



MANPOWERGROUP EMPLOYMENT OUTLOOK SURVEY

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



EXECUTIVE SUMMARY

As the world begins to bounce back and reopen, hiring plans globally are recovering for Q4. We asked nearly 45,000 employers in 43 countries about their hiring plans for Q4.

Employers in **15 countries report their highest hiring outlook** since the survey began, focused in Europe and North America. Meanwhile, the global talent shortage shows no sign of slowing, with **69% of employers reporting difficulty filling roles** – a 15-year high for the second consecutive quarter. To overcome this shortage, employers must provide incentives such as skills development, increased wages and greater flexibility.

HR leaders are prioritizing leadership development and technical skills training, however employers face barriers to upskill workers at scale. Money, time and access to the right partners present the greatest challenges globally.

The attitude toward workforce flexibility is generally positive, with nearly half of employers reporting their managers are feeling resilient, unconcerned or energized by remote working.

Overall, the employment outlook is optimistic, particularly for employers that are prepared to adapt to a new world of work and offer incentives to attract and retain the talent they need.

Table of Contents

Q4 EMPLOYMENT OUTLOOK.....	04
TALENT SHORTAGE.....	10
INCENTIVES TO ATTRACT AND RETAIN SKILLED TALENT.....	13
SKILLS DEVELOPMENT: UPSKILLING & RESKILLING PRIORITIES.....	17
HOW EMPLOYEES FEEL ABOUT RETURNING TO THE WORKPLACE.....	21
ABOUT THE MANPOWERGROUP EMPLOYMENT OUTLOOK SURVEY.....	23
INTERACTIVE DATA EXPLORER.....	27



EMPLOYMENT OUTLOOK: Global Hiring Plans Recovering

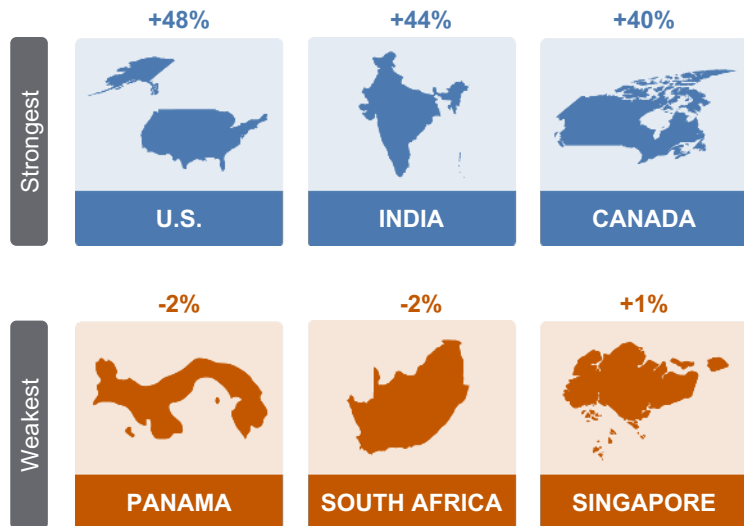


Hiring optimism has returned to levels not seen since the start of the pandemic **with employers in all 43 countries reporting stronger hiring outlooks** year-over-year.

“This recovery is unlike any we have seen before with hiring intent picking up much faster than after the previous economic downturn,” Jonas Prising, ManpowerGroup Chairman and CEO.

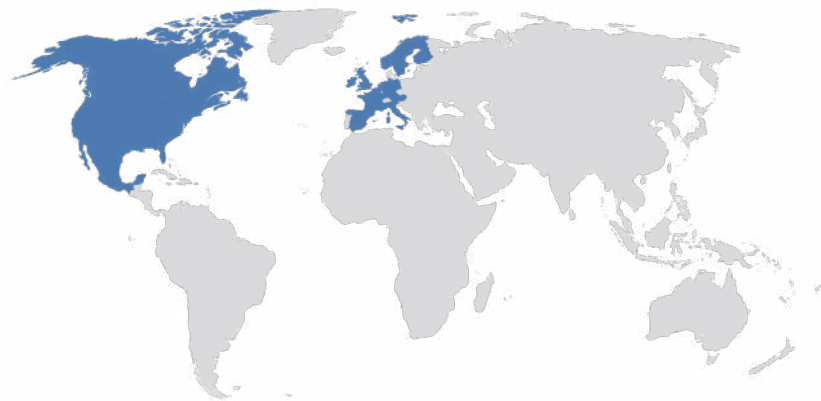
Strongest Global Hiring Outlooks Reported Since Beginning of the COVID-19 Pandemic

