



MANPOWERGROUP EMPLOYMENT OUTLOOK SURVEY

**Strongest Hiring Outlooks Reported Since The
Launch of the Survey in 2003 – *Talent Shortages
Remain at 15 Year High in Belgium***



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LABOR MARKET TRENDS



Labor Market Trends

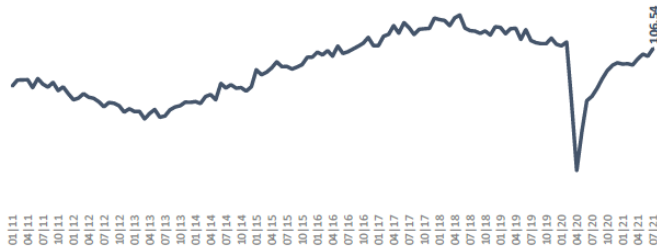


Monthly business survey – August 2021

Business confidence down slightly in August

- Despite a slight dip concerning all branches of activity, business confidence remains high.

FEDERGON INDEX



This index reflects the level of business in the month concerned in comparison with the situation in January 2007 (base 100), on the basis of seasonally adjusted data.



MARKET UPDATE 07/2021

“ACCELERATION OF TAW ACTIVITY IN JULY”

In July, the TAW sector performed significantly better than last month (+2.56%). Compared to July last year there is an increase by +20.39%. The TAW activity is approaching its precrisis level, the activity is -1.22% lower than in July 2019



OPTIMISM RETURNS TO THE BELGIAN LABOUR MARKET



We asked 520 employers about their hiring plans for Q4:

The recovery in the labor market is expected to accelerate significantly over the next three months in Belgium.

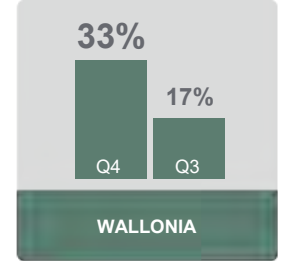
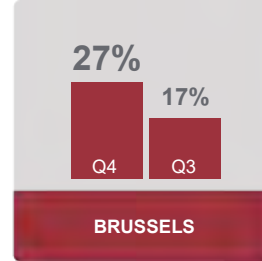
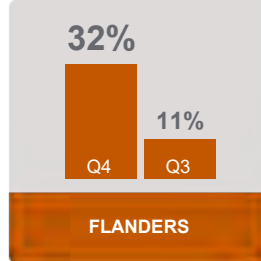
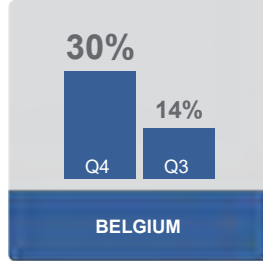
One in two employers in Belgium plans to strengthen its workforce by the end of the year

Of the 520 Belgian employers surveyed by ManpowerGroup at the end of July, **one in two (50%)** plan to **increase** their workforce by the end of December 2021, while **one in five (20%)** plan to **reduce headcount**. **28%** of employers surveyed are forecasting **no change**. After seasonal adjustment, the **Net Employment Outlook** rises to a **very optimistic** value of **+30%**, the fifth consecutive quarterly increase.



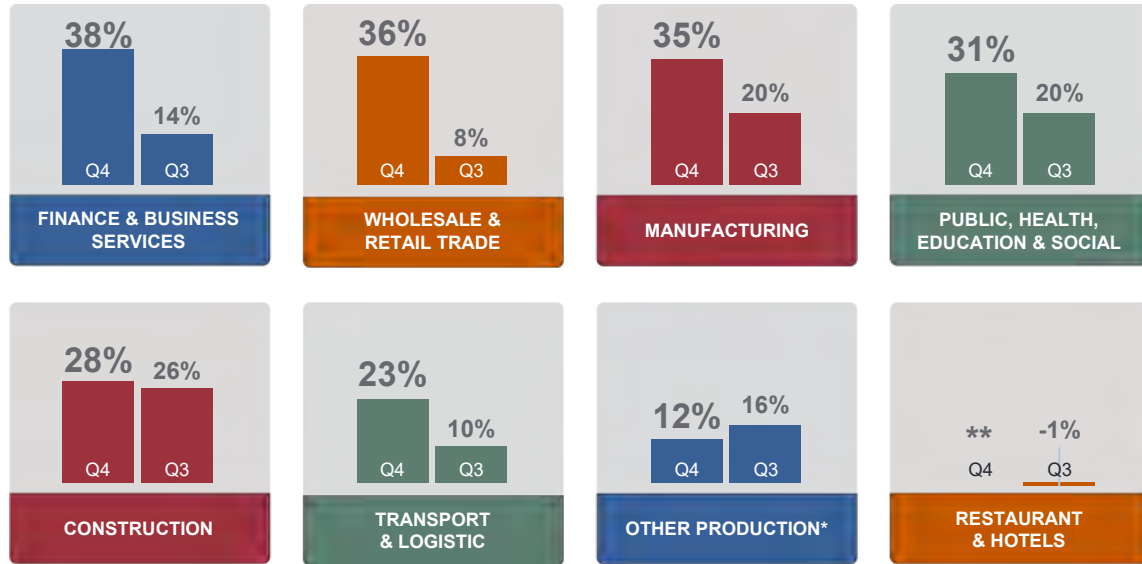
Optimism in all three regions

According to the survey results, employers in all three region anticipate **strong labor markets** and net employment growth over the next quarter: **+ 33% in Wallonia**, **+ 32% in Flanders** and **+ 27% in Brussels**. Hiring plans are up sharply in all three regions, both in comparison with the previous quarter and with the same period last year.



