



MANPOWERGROUP EMPLOYMENT OUTLOOK SURVEY

**Strongest Global Hiring Outlooks Reported Since
Beginning Of The Pandemic – *Talent Shortages
Remain at 15 Year High Globally***



TABLE OF CONTENTS

- Global Hiring Plans Recover for Q4
- The Global Talent Shortage Shows No Sign of Slowing Down
- Skills Development, Increased Wages and Greater Work Flexibility: Top Strategies to Attract and Retain Talent
- Incentives Offered Align Across Regions, Yet Differ by Sector
- When Skills Development Matters Most, Employers are Prioritizing Leadership Development and Technical Skills
- When Asked About Barriers to Upskilling Employees, Only 22% of Employers Said Funding was the Biggest Factor
- Employers Globally Believe Their Managers are Feeling Positive
- Appendix: Local Slides



GLOBAL HIRING PLANS RECOVER FOR Q4

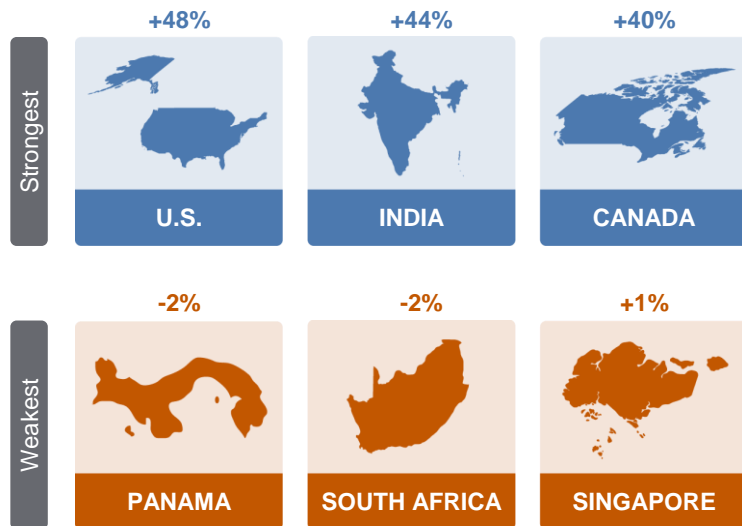


We asked nearly 45,000 employers in 43 countries about their hiring plans for Q4:

Hiring optimism has returned to levels not seen since the start of the pandemic **with employers in all 43 countries reporting stronger hiring outlooks year-over-year.**

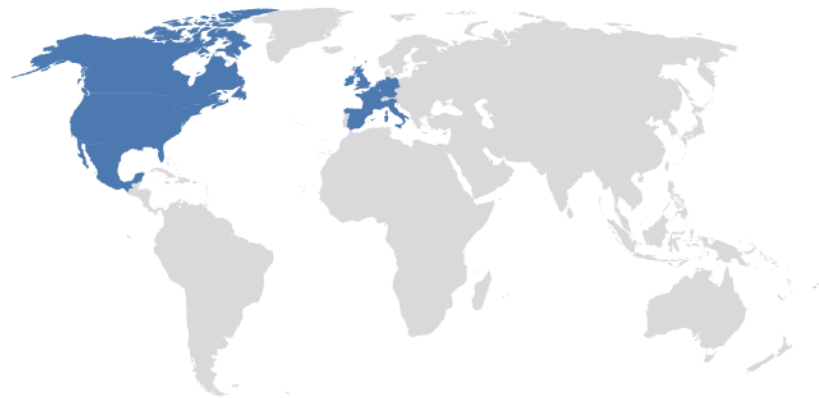
Strongest Global Hiring Outlooks Reported Since Beginning of the COVID-19 Pandemic

The Strongest & Weakest Hiring Prospects for Q4 2021:



Record Hiring Intentions Globally:

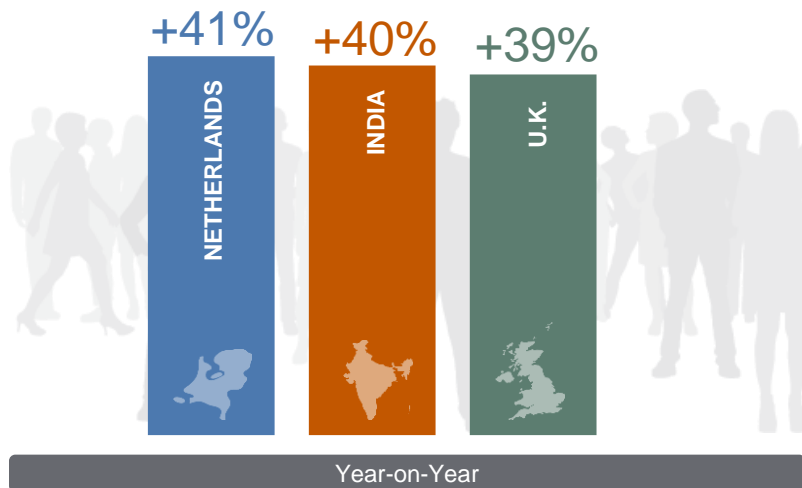
11 Markets reported their highest hiring outlook since the survey began in 1962.



