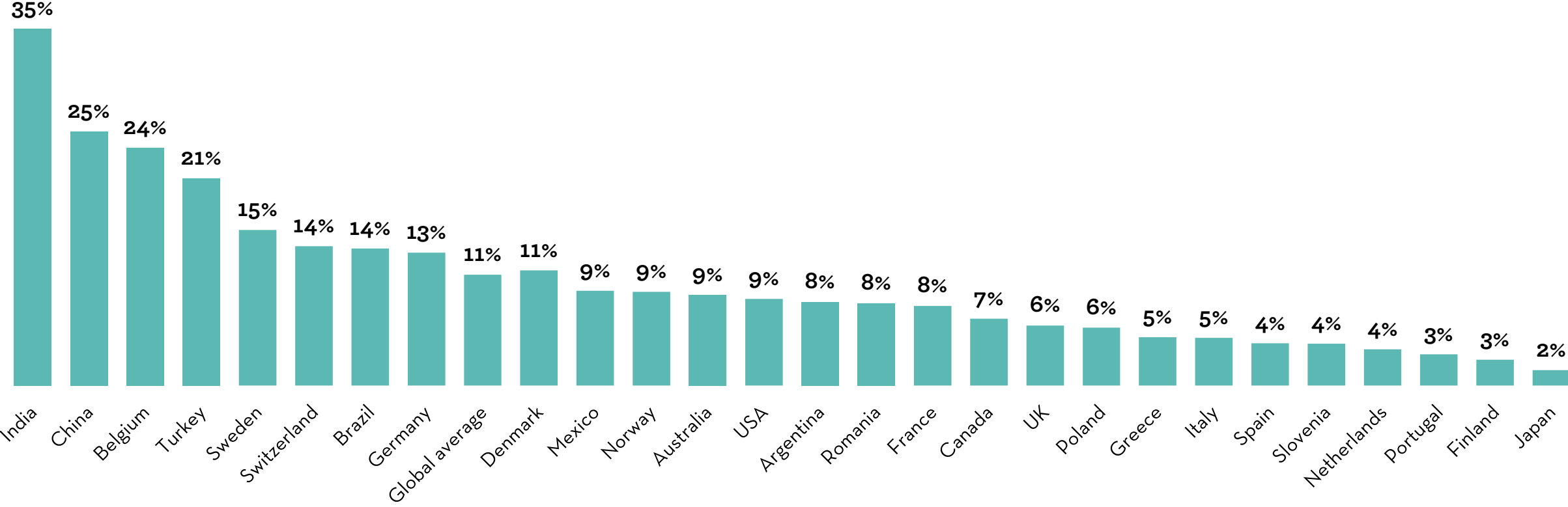
% of workers who agree that 'AI has made me lose my job'



Employers must upskill a generation of future-ready talent (1/3)

Global finding: 11% of the global sample are 'future-ready workers'

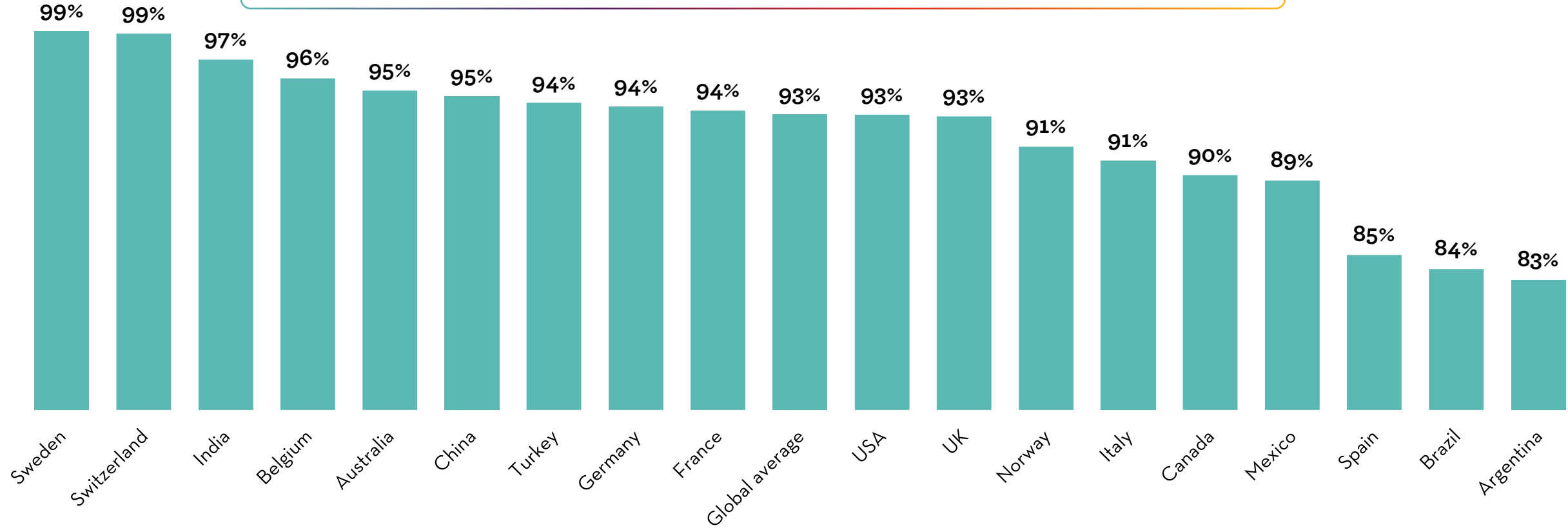
% of country that are 'future-ready workers'



Employers must upskill a generation of future-ready talent (2/3)

Global finding: 93% of future-ready workers are given a personalised development plan from their employer (vs 51% of all workers)

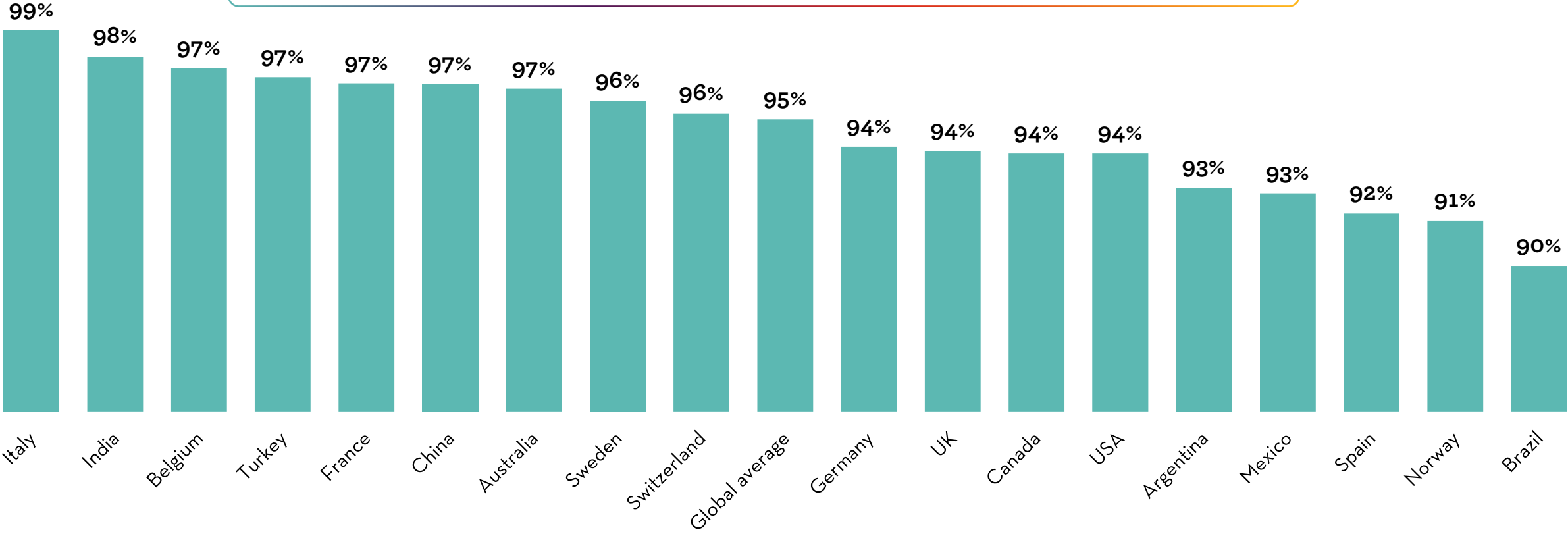
% of country's 'future-ready workers' that agree 'My employer works with me to devise a personalised professional/career development plan'