Job gains forecast in all industry sectors surveyed

Workforce gains are forecast in all seven industry sectors for which data is available during the fourth quarter of 2021. **Finance, insurance, real estate and business services** sector employers expect the strongest hiring pace reporting a robust Net Employment Outlook of **+38%**.

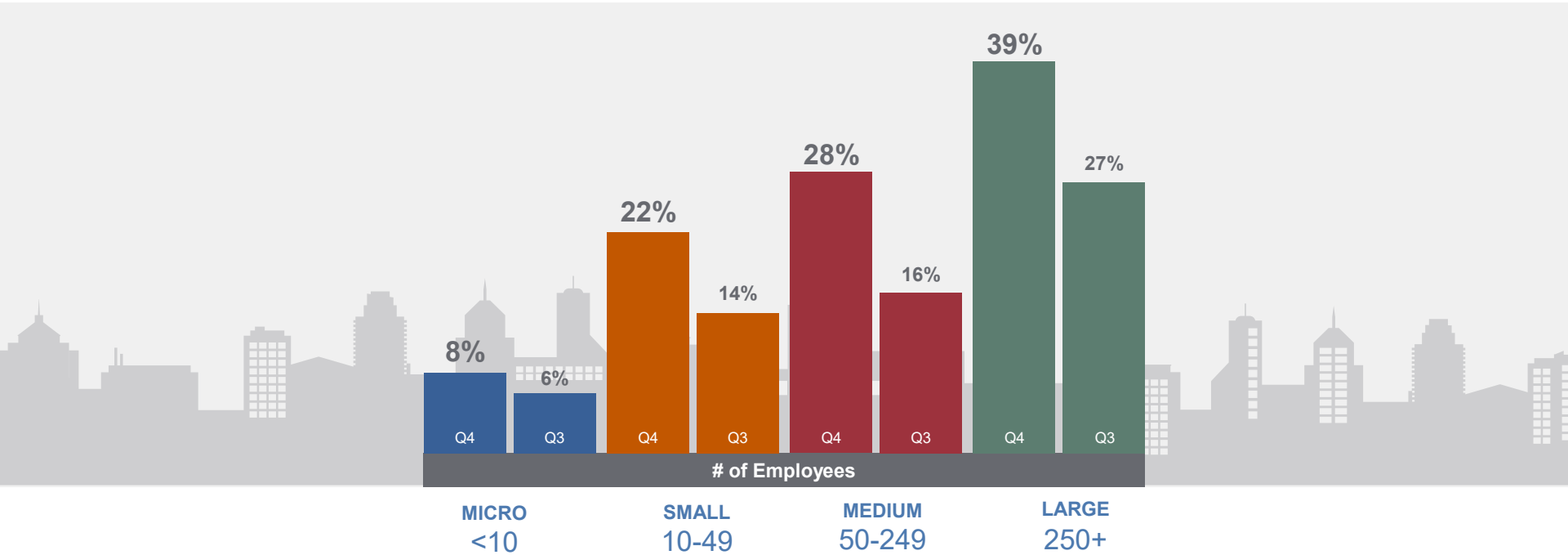


*Agriculture & Fishing; Electricity, Gas & Water; Mining & Quarrying industries

**No data available for Q4

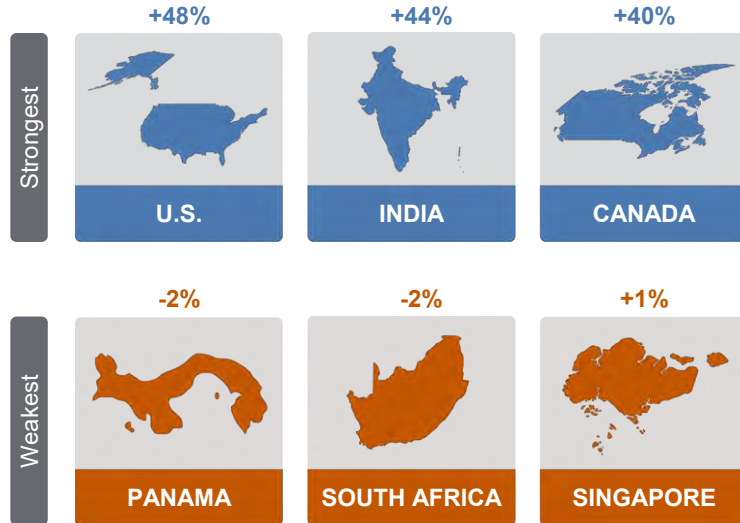
Employer confidence increases in line with company size