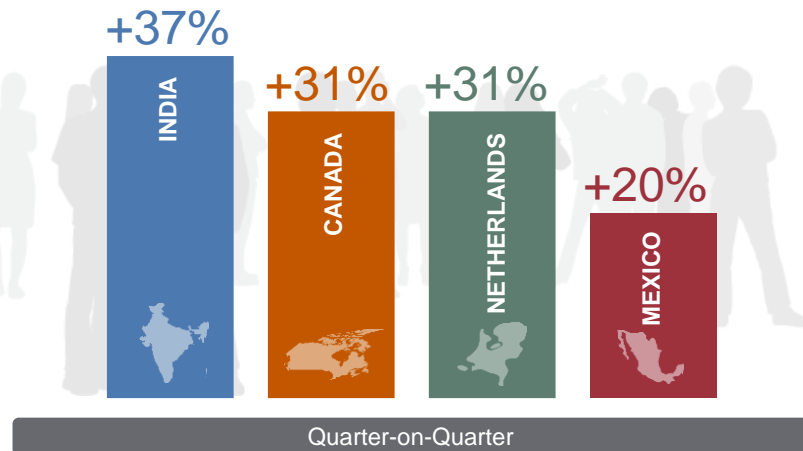
CANADA, MEXICO, U.S., BELGIUM, FRANCE, GERMANY, IRELAND, ITALY, NETHERLANDS, SPAIN, U.K.

Markets Bounce Back Globally

The strongest year-on-year improvements are reported in the Netherlands (+41%), India (+40%) and the UK (+39%).



The strongest quarter-on-quarter improvements are reported in India (+37%), Canada (+31%), the Netherlands (+31%) and Mexico (+20%).



EMEA Employers Report Their Strongest Quarter Since the Pandemic Began, with Positive Hiring Intentions in 25 of 26 Countries

Hiring intentions improve in all 26 countries when compared with Q4 2020 and improve in 20 when compared to Q3 2021.

- In all seven UK industry sectors, employers report their strongest hiring intentions since 2008.
- Employers in all seven industry sectors in France report their strongest hiring intentions since the survey began 18 years ago.

STRONGEST HIRING INTENTIONS:
Netherlands (+40%), France (+37%) and Ireland (+34)

WEAKEST HIRING INTENTIONS:
South Africa (-2%), Croatia (+2%) and Switzerland (+8%)



Hiring Bounceback Forecast for 9 of 10 Countries Across the Americas, North American Employers are Especially Optimistic

Hiring intentions improve in 8 countries when compared to Q3, weakening in one (Panama), and when compared to this time last year, improve in all 10 countries.

For the U.S., in all 12 industry sectors, hiring intentions are the highest since analysis began, (1982 for Construction, Transportation and Utilities and retail and Trade, and 2009 for following seven).

STRONGEST HIRING INTENTIONS:

U.S. (+48%), Canada, (+40%)
and Mexico (+39)

WEAKEST HIRING INTENTIONS:

Panama(-2%), Argentina (+4%)
and Peru (+5%)



All 7 Asia Pacific Countries are Anticipating Job Gains

In comparison to the previous quarter, hiring plans strengthen.

India reports record high hiring intentions, improving +37 percentage points compared to Q3, and +40% on the previous year.

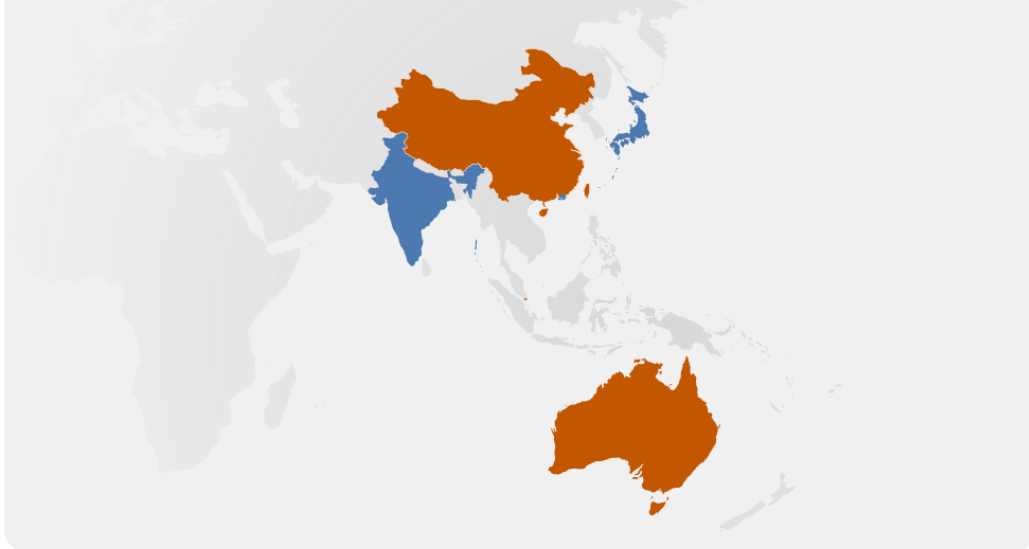
Singapore expects hiring intentions to dip in five out of seven industry sectors, with wholesale and trade experiencing its worst outlook since the survey began (-20%).

