

# Global Talent Barometer

2026 Report and Key Findings



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# The Now and the Next: A Leadership Calling

Human capability is at the forefront as we enter an age where AI amplifies performance and productivity. The opportunity for every organization today is to advance AI to make work life better – to help people live more meaningful, skilled, and balanced lives. Yet, the findings of our latest *Global Talent Barometer* show people are unsure if employers can deliver on this promise.

The advance of AI means every leader is managing two horizons at once. There's the *Now* — running the business that exists today and supporting people through transformation. And there's the *Next* — building skills and confidence for an AI-infused future we are all still creating. This year's *Global Talent Barometer* reveals why it is critical we keep sight of that balance, and what becomes possible when we put people first and bring them along on the journey.

Looking at the data, worker confidence dipped 4% for the first time in three years, even as job satisfaction held steady. At the same time, AI adoption jumped 13% while confidence in using that technology fell 18%. The message is clear: people still believe in what they're doing now, and they're unsure how they'll fit into what's next.

This is not a technology problem; it is a leadership calling. It's up to all of us to close the gap between innovation and inclusion; to make sure every person feels capable, confident, and connected to purpose in the middle of so much change.

The bright spot is that most workers (64%) plan to stay with their current employer, and nearly 9 in 10 are confident they have the skills to succeed in their roles today. "Job hugging" has replaced job hopping. Workers aren't leaving; they're staying put and waiting for us to build the bridge between what they can do now and what they'll need to do next. When organizations create real space for both performance and learning, people deliver.

The *Global Talent Barometer* continues to be our compass for understanding how workers around the world are experiencing this moment. The data is clearly showing burnout and uncertainty remain too high. We can't ask people to transform while neglecting their well-being. The next generation of workers don't want to have to choose between work and home, meetings and family time, career development or mental and physical fitness. It's up to us to build ways of working that enable each of us to be their best, at work and at home. This is how we will unleash potential and ensure everyone sees their place in the future of work.

The best leaders know they have to manage both the Now and the Next horizons together, creating room for experimentation without losing focus on execution. Let's continue to bet on both people and tech, the Now and the Next - and ensure progress is both human first and digital always.

*Becky Frankiewicz*  
**Becky Frankiewicz**

President & Chief Strategy Officer, ManpowerGroup





# Global Talent Barometer Methodology

The ManpowerGroup Global Talent Barometer 2026 captures the perspectives of workers worldwide, measuring well-being, job satisfaction, and confidence. It provides a clear view of what employees value and expect as work continues to evolve, delivering actionable insights for employers to help shape and guide the future of work.



## Fieldwork Conducted:

1 September – 1 October 2025

## 19 Countries Surveyed:

Australia, Canada, France, Germany, India, Israel, Italy, Japan, Malaysia, Mexico, The Netherlands, Norway, Poland, Singapore, Spain, Sweden, Switzerland, U.K., and U.S.

## Survey Methodology:

Survey responses were collected from 13,918 workers. The data is weighted to match the worker population in each country by gender, age and region, and all countries are equally weighted.

## Modified Question Wording:

Edits have been made to question text throughout this report to ensure readability. Complete versions of any shortened statements can be found in the ['About the Survey'](#) section at the end of the report.



