

Shifting Workforce Trends

October 2021



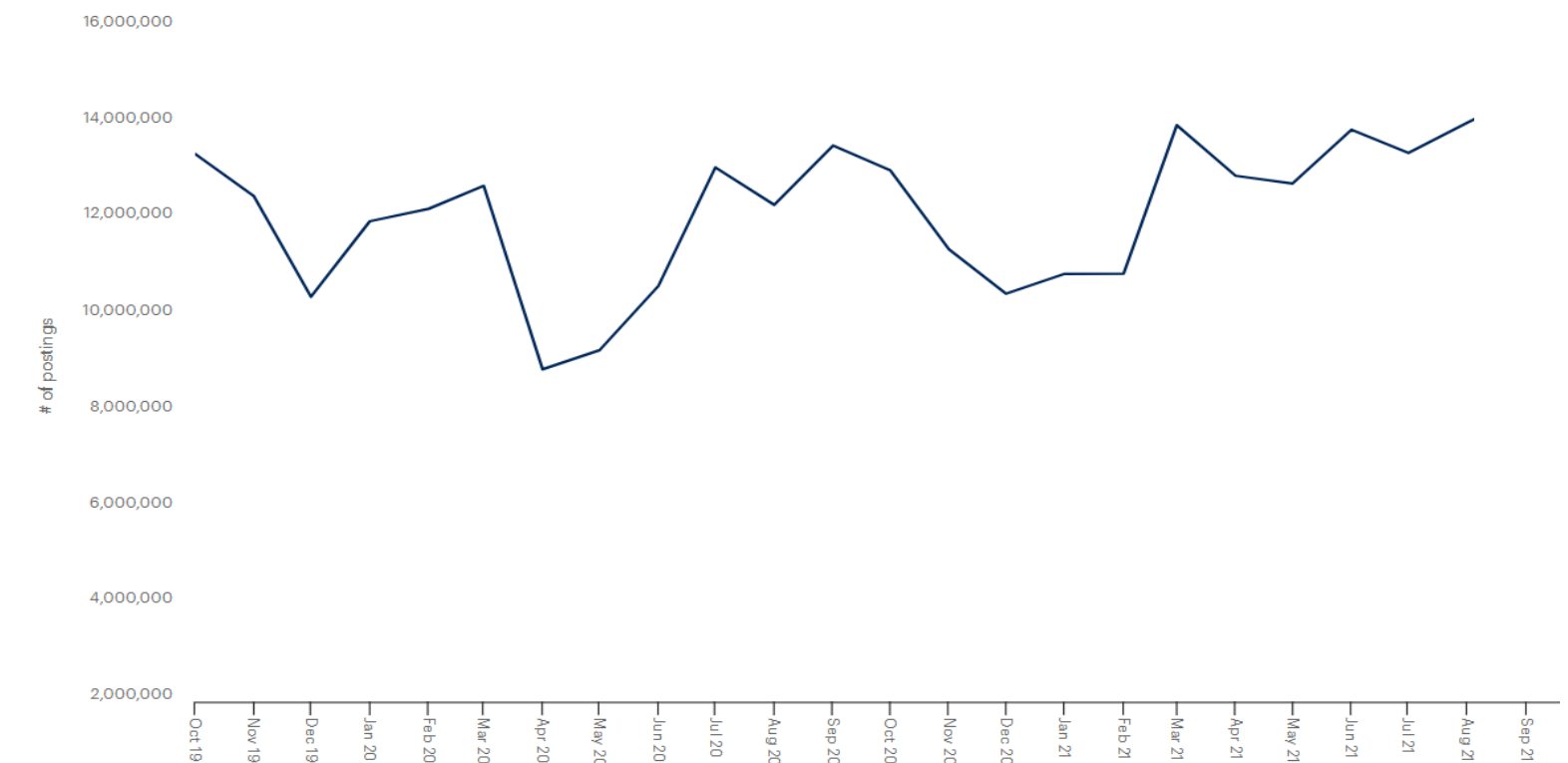
Global Workforce Trends



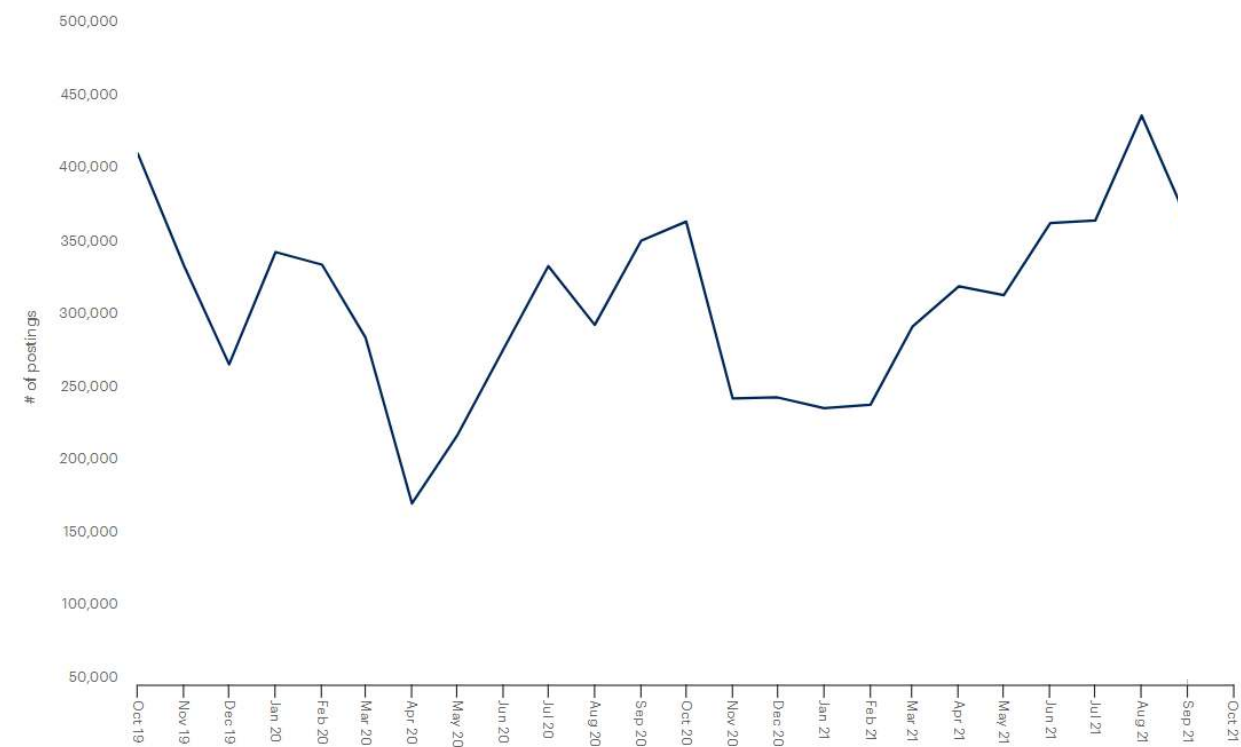
Key Global Workforce Shifts Entering 4th Quarter

- 20% of Current Job Postings are Blue Collar
- 80% Current Job Postings are Professional
- 1.3% Current Job Postings are Seasonal
- 18.7% Professional Job Postings are Fully Remote
- 23.6% Professional Job Postings are Hybrid
- Unemployment projected at 6.3% in 2021 (-0.2% from 2020) and at 5.7% in 2022 (-0.6% from 2021)
- Turnover is at 24%
- 6-18% increased in wages (varies by role and location)

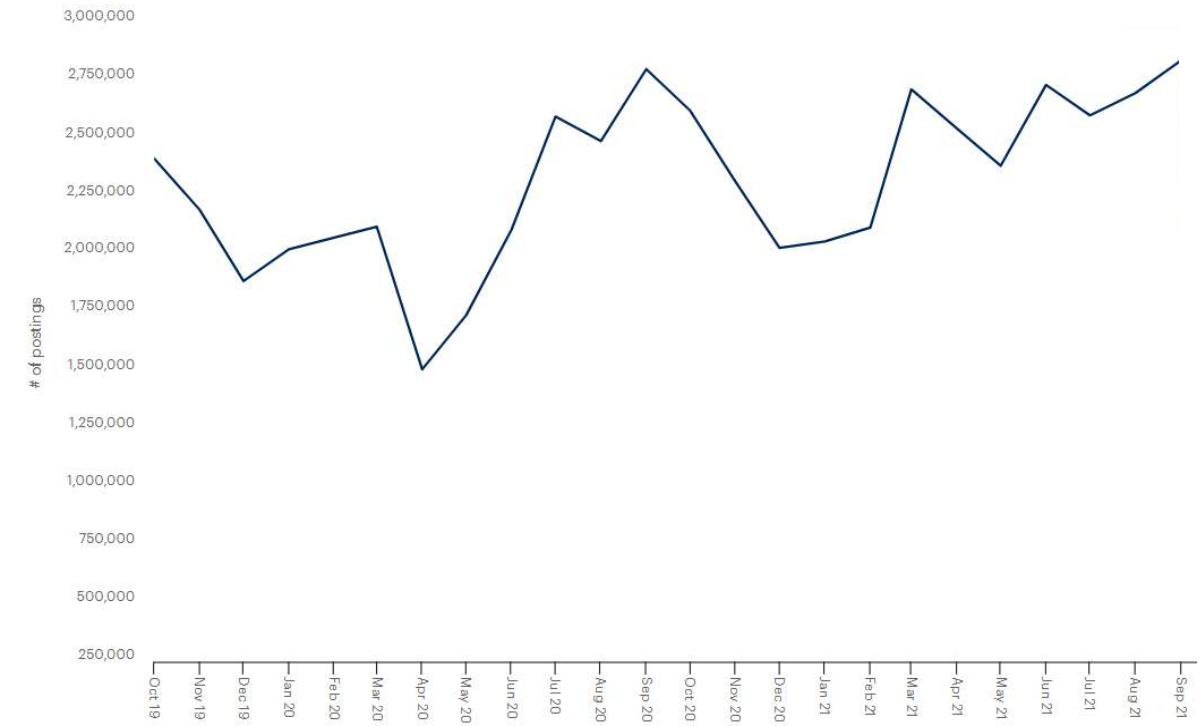
Monthly Job Postings Increased 12%
Since January 2020