The **Net Employment Outlook** shows an increasing value in line with the size of the company



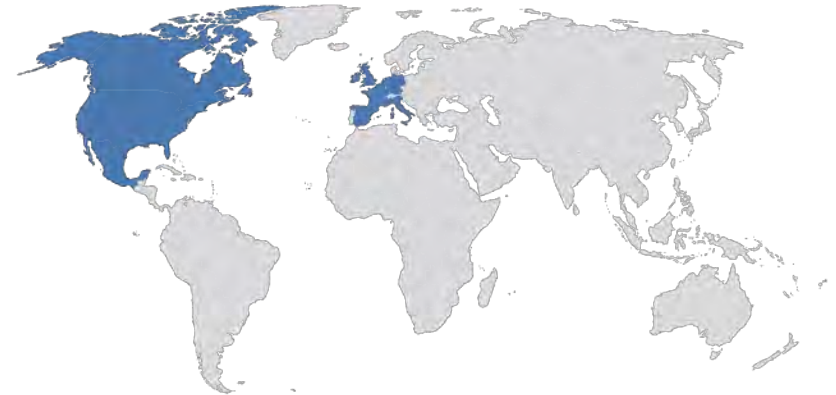
Strongest global hiring outlooks reported since beginning of the COVID-19 pandemic

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.

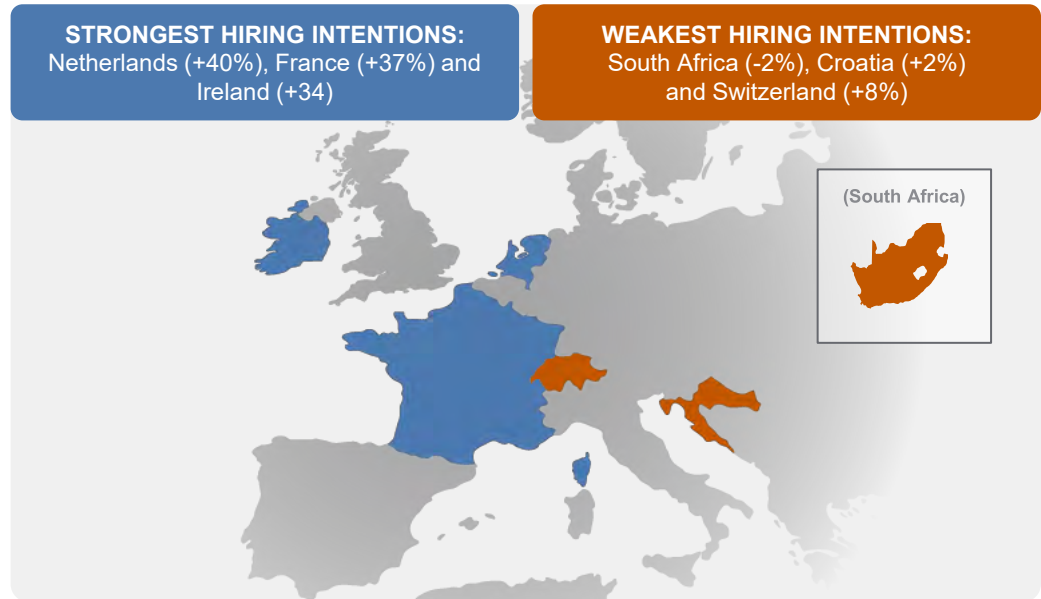


CANADA, MEXICO, U.S., BELGIUM, FRANCE, GERMANY, IRELAND, ITALY, NETHERLANDS, SPAIN, U.K.

EMEA Employers (Europe, Middle East, Africa) 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.

- Employers in all seven industry sectors in **France (+37%)** report their strongest hiring intentions since the survey began 18 years ago.
- In all seven **UK (+32%)** industry sectors, employers report their strongest hiring intentions since 2008.
- Optimism in **Germany (+28%)** and **Italy (+28%)**.





TALENT SHORTAGES IN BELGIUM REMAIN AT RECORD LEVEL



77% of employers in Belgium cannot find the skills that they need. This figure is a 15-year-high, now running for 2 consecutive quarters.