# Key Findings



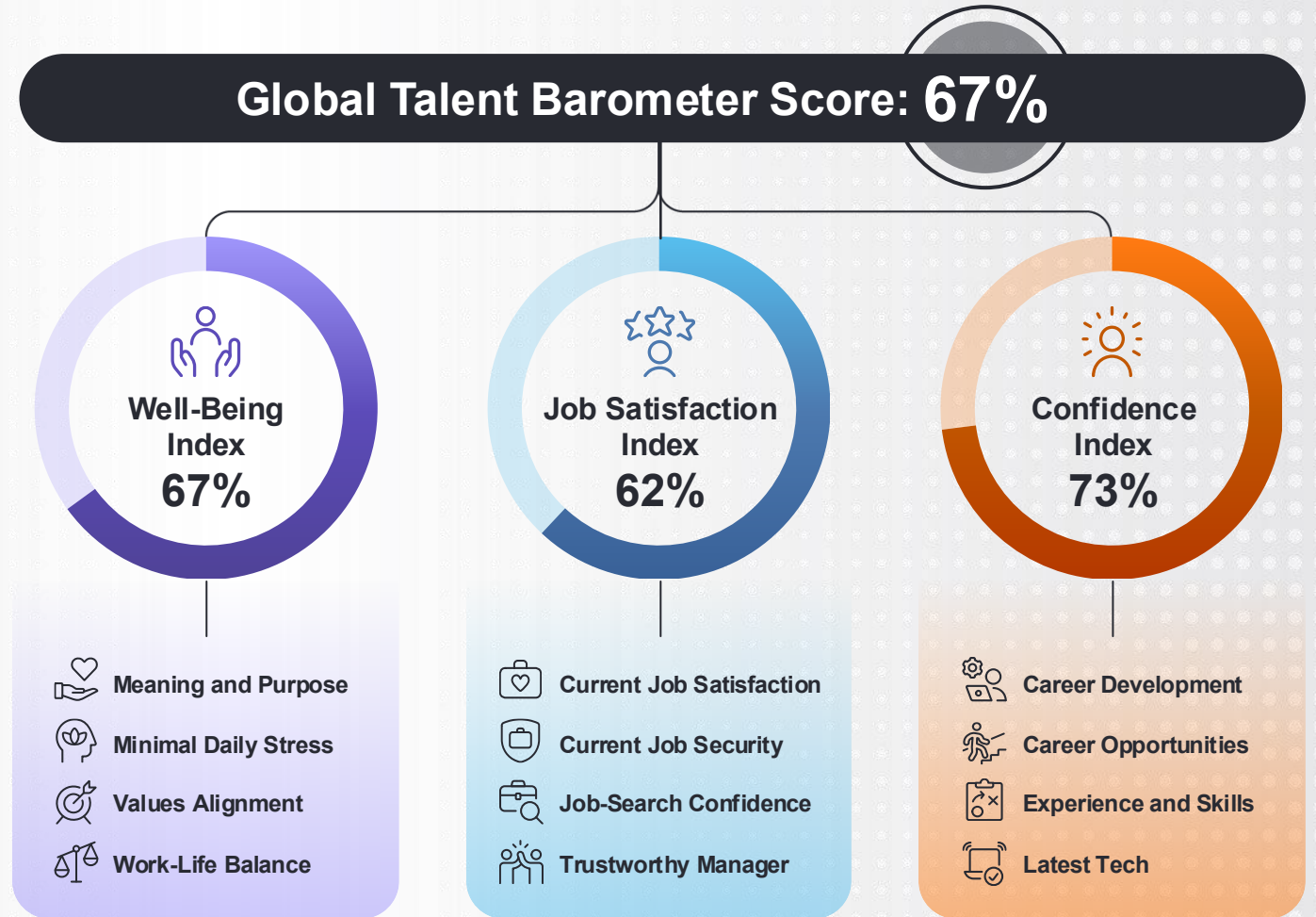


# Executive Summary

Now in its third edition, the **Global Talent Barometer** examines employee sentiment across three indices comprised of twelve benchmarks, revealing what workers value most in a rapidly changing world of work.

The overall Global Talent Barometer score reached 67% for 2026, declining since the previous year. This softening was primarily driven by a decrease in the Confidence Index, while Well-Being and Job Satisfaction remained steady.

## Global Talent Barometer Score: 67%



# Worker Sentiment Around the World



Workers in **France** reported a 6% decline in work-life balance, and along with **Italy**, experienced the steepest declines in worker sentiment across Europe (6% and 5%, respectively). Employees in both countries are now less likely to remain in their current jobs compared to 2025.



**Norwegian** workers feel the most secure in their jobs and are the least likely to leave, sharing the world's lowest daily stress levels with **The Netherlands**.



**India** continues to lead with the most positive worker sentiment, though confidence slipped from 2025 as career opportunities and trust in managers each declined by 6%.