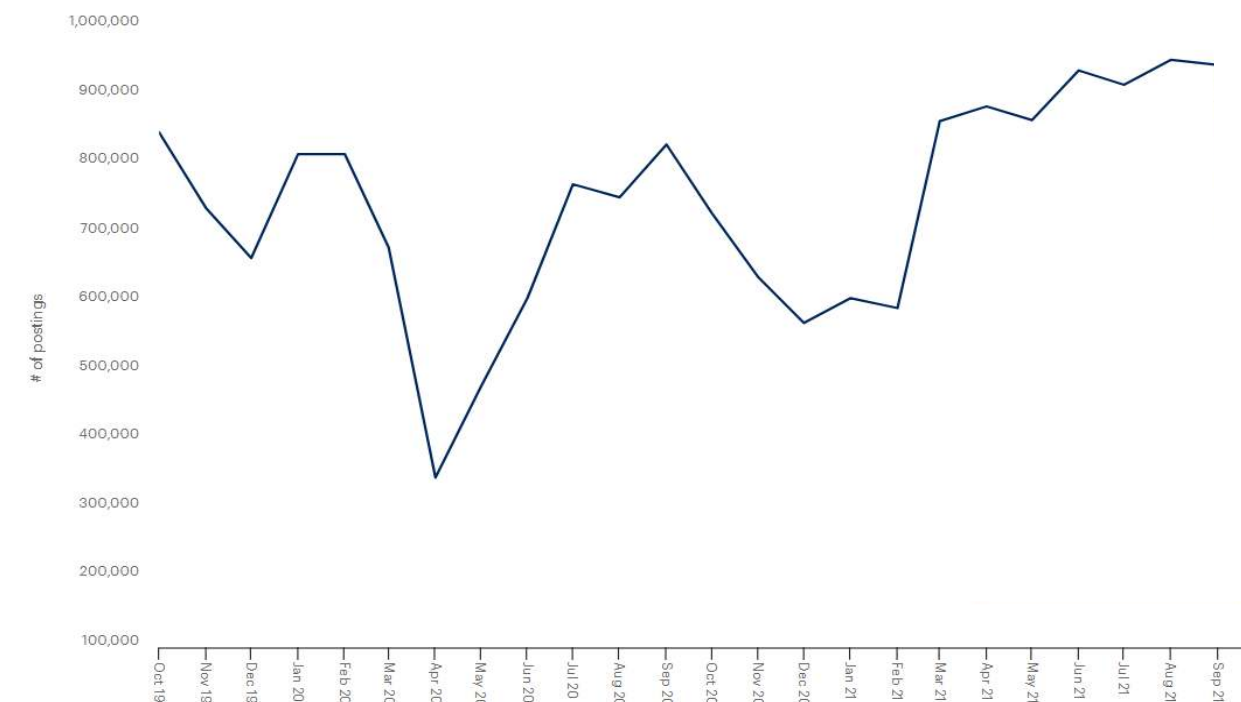
Retail Job Postings Increased 7%
Since January 2020



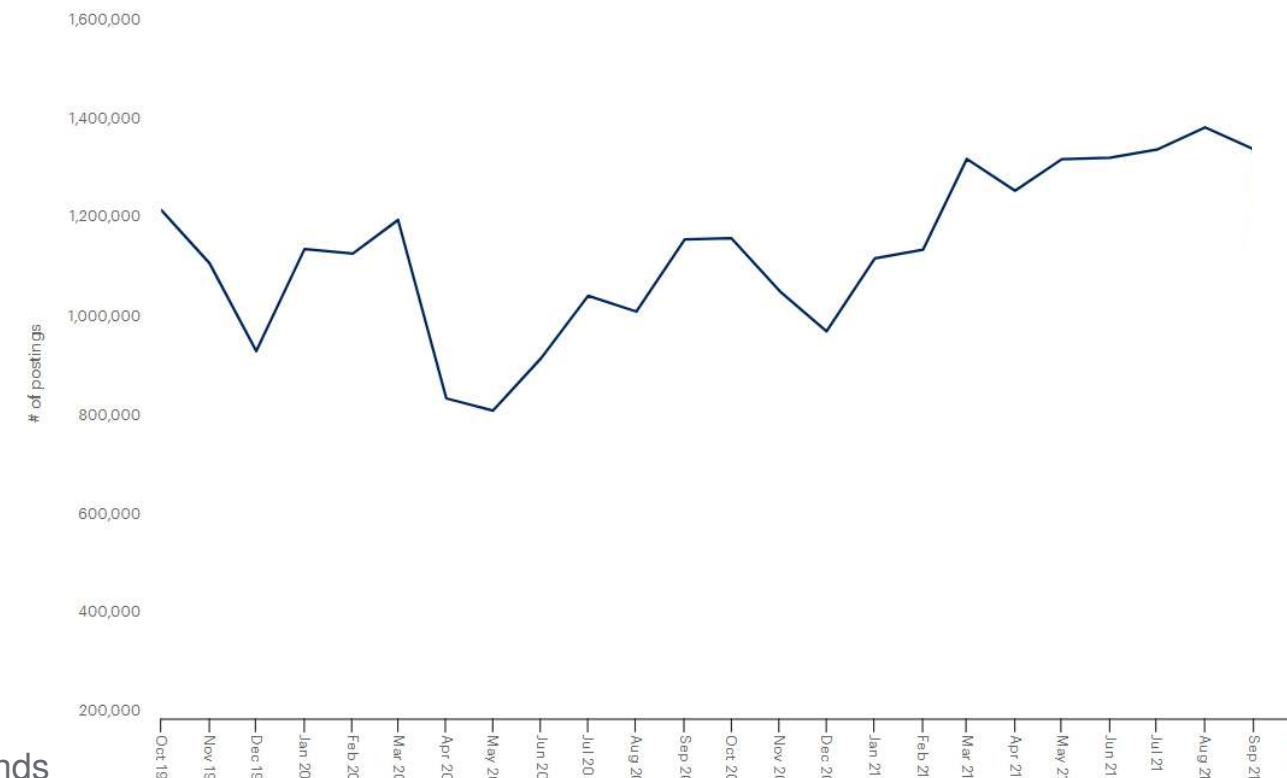
Blue Collar Job Postings Increased 40%
Since January 2020



