

Adecco



# Equity, Diversity & Inclusion at Adecco

[adecco.co.uk](https://www.adecco.co.uk)

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In this brochure, you will learn about Adecco’s approach to Equity, Diversity and Inclusion, our journey to greater colleague engagement and how we can support businesses like your own through our lived experience.

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# 01

## WHO WE ARE

“

*I have never felt so supported. I have never felt so seen. I have never felt this able to be myself.*

Colleague comment

”



# As one of the world's largest employers, we have a responsibility to address inequality in the workplace and *make work mean more.*

At Adecco, we believe that work is more than just a paycheck; it should be a source of inspiration, growth and fulfilment for every individual. Our tagline to make work mean more is not just a vision - it's a commitment we uphold both globally and locally. Over the past few years, we've learned invaluable lessons that have shaped our approach to ED&I in the UK. We are proud to incorporate a data-led strategy, passionate members who bring our ED&I Committee to life and a set of projects, partnerships and accreditations that celebrate the driving force behind everything we do: our diverse people and desire to improve the world of work.

Our active focus on improving everyone's access to the world of work is both a critical business advantage and a non-negotiable, integral part of who we are. We are proud to share our journey to build an inclusive culture for all with partners and clients and hope to begin a conversation on how to help other organisations ignite change.

(1) Black History Month Event, 2023 - (2) Armed Forces Covenant Signature, 2024 - (3) Changemakers Event, 2023 - (4) Eid Mubarak Event, 2023



# A word from our Senior Vice President

*// At Adecco, diversity has always been in our DNA. We've built a global business on the strength of different perspectives, varying approaches, and individual talents that contribute to our worldwide team.*

*We've found that evolving ED&I programmes are powered by a simple idea – people work better when they know they belong. It's a virtuous circle; if we create a culture where colleagues feel heard, seen and accepted, they'll offer their best to our business. And our partners – including candidates, clients, and other key stakeholders – will want to be part of the progress.*

*In the UK and Ireland, we've formalised our approach to ED&I over the past four years, turning a desire to do better into a structured, scalable strategy. Like most things at Adecco, our purpose-led programme began with our people. Informal listening groups became impactful inclusion networks. Survey feedback became an action-focused framework. Lived experiences of disability, mental health and menopause became globally recognised support initiatives.*

*When it comes to diversity and inclusion, there's no completion point – just an ongoing process of reaching for change, refining our methods and raising the bar. We've learned to focus on the issues that matter most to our colleagues and shape data-driven plans to help put them right. Through our Mental Health & Disability, Race & Ethnicity, Gender and LGBTQ+ Employee Resource Groups, we're channelling our efforts to give everyone an equal voice.*



*The results have been remarkable. Internally, we've seen a 60% increase in ED&I data being shared, and higher engagement scores across our key themes of ethnicity, religion, sexual orientation, disability and gender. Our internal inclusion events have seen a 60% increase in attendance since their launch. We've even been recognised by our Group Chairman, who chose to give the UK and Ireland team his prestigious Chairman's Award in 2023 for driving forward the company's ED&I agenda.*

*Externally, we're excited to share our expertise with clients, helping other employers develop inclusive recruitment and working practices through targeted projects and training programmes. We've trained over 100 companies on workplace menopause awareness and proudly count the UK government's first Menopause Employment Champion among our colleagues. We've also seen firsthand the positive outcomes of a progressive, equitable approach and look forward to collaborating to create positive change – from maximising multicultural workforces to championing neurodiverse talent.*

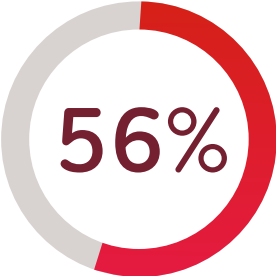
*Beyond the business benefits of a solid ED&I programme – higher retention, increased productivity and enhanced innovation – we've experienced the rewards of running an authentically supportive organisation. Genuine employee trust. Open, honest dialogue. And happier, healthier colleagues who bring their best selves to work. There's always more to do, but we're committed to making work mean more for everyone – and we'd love for you to join us.*

