ARE YOU READY FOR
The Skills Revolution?
ManpowerGroup: Workforce Experts

Nearly 70 Years of Global Workforce Solutions Expertise

- **Revenues of $20 billion**
- **85% of revenues generated outside the U.S.**

World-leading IT professional resourcing firm
LARGEST GLOBAL VENDOR-NEUTRAL MSP PROVIDER
A World-Leading Outplacement Firm

- Providing meaningful work for over 600,000 people everyday
- Finding talent for 400,000 clients from small/medium to Fortune 100 companies
- Connecting 3.4 million job seekers with work every year, globally

2017 WORLD’S MOST ETHICAL COMPANIES

Most Trusted Brand in the Industry

Strong and Connected Brands

- ManpowerGroup Solutions
- Experis
- Manpower
- Right Management

ManpowerGroup
The Future of Work: The Human Age 2.0

Technological Revolution
The impact of Digitization on People and Skills

Rise of Client Sophistication
The Power is Shifting

Greater Individual Choice
From Job for Life to Career for Me

Shifting Demographics
Bridging the Divide
Labor Scarcity Accelerates a Global War for Talent

Percent of Employers Having Difficulty Filling Roles:

Top 10 Hardest Jobs to Fill Globally:
In-Demand Skills are Changing Radically

### In-Demand Skills

<table>
<thead>
<tr>
<th>In-Demand Skills</th>
<th>2020</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complex Problem Solving</td>
<td>1 / 1</td>
<td></td>
</tr>
<tr>
<td>Critical Thinking</td>
<td>2 / 4</td>
<td></td>
</tr>
<tr>
<td>Creativity</td>
<td>3 / 10</td>
<td></td>
</tr>
<tr>
<td>People Management</td>
<td>4 / 3</td>
<td></td>
</tr>
<tr>
<td>Coordinating with Others</td>
<td>5 / 2</td>
<td></td>
</tr>
<tr>
<td><strong>Emotional Intelligence</strong></td>
<td>6 (new)</td>
<td></td>
</tr>
<tr>
<td>Judgment &amp; Decision Making</td>
<td>7 / 8</td>
<td></td>
</tr>
<tr>
<td>Service Orientation</td>
<td>8 / 7</td>
<td></td>
</tr>
<tr>
<td>Negotiation</td>
<td>9 / 5</td>
<td></td>
</tr>
<tr>
<td><strong>Cognitive Flexibility</strong></td>
<td>10 (new)</td>
<td></td>
</tr>
</tbody>
</table>

**Net employment outlook by job family, 2015–2020**

Employees (thousands, all focus countries)

Are Employers Ready?

The number of employers TRAINING AND DEVELOPING EXISTING EMPLOYEES to fill open positions HAS DOUBLED from 1 in 5 to over half.

- 53% Offer training and development to existing staff
- 36% Recruit outside the talent pool
- 28% Explore alternative sourcing strategies
- 27% Provide additional perks / benefits to recruits
- 26% Pay higher salary packages to recruits
- 19% Outsource the work
- 19% Change existing work models

WHAT EMPLOYERS CAN DO

- Design new people practices – the same old recruitment practices won’t yield different results (e.g. redefine qualifying criteria)
- Adopt an agile mindset – explore untapped pools to source new talent (e.g. candidates from further afield, youth, older workers, women, military veterans)
- Foster a learning culture and encourage employees to own their careers
- Promote your unique employee value proposition to become a talent destination

Solutions
Rethinking Talent Management

Helping people upskill and adapt to this fast-changing world of work will be the defining labor challenge of our time.

Learnability:
The ability and desire to quickly grow and adapt one’s skillset to be employable for the long-term.

Employability:
The ability to gain and maintain a desired job.
Solutions to Bridge the Skill Gap: Skilling Up

With **MyPath**, helping 122,000 U.S. associates with tools to increase their employability and earning potential. In 2 years — 60% had a pay increase of more than 50-75% from their first job.

**PowerU Digital** offers our candidates and associates to improve skills around **8 competencies**, with an open badge certification: learning to learn, communication in native and foreign languages, Logic, Soft Skills, Sense of Initiative and Entrepreneurship, Awareness and Cultural Expression, Digital Skills. Aiming at reaching out to 6 million young people in 16 European countries by 2020.

Re-skilled workers in **high-performing tech and motorsports manufacturing** across 7 Italian cities, with placement rate of **70%**, earning potential increase of **30%**.

Regeneration of declining manufacturing region in **UK** by developing skills for the motor industry **with 500,000 candidates engaged**, **18,000** placed into work and **8,000+** apprenticeships over 5 years.
Our Recommendations to Governments

- Marketing of non-traditional career paths
- Education
- Internships
- Workforce legislation / employment models / work taxation
- Health and Safety regulations
- Child-support initiatives
- Immigration legislation
- Support to unemployed