Hospitality/Services Job Postings Increased 17%
Since January 2020

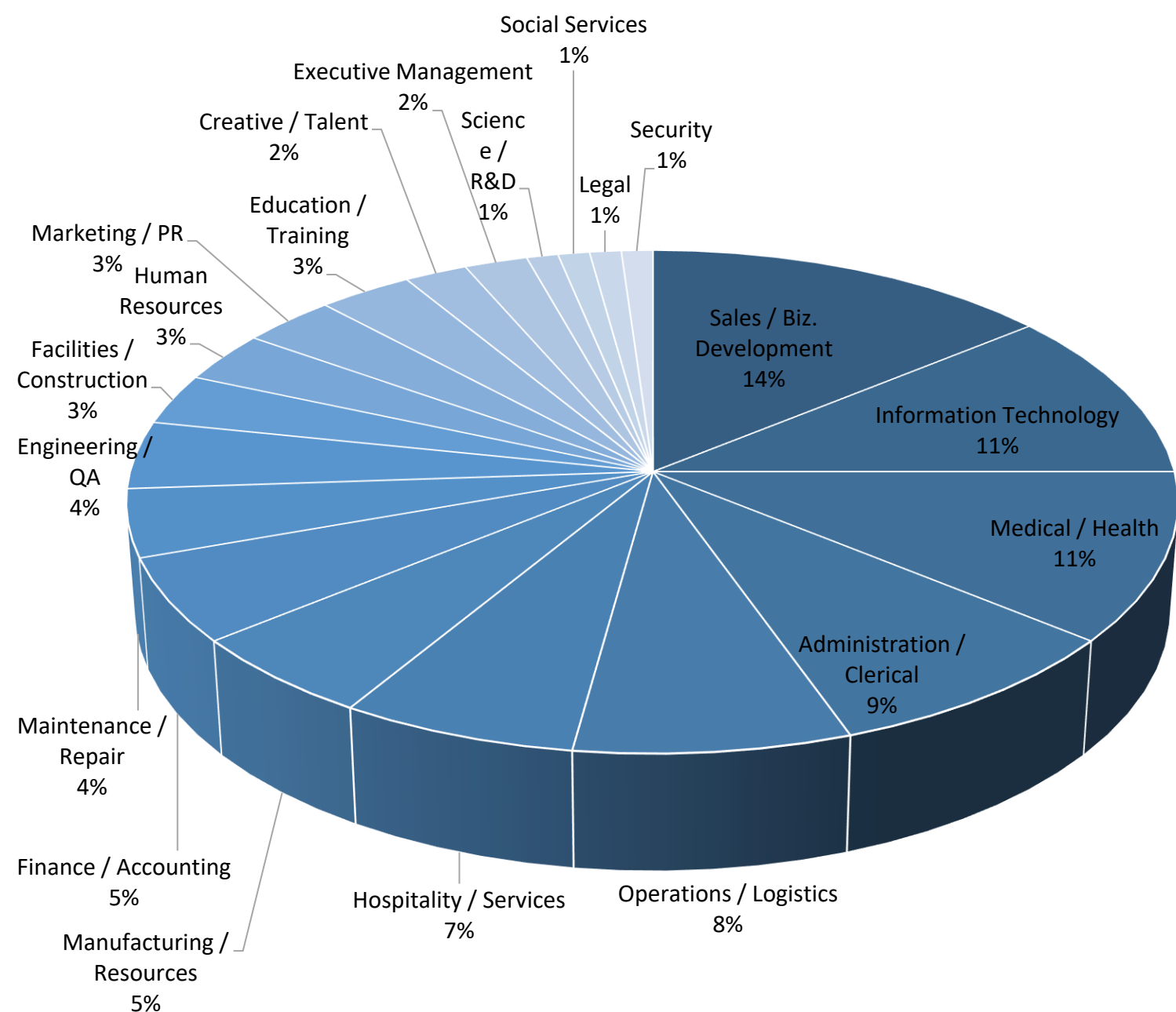


IT Job Postings Increased 18%
Since January 2020

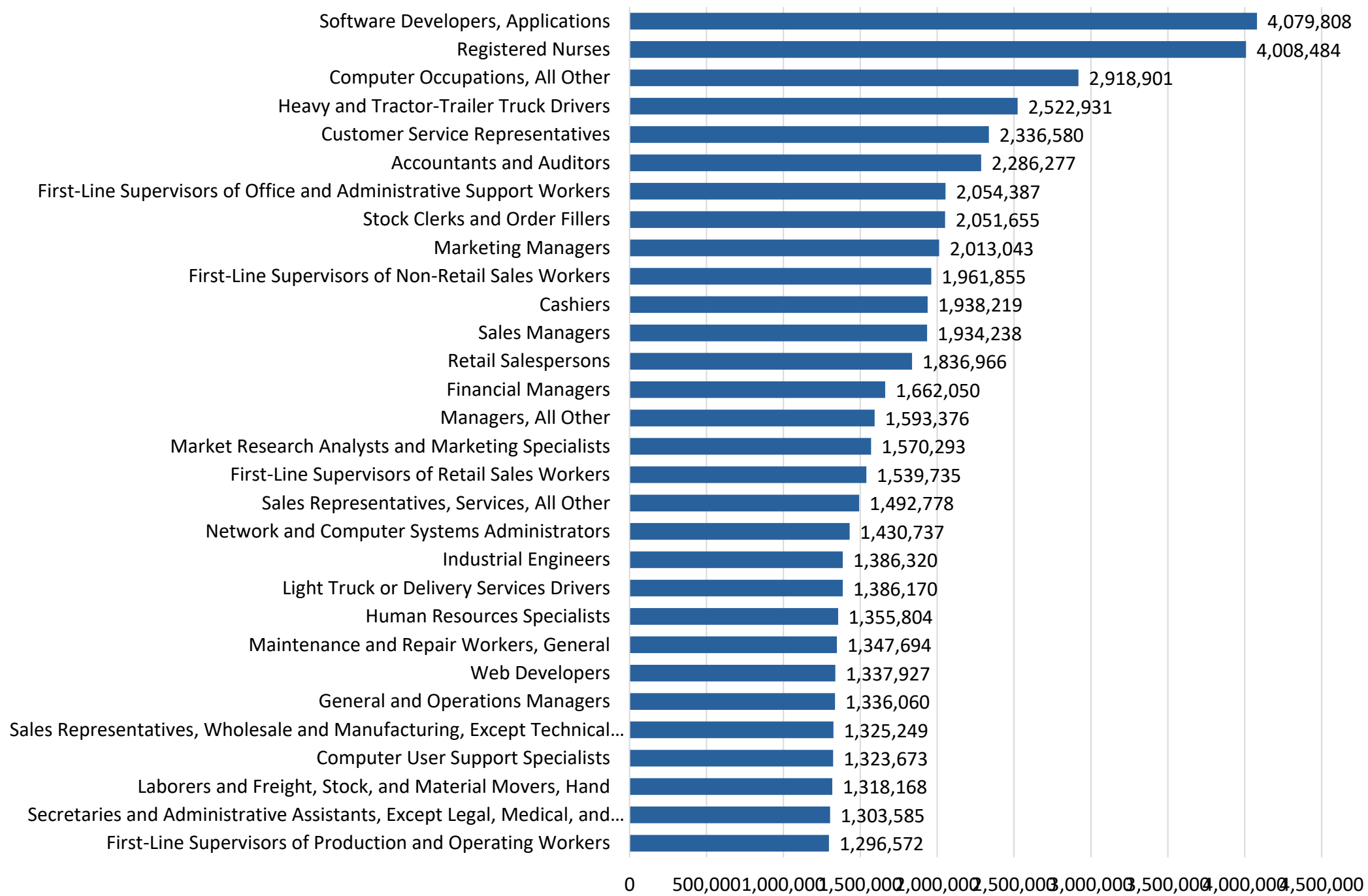


Registered Nurses, SW Developer, Computer-related Occupations and Truck Drivers are in Highest Demand Globally

Breakdown of Global Job Openings by Function



Top Occupations by Hiring Volume

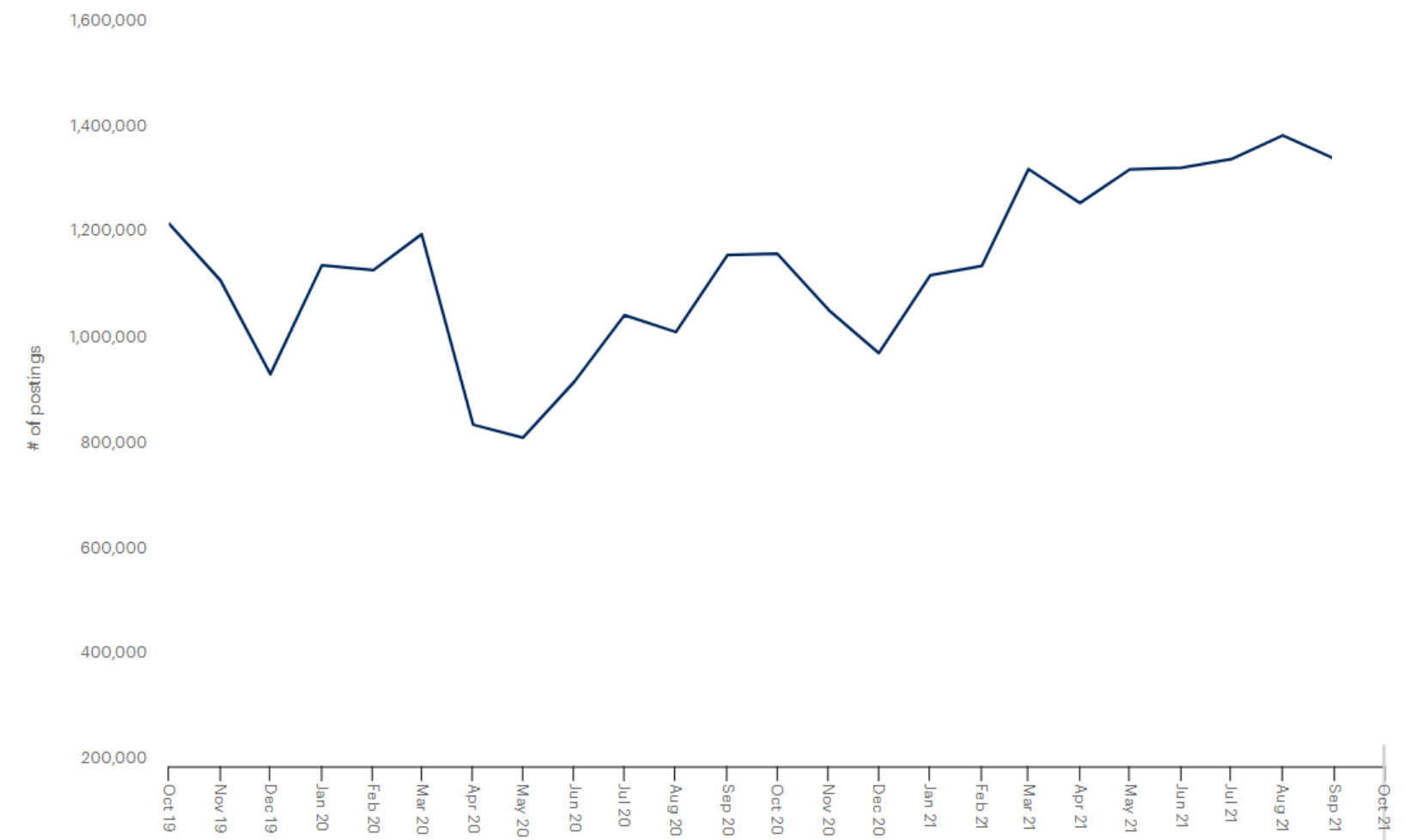


Professional/White Collar: IT

Demand for IT Workers Outpaced Supply

- Though Supply exceeds Demand in each case below, that supply is currently employed/engaged elsewhere and there is no/limited active candidate pool globally.
- Recruiting out of current engagements is challenging and requires higher than market offer, while greater opportunity is to upskill and develop these skills within your existing workforce.
- 31% Global IT Job Postings are Fully Remote
- 36% Global IT Job Postings are Hybrid
- Average Turnover in technology: 20.9%
- Unemployment of IT workers is <2%
- 87% Require Higher Education
- 44% Require >8 years Experience

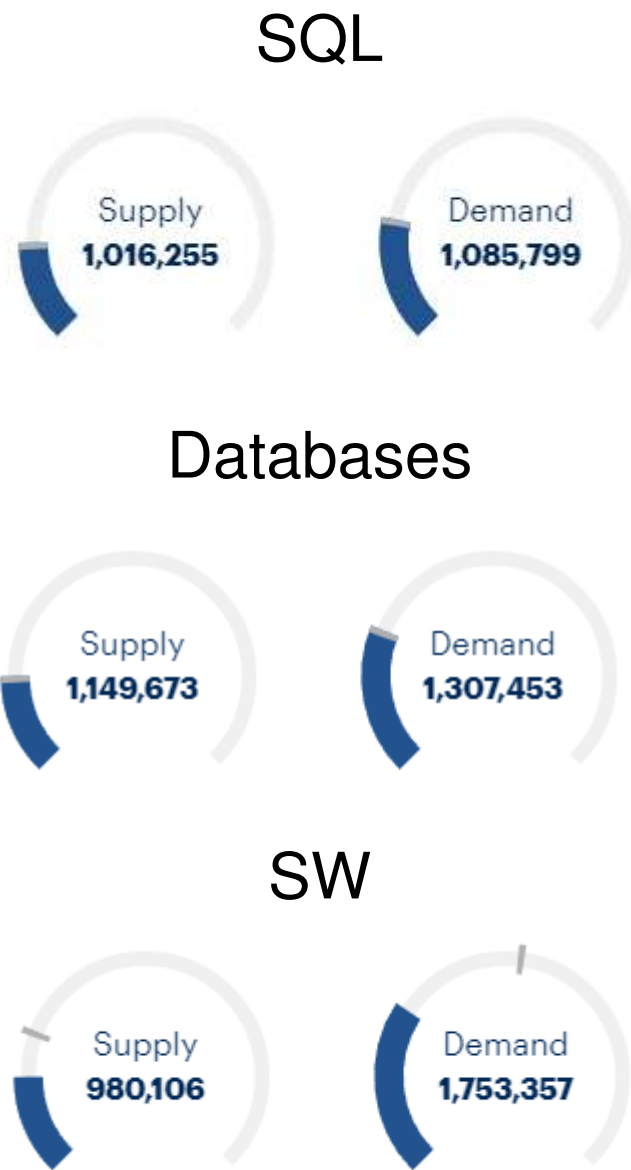
Monthly Job Postings Increased 20%
Since January 2020