Employers must upskill a generation of future-ready talent (3/3)

Global finding: 95% of future-ready workers frequently participate in leadership training provided by their employer (vs 57% of all workers)

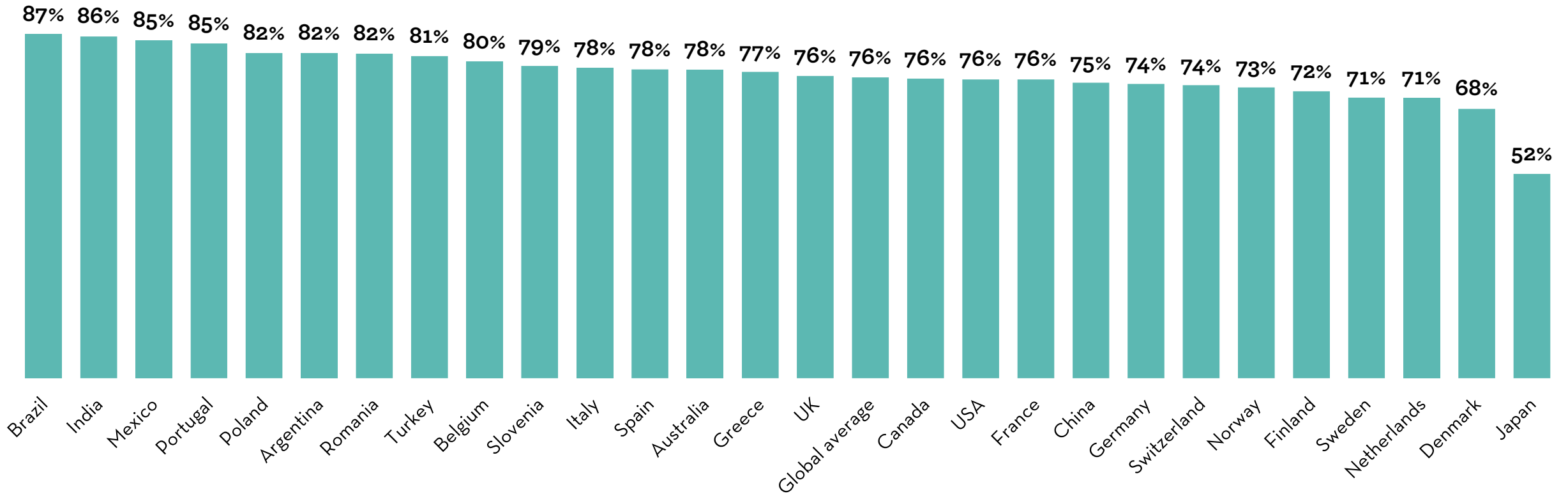
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Workers want internal mobility, but employers fail to see the value (1/2)

Global finding: 76% say companies should train existing employees for different roles across the organisation before hiring external candidates

% of workers who agree that 'Companies should train/upskill/develop existing employees for different roles across the organisation before hiring external candidates'



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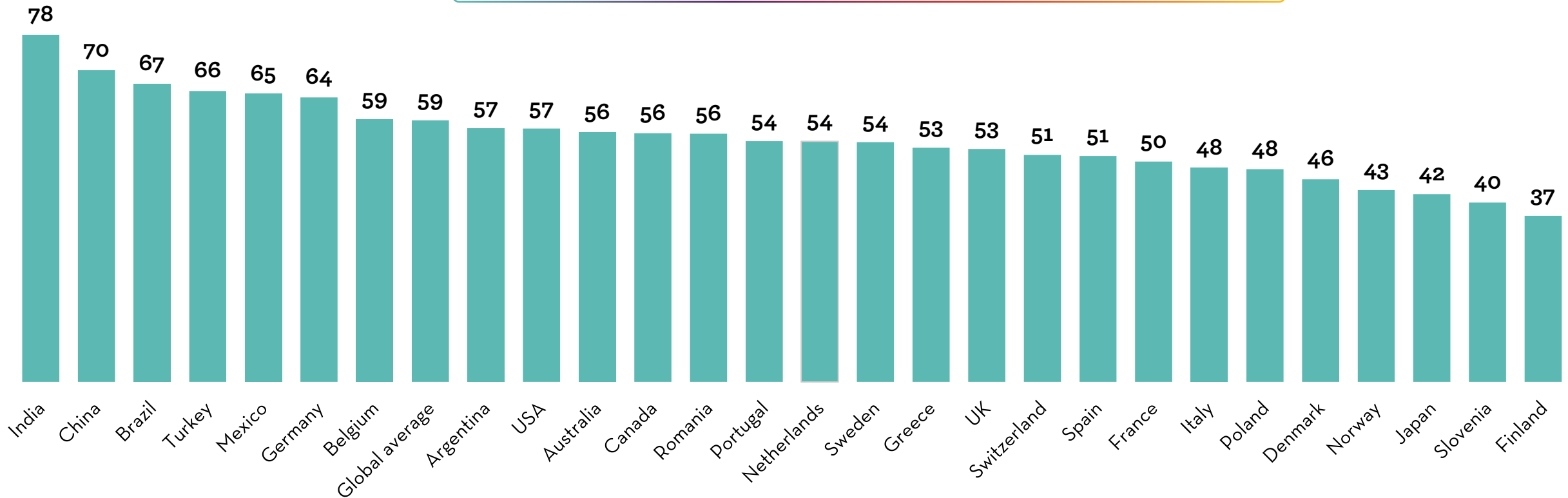
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AI impact reveals high-value human potential (1/3)

