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%).

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Workers</th>
<th>Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>53%</td>
<td>36%</td>
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<tr>
<td>Work Atmosphere</td>
<td>36%</td>
<td>25%</td>
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<tr>
<td>Career Development</td>
<td>25%</td>
<td>36%</td>
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Where they differ

*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’ 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).

There is also a gap in perceptions on which type of leadership style is preferred. ‘Charismatic Leaders’ (25%) and ‘Servant Leaders’ (21%) are attractive leadership styles for workers.

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%).

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

A mix of digital and human ‘interactions’ is the most accepted method recruitment for both companies and workers (>66%).

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.

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%).

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

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<tr>
<th>Organisation</th>
<th>Workers</th>
<th>Companies</th>
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<tbody>
<tr>
<td>GAFAM company</td>
<td>22%</td>
<td>48%</td>
</tr>
<tr>
<td>Amazon</td>
<td>48%</td>
<td>25%</td>
</tr>
<tr>
<td>Google</td>
<td>25%</td>
<td>27%</td>
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</tbody>
</table>

22% of the workers we asked spontaneously named a GAFAM company as one they would like to work for most. A higher percentage of workers (48%) 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.
Exploring Workers’ Professional Aspirations

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

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.

Favorite company’s mindset

**Favorite area of work**

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<th>Workers</th>
<th>Companies</th>
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<tbody>
<tr>
<td>Logistics &amp; Transport</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>IT / Software</td>
<td>12%</td>
<td>10%</td>
</tr>
<tr>
<td>No preference</td>
<td>14%</td>
<td>12%</td>
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**Collaborative work**

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.

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**Social responsibility**

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%).

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:**

- Both workers and companies accept that a mix of digital/human interactions is the new normal. 66% of workers and 58% of companies.
- Online interviews are also an accepted part of the new normal, but more so by companies (58%) than workers (42%).

**In terms of digital recruitment, onboarding and beyond:**

- 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.
Adecco
Exploring Workers’ Professional Aspirations: Country Comparison

Most important factors when choosing an organisation

- 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 in the top 4 & 5 priorities for all countries.

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

- Italy (38%) and India (31%) had a greater focus on ‘Career Development’.
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Preferred organisation mindset

Preferred industry (based on preferred brand):

- Belgium, UK and Swiss flexible workers are seeking more ‘secure’ jobs.
- Spain & LATAM are happier team players and promote and enjoy collaborative work.
- India & USA are IT with Google mainly.
- Spain is Logistics with Amazon.
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Work environment:

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Favorite ‘Social Responsibility’ area & ‘Management Type’

- 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 Charismatic leaders, except UK & Switzerland who prefer Servant leaders.

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.
Exploring Workers’ Professional Aspirations: Country Comparison

Preferred digital recruitment process

Contact candidates by messages only (e.g. Whatsapp, text/SMS...)
- Australia*: 28% 36% 36%
- Belgium: 48% 21% 32%
- France: 42% 33% 25%
- Germany: 41% 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%

Preferred assessments process

Have a mix of digital process complemented by a consultant/recruiter or HR manager
- Australia*: 0% 32% 68%
- Belgium: 8% 25% 66%
- France: 12% 19% 69%
- Germany: 17% 26% 57%
- Great Britain: 5% 26% 63%
- India: 6% 32% 62%
- Italy: 6% 31% 62%
- LATAM: 9% 25% 67%
- Spain: 9% 22% 69%
- Switzerland: 13% 25% 61%
- USA: 6% 25% 69%

Have the interviews through video conf. rather than F2F
- 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: 43% 32% 40%
- LATAM: 22% 26% 51%
- Spain: 26% 25% 50%
- Switzerland: 34% 23% 43%
- USA: 25% 28% 46%

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%
- LATAM: 66%
- Spain: 80%
- USA: 78%

Personal onboarding plan with enough time to meet the different parts of the business.
- Belgium: 80%
- Germany: 80%
- Switzerland: 65%
- India: 61%
- USA: 78%

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 & human process, especially 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 players, India Latam and Spain are the most ready countries to lead ITW by visio!

*Low number of responses.

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.