



# MANPOWERGROUP EMPLOYMENT OUTLOOK SURVEY

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



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# GLOBAL HIRING PLANS RECOVER FOR Q4

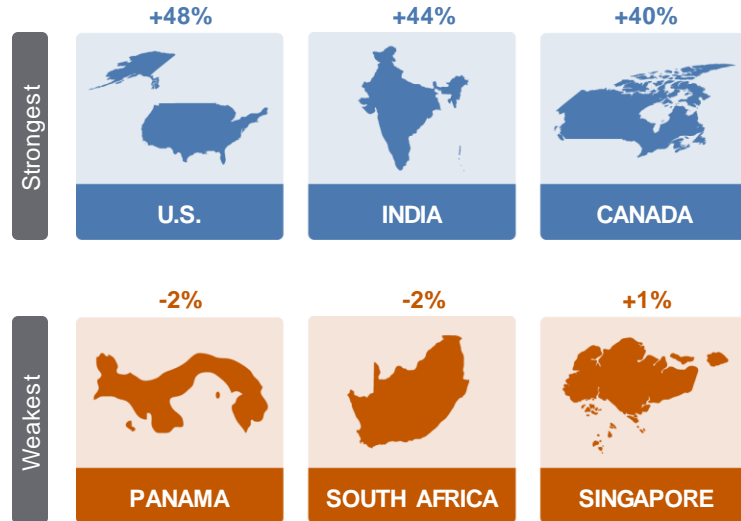


We asked nearly 45,000 employers in 43 countries about their hiring plans for Q4:

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.**

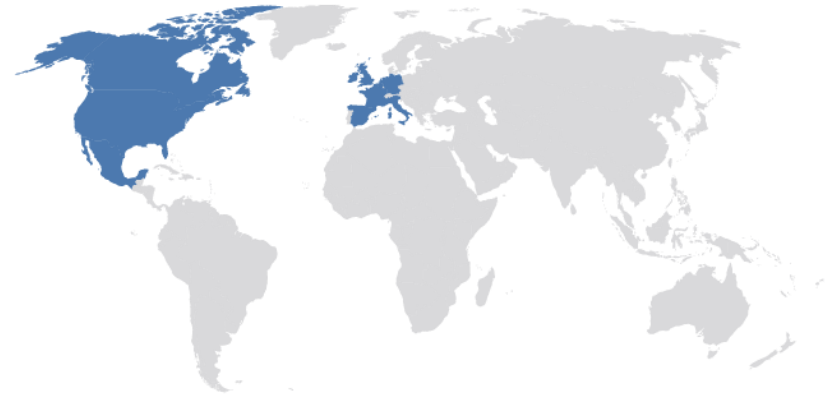
# Strongest Global Hiring Outlooks Reported Since Beginning of the COVID-19 Pandemic

## The Strongest & Weakest Hiring Prospects for Q4 2021:



## Record Hiring Intentions Globally:

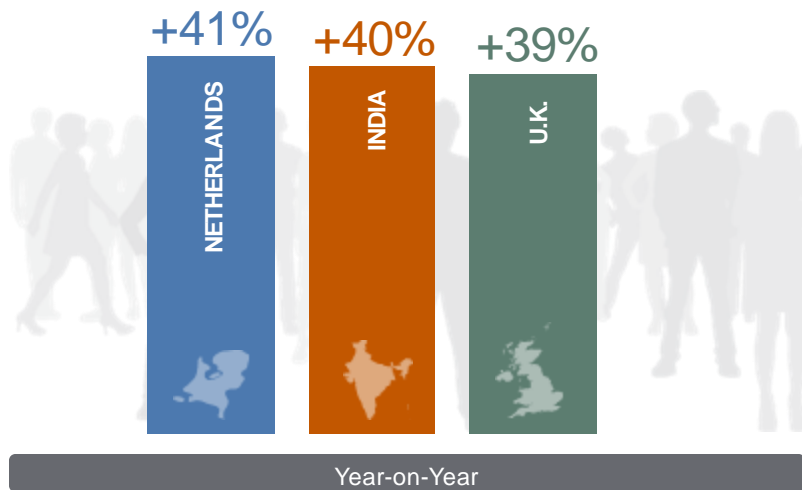
11 Markets reported their highest hiring outlook since the survey began in 1962.



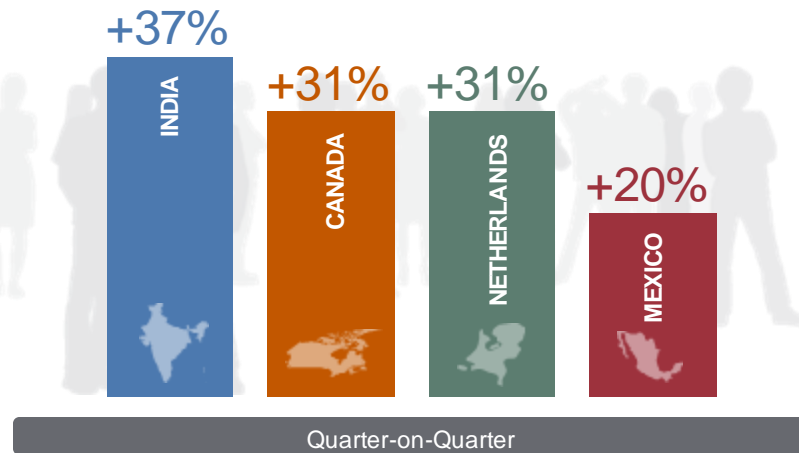
CANADA, MEXICO, U.S., BELGIUM, FRANCE, GERMANY, IRELAND, ITALY, NETHERLANDS, SPAIN, U.K.

