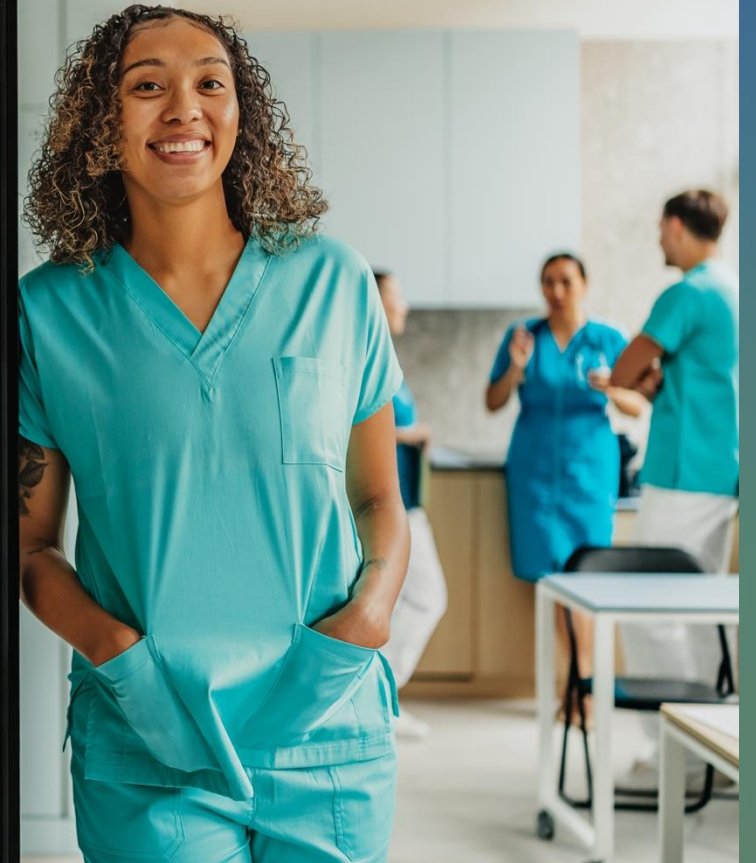


2026

Global Talent Shortage Survey



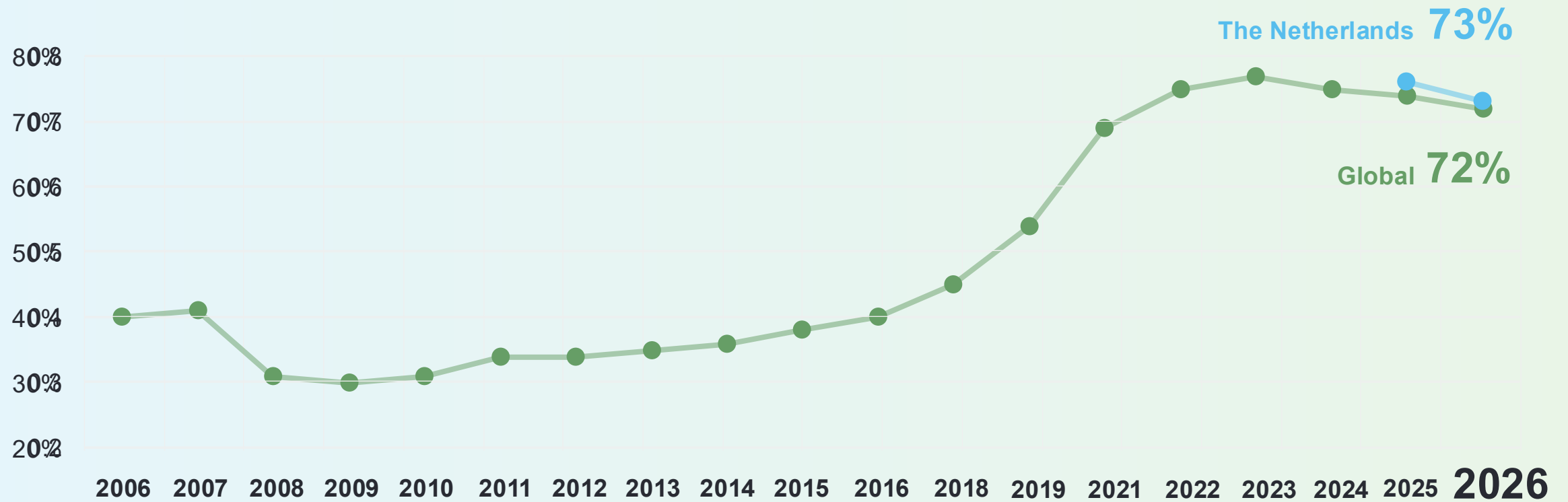


We asked more than 39,000 employers across 41 countries:

- **How much difficulty are you having filling roles?**
- **Which hard skills are the most difficult to find?**
- **Which soft skills are most important?**
- **What are you doing to solve talent shortages?**

The Talent Shortage Over Time

More than seven in ten employers reported difficulty finding the talent they need in 2026, representing a modest improvement (+3pp) from the previous year.



The annual Talent Shortage Survey was not conducted in 2017 and 2020.

Global Talent Shortages Continue Around the World



Employers in **Slovakia**, **Greece**, and **Japan** reported the most acute **difficulty finding skilled talent**.