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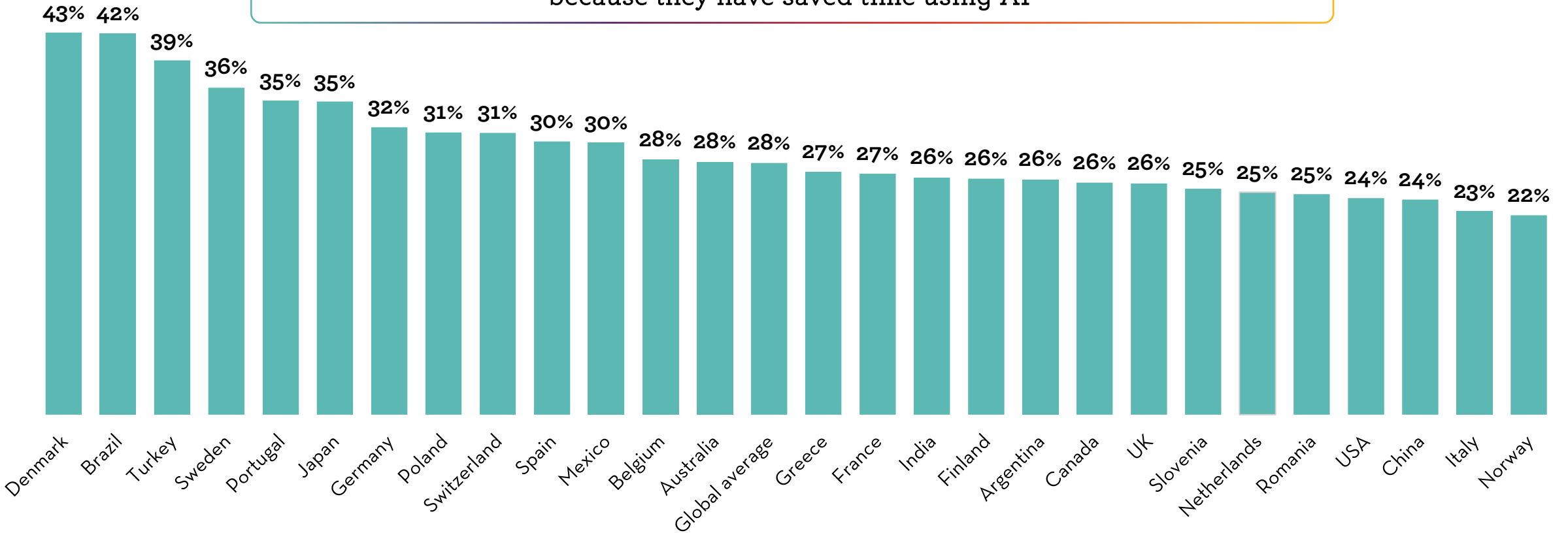
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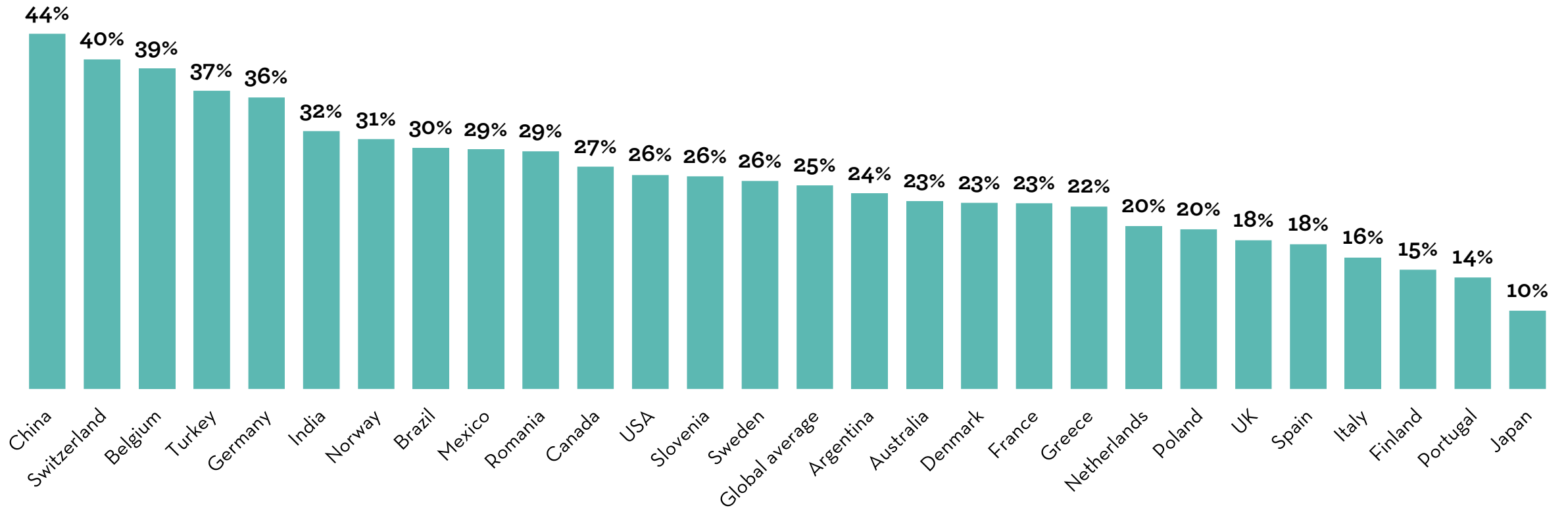
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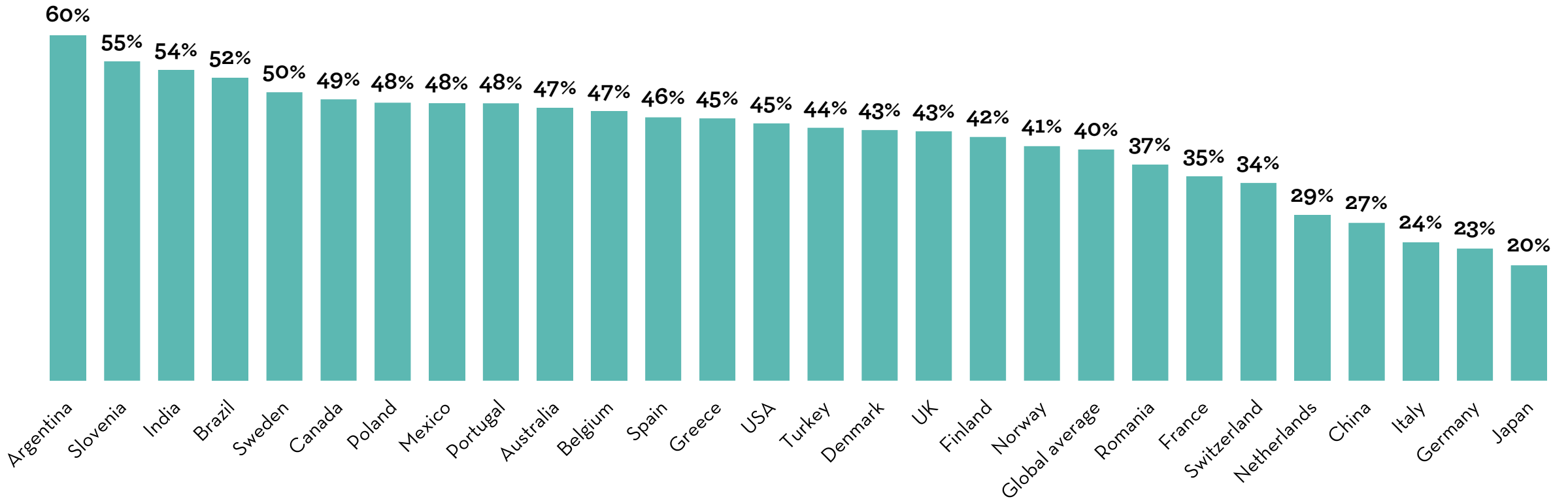
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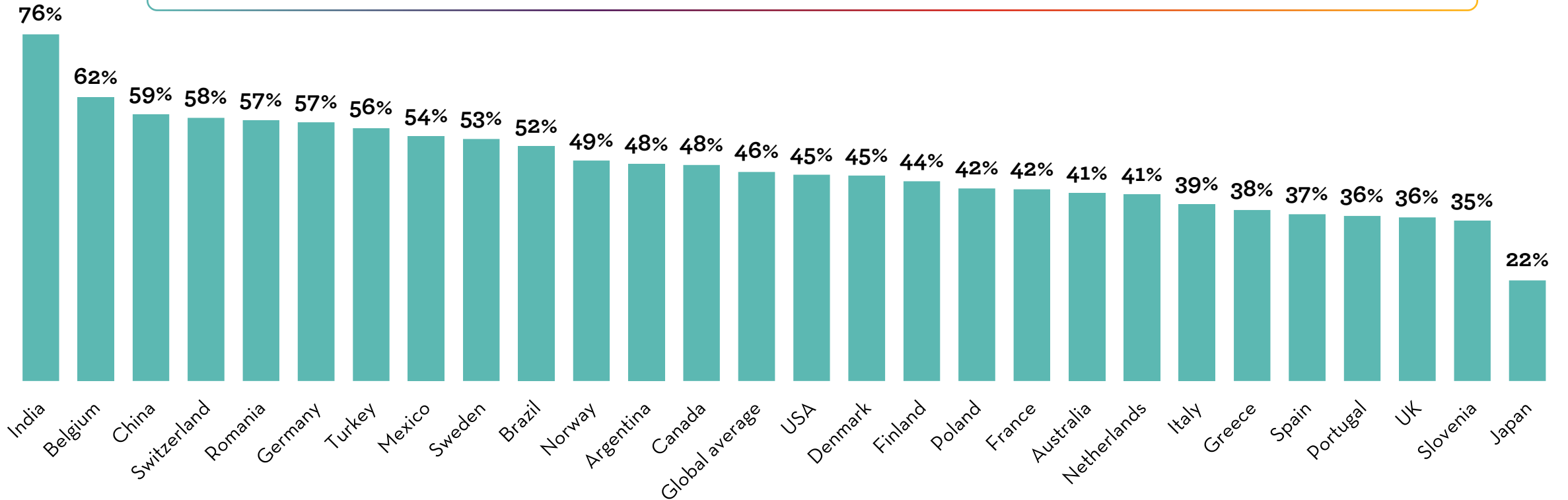
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Global finding: 46% have confidence in leaders' AI skills and knowledge to be able to understand the risks of AI adoption at work