# 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.

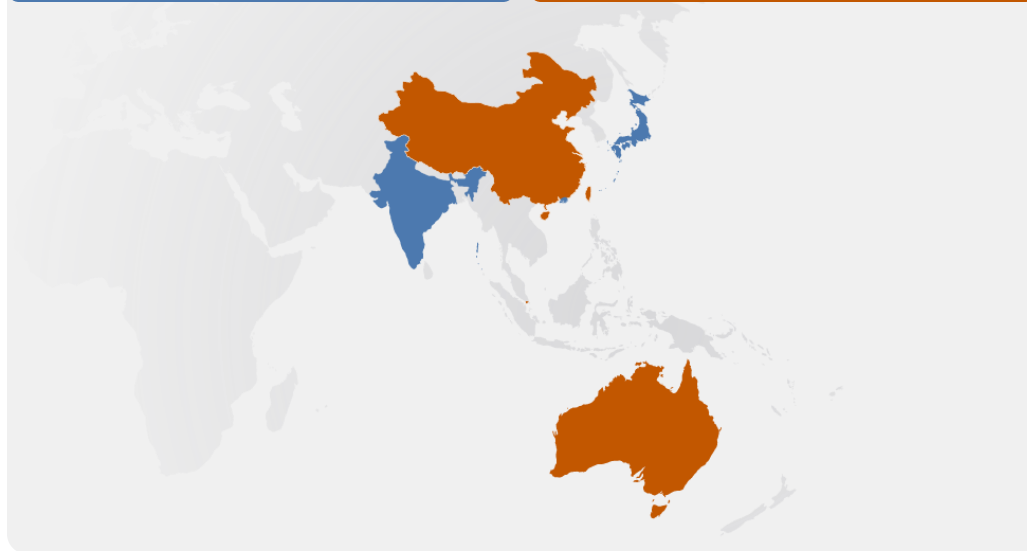
Singapore expects hiring intentions to dip in five out of seven industry sectors, with wholesale and trade experiencing its worst outlook since the survey began (-20%).

