



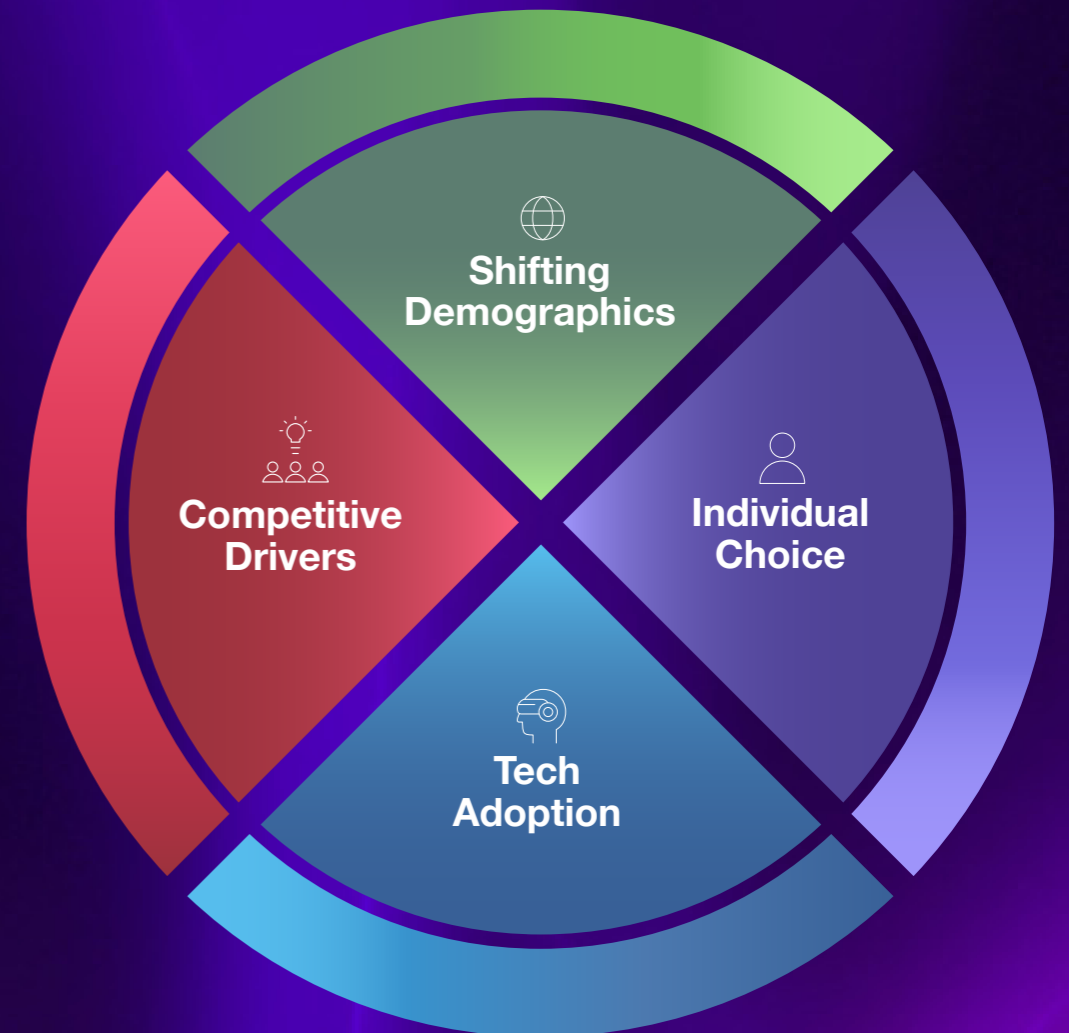
# The New Human Age

2023 Workforce Trends Report



# What You Will Find In This Report

4 key **FORCES** impacting the future of work  
14 underlying **TRENDS** that are accelerating  
Key **INSIGHTS** and takeaways to help you plan ahead



# A Message From Jonas Prising, Our Chairman & CEO

Technology May Be The Great Enabler. Humans Are Still The Future.