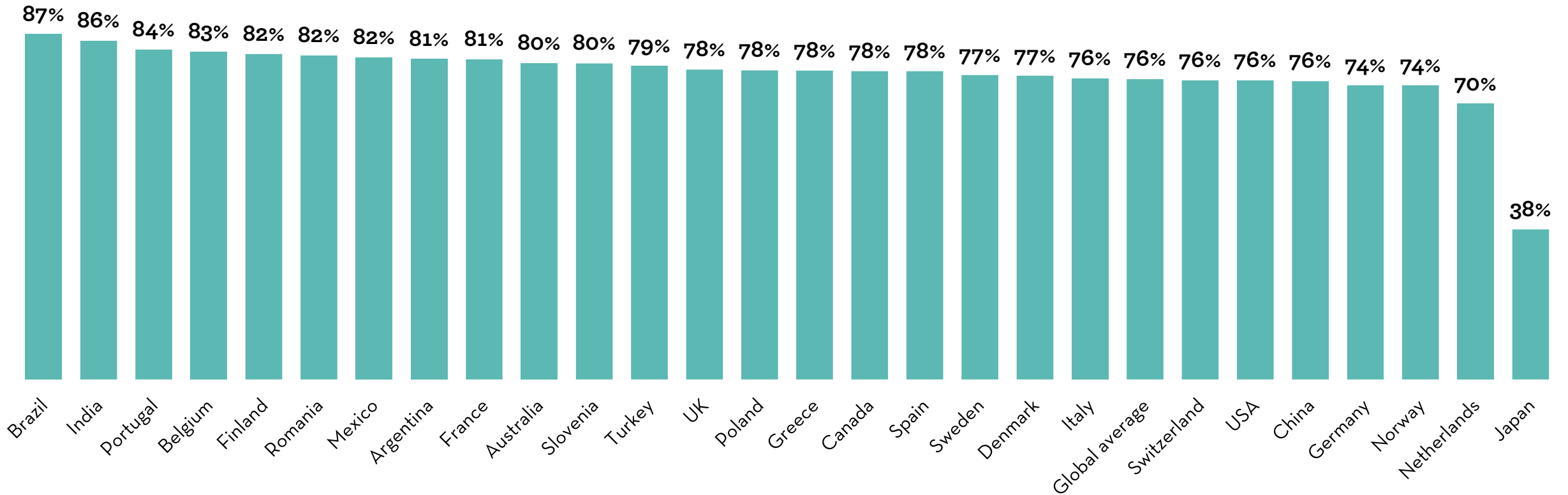
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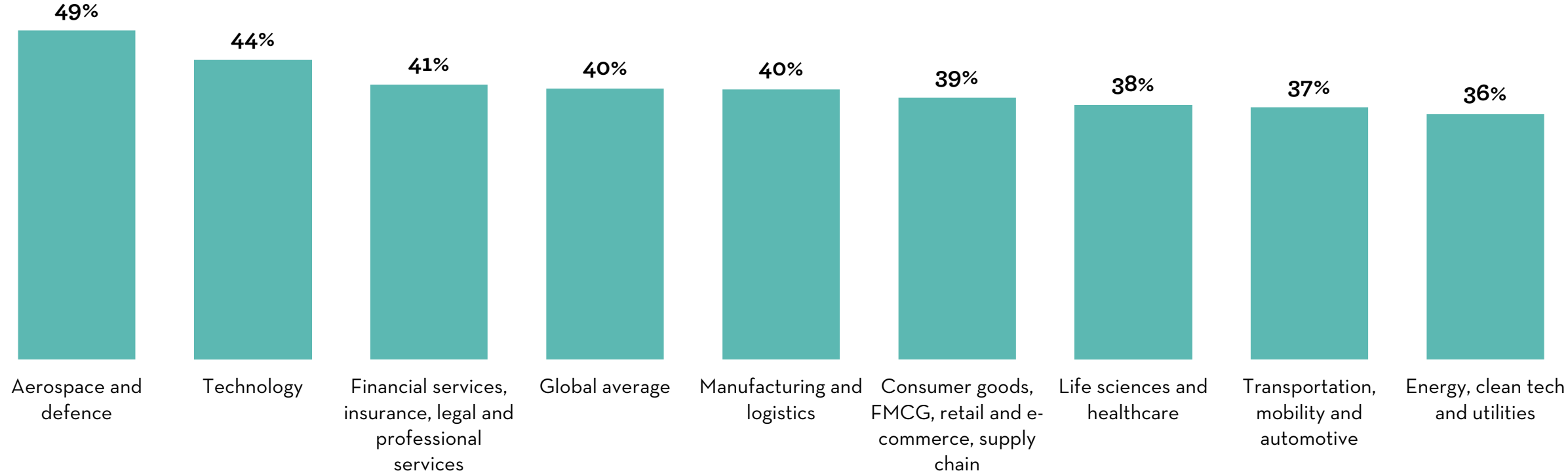
Key findings by industry



Employers have a responsibility to prepare their workers (1/3)

Global finding: 40% worry about long-term job security

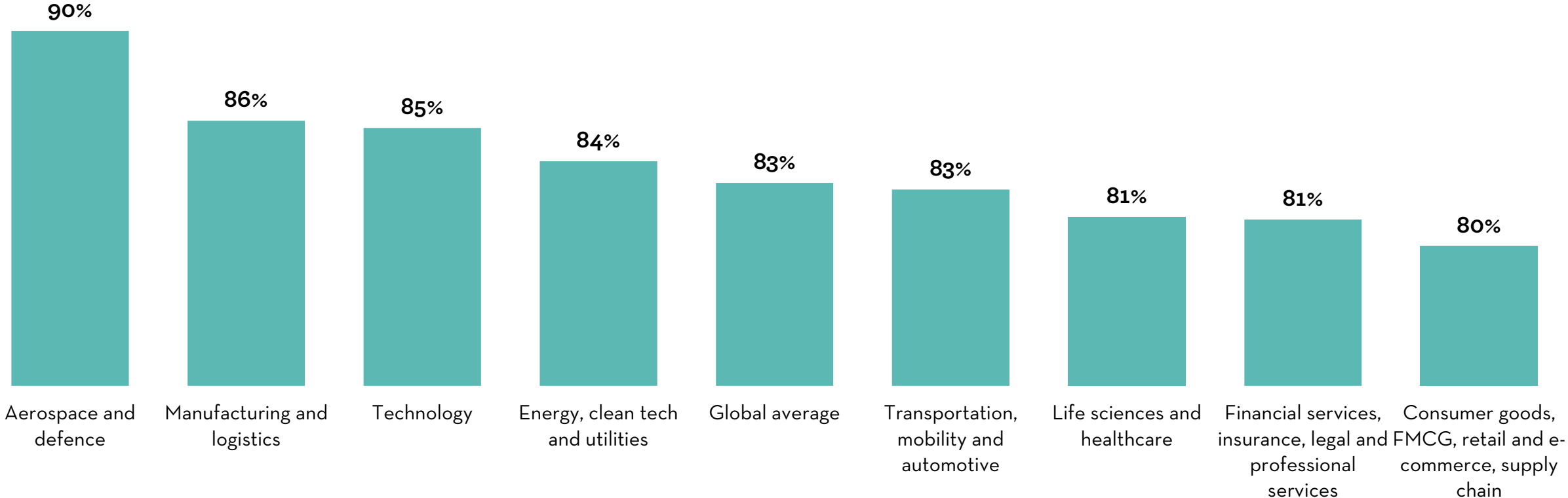
% of workers who are concerned about long-term job security



Employers have a responsibility to prepare their workers (2/3)