*Niki Turner Harding*

**SVP & Country Head Adecco UK&I**



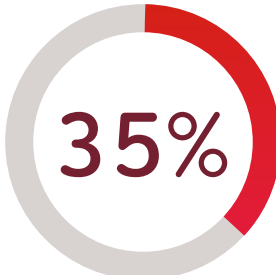
# Adecco's global commitment to ED&I



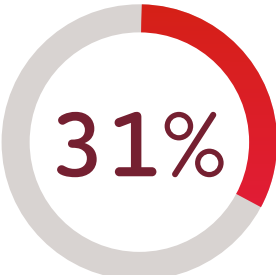
Company-wide female split



Board of directors gender parity



Global leaders gender parity

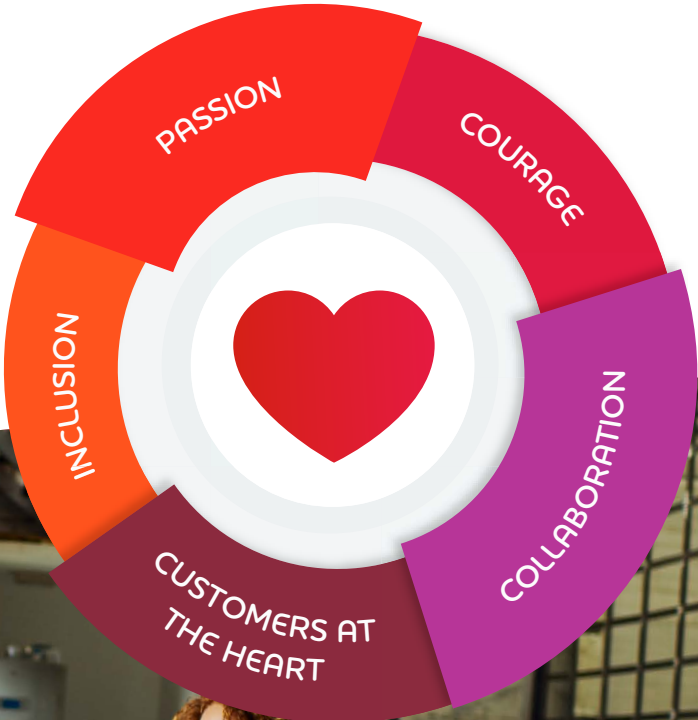


Diversity and Inclusion eNPS

As a people business focused on providing workforce solutions, we envision a future in which everyone has the chance to participate in the world of work and confidently bring their authentic selves to their workplace.

This mission is incorporated into everything we do, driven by our core values.

\*Data from The Adecco Group (Adecco, Akkodis and LHH)



# 02

## HOW WE FOSTER INCLUSION

“

*The inclusion brunches and forums are fantastic, they provide such a fantastic platform for recognition, learning, and empathy.*

Colleague  
comment

”



# ED&I is not a destination, it's a journey!

ED&I is constantly evolving, and so is our approach. Each year is a new opportunity to review our progress, hear from our colleagues and exchange ideas with our clients to create a sustainable and lifelong impact.

[Watch our video to hear from our colleagues](#) 

## STAKEHOLDERS

At Adecco, we make work mean more. It's a promise we make to our 3 C's:



CANDIDATES



CLIENTS



COLLEAGUES

2020

We established a series of listening groups, giving colleagues a safe space to share their lived experiences.

2021

The listening groups evolved into a formal Diversity & Inclusion Committee, with representatives from across our business. We aligned our local activities to the global ED&I framework.

2022

To drive concrete impact, we consolidated our local strategy and started collecting data, which allowed us to identify our core priorities. Internally, we started raising awareness about different ED&I topics through regular education sessions.

2023

We began to externalise our ED&I agenda to involve clients in the conversation and enhance collaboration. Helen Tomlinson, Head of Talent & Inclusion UK&I, became England's first-ever Menopause Employment Champion. Adecco UK also won the Chairman's Award, a company-wide global recognition for our outstanding ED&I programme in the UK.



