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TRENDS IN THE WORLD OF WORK

ManpowerGroup Study: 'The Great Realization' – The World of Work: the Paradigm Shift

Flexibility, Protection, Search for meaning... workers around the world are formulating their aspirations for a changing world of work

Brussels, Belgium, 29th April 2022 - The world of work as we used to know it will soon be no more. With the pandemic as a catalyst for profound transformation, 2022 will be a pivotal year for businesses worldwide. Sensing the wind of change, ManpowerGroup met up with 5,000 workers around the world to decipher this shift and help all stakeholders active in the labour market to make the change without further delay. The study *"The Great Realization"* reveals 20 trends in the world of work in the future, based on four key themes: employee aspirations, business transformation, talent shortages and the rise of technology. Deciphering.

In 2020, UN Secretary General António Guterres has warned of the upheaval that the world of work would experience as a result of the crisis. We have seen how this revolution has been confirmed and how it requires companies around the world to reinvent themselves without delay. As the study "The Great Realization" makes clear, *"the trends driving the current transformation are not new, but their urgency is unprecedented"*. The study provides a better understanding of the changes that need to be made without delay. The objectives to be achieved? Responding to the new expectations of talents to attract and retain them, taking the digital turn and being socially and environmentally responsible.

"Our businesses must transform, become more agile, more resilient, more sustainable, more engaged, in an unpredictable and increasingly competitive environment. Our study allows each organisation to confront the 20 trends identified worldwide, and then create a new working charter. What is certain is that there are no ready-made solutions. Listening more closely to individual needs, a willingness to continuously reinvent themselves and a clear vision of the challenges of digital and environmental transitions will help today's companies to become tomorrow's leaders," says Sébastien Delfosse, Managing Director of ManpowerGroup BeLux.

Flexibility is now a must

Unsurprisingly, the survey shows that flexibility is now deeply rooted in the expectations of workers who want to be able to organise the balance between their professional and personal lives with maximum freedom. As hybrid working becomes the norm, the need for flexibility is not restricted to certain categories of workers as in the past but applies to everyone.

The study shows that:

- 45% of employees want to be able to choose their working hours freely;
- 36% of employees would like to have more days off;
- 35% want to be able to choose their place of work easily;
- Four out of ten people want to choose the days they work remotely and have the flexibility to change these days each week.



Looking for well-being at work and protection

During the pandemic, people also became more aware of their fragility. As a result, they are now looking for better protection in order to build their future with peace of mind. They want employers to show empathy and to care about their well-being, their (mental) health, their financial security as well as their employability.

The study shows that :

- 49% of workers say they would be willing to change companies for better welfare;
- Three out of ten employees would like to be able to take more time off to maintain their well-being and mental health;
- One in four employees give priority to employers who provide benefits such as parental leave or leave for cares;
- 81% of the working population want more training, which is crucial as 58% of them will need to acquire new skills to do their job in the world of tomorrow.

Work must be meaningful

Having talked about the need to organise their daily work to achieve a better quality of life, the people interviewed by ManpowerGroup clearly expressed the desire to engage collectively. Indeed, a growing number of workers - who have also shown themselves to be very concerned and motivated by their work - want to find more meaning in their work. More specifically, this translates into a strong societal commitment on the part of companies, also at the environmental level, a commitment carried by the management and leadership. Conversely, if these expectations are not met, staff will not hesitate to resign.

The ManpowerGroup survey shows that:

- 64% of employees want to contribute to a better society through their work;
- Two out of three want to work for a company whose values they share;
- Three out of four workers want to feel motivated and passionate about their work;
- Seven out of ten think that the work they do is important and want their contributions to be recognised by the management;
- Seven out ten employees think it is important to work with leaders who are trusted and who people want to follow.

ESG, a triple dimension that is gaining importance in companies' strategic plans

In an environment marked by global talent shortages - 69% of employers surveyed by ManpowerGroup worldwide (and 83% in Belgium) say they are having difficulty filling their vacancies - companies need to keep up. The transition to new professions, particularly those linked to digital transformation, must not happen at the expense of the values of parity, diversity and sustainable development. The use of new technologies combined with new human resource management policies should be used to reduce inequalities. Expectations and objectives shared by companies around the world. As two out of three companies surveyed state, the path of transformation will be guided by the common thread of ESG (Environment, Social, Governance). It is true for everyone that through these commitments in the years to come, companies must offer solutions that meet the regulations on carbon neutrality but also allow them to improve their societal impact.

- Six out of ten companies declare that they have integrated their ESG objectives into their mission and strategic plans;
- More than a third of companies have already implemented training on diversity and inclusion issues.

The full study 'The Great Realisation' is available on [manpowergroup.be](https://www.manpowergroup.be)



Study

THE GREAT REALIZATION

The World of Work: the Paradigm Shift

1 EMPLOYEE ASPIRATIONS

Day to day organisation

TOP 3 FLEXIBILITY FACTORS



45% of employees want to be able freely to choose their working hours.

36% of employees would like to have more days off.

35% of employees would like to be able freely to choose their place of work.

Collective engagement



64%

of employees want their work to contribute to a better society.

THREE OUT OF TEN EMPLOYEES

would like to be able to take more time off work to maintain their well-being and 'mental health'.



TWO OUT OF THREE WORKERS

want to work for companies whose values they share.



Although employees want flexibility, it is the actions related to ensuring well-being and health, as well as a company's social and environmental commitment, which engage them in the long term.

2 BUSINESS TRANSFORMATION

SIX OUT OF TEN COMPANIES

have decided to link their ESG (Environment, Social and Governance) objectives to their business mission.

SEVEN OUT OF TEN EMPLOYEES

believe it is important to work with leaders who inspire confidence and who people want to follow.

Companies need to transform, to become more agile, more resilient, more engaged and more responsible in an unpredictable and increasingly competitive environment.

3 THE TALENT SHORTAGE

Talent expectations

Company actions



About ManpowerGroup

ManpowerGroup® (NYSE: MAN), the leading global workforce solutions company, helps organizations transform in a fast-changing world of work by sourcing, assessing, developing and managing the talent that enables them to win. We develop innovative solutions for hundreds of thousands of organizations every year, providing them with skilled talent while finding meaningful, sustainable employment for millions of people across a wide range of industries and skills. Our expert family of brands – Manpower, Experis, Talent Solutions and Jefferson Wells – creates substantial value for candidates and clients across 80 countries and territories and has done so for over 70 years. We are recognized consistently for our diversity - as a best place to work for Women, Inclusion, Equality and Disability. In 2022, ManpowerGroup was named one of the World's Most Ethical Companies for the thirteenth consecutive year. We also earned globally and in Belgium a Platinum and a Gold CSR & sustainability rating on EcoVadis's environmental, social and ethical supplier performance assessment. ManpowerGroup Belgium received the Diversity Label from the Brussels-Capital Region and was named 'Best Staffing, Sourcing & Contingent Workforce Company' at the HR Excellence Awards 2021. All these recognitions confirm our position as the brand of choice for in-demand talent.

See how ManpowerGroup® is powering the future of work à www.manpowergroup.com

Ready for the new era The Human Age, where talent is the engine of the economy? Visit our ManpowerGroup Knowledge Center à www.manpowergroup.be

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