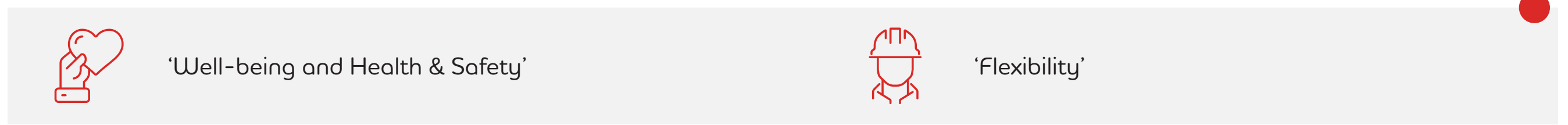# Adecco

Executive Summary: Workers' professional aspirations vs companies' perceptions

Our survey found that companies and workers were aligned in what they felt were the top 3 most important criteria for people choosing an organisation: **'Salary'** remains by far the most important factor (**53%**), followed by **'Work Atmosphere'** (**36%**), and then **'Career Development'** (**25%**).

| 53% | **Salary** | 36% | **Work Atmosphere** | 25% | **Career Development** |

Where they differ

| 'Well-being and Health & Safety' | | 'Flexibility' | ● |

'Well-being and Health & Safety' at work are underestimated by companies but are a key factor for workers, suggesting it needs to be a "must-have" that companies invest in. Our survey also showed that whilst companies didn't think it was, 'Flexibility' is very important for workers happiness in the new normal following the pandemic, especially in the US, UK, and Germany.

| 'Brand Notoriety' | ● | 'Company Culture' | ● ● |
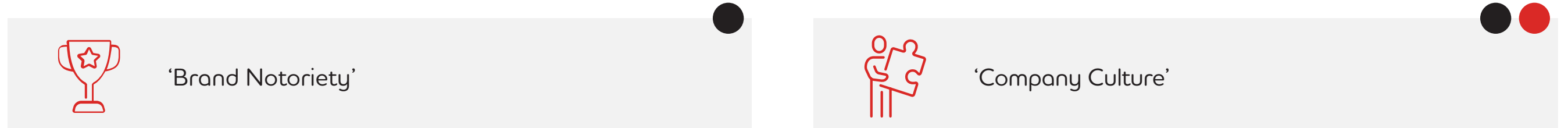
'Brand Notoriety' is overestimated by companies (it ranks 16th in importance for workers compared to 7th in companies' minds), but 'Company Culture' is important to both (rank 10th and 8th respectively).

| 'Charismatic leaders' | | 'Servant Leaders' | ● |
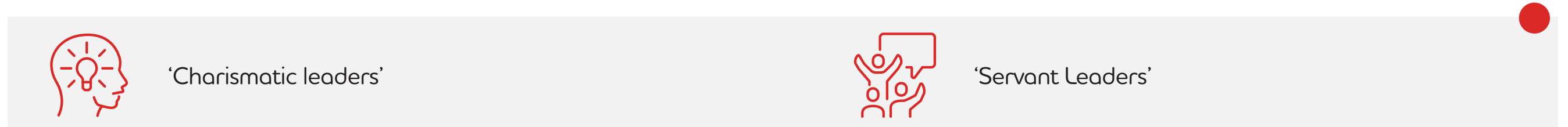
There is also a gap in perceptions on which type of leadership style is preferred. 'Charismatic Leaders' (**25%**) and 'Servant Leaders' (who focus on employee welfare) (**21%**) are attractive leadership styles for workers.

| 'Pacesetters' | | 'Collaborative Work' | ● |
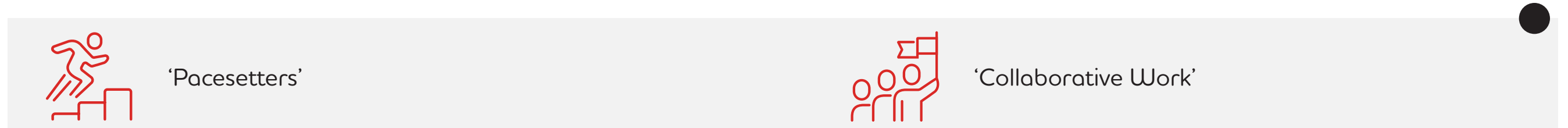
In comparison, 'Success-obsessed' but respectful 'Pacesetters' (**25%** vs **11%**) are the preferred styles by companies. Another differentiating factor is that **71%** of companies promote 'Collaborative Work', whilst only **54%** of employees do (except for LATAM & Spain: where it was greater than **80%**).

More important for / Preffered by: ● Workers ● Companies

Are workers and companies on the same page with digital recruitment and onboarding?

| 'Digital interactions' | | 'Human interactions' | ● ● |
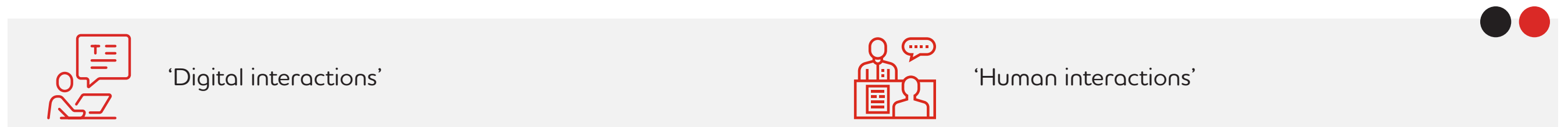
'A mix of digital and human' interactions is the most accepted method recruitment for both companies and workers (**>66%**).

| To be 'contacted by message only' | ● |
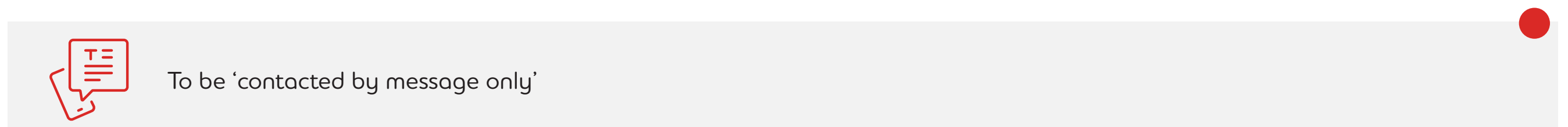
Workers are also more prepared to be 'contacted by message only' (WhatsApp, SMS, & other: **35%**), compared to companies, where only **9%** were prepared to do this.