# The teams making real inclusion a reality

## EMPLOYEE RESOURCE GROUPS (ERGS)

To encourage conversations and connections among colleagues, Adecco promotes several internal committees that all employees are welcome to join.

Our Equity, Diversity and Inclusion committee also includes several specialised ERGs, which focus on core areas our colleagues have identified. All colleagues have a say in our business, and their contributions are key to driving our overall ED&I strategy.



Disability & Mental Health



Q+



Gender Perspectives



Race & Ethnicity

## NETWORKS

We work hard to create a culture that feels like home, where our colleagues can find their community and connect with peers.

These networks encourage conversation between colleagues to share their lived experiences in a safe and supported environment.



New Parents



Neurodiversity



Hot Topics



Shoulder to Shoulder

## GENDER - Women's health strategy

In 2021, we were one of only 10% of employers with a menopause policy. Since then, we've trained over 100 clients to write their own policies, hosted industry webinars, and expanded our framework to support women in all stages of the female lifecycle, including menstruation, fertility and pregnancy loss.

[Watch Helen's interview with BBC News](#)



## ETHNICITY - South Asian Heritage Month

At Adecco, our Ethnicity ERG celebrates a range of different communities. SAHM seeks to commemorate and mark South Asian cultures and histories. In 2023, as part of our month-long campaign, all members engaged in education sessions and published weekly articles. We also hosted a live event at our London head office, including external speakers, henna artists, and more to raise awareness and celebrate cultural traditions.

## Q+ - We work with PRIDE

We acknowledge Pride Month with enthusiasm, paying tribute to the LGBTQ+ community's history of struggle and triumph. To recognise Pride in 2023, we held a series of internal events, including a drag queen comedy show, a virtual quiz to raise money for charity, and sessions welcoming external guests. For the very first time, we also attended the London Pride Parade, representing The Adecco Group.



## DISABILITY - Count Yourself Included

As part of our ongoing commitment to understanding and supporting the demographics of our organisation, we launched the 'Count Yourself Included' campaign, educating colleagues and managers around the relevance of disability, disclosure, the Equality Act and what is classed as a disability and our aim to reduce 'Prefer Not to Say' responses.

# 03

## HOW WE CREATE CONCRETE IMPACT

“

*Feel Adecco are working hard to ensure that everyone has a voice and feel included within the company.*

Colleague  
comment

”



# More than just words

## Our ED&I strategy in action

As a purpose-led company, we make future facing commitments to our people and honour them with a **solid strategy and impactful initiatives.**