The Strongest & Weakest Hiring Prospects for Q4 2021:



Record Hiring Intentions Globally:

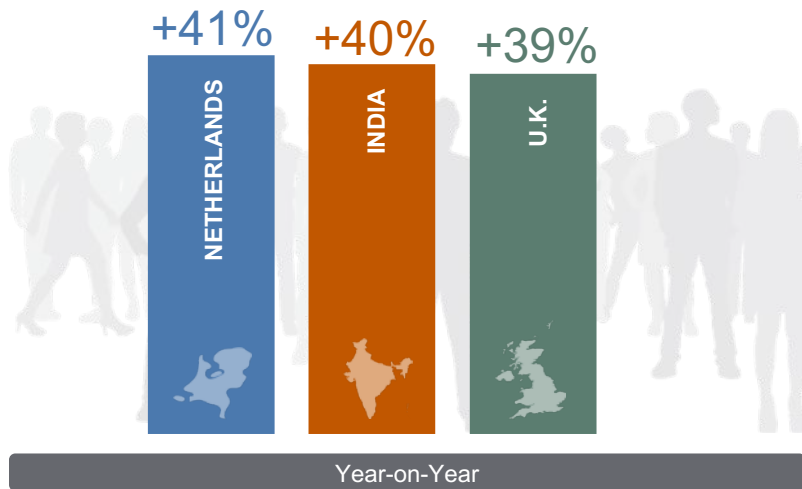
15 Markets reported their highest hiring outlook since the survey began in 1962



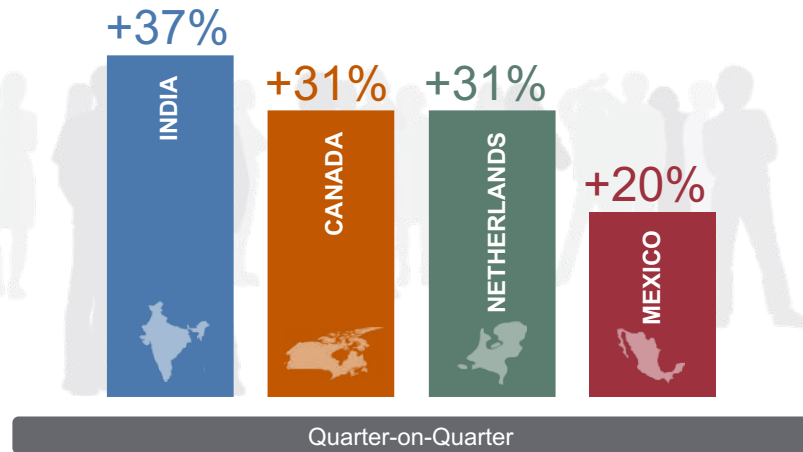
AUSTRIA, BELGIUM, CANADA, FINLAND, FRANCE, GERMANY, IRELAND, ITALY, MEXICO, NETHERLANDS, NORWAY, SPAIN, SWEDEN, THE UK & U.S.

Markets Bouncing Back

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%).



Hiring intentions in EMEA Improve in All Countries Year-Over-Year

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%)



North American Employers are Especially Optimistic

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

Employers in all 12 industry sectors in the U.S report hiring intentions at ten-year highs as employers plan to bring workers back following the pandemic.

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.

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

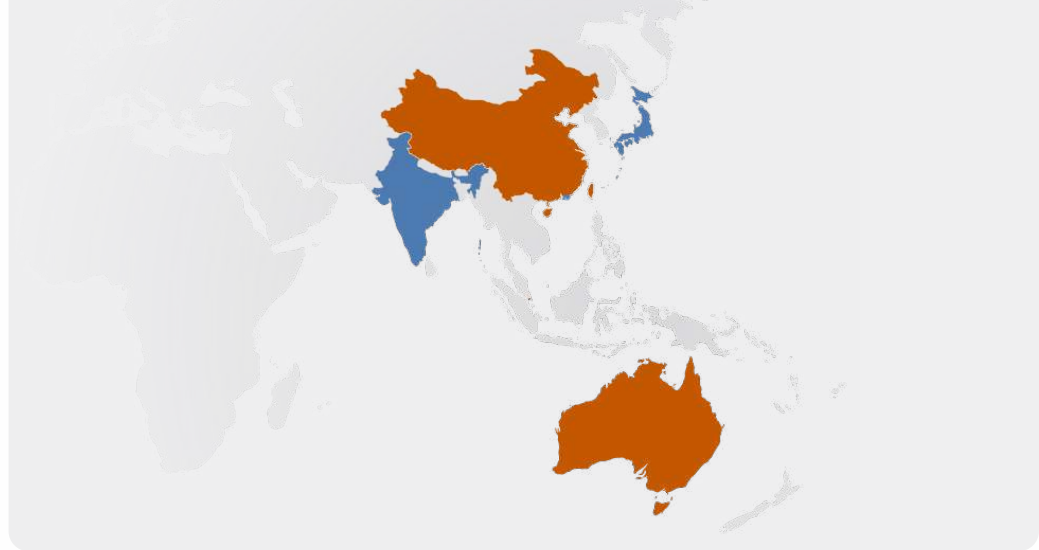
Singapore expects hiring intentions to dip in five out of seven industry sectors, with wholesale and trade experiencing its weakest outlook since the survey began (-20%).