Professional/White Collar: IT

Communication, databases and SQL remain core skills in IT with collaboration and Python showing the fastest growth, yet demand exceed supply

Skill	Skill Category	% of postings - Past 12 months
Communication	CORE	35%
Analysis	CORE	27%
Testing	CORE	21%
Programming	CORE	20%
Collaboration	GROWING	18%
Databases	CORE	18%
SQL	CORE	17%
Python	GROWING	12%
APIs	GROWING	11%
AWS	GROWING	10%
CI/CD	EMERGING	5.10%
Kubernetes	EMERGING	4.90%
Microservices	EMERGING	4.70%
Synapse	NEW	0.17%

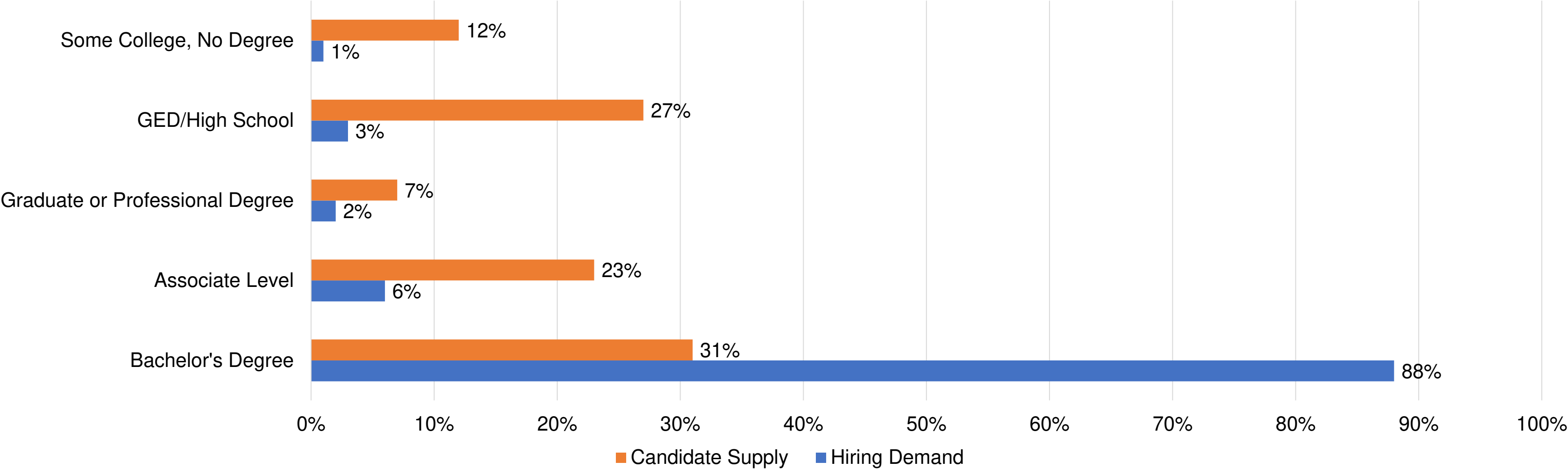


Top Occupations	% Change
Software Developers, Applications	31%
Computer Occupations, All Other	28%
Computer and Information Systems Managers	26%
Information Security Analysts	15%
Software Developers, Systems Software	15%
Computer Systems Analysts	14%
Computer Programmers	5%
Web Developers	4%
Computer User Support Specialists	4%
Network and Computer Systems Administrators	4%

Professional/White Collar: IT Hiring Dynamic

Misalignment of Education Requirements is Limiting IT Candidate Access

Current breakdown of IT Supply and Demand for September 2021



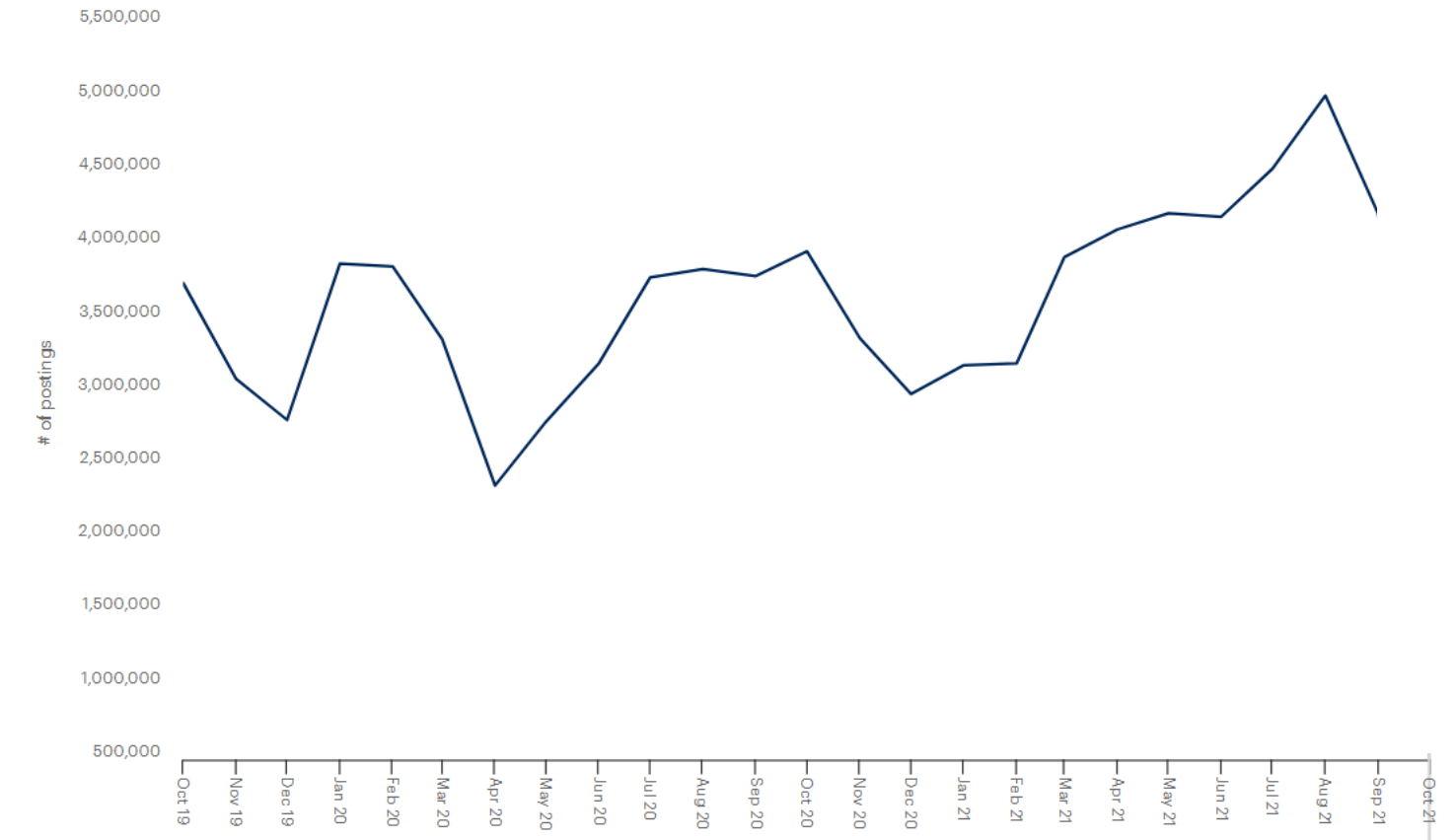
US Workforce Trends



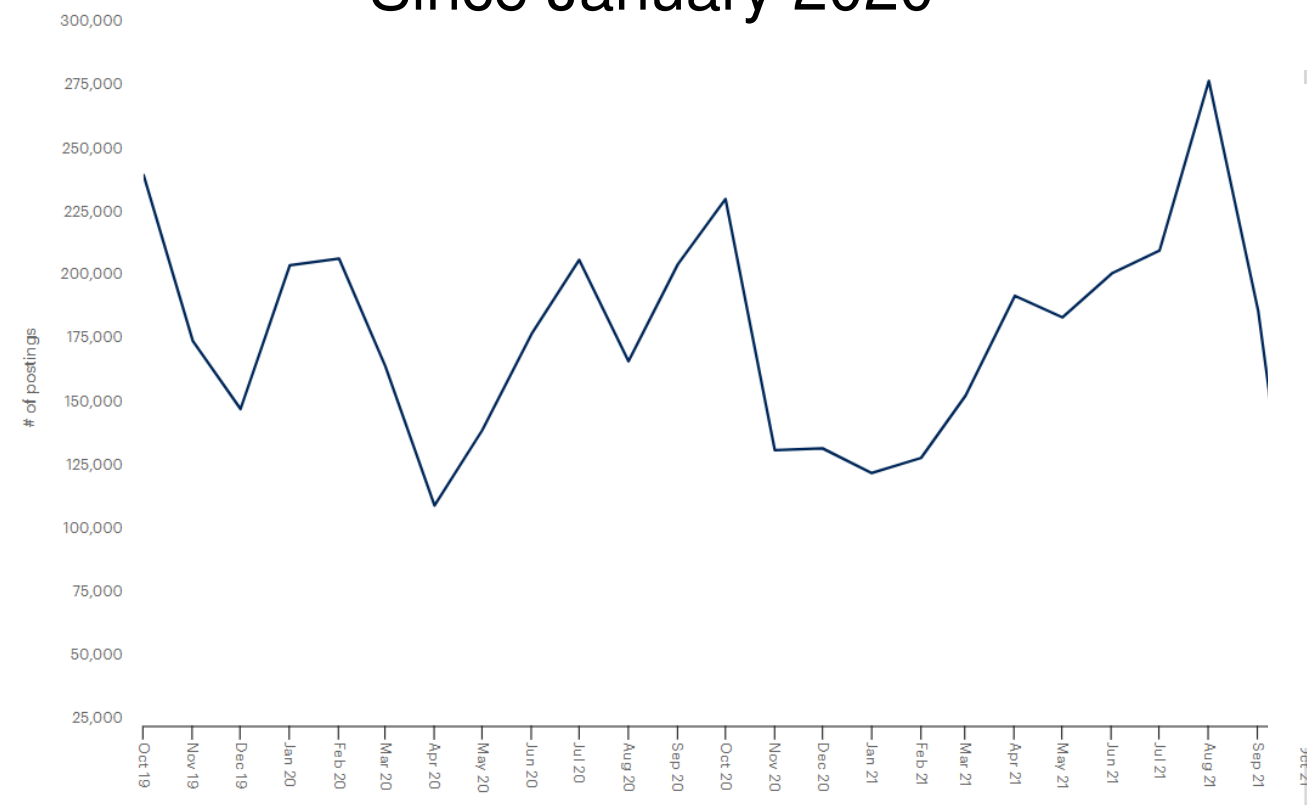
Key US Workforce Shifts Entering 4th Quarter