## STRONGEST HIRING INTENTIONS:

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

## WEAKEST HIRING INTENTIONS:

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





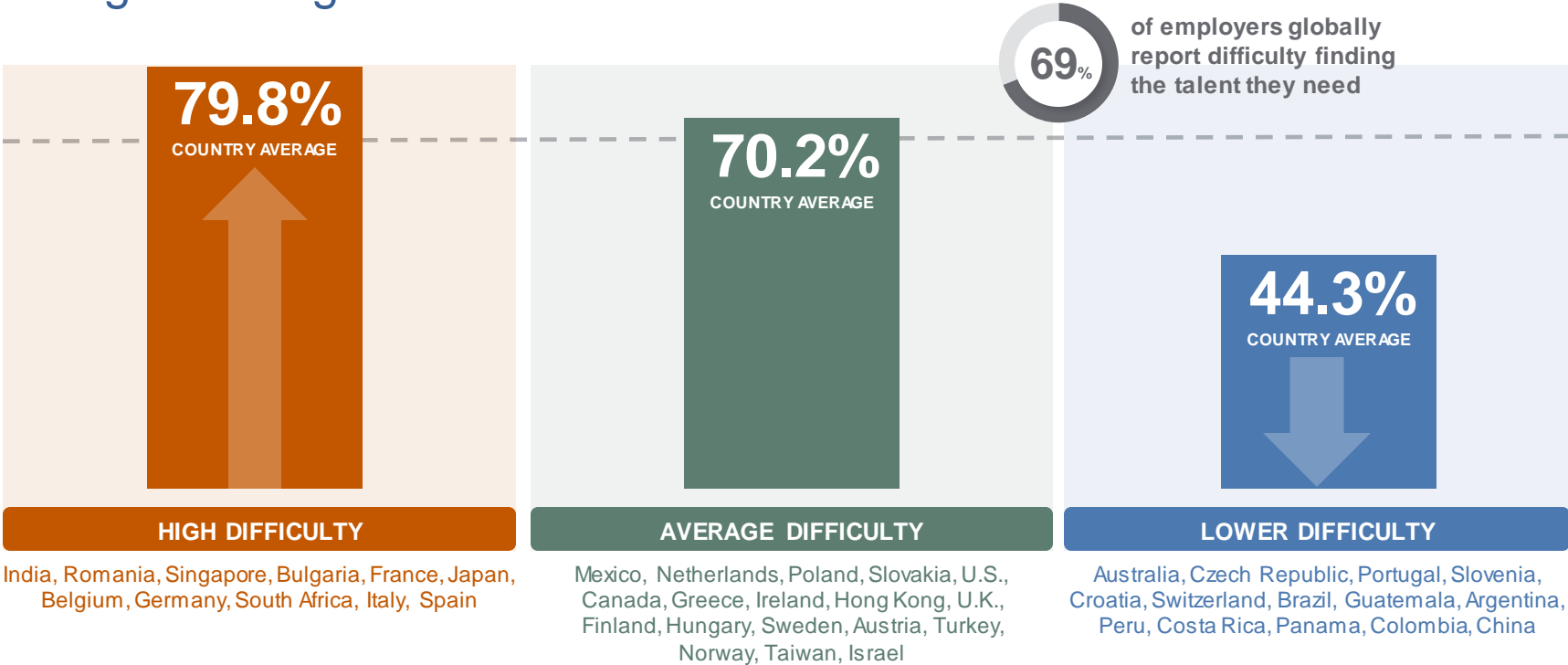


# THE GLOBAL TALENT SHORTAGE SHOWS NO SIGN OF SLOWING DOWN



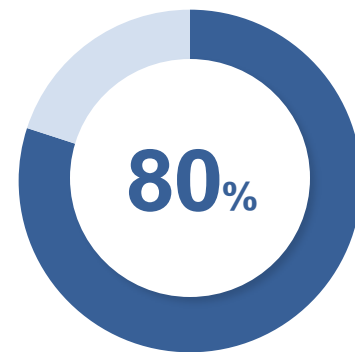
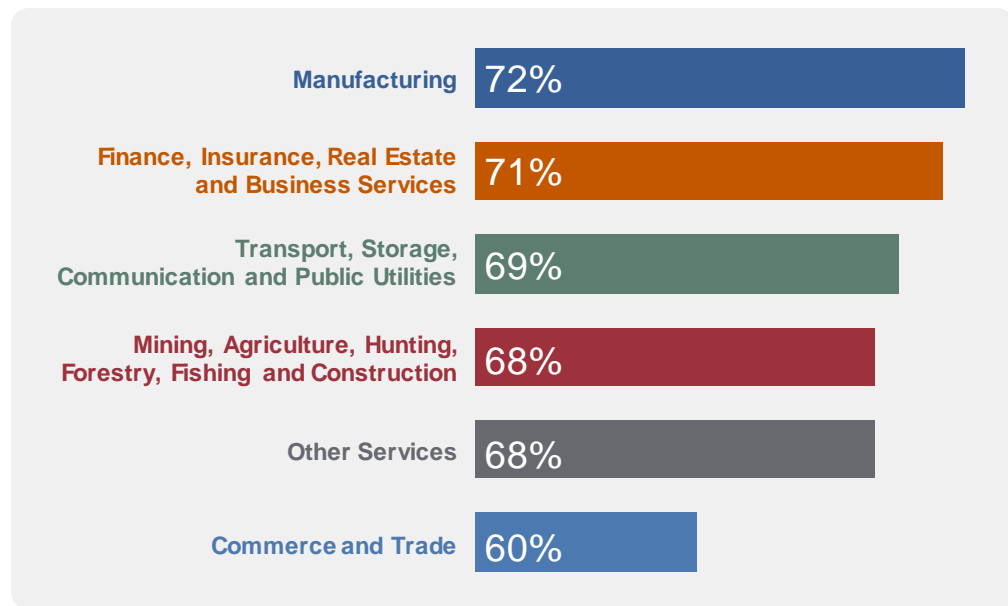
**69% of employers cannot find the skills that they need.** This figure is a 15-year-high, now running for 2 consecutive quarters.

# 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:



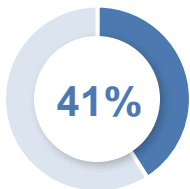
Among organizations planning to increase headcount in the next quarter, **80% struggle to fill jobs due to a lack of skilled talent.**



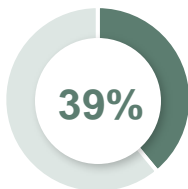
# SKILLS DEVELOPMENT, INCREASED WAGES AND GREATER WORK FLEXIBILITY:

Top strategies to attract and retain talent

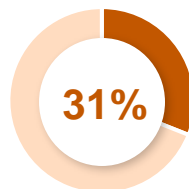
# Companies Are Offering Multiple Incentives to Attract & Retain In-Demand Talent



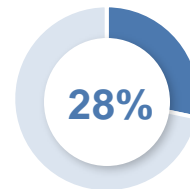
OFFER TRAINING,  
SKILLS DEVELOPMENT  
OR MENTORING



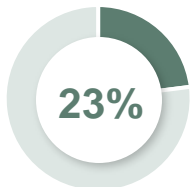
OFFER MORE  
FLEXIBLE WORK  
SCHEDULES



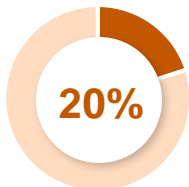
INCREASED  
WAGES



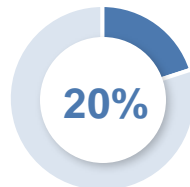
OFFER MORE  
FLEXIBLE WORKING  
LOCATIONS



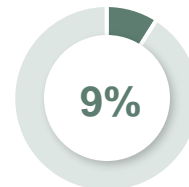
OFFER INCENTIVES  
(JOINING BONUSES)



OFFER MORE NON-  
FINANCIAL BENEFITS  
(VACATION)