## ED&I ACTIVITY IN OUR DAY-TO-DAY LIFE AT ADECCO

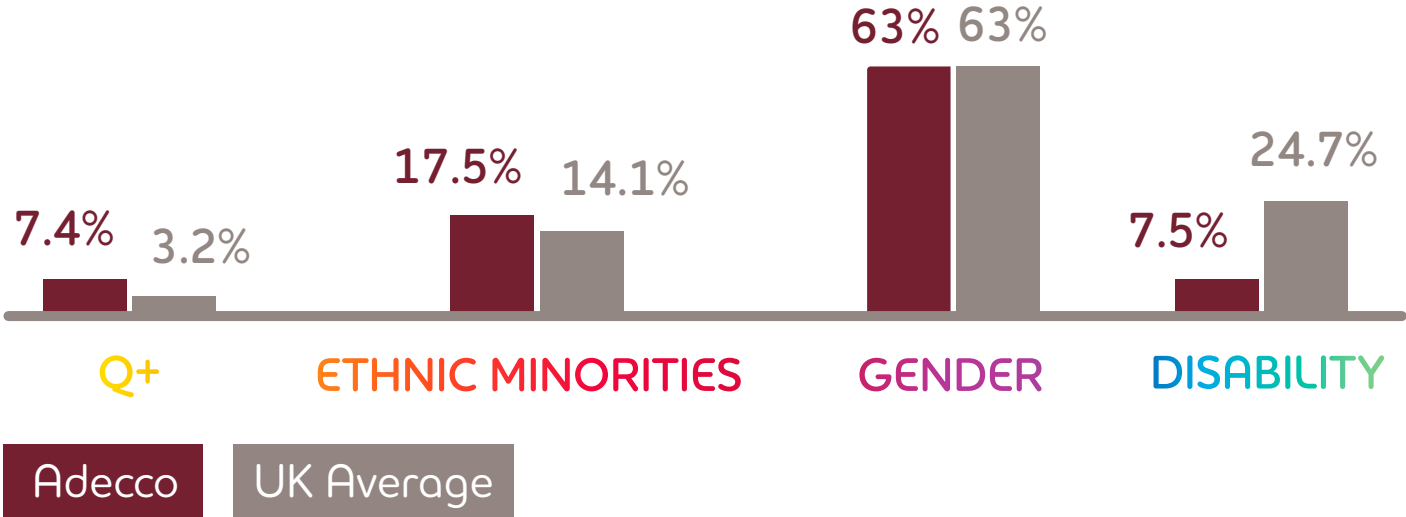
 <ul style="list-style-type: none"> <li>✓ <u>Gender Pay Gap Report</u></li> <li>✓ Ethnicity Pay Gap Report</li> <li>✓ Inclusive Talent Attraction</li> <li>✓ Policy Development</li> </ul>	<ul style="list-style-type: none"> <li>✓ Elevating Women in Leadership</li> <li>✓ Ethnic Minorities Representation in Management</li> <li>✓ Neurodiversity Training for Managers</li> </ul> 
 <ul style="list-style-type: none"> <li>✓ Mindfulness Sessions</li> <li>✓ Women's Health Strategy</li> <li>✓ Men's Mental Health</li> <li>✓ Inclusion Networks</li> </ul>	<ul style="list-style-type: none"> <li>✓ Inclusion Brunches</li> <li>✓ Food For Thought Sessions</li> <li>✓ Inclusion Events</li> <li>✓ Mentoring Circle</li> </ul> 

# The data behind our programmes

Our main tool for collecting internal ED&I data is through our Employee Engagement survey, *Your Voice Matters*, which is launched twice a year to collate anonymous responses from our colleagues.

## OUR DATA GIVES US

- A clear view into the true demographics of our workforce.
- Greater insight into how different demographics feel about certain key engagement areas.
- A qualitative and a quantitative analysis of our progress and areas of investment.





## SPOTLIGHT ON HOW OUR DATA LEADS TO REAL CHANGE

Supporting Men's  
Mental Health

8.3/10



8.4/10



### THEY SAID

Males were scoring lower than females in all key areas in Health & Wellbeing.

### WE DID

We have developed a comprehensive programme for **Men's Mental Health** covering three pillars, including education, community and support.

## INSIGHTS FROM OUR Q3 2023 INTERNAL SURVEY SHOWED

How likely is it you  
would recommend  
Adecco as a place  
to work?

8.7 / 10

At Adecco, people  
of all backgrounds  
are accepted for  
who they are.

9.4 / 10

Employee health  
and wellbeing is a  
priority at Adecco.

8.7 / 10

We are extremely careful with how we capture and handle answers, as we take privacy seriously. This data handling, combined with transparency and a people-oriented culture, allowed us to reach and maintain a high disclosure rate (95%), meaning that our colleagues are willing to share their data with us.

Our metrics are not just numbers or statistics – they reflect who our people are, what they think of us, and what they want us to act upon, driving our whole decision-making process.

We're proud to partner with charities and NGOs both locally and with our global colleagues in order to further our reach and positive impact

## EXTERNAL PARTNERSHIPS AND PLEDGES



Barnardo's – Barnardo's is the UK's largest children's charity, helping around 500,000 of the UK's most vulnerable children, young people and families each year. As a partner, we use our expertise in employment to help thousands of disadvantaged young people and their families find work opportunities.



TENT

Tent – Ten was founded to mobilise the private sector to improve the lives and livelihoods of refugees, by helping businesses identify and understand opportunities to support them. As one of the largest employers in the world, we believe work is a social integrator and recognise the opportunity and responsibility we have to contribute to the labour market integration of refugees. With our TAG colleagues, we have pledged to help recruit 85,000 refugees and train 17,000 globally by the end of 2027.