| Taking an online quiz | | Maintain skills trainings | ● |
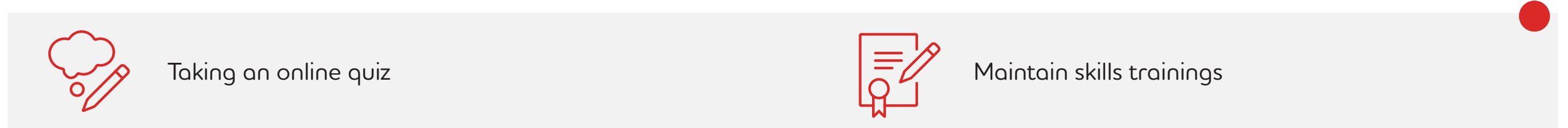
Companies should also take note that employees were interested in taking an online quiz to check their skills adequation for the job at the recruitment phase (**58%** workers vs **46%** companies), but also maintain skills trainings all along their career to ensure they are still up-to-date (**22%** vs **12%**).

More important for / Preffered by: ● Workers ● Companies

The most desired organisations for our respondents to work was...

| 22% | **GAFAM company** | 48% | **Amazon** | 27% | **Google** |

22% of the workers we asked spontaneously named a GAFAM company as one they would like to work for most.
48% of these want to work for Amazon, and **27%** for Google.

Why?

| "Work hard play hard" mindset |
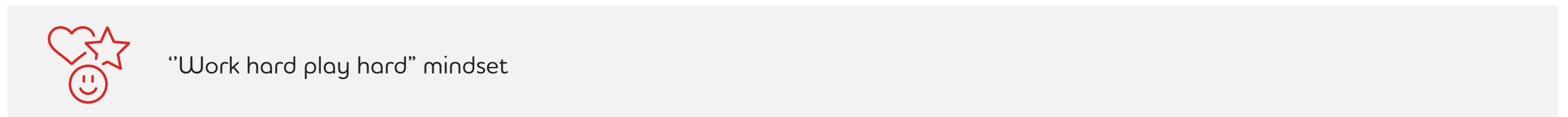
Because these employers are the more career path focused and famously adopt a "work hard play hard" mindset which was extremely popular among our respondents.

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Exploring Workers' Professional Aspirations

We asked 1450 respondents - 1300 workers & 150 clients (companies) — about their motivations and expectations at work.

AU   BE   DE   FR   GB   IND   IT   SP   CH   US   LATAM

Workers' expectations vs companies' perceptions

Workers' top 3 criteria for choosing an organisation are the same as what companies think:

✓

#1
Salary

#2
Work Atmosphere

#3
Career Development

However, companies tend to overestimate the importance of salary for workers compared to other criteria.
'Salary' & 'Career Development' are more important for the younger generation.

Where worker expectations and company perceptions mismatched:

✗

'Well-being', and 'Health & Safety' ranked 6th in importance for workers, and 9th for companies.

'Brand Notoriety' ranked 16th for employees compared to ranking 7th for companies.

'Health & Safety' and greater 'Flexibility' at work are must-haves, especially in terms of working hours and location.

!

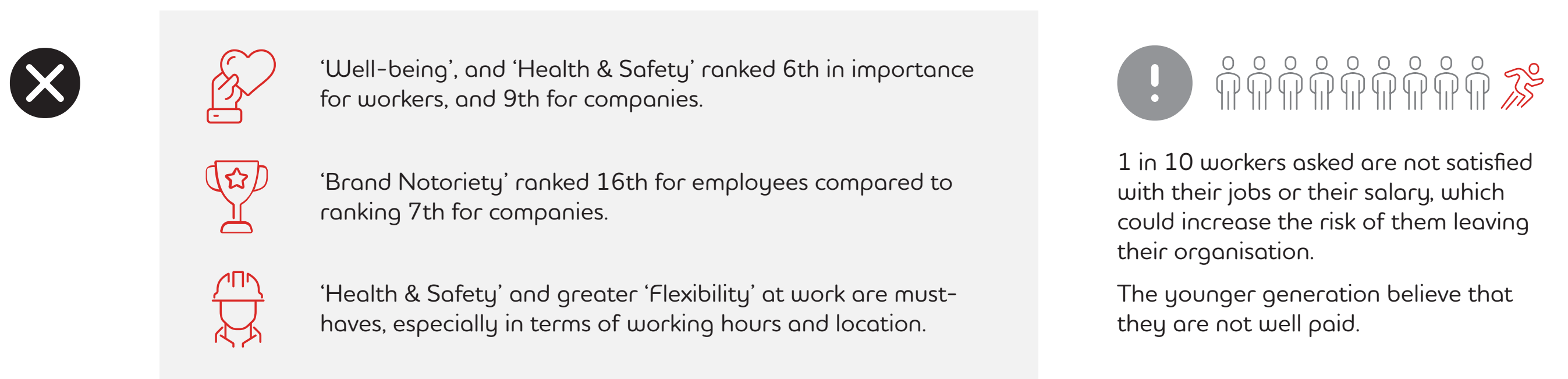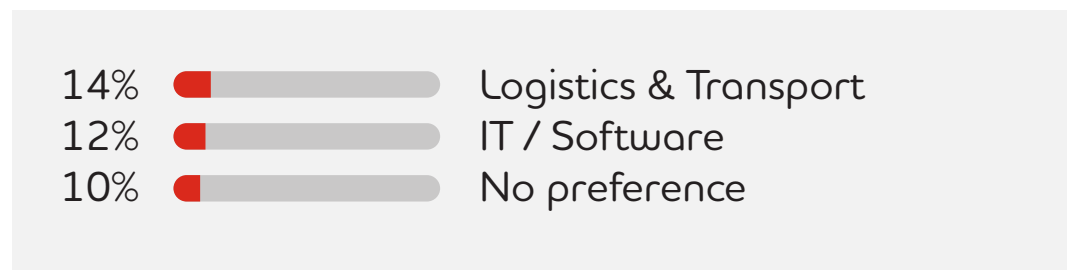1 in 10 workers asked are not satisfied with their jobs or their salary, which could increase the risk of them leaving their organisation.

The younger generation believe that they are not well paid.

Favorite company's mindset

Favorite area of work

14% Logistics & Transport
12% IT / Software
10% No preference

G 🍎 f a ▦

22% of workers asked dream of working for one of the GAFAM organisations. **48%** of these want to work for Amazon, and **27%** Google.