## Worker Sentiment by Country:

India	77%
Malaysia	73%
The Netherlands	72%
U.S.	72%
Mexico	71%
Australia	70%
U.K.	69%
Canada	68%
Germany	68%
Norway	68%
Poland	68%
Spain	67%
Sweden	66%
Switzerland	66%
France	65%
Israel	64%
Italy	63%
Singapore	63%
Japan	48%

# Well-Being Key Findings

**Worker stress** and **burnout** remain high worldwide.

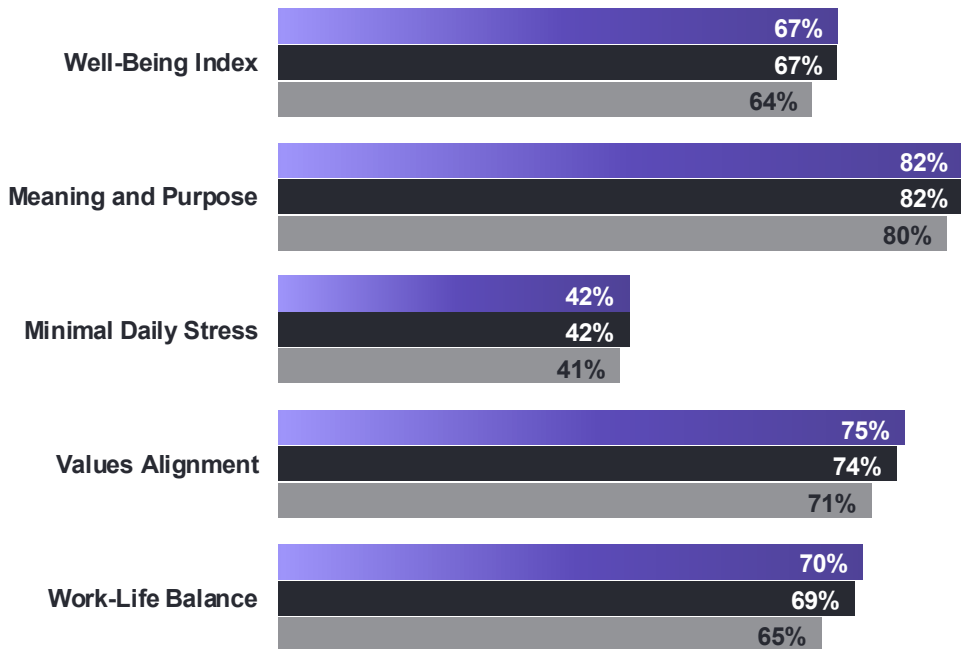


## Well-Being Over Time

2026

2025

2024



**Workplace stress remains high** as nearly half of workers (**49%**) say they experience high daily stress.



**Two in three workers said they have recently experienced burnout**, citing stress (**28%**) and large workloads (**24%**) as the top contributors.



**45% of workers regularly use AI at work**, increasing 13% since 2025, with India leading global adoption (77%).



Concern over AI-driven job loss increased 5%, as **43% of workers fear automation may replace them** within two years.





# Job Satisfaction Key Findings

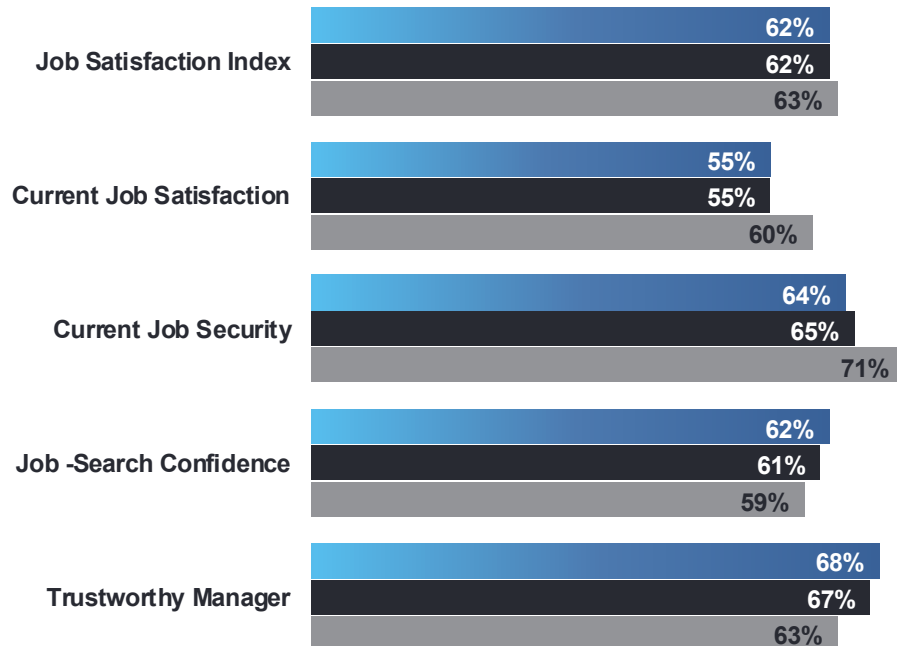
Growing uncertainty impacts job satisfaction.