COVID-19 is reshaping in-demand skills

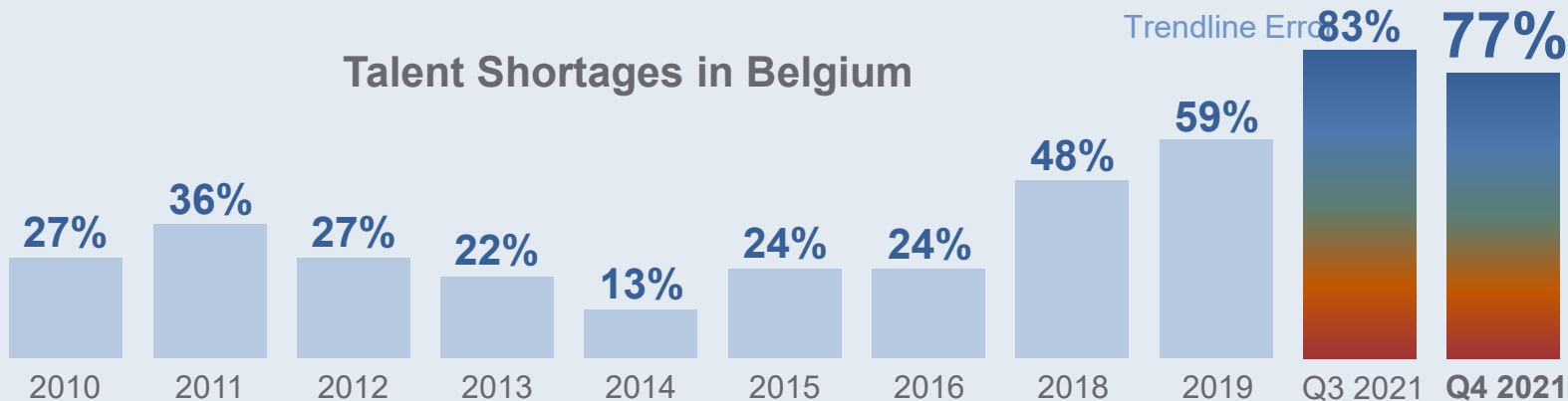


The covid crisis and the acceleration of **digitization** have put skills under pressure.

Technology-related functions remain in high demand and the demand for **logistics profiles** has been boosted by the rise of **e-commerce**.

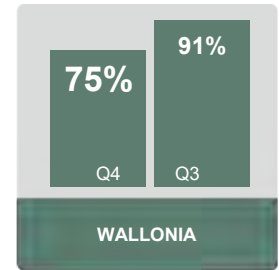
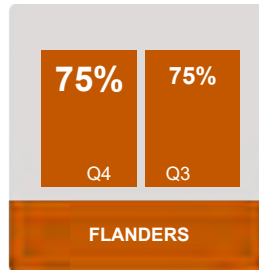
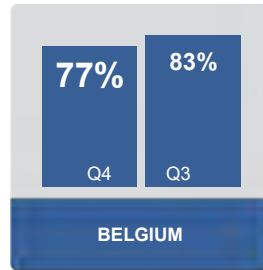
As life returns to a certain normality, demand is increasing in the **manufacturing, hospitality, tourism and leisure sectors**, allowing them to recover from the severe impact of the health crisis.