The older generation were less focused on specific industries, whilst women were more attracted by the public sector.

Collaborative work

54% Workers   **VS**   **71%** Companies

71% of Companies promote collaborative work, but only **54%** of workers enjoy a collaborative working environment.

The younger generation are happier team players, with **57%** of Gen-Z respondents happy with collaborative jobs, in open spaces.

Women (**48%**) tended to be less enthusiastic about collective work.

Social responsibility

Ethics
(Workers)
33%

VS

People
(Companies)
31%

1/3rd of workers ranked 'Ethics' and 'People' (Diversity & Inclusion) as the most important areas of focus.
9% of companies ranked 'Corporate Environmental Responsibility' as the most important issue, with men being more focused on environmental issues.

The higher the level of education of the respondents, the more 'Ethics' became important (**38%**).

Management style

Charismatic leaders
(Workers)
25%

VS

Pacesetters
(Companies)
25%
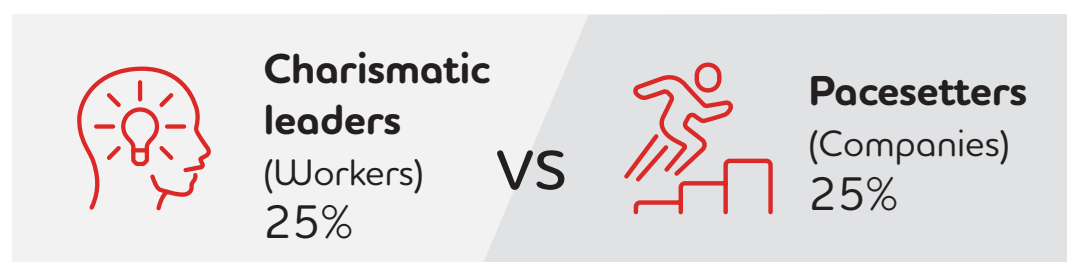
Workers prefer inspiring 'Charismatic' leaders (**25%**) and 'Servant' leaders who focus on staff welfare (**21%**).

However, the main type of managers valued in the companies asked were "success-obsessed", fast-paced but respectful 'Pacesetters' at **25%**, compared to only **11%** of employees who valued this style.

Recruitment process & relationship digitalization

In terms of digital recruitment:

✓ **Match**

66% Workers   ~   **67%** Companies

Both workers and companies accept that a mix of digital/human interactions is the new normal: **66%** & **67%**.

Online interviews are also an accepted part of the new normal, but more so by companies (**56%**) than workers (**42%**).

In terms of digital recruitment, onboarding and beyond

✗ **GAP**

35% Workers   **VS**   **9%** Companies

58% Workers   **VS**   **46%** Companies
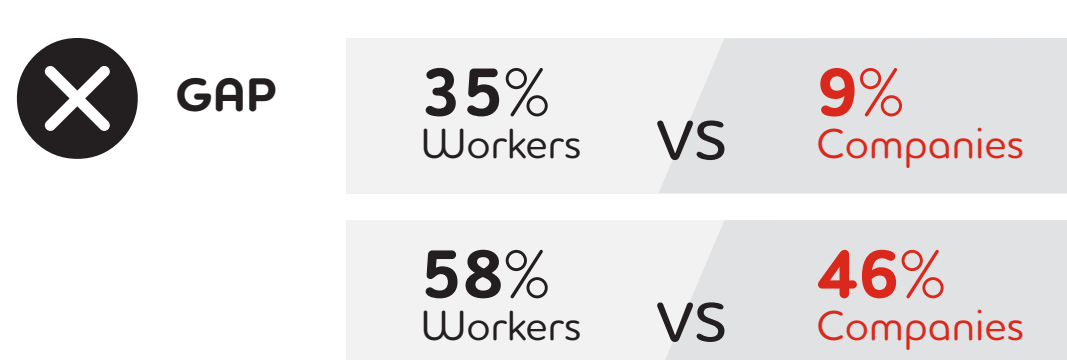
Workers are more willing to be contacted by 'message only' than companies are happy to (especially prevalent in the younger generation).

Workers are more interested in taking an online quiz to check whether they have the adequate skills to do the job they're applying for.

Exploring Workers' Professional Aspirations: Country Comparison

Most important factors when choosing an organisation

IT		
US		
LATAM	1) Salary 2) Work Atmosphere 3) Career Development	
SP	1) Salary 2) Well-being and Health/Safety 3) Work atmosphere	

BE UK CH FR DE
1) Salary
2) Work Atmosphere
3) Job Responsibilities

IND
1) Salary
2) Career Development
3) Work Atmosphere

- Italy (**38%**) and India (**31%**) had a greater focus on 'Career Development'.
- Italy had a greater focus on collaborative work.
- Greater flexibility (hour schedule, location) are often in the top 4 & 5 priorities for all countries.

Do workers think that they are being fairly compensated for their job?

48% average.

61%	Germany
57%	India
55%	Switzerland
52%	France
49%	USA
47%	Argentina
47%	Mexico
47%	Colombia
47%	Peru
47%	Chile
47%	Uruguay
44%	Italy
43%	UK
40%	Belgium
38%	Spain
29%	**Australia**

0   29   61   100

Salary below the Market

DE   CH   US

In Germany, Switzerland and the USA, on average, 1 out of 10 workers who are not satisfied with their actual job & salary are more likely to quit their job.

Preferred organisation mindset

Preferred industry (based on preferred brand):

