

## Employer Hiring Expectations For July Through September

A modest increase in payrolls is forecast by Turkish employers for the July to September period, reporting a Net Employment Outlook of +7%.

**18%**

PLAN TO HIRE

**7%**

EXPECT TO LAY OFF WORKERS

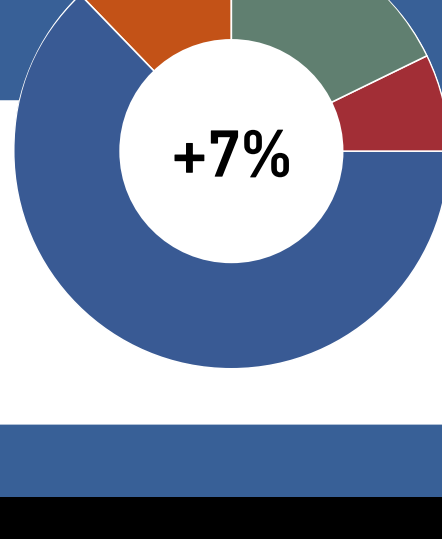
**63%**

PLAN TO KEEP WORKFORCE LEVELS STEADY

**12%**

UNDECIDED

**+7%**



## Talent Shortages at 15-Year-High as Hard & Soft Skills Are More Difficult to Find Than Ever Before

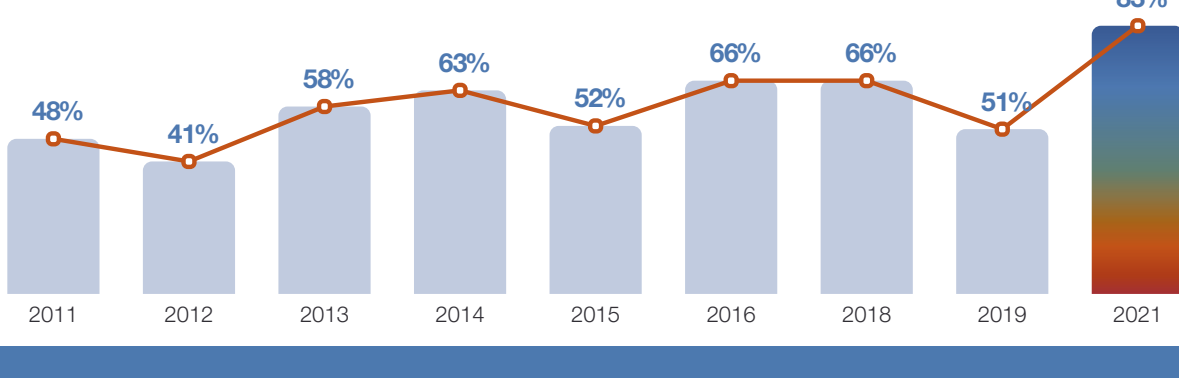
69% of companies globally report talent shortages yet report optimism, expecting to grow payrolls in 42 of the 43 countries and territories surveyed.

In these unpredictable times, one thing is certain – this crisis should be a catalyst for a new future of work that is more flexible, more diverse, and more wellbeing-oriented than we could ever have imagined.

## COVID-19 Is Reshaping In-Demand Skills

The biggest workforce shift and reallocation of skills since World War II began in 2020 – even those skills most in demand in the early phase of the crisis are different to demand emerging now and expected in future.

83% of employers in Turkey are having difficulty filling jobs.



## Top Five In-Demand Roles

As tech disruption accelerates employers are looking for the right blend of technical skills and human strengths



## Accelerating Importance of Soft Skills

Following the pandemic skills like resilience and collaboration are more important than ever



## Mind the Gap: What Employers Are Planning Compared to What Workers Want

3 of every 4 employers will require at least 50% of their workforce to be based in the workplace all or most of the time, due to the type of roles they are in. Yet most are working to build new kinds of flexibility into roles traditionally seen as inflexible.\*

**34%** JOB SHARING

**31%** FLEXIBLE START & FINISH TIMES

**31%** OFFER A MIX OF REMOTE WORKING & WORKPLACE-BASED WORKING

**28%** FLEXIBLE / CONDENSED HOURS

**17%** A CHOICE OF LOCATIONS TO WORK FROM

**34%** WE WILL NOT OFFER ANY OF THESE FLEXIBILITY OPTIONS

**6%** DON'T KNOW

\*Employers selected all options that applied

After health concerns, the top worry for workers is going back to the way things were – losing their newfound flexibility and being required to be back in the workplace daily (**Future for Workers By Workers**).