Talent Shortages in Belgium

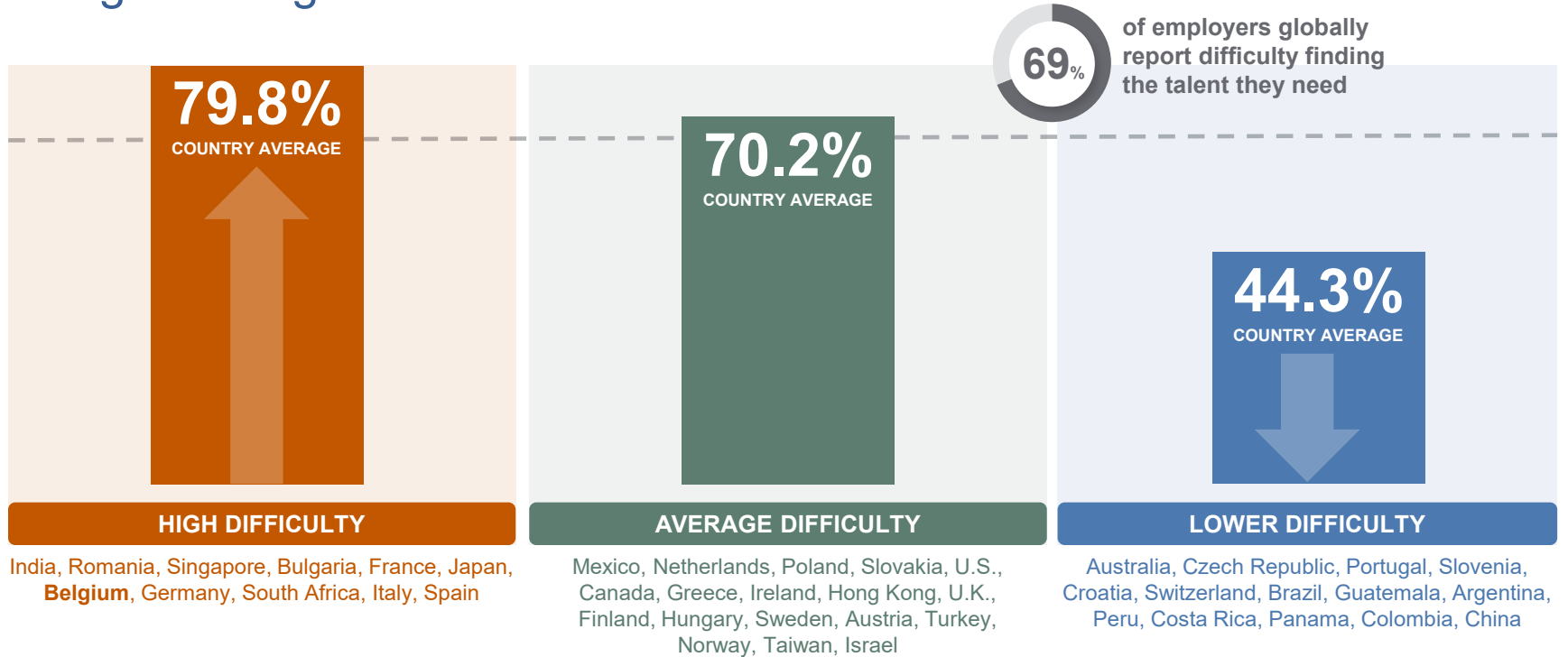


Employers in all three regions of Belgium continue to have difficulty finding the right talents

The talent shortages remain at **15-year high** in all three regions of the country, **for the 2 consecutive quarters**



The global talent shortage remains high as employers still face hiring challenges





“

*The success of the vaccination campaign and the easing of health measures have **strengthened the confidence of employers** in Belgium and around the world : the **Net Employment Outlook is at an all-time high in Belgium (+30%), as it is in eleven other countries surveyed**. At the same time, employers are not able to fill their vacancies quickly enough due to **talent shortages, which remain at 15-years record level in Belgium (77%) and in all three regions of the country.***

*The results of our survey clearly indicate that we are in a ‘**candidate market**’ meaning businesses are competing for the best talent by implementing concrete attraction and retention strategies. A **new era of work** is emerging, based on the **individual choices** of workers who have taken back control and who expect employers to adapt to their expectations, especially the most qualified.*

Philippe Lacroix
Managing Director ManpowerGroup BeLux

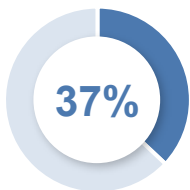
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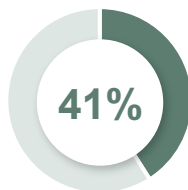
GREATER WORK FLEXIBILITY, SKILLS DEVELOPMENT AND INCREASED WAGES:

Top strategies to attract and retain talent in Belgium

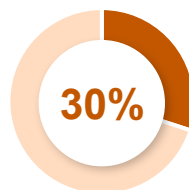
Belgian companies are offering multiple incentives to attract & retain In-demand talent



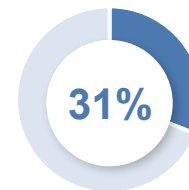
OFFER TRAINING,
SKILLS DEVELOPMENT
OR MENTORING



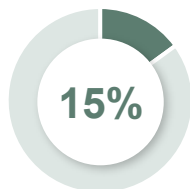
OFFER MORE
FLEXIBLE WORK
SCHEDULES



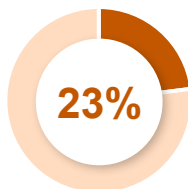
INCREASED
WAGES



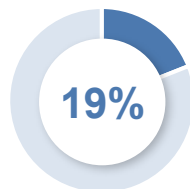
OFFER MORE
FLEXIBLE WORKING
LOCATIONS



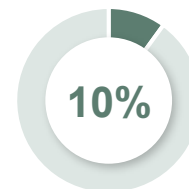
OFFER INCENTIVES
(JOINING BONUSES)



OFFER MORE NON-
FINANCIAL BENEFITS
(VACATION)