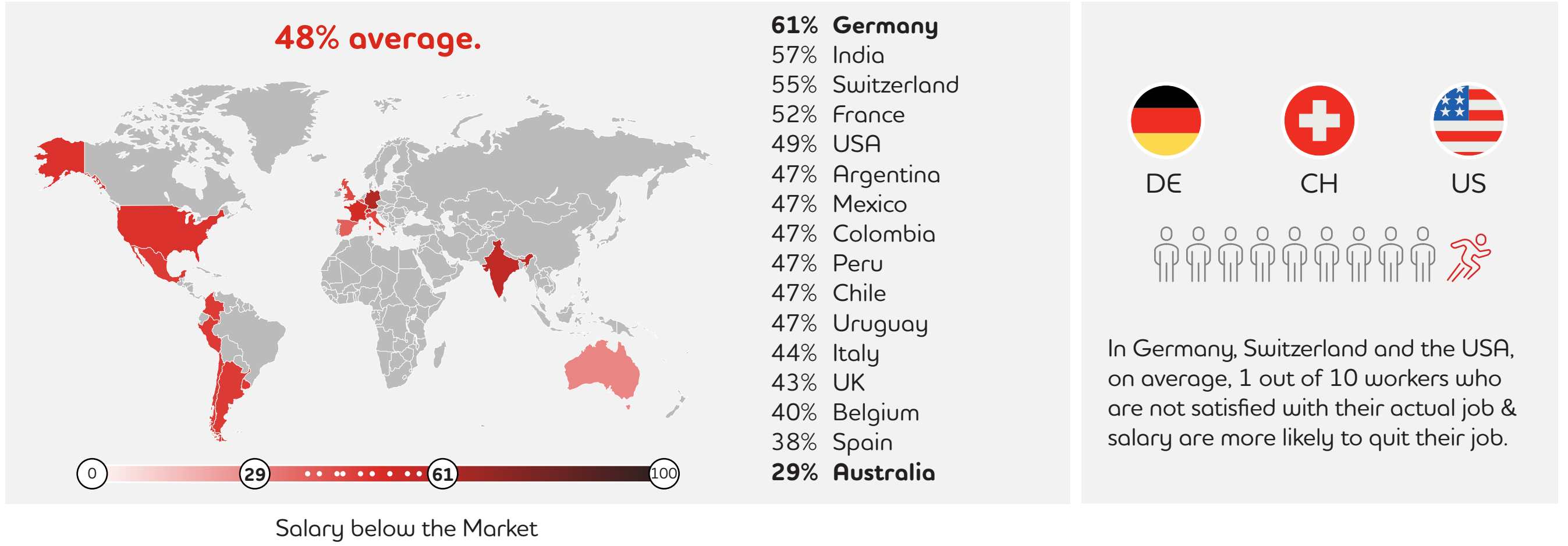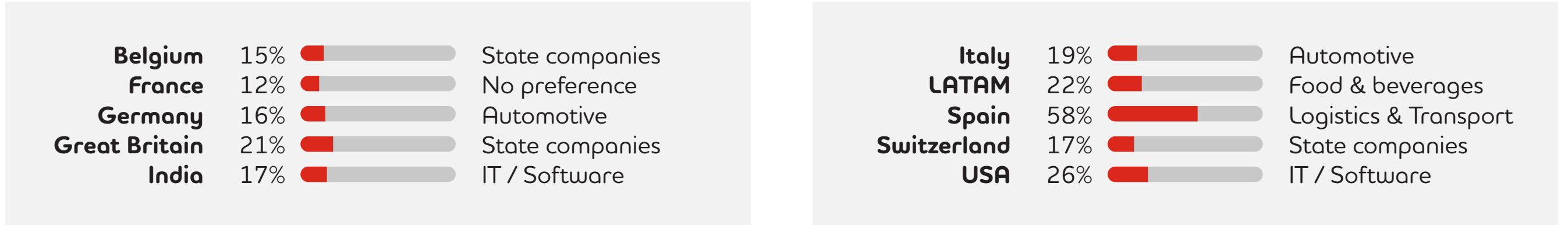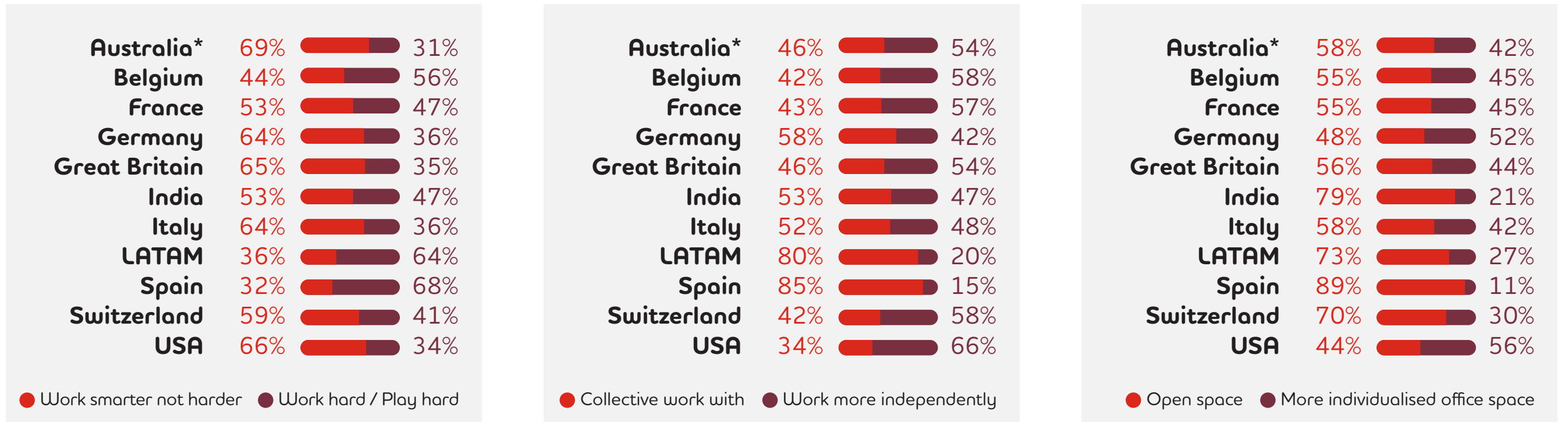|		
Belgium	15%	State companies
France	12%	No preference
Germany	16%	Automotive
Great Britain	21%	State companies
India	17%	IT / Software

Italy	19%	Automotive
LATAM	22%	Food & beverages
Spain	58%	Logistics & Transport
Switzerland	17%	State companies
USA	26%	IT / Software