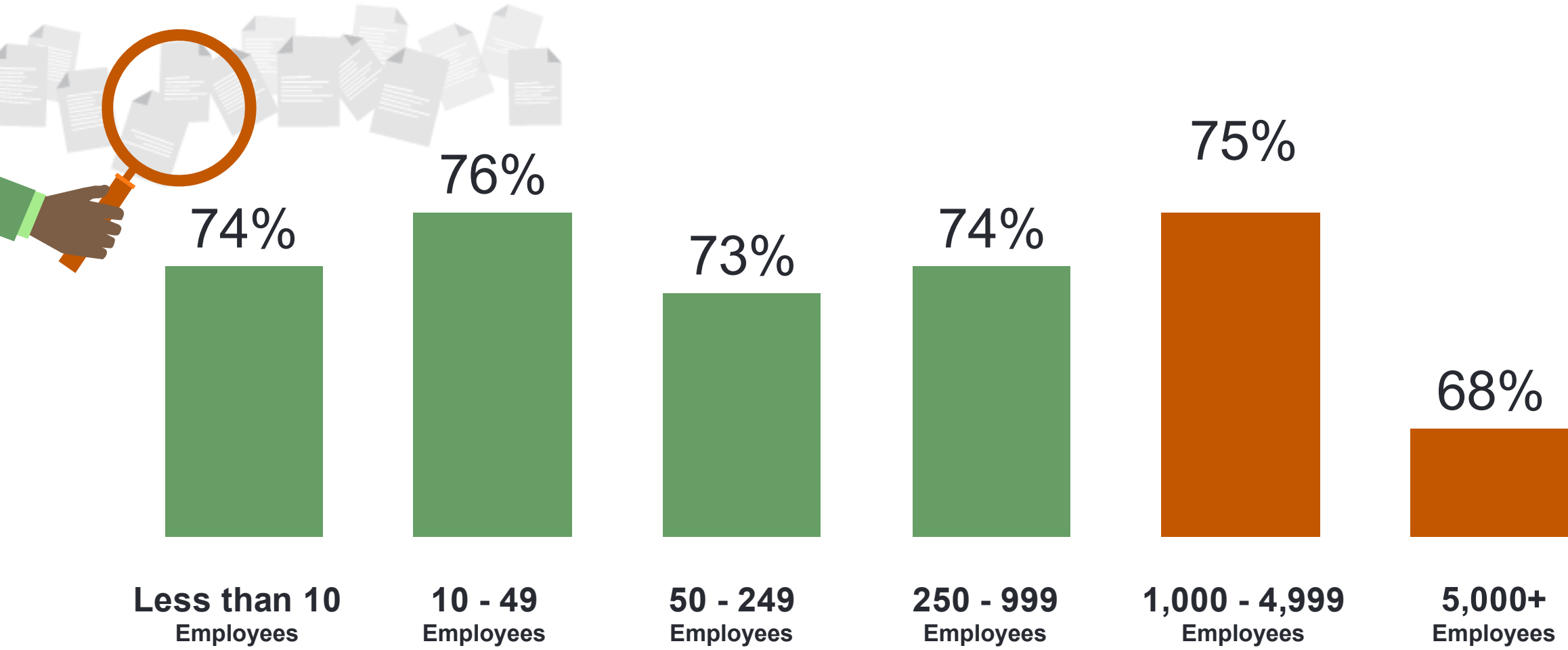


Employers in **China**, **Poland**, and **Finland** were the **least likely to say they were struggling**.

Slovakia	87%	Puerto Rico	75%	Mexico	67%
Greece	84%	France	74%	Hong Kong	66%
Japan	84%	Norway	74%	Australia	65%
Germany	83%	Belgium	73%	Panama	65%
India	82%	Hungary	73%	Argentina	64%
Portugal	82%	Sweden	73%	Peru	63%
Ireland	81%	The Netherlands	73%	Chile	62%
Brazil	80%	U.K.	73%	Guatamala	62%
Romania	79%	Canada	71%	Colombia	61%
Spain	78%	Singapore	71%	Czech Republic	61%
Switzerland	78%	Italy	70%	Finland	60%
Türkiye	78%	U.S.	69%	Poland	57%
U.A.E.	76%	Costa Rica	68%	China	48%
Israel	75%	Taiwan	68%		