## Job Satisfaction Over Time

2026

2025

2024



Most workers plan to stay (64%), yet 60% are job hunting, as **31% expect possible job loss soon**.



Most candidates think it is important for a **person to review their resume (85%)** and almost equally value speaking directly with a person (82%) during the hiring process.



**50% employees said they supplement their primary income**, most often through investments, part-time employment, or freelance opportunities.



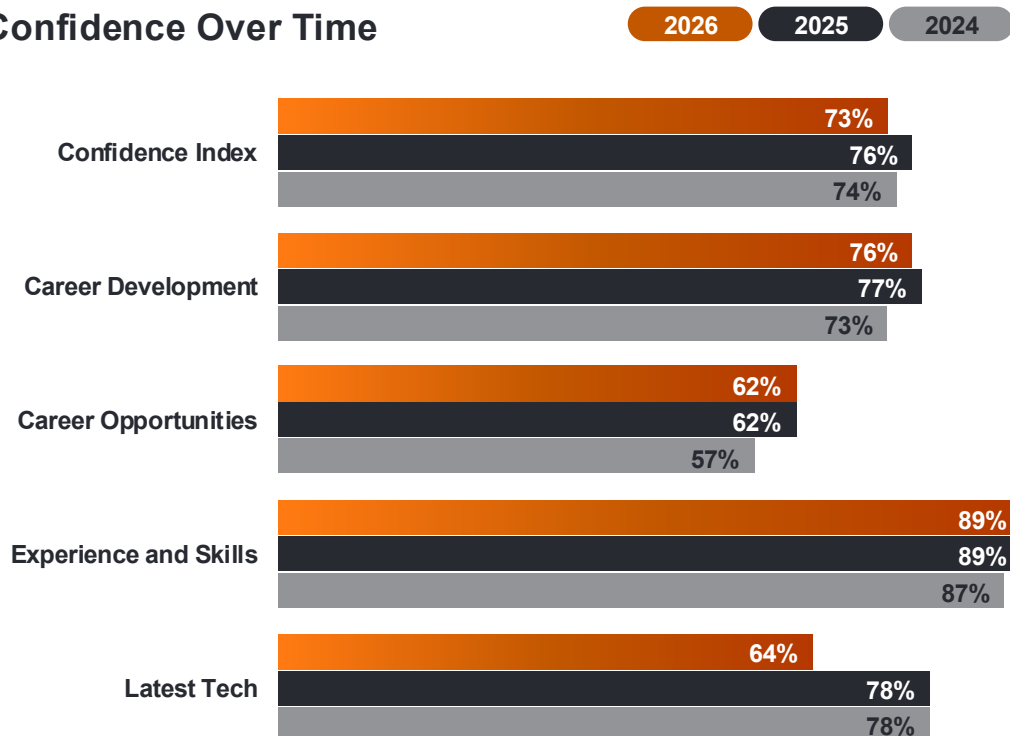
**Gen Z** is the most likely to supplement their income (68%).

# Worker Confidence Key Findings

Accelerating AI innovation curbs worker confidence.



## Confidence Over Time



Most workers (**89%**) are confident they have the right skills to successfully perform their existing role.



New questions about **AI proficiency** drove an **18% decline** in overall worker confidence despite increasing AI use.



The **tech confidence drop** was most pronounced among **Baby Boomer** and **Gen X workers**, weakening by 35% and 25%, respectively.



Training gaps remain, as over **half of workers reported no recent training (56%) or mentorship (57%)** opportunities.

