

# MANPOWERGROUP EMPLOYMENT OUTLOOK SURVEY

**Q3 Hiring Outlooks Strengthen Amidst Highest  
Talent Shortage Levels In 16 Years**



# EXECUTIVE SUMMARY

**Hiring optimism has returned to levels not seen since the start of the pandemic.**

- **A Global Net Employment Outlook of +33% is anticipated for Q3;** an 18% increase from this time last year and a 4% increase from the previous quarter.
- **Strongest hiring prospects are reported in Mexico (+59%), Brazil (+54%), India (+51%), Canada (+43%), and Colombia (+43%);** weakest reported in Greece (-1%), Taiwan (+3%), and Japan (+4%).
- **Global talent shortages are at an all-time high,** with 75% of employers reporting difficulty in filling roles – a six percent increase compared to this time last year.
- **Employers report difficulty filling open roles,** with the biggest impacts being felt in Taiwan, Portugal, Singapore, China, Hong Kong, and India.
- **The most difficult roles to fill globally are in** Education, Health, Social Work, Government, Information Technology, Telecoms, Communications and Media, Banking, Finance, Insurance and Real Estate.

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# WORKFORCE TRENDS & CHALLENGES

# The Trends Driving Transformation are Not New, but Newly Urgent

This recovery is unlike any we have ever seen – demand for skills is at record highs in many markets and unemployment levels remain high while workforce participation stagnates. Uneven economic growth continues with some markets recovering while others lag, hampered by Covid variants, lockdowns and supply chain challenges.

**1 in 5**  
organizations  
Globally are having  
trouble finding  
skilled tech talent.

ManpowerGroup:  
Great Realization 2022

**5 million jobs**  
may be displaced by a shift in the division  
of labor between humans and machines,  
more than offset by **97 million new roles**  
anticipated to emerge.

WEF: 2021 Future of Jobs Report

**81%** of employees  
expect training programs  
from their employers to  
help keep skills up to date.

2021: Edelman Trust Barometer:  
The Belief Driven Employee



## Q3 EMPLOYMENT OUTLOOKS:

Hiring Expectations Heat Up  
As Employers Look to July  
Through September

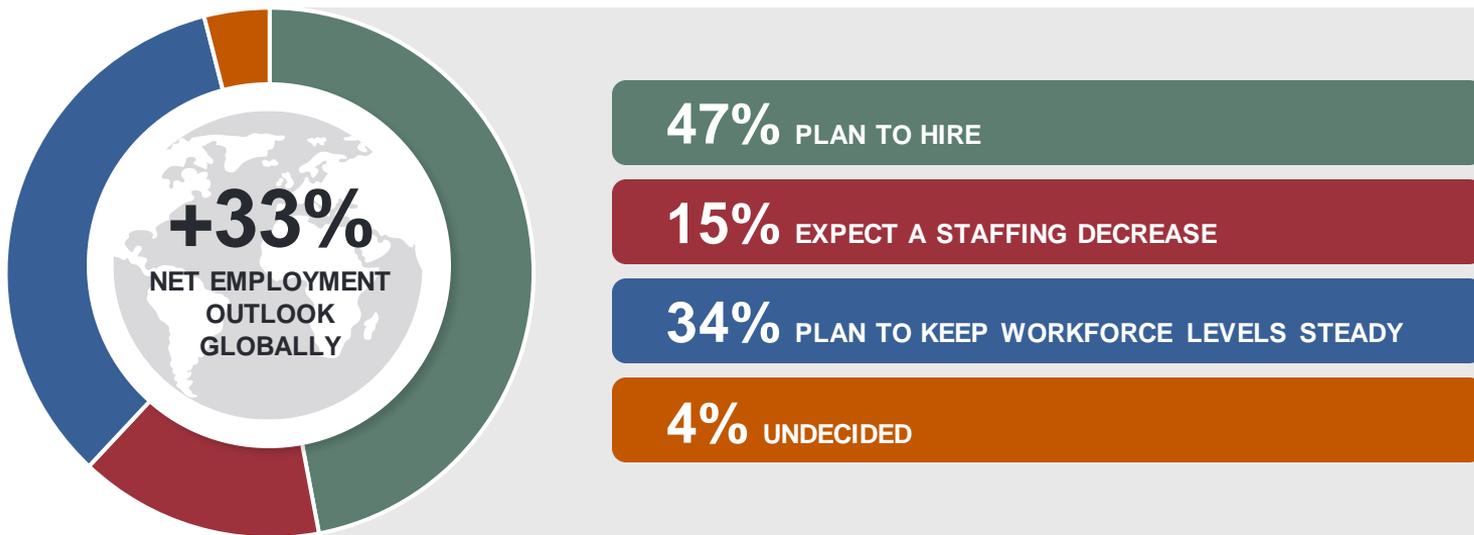


“While it’s encouraging to see employers have the intention to hire workers, it’s been increasingly difficult for them to find the talent they need.”

