

A woman with dark curly hair, wearing a teal ribbed turtleneck sweater, is sitting at a wooden desk. She has her eyes closed and a slight smile, with her arms raised and hands clasped together above her head, as if stretching. In front of her is a silver laptop. To the right, there is a pen and some papers on the desk. In the background, there is a large green plant and a wooden bookshelf with books.

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Disconnect to Reconnect Survey

Adecco Global Communications
Research conducted through
Customer Advisory Panel

May 2022

Disconnecting from work

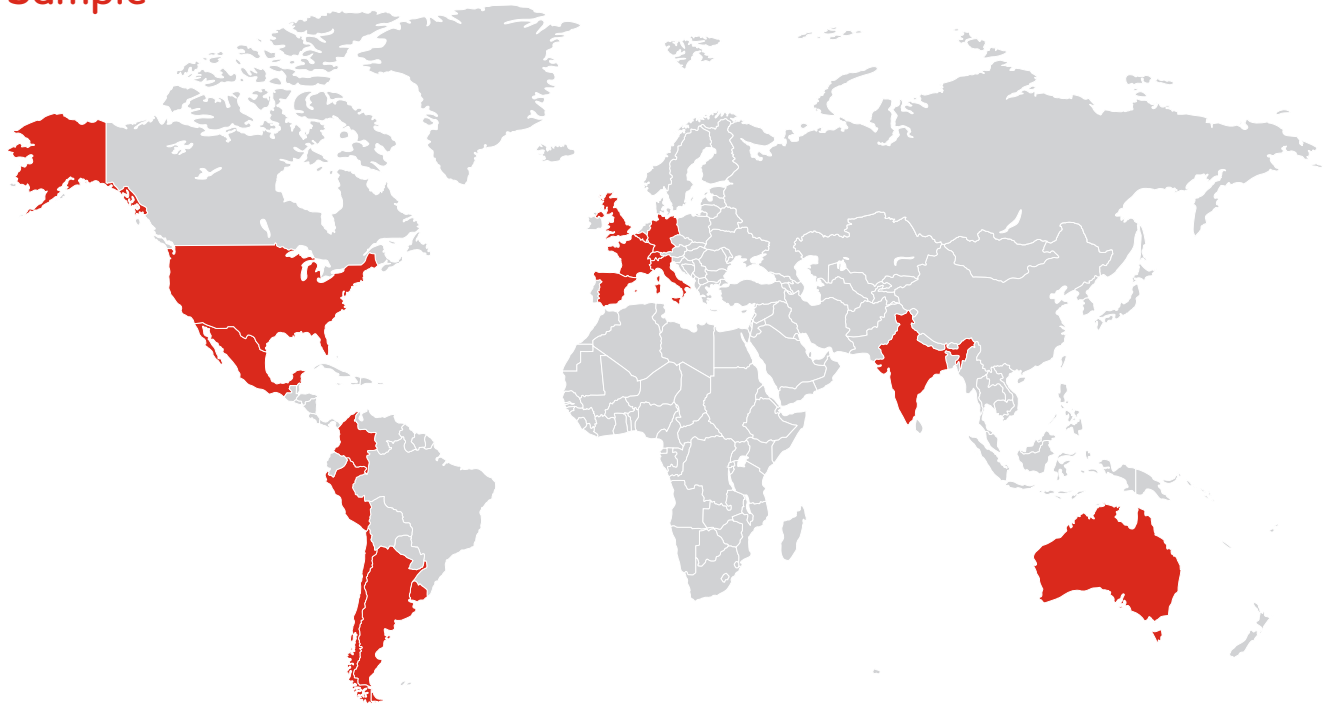
Objectives

- To explore whether ways of working have evolved since the pandemic.
- To identify the ability of workers worldwide to disconnect from their work.
- To understand the capability of companies to promote worker well-being.


Topics covered

			
Work location	Workload & stress evolution	Ability to disconnect from work	Companies' support for workers' well-being

Sample



Countries sampled*

 Canada 30	 Belgium 49	 Germany 121	 France 110	 Great Britain 184	
 India 54	 Italy 101	 Spain 135	 Switzerland 60	 USA 113	

* Companies sample: We are not displaying client's sample per country since we are only using it in an aggregated way through out the report

** LATAM= Argentina, Chile, Colombia, Mexico, Peru & Uruguay

Executive Summary

Disconnecting from work

Has the global health pandemic influenced workers' way of working?

Work flexibility (hours, location) is part of the new normal with 30% working from home on average 3 days a week.

86% of home office work is done by workers with office-based roles (vs industrial & customer-facing roles).

68% of workers feel stress or anxiety sometimes/often. COVID seems to not have negatively influenced this level of stress or workload. However, 3 out of 10 workers suggested that it has had an impact. These were mainly for customer-facing workers, Gen Y & Gen X, and females.

Workers were already feeling stressed with work before the pandemic. However, companies were not aware of this until Covid hit (59% of companies think that the pandemic increased the stress level vs 25% of workers). What our research suggests is that the pandemic has helped to reevaluate their work life rather than increasing their stress levels.

Are workers able to easily disconnect from work?

45% of the workers work after business hours on average 3 days a week.

60% check their emails after business hours, 4 days a week. The younger generation (Gen Z) tend to work after business hours (61% work, 69% check mails). This coincides with them being more stressed and more likely to have difficulties disconnecting from work.

The amount of workload has a direct influence on the stress levels of workers. Furthermore, the higher the stress level, the

greater chance of them leaving the company within the next 2 years.

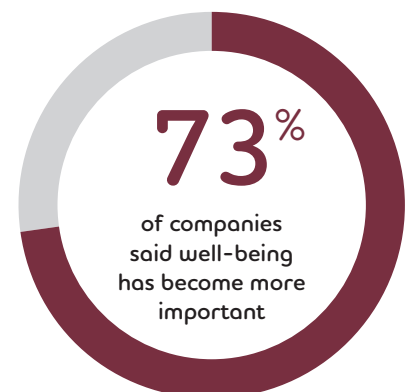
However, companies seems to be aware of this effect since they are anticipating an increase in both worker turnover and sick leave (excluding COVID) in the coming months. (projected +39% sick leaves and +47% of turnover in the next 6 months).

Are companies offering the right support to improve their workers' well-being?

73% of companies believe the well-being of their workers has become very important to improve worker engagement (39%) and satisfaction (24%). However, when analysing the initiatives offered by companies to help workers disconnect from work and improve their well-being, only 1/3 of the companies offered them (other than flexible time and location). This fact could explain why 45% of workers don't feel supported by

their companies in terms of well-being.

Companies should reinforce their well-being initiatives and the way they communicate them to counter the correlation between the lack of support shown from company, high stress, and willingness to leave the company within 2 years.



Additional Highlights

Working behaviours

Home vs. Office

Workers working from home were less stressed than when they are working from the office. They also find it easier to disconnect from work. But workers who work more days from home tend to give more importance to mental health support.

Workers with no flexible work location (i.e., only from the office) are more likely to leave their jobs in the next 2 years than those with flexible work locations (29% vs 15%).

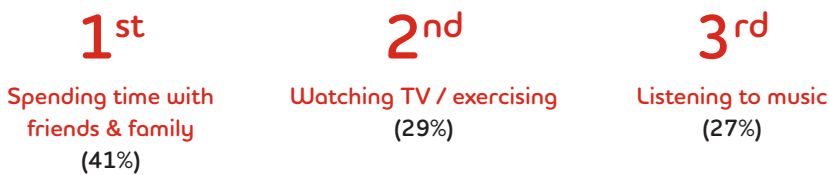
Smaller companies are less in favour of allowing home office, increasing the chances their workers will leave in the next 2 years (31% vs 24% average).

Workload & Stress

Customer-facing jobs' experience higher stress evolution, but an increase in workload is more prevalent in office/admin jobs. The bigger the company the bigger the workload growth.

35% of those in customer-facing jobs intend to leave their company within the next 2 years (compared to 23% average).

Activities to disconnect from work



Activities proposed by companies & considered useful for workers



These are the main initiatives proposed by companies and the ones that workers find most beneficial for their well-being.

Since the pandemic, companies also gave workers additional days off alongside mental and psychological support. They believe that workers give special importance to free days (Top2 consideration).

Workers' TOP 3 ways to disconnect:





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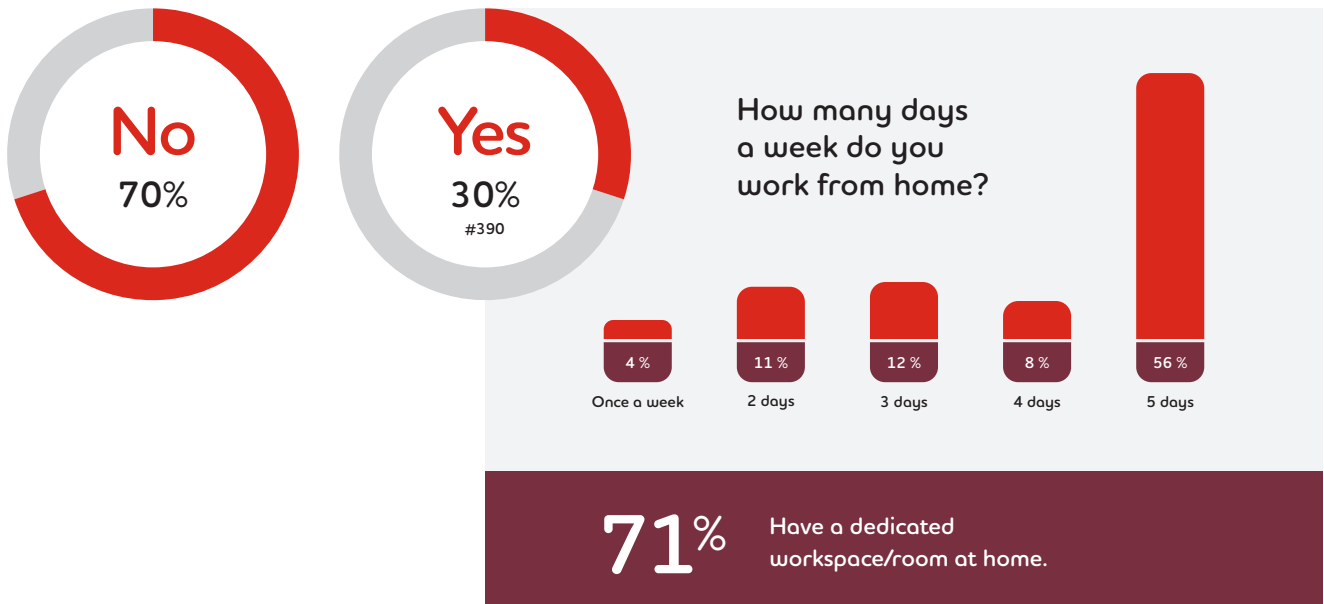
Workspace & Location



Work location

How many days do workers work from home?

Do you work from home:



Main highlights

Out of the 30%, 71% have a dedicated space at home – especially Gen X and baby boomers. 86% of those in office-based roles (IT, Admin, Finance, Marketing, HR, etc..) are working from home. From the 70% of workers that do not work from home, the majority are industrial and customer-facing jobs (51% and 20% respectively).

Age

The younger generation are less likely to have a dedicated space for working at home (71% for Gen Z vs 90% for baby boomers).

Gender

Females tend to work more from home (35% vs 25% for males).

Type of job profile

86% of the respondents working from home occupy an office-based role (IT, Admin, Finance...) compared to 7% for customer-facing roles and 6% for industrial jobs.

Company size

With the pandemic Enterprise & large companies are more inclined to Work office (42% & 38%) compared to small and medium ones (27% & 22%)

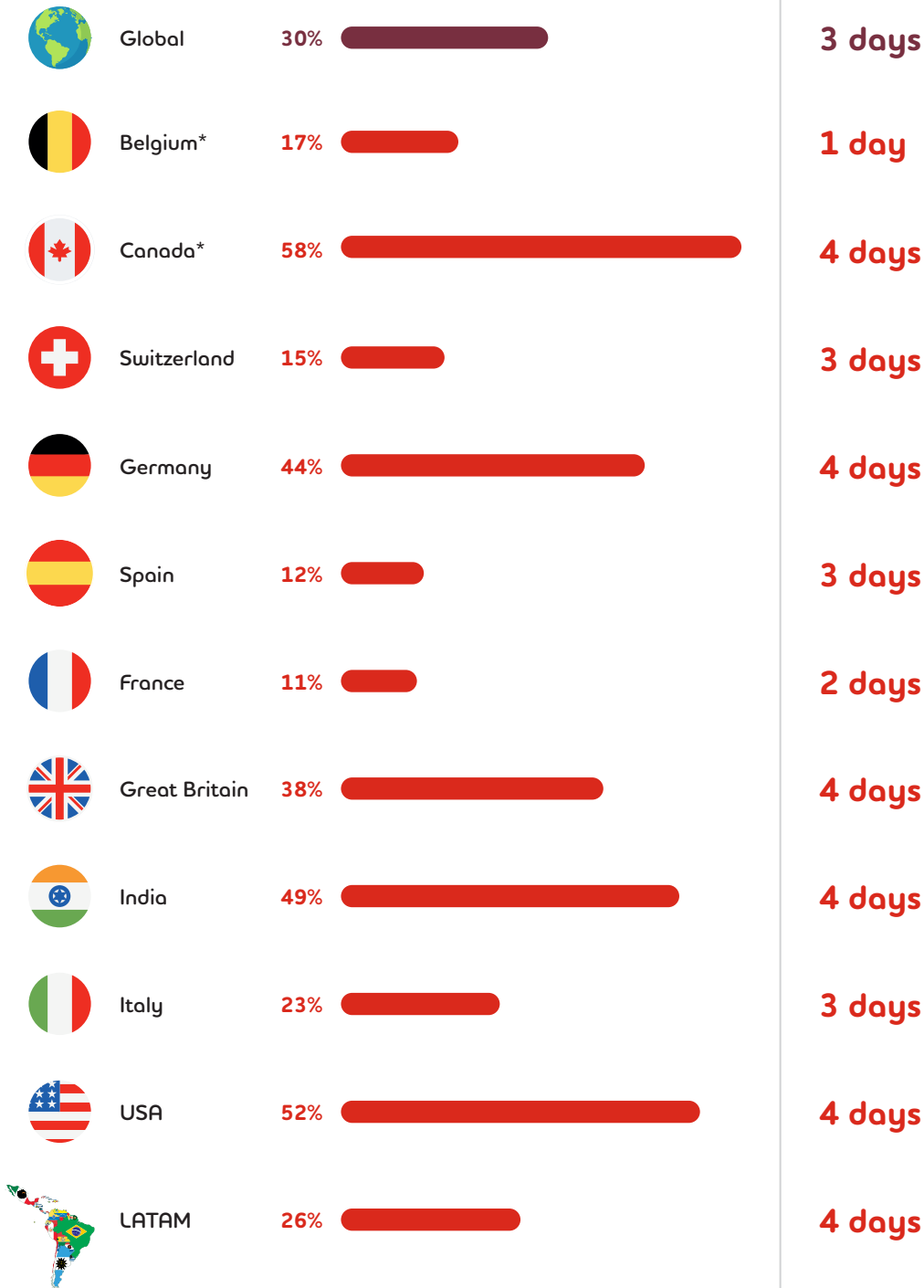
Workers:
Do you work from home?
How many days a week do you work from home?
At home, do you have a dedicated space/room for work?