# Well-Being





# The Well-Being Index

The Well-Being Index is based on four distinct benchmarks: **meaning and purpose**, **minimal daily stress**, **values alignment**, and **work-life balance**.



Feel work has at least some **meaning** or **purpose**.

82%



Feel little to **no stress**.

42%



Feel somewhat or closely aligned with company **vision** and **values**.

75%

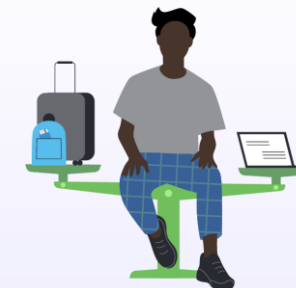
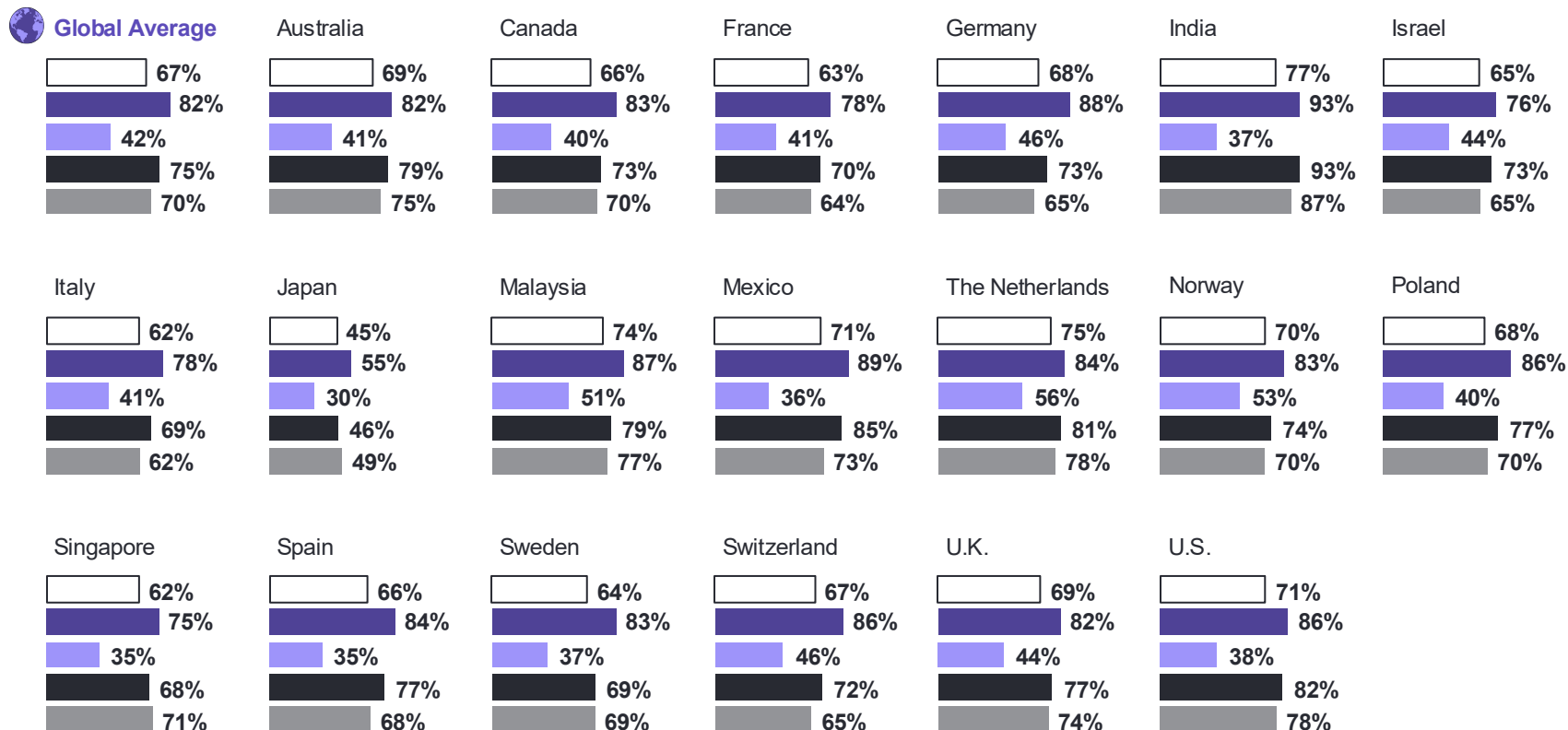


Feel well or fully supported with regards to **work-life balance**.