Humans have always adapted to new technologies and better ways of doing things. As the saying goes, history repeats itself. And the pandemic taught us again that we can make extraordinary progress if we come together — **it is the combination of innovation, technology, and human ingenuity that will help us overcome the biggest challenges.**

ManpowerGroup's predicted the Human Age over a decade ago when we identified human capital would become a major differentiator and driver of economic growth. Over the last few years, we've heard many narratives about robots taking our jobs. What we believed then, and has come to pass, is that tech can augment human skills rather than replace them. We are now embarking on a New Human Age — a time where people are utilizing technology and digital tools to enhance human connections, be more productive, and live more meaningful lives.

This has never felt timelier. As a global community, we are facing some hefty issues — addressing climate change, bridging the skills gap, and unleashing latent potential.

Yes, workers are focused on success and career advancement, and they also care deeply about climate action, equity, diversity, and advancing opportunity for all.

I am an optimist and a realist. Our world is getting better, yet to continue to make progress we must be intentional in enhancing human capabilities at scale and speed. The pandemic showed us how quickly we can adapt and cope when needed. We believe equipping people with the skills to leverage technology will create a future of work that is closer to what workers of the future want; it is how we will build a path for all to increase prosperity for the many, not the few.

In this report, we'll explore the workforce trends that are accelerating the New Human Age.

**Jonas Prising, Chairman & CEO**

# Trends Driving the New Human Age

## Shifting Demographics



- **Trend 1:**  
A Generational Shift in Employment Expectations
- **Trend 2:**  
A Priority Issue for Workers: The Issues They Care About
- **Trend 3:**  
To What Degree Should You Consider A College Degree?
- **Trend 4:**  
It's Time to Retire Our Concepts of Retirement

## Individual Choice



- **Trend 5:**  
Not a Life Filled With Work, but a Life Fulfilled
- **Trend 6:**  
Women Want Work to Work For Them
- **Trend 7:**  
Has the 5-day Workweek Had Its Day?
- **Trend 8:**  
Turn Down the Heat to Reduce Burnout
- **Trend 9:**  
Seeking Fulfillment. Not Just Advancement.

## Tech Adoption



- **Trend 10:**  
Growth Industries Will Need to Grow Their Own Talent
- **Trend 11:**  
Rehumanize. Don't Dehumanize.
- **Trend 12:**  
Still Working on a Definition of Hybrid Work

## Competitive Drivers



- **Trend 13:**  
Talent Knows No Borders
- **Trend 14:**  
Risk and Resiliency in a Changing World



# Shifting Demographics

Birth rates continue to decline while populations age, creating acute talent shortages and reduced labor force participation in many countries.

Skills shortages are concentrating in growth sectors, and more Gen Z workers are raising the bar for issues that matter to them, from DEIB (Diversity, Equity, Inclusion, and Belonging) to climate change.





## TREND 1

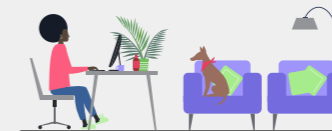
# A Generational Shift in Employment Expectations

Across every global issue—from Diversity, Equity, Inclusion, and Belonging (DEIB) to Climate Change to the LGBTQ movement—Gen Zs are demanding more from their employers. On the environment, [52% say companies are not doing enough](#).

The role and expectation for business has never been greater, and organizations need to have a clear and genuine purpose if they want to attract, develop, and retain Gen Z talent.



- Gen Z will make up [27% of the workforce by 2025](#) and they [feel strongly about DEIB](#).
- [68% of Gen Z workers are not satisfied](#) with their organization's progress in creating a diverse and inclusive work environment and [56% would not accept a role without diverse leadership](#).
- [Younger generations will be four to seven times more exposed to heatwaves in their lifetimes](#) than older generations.



**88%**   
say the pandemic has affected what they want from their job vs. 65% of workers age 55+

ManpowerGroup Nov. 2022 Consumer Study, 7000 workers in the US, UK, Spain, Italy, France, Nordics and the Netherlands.



## TREND 2

# A Priority Issue for Workers: The Issues They Care About

More than ever before, workers want to know where companies stand on issues they feel passionately about. Employers need to demonstrate their social and environmental impact with a more science-based approach.

They need to focus on creating “Net Positive” employment – broadening diversity, equity, inclusion, and belonging, increasing individual employability, and giving workers greater control of their prosperity so they can feel confident they have the skills for today – and tomorrow.