STRONGEST HIRING INTENTIONS:

India (+37%), Hong Kong, (+7%)
and Japan (+5)

WEAKEST HIRING INTENTIONS:

Singapore (-13%), Australia (-4%),
China (-2%) and Taiwan (-2%)



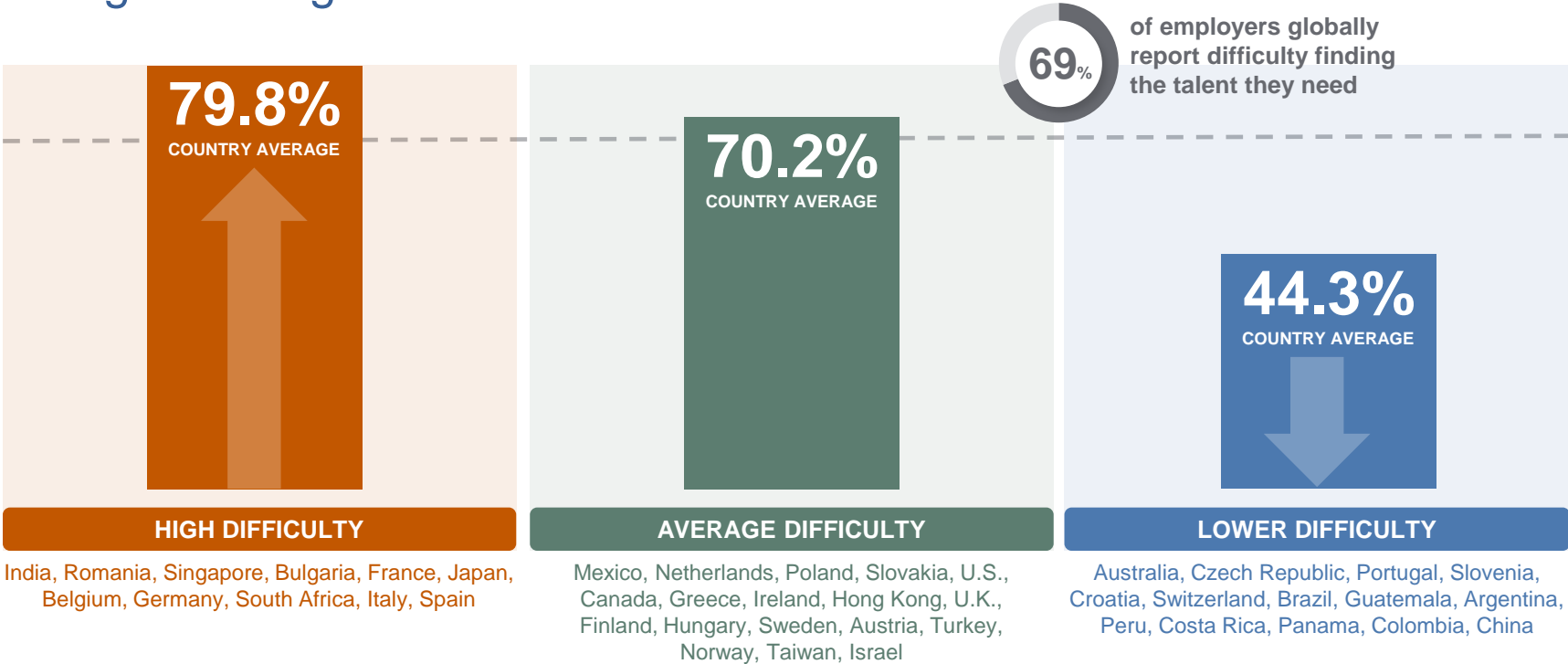


THE GLOBAL TALENT SHORTAGE SHOWS NO SIGN OF SLOWING DOWN



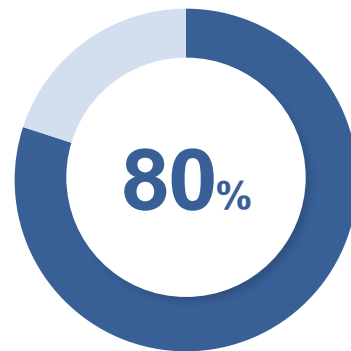
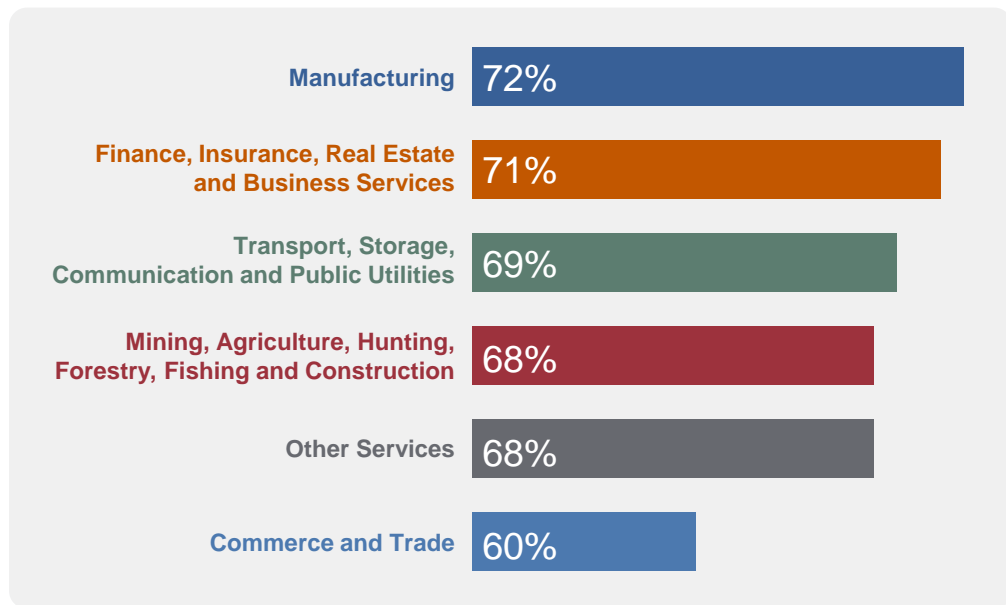
69% of employers cannot find the skills that they need. This figure is a 15-year-high, now running for 2 consecutive quarters.

The Global Talent Shortage Remains High as Employers Still Face Hiring Challenges



Highest Talent Shortage Seen in Manufacturing and Finance, 80% of Those Planning to Hire Struggling to Find Skilled Talent they Need

Those experiencing at least some difficulty by global sector:



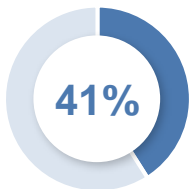
Among organizations planning to increase headcount in the next quarter, **80% struggle to fill jobs due to a lack of skilled talent.**



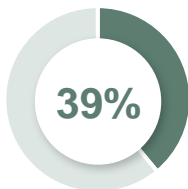
SKILLS DEVELOPMENT, INCREASED WAGES AND GREATER WORK FLEXIBILITY:

Top strategies to attract and retain talent

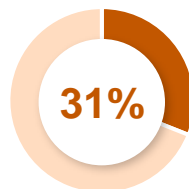
Companies Are Offering Multiple Incentives to Attract & Retain In-Demand Talent



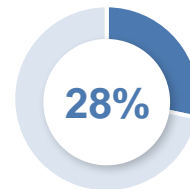
**OFFER TRAINING,
SKILLS DEVELOPMENT
OR MENTORING**



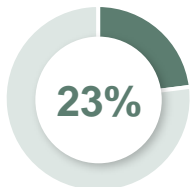
**OFFER MORE
FLEXIBLE WORK
SCHEDULES**



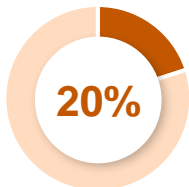
**INCREASED
WAGES**



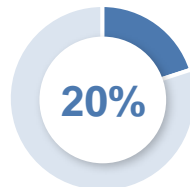
**OFFER MORE
FLEXIBLE WORKING
LOCATIONS**