LOWER JOB SKILLS  
OR EXPERIENCE  
REQUIREMENTS



ELIMINATE JOB  
SCREENING OR  
DRUG TESTS



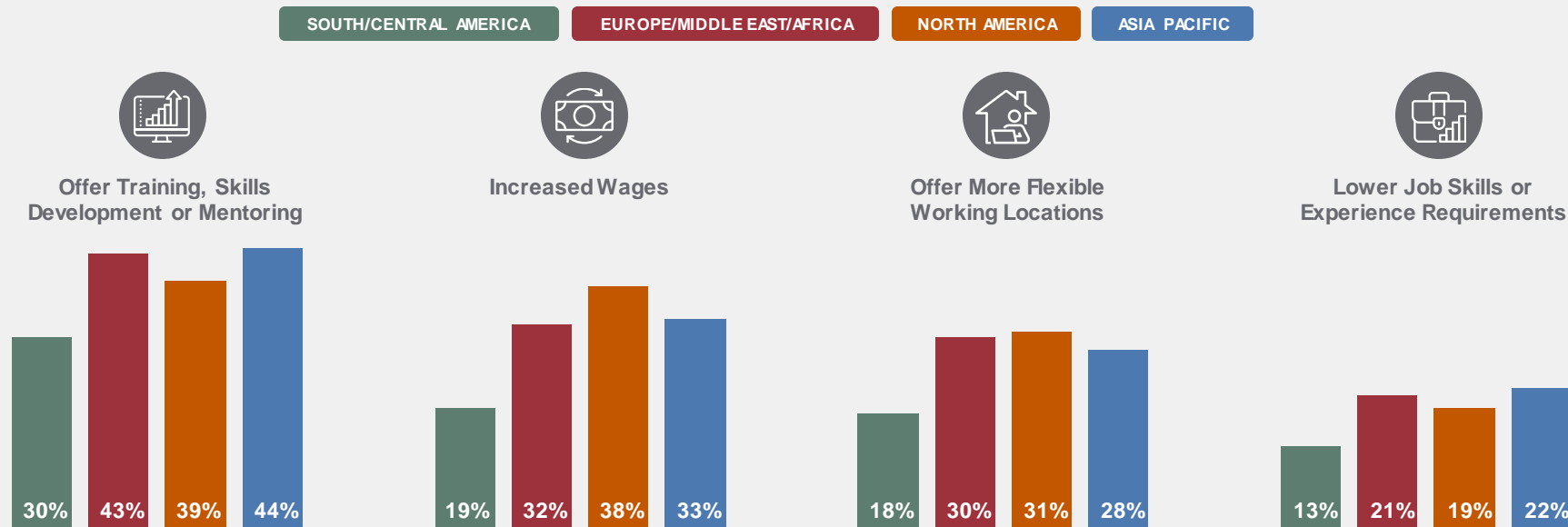
# INCENTIVES OFFERED ALIGN ACROSS REGIONS, YET DIFFER BY SECTOR

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

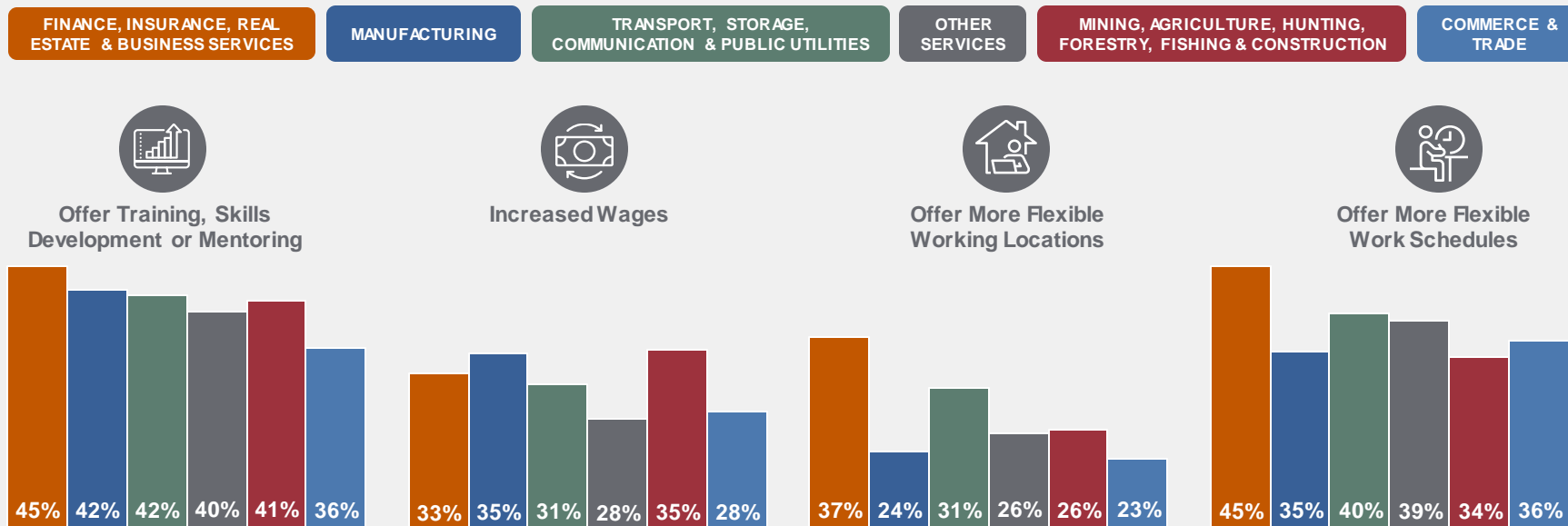
The strongest incentive provided by employers across all regions is to **offer training, skills development or mentoring**. Organizations in South and Central America offer less incentives than other regions.