Work location by country

How many days per week do workers work from home in each country?

Workers working from home:

Average**:



Of the people working from home: the more the country allow it, the more time spent working from home (all the countries above average 35%, at least 4 days at home). Countries for which office-based roles (IT, Admin, Finance, Marketing, HR, etc...) are more dominant tend to have a higher rate of home office.

* Canada (30) and Belgium (49) are small samples <50, be careful interpreting the results

** Average number of days workers work from home during the week

Workers:
Do you work from home?
How many days a week
do you work from home

Workload Evolution & Mental Health



Workload & stress
evolution



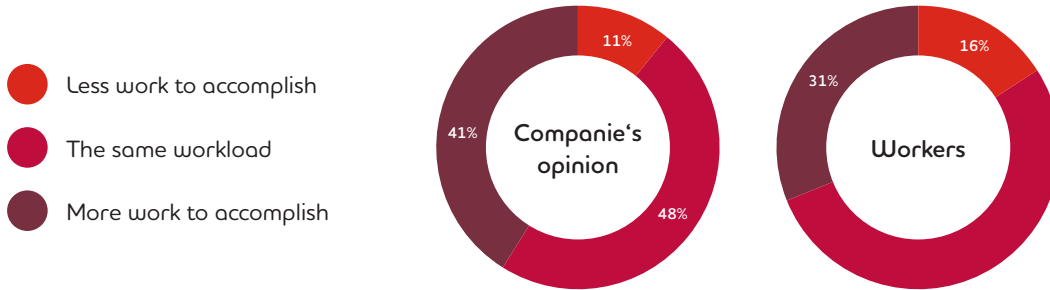
Impact of workload
and stress



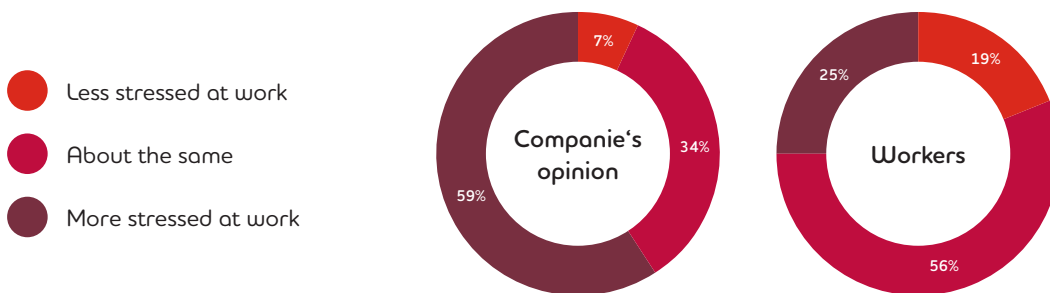
Workload & stress evolution after the pandemic

How has the pandemic influenced workload and stress levels?

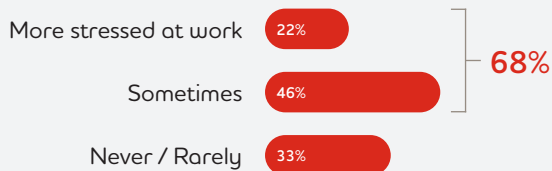
Since the pandemic, do workers have:



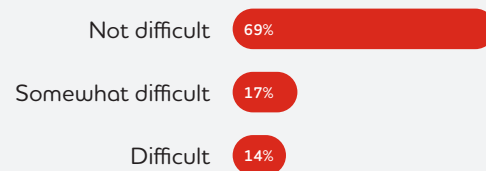
Since the pandemic, workers feel they are:



How often workers feel anxious or stressed:



How difficult it is for workers to sleep without thinking about work:



In general, 68% of workers feel some level of stress but it doesn't influence their ability to sleep without thinking about work (69%). This stress level has not changed because of the pandemic, except for 25% of workers who are now even more stressed at work than before.

From the different segments, the ones that feel stressed more often compared to the average are the younger generations (Gen Z 77%, Gen Y 73%), Females (72%), and Italian workers (79%)

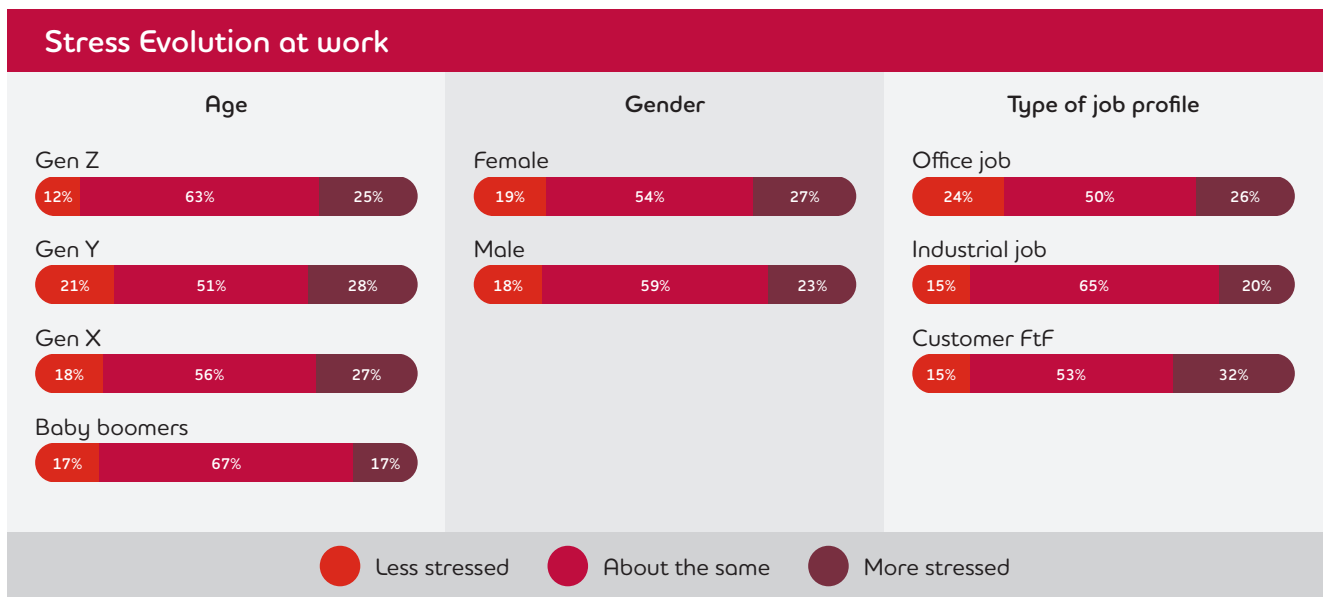
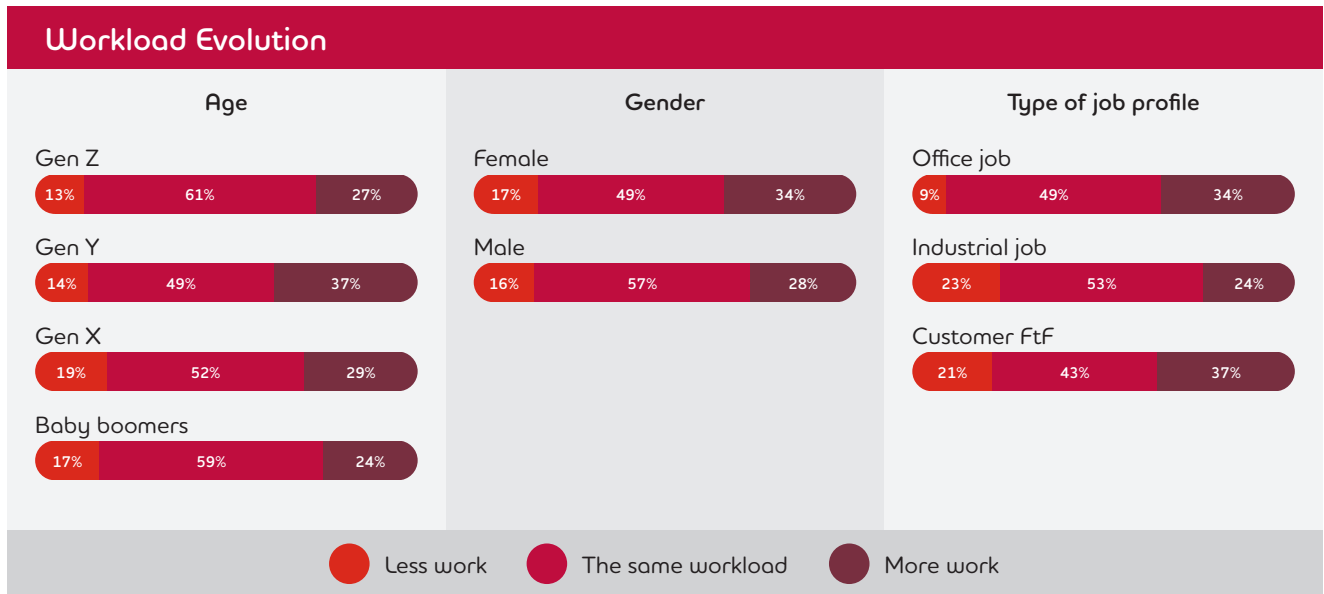
Companies overestimate the stress evolution of workers since the pandemic: 59% vs 25%! They also consider they have more work: 41% vs 31%.

Companies:
Since the pandemic, do you think your workers have: More/less/the same work to accomplish. Since the pandemic, do you consider that your workers are: More/less stressed/ the same

Workers:
Since the pandemic, do you have: More/less/the same work to accomplish; Since the pandemic, do you feel: More/less stressed/ the same. How often would you say you feel anxious or stressed? How difficult is to sleep thinking about work?

Workload & stress evolution by profile

How has the pandemic influenced workload and stress levels?
Not that much...



Workers from 26 to 55 y.o. are the generations (Gen Y & Gen X) most impacted by the pandemic, both in terms of workload and stress.

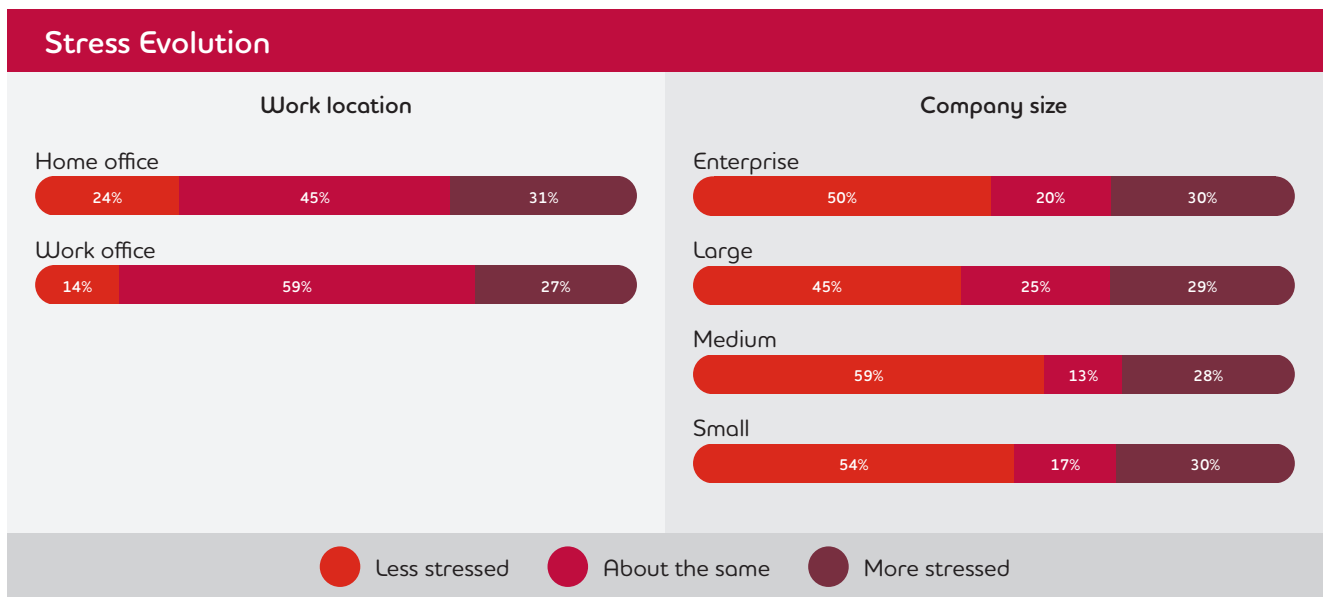
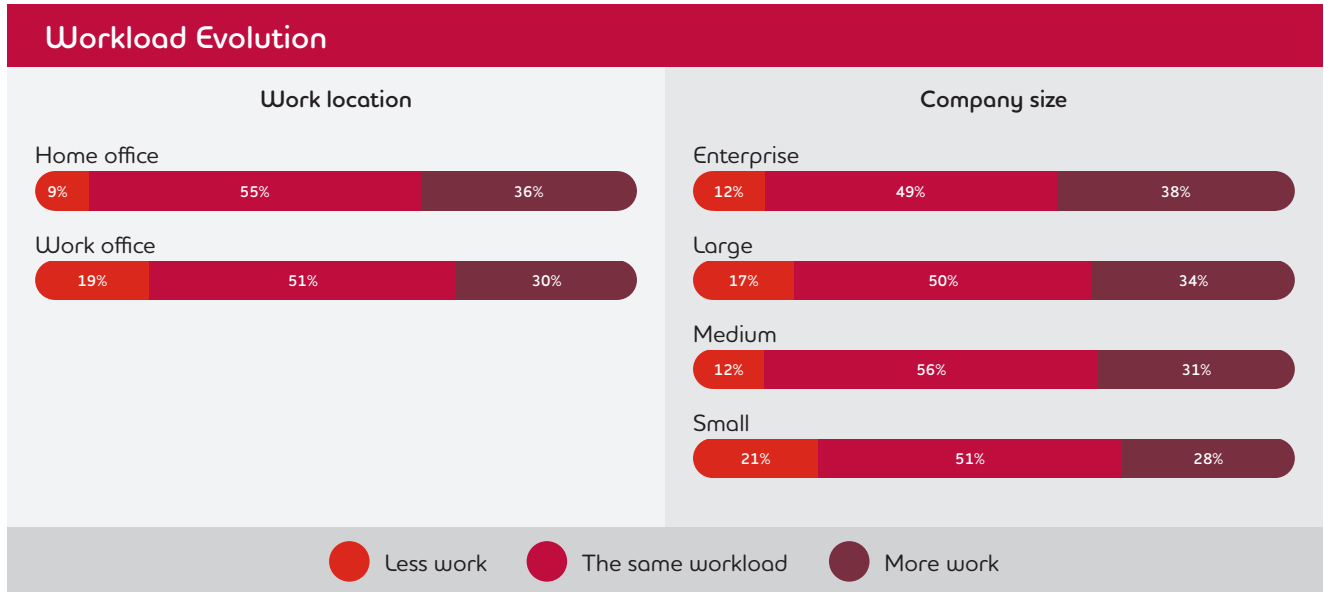
3 out of 10 females feel that their workload and stress has increased since the pandemic.

