



Global Data

The Future of Work and Skills

In today's Skills Revolution, technology is transforming organizations, and skills needs are changing rapidly, accelerating a global talent shortage that threatens productivity, sustainability and growth. Organizations should adopt integrated workforce strategies to secure the skilled talent needed for today and tomorrow.

Global Talent Shortages Reach 12-Year High

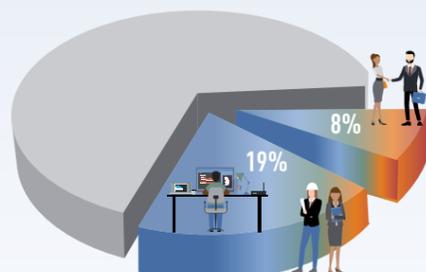
Talent Shortage Over Time

45% of employers around the world are having difficulties filling jobs



Fueled by a Skills Gap

27% of employers globally say applicants lack either the hard skills (19%) or human strengths (8%) they need.



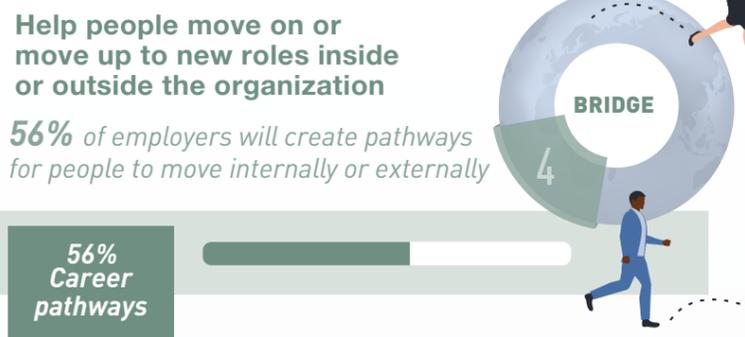
Today's Workforce Challenges



Adopting Integrated Talent Strategies

How Organizations are Addressing the Skills Revolution

94% of employers are pursuing one or more of the following **BUILD, BUY, BORROW** and **BRIDGE** talent strategies to secure the skills they need to overcome talent shortages and compete in the digital age.



Finding Skilled Talent

Total Workforce Index™

The **Total Workforce Index (TWI)** measures the relative ease of sourcing, hiring and retaining a workforce in competing labor markets around the world.

What is Scored:

The Total Workforce Index scores each market on more than **90 unique factors** which are tracked for 75 global workforce markets.

Indicators:

Each statistical factor is carefully weighted and grouped under one of **four categories** that provide the best indicators for talent:



Segmenting the Data:

The TWI segments **data by contingent and permanent workers** to provide deeper insights rather than clustering into a broad demographic analysis.

Learn More about the Future of Work and Skills at:

manpowergroup.com/futureofworkandskills