STRONGEST HIRING INTENTIONS:

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

WEAKEST HIRING INTENTIONS:

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





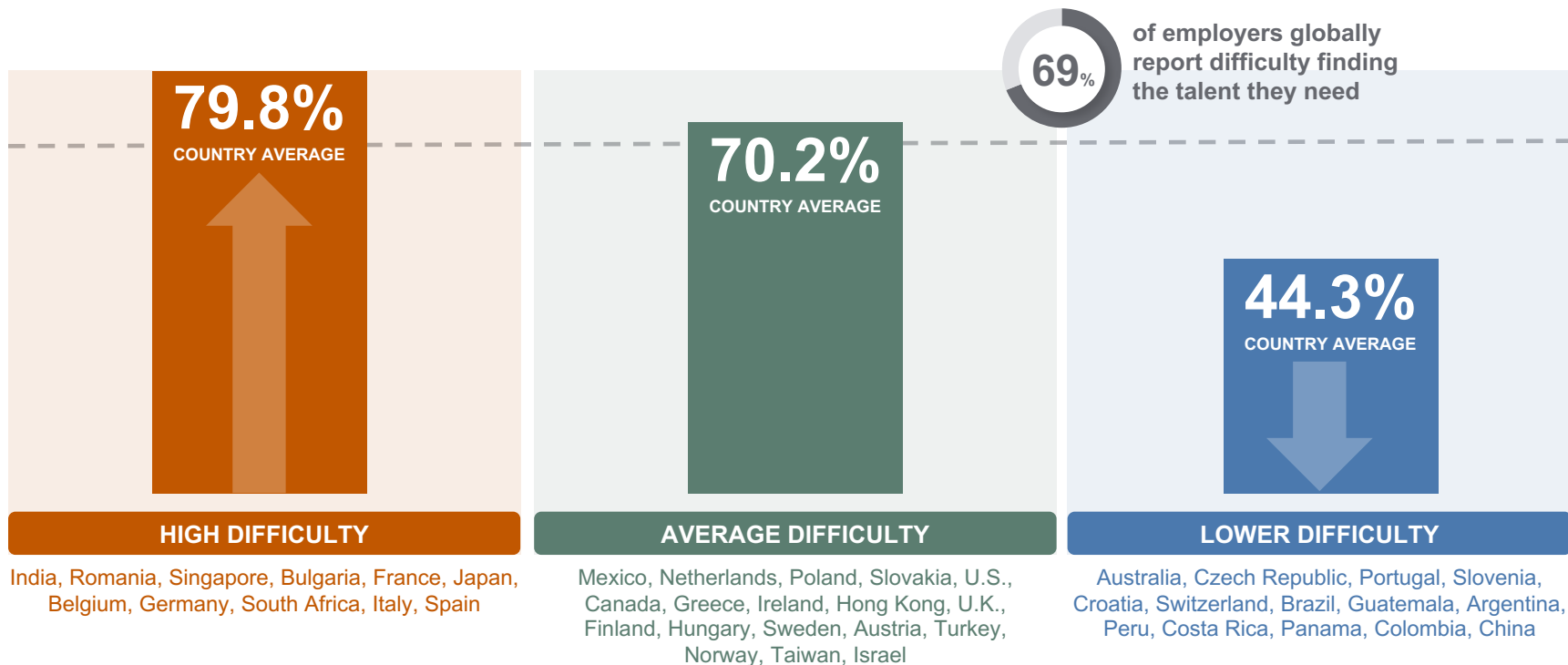
TALENT SHORTAGE:

The Global Talent Shortage Shows No Sign of Slowing Down



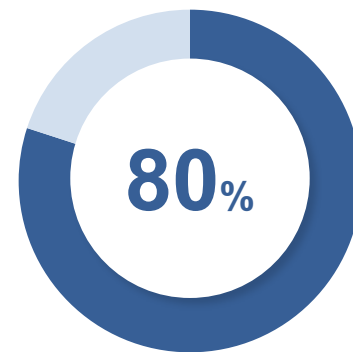
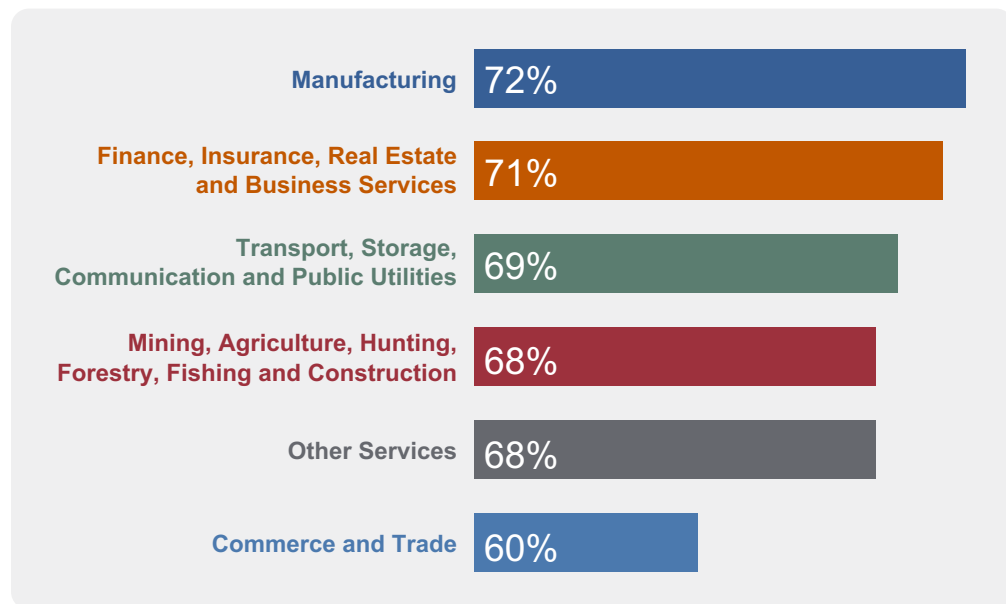
69% of employers cannot find the skills that they need. This figure is a 15-year-high, now running for 2 consecutive quarters.

Employers Face Hiring Challenges Globally



80% of Organizations Planning to Hire in Manufacturing and Finance Struggling to Find Skilled Talent they Need

Those experiencing at least some difficulty by global sector:



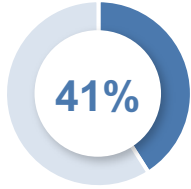
Among organizations planning to increase headcount in the next quarter, **80% struggle to fill jobs due to a lack of skilled talent.**



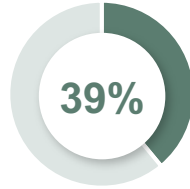
INCENTIVES TO ATTRACT AND RETAIN SKILLED TALENT:

Employers are Offering Skills
Development, Increased Wages
& Greater Work Flexibility

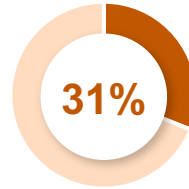
Top Incentives Offered to Attract & Retain In-Demand Talent



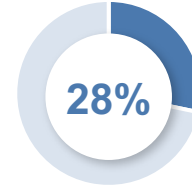
**OFFER TRAINING,
SKILLS DEVELOPMENT
OR MENTORING**