Approximately 4 out of 10 workers in customer-facing roles experienced an increase of workload due to the pandemic. Stress levels seems to have increased proportionally to the workload increase.

Workers:
Since the pandemic, do you have: More/less/the same work to accomplish; Since the pandemic, do you feel: More/less stressed/ the same. How often would you say you feel anxious or stressed?; How difficult is to sleep thinking about work?

Workload & stress evolution by workspace

How has the pandemic influenced workload and stress levels



Home office workers tend to consider they have more work since the pandemic (36% vs 30%) but the level of stress evolution remains consistent (31% vs 27%).

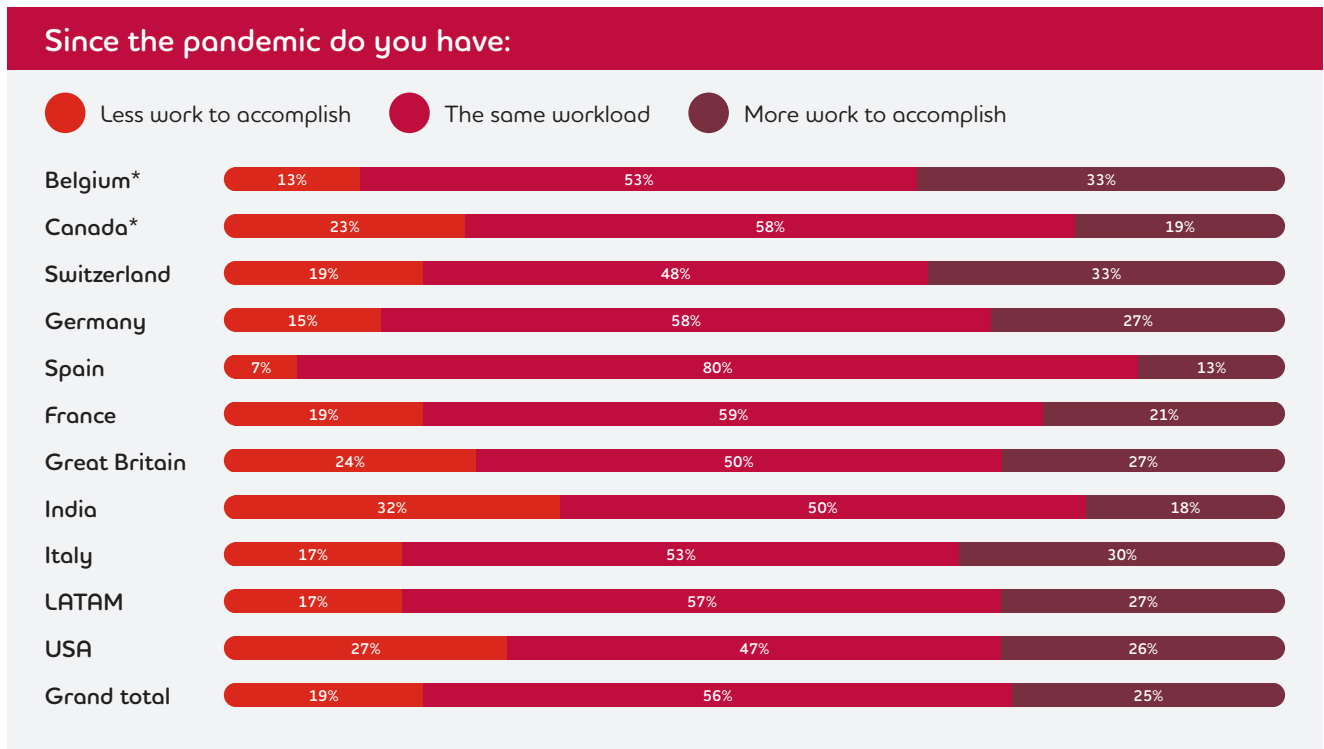
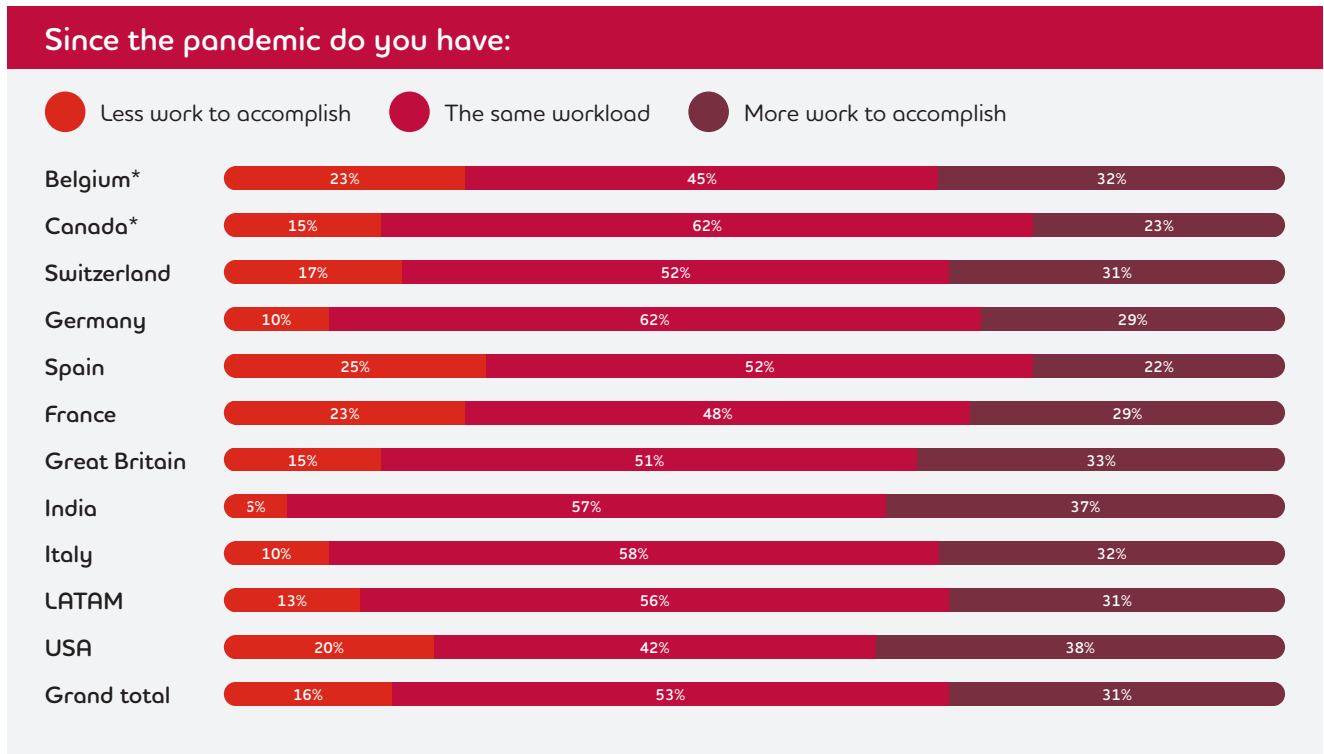
The bigger the company the more workers feel they have more work to accomplish. However, the evolution of stress remain consistent in all the organisations.

Enterprise: >5000 workers
 Large = 1000-4999 workers
 Medium = 50-999 workers
 Small = 1 to 49 workers

Workers:
 Since the pandemic, do you have: More/less/the same work to accomplish; Since the pandemic, do you feel: More/less stressed/ the same. How often would you say you feel anxious or stressed?; How difficult is to sleep thinking about work?

Workload & stress evolution by country

How has the pandemic influenced workload and stress levels worldwide



USA, India, UK are the top 3 countries feeling they have more workload since the pandemic. However, the countries in where stress has increased since the pandemic are Belgium, Switzerland and Italy.

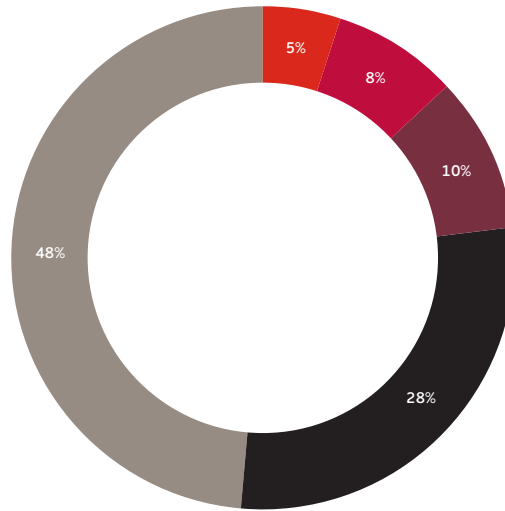
* Canada (30) and Belgium (49) are small samples <50, be careful interpreting the results

Workers:
Since the pandemic, do you have: More/less/the same work to accomplish; Since the pandemic, do you feel: More/less stressed/ the same

Impact of workload & stress

How long are you planning to stay at your company

- Less than 6 months
- Less than 1 year
- Less than 2 years
- Between 3 to 5 years
- I plan to retire in this company



Companies

39% % of sick leaves that increased since the pandemic (aside from COVID)

47% % companies that expect worker turnover to increase in the next 6 months

Main highlights

52% of permanent placement workers plan to leave the company in the next few years, with 1 out of 10 planning to do so next year.

The higher the stress levels, the higher the chance the worker will plan to leave within the next two years.

Age

Out of all the generations, 46% of Gen Z, 20-25% GEN Y & X, and 17% baby boomers intend to stay less than 2 years in their companies.

Among Gen Z, 2 out of 10 plan to leave within a year.

7 out of 10 baby boomers plan to retire in their current company.

Gender

No significant differences were found.

Type of job profile

35% of Customers face to face jobs intend to leave the company within the 2 years. Only 23% for industrial job workers and 21% for office job.

There are also the customer facing jobs for which stress has increased with the pandemic.

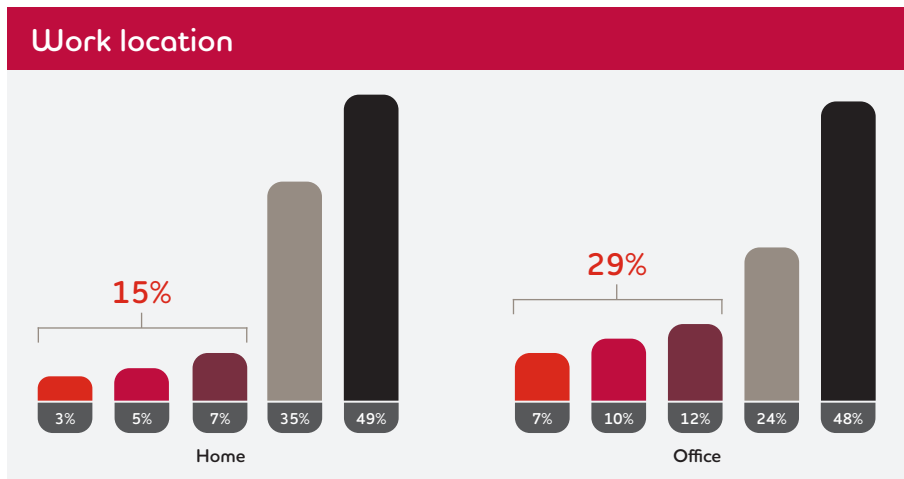
Companies:

Since the pandemic, did the number of sick leaves (out of COVID): Increase / Remain / Decrease;
At your company, do you expect the worker turnover to increase in the next 6 months (perm only)?