- Belgium, UK and Swiss flexible workers are seeeking for more "secure" jobs.
- Spain is Logistics with Amazon.
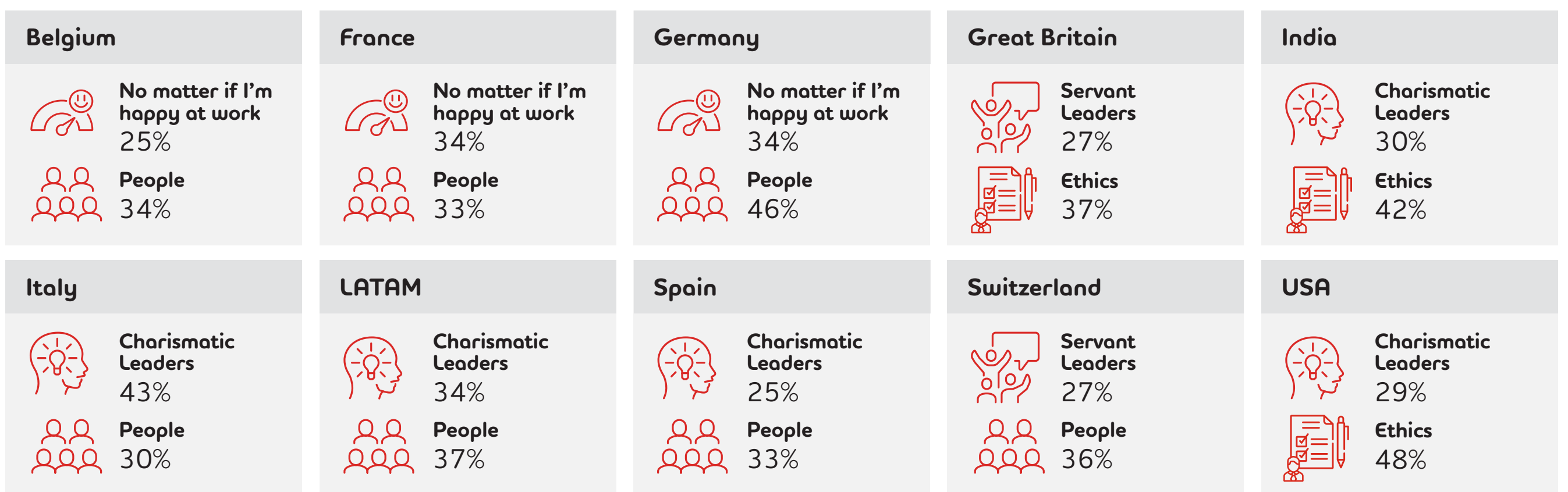- India & USA are IT with Google mainly.

Work environment:

	Work smarter not harder	Work hard / Play hard		Collective work with	Work more independently		Open space	More individualised office space
Australia*	69%	31%	Australia*	46%	54%	Australia*	58%	42%
Belgium	44%	56%	Belgium	42%	58%	Belgium	55%	45%
France	53%	47%	France	43%	57%	France	55%	45%
Germany	64%	36%	Germany	58%	42%	Germany	48%	52%
Great Britain	65%	35%	Great Britain	46%	54%	Great Britain	56%	44%
India	53%	47%	India	53%	47%	India	79%	21%
Italy	64%	36%	Italy	52%	48%	Italy	58%	42%
LATAM	36%	64%	LATAM	80%	20%	LATAM	73%	27%
Spain	32%	68%	Spain	85%	15%	Spain	89%	11%
Switzerland	59%	41%	Switzerland	42%	58%	Switzerland	70%	30%
USA	66%	34%	USA	34%	66%	USA	44%	56%

- Spain & LATAM are happier team players and promote and enjoy collaborative work.
- India prefers open space working environments (**89%**), whereas workers in the US like to work more independently.

*Low number of responses.

Favorite 'Social Responsibility' area & 'Management Type'

Belgium
No matter if I'm happy at work
25%
People
34%

France
No matter if I'm happy at work
34%
People
33%

Germany
No matter if I'm happy at work
34%
People
46%

Great Britain
Servant Leaders
27%
Ethics
37%

India
Charismatic Leaders
30%
Ethics
42%

Italy
Charismatic Leaders
43%
People
30%

LATAM
Charismatic Leaders
34%
People
37%

Spain
Charismatic Leaders
25%
People
33%

Switzerland
Servant Leaders
27%
People
36%

USA
Charismatic Leaders
29%
Ethics
48%

Charismatic leaders: Strong believer committed to their cause. "Let's do it together mentality". Inspiring. Visionaries.
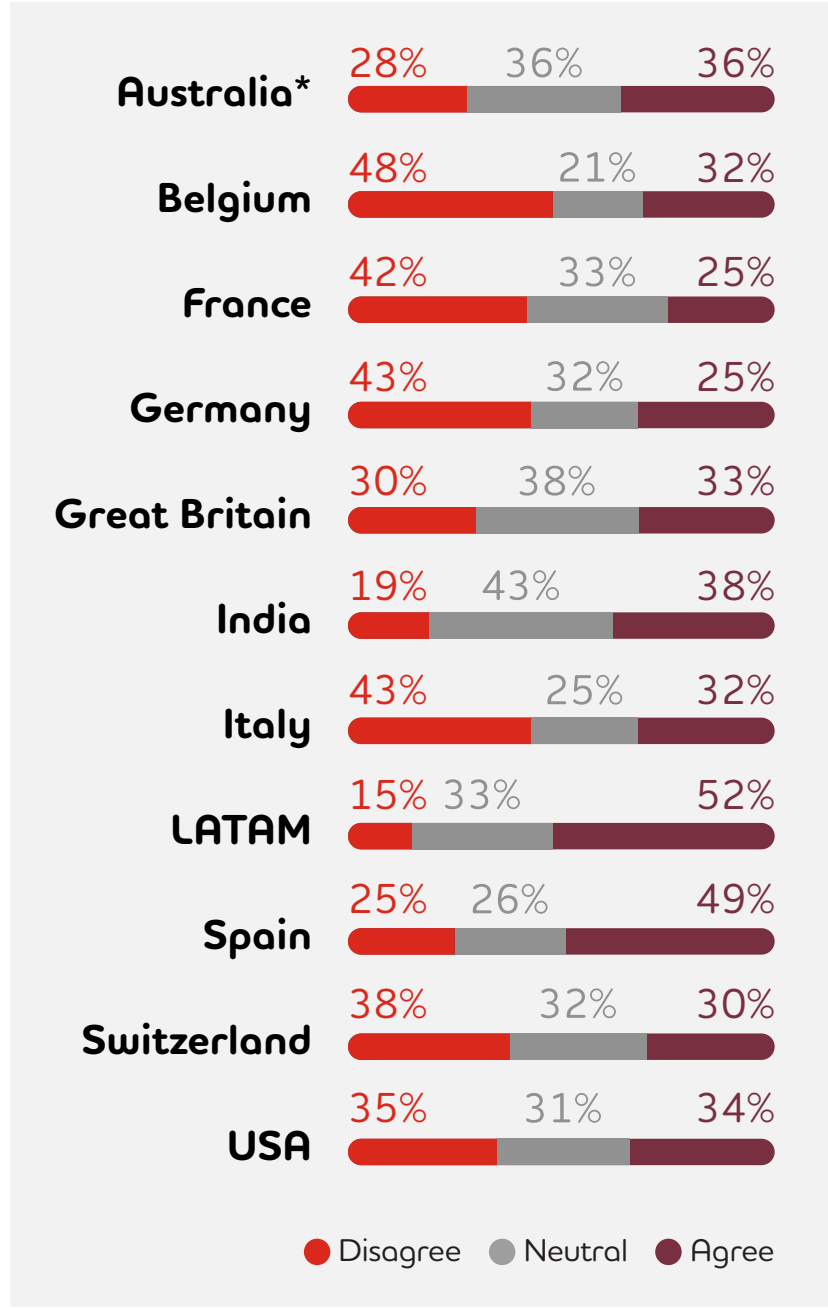**Servant leaders:** they focus on the welfare and success of the employees.