- Jonas Prising, ManpowerGroup Chairman & CEO

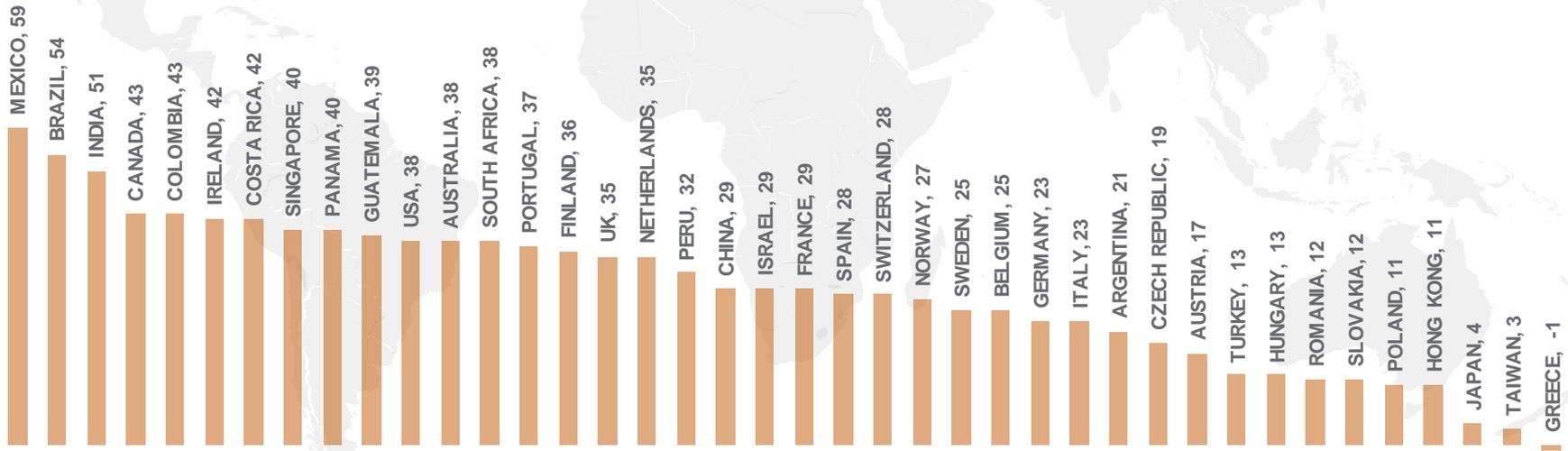
# Global Employment Outlook Q3 2022

In the 60th anniversary edition of the ManpowerGroup Employment Outlook Survey of more than 40,000 employers, 28 of the 40 countries report higher intentions than the previous quarter. Employers around the world are still expecting to expecting to hire more workers in the third quarter of 2022, reporting a seasonally adjusted, **Net Employment Outlook of +33%**. Hiring intentions increase year-over-year and quarter-over-quarter, +18% and +4%, respectively.



# Employer Hiring Expectations for July - September

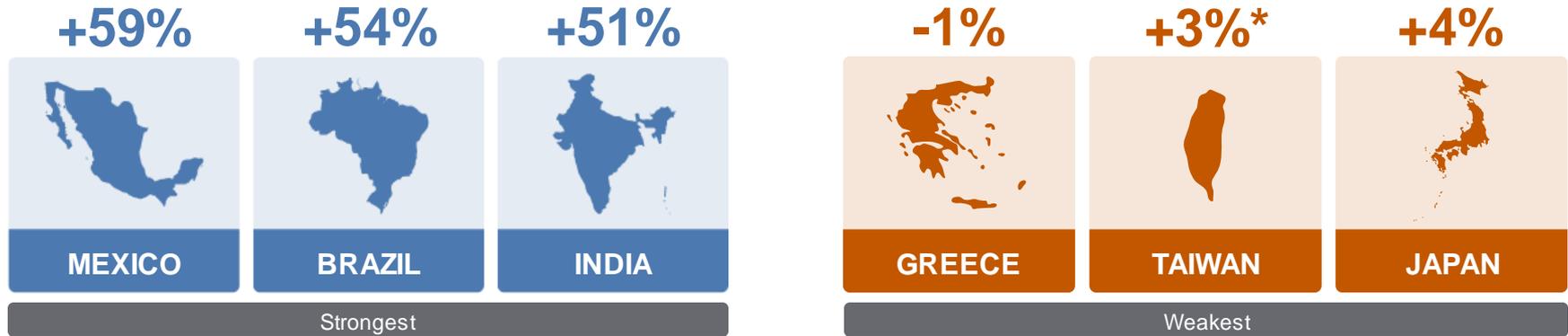
When considering how staffing levels will change for the third quarter, employers in **39 of 40** countries report positive NEOs.