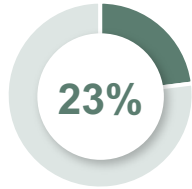
**OFFER MORE
FLEXIBLE WORK
SCHEDULES**



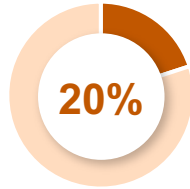
**INCREASED
WAGES**



**OFFER MORE
FLEXIBLE WORKING
LOCATIONS**



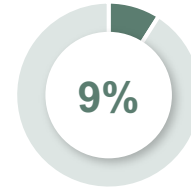
**OFFER INCENTIVES
(JOINING BONUSES)**



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



**LOWER JOB SKILLS
OR EXPERIENCE
REQUIREMENTS**

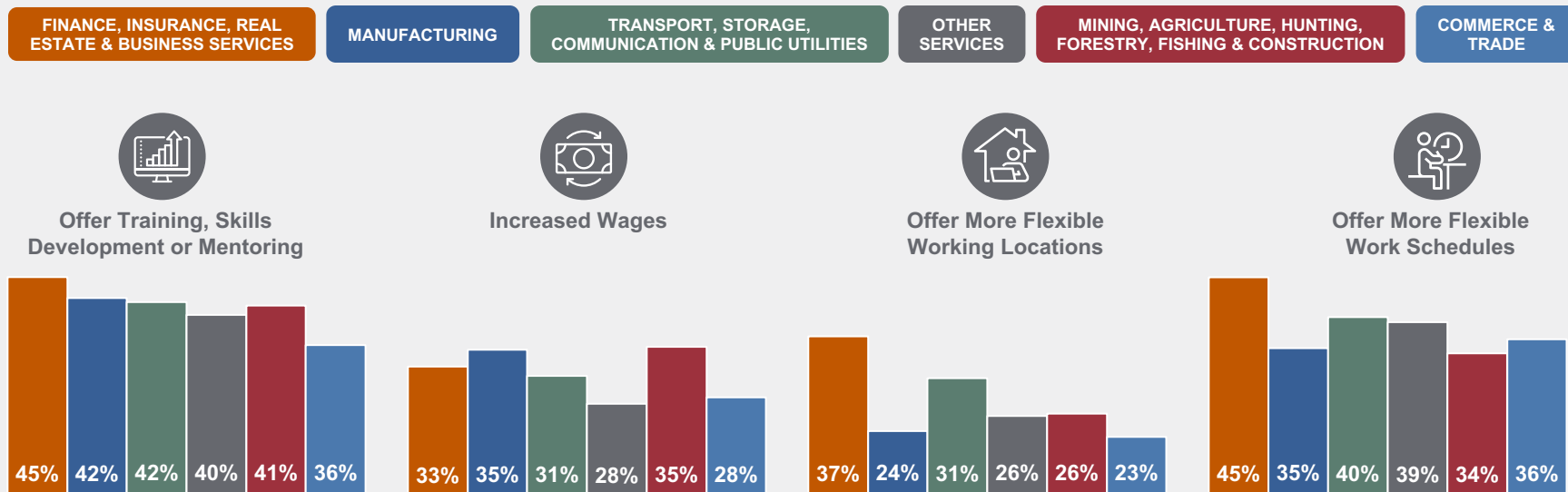


**ELIMINATE JOB
SCREENING OR
DRUG TESTS**

Employers Prioritize Training, Development & Mentoring

Financial services are most likely to offer incentives including training and development and flexible work locations while Manufacturing employers are providing more flexible work schedules when most employees still need to be in the workplace.

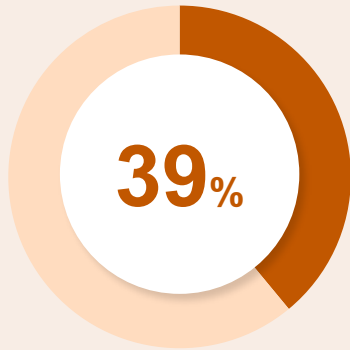
Employers in Construction are experiencing significant talent shortages and responding with increased wages and skills development.



Organizations Struggling to Hire are Offering More Incentives Than Those Not Looking to Increase Their Headcounts



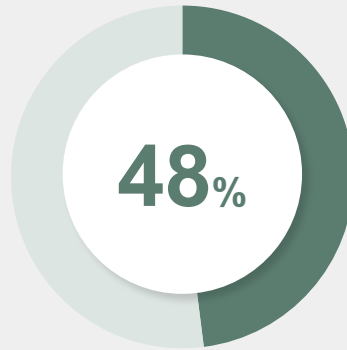
**Increased
Wages**



compared to **31%** across organizations



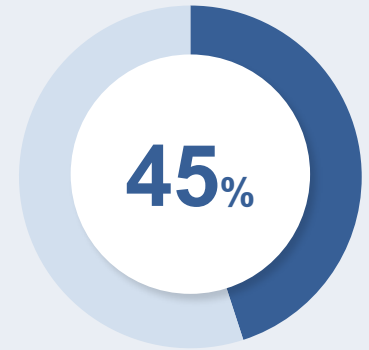
**Offer Training, Skills
Development or Mentoring**