● **Global Average 72%**

Talent Shortage by Company Size



Talent Scarcity Across Industries



85%

Professional, Scientific,
and Technical Services



80%

Information



80%

Public Sector, Health, and
Social Services



76%

Construction and Real
Estate



75%

Manufacturing



71%

Hospitality



69%

Finance and Insurance



68%

Trade and Logistics



59%

Utilities and Natural Resources

Most Difficult to Find Hard Skills



Engineering



AI model and application development



Traditional IT/Data



AI Literacy



Operations/Logistics

Most Important Soft Skills



Professionalism & Work Ethic



Communication, Collaboration, & Teamwork



Critical Thinking & Problem-Solving

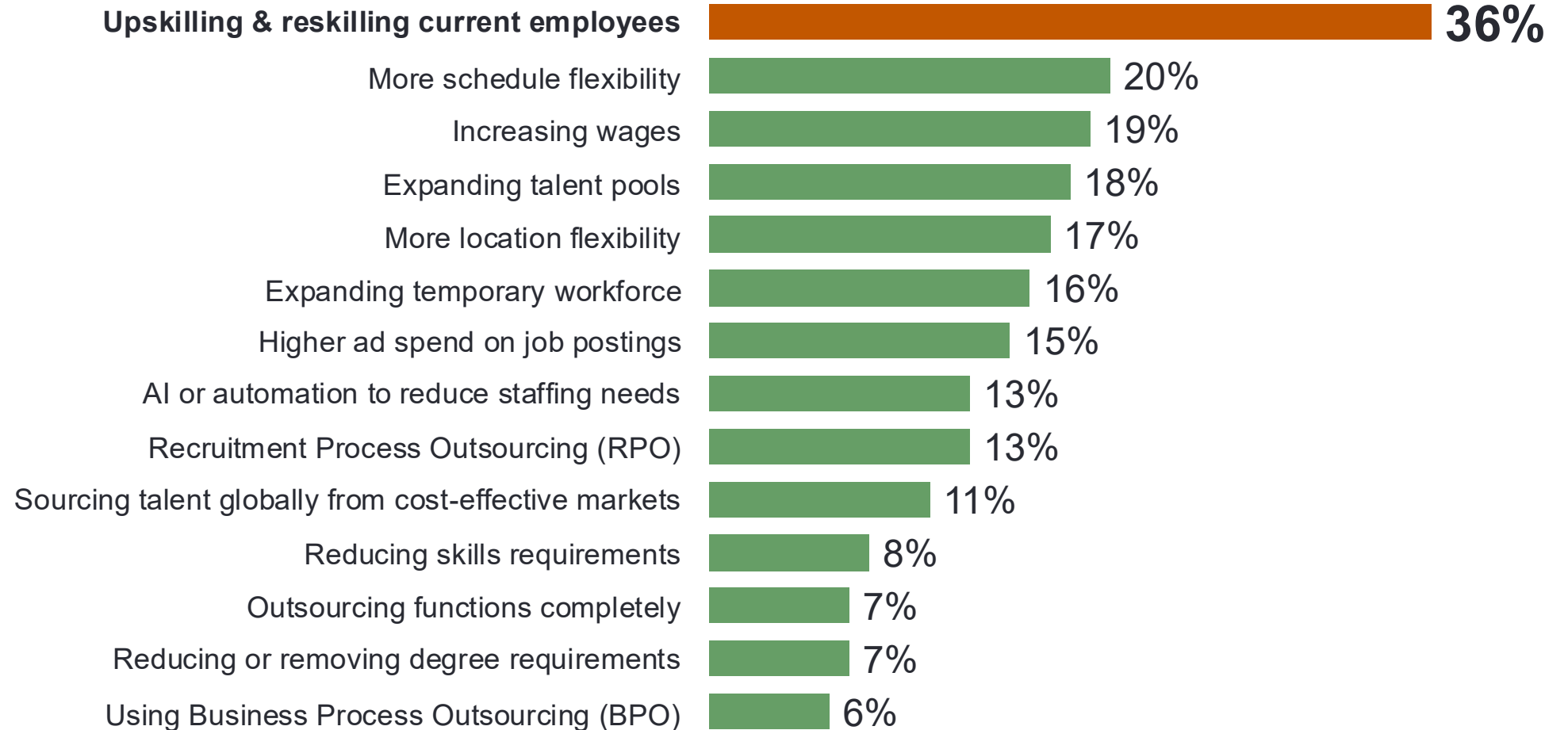


Adaptability & Willingness to Learn



Traditional IT/Data skills

Actions Employers are Taking to Overcome Ongoing Scarcity



Respondents were able to choose more than one option. Therefore, the sum of the percentages is greater than 100%.



About the Survey

Methodology

ManpowerGroup interviewed 39,063 employers in 41 countries: Argentina, Australia, Belgium, Brazil, Canada, Chile, China, Colombia, Costa Rica, Czech Republic, Finland, France, Germany, Greece, Guatemala, Hong Kong, Hungary, India, Ireland, Israel, Italy, Japan, Mexico, The Netherlands, Norway, Panama, Peru, Poland, Portugal, Puerto Rico, Romania, Singapore, Slovakia, Spain, Sweden, Switzerland, Taiwan, Türkiye, United Arab Emirates (U.A.E.), United Kingdom (U.K.), and the United States (U.S.).

The fieldwork was completed between October 1st and 31st, 2025 in all markets.

Forward-Looking Statements

This presentation contains forward-looking statements, including statements regarding labor demand in certain regions, countries, and industries, and economic uncertainty. Actual events or results may differ materially from those contained in the forward-looking statements due to risks, uncertainties, and assumptions. These factors include those found in the Company's reports filed with the SEC, including the information under the heading "Risk Factors" in its Annual Report on Form 10-K for the year ended December 31, 2025, which information is incorporated herein by reference. ManpowerGroup disclaims any obligation to update any forward-looking or other statements in this release, except as required by law.

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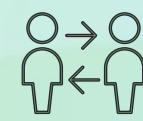
**Workforce
Management**



**Talent
Resourcing**



**Career
Management**



**Career
Transition**



**Top Talent
Attraction**



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