# The Great Hiring Bounceback Expected to Maintain Momentum in Q3

With strong outlooks across the regions, employers in South and Central America (+44%) reported the most positive outlook followed by North America (+42%), APAC (+32%) and EMEA (+25%).

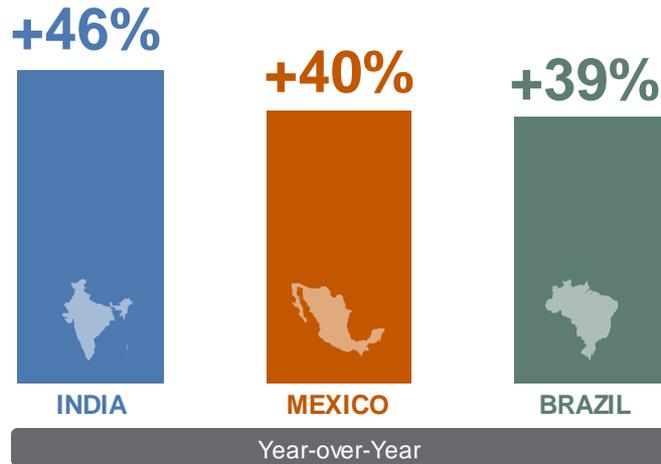
## Countries With the Strongest & Weakest Hiring Prospects for Q3 2022:



# Strong Outlooks Year-over-Year & Quarter-over-Quarter

Year-over-year, hiring outlooks improve in 36 of 40 markets and in 28 since last quarter

The **strongest year-over-year improvements** are reported in India (+46%), Mexico (+40%), and Brazil (+39%).

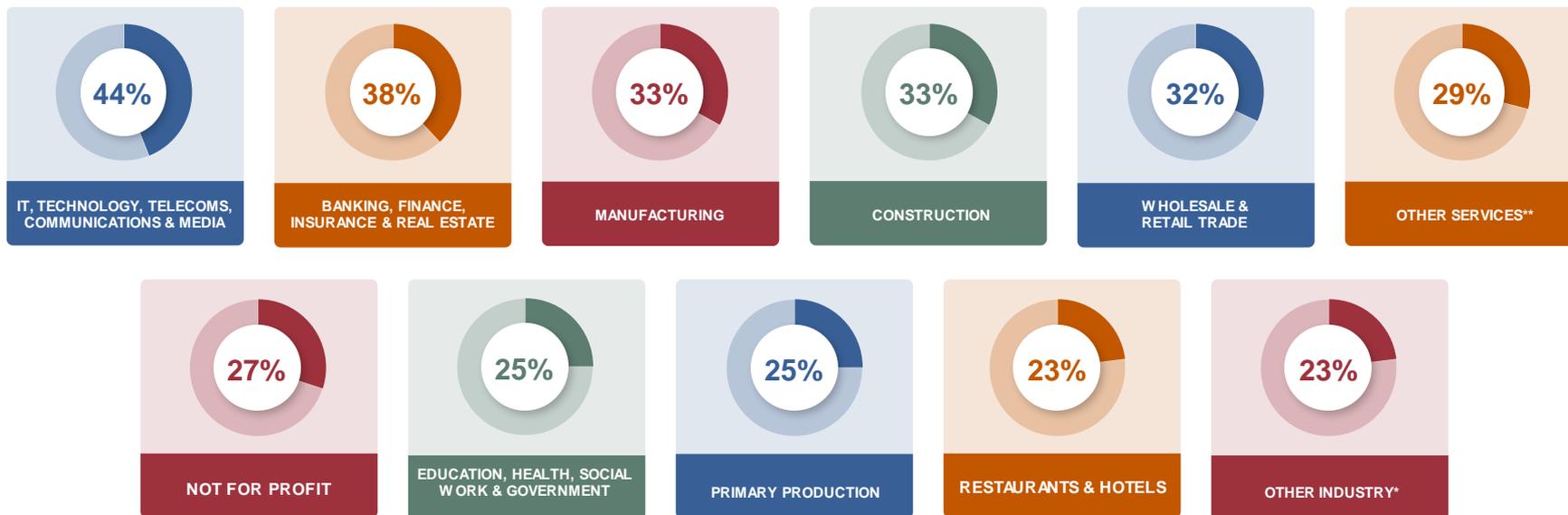


The **strongest quarter-over-quarter improvements** are reported in Singapore (+15%), Guatemala (+14%), and India (+13%).