compared to **41%** across organizations



**Offer More Flexible
Work Schedules**



compared to **39%** across organizations



SKILLS DEVELOPMENT: UPSKILLING & RESKILLING PRIORITIES



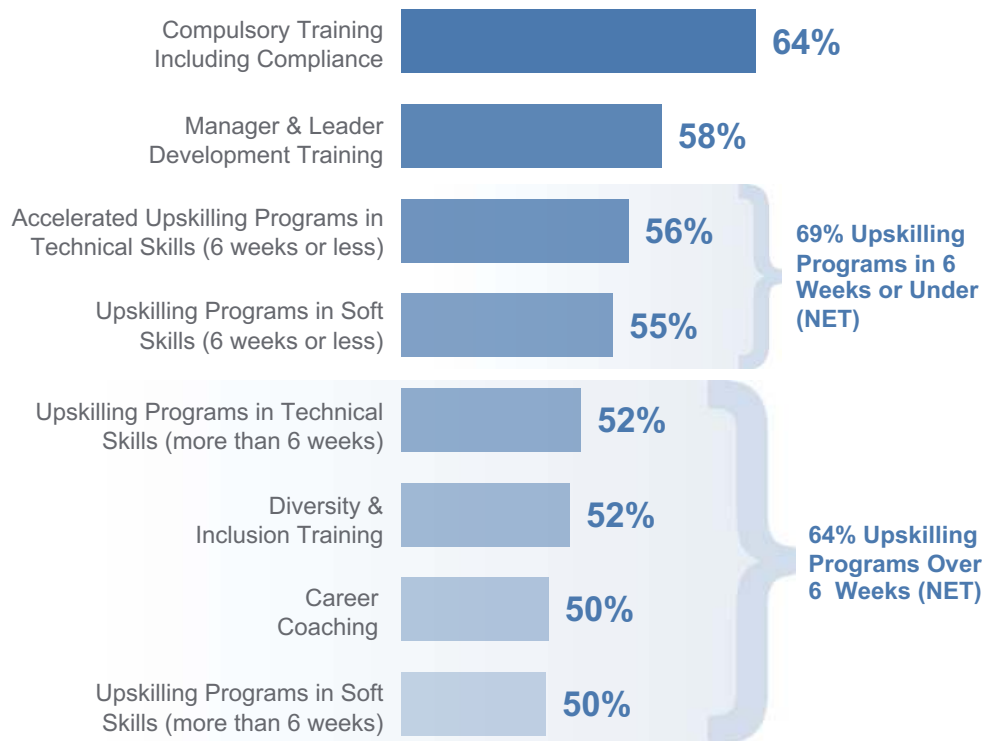
– When Skills
Development Matters Most,
Employers Prioritize Leadership
Development and Technical Skills



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 less common, but nearly as important for employers.