**9 in 10**

workers say simply keeping their job is most important

**91%**

say keeping their job is a top priority for workers in all countries and sectors, with the exception of IT workers who value flexibility most

**8 in 10**

want a better work-life balance in the future

**43%**

believe this marks the end of full time 9-5

## Better Together: For Remote-Possible Roles, Employers Still Prepare For On-Site Return Due to Concerns Around Productivity

Organizations expect 79% of employees to be back in the workplace all of the time – down from 80% when we asked last quarter.

**79%** ALWAYS AT THE WORKPLACE

**7%** HYBRID WORK, MORE WORK DONE AT THE WORKPLACE

**4%** HYBRID WORK, MORE WORK DONE REMOTELY

**2%** FULLY REMOTE

**8%** UNDECIDED

## When it comes to employees working remotely, what are employers most concerned about?

**39%** PRODUCTIVITY

**14%** COMPANY CULTURE

**13%** COLLABORATION

**8%** EMPLOYEE WELLBEING

**2%** INNOVATION

**13%** OTHER

**9%** NO CONCERNS

**2%** UNSURE

## An Opportunity to Build Back Better: 5 Ways Employers Can Make the New Normal Better for All

Now is our opportunity to re-shape a future that is closer to what we know workers have wanted all along – more flexible, more virtual, more trusting and allowing people to better blend work and home, while allowing organizations to tap talent that can work from wherever.

**01**

**Ask Why. Why Return?**

Tasks we thought could never be done remotely have transformed overnight – closing the books, payroll, customer service and even information security - so now is a good time to be asking why return in order to be playful and fair. What do managers need to lead remotely? How can workers be more productive at home? Help managers understand individuals' needs to avoid assumptions and prevent unconscious biases in playing out.

**02**

**Skills are Evolving – Prepare for that Reality**

The skills employers need in the future will be different to the past. Encourage all of the workforce to reskill and engage in continuous learning, not just those who would have upskilled anyway. Encourage remote learning and support workers to reclaim their commute with curated learning opportunities aligned to the skills your business needs.

**03**

**Flexibility & Balance for the Many, Not the Few**

Offering employees the opportunity to work remotely isn't the only way to enable people to work flexibly and balance work and home. For roles that need to be done in the workplace, offer staggered start and finish times, more flexible scheduling, and understand the priorities people have to balance in order to get their work done.

**04**

**Physical & Emotional Wellbeing = New Health & Safety**

Feelings of isolation, stress, fear and anxiety will be a COVID-19 legacy, and so too will be our reflections on the value of health, wellbeing, family and community. Prioritize emotional wellbeing with the same importance as physical and organizational measures like temperature taking and social distancing, to ensure people are confident, healthy and productive.

**05**

**Build Resilience – In People & The Organization**

Companies need to build trust, listen to people, and respond to their needs and help workers prioritize and recharge. The initial adrenalin of workers needs to shift to resilience for the long term and employers must lead this charge. When stress is on the rise and the number one concern on the minds of many workers is losing their jobs, strong remote leadership, transparent frequent communication, and a culture that is fit for the hybrid work /home workplace and accessible wellbeing support is key.

Explore talent shortage data at [manpowergroup.com/talent-shortage](https://manpowergroup.com/talent-shortage)

Complete results for the ManpowerGroup Employment Outlook Survey are available for download at: [manpowergroup.com/workforce-insights](https://manpowergroup.com/workforce-insights)

\*The Net Employment Outlook is derived by taking the percentage of employers anticipating an increase in hiring activity and subtracting from this the percentage of employers expecting a decreased in hiring activity.