# Employers Anticipate Strong Demand for Talent Across Key Sectors

**Digital roles continue to drive most demand globally:** IT & Technology reported the strongest outlook (+44%), followed by Banking, Finance, Insurance and Real Estate (+38%), Construction (33%) and Manufacturing (33%).

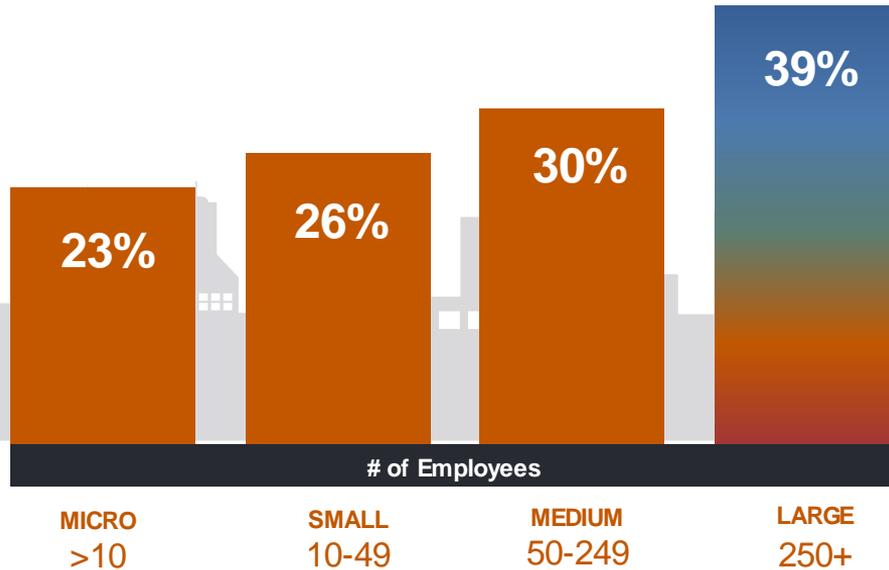


\*Includes: Agriculture, Forestry and Fishing; Mining and Quarrying; Electricity; Gas and Air Conditioning Supply; Water Supply; Sewerage, Waste Management and Remediation Activities.

\*\*Includes: Professional, Scientific and Technical Activities; Administrative and Support Services; Other Service Activities.

# Large Organizations Report Strongest Hiring Intentions

More people have been returning to work and changing jobs than we have seen for quite some time, resulting in more of a mass reshuffle than a mass resignation and leaving companies disproportionately impacted.



# EMEA Employers Report Positive Hiring Intentions in 22 of 23 Markets

Hiring intentions improve in 21 countries when compared with Q3 2021 and improve in 15 when compared to Q2 2022.

The strongest hiring intentions are in Ireland (+42%), South Africa (+38%), and Portugal (+37%), and the weakest in Greece (-1%), Poland (+11%), and both Romania and Slovakia (+12%).

In five U.K. industry sectors, employers report an increase in hiring intentions, and similarly, in nine of France's industry sectors, employers report an increase.

**STRONGEST HIRING INTENTIONS:**  
Ireland (42%), South Africa (38%), Finland (36%), UK (35%), and Netherlands (35%)

**WEAKEST HIRING INTENTIONS:**  
Greece (-1%), Poland (+11%), Romania (+12%), and Slovakia (+12%)



# Strongest Outlooks Globally Among the America's

All 10 countries in North, Central and South America report a positive employment outlook for Q3, improving in 9 quarter-over-quarter and all 10 compared to this time last year.

Strong outlooks continue in Brazil where employers report the second most positive hiring intentions (+54%) amongst the 40 countries, up 14% since the previous quarter where they reported the highest outlook globally.

In the U.S., employers in IT & Tech, (+59%), and Banking & Finance (+45%) report the strongest outlooks.

**STRONGEST HIRING INTENTIONS:**  
Mexico (+59%), Brazil (+54%), Canada (+43%) and Colombia (+43%)

**WEAKEST HIRING INTENTIONS:**  
Argentina (21%), Peru (+32%), and Portugal (+37%)



# APAC Employers Report Strong Optimism Despite Lockdowns Throughout Region

**Hiring sentiment strengthens in 4 countries and territories quarter-over-quarter while weakening in 3.**

The strongest regional hiring prospects are reported in India (+51) for the second consecutive quarter, up 13% since Q2.

Hong Kong (+11%) reports increased hiring intentions, improving 8% compared to Q2 2022, and 10% on the previous year.

China expects hiring intentions to decrease in 8 sectors, with Banking & Finance Estate (+4%) reporting the only increase.