Global finding: 83% plan to stay with their current employer

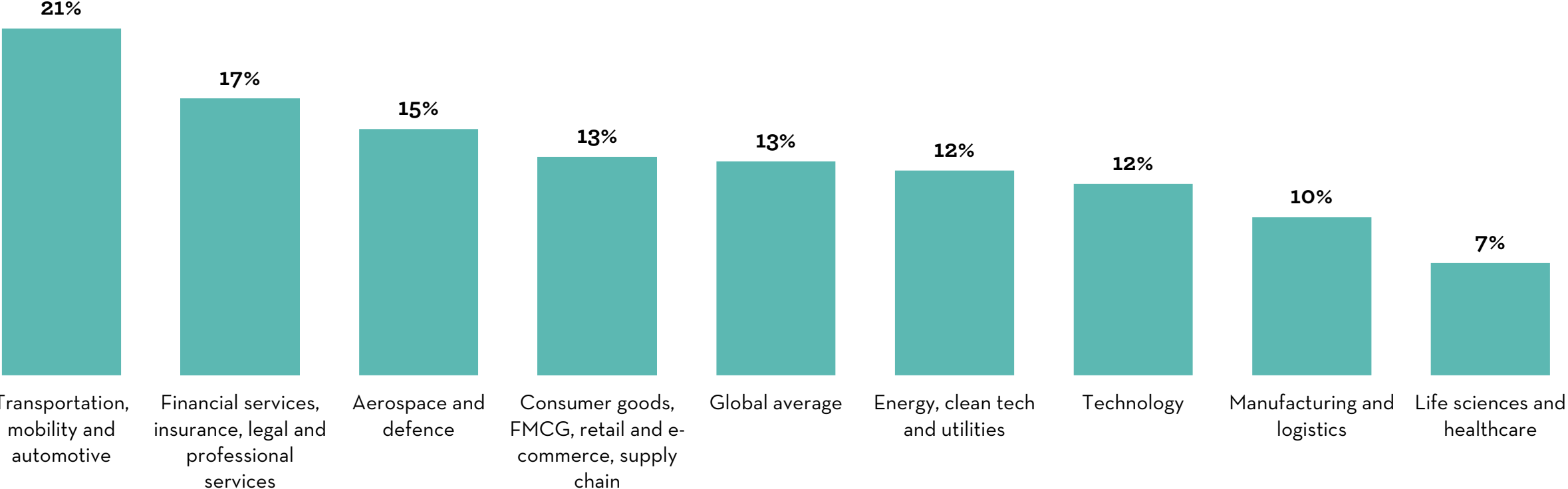
% of workers who plan to stay with their employer over the next 12 months



Employers have a responsibility to prepare their workers (3/3)

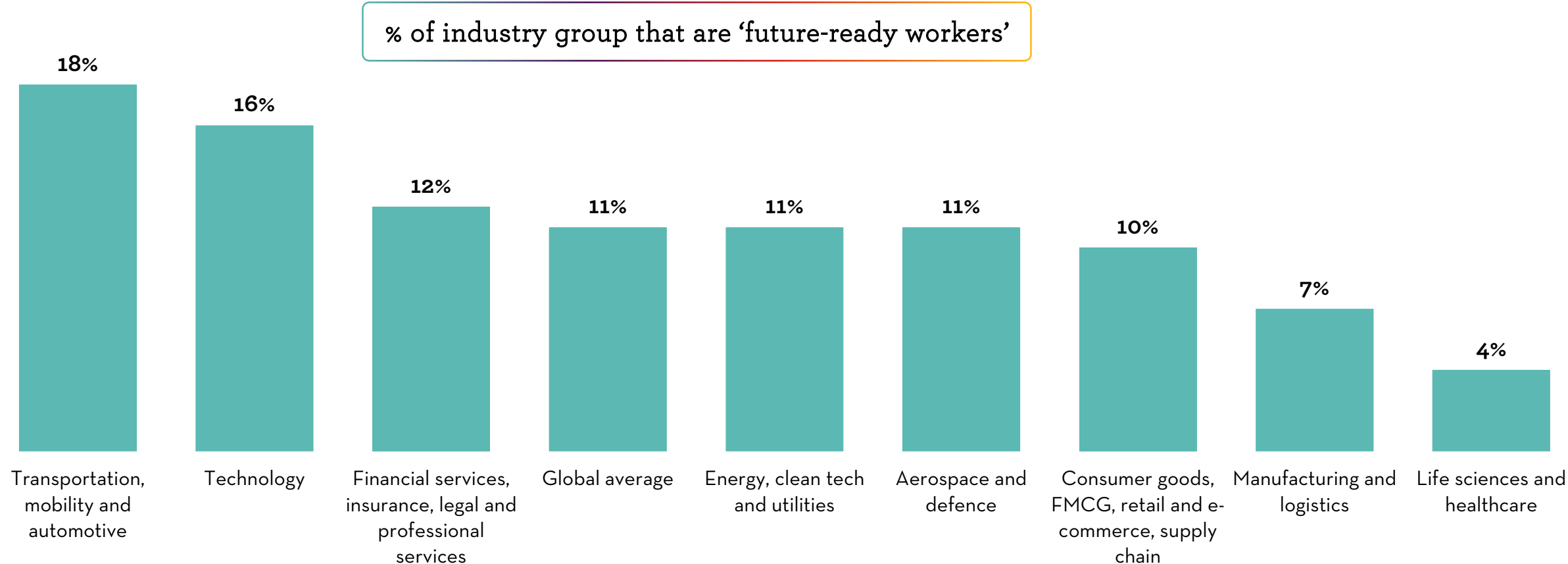
Global finding: 13% have lost their jobs because of AI

% of workers who agree that 'AI has made me lose my job'



Employers must upskill a generation of future-ready talent (1/3)

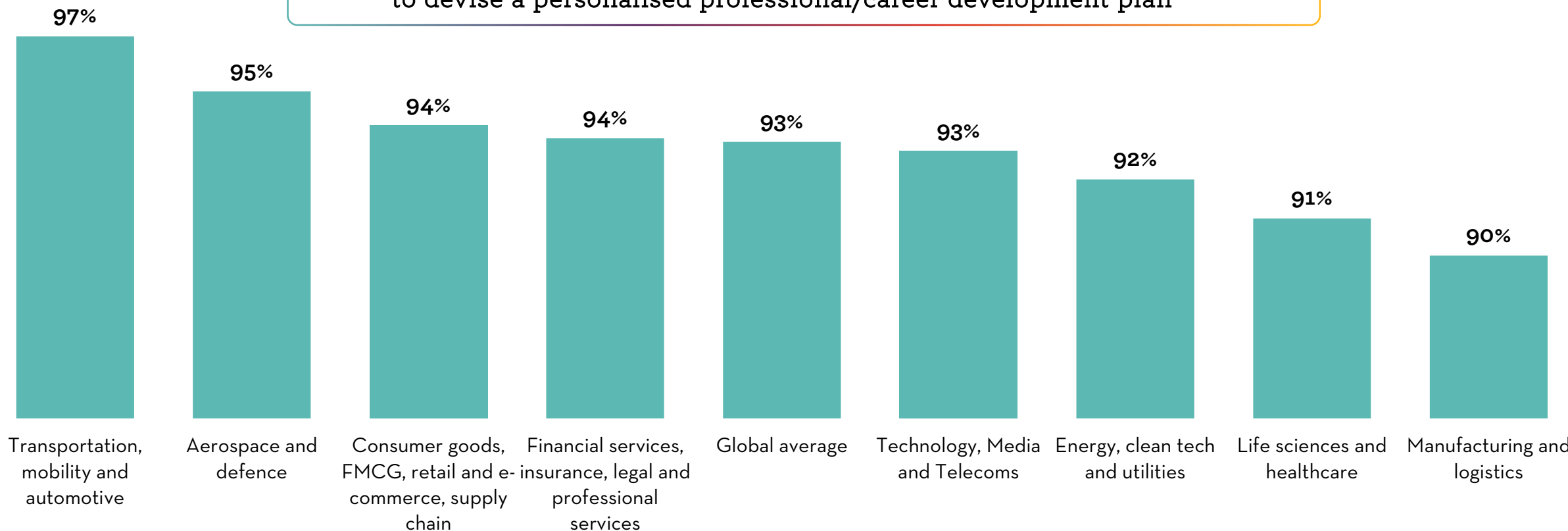
Global finding: 11% of the global sample are 'future-ready workers'