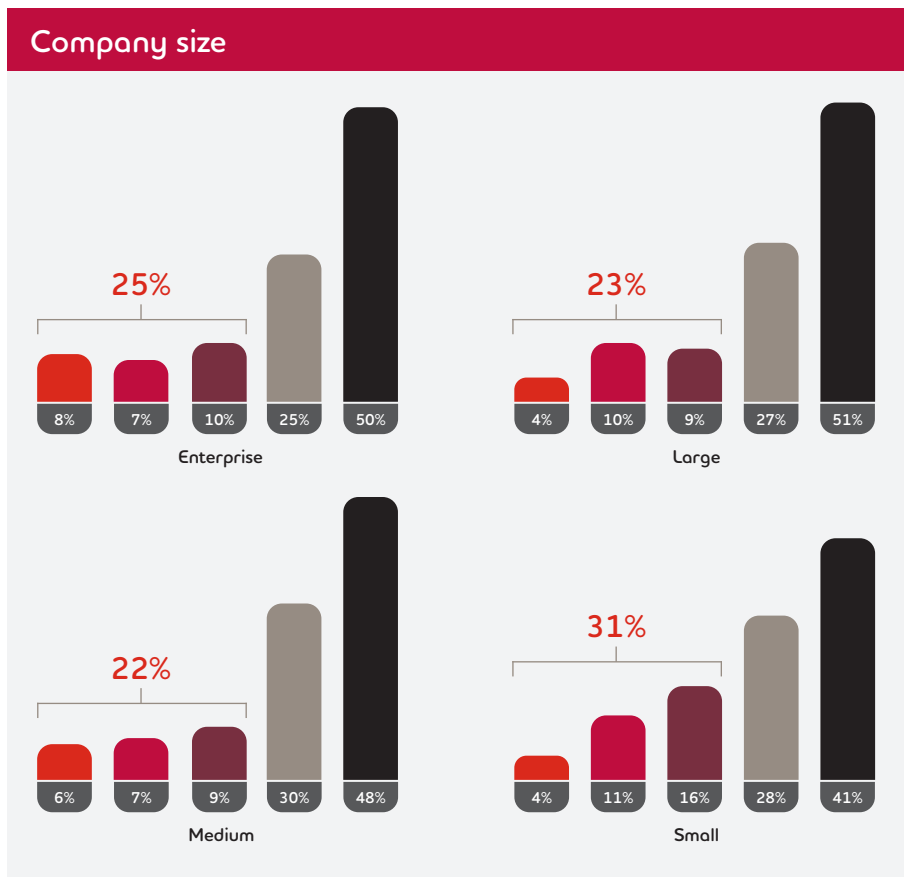
Workers:

If worker is on a perm contact → How long are you planning to stay at your company?

Impact of workload & stress per workspace



Workers working at the office are more willing to leave their company within the next 2 years (29% vs 15%).



Workers working in smaller companies intend to leave the company quicker (31% within the next 2 years).
Workers from big enterprises and large companies project themselves more until retirement in those organisation.

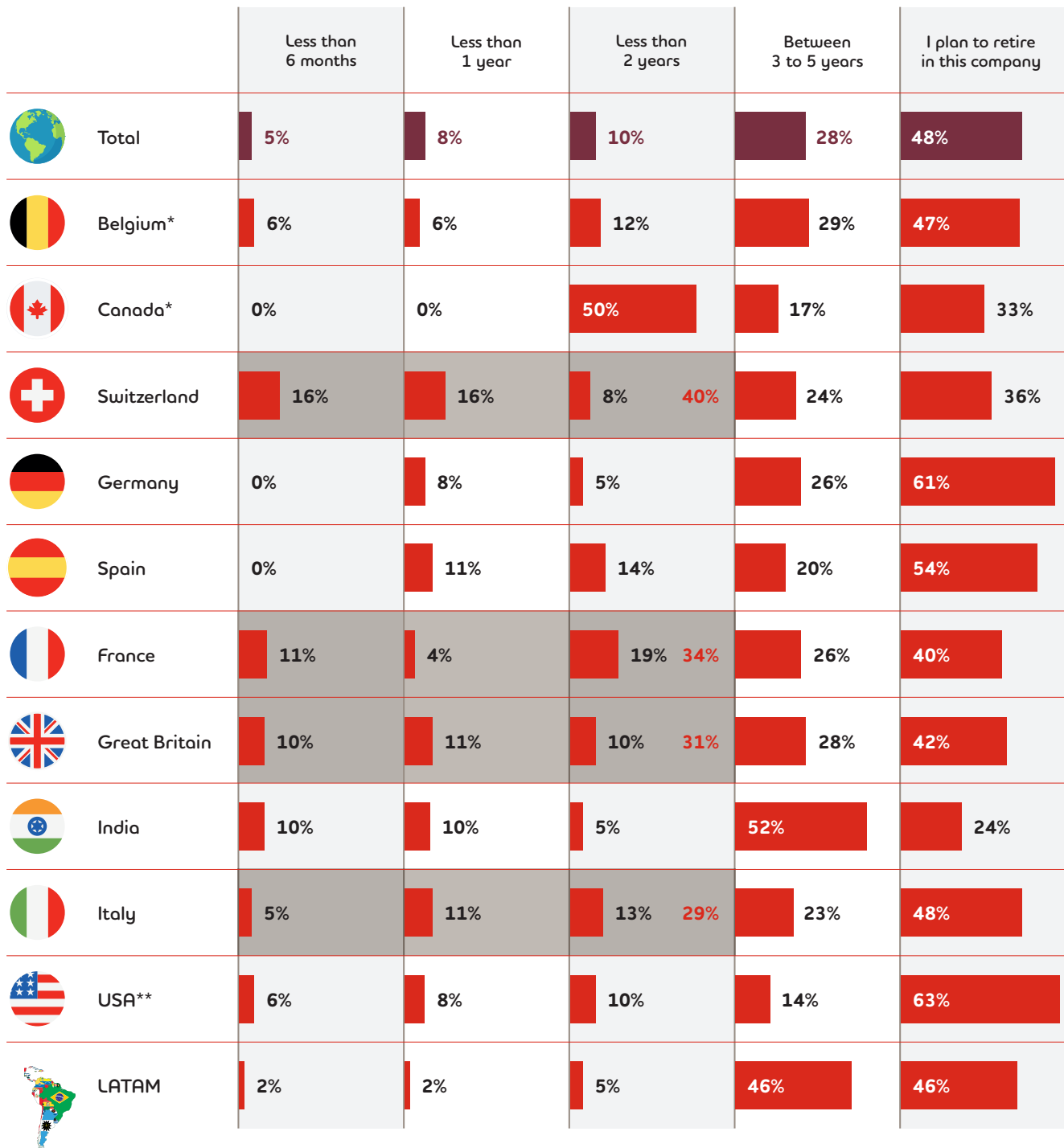
- Less than 6 months
- Less than 1 year
- Less than 2 years
- Between 3 to 5 years
- I plan to retire in this company

Enterprise: >5000 workers
 Large = 1000-4999 workers
 Medium = 50-999 workers
 Small = 1 to 49 workers

Workers:
 If worker is on a perm contact → How long are you planning to stay at your company?

Impact of workload & stress per country

Will permanent placement workers stay at their companies in the next 6 months?



Most workers asked plan to leave the company within the next 5 years (52%). However, in countries like Spain, Germany, and USA a higher proportion of workers plan to stay longer.

Switzerland, France, UK, and India are the top countries for which a higher proportion of permanent placement workers intend to leave within the next 6 months (1 out of 10).

Within the next 2 years, 4 out of 10 Swiss workers intend to leave; 3 out of 10 for France, UK and Italy.

* Canada (30) and Belgium (49) are small samples <50, be careful interpreting the results
 ** 73% of data sample in USA > 40 y/o.

Workers:
 If worker is on a perm contact → How long are you planning to stay at your company?

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Ability to disconnect from work



Working after business hours



Ability to connect / disconnect

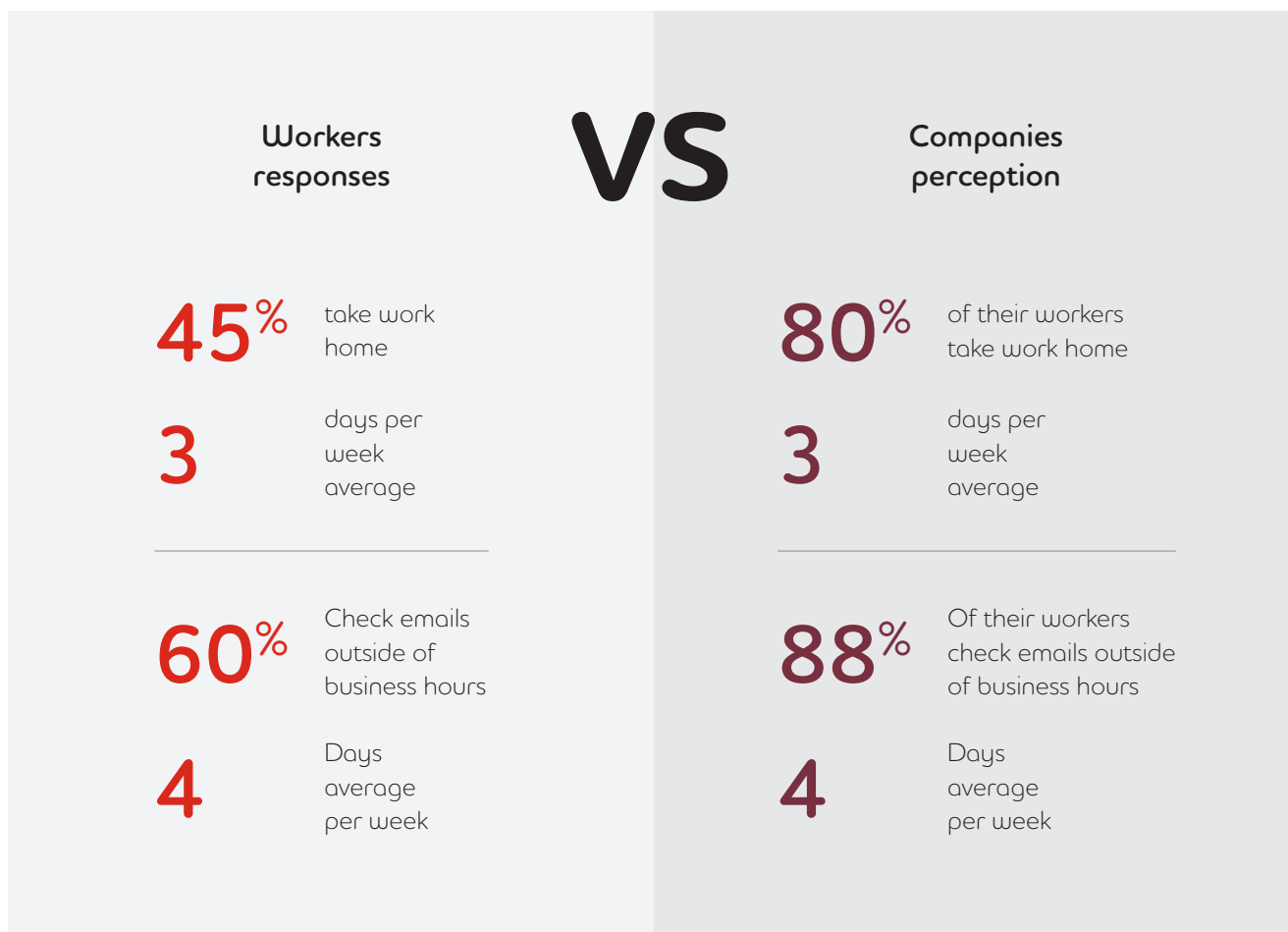


Preferred activities to disconnect



Working after business hours

Workers' reality vs Companies' perception



Companies overestimate the amount workers take work home with them (80% vs 45%) and check their emails after work (88% vs 60%).