- 16% of Current Job Postings are Blue Collar
- 84% Current Job Postings are Professional
- <1% Current Job Postings are Seasonal
- 21.3% Professional Job Postings are Fully Remote
- 34.5% Professional Job Postings are Hybrid
- Unemployment decreased to 4.8% in September
- Turnover is at 26% under 180 days and 21% annualized
- 34% Current Postings offer Starting Bonus
- 22% Current Postings offer Additional Bonuses

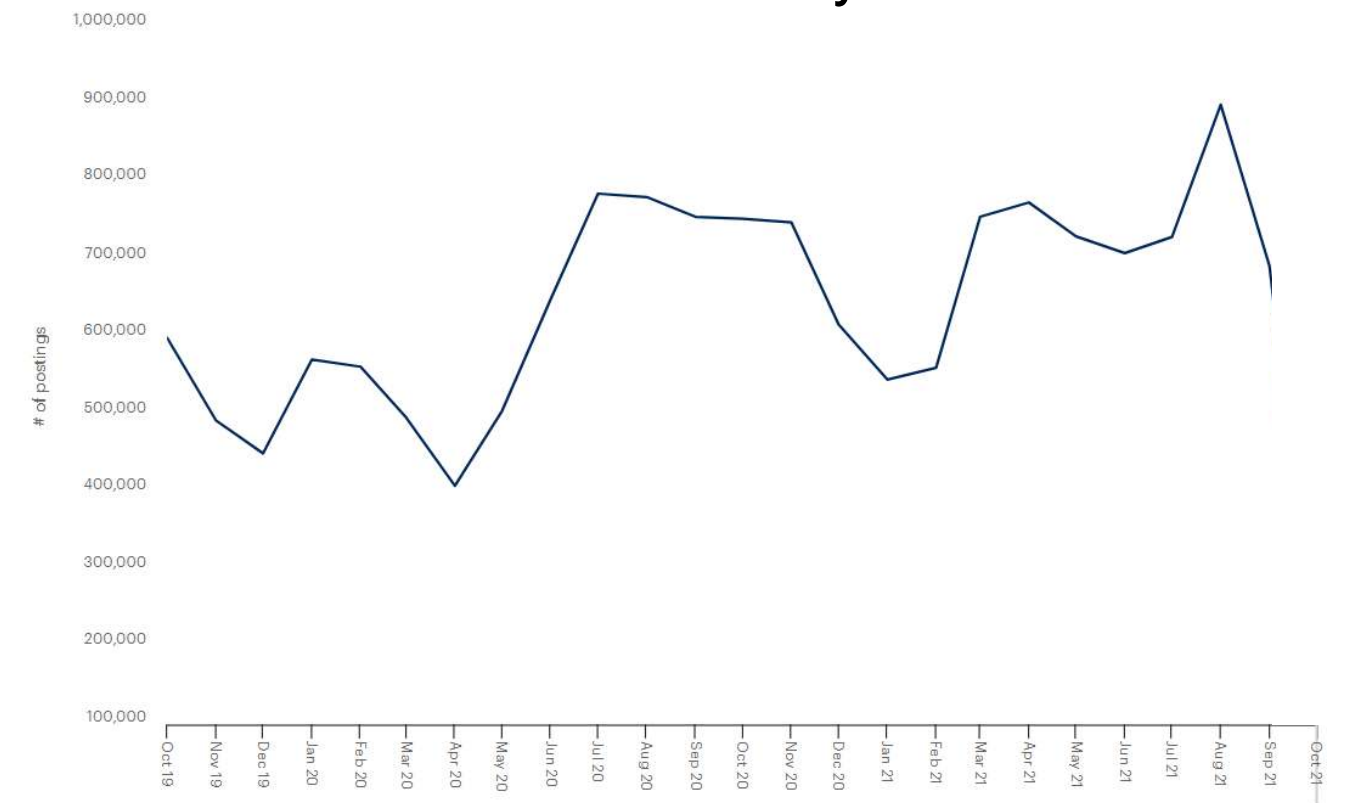
Monthly Job Postings Increased 9%
Since January 2020



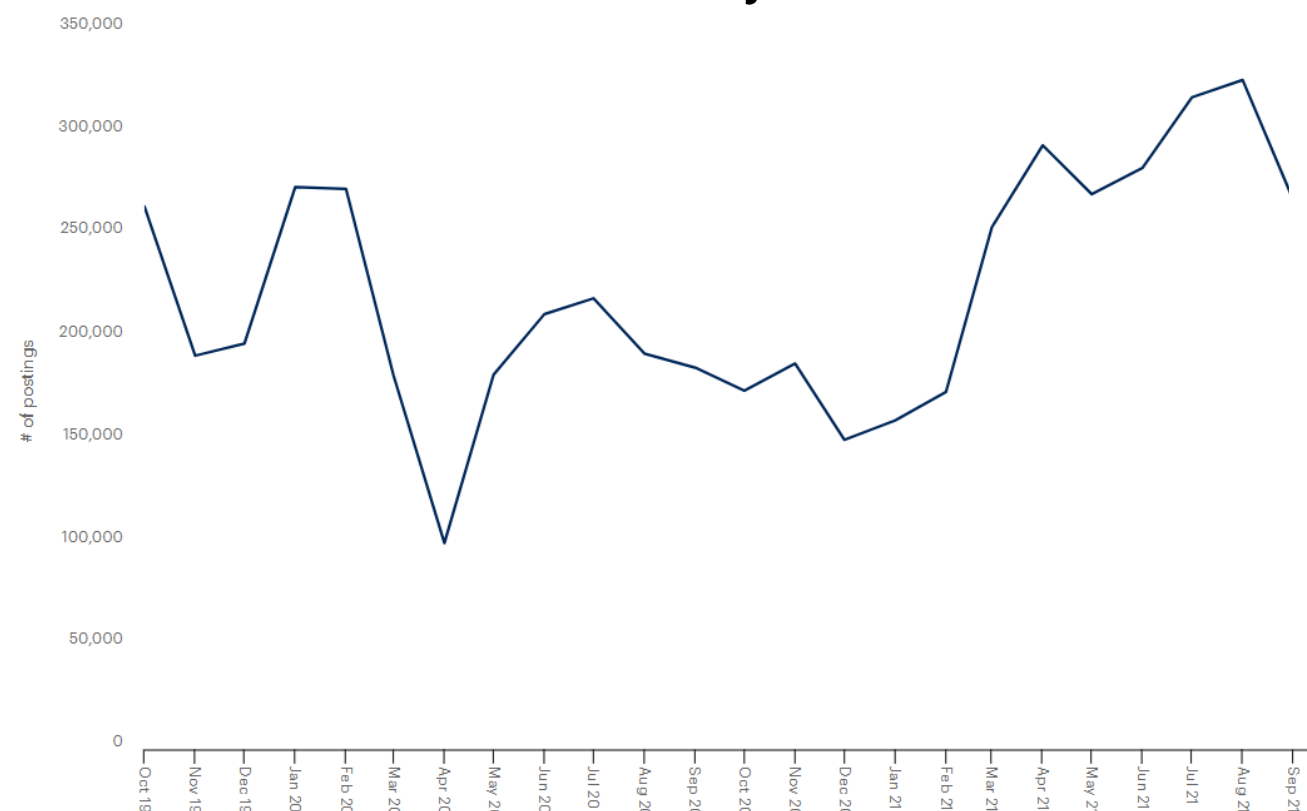
Retail Job Postings Decreased 9% Since January 2020



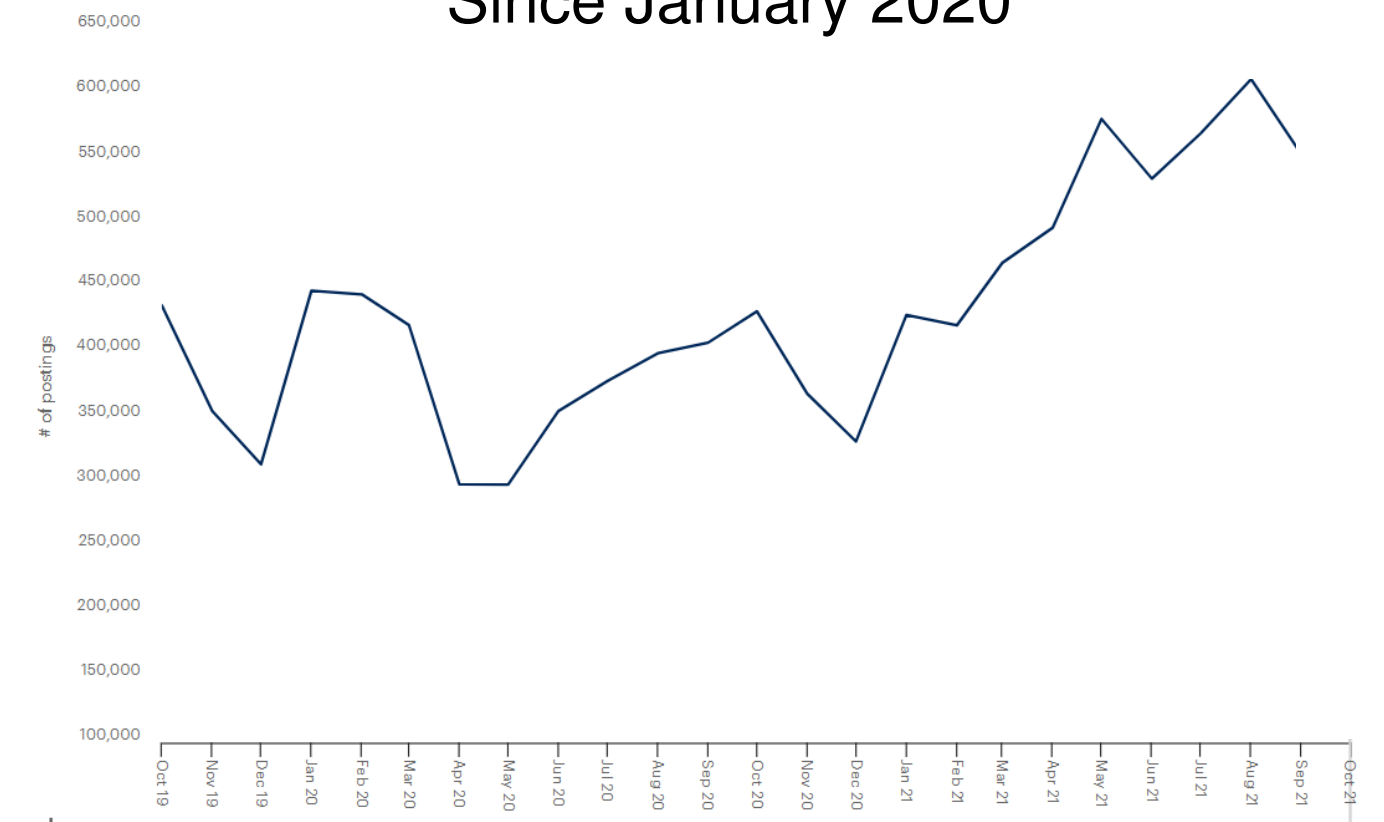
Blue Collar Job Postings Increased 21% Since January 2020