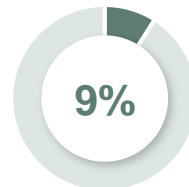
**OFFER INCENTIVES
(JOINING BONUSES)**



**OFFER MORE NON-
FINANCIAL BENEFITS
(VACATION)**



**LOWER JOB SKILLS
OR EXPERIENCE
REQUIREMENTS**



**ELIMINATE JOB
SCREENING OR
DRUG TESTS**



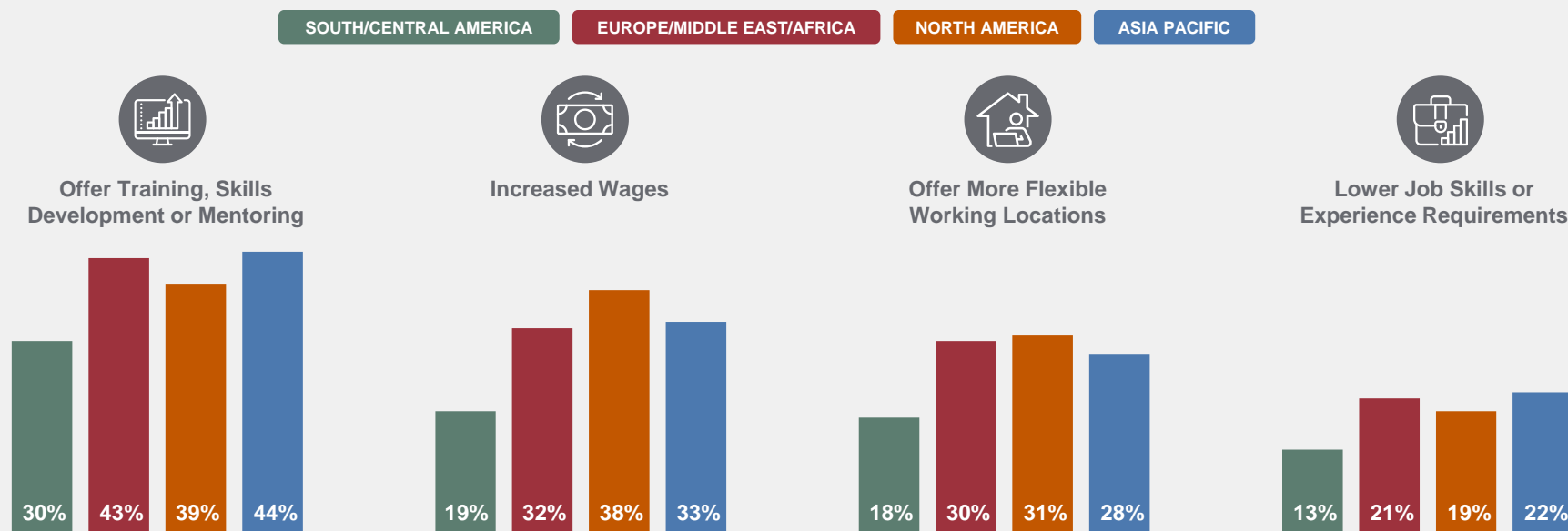
INCENTIVES OFFERED ALIGN ACROSS REGIONS, YET DIFFER BY SECTOR

41% of employers globally are offering training, skills development or mentoring as a top incentive to secure the talent they need.



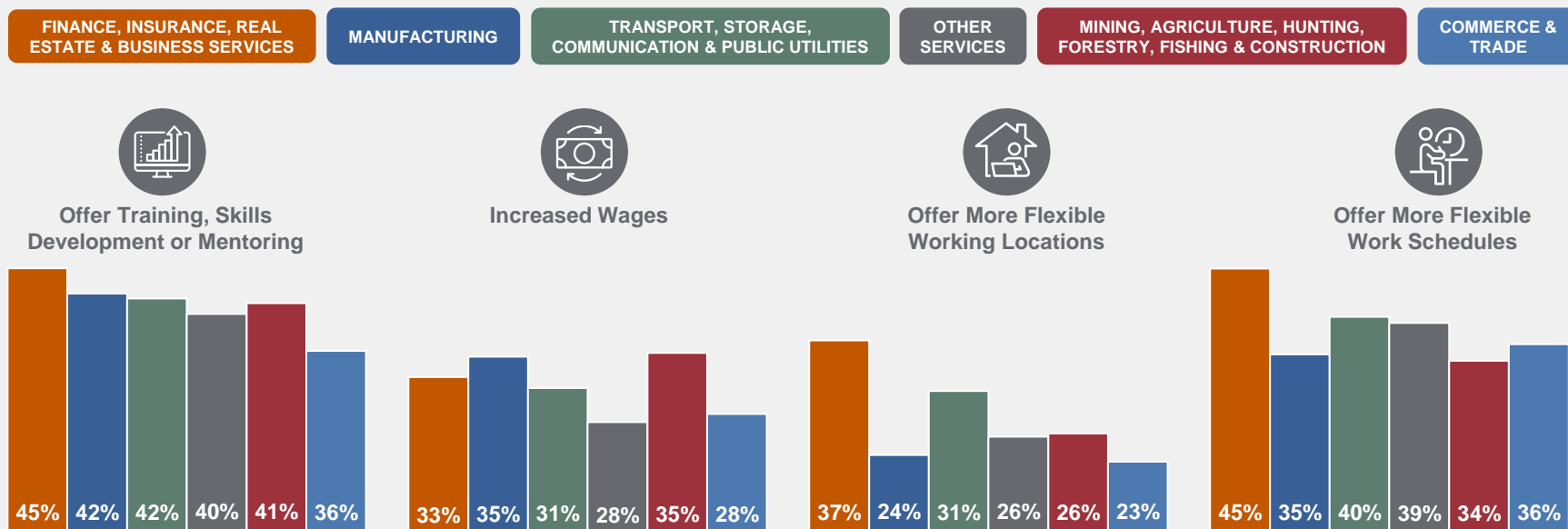
Incentives Offered by Employers Fairly Aligned Across Regions

The strongest incentive provided by employers across all regions is to **offer training, skills development or mentoring**. Organizations in South and Central America offer less incentives than other regions.