LOWER JOB SKILLS
OR EXPERIENCE
REQUIREMENTS



ELIMINATE JOB
SCREENING



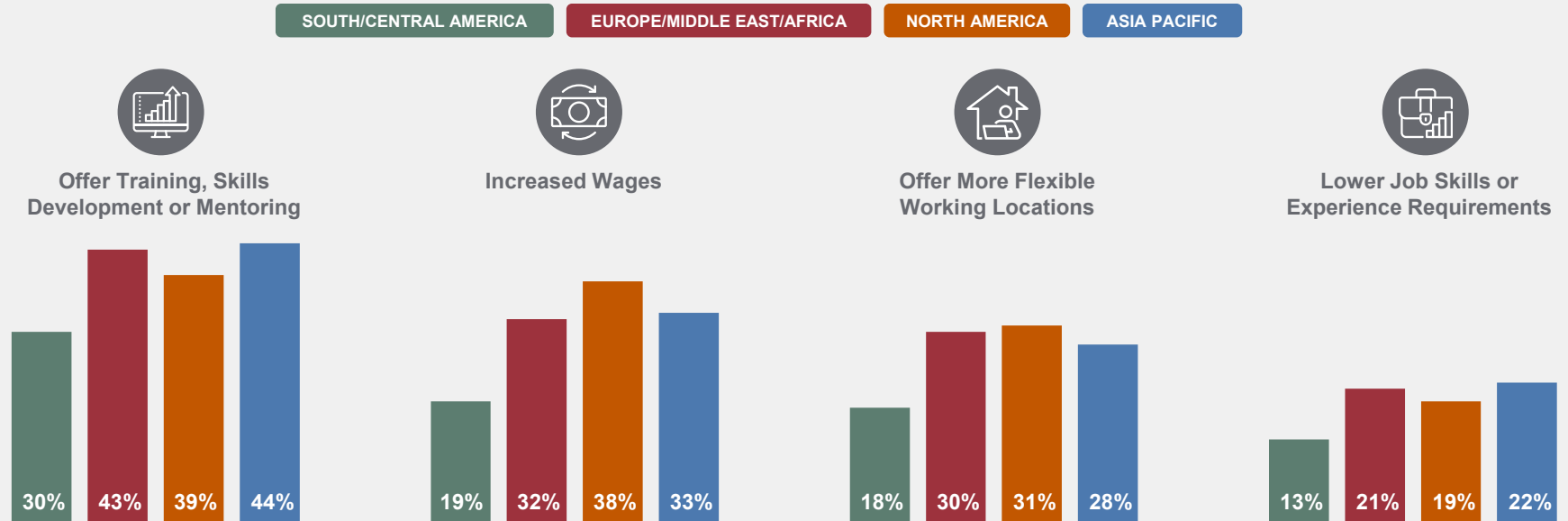
INCENTIVES OFFERED TO MEET TALENT SHORTAGES ALIGNED ACROSS REGIONS WORLDWIDE

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.