Hospitality/Services Job Postings Decreased 2% Since January 2020

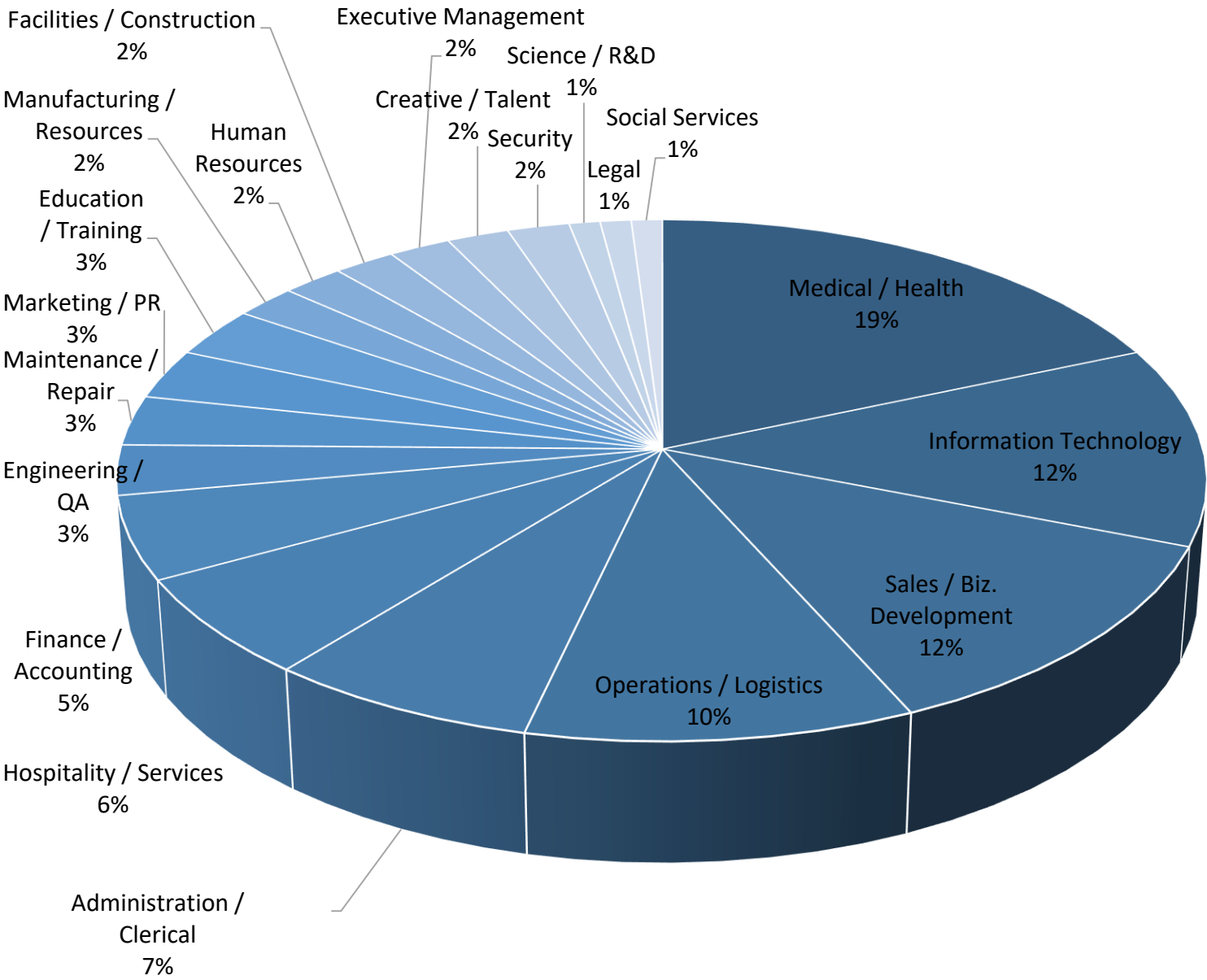


IT Job Postings Increased 23% Since January 2020

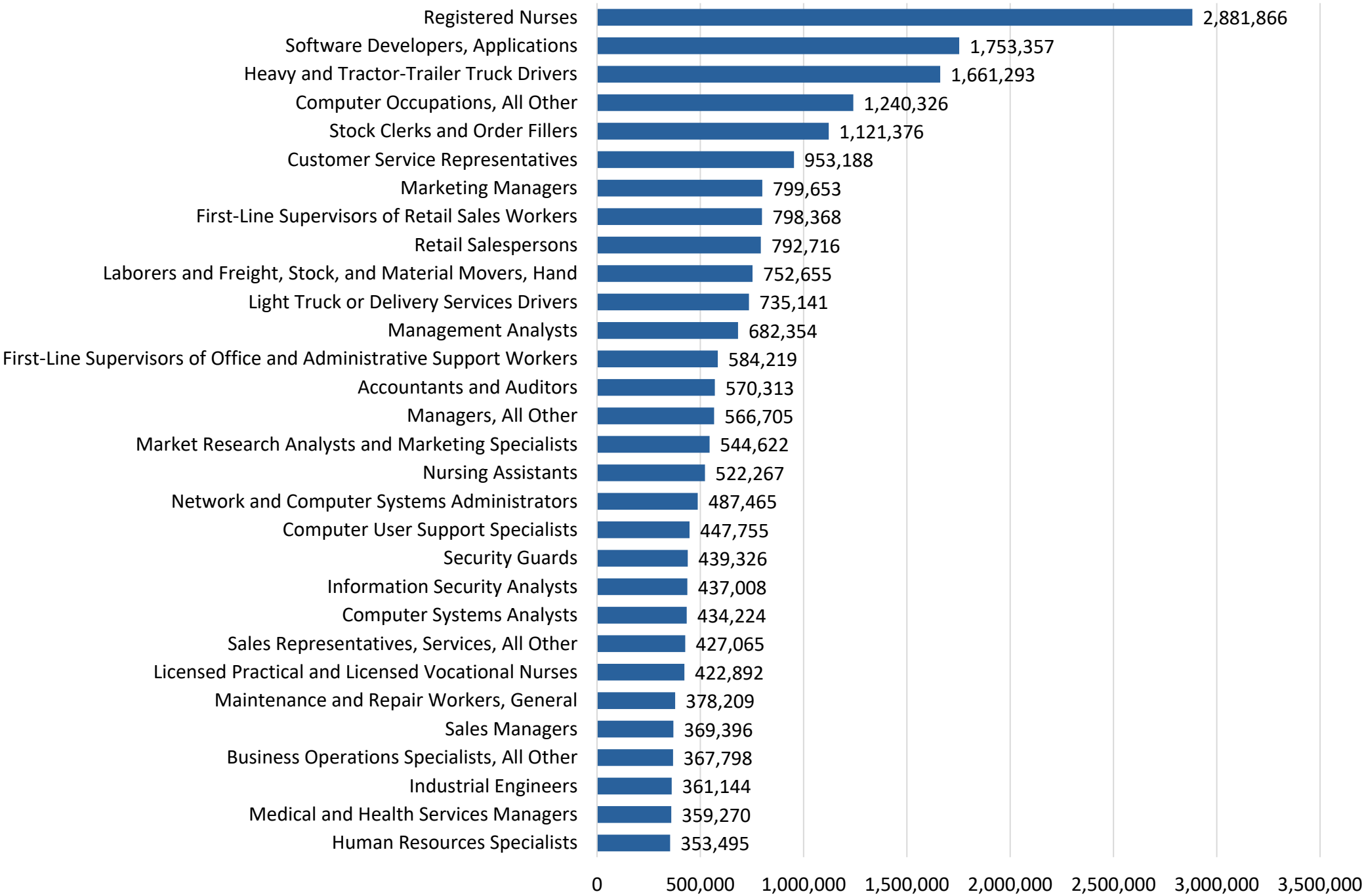


Registered Nurses, SW Developer, Computer-related Occupations and Truck Drivers are in Highest Demand Globally