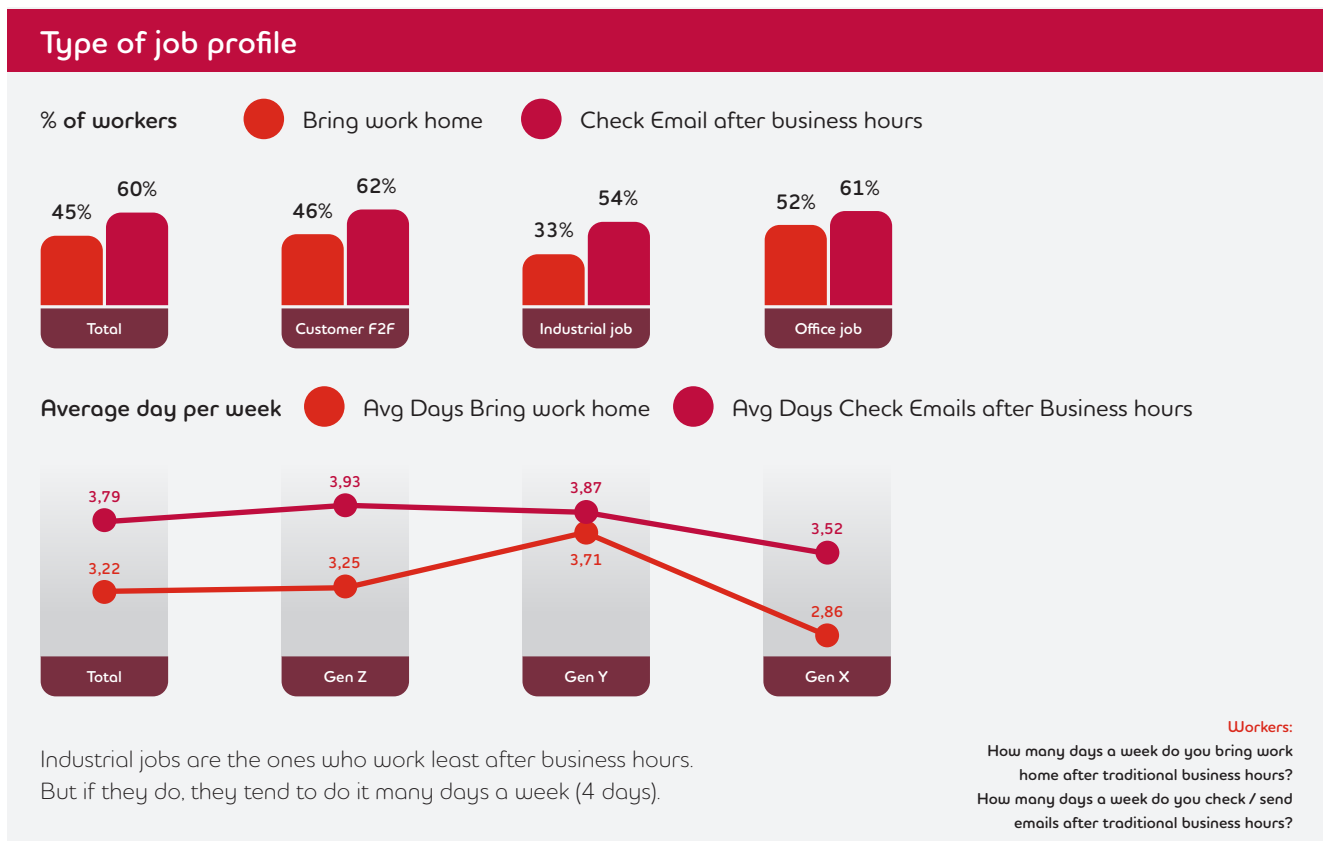
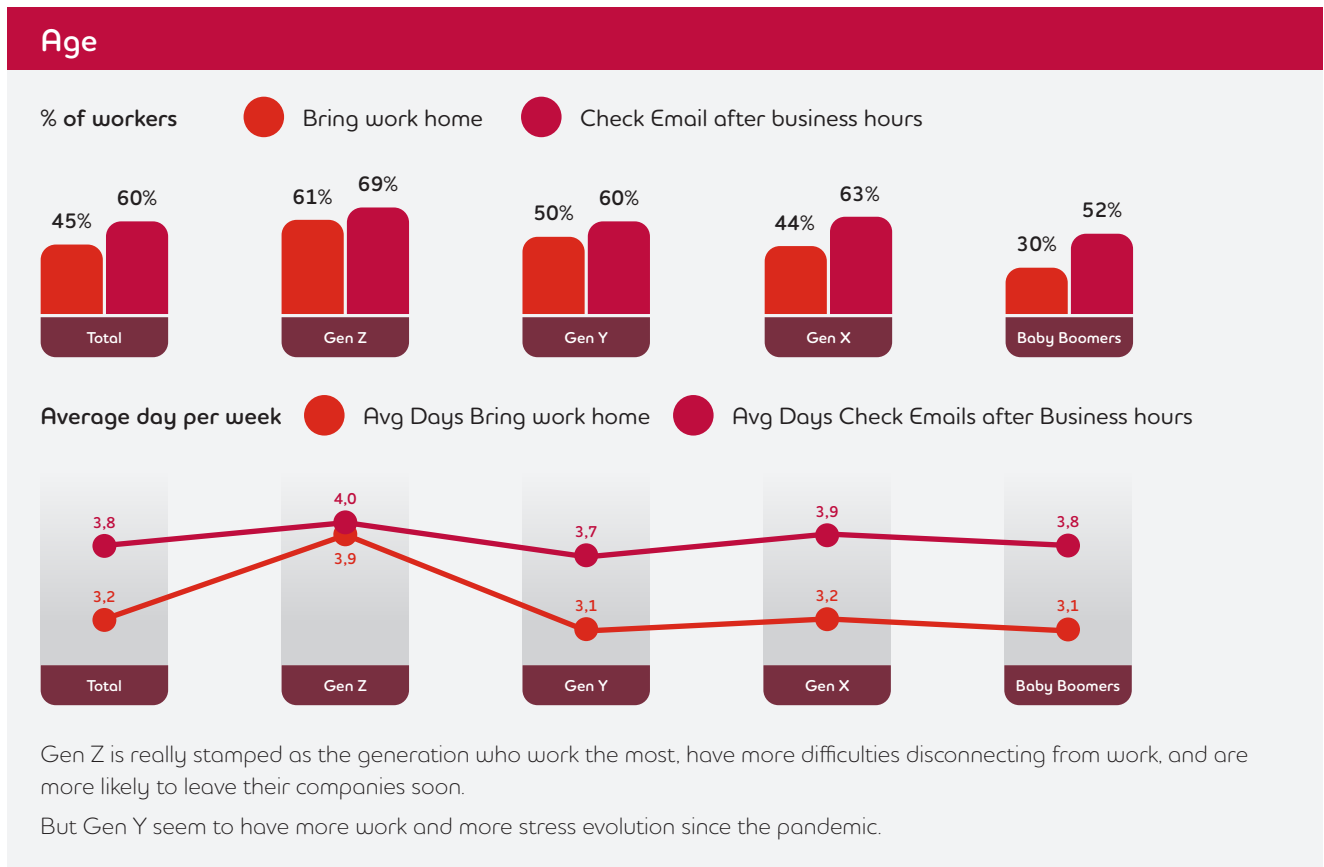
However, they are aligned with the number of days on average they do this: 3 days a week workers bring work home and 4 days a week they look at their emails afterwork.

Workers:

How many days a week do you bring work home after traditional business hours?
How many days a week do you check / send emails after traditional business hours?

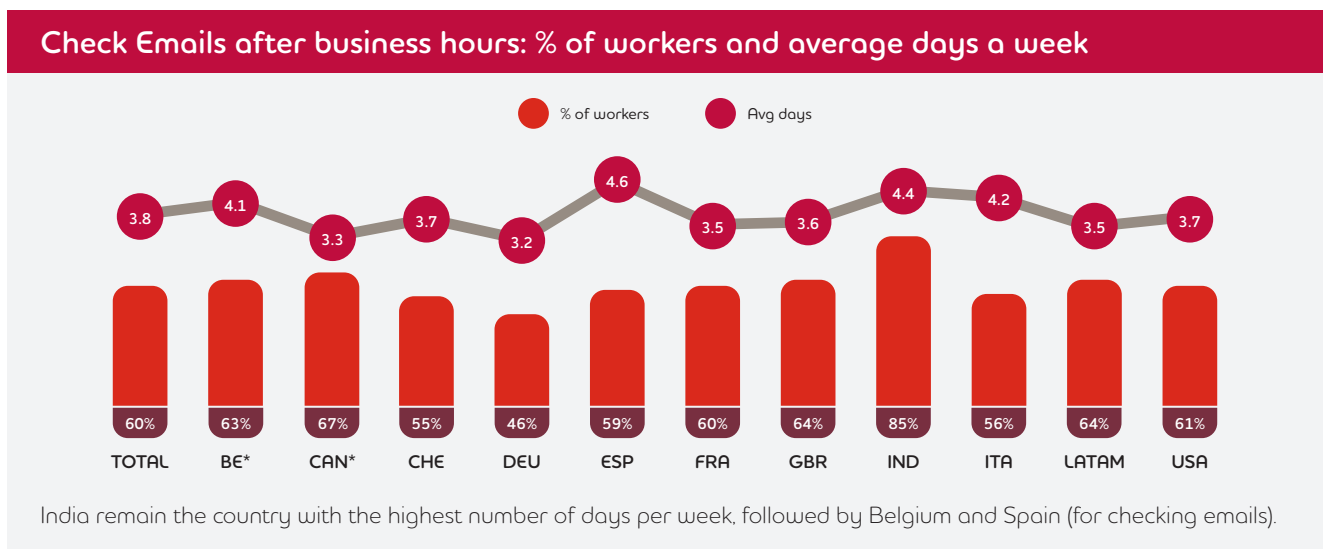
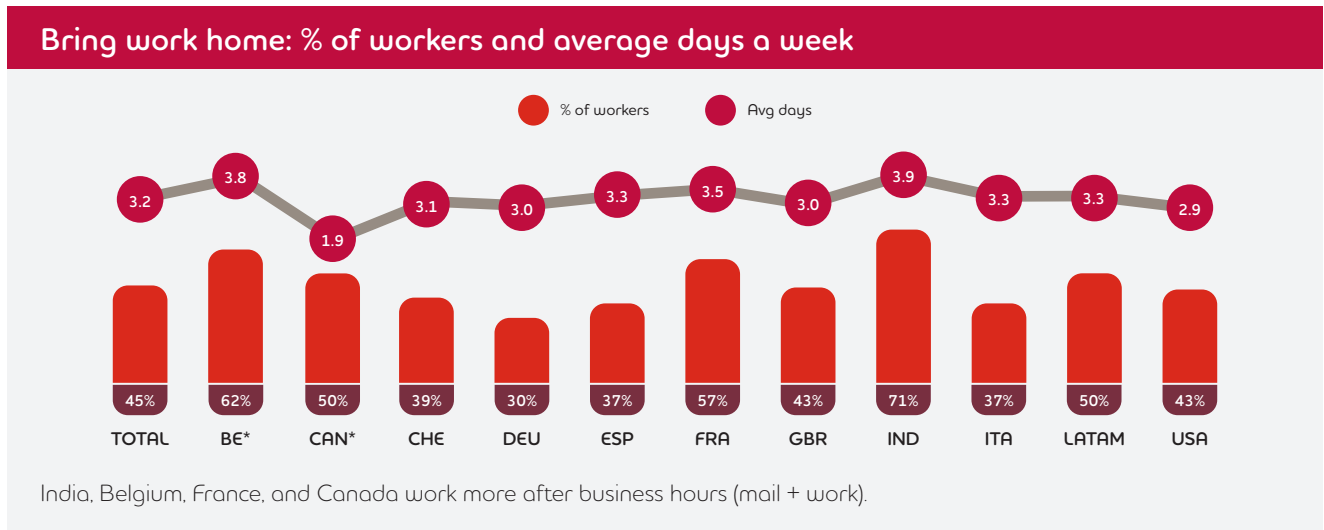
Working after business hours

What kind of workers work after business hours more often?



Working after business hours

In which countries do workers work after business hours more often?

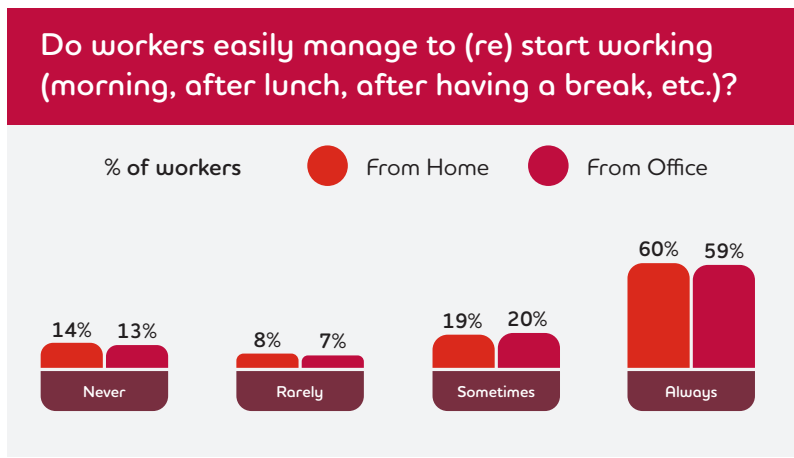


* Canada (30) and Belgium (49) are small samples <50, be careful interpreting the results

Workers:
 How many days a week do you bring work home after traditional business hours?
 How many days a week do you check / send emails after traditional business hours?

Ability to connect & disconnect from work

Does work location influence our work/life balance?



Main highlights

The ability to (re)start working seems to be similar from both home or from the office.

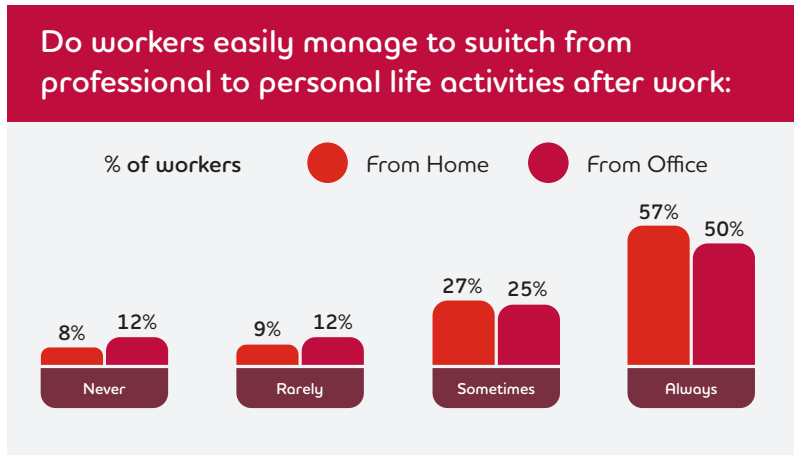
Disconnecting from work seems more difficult for workers working from the office than from home (24% vs 17%).

Age

(Re) start working is easier for all generations from everywhere.

However, disconnecting from work is more difficult for younger generations especially when they work from the office.

Workers above 55 y.o. are more capable of switching from professional activities to personal ones more easily, regardless of where they work.



Gender

No significant differences.

Type of job profile

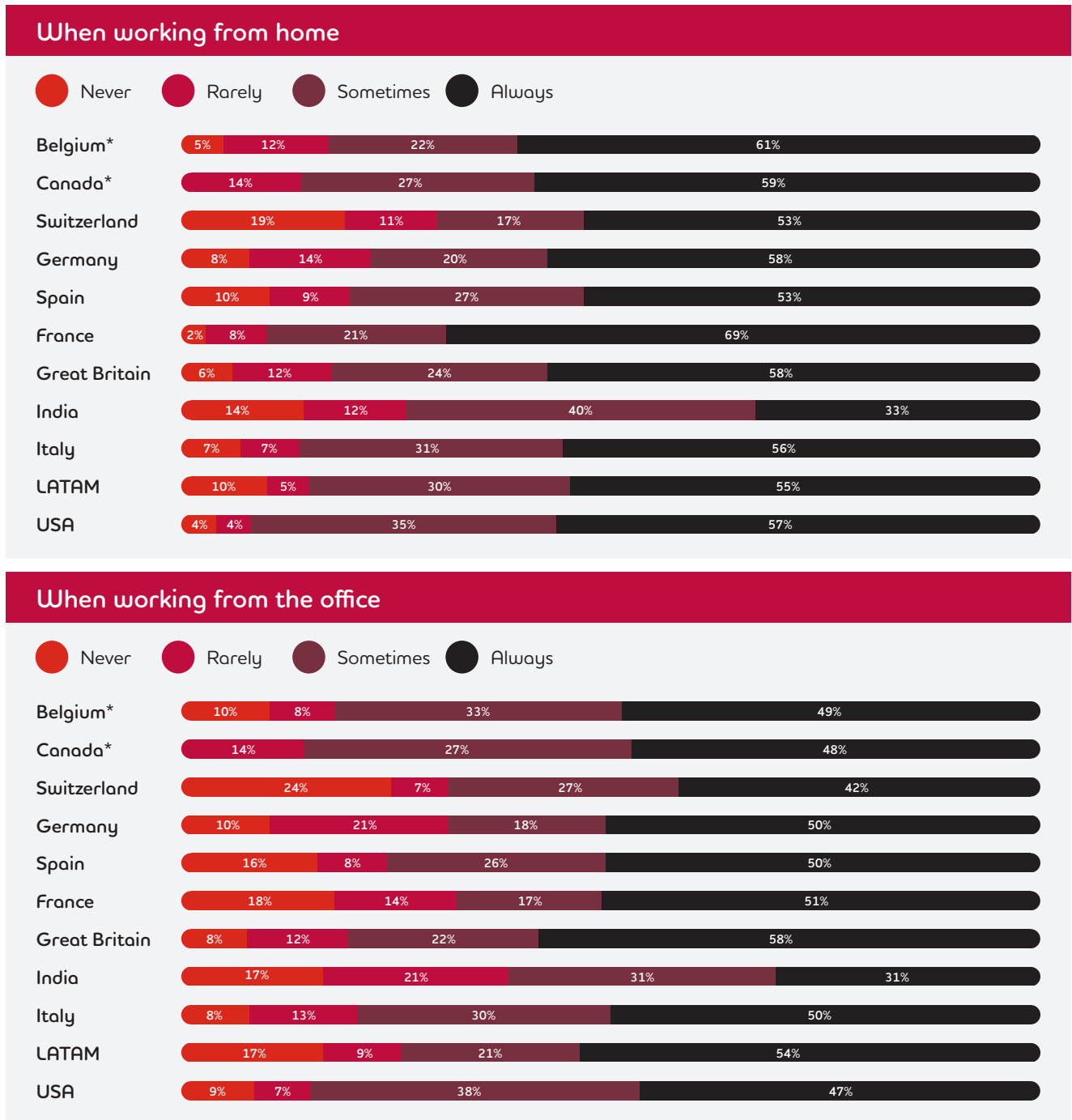
Office job workers are able to start / (re) connect more easily (65% from home, 62% from the office) compared to industrial and customer-facing jobs.