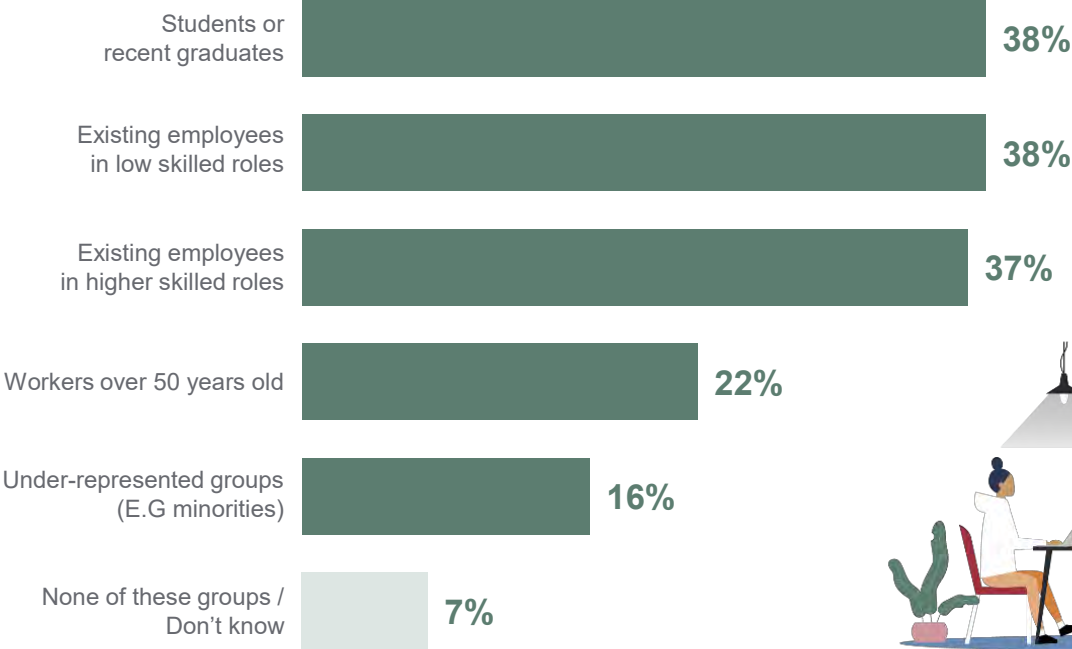




ALL TALENT POOLS ARE TARGETED FOR RESKILLING AND UPSKILLING IN BELGIUM



All Talent Pools are Targeted for Reskilling and Upskilling in Belgium





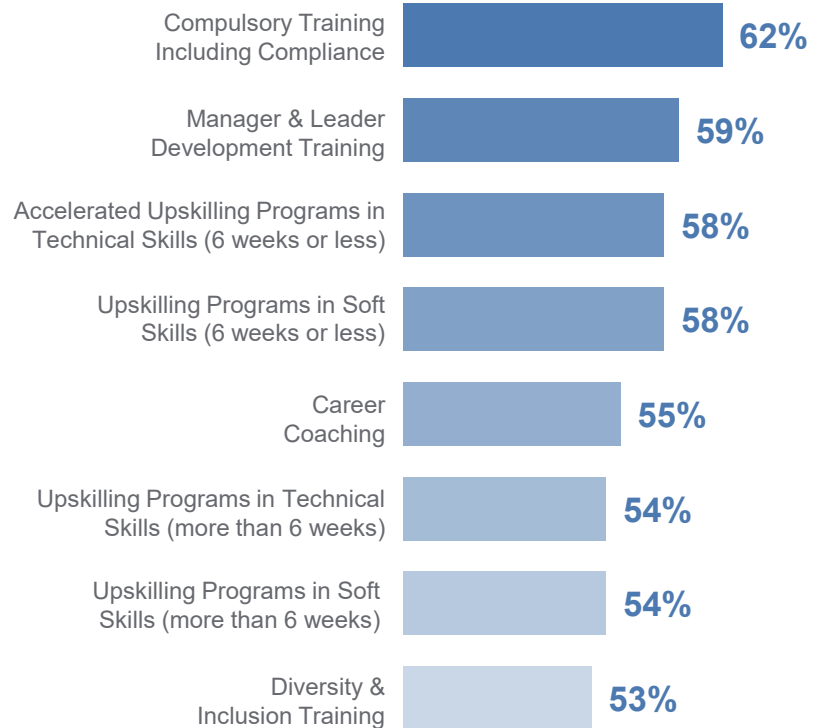
WHEN SKILLS DEVELOPMENT MATTERS MOST, EMPLOYERS ARE PRIORITIZING LEADERSHIP DEVELOPMENT AND SHORTER TECHNICAL AND SOFT SKILLS PROGRAMS



Shorter is Better – Upskilling in Six Weeks or Less is Preferred

Accelerated programs for both technical and soft skills are preferred by nearly 6 out of 10 employers in Belgium.


After ‘jobs, jobs, jobs’, ‘**training, training, training**’ is becoming the new mantra in the labour market.



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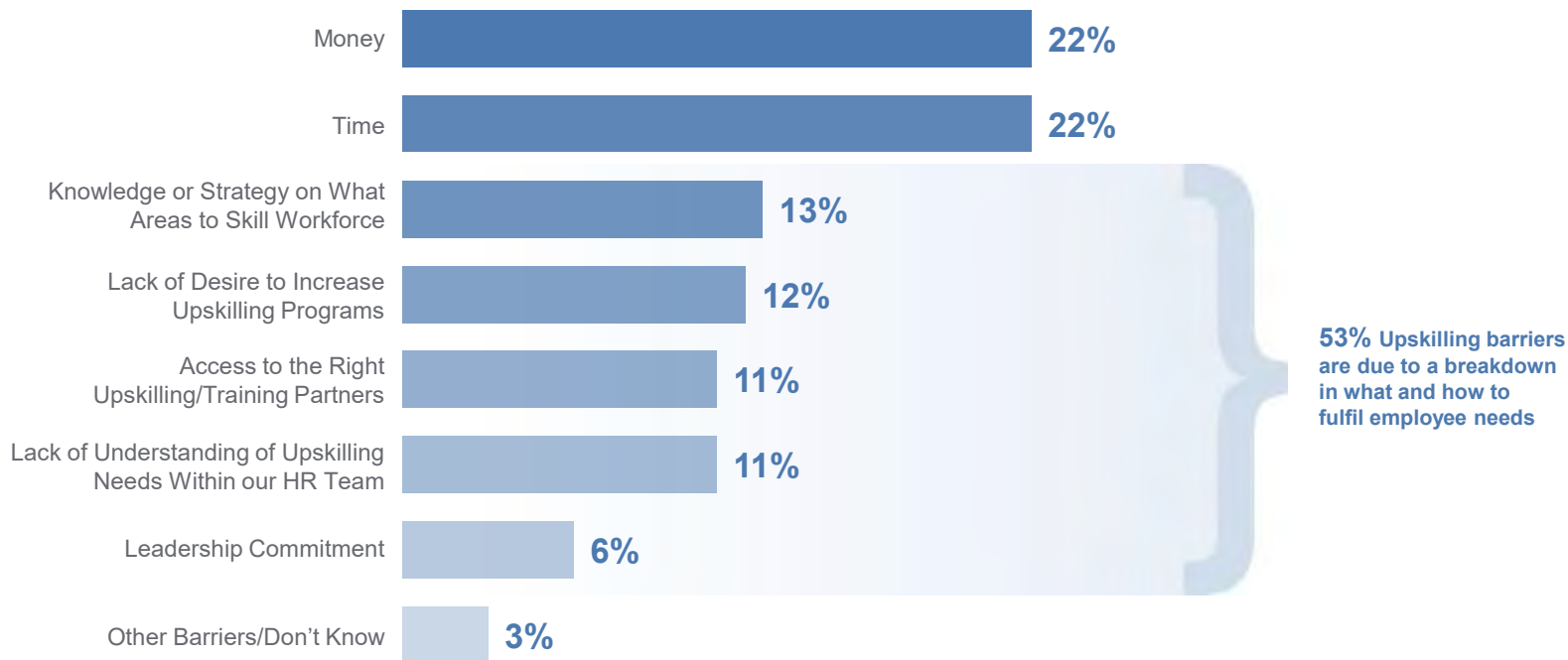
**WHEN ASKED ABOUT BARRIERS
TO UPSKILLING EMPLOYEES, ONLY
22% OF EMPLOYERS SAID FUNDING
WAS THE BIGGEST FACTOR**