- Belgium France and Germany do not really have favourite type of management, the more important is to be happy at work.
- The other countries mostly prefer Charismatics leaders, except UK & Switzerland who prefer Servant leaders.
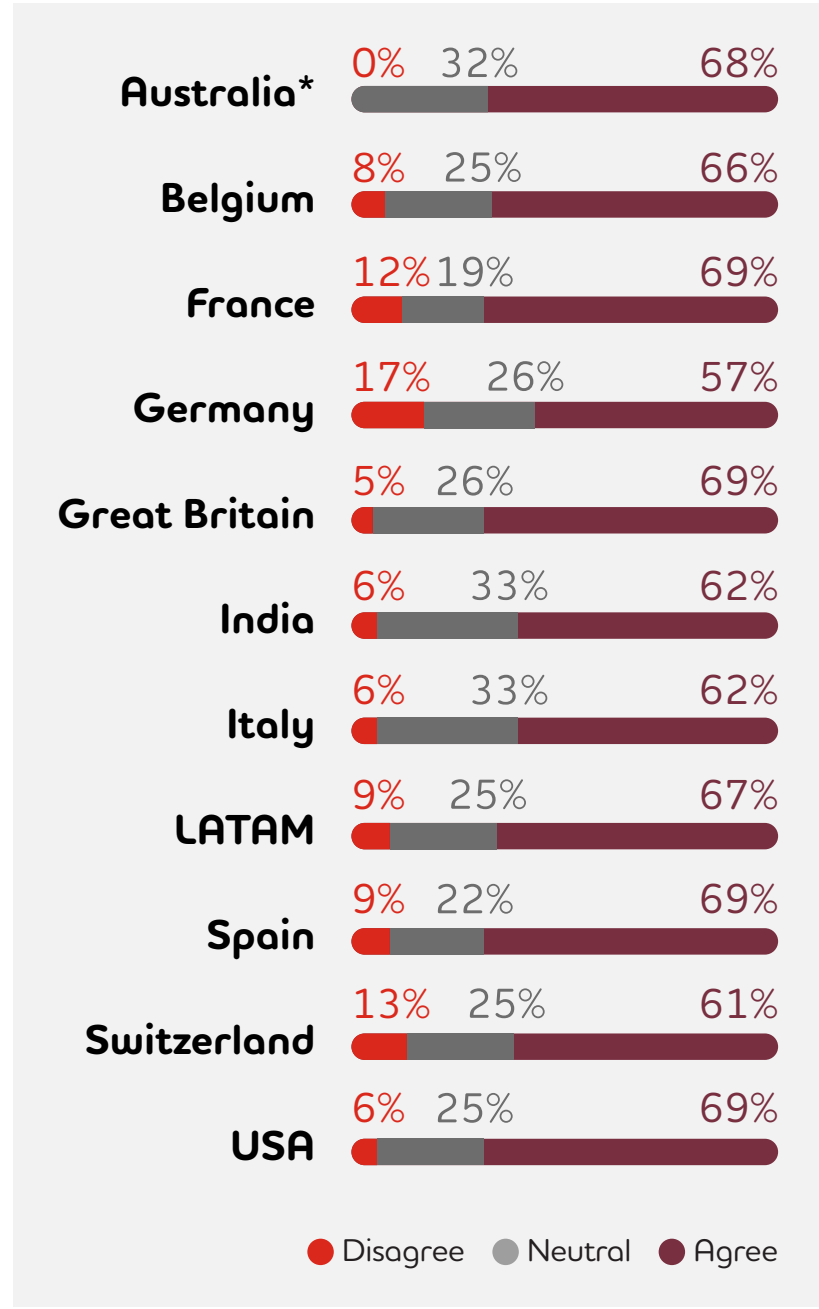
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Exploring Workers' Professional Aspirations: Country Comparison
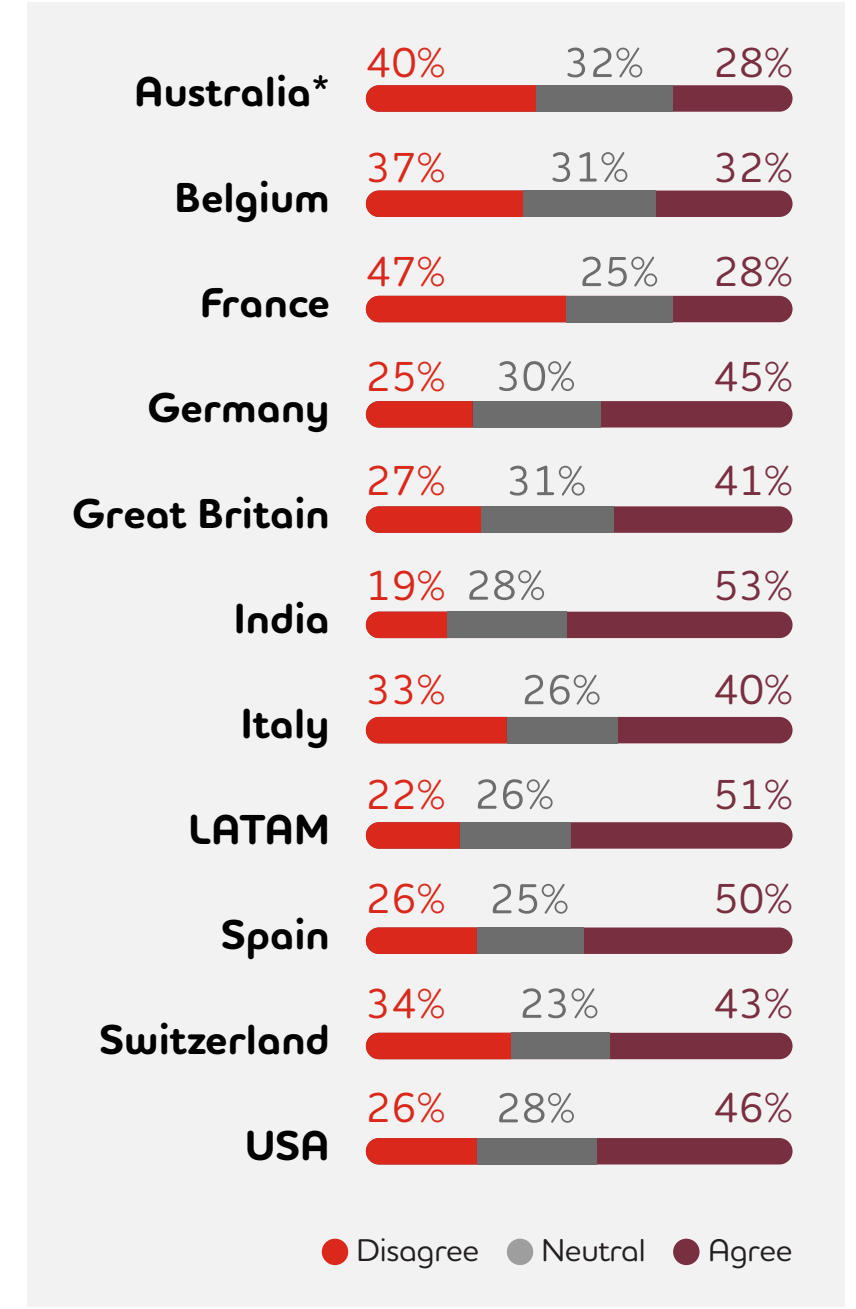
Preferred digital recruitment process