Workers:

Do you easily manage to (re) start working (morning, after lunch, after having a break, etc.)?
When you stop working, do you easily switch from professional life to personal life activities:

Ability to disconnect from work per country

Do workers easily manage to switch from professional to personal life?



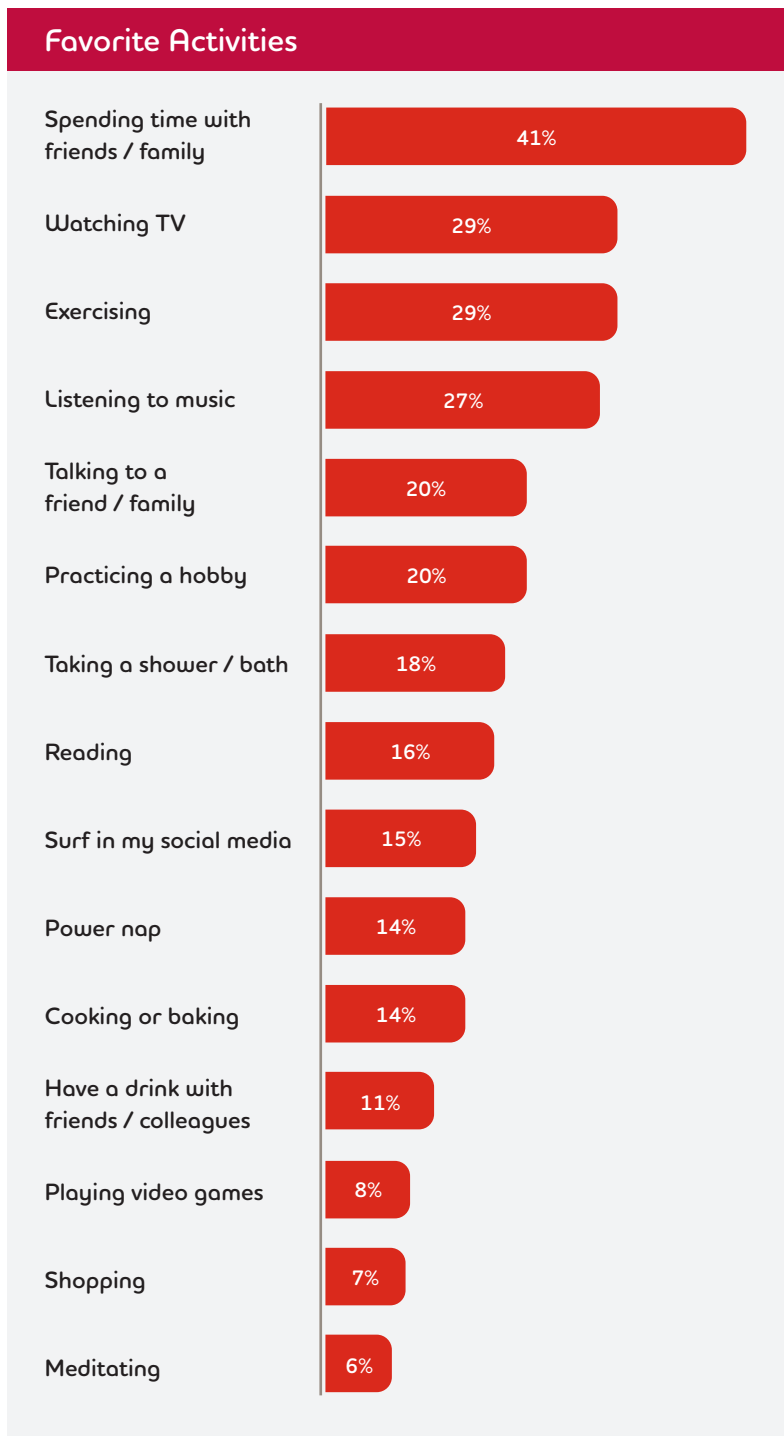
Worldwide is harder for workers to switch from professional to personal life when working from the office compared when working from home.

France, India, LATAM and Germany are the countries in where this situation is more pronouce.

* Canada (30) and Belgium (49) are small samples <50, be careful interpreting the results

Workers:
How many days a week do you bring work home after traditional business hours?
How many days a week do you check / send emails after traditional business hours?

How do workers prefer to disconnect from work?



Main highlights

Spending time with friends (41%) is by far the most popular activity, followed by watching TV, exercising, and listening to Music.

Age

TOP1 :

GEN Z = listening to music

GEN Y & X = spending time with friends

Baby boomers = watching TV

The younger the generation, the more they use exercising and power naps to disconnect. The older the generation, the more they tend to read.

Gender

TOP 1 for both males and females is spending time with friends.

TOP 2 for males is exercising whereas for women it is watching TV.

Type of job profile

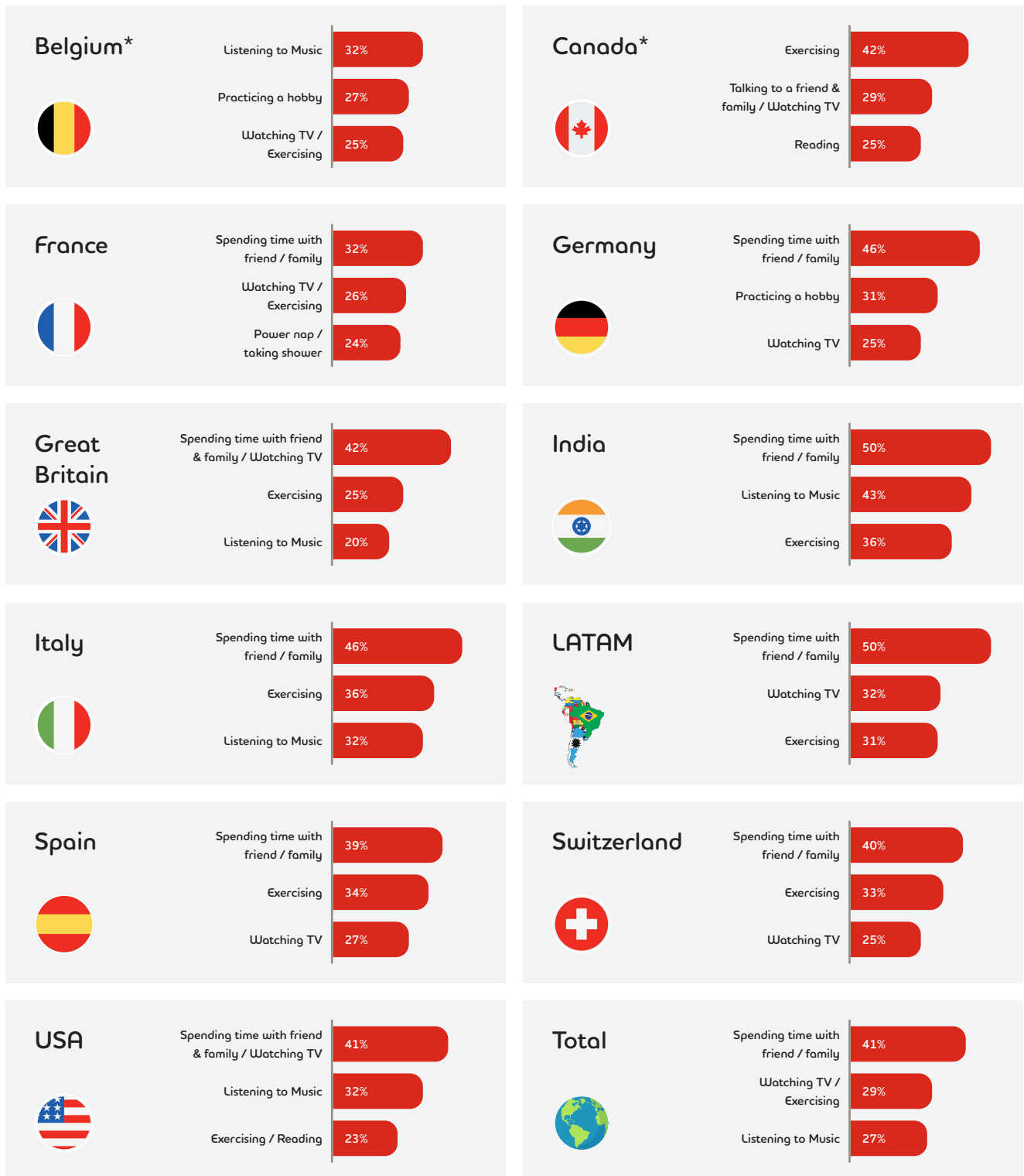
No significant differences found.

Workers:

To disconnect, what do you prefer the most?
Maximum of 3

How do workers prefer to disconnect from work?

Top 3 preferred activities by country



Spending time with family and friends is the most popular activity to disconnect from work across the majority of countries. For India, Italy, Spain, LATAM and Switzerland exercising is preferred by 3 out of 10 workers UK & US TOP1 is equally spending time with friends & family and watching TV!

* Canada (30) and Belgium (49) are small samples <50, be careful interpreting the results

Workers:
To disconnect, what do you prefer the most? Maximum of 3

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Company support for worker well-being pre & post pandemic



Well-being support perception

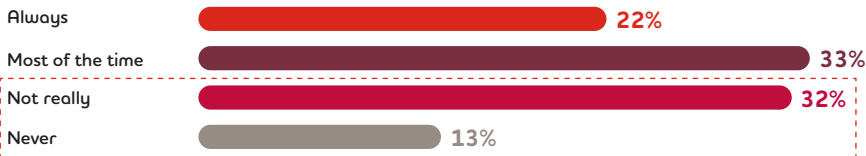


Well-being initiatives offered by companies: evolution & usefulness

Well-being support perception

Workers vs Companies perception

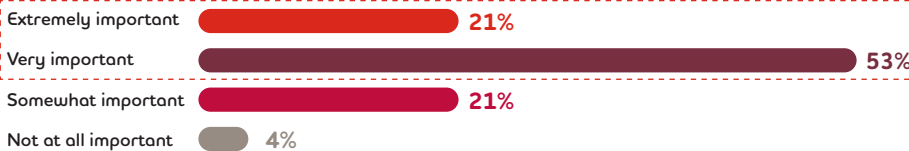
Workers: Does your current employer offer enough support for your well-being?:



45% of workers consider that their employer is NOT supporting their well-being enough, whereas 74% employers consider it as highly important, especially to increase their workers' engagement (39%).

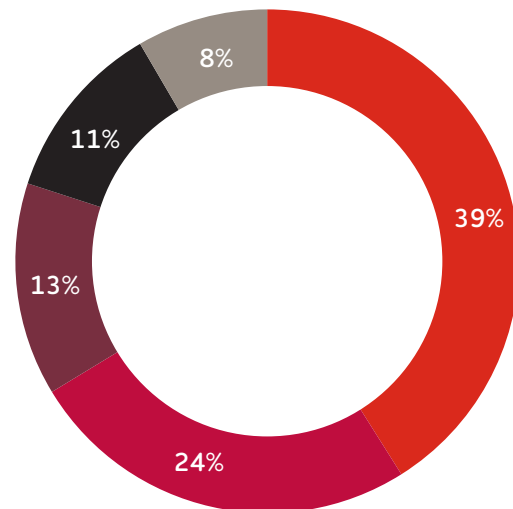
Are companies not offering enough support or are workers not aware of all their company's initiatives?

Companies: How important has the well being of your workers become for your company?



Apart from trying to improve your workers' lives, what is your company's desired outcome in implementing mental health measures?

- Increase worker engagement
- Increase worker satisfaction
- Reduce number of workers going on sick leave
- Increase productivity
- Reduce turnover

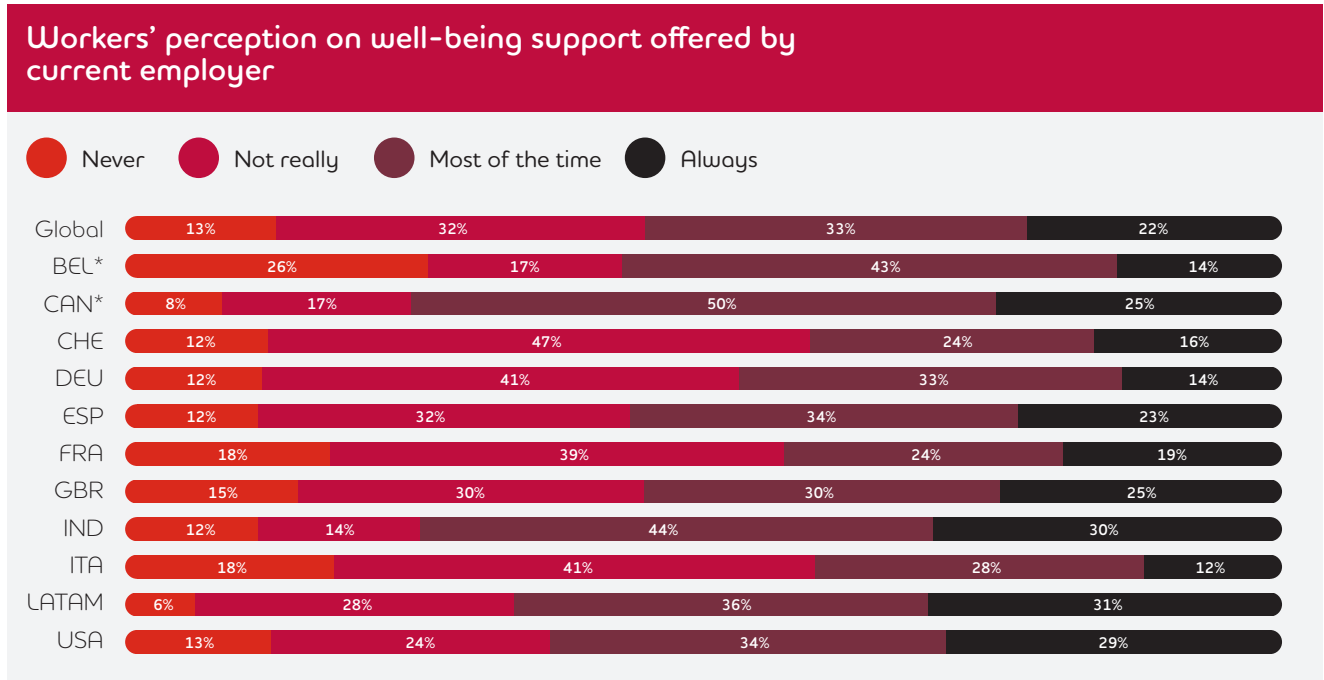


Workers:
Does your current employer support your well-being enough?