# 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**

**39%**

compared to **31%** across organizations



**Offer Training, Skills  
Development or Mentoring**

**48%**

compared to **41%** across organizations



**Offer More Flexible  
Work Schedules**

**45%**

compared to **39%** across organizations



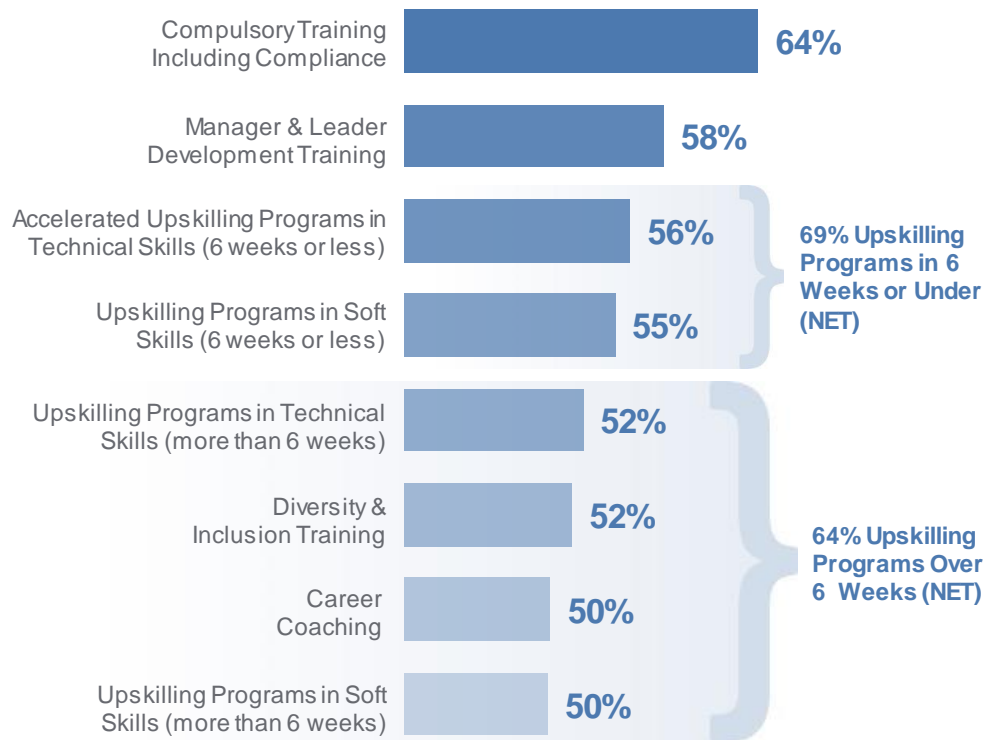
# **WHEN SKILLS DEVELOPMENT MATTERS MOST, EMPLOYERS ARE PRIORITIZING LEADERSHIP DEVELOPMENT AND TECHNICAL SKILLS**



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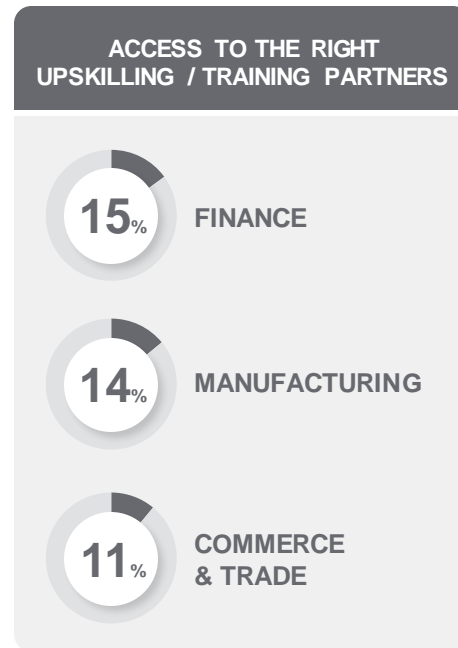
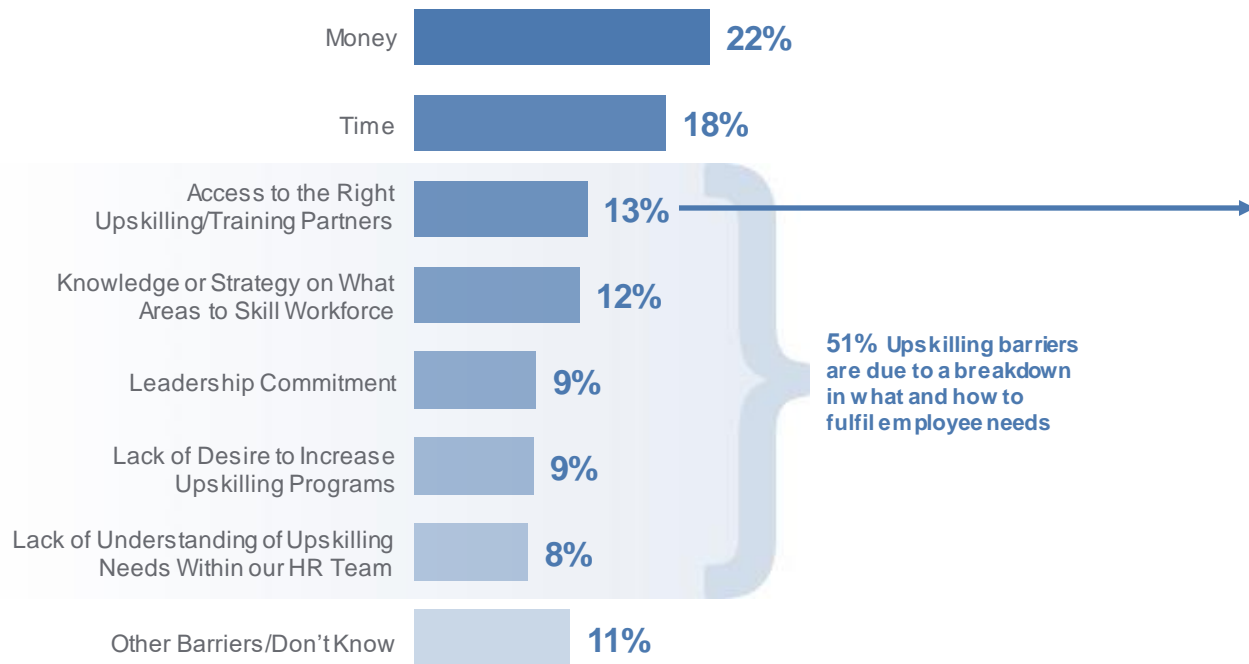
**WHEN ASKED ABOUT BARRIERS  
TO UPSKILLING EMPLOYEES, ONLY  
22% OF EMPLOYERS SAID FUNDING  
WAS THE BIGGEST FACTOR**