Contact candidates by messages only (Whatsapp, text/SMS…)

Country	Disagree	Neutral	Agree
Australia*	28%	36%	36%
Belgium	48%	21%	32%
France	42%	33%	25%
Germany	43%	32%	25%
Great Britain	30%	38%	33%
India	19%	43%	38%
Italy	43%	25%	32%
LATAM	15%	33%	52%
Spain	25%	26%	49%
Switzerland	38%	32%	30%
USA	35%	31%	34%

● Disagree ● Neutral ● Agree

Have a mix of digital process complemented by a consultant/ recruiter or HR manager

Country	Disagree	Neutral	Agree
Australia*	0%	32%	68%
Belgium	8%	25%	66%
France	12%	19%	69%
Germany	17%	26%	57%
Great Britain	5%	26%	69%
India	6%	33%	62%
Italy	6%	33%	62%
LATAM	9%	25%	67%
Spain	9%	22%	69%
Switzerland	13%	25%	61%
USA	6%	25%	69%

● Disagree ● Neutral ● Agree

Have the interviews through video conf. rather than F2F

Country	Disagree	Neutral	Agree
Australia*	40%	32%	28%
Belgium	37%	31%	32%
France	47%	25%	28%
Germany	25%	30%	45%
Great Britain	27%	31%	41%
India	19%	28%	53%
Italy	33%	26%	40%
LATAM	22%	26%	51%
Spain	26%	25%	50%
Switzerland	34%	23%	43%
USA	26%	28%	46%

● Disagree ● Neutral ● Agree

Latam (**52%**) & Spain (**49%**) are the more comfortable with contact by message only. France & Germany not worst with **25%**.

Most of the countries are now familiar with a mixed digital & humain process, expecially UK, France & LATAM (**69% each**).

India, LATAM & Spain are the more in favor of online interviews (**<50%**), whereas France and Australia not at all (**<30%**).
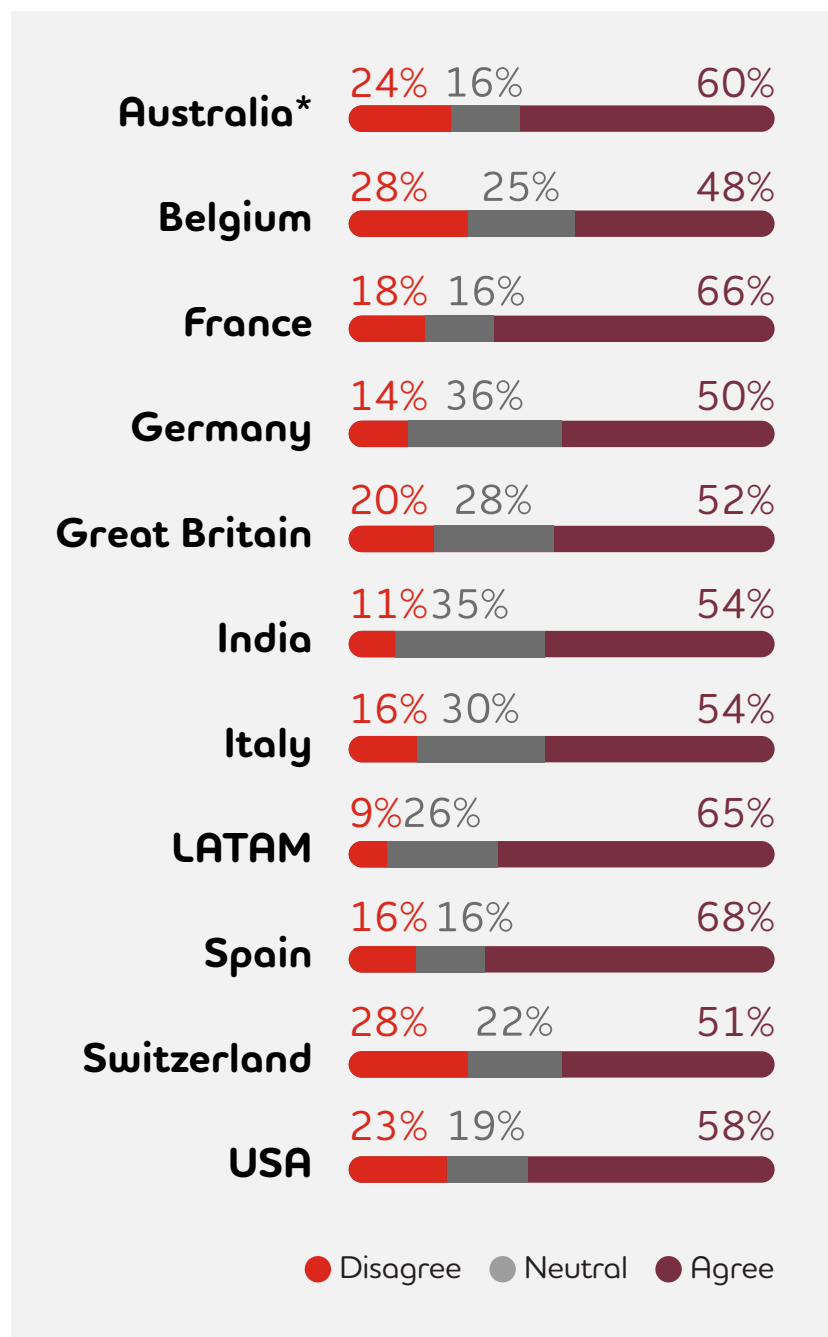
Most of the countries consider that a mix of digital & human recruitment process is part of the new normal (**57% to 69%**).