Breakdown of Global Job Openings by Function



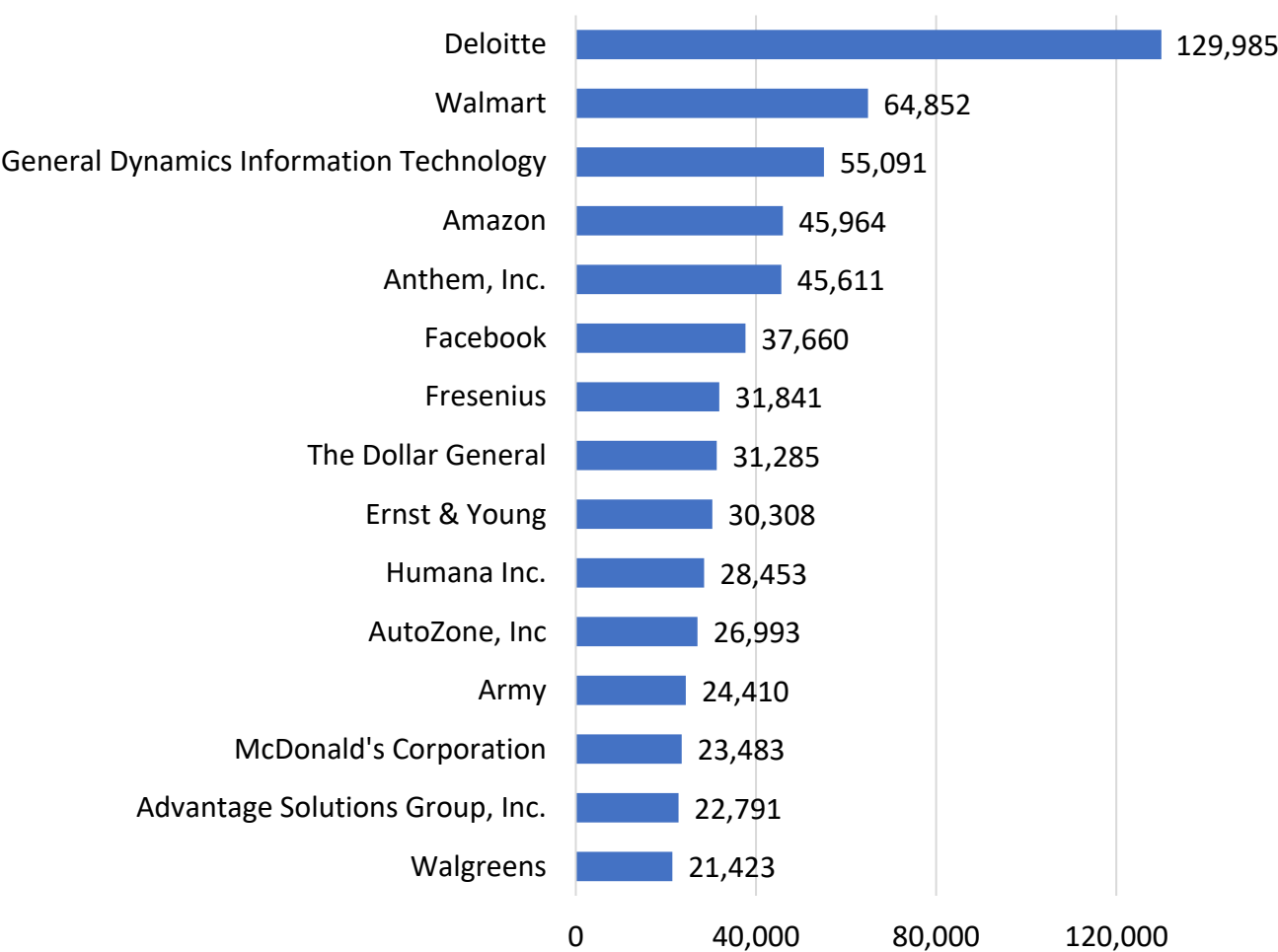
Top Occupations by Hiring Volume



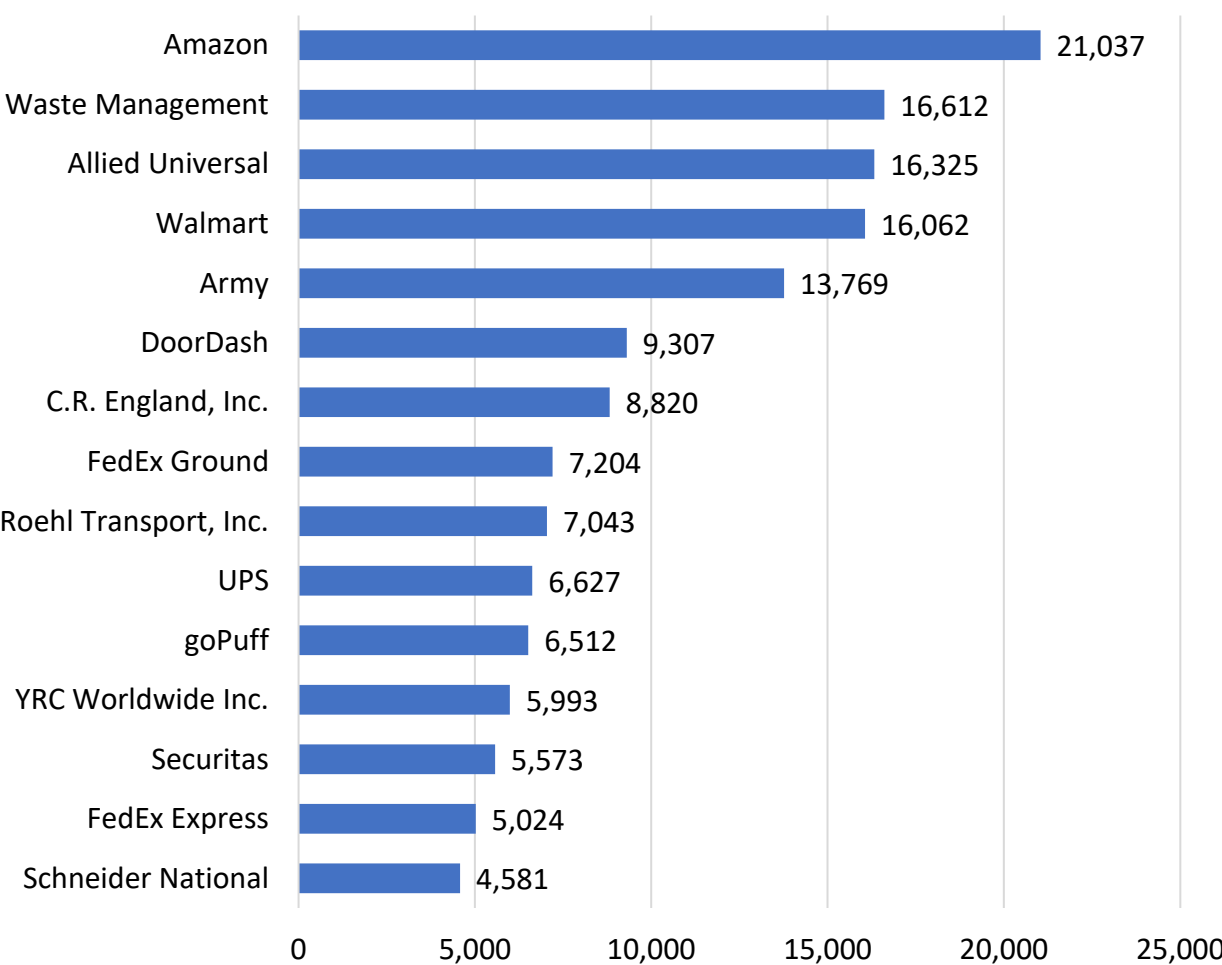
Top Employers & Concentration of Demand

Top 15 Employers Represent 41% and 47% of All Job and Blue-Collar Current Job Postings Respectively in US

Number of Current Job Postings
Overall



Number of Current Job Postings
for Blue Collar Roles



Light Industrial/Blue Collar

While majority of these employers have mandated vaccines for corporate staff who can opt to remain remote, ***front-line workers are exempt from mandates*** at this time due to labor shortage.

In response to increased labor shortage, high volume employers of general labor (for manufacturing and warehouse sites) are:

- Reducing requirements
- Eliminating screenings
- Accelerating onboarding
- Minimizing drug tests to focus on speed to paycheck

Light Industrial/Blue Collar

Wages and Flexibility Crucial to Attraction and Retention

Production and Warehouse Workers cited the following as top reasons for accepting new job in Q3:

1. Wages
2. Commute
3. Schedule
4. Starting Bonus
5. Temp-to-Perm/Benefits

Successful strategies extending retention beyond 180 days include:

- Attendance or Recurring Bonuses on Monthly or Quarterly Cycle
- Worker Shift Selection
- Paid Time Off
- Raffles, Drawings, and other Non-Wage 'Opportunities'

Light Industrial/Blue Collar: Emerging Best Practices

Positioning Ease of Opportunity

28% increase in job postings citing 'no resume required' 'no vaccine required' 'no application required' 'shifts available this week' 'start earning this week'

\$15-25/hour Starting Wages for Production and Warehouse Labor

Nationwide, the average starting wage ranged from \$15-25/hour for production and warehouse labor in September. Hourly wages were augmented by starting or attendance bonuses commonly ranging from \$500 -\$2000 in roughly 1/3 of opportunities.

On the Job Training

Programs for career advancement, technical training, and supervisory opportunities increased by 11% since June '21 in general labor roles because over 85% of candidates are being hired out of existing contracts/jobs.

*Recruitment
Marketing, Job
Postings, Application,
and Screening
Process Drive
Candidate Perception*