70%

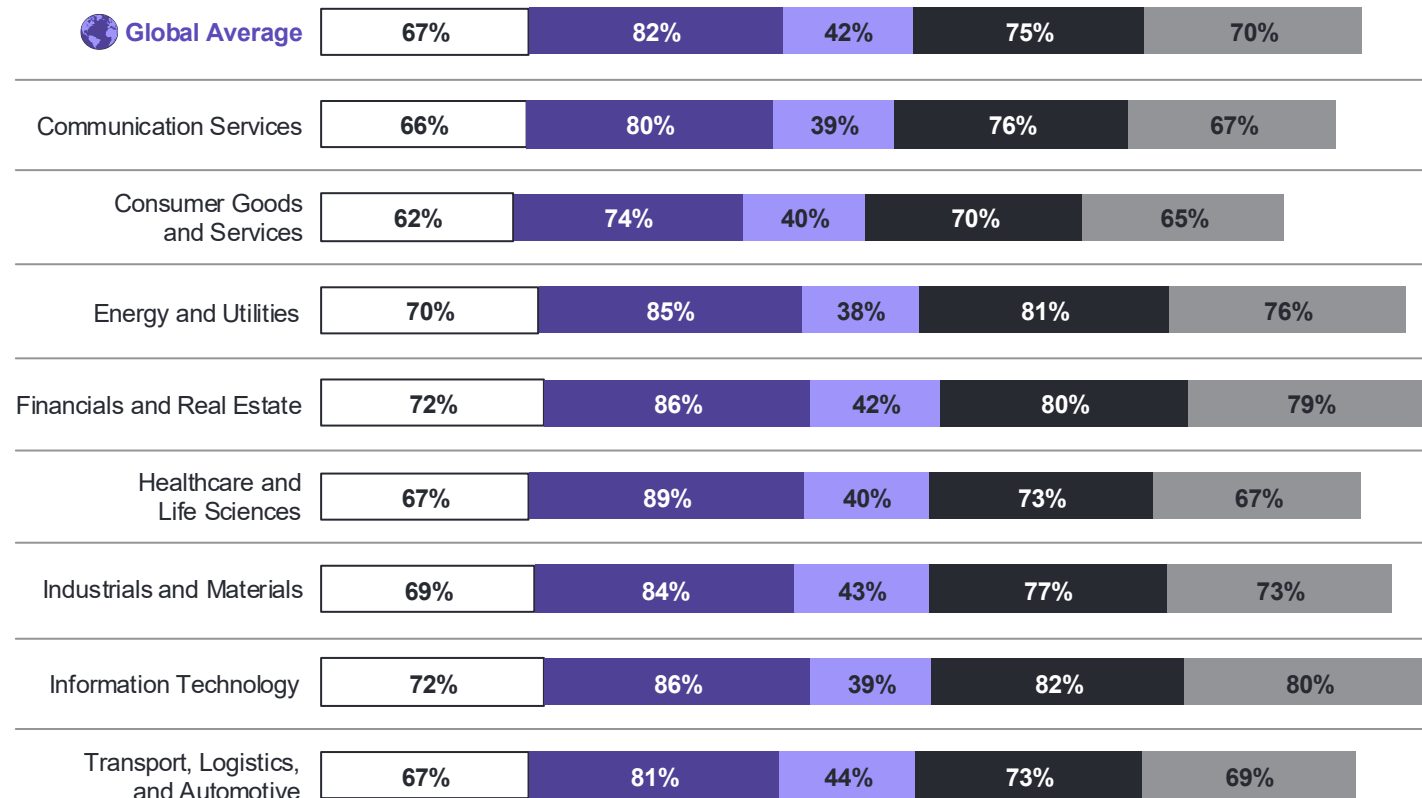
The Well-Being Index an average of the above percentages. Learn more about the [Methodology](#).