Further to be team playres, India Latam and Spain are the most ready countries to lead ITW by visio!
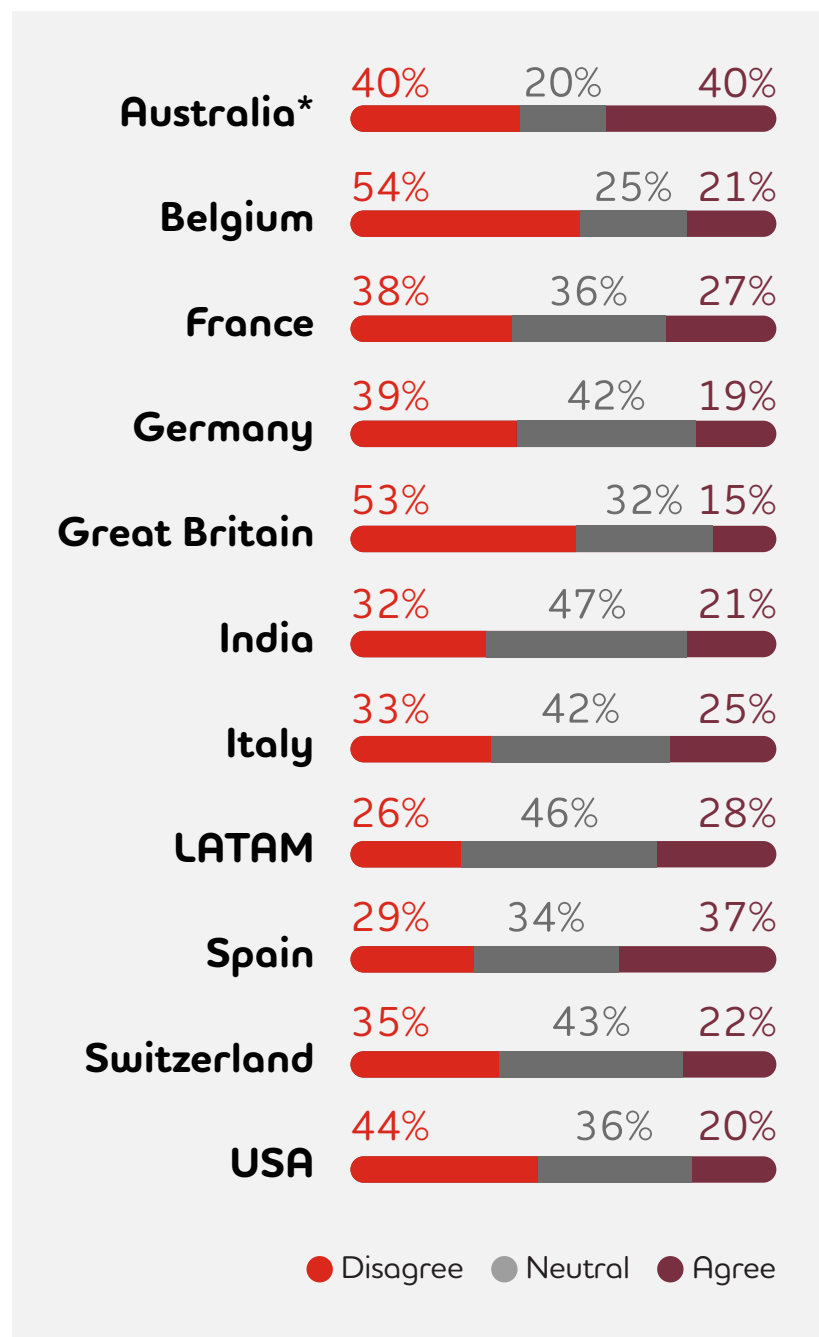
*Low number of responses.

Preferred assessments process

Take an online quiz as first step to check skills adequation

Country	Disagree	Neutral	Agree
Australia*	24%	16%	60%
Belgium	28%	25%	48%
France	18%	16%	66%
Germany	14%	36%	50%
Great Britain	20%	28%	52%
India	11%	35%	54%
Italy	16%	30%	54%
LATAM	9%	26%	65%
Spain	16%	16%	68%
Switzerland	28%	22%	51%
USA	23%	19%	58%

● Disagree ● Neutral ● Agree

Take a serious game, business or escape game as a first step

Country	Disagree	Neutral	Agree
Australia*	40%	20%	40%
Belgium	54%	25%	21%
France	38%	36%	27%
Germany	39%	42%	19%
Great Britain	53%	32%	15%
India	32%	47%	21%
Italy	33%	42%	25%
LATAM	26%	46%	28%
Spain	29%	34%	37%
Switzerland	35%	43%	22%
USA	44%	36%	20%

● Disagree ● Neutral ● Agree

Take an online quiz as first step seems important for employees to check adequation with the job upfront: especially Spain, Latam & France.

On the contrary, serious game is not really welcome, except in Australia and Spain.

*Low number of responses.

Favourite onboarding process

A Buddy that helps you to better know your teammates and daily work life.

Belgium	**70%**	Great Britain	**75%**
France	**64%**	Italy	**74%**

Personal onboarding plan with enough time to meet the different parts of the business.

Germany	**80%**	Switzerland	**65%**
India	**61%**	USA	**78%**
LATAM	**66%**	Spain	**80%**