People and Prosperity levers are a priority, and organizations will need to build multi-disciplinary capabilities to address the S of ESG.

On the environment, workers will seek new opportunities and skills in green growth industries.

- The pace of ‘green collar’ job creation is set to accelerate in 2023 as is the definition: from jobs in green sectors to those that reduce the consumption of energy and raw materials, limit greenhouse gas emissions, minimize waste and pollution, protect and restore ecosystems, and enable enterprises and communities to adapt to climate change.
- [About 6 in 10 Europeans believe that policies to fight climate change will create more new jobs](#) than they eliminate.
- [75% of investors say companies should address ESG issues](#), even if doing so reduces short-term profitability.



**78%** of organizations have or are developing ESG goals

but only **6%** say they have the talent they need to achieve them

ManpowerGroup, [The Search for ESG Talent](#), Nov. 2022



### TREND 3

# To What Degree Should You Consider A College Degree?

Degree requirements have long been used to filter candidates, and the rise of resume parsing technology only accelerated that trend.

But there's a downside—many candidates without college degrees are prevented from accessing better jobs, despite having skills and experience that make them eminently qualified.

Now the [tight labor market](#) is prompting employers to reduce or eliminate degree requirements. [Google, Delta Air Lines and IBM](#) are just a few of the companies shifting to data and insights—not just academic performance—to better gauge a candidate's employment potential.







## TREND 4

# It's Time to Retire Our Concepts of Retirement

With labor shortages growing, employers need to find talent wherever they can. And what better place to look than among the millions of capable and highly motivated retirees? People with a lifetime of work experience who are willing and able to make a contribution—and a difference.



*Employers need to re-educate themselves to identify how they can best use older workers. People working longer helps them live longer. Being socially integrated contributes to their longevity.*

*– Joseph Chamie, Demographer and Former Director, United Nations Population Division*



- Populations are aging rapidly in developed countries — in France President Emmanuel Macron is [preparing to raise the minimum retirement from 62 to 65](#).
- A record [3.2 million U.S. workers retired in 2020](#), and [10,000 workers will retire every day until 2029](#).
- [There will be a global worker shortage of 85 million by 2030](#) (roughly equivalent to the total population of Germany).
- Rising costs of living and desire for connection are bringing retirees back to work.

Only **19%**  
of hiring managers are actively  
looking to hire returning retirees

ManpowerGroup Nov. 2022 Consumer Study





# Individual Choice

The pandemic made flexible work a reality for many employees, causing a paradigm shift in how people balance their work and personal lives. They want more choices about when, where and how they do their jobs, without work-from-home becoming endless work. And they value things like personal fulfillment, learning and growth over simple career advancement.





## TREND 5

# Not a Life Filled With Work, but a Life Fulfilled

The pandemic demonstrated that a career is only one dimension of a rich and fulfilling life. Now people of all ages and genders are seeking employers who acknowledge and actively support a more healthy work/life balance.



- A majority of workers (81%) say the pandemic has affected how they think about work.
- 31% of current workers would take another role in the next month if it offered a better blend of work and lifestyle.
- 61% of employees think asynchronous work creates a better work/life balance and 42% believe it is the future of work.
- 64% of the workforce would consider looking for a new job if they were required to return to the office full-time.



**42%** of  
millennials want more  
work/life balance

ManpowerGroup Nov. 2022 Consumer Study



## TREND 6

# Women Want Work to Work For Them

Millions of women left the workforce during the pandemic and many still have not returned as old ways of working feel less compatible with new priorities for living.

Organizations need to reimagine when, where and how work gets done, offer pay equity, and advance reskilling, all of which will not only bring women back, but help ease the global talent crisis.

It's clear that aligning business practices with the needs of women should be a top priority for employers worldwide.



- Women want more flexible office hours (more important than fully remote), including fewer days in the office.
- Women are more motivated than men about getting back to the office: 41% of women cite sociability/connection among their top reasons to return.
- They desire more stability, with less fear of losing a job, while equality in the workplace—regardless of age, race or gender—is paramount.
- Skills matter—women are looking for more opportunities to learn and grow.