Finance and Business Services Offer the Most Incentives

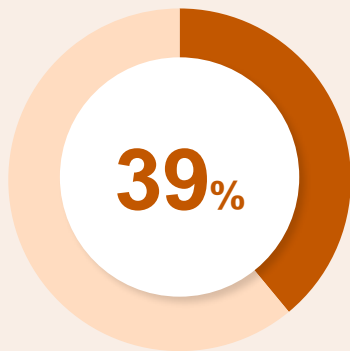
All five global sectors are aligned in offering training, skills development or mentoring as the strongest incentive to find the talent they need. Additionally, the industry including Finance, Insurance, Real Estate and Business Services noted offering more flexible work schedules as equally important.



Among Organizations Looking to Increase Their Headcounts:



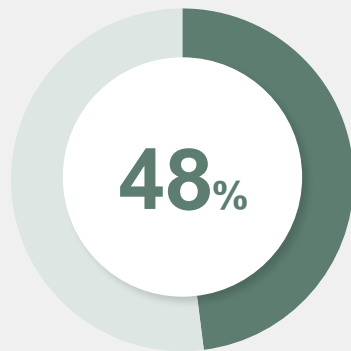
**Increased
Wages**



compared to **31%** across organizations



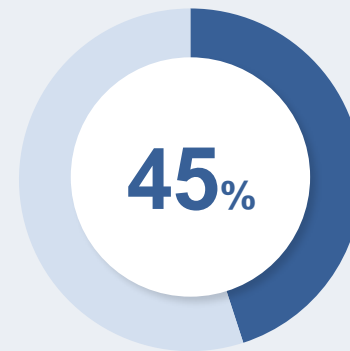
**Offer Training, Skills
Development or Mentoring**



compared to **41%** across organizations



**Offer More Flexible
Work Schedules**



compared to **39%** across organizations



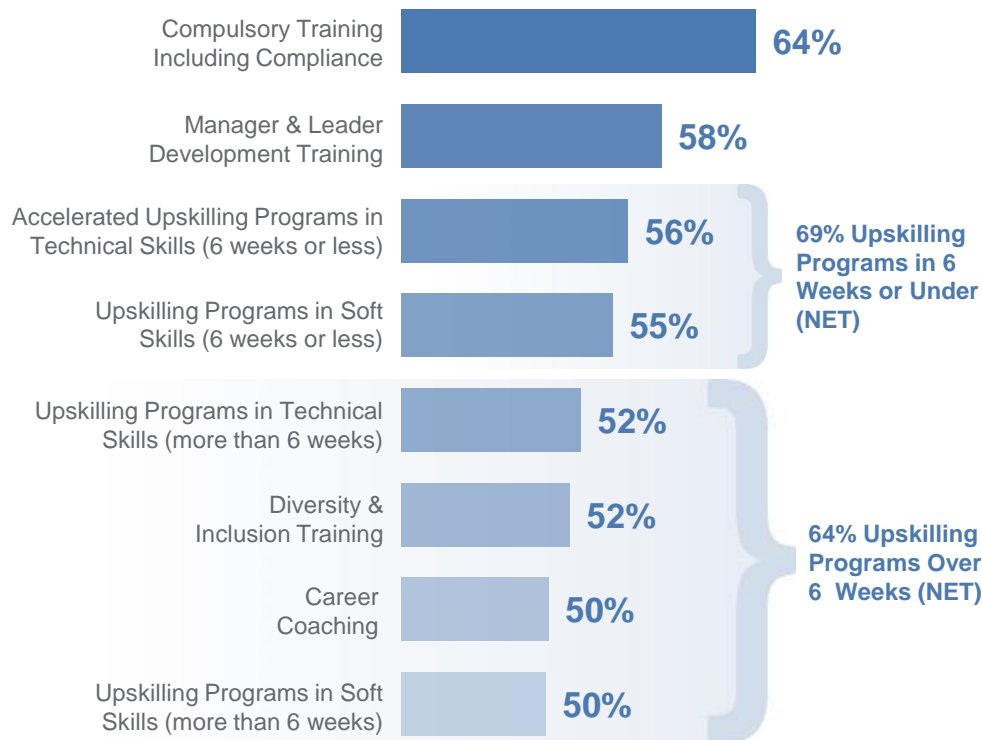
WHEN SKILLS DEVELOPMENT MATTERS MOST, EMPLOYERS ARE PRIORITIZING LEADERSHIP DEVELOPMENT AND TECHNICAL SKILLS



Shorter is Better – Upskilling in Six Weeks or Less is Preferred

Accelerated programs for both technical and soft skills are utilized more often by nearly 7 out of 10 employers (69%).

Long-term training requiring 6 weeks or more is slightly less common, but nearly as important for employers.