Armed Forces Covenant – In 2024 we signed the Armed Forces Covenant, confirming our commitment to actively supporting the Armed Forces community through our work.



Disability Confident Employer – The Disability Confident scheme supports employers to make the most of the talents disabled people can bring to the workplace. As a Disability Confident Employer (Level 2), we are recognised as going the extra mile to make sure disabled people get a fair chance in the world of work.



Pregnancy Loss Pledge – As a result of the initiatives led by our Gender Forum to support parents who have gone through pregnancy loss, this pledge represents our commitment to support our staff through the distress of miscarriage.



Business Disability Forum – Over 550 of the UK's largest businesses, global brands, public sector employers and SMEs are Members or Partners of Business Disability Forum. As members, we benefit from access to a range of networks, events and tools to advance our disability strategy and get insights from the wider market.



# 04

## HOW WE INSPIRE CLIENTS



“

*To be able to talk to other organisations and share what we have done is a huge privilege.*

*Colleague comment*

”

# What we can offer you

An inclusive future of work requires active engagement beyond the walls of our company. To achieve this, we partner with our clients to enhance our ED&I collaboration to attract and retain the best talent.

## ED&I Consultancy

Strategic projects to capture clients' ED&I current scenario and translate it into a solid strategy within the service delivery.

## ED&I Events

Events to open the dialogue about trend topics, reports and latest insights around diversity and inclusion.

## Client Roundtables

Client Roundtables to create a safe space for clients to share challenges and lessons learned with peers within and outside their industry.

## ED&I Training Programmes

ED&I Programmes to provide education through training.



## 3 C's

To make work mean more, we need to bring candidates, clients and colleagues together.



# ED&I PROGRAMMES FOR YOUR BUSINESS

We strongly believe in the power of education to create cultural change. We offer our clients a range of training sessions to help develop an inclusive culture for their permanent colleagues and contractors.



Click on the titles to be redirected to the respective page

## Learning and development portfolio

### WOMEN'S HEALTH STRATEGY

A set of training sessions to help organisations to create their own Women's Health Strategy.



### MANAGING BURNOUT

A workshop to help leaders to build a burnout-proof team and an anti-burnout culture in the workplace.

### OVERCOMING IMPOSTER SYNDROME

A workshop to explore practical strategies to identify, confront and cope with Imposter Syndrome.



### ACROSS THE GENERATIONS

A workshop to equip colleagues and managers with the skills to navigate a multigenerational workforce.



### EMPOWERING NEURODIVERSITY

A set of training sessions to help organisations understand, hire and support neurodivergent colleagues.

### RECRUITING INCLUSIVELY

A workshop to attract diverse talent and enhance your organisation's ability to build an inclusive culture.



# Improving ED&I for a notable player in the Banking sector

## UNLOCKING CHALLENGES

The client and Adecco are both organisations committed to embedding Diversity and Inclusion principles into the recruitment and selection process. To better understand the scenario, Adecco investigated the diversity of the client's contingent workforce.

Two ED&I questionnaires were created:

- A. One aimed at candidates applying for positions at the bank.
- B. Another one focusing on existing contractors already placed at the Bank.

## EMPOWERING ACTIONS

With over 80% participation rate, the surveys highlighted several priorities:

1. Need to attract more women to roles: Applications and hiring were roughly split 70% men and 30% women.
2. Need to reassess the hiring process: Candidates who identify as neither male nor female were being attracted to roles but not hired.
3. A need to debias the process: There was a disparity between the number of people from a white background applying for roles (33%) to those being hired (50%).

## TRANSFORMING RESULTS

Adecco proposed an ED&I Roadmap in line with the client's internal strategy to address the challenges identified. The main actions included:

1. Raising Awareness: Advert-writing training was provided as well as an Inclusive Interview guide.
2. Attract Diverse Talent: Use of Skills Match Statement, diverse job boards and real stories highlighted representation.
3. Promote Inclusion: Disclosed client's brand, presented new starters to Allyship Groups and created a buddy system.

Other actions are in progress and a new survey will be conducted on a six month basis to monitor outcomes.

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