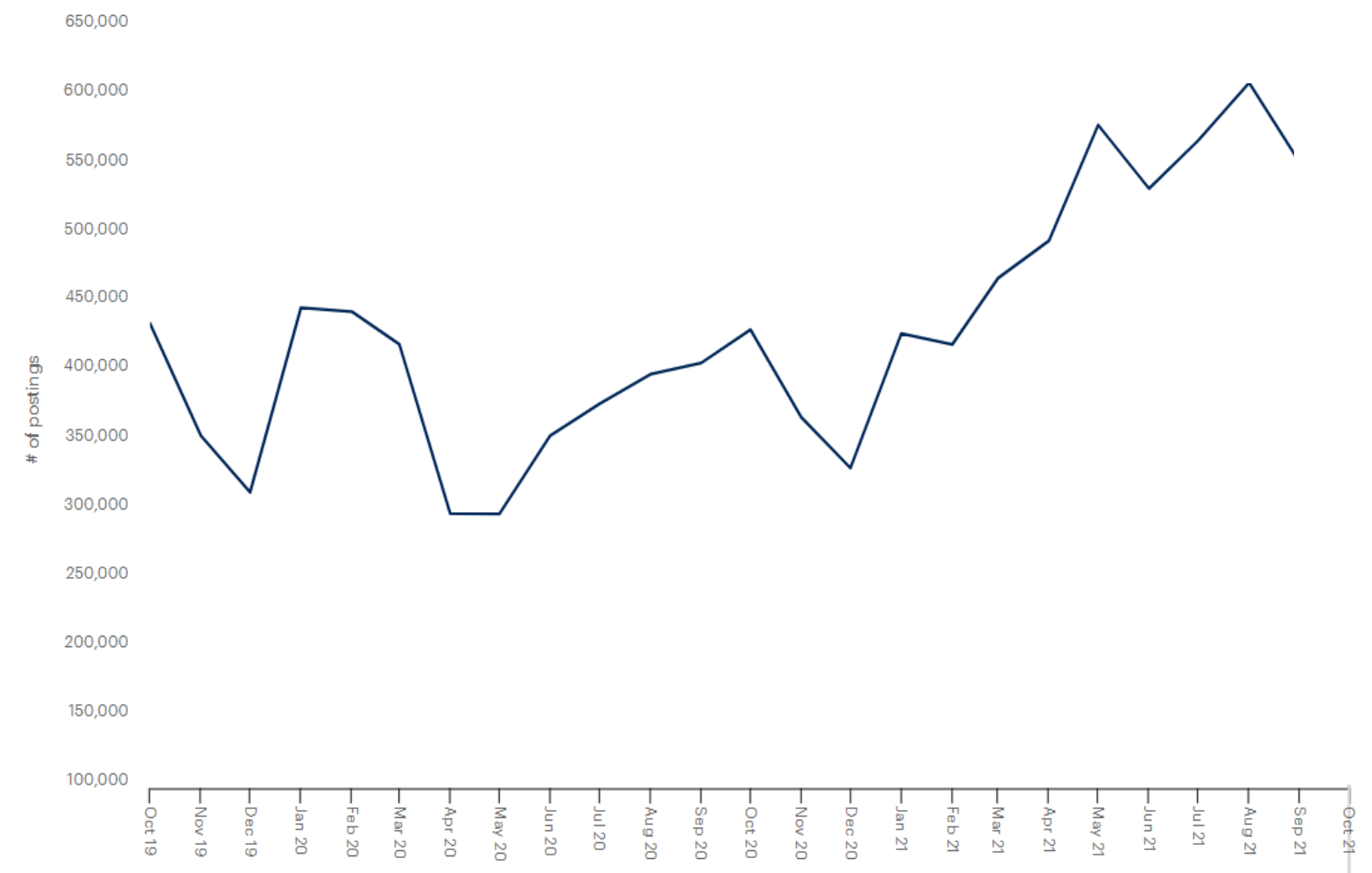


Professional/White Collar: IT

Demand for IT Workers Increasing at Faster Pace than Growth of Workforce Skills

- Though Supply exceeds Demand, that supply is currently employed/engaged elsewhere and there is no/limited active candidate pool globally.
- Recruiting out of current engagements is requires higher than market offer, while greater opportunity is to upskill and develop these skills within your existing workforce.
- 33.8% of IT Job Postings are Fully Remote
- 39.6% of IT Job Postings are Hybrid
- Average Turnover Ranges 10-15% for IT annualized
- Unemployment of IT Workers is <1%

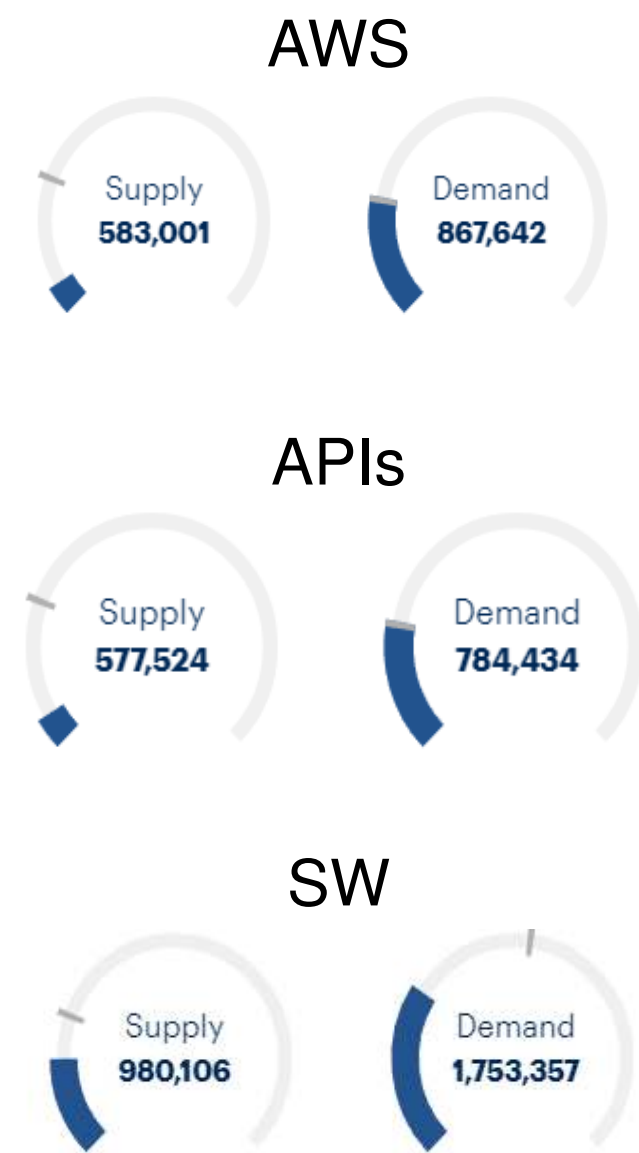
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Since January 2020



Professional/White Collar: IT

Communication remains a core skills in IT with AWS and APIs showing the fastest growth, yet demand exceed supply

Skill	Skill Category	% of postings - Past 12 months
Communication	CORE	45%
Analysis	CORE	36%
Testing	CORE	28%
Collaboration	CORE	27%
Written communications	CORE	23%
Verbal communications	CORE	23%
Troubleshooting	CORE	22%
Databases	CORE	22%
Configuring	CORE	21%
AWS	GROWING	15%
APIs	GROWING	14%
Microsoft Azure	GROWING	12%
Kubernetes	EMERGING	6.50%
Installing	DECLINING	5.80%
UNIX	DECLINING	5.10%
Cloud platforms	EMERGING	4.40%
Terraform	EMERGING	3.40%
Synapse	NEW	0.22%

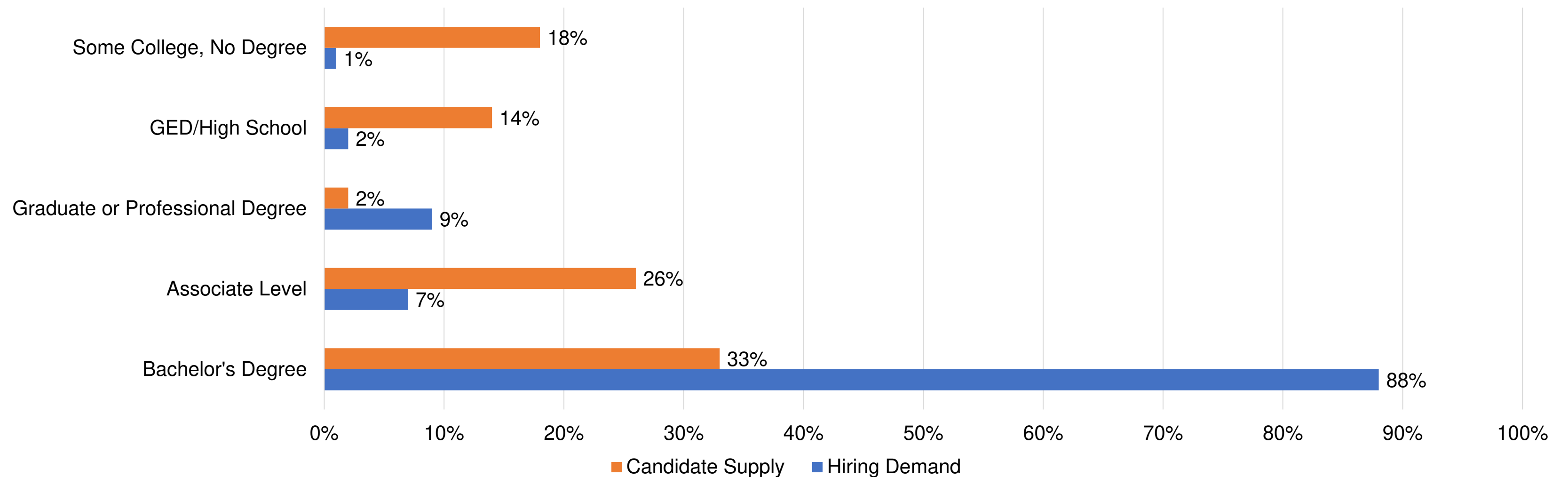


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Computer and Information Systems Managers	51%
Computer Systems Analysts	18%
Information Security Analysts	14%
Web Developers	11%
Network and Computer Systems Administrators	9%
Computer User Support Specialists	7%
Computer Programmers	23%
Software Developers, Systems Software	18%

Professional/White Collar: IT

Misalignment of Education Requirements is Limiting IT Candidate Access

Current breakdown of IT Supply and Demand for September 2021



Professional/White Collar

Wages and Flexibility are Crucial to Attraction and Retention

Professional Workers cited the following as top reasons for accepting new job in Q3:

1. Remote
2. Wages
3. Advancement
4. Flexibility
5. Relocation

Successful hiring retention (all professional roles) strategies include:

- Effective, Equitable, and Consistent Hybrid and Remote Work Policies
- Compensation Alignment of Incumbent Staff to Market Wages
- Upskilling and Career Pathing
- Headcount Alignment to Reduce Overworked Resources
- Increased PTO

Professional/White Collar: Emerging Best Practices

Compensation Analysis

Traditional salary surveys no longer provide current view of competitive offers. Today, employers need to **benchmark key competitors** to validate what they are offering in wages and benefits for certain types of candidates and skills as roles increasingly overlap.

Remote Classification & Return to Work Modeling

Employers cannot sustain the approach of defaulting to workforce preference indefinitely. The classification of whether a role should be virtual or onsite is determined by a combination of internal and external data to support business planning. Once classified, scenario modeling will determine appropriate hybrid models for return-to-work policies and process.

Location Strategy

Once deemed 'Remote Optimal', key skills can be sourced from alternate markets with access to sustainable pools of talent that meet specific business criteria such as lower cost, more diverse, more experienced etc.

*Compensation,
Remote Status and
Location Strategy
have Direct Impact on
Hiring and Retention
Success*



Market Intelligence On-Demand



Total Workforce Index

<http://www.TotalWorkforceIndex.com>

Global Insights Library

<https://workforce-resources.manpowergroup.com/market-intelligence-resources>