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

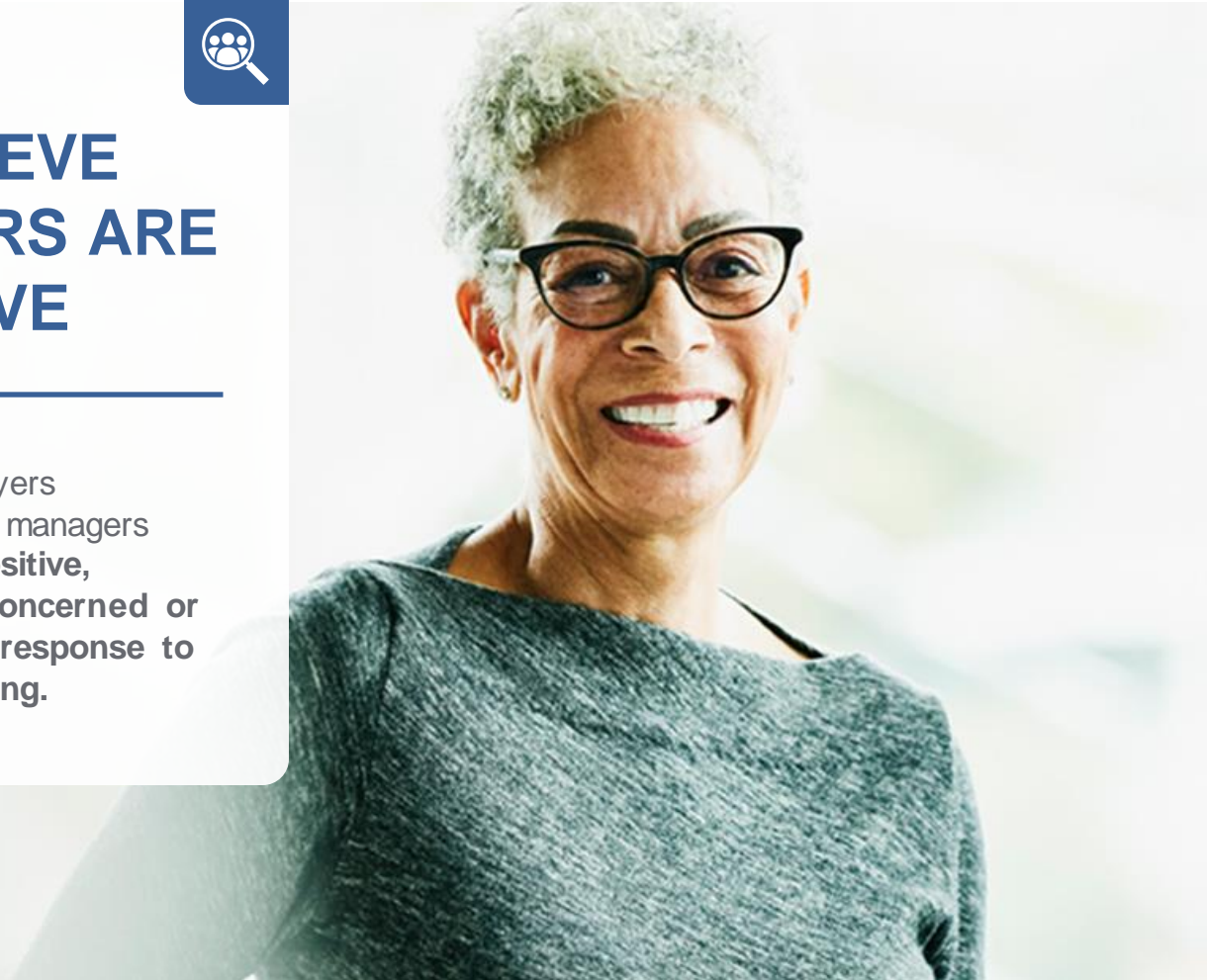




# EMPLOYERS GLOBALLY BELIEVE THEIR MANAGERS ARE FEELING POSITIVE



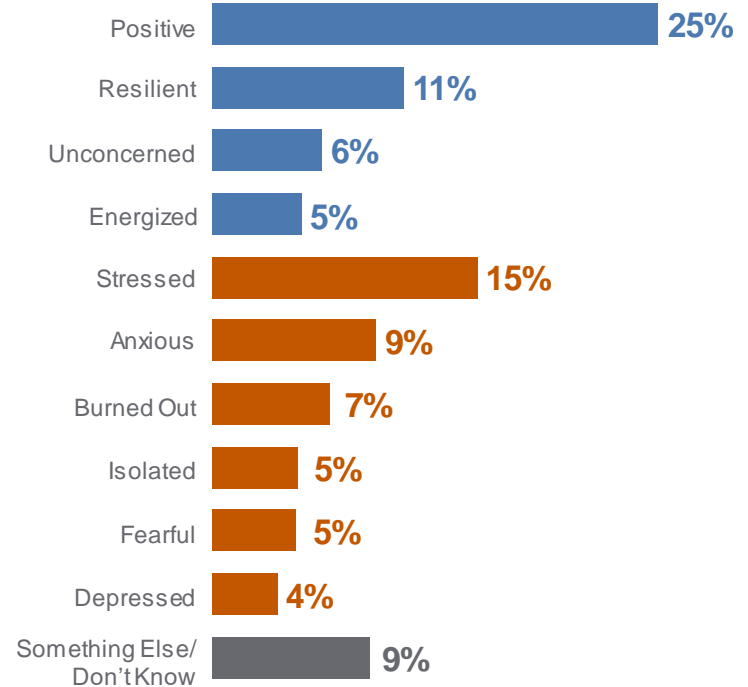
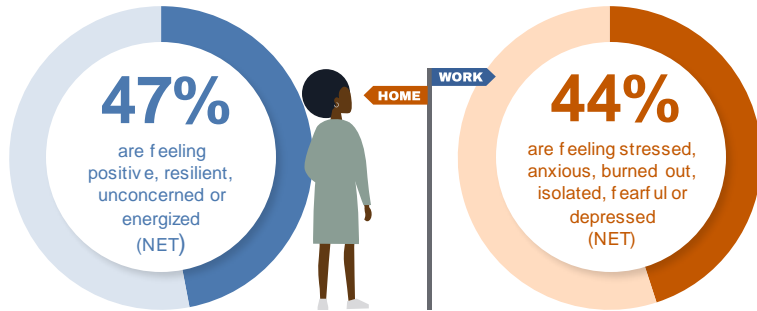
47% of employers  
perceive their managers  
are feeling **positive**,  
**resilient**, **unconcerned** or  
**energized** in response to  
remote working.



# 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.





# 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



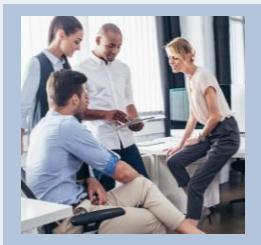