# Country-Level Perspectives



Despite Japan scoring the lowest on Well-Being, workers are feeling more aligned with their values and supported by their organization regarding work-life balance, improving by 7% and 9%, respectively.

# Industry Insights



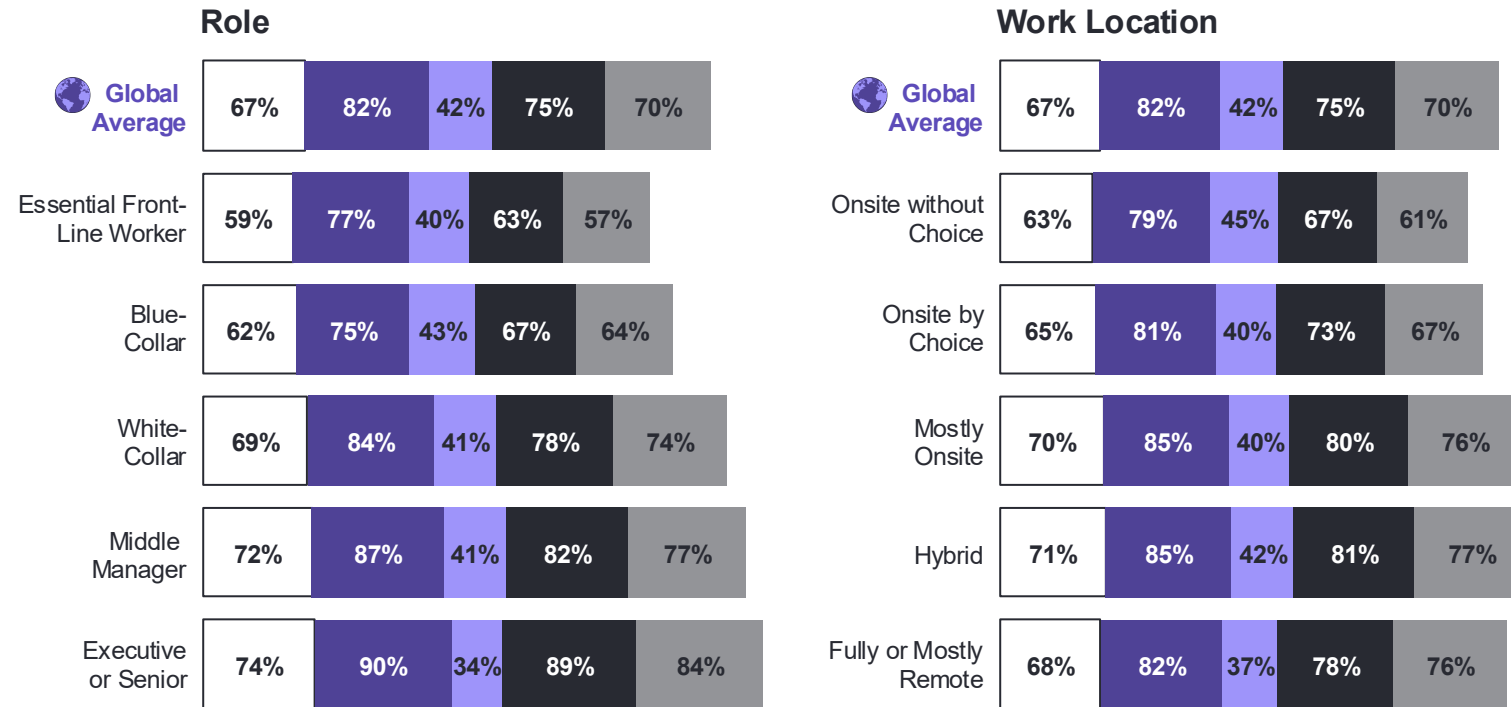
○ Well-Being Index
 ● Meaning and Purpose
 ● Minimal Daily Stress
 ● Values Alignment
 ● Work-Life Balance



**Fewer than half of industries reported improved well-being, including IT, Financials and Real Estate, Energy and Utilities, and Communication Services.**