**41%** of women say they value working in-person for social connection

ManpowerGroup Nov. 2022 Consumer Study



## TREND 7

# Has the 5-day Workweek Had Its Day?

Research indicates that moving to a 4-day workweek can increase productivity, reduce overhead, boost well-being, attract and retain talent, and spur job creation.

Flexibility is important but needs to be equitably distributed across all categories—not just knowledge workers. From manual laborers to delivery drivers and warehouse employees, all need and deserve options, and they want employers that support their needs.



*If there is a silver lining of COVID, it has to be that we rethink our priorities, right? That we may decide we don't want our jobs to be the center of our lives, and we want to plan work around life as opposed to vice versa, which too many of us, particularly in the West, have done for too long.*

*Adam Grant, Professor of Management and Psychology, Wharton School, University of Pennsylvania*



- After a six-month pilot of a 4-day workweek in the U.S. and Ireland, [97% of workers say they want to continue with a condensed schedule.](#)
- Only 1 in 10 organizations currently offer 4-day workweeks.



**4 in 10**  
workers would trade  
5% of their salary for  
a 4-day week

ManpowerGroup Nov. 2022 Consumer Study



## TREND 8

# Turn Down the Heat to Reduce Burnout

Organizations that build their business models on the expectation that employees will go above and beyond, working nights, weekends and even holidays to advance goals or meet deadlines, may need to rethink that strategy given growing employee choice and lifestyle options.



*The pandemic made it impossible to ignore what was already a growing mental health crisis. The task now is to move from awareness to action. It's about helping people spot the warning signs of mental health challenges so that they can seek the help they need, make the changes they need to make, and live the lives they want.*

*Ariana Huffington, Founder and CEO, Thrive Global*



- Workers feel that employers have all the power to determine where they work (66%).
- Nearly a third (29%) of employees say they wish their manager would better understand the effort required to complete tasks.