Employers must upskill a generation of future-ready talent (2/3)

Global finding: 93% of future-ready workers are given a personalised development plan from their employer (vs 51% of all workers)

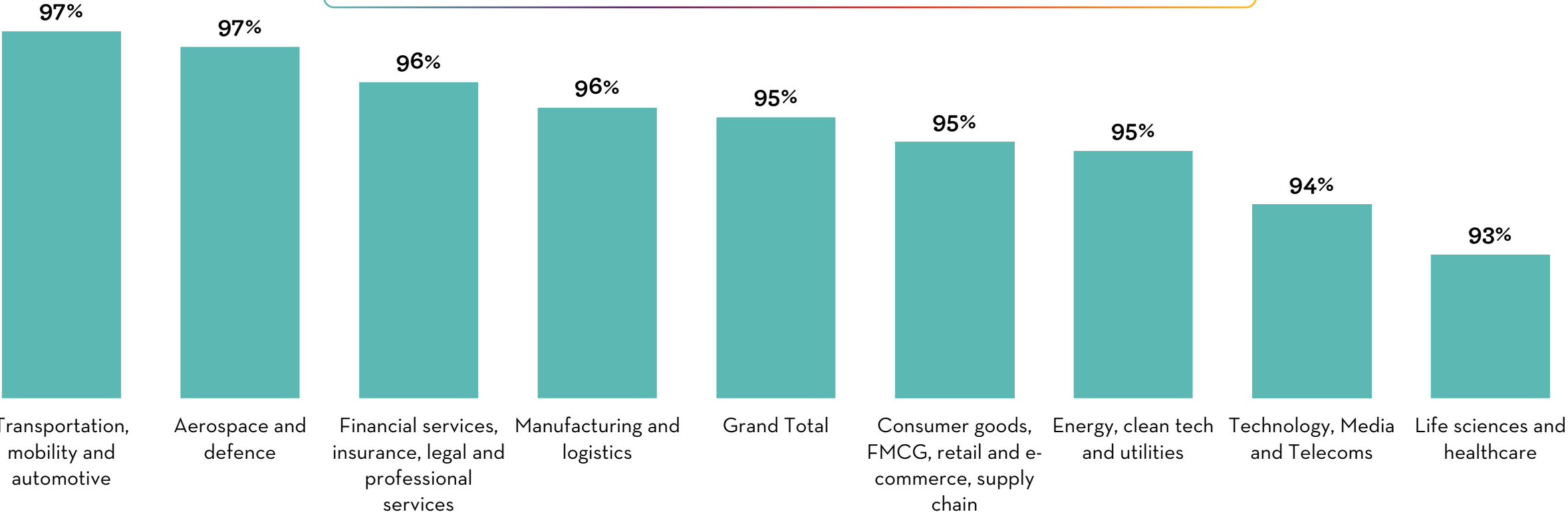
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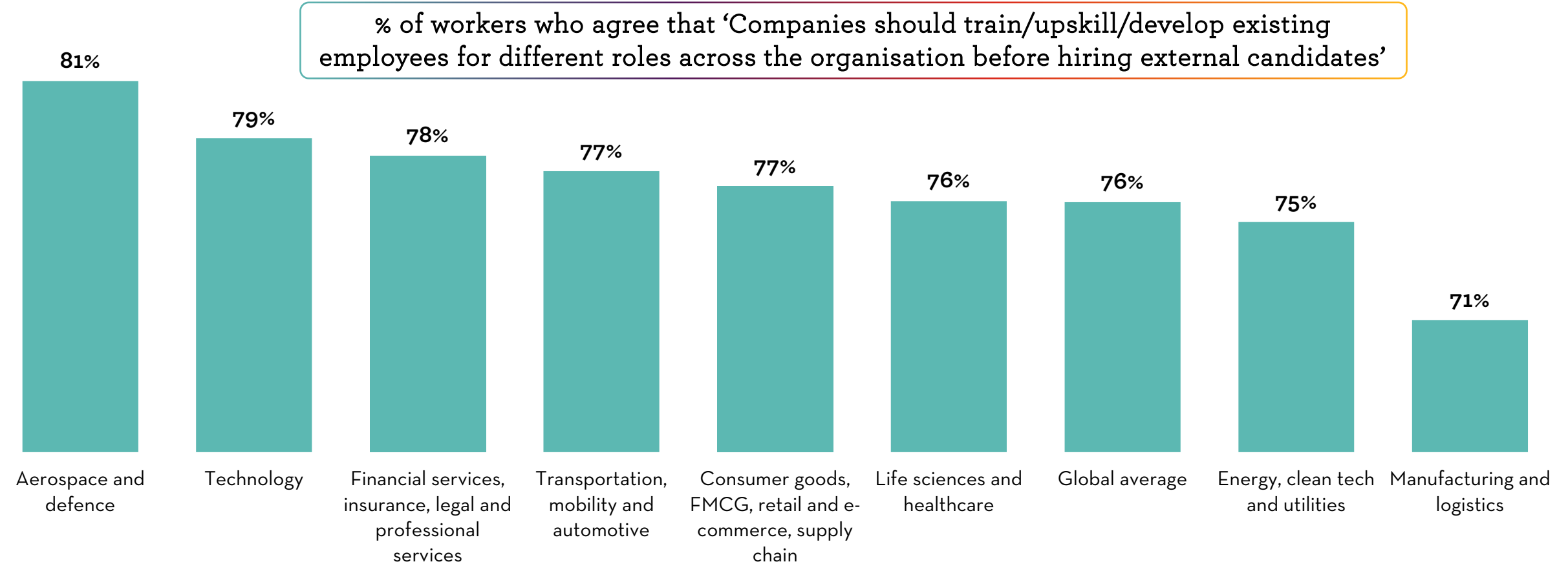