Diversity and Inclusion Training is Among the Top Upskilling Programs in North America but not a Priority Elsewhere in the World

Upskilling Programs by Global Region



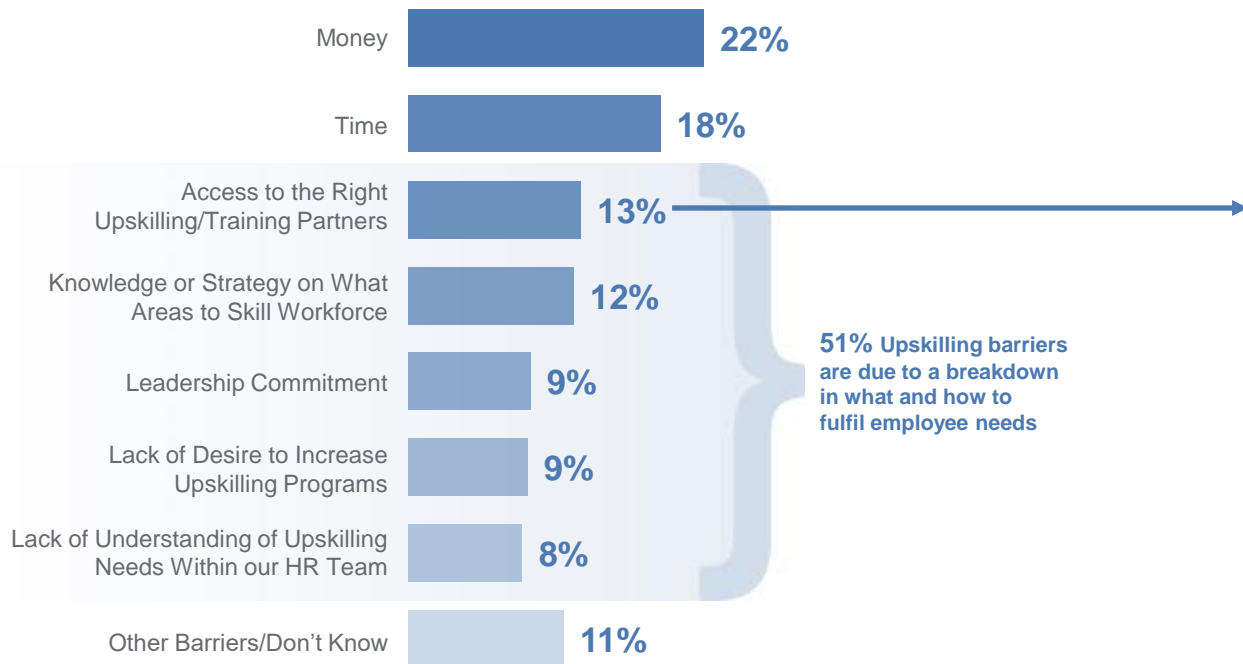
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**WHEN ASKED ABOUT BARRIERS
TO UPSKILLING EMPLOYEES, ONLY
22% OF EMPLOYERS SAID FUNDING
WAS THE BIGGEST FACTOR**

**78% of employers share
that knowledge and
stakeholders are needed
to improve access to
upskilling programs.**



It Takes Many Internal & External Stakeholders to Improve Access to Upskilling Programs





EMPLOYERS GLOBALLY BELIEVE THEIR MANAGERS ARE FEELING POSITIVE



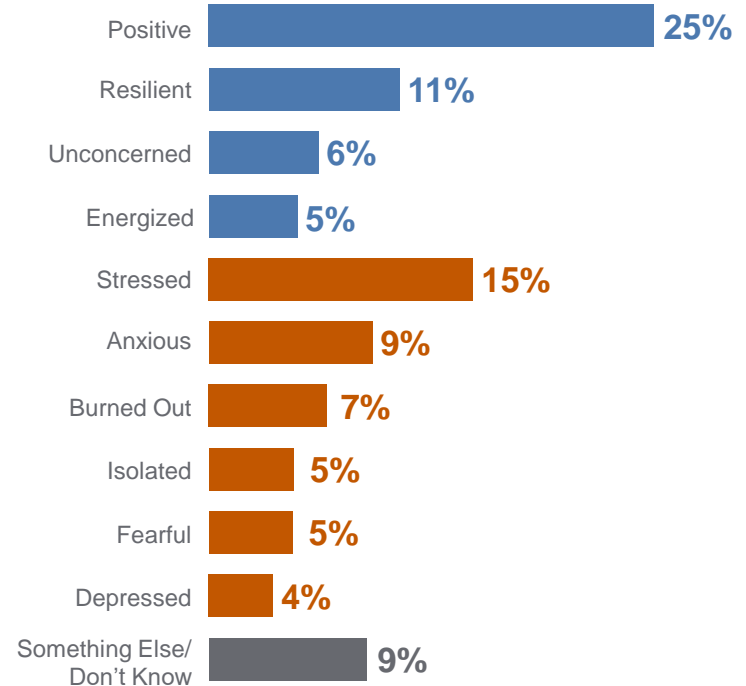
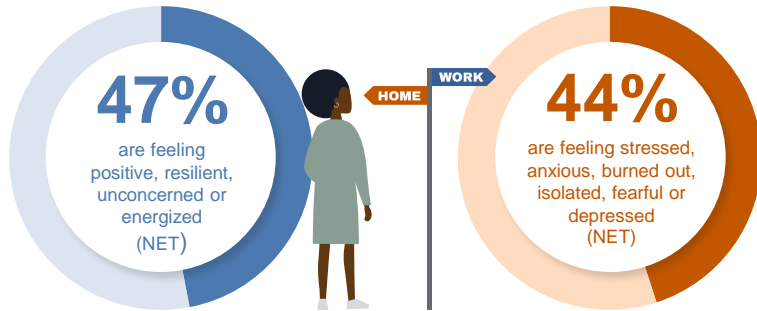
47% of employers perceive their managers are feeling **positive, resilient, unconcerned or energized** in response to remote working.