**STRONGEST HIRING INTENTIONS:**  
India (+51%), Singapore (+40%) and  
Australia (+38%)

**WEAKEST HIRING INTENTIONS:**  
Taiwan (+3%), Japan (+4%),  
and Hong Kong (+11%)



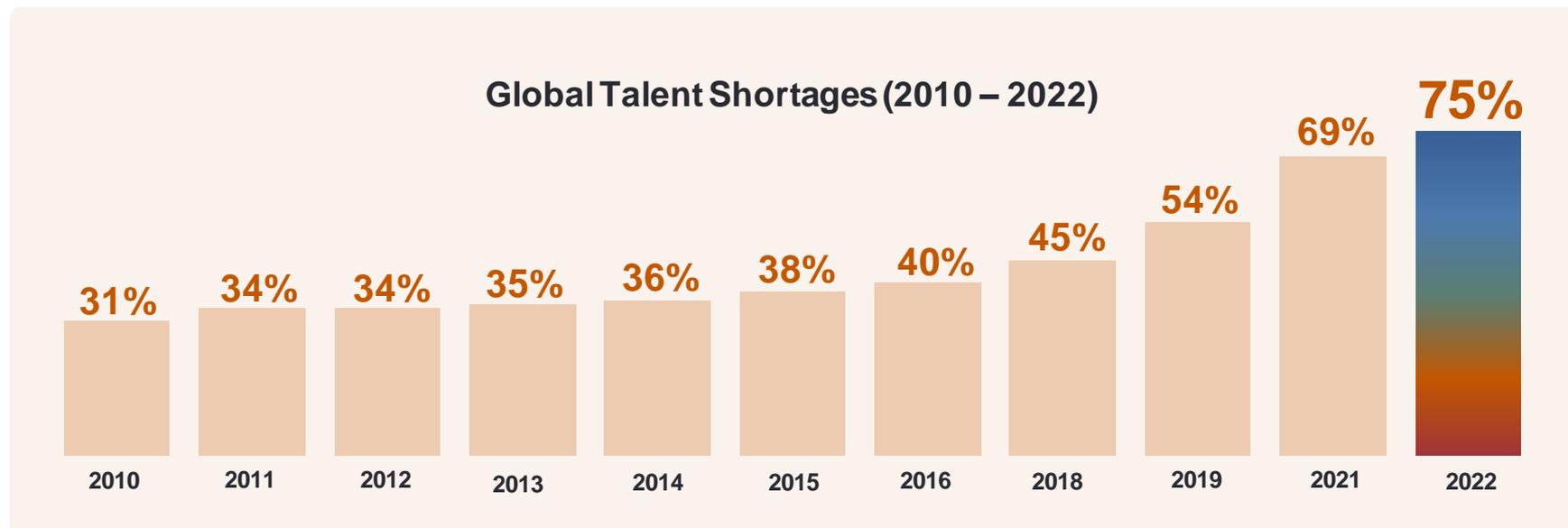


**GLOBAL  
TALENT  
SHORTAGES:**

Hiring optimism is being tempered by the highest levels of global talent shortages in 16 years.

# Global Talent Shortages Reach 16-Year-High

Three in four employers globally report difficulty finding the talent they need in 2022, strengthening +6 percentage points year-over-year and double the difficulty in 2010 (31%).

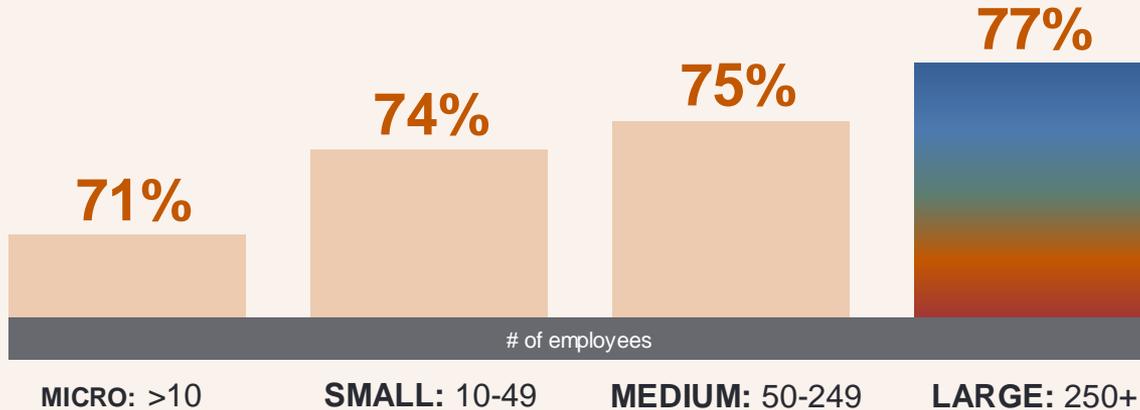


Explore the Talent Shortage Data at [manpowergroup.com/talent-shortage](https://www.manpowergroup.com/talent-shortage)

# Bigger Companies, Bigger Challenges

Shifting demographics, including shrinking birth rates and the rise in early retirees, means talent is scarcer than ever before.