Cultivate communities of talent outside the organization



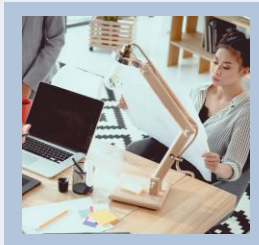
Help people move on or move up to new roles within the organization



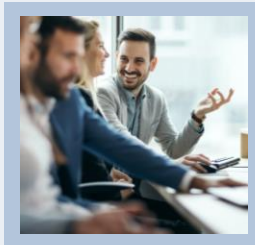
# ManpowerGroup Provides Solutions Across the Entire HR Life Cycle



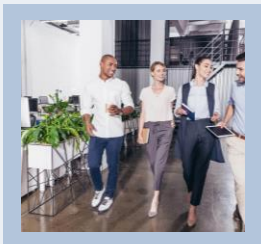
**Workforce Consulting & Analytics**



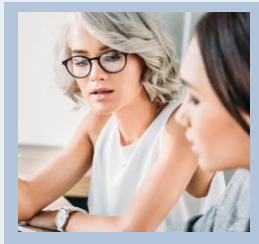
**Workforce Management**



**Talent Resourcing**



**Career Management**



**Career Transition**



**Attracting Top Talent**

# EXPLORE THE DATA:

[manpowergroup.com/meos](https://manpowergroup.com/meos)