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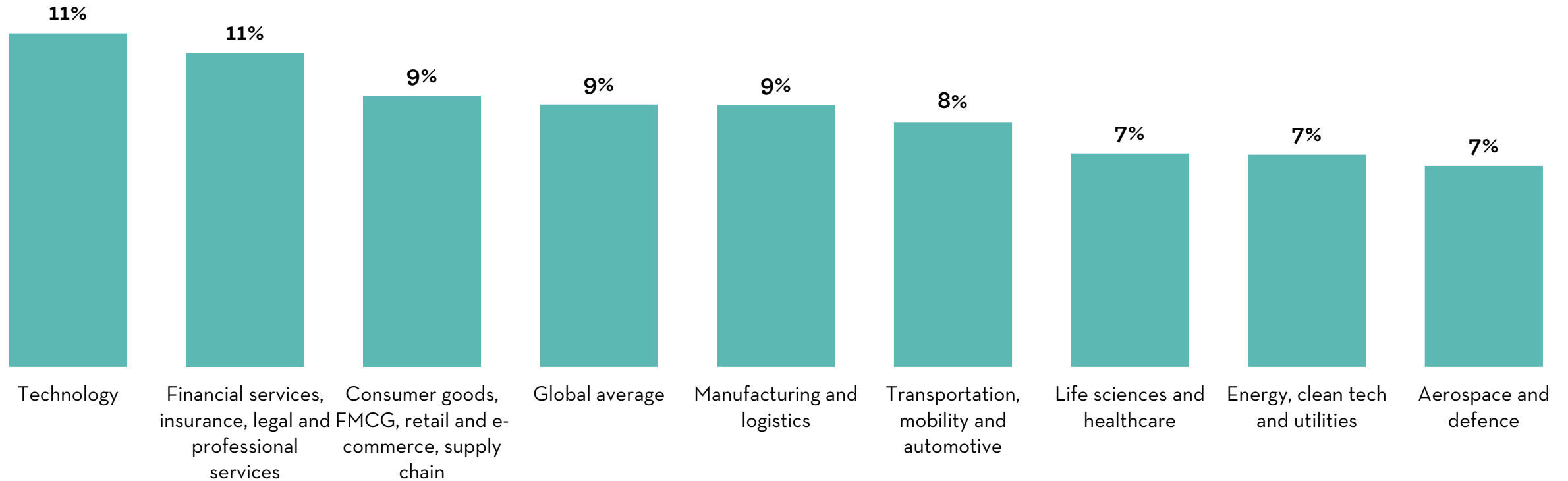
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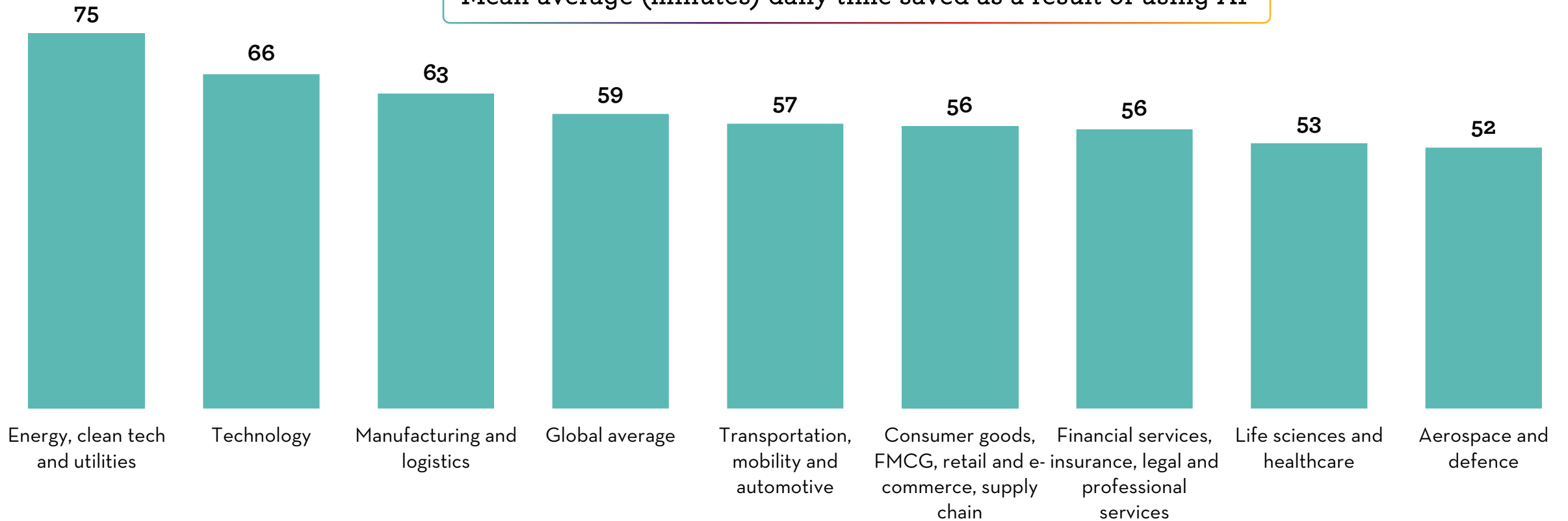
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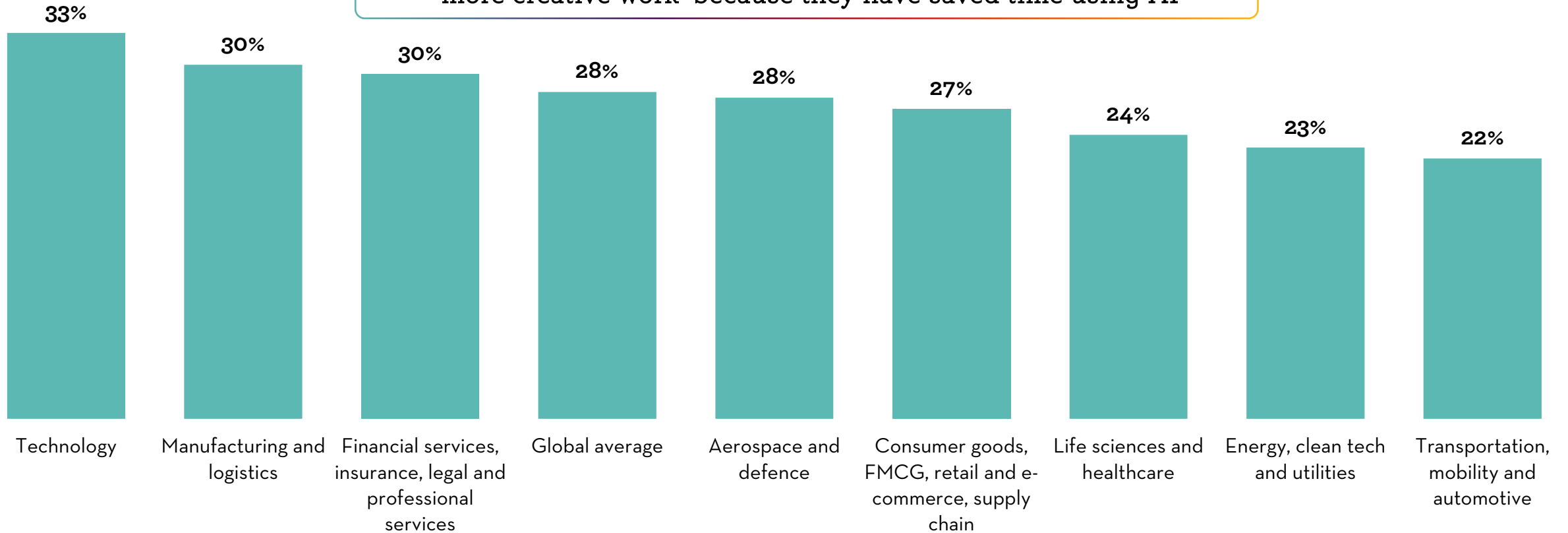
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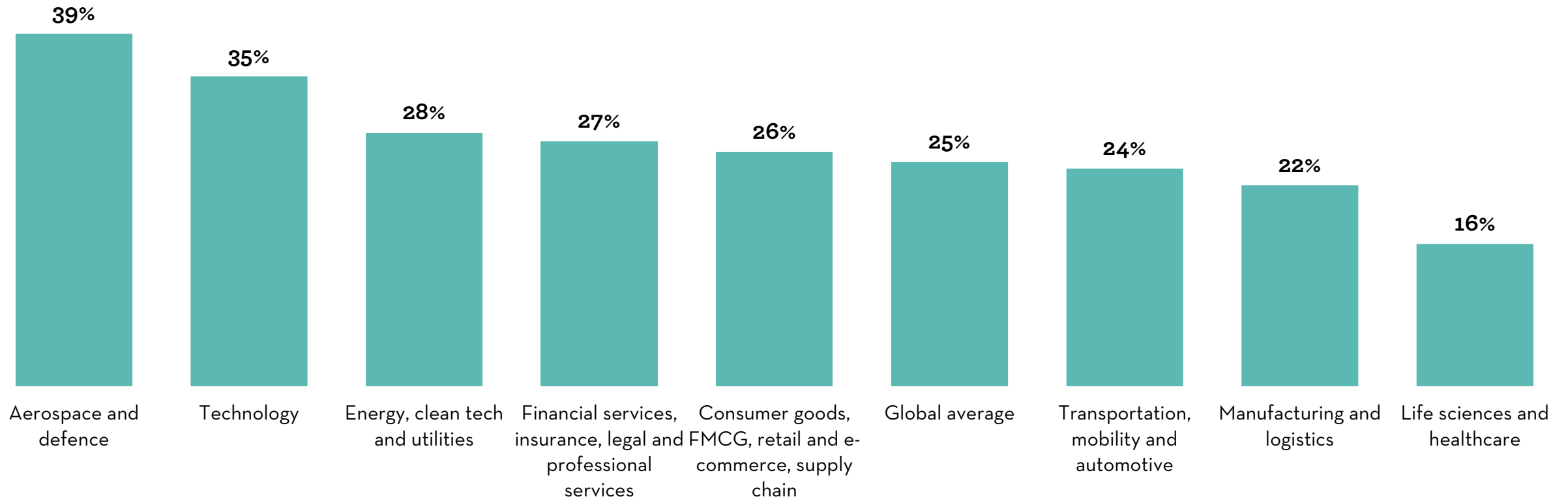