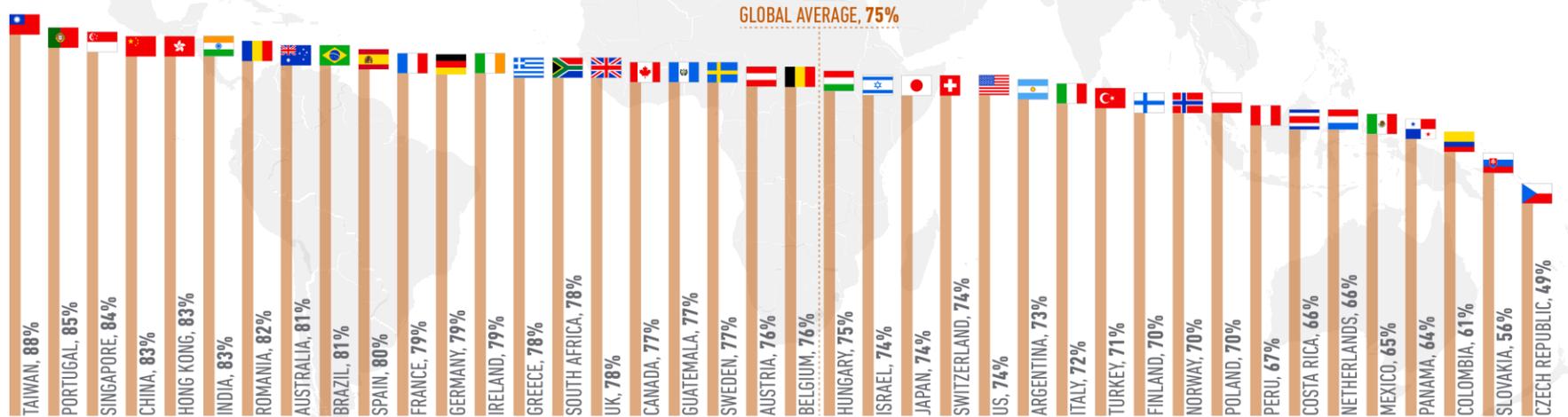
**Difficulty Filling Roles by Company Size**



Explore the Talent Shortage Data at [manpowergroup.com/talent-shortage](https://www.manpowergroup.com/talent-shortage)

# Talent Shortages Around The World

Employers report difficulty filling open roles, with the biggest impacts being felt in Taiwan, Portugal, Singapore, China, Hong Kong, and India.



# TOP FIVE IN-DEMAND ROLES

[EXPLORE THE DATA](#)

Whoever holds the talent holds the future. These are the most sought-after professions by employers globally.

**1** IT & DATA



**2** SALES & MARKETING



**3** OPERATIONS & LOGISTICS



**4** MANUFACTURING & PRODUCTION



**5** CUSTOMER FACING & FRONT OFFICE



# TOP FIVE SOFT SKILLS

[EXPLORE THE DATA](#)

As every aspect of life becomes more tech enabled, human strengths stand out in the digital age.

**1** RELIABILITY &  
SELF-DISCIPLINE



**2** RESILIENCE &  
ADAPTABILITY



**3** REASONING &  
PROBLEM-SOLVING



**4** CREATIVITY &  
ORIGINALITY



**5** CRITICAL THINKING  
& ANALYSIS

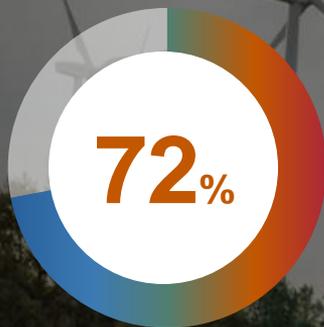




# HOW TODAY'S TRENDS ARE IMPACTING JOBS:



Talent Shortages, Employer Expectations  
& Top Soft Skills Needed By Industry



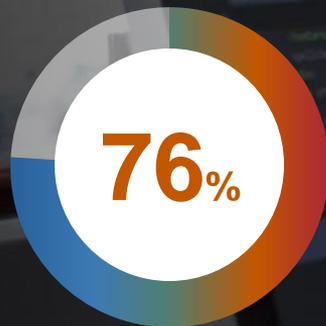
of Construction Employers reporting difficulty finding the skills required

This talent shortage coincides with nearly half (46%) wanting to add to their staff during the third quarter and 14% expecting various decreases.