Clients:
How important has the well being of your workers become for your company? Apart from trying to improve your workers' lives, what is your company's desired outcome in implementing mental health measures?

Well-being support perception - by country

Country – Workers’ perception on well-being support offered by current employer



Switzerland, Italy, and France perceive that their employer is not supporting their well-being enough.

This could be linked with:

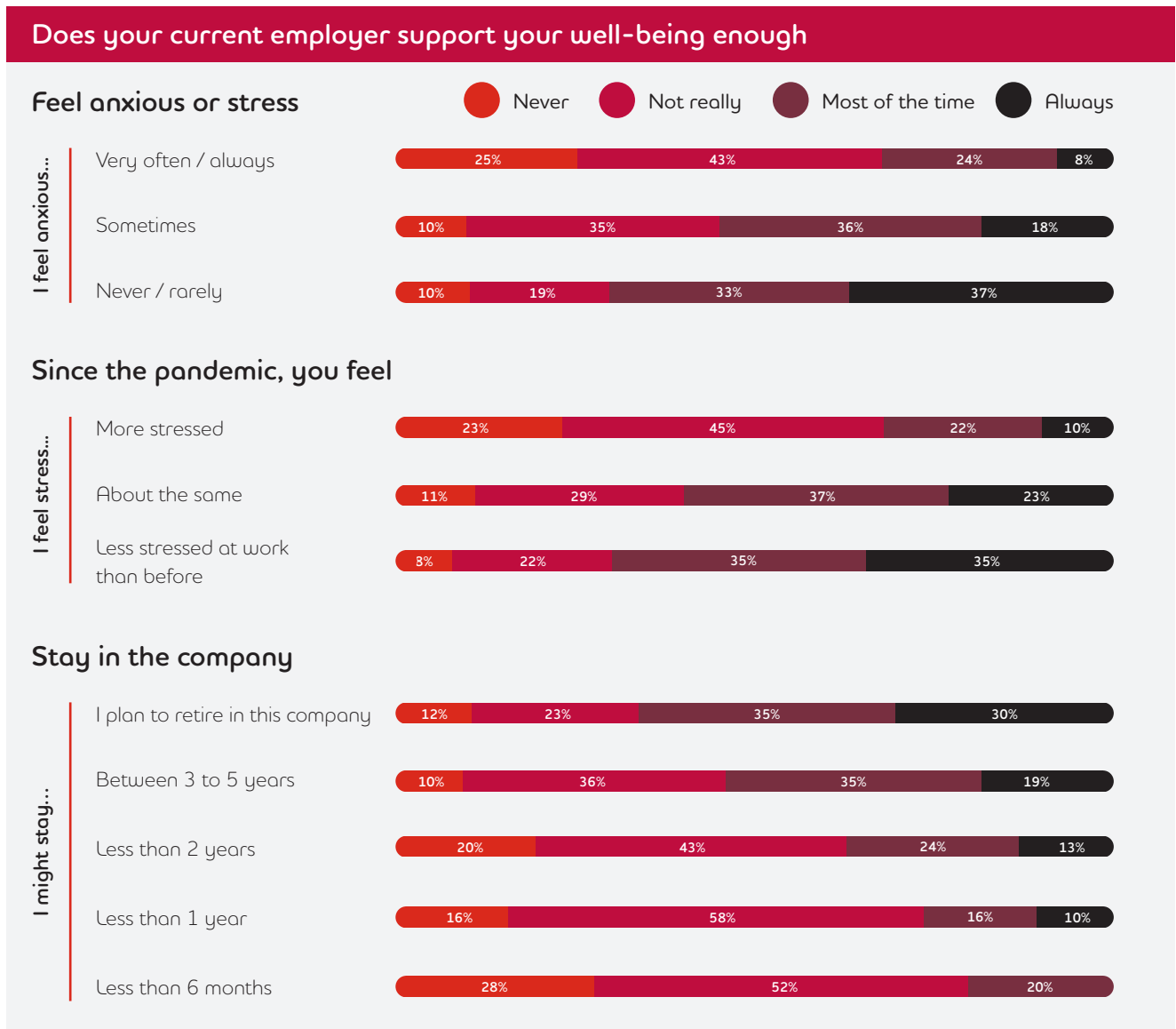
- These 3 countries have a high number of industrial jobs.
- In Switzerland workers have the most difficulty disconnecting.
- In Italy, workers who work outside of business hours (work, mails) spend a consequent number of days per week on it.
- In France workers are among the ones who bring the most work home.

* Canada (30) and Belgium (49) are small samples <50, be careful interpreting the results

Workers:
Does your current employer support your well-being enough?

Well-being support perception & behavioral impact

Impact on stress and company loyalty



Among the workers who feel anxious and among the ones who feel more stressed since the pandemic : 7 out of 10 consider they are not supported enough by their company!



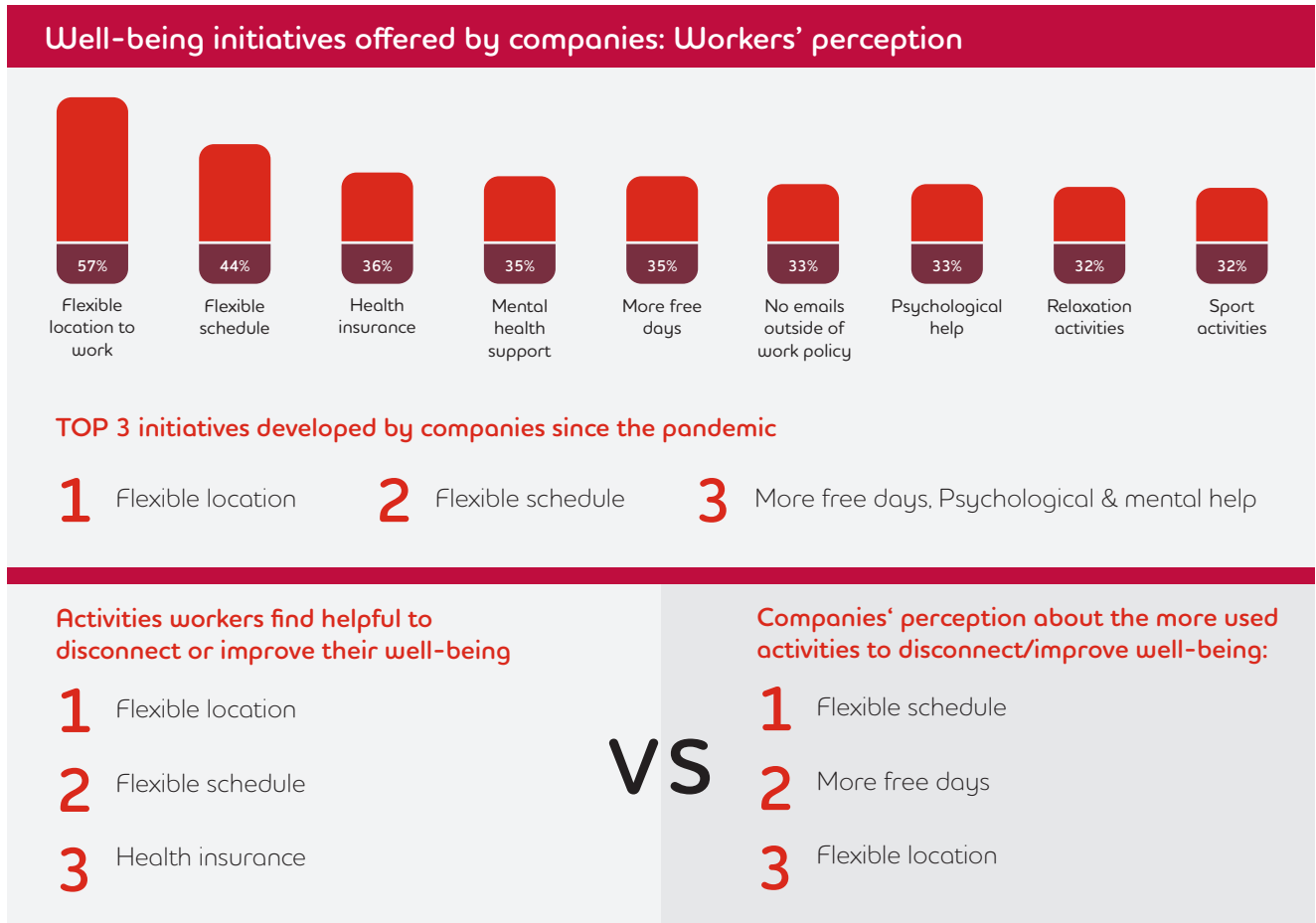
Among the people who intend to leave the company within the next 6 months, 8 out 10 feel the company does not support their well being enough!

Workers:

Since the pandemic, do you have: More/less/the same work to accomplish;
 Since the pandemic, do you feel: More/less stressed/ the same
 How often would you say you feel anxious or stressed?; How difficult is to sleep thinking about work?

Well-being activities proposed by companies

Evolution and usefulness of activities



- Most of the initiatives are only proposed by 1/3 of the companies! Except flexible location & schedule.
- In countries like France and Italy this percentage is even lower (<30%) which might underline an issue of workers not being aware of all the well-being activities offered by their employers.
- More free days and psychological & mental health support are "under proposed" activities companies invest in.
- Surprisingly, Health insurance is considered by workers as useful activities (TOP3), whereas company think that more free days is actually more important for workers (Top2).

Workers:

What is your company offering to help your workers disconnect from work or improve their well-being? / Do you consider your company's offering helpful to disconnect from work or improve your well-being?

Clients:

Do your workers take advantage of these proposed activities / benefits? Please classify by workers' interest

Well-being activities proposed by companies

Top 3 well-being initiatives offered by their employer

Belgium* 	1 Flexible schedule 2 Flexible location to work 3 More free days
Canada* 	1 Mental health support 2 Psychological help 3 Flexible location
France 	1 Health insurance 2 Flexible schedule 3 No emails outside of work policy
Germany 	1 Flexible schedule 2 Flexible location to work 3 No emails outside of work policy
Great Britain 	1 Mental health support 2 Flexible location to work 3 Flexible schedule
India 	1 Flexible schedule 2 Flexible location to work 3 Health insurance
Italy 	1 Flexible location to work 2 Flexible schedule 3 Health insurance
LATAM 	1 Flexible location to work 2 Flexible schedule 3 Health insurance
Spain 	1 Flexible schedule 2 Flexible location to work 3 More free days
Switzerland 	1 Flexible schedule 2 More free days 3 Flexible location to work
USA 	1 Flexible location to work 2 Health insurance 3 Flexible schedule
Total 	1 Flexible location to work 2 Flexible schedule 3 Health insurance

From the companies that do offer well-being initiatives to their workers, the ones related to flexibility (location & Schedule), health insurance coverage, and mental health support are the ones more popular across the different countries.

* Canada (30) and Belgium (49) are small samples <50, be careful interpreting the results

Workers:

What is your company offering to help your workers disconnect from work or improve their well-being?

Well-being consideration in the company

Country - TOP 3 initiatives developed by companies since the pandemic

Belgium* 	1 Psychological Help 2 Flexible Schedule 3 Health Insurance
Canada* 	1 Flexible Location to work 2 Flexible Schedule 3 Mental Health Support
France 	1 More Free Days 2 Relaxation Activities 3 Psychological Help
Germany 	1 Mental Health Support 2 Psychological Help 3 Flexible Location to work
Great Britain 	1 Flexible Schedule 2 Flexible Location to work 3 Mental Health Support
India 	1 Flexible Location to work 2 Flexible Schedule 3 Sport Activities
Italy 	1 Flexible Location to work 2 Flexible Schedule 3 Psychological Help
LATAM 	1 Flexible Schedule 2 Flexible Location to work 3 More Free Days
Spain 	1 Psychological Help 2 Flexible Location to work 3 Mental Health Support
Switzerland 	1 Flexible Schedule 2 Relaxation Activities 3 Flexible Location to work
USA 	1 Flexible Location to work 2 Flexible Schedule 3 More Free Days
Total 	1 Flexible Location to work 2 Flexible Schedule 3 More Free Days

Work flexibility (location, schedule) and more free days are the top 3 support initiatives Companies have focused on since the pandemic.