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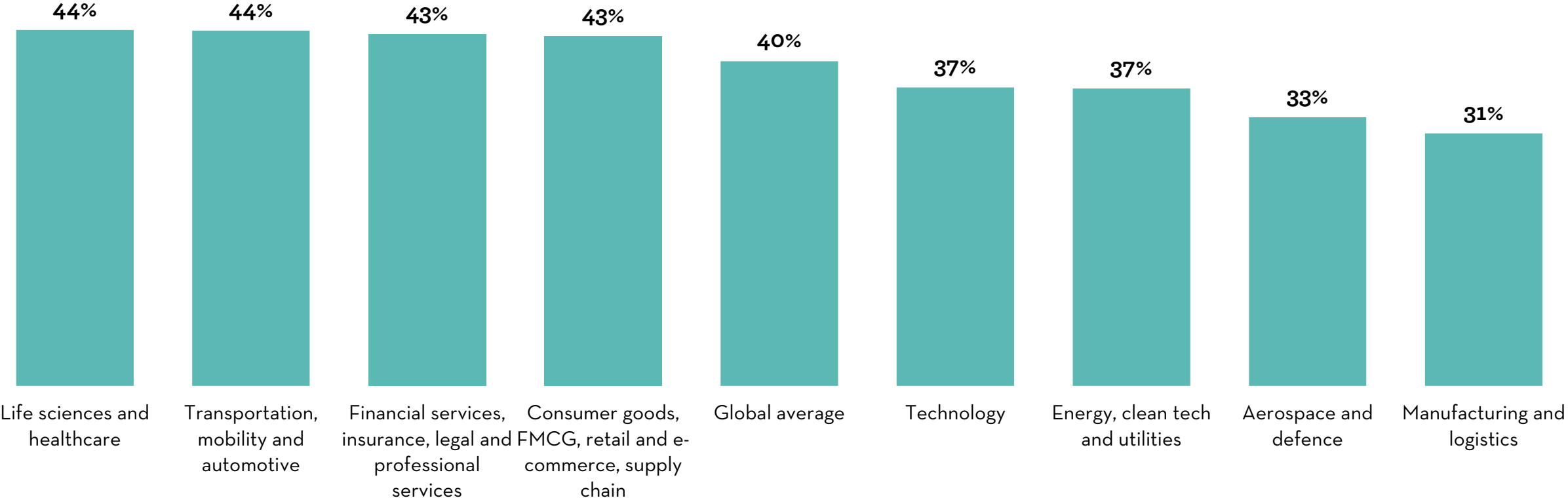
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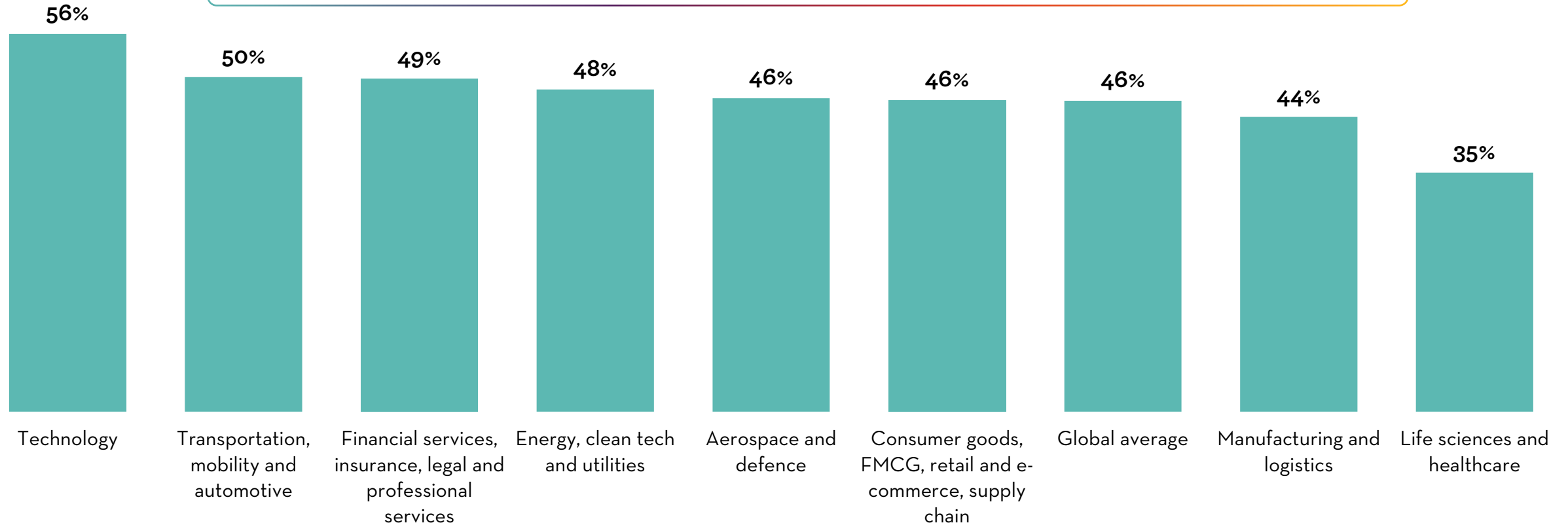
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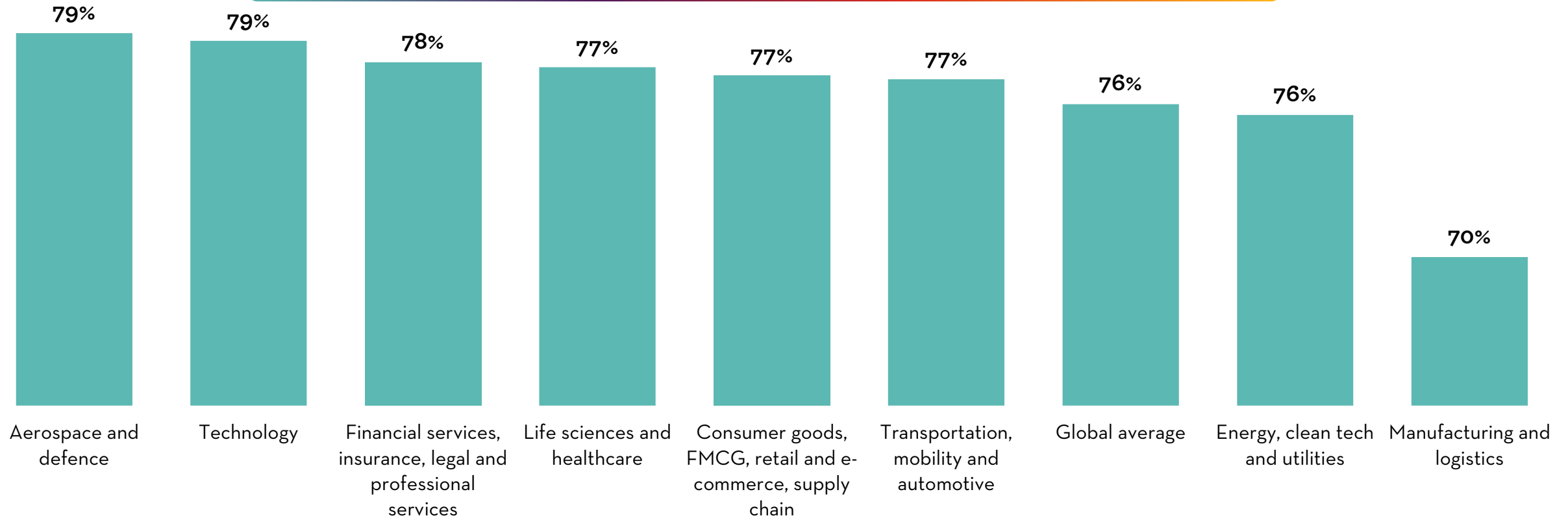
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