# Role and Location Trends

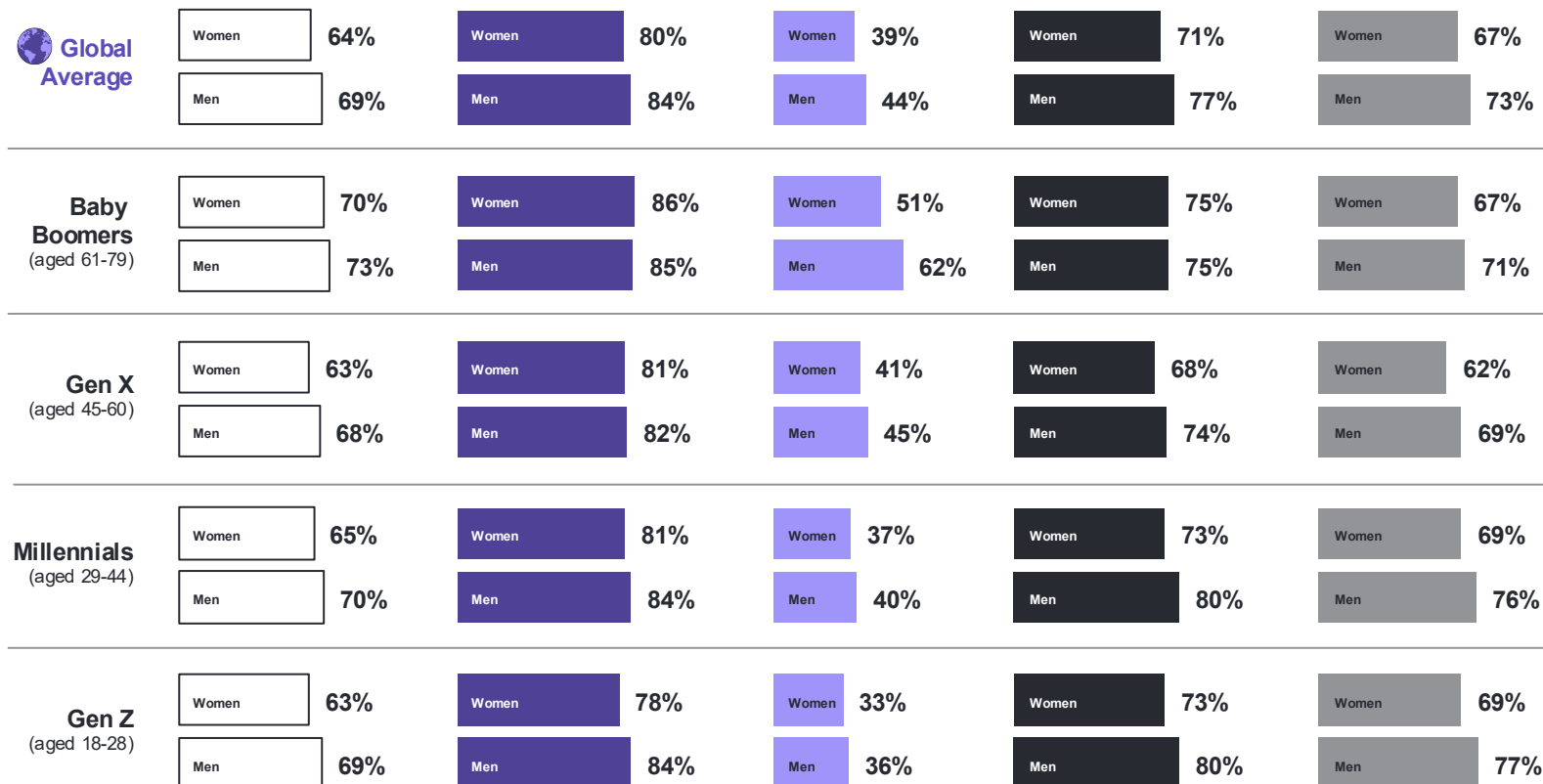


○ Well-Being Index    ● Meaning and Purpose    ● Minimal Daily Stress    ● Values Alignment    ● Work-Life Balance



**Frontline workers' well-being declined as daily stress increased and sense of purpose and values alignment weakened.**

# Age-Gender Dynamics



**Gen Z women experienced the worst levels (57%) of high daily