**48%** of employees, nearly half, say they overwork regularly in any given week



ManpowerGroup Nov. 2022 Consumer Study



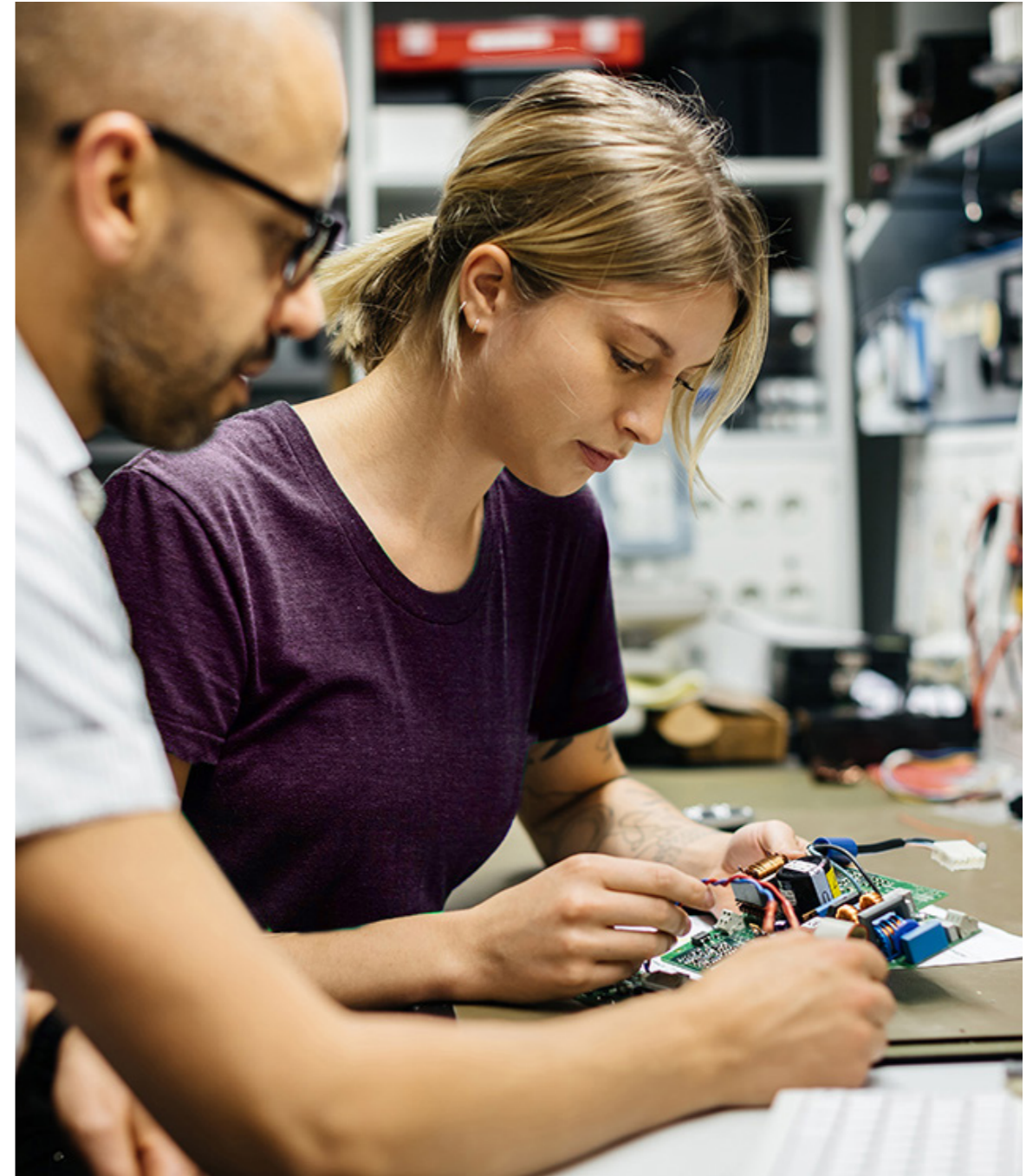
## TREND 9

# Seeking Fulfillment, Not Just Advancement

Workers are increasingly motivated by developing skills and experiences rather than seeking hierarchy and job titles. This often involves making lateral moves to find fulfillment and grow into more agile employees.

- 57% of employees are already pursuing training outside of work, because company training programs don't teach them relevant skills, don't advance their career development or simply don't help them stay competitive in the marketplace.
- Organizations plan to offer the majority of workers (71%) some training or tools to develop their careers, most often in technical roles.
- Women (67%) are less likely than men (75%) to have been retrained.
- Only a third of workers are currently taking upskilling courses.

ManpowerGroup Nov. 2022 Consumer Study





# Tech Adoption

The marriage of technology innovation with human ingenuity will create broad economic growth and help overcome society's challenges.

As organizations continue to invest in technology, they'll need to foster digital skills from within while seeking external talent to maximize return on investment.







## TREND 10

# Growth Industries Will Need to Grow Their Own Talent



While many envision a broad economic softening in 2023, labor demand will remain strong in many growth sectors. Ongoing digital transformation will drive employers in these sectors to find creative ways to fill medium- and higher-skill positions.

Employers that focus on supporting their people in career advancement will attract, retain, create and curate the next generation of talent at scale.



*Today strong job growth cannot be met because of a widening gap between the skills people have and the specialist skills companies need.*

*Dr Tomas Chamorro-Premuzic, Chief Innovation Officer, ManpowerGroup*



- Demand will continue to grow for specialized skills— of more than 140,000 tech workers laid-off since March 2022, [72% found new jobs within three months](#).
- [By 2025 there will be 149 million new digital jobs](#), in areas such as Privacy and Trust, Cybersecurity, Data Analysis, Machine Learning, and AI, Cloud, Data, and Software Development.
- [50% of all employees will need reskilling by 2025](#), as adoption of technology increases.
- [76% of global companies are struggling to fill vacancies](#) for IT and tech workers.



## TREND 11

# Rehumanize, Don't Dehumanize

People are beginning to acknowledge how much technology and innovation have improved the world of work—it's no longer accurate to think of “human vs. automation.” Organizations now need to use the power of technology to rehumanize—not dehumanize—the workplace.