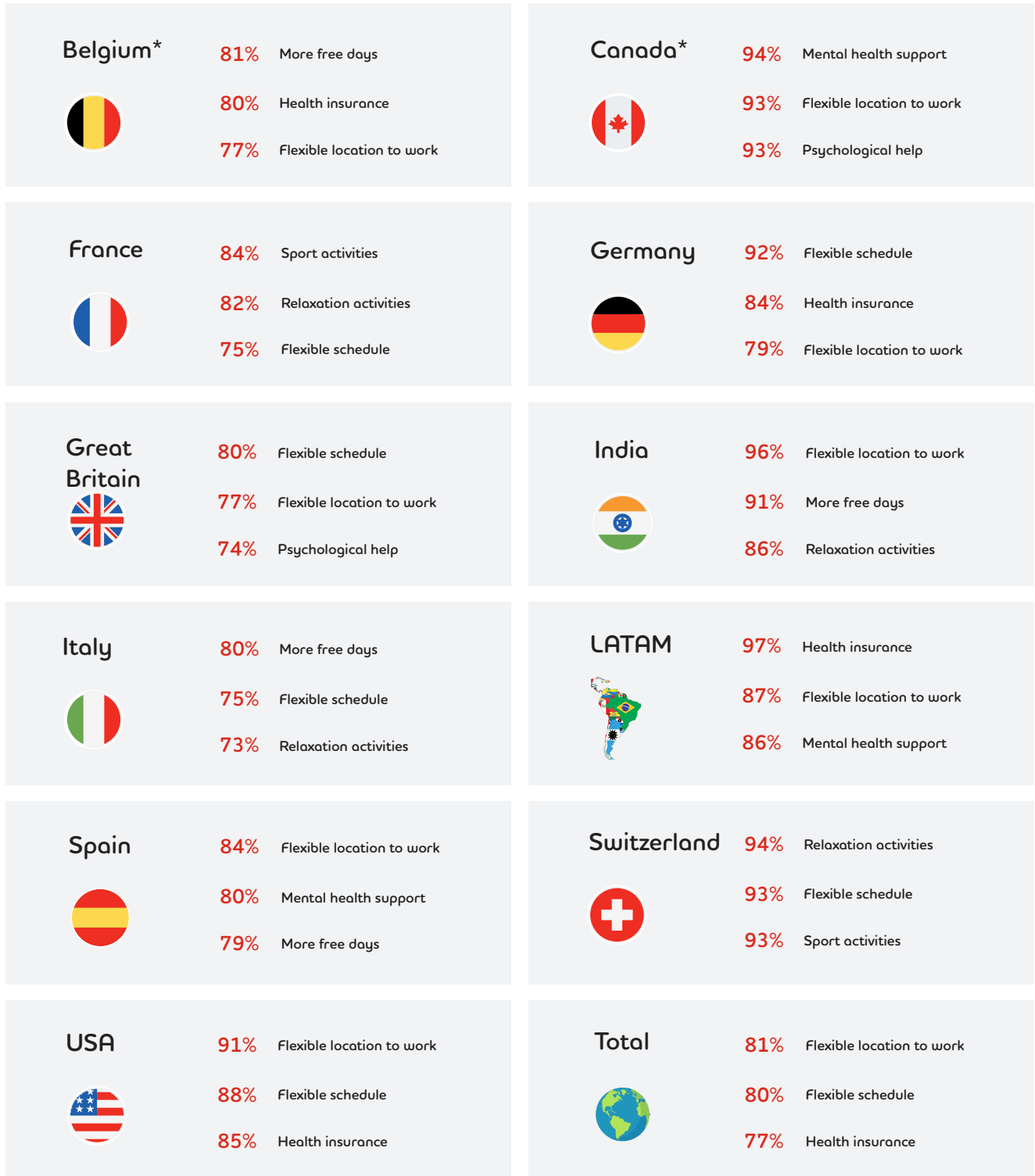
However, Belgium, Germany, Spain (Top1) and France & Italy (Top3) focused on Psychological & Mental support.

Relaxation is top 2 initiative developed by France & Switzerland whereas India is the only country which developed sport activities.

* Canada (30) and Belgium (49) are small samples <50, be careful interpreting the results

Well-being consideration in the company

Country – Top 3 initiatives workers find helpful to disconnect or for well-being



In line with what companies developed (Flexible schedule & location and more free days), workers find flexibility useful, but they consider health insurance as top 3 well-being/benefit in terms of usefulness.

Relaxation initiatives are preferred to mental & psychological support as it is mentioned in 5 countries vs 3 countries.

In France, workers find sport activities the most useful (Top1).

% Percentage of workers who find useful that activity to disconnect from work

* Canada (30) and Belgium (49) are small samples <50, be careful interpreting the results

Appendix



Well-being support perception by segment



Top 3 initiatives workers find helpful to disconnect or to improve well-being

AGE	1	2	3
Gen Z	Health Insurance	Sport Activities	Flexible Location
Gen Y	Flexible Location	Health Insurance	Flexible Schedule
Gen X	Flexible Schedule	Flexible Location	Email's outside of work policy
Baby-Boomers	Flexible Schedule	Psychological Help	Flexible Location

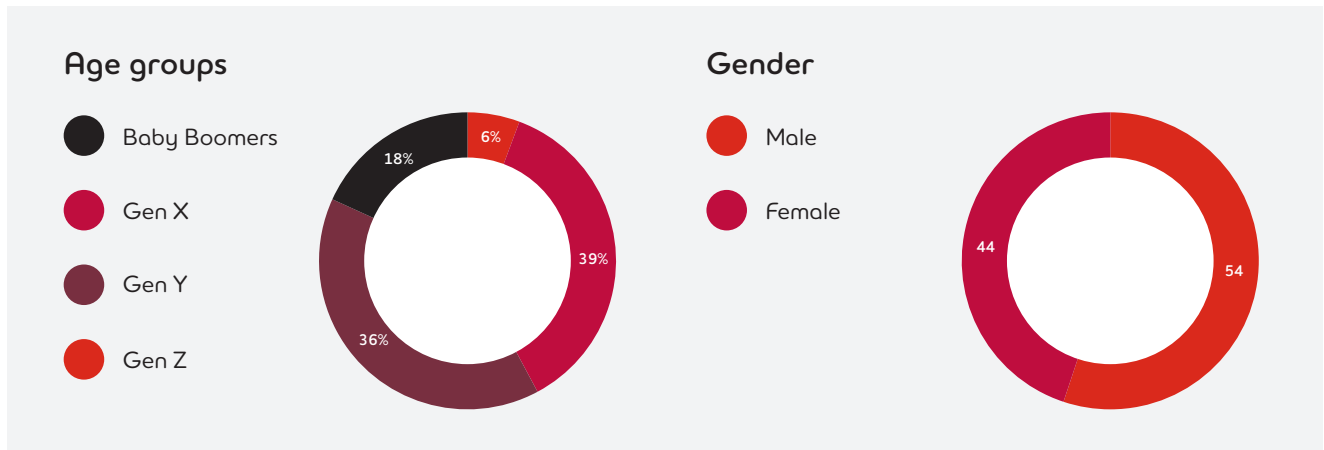
GENDER	1	2	3
Male	Flexible Schedule	Health Insurance	Flexible Location
Female	Flexible Location	Mental Health	Flexible Schedule

TYPE OF JOB PROFILE	1	2	3
Office job	Flexible Location	Flexible Schedule	Health Insurance
Industrial job	Flexible Schedule	Health Insurance	Relaxation Activities
Client Facing job	Email's outside of work policy	Health Insurance	Relaxation Activities

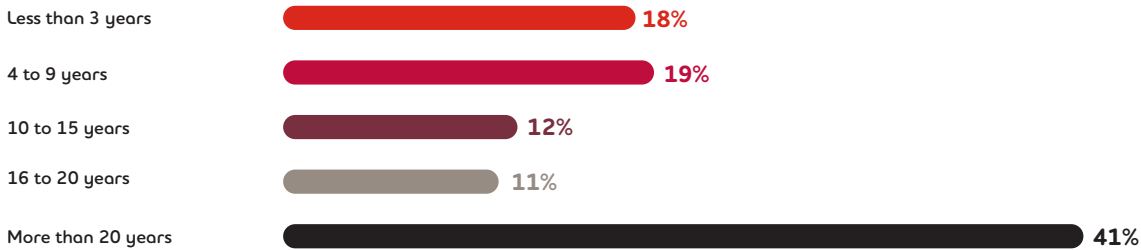
Workers:
Does your current employer support enough your well-being?
Do you consider your company's offering helpful to disconnect from work or improve your well-being?

Demographics

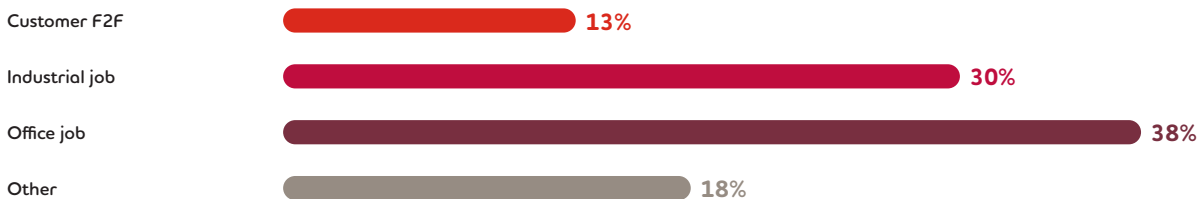
Workers current job status



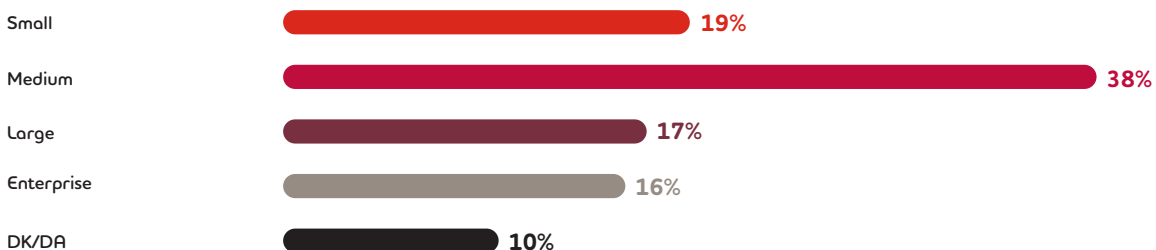
Number of years of active life:



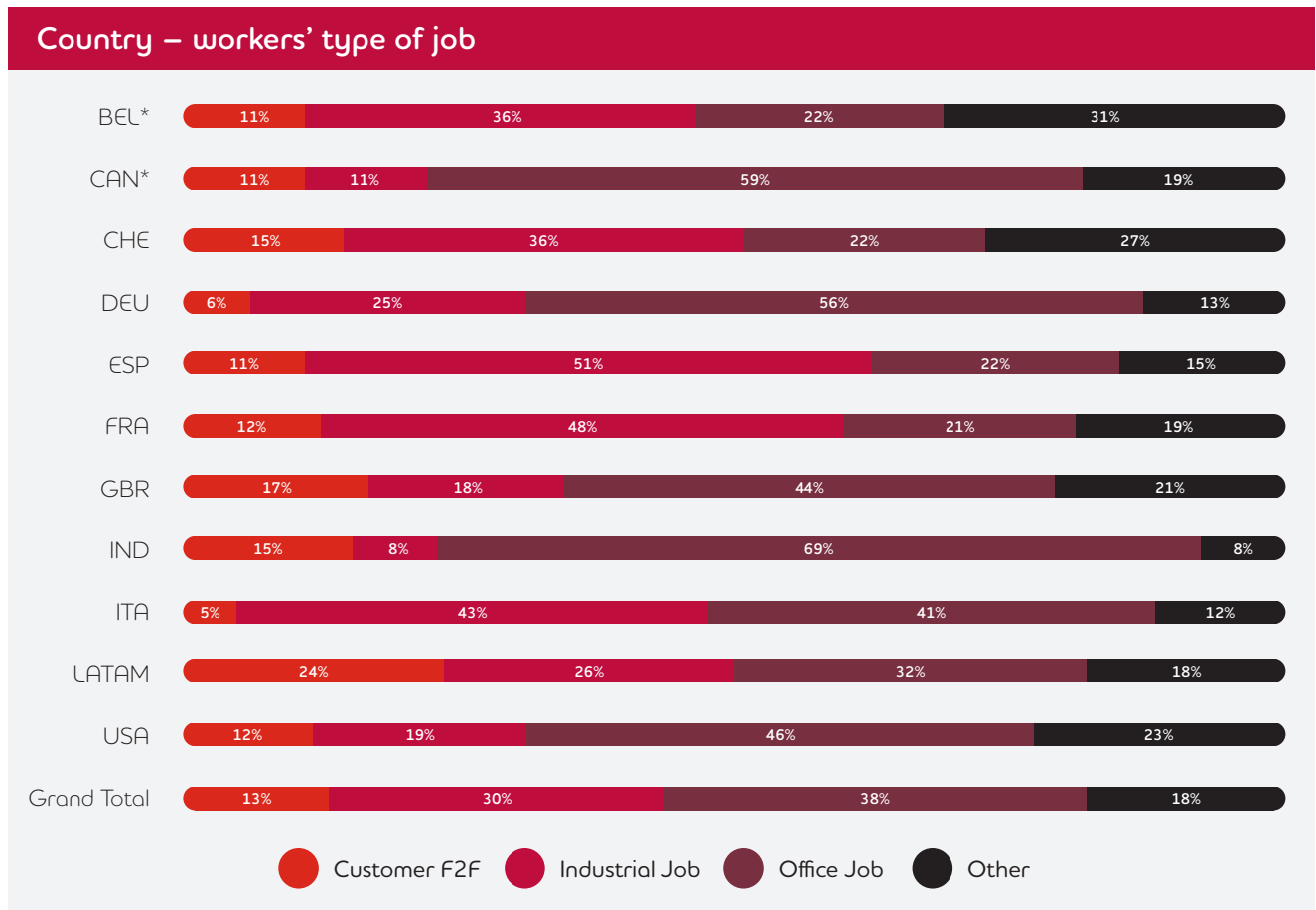
Job type: Customer Face to Face jobs = Retail, Restaurant, Hotel... Industrial job = logistics, warehousing, manufacturing... Office job = IT, Admin, Finance, Marketing, HR...



Companies' size: Enterprise: >5000 workers, Large = 1000-4999 workers, Medium = 50-999 workers, Small = 1 to 49 workers



Demographics



Customer Face to Face jobs = Retail, Restaurant, Hotel...

Industrial job = logistics, warehousing, manufacturing...

Office job = IT, Admin, Finance, Marketing, HR...



DISCONNECT TO RECONNECT SURVEY

In case of questions or doubts, please contact:



CX TEAM

Lola Beato

Project & Research Manager



COMMS TEAM

Cristina Pla Fraile

Research owner & Requestor

Thanks

GLOBAL CUSTOMER EXPERIENCE TEAM
ADECCO GLOBAL COMMUNICATIONS TEAM

Adecco