Employers Believe One Quarter of Their Managers Feel Positive About Remote Working

Managers globally are perceived to be fairly positive, but those in South and Central America are thought to be particularly resilient (18% vs. 11% globally).

Training helps! 28% of organizations who offer training say their managers feel positive, as opposed to 21% who don't offer manager training.



A large, modern multi-story building with a mix of brick and glass facades, situated along a waterfront. The building features large glass windows and multiple entrances. In front of the building, there is a wooden walkway and a small dock area. The water is calm, and the sky is blue with some light clouds. The ManpowerGroup logo is visible on the building's facade.

THE MANPOWERGROUP EMPLOYMENT OUTLOOK SURVEY



About the ManpowerGroup Employment Outlook Survey

The ManpowerGroup Employment Outlook Survey is conducted quarterly to measure employers' intentions to increase or decrease the number of employees in their workforces during the next quarter. ManpowerGroup's comprehensive forecast of employer hiring plans has been running since 1962 and is one of the most trusted surveys of employment activity in the world. Various factors underpin the success of the ManpowerGroup Employment Outlook Survey:

Unique

It is unparalleled in its size, scope, longevity and area of focus. Projective: The ManpowerGroup Employment Outlook Survey is the most extensive, forward-looking employment survey in the world, asking employers to forecast employment over the next quarter. In contrast, other surveys and studies focus on retrospective data to report on what occurred in the past.

Independent

The survey is conducted with a representative sample of employers from throughout the countries and territories in which it is conducted. The survey participants are not derived from ManpowerGroup's customer base.

Robust

For Quarter 4 2021, sample sizes are smaller than other quarters, reflecting the impact of the global health emergency so total number of interviews is significantly lower than normal in some countries. The survey is based on interviews with over 45,000 public and private employers across 43 countries and territories to measure anticipated employment trends each quarter. This sample allows for analysis to be performed across specific sectors and regions to provide more detailed information.

Focused

For more than five decades the survey has derived all of its information from a single question: "How do you anticipate total employment at your location to change in the three months to the end of September 2021 as compared to the current quarter?"

Survey Methodology

The ManpowerGroup Employment Outlook Survey is conducted using a validated methodology, in accordance with the highest standards in market research. The survey has been structured to be representative of each national economy. The margin of error for almost all national, regional and global data is not greater than +/- 5%.

Throughout this report, we use the term "Net Employment Outlook." This figure is derived by taking the percentage of employers anticipating an increase in hiring activity and subtracting from this the percentage of employers expecting to see a decrease in employment at their location in the next quarter. The result of this calculation is the Net Employment Outlook. Net Employment Outlooks for countries and territories that have accumulated at least 17 quarters of data are reported in a seasonally adjusted format unless otherwise stated. Seasonal adjustments have been applied to the data for all participating countries except Croatia.

A Holistic Workforce Strategy Includes Build, Buy, Borrow and Bridge



Invest in learning and development to grow your pipeline



Go to the external market to attract the talent that cannot be built-in-house



Cultivate communities of talent outside the organization

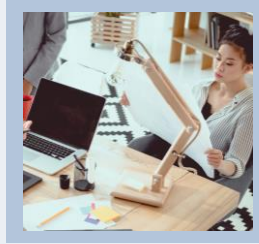


Help people move on or move up to new roles within the organization

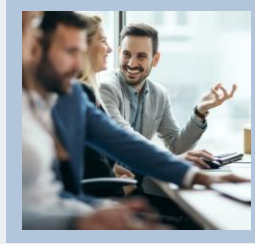
ManpowerGroup Provides Solutions Across the Entire HR Life Cycle



Workforce Consulting & Analytics



Workforce Management



Talent Resourcing



Career Management



Career Transition



Attracting Top Talent

EXPLORE THE DATA:

manpowergroup.com/meos