*The last things machines are going to be able to do is to show respect, appreciation or care for others. So even though some may think that as technology becomes more prominent we should all become data scientists and learn coding, actually the real need is for people to boost their human skills and the soft side of talent, which are actually the hardest skills to find.*

*Dr Tomas Chamorro-Premuzic, Chief Innovation Officer, ManpowerGroup*



- Despite the most common type of training/tools being in technical skills, workers say productivity is not the most important characteristic in performing their job well.
- More workers think that the ability to collaborate (83%), solve problems (82%) and be trustworthy (82%) are important to doing their job well than simply being a high producer (76%).
- Employers agree that trustworthiness is among the top important characteristics (40%), followed by flexibility (31%) and reliability (31%).

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## TREND 12

# Still Working on a Definition of Hybrid Work

Everyone agrees Hybrid Work is about flexibility, choice and giving employees more control over when, where and how they do their jobs. And it needs to work for them as well as their employers. Beyond that, it's a mixed bag of models and approaches, often geared to certain industries or professions.

A top priority for knowledge workers, for example, is asynchronous WWork, which supports both in-person and remote collaboration, at a time and place of each team member's choosing. Hybrid can involve work from home—or not. The most valued perk for 66% of shift workers is flexibility. As record numbers of employees take on second full-time jobs to supplement their incomes, offering greater flexibility and shorter shifts will give employers an advantage in a hot jobs market.



*Being in a company is a team sport, so teams will have to decide how best to engage and when to be together, when not, and for what purpose.*

*Jonas Prising, Chairman and CEO, ManpowerGroup*



- Main motivations to come back to the office are more social interaction (39%) and efficient collaboration (26%).
- The majority of workers (52%) and many employers (46%) say in-person brainstorming sessions generate the most creative ideas.
- Over a quarter of employees (27%) and employers (28%) think hybrid or remote workers are less likely to be considered first for a promotion compared to full-time workers.

**87%** of survey respondents don't want to work from the office full-time

Of them, **42%** prefer a hybrid model

ManpowerGroup Nov. 2022 Consumer Study





# Competitive Drivers

In a digital-first global economy, access to highly skilled talent is a distinct competitive advantage. And you need to meet that talent wherever they are—the marketplace for the best and brightest is truly borderless.

Competing—and winning—is also about managing risk and building resiliency in the face of ongoing economic and geopolitical uncertainty.





## TREND 13

# Talent Knows No Borders

Skilled workers have always been highly sought-after, but today the demand is more acute than ever, with 75% of companies globally reporting difficulty recruiting—a 16-year high according to [ManpowerGroup's 2022 Talent Shortage Survey](#).

Everybody wants to hire local, but the reality is global. From the Americas to Asia, Africa to Europe, skilled talent is widely dispersed. And in many countries, the regulatory environment is employment-friendly, infrastructure is geared for remote work, labor costs are low and productivity is high.

In ManpowerGroup Talent Solutions' [Total Workforce Index™](#), the top three overall markets for skilled talent are the United States, Singapore, and Canada. **(The Netherlands and Switzerland fell out of the top 10, mostly because of aging workforces and TWI's reduction of education requirements.)**



*Organizations looking to separate from the pack turn to the Index to help them navigate change in real-time. This includes navigating new markets that will enable companies to compete for much-needed talent proactively and creatively, while still meeting business objectives. Companies need to become employers of choice, regardless of location, and factor in the needs most important to employees.*

*Dave McGonegal, VP, Talent Solutions Consulting*





## TREND 14

# Risk and Resiliency in a Changing World

Risk and uncertainty will continue to impact business in the year ahead, driven by the Ukraine conflict, recession concerns, stubborn inflation, and supply chain disruptions.

The latter are gradually easing, but going forward we can expect more repositioning toward regional vs. global systems. Single suppliers and vertical supply chains are out—circular, networked, regional, resilient, and sustainable are in.

Those who are proactive in establishing supply chain resilience and vendor consolidation will mitigate uncertainty, manage risk, and better position themselves for future success.



- One of the three most important strategies for growth is [managing geopolitical risk](#).
- [90% of companies are planning to invest in onshoring or nearshoring manufacturing facilities](#) as they seek to de-risk supply chains with alternative sourcing.
- Turning data into meaningful insights is critical for human capital risk management. This includes the responsible integration of gig, freelance, and contract workers.

**90%**   
of companies are  
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Thank you for reading

# The New Human Age

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