Once seasonally adjusted, the Net Employment Outlook (NEO) is 33%, strengthening by 17 percentage points year-over-year and 6 percentage points quarter-over-quarter.

## TOP 5 SOFT SKILLS CONSTRUCTION EMPLOYERS ARE SEEKING

- 1 RELIABILITY & SELF-DISCIPLINE** 
- 2 COLLABORATION & TEAMWORK** 
- 3 RESILIENCE & ADAPTABILITY** 
- 4 CREATIVITY & ORIGINALITY** 
- 5 REASONING & PROBLEM-SOLVING** 



**of IT & Technology  
Employers  
reporting difficulty  
finding the  
skills required**

This talent shortage coincides with over half (57%) wanting to add to their staff during the third quarter and 13% expecting various decreases.

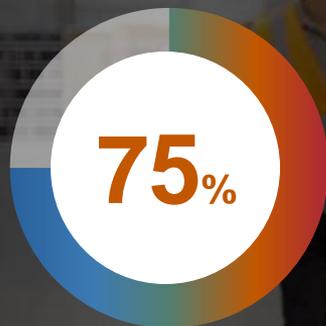
Once seasonally adjusted, the Net Employment Outlook (NEO) is 44%, strengthening by 23 percentage points year-over-year and 4 percentage points quarter-over-quarter.

## **TOP 5 SOFT SKILLS IT & TECHNOLOGY EMPLOYERS ARE SEEKING**

- 1 CRITICAL THINKING & ANALYSIS** 
- 2 CREATIVITY & ORIGINALITY** 
- 3 REASONING & PROBLEM-SOLVING** 
- 4 RELIABILITY & SELF-DISCIPLINE** 
- 5 RESILIENCE & ADAPTABILITY** 



# WHOLESALE & RETAIL TRADE



of Wholesale & Retail Trade Employers reporting difficulty finding the skills required



This talent shortage coincides with nearly half (46%) wanting to add to their staff during the third quarter and 14% expecting various decreases.

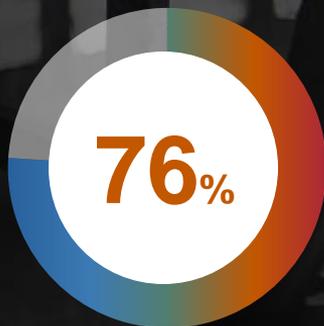
Once seasonally adjusted, the Net Employment Outlook (NEO) is 32%, strengthening by 19 percentage points year-over-year and 3 percentage points quarter-over-quarter.

## TOP 5 SOFT SKILLS WHOLESALE & RETAIL TRADE EMPLOYERS ARE SEEKING

- 1 RELIABILITY & SELF-DISCIPLINE
- 2 RESILIENCE & ADAPTABILITY
- 3 REASONING & PROBLEM-SOLVING
- 4 COLLABORATION & TEAMWORK
- 5 CREATIVITY & ORIGINALITY



# MANUFACTURING



of Manufacturing Employers reporting difficulty finding the skills required

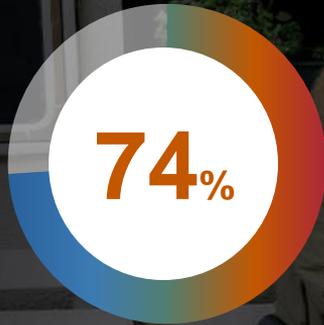
This talent shortage coincides with nearly half (48%) wanting to add to their staff during the third quarter and 16% expecting various decreases.

Once seasonally adjusted, the Net Employment Outlook (NEO) is 33%, strengthening by 18 percentage points year-over-year and 2 percentage points quarter-over-quarter.



## TOP 5 SOFT SKILLS MANUFACTURING EMPLOYERS ARE SEEKING

- 1 RELIABILITY & SELF-DISCIPLINE
- 2 CREATIVITY & ORIGINALITY
- 3 RESILIENCE & ADAPTABILITY
- 4 REASONING & PROBLEM-SOLVING
- 5 CRITICAL THINKING & ANALYSIS



of Restaurant & Hotel Employers reporting difficulty finding the skills required

This talent shortage coincides with nearly half (47%) wanting to add to their staff during the third quarter and 16% expecting various decreases.

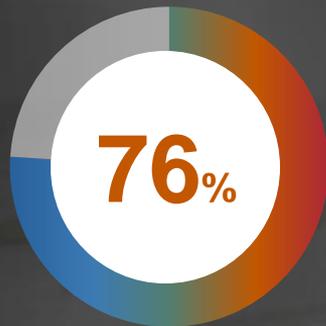
Once seasonally adjusted, the Net Employment Outlook (NEO) is 23%, remaining consistent year-over-year and strengthening by 3 percentage points quarter-over-quarter.