**53% of Belgian employers
shared that knowledge and
stakeholders are needed to
improve access to
upskilling programs.**



It takes many internal & external stakeholders to improve access to upskilling programs – Barriers to upskilling employees





BELGIUM EMPLOYERS HAVE MIXED FEELINGS ABOUT THE CONTINUATION OF REMOTE WORKING

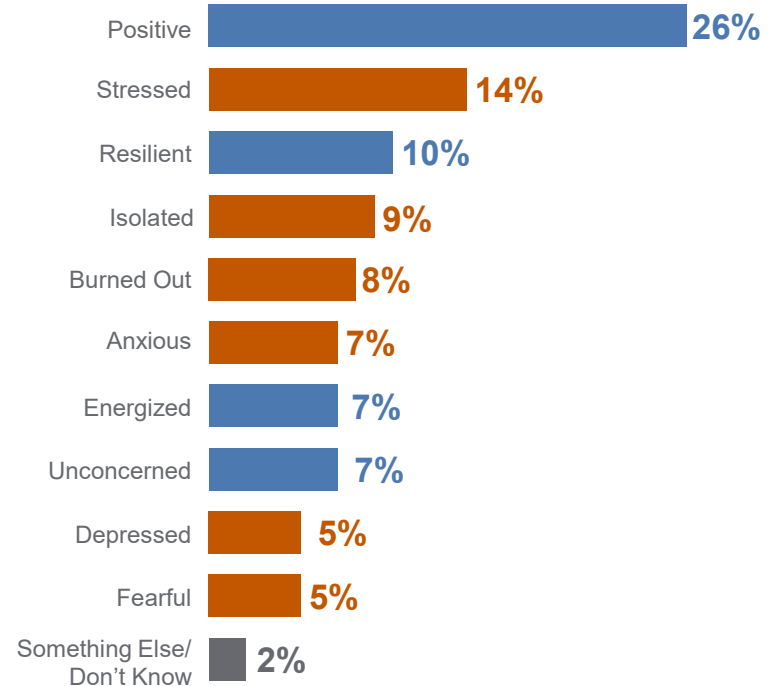
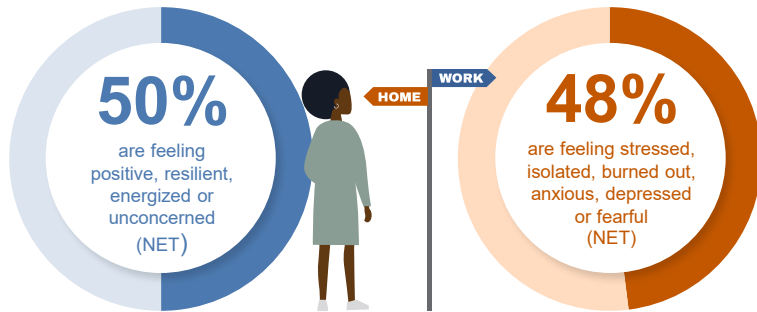


Not more than 50% of Belgian employers perceive their managers are feeling **positive, resilient, unconcerned or energized** in response to remote working.



Belgian employers have mixed feelings about the continuation of remote working

As hybrid and remote work continue to be the norm, despite the pandemic easing in many markets, Belgian employers report **differing moods** from their senior managers.





THE MANPOWERGROUP EMPLOYMENT OUTLOOK SURVEY



About the ManpowerGroup Employment Outlook Survey

Change in the Survey Methodology in Q4 2021

The **methodology** used to collect the data for the Employment Outlook changed for [Q4 2021 / Q1 2022]. Respondents in prior quarters were contacted via telephone.

With the shift to remote working and much higher reliance on the internet, survey responses are now being collected online. Respondents are members of double opt-in online panels and 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.



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

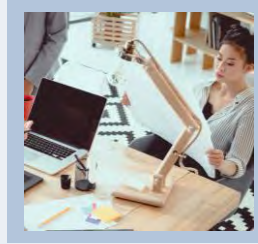


Help people move on or move up to new roles within the organization

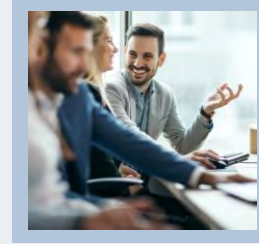
ManpowerGroup provides Innovative Workforce Solutions across the entire Talent Life Cycle



Workforce Consulting & Analytics



Workforce Management



Talent Resourcing



Career Management



Career Transition



Attracting Top Talent

EXPLORE THE DATA:

manpowergroup.be

manpowergroup.com/meos