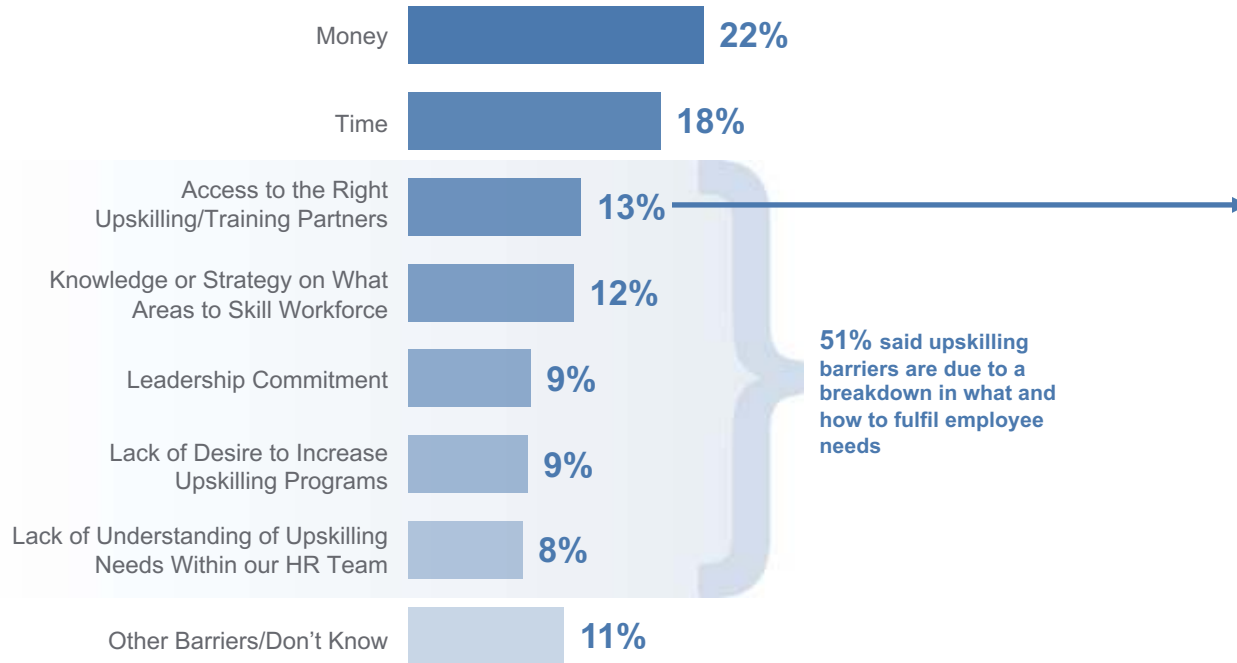


Diversity and Inclusion Training is a Top Upskilling Program in North America

Upskilling Programs by Global Region



78% of Employers Said Time, Knowledge & Stakeholder Involvement are the Biggest Needs



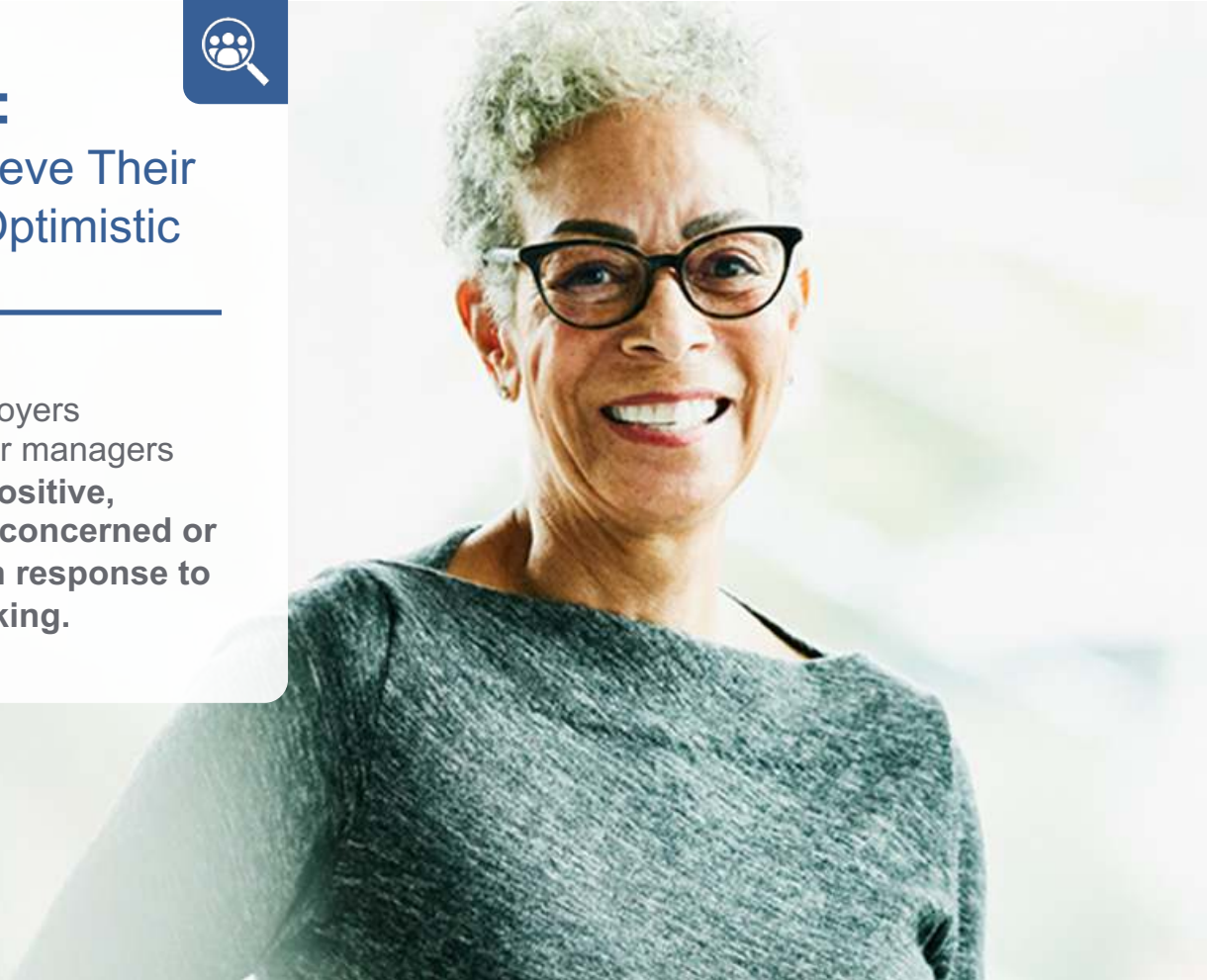


MANAGER MOOD:

Employers Globally Believe Their Managers are Feeling Optimistic



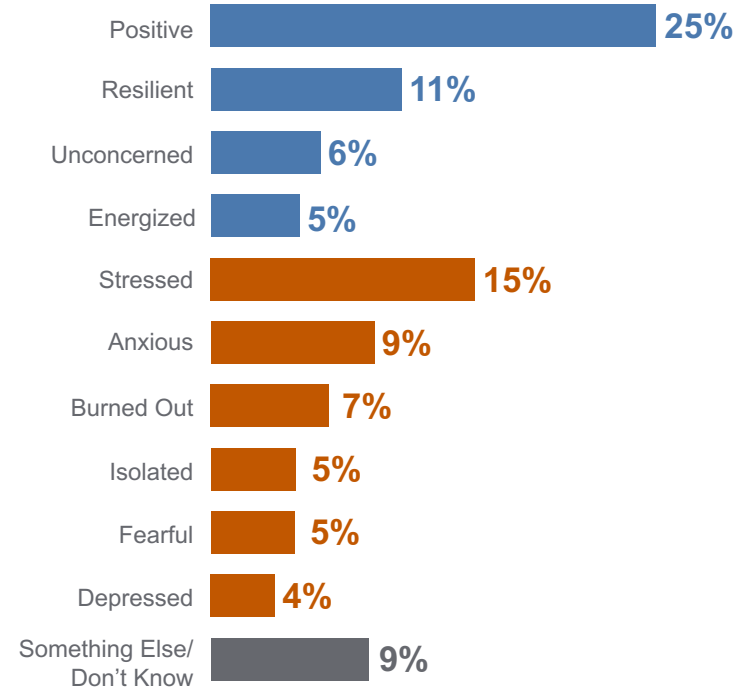
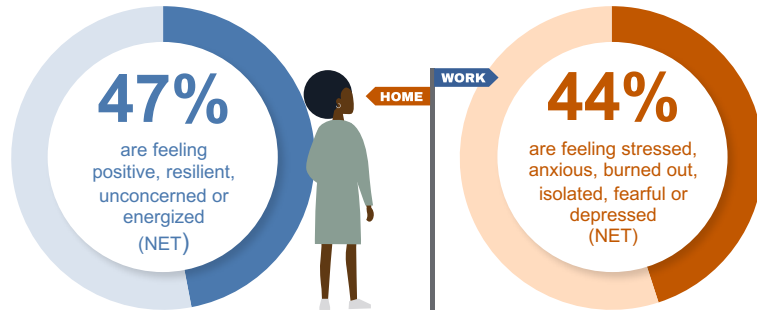
47% of employers perceive their managers are feeling **positive, resilient, unconcerned or energized** in response to remote working.



Employers Report 25% of Managers Feel Positive About Remote Working

Managers globally are perceived to be 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.





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

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 methodology used to collect the data for the Employment Outlook has been digitized in 14 markets for the Q4 2021 report. Respondents in prior quarters were contacted via telephone. With the shift to remote working and much higher reliance on the internet, responses are now being collected online.

Respondents are members of double opt in online panels and are incentivized to complete the survey. The question asked and the respondent profile remains unchanged. Size of organization and sector are standardized across all countries to allow international comparisons.

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

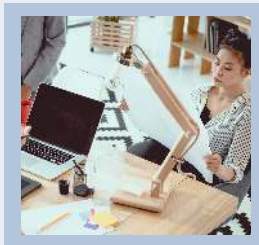


Help people move on or move up to new roles within the organization

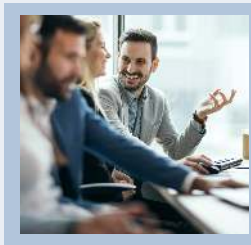
ManpowerGroup Provides Solutions Across the Entire HR Life Cycle



Workforce Consulting & Analytics



Workforce Management



Talent Resourcing



Career Management



Career Transition



Attracting Top Talent

EXPLORE THE DATA:

manpowergroup.com/meos