**TOP 5**  
SOFT SKILLS  
RESTAURANT &  
HOTEL EMPLOYERS  
ARE SEEKING

- 1** RELIABILITY & SELF-DISCIPLINE 
- 2** RESILIENCE & ADAPTABILITY 
- 3** CREATIVITY & ORIGINALITY 
- 4** REASONING & PROBLEM-SOLVING 
- 5** COLLABORATION & TEAMWORK 

# EDUCATION, HEALTH, SOCIAL WORK & GOVERNMENT



76% of Education, Health, Social Work & Government Employers reporting difficulty finding the skills required

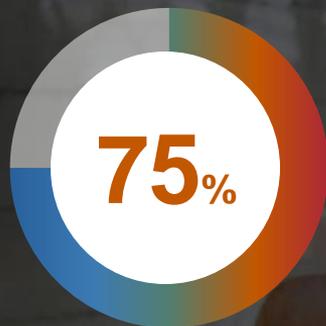
This talent shortage coincides with nearly half (41%) wanting to add to their staff during the third quarter and 16% expecting various decreases.

Once seasonally adjusted, the Net Employment Outlook (NEO) is 25%, strengthening by 11 percentage points year-over-year and 1 percentage points quarter-over-quarter.



## TOP 5 SOFT SKILLS EDUCATION, HEALTH, SOCIAL WORK & GOVERNMENT EMPLOYERS ARE SEEKING

- 1 RESILIENCE & ADAPTABILITY 
- 2 RELIABILITY & SELF-DISCIPLINE 
- 3 CRITICAL THINKING & ANALYSIS 
- 4 COLLABORATION & TEAMWORK 
- 5 REASONING & PROBLEM SOLVING 



of Banking & Finance Employers reporting difficulty finding the skills required



This talent shortage coincides with more than half (52%) wanting to add to their staff during the third quarter and 14% expecting various decreases.

Once seasonally adjusted, the Net Employment Outlook (NEO) is 38%, strengthening by 24 percentage points year-over-year and 7 percentage points quarter-over-quarter.

## TOP 5 SOFT SKILLS BANKING & FINANCE EMPLOYERS ARE SEEKING

- 1 RELIABILITY & SELF-DISCIPLINE
- 2 CRITICAL THINKING & ANALYSIS
- 3 RESILIENCE & ADAPTABILITY
- 4 REASONING & PROBLEM-SOLVING
- 5 CREATIVITY & ORIGINALITY



*“As we emerge from the pandemic, this is our collective opportunity to act with urgency, to scale bold, disruptive ideas and collaborations across business, government and education. And now is the time to reshape a better, brighter future for workers – one that is more skilled, more diverse, and more wellbeing-orientated than we could ever have imagined.”*

**– Jonas Prising, Chairman & CEO**

A group of four diverse professionals (three women and one man) are seated around a wooden table in a meeting. They are smiling and looking at each other, engaged in conversation. The woman on the left is a Black woman with dark curly hair, wearing a light-colored blazer. The woman in the middle is wearing a grey hijab and a grey top. The woman on the right is an Asian woman with long dark hair, wearing a white ribbed turtleneck. The man on the far right is a Black man with short hair, wearing a grey cardigan over a white shirt. The table has several items on it, including a laptop, a notebook, a pen, a glass of water, and a coffee cup. The background is a blurred office setting with bookshelves and plants.

**ABOUT THE  
MANPOWERGROUP  
EMPLOYMENT  
OUTLOOK SURVEY**

# About the ManpowerGroup Employment Outlook Survey

[EXPLORE THE DATA](#)

The ManpowerGroup Employment Outlook Survey is the most comprehensive, forward-looking employment survey of its kind, used globally as a key economic indicator. The Net Employment Outlook is derived by taking the percentage of employers anticipating an increase in hiring activity and subtracting from this the percentage of employers expecting a decrease in hiring activity. Running since 1962, various factors underpin the success of the Survey:

## Unique

It is unparalleled in its size, scope, longevity and area of focus. 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 more than 40,000 public and private employers across 40 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 six 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 2022 as compared to the current quarter?"

## Survey Methodology

The methodology used to collect the data for the Employment Outlook has been digitized in 40 markets for the Q3 2022 report.

Responses prior to Q1 2022 were contacted via telephone and are now collected in a double opt-in online panels where members 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.

# ManpowerGroup Solutions Across the Entire HR Life Cycle



**Workforce Consulting & Analytics**



**Workforce Management**



**Talent Resourcing**



**Career Management**



**Career Transition**



**Top Talent Attraction**



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Solutions  
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