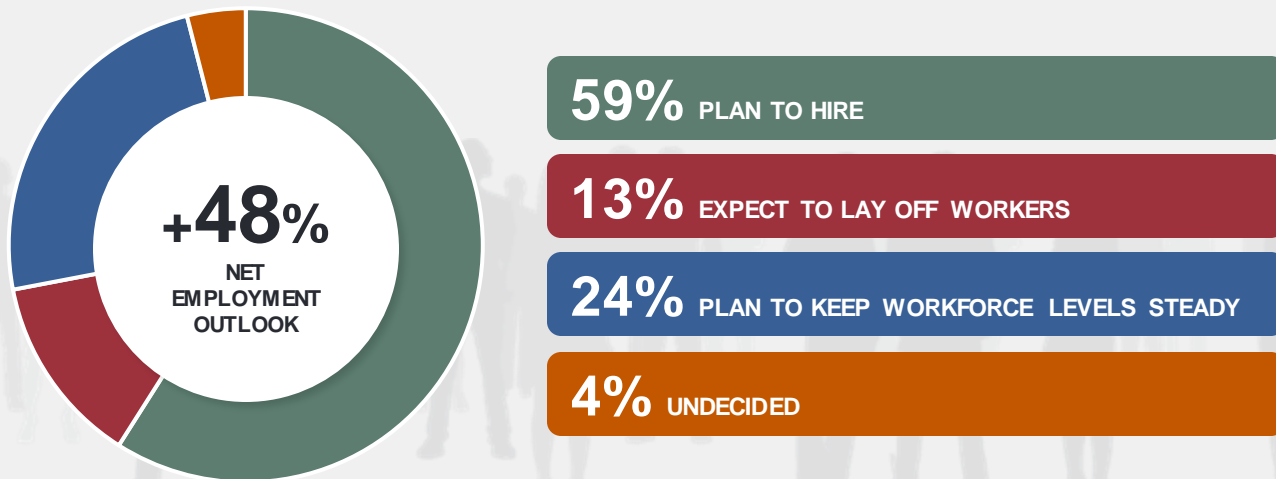


# APPENDIX



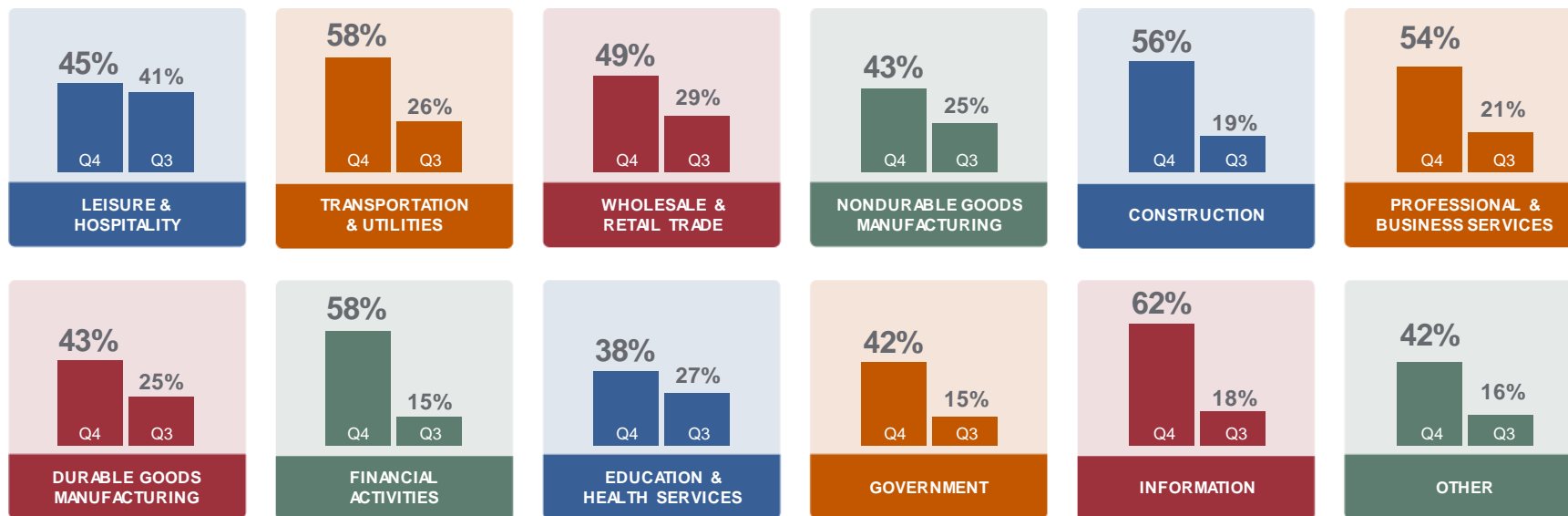
# Employer Hiring Expectations for October - December

U.S. employers expect a booming labor market in the final quarter of 2021, reporting a **Net Employment Outlook of +48%**. Hiring intentions strengthen both quarter-over-quarter and year-over-year, increasing by 23 and 34 percentage points, respectively.



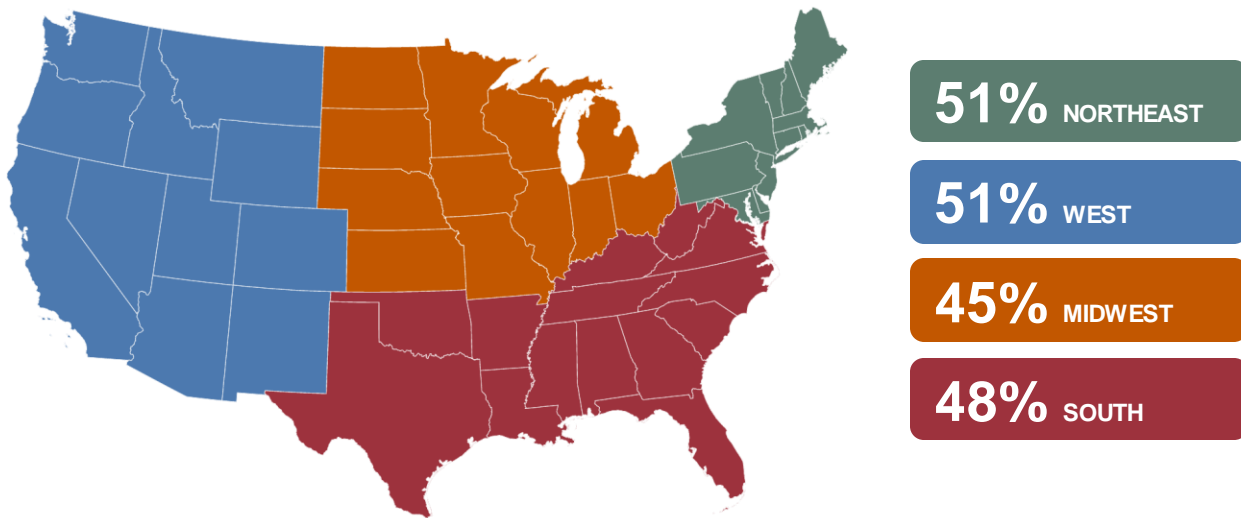
# Historical Growth Across All 12 Industries

Hiring prospects are the strongest since analysis by sector was introduced – 1982 for five original industry sectors (Construction, Transportation & Utilities, Wholesale & Retail Trade, Durable and Nondurable Goods Manufacturing) and 2009 for the remaining seven sectors.



# Strongest Hiring Outlooks Across All Regions Since the Survey Began

**Workforce gains are anticipated in all four U.S. regions during the final quarter of 2021**, strengthening in all four when compared with both 3Q 2021 and last year at this time.



# Large U.S. Organizations Face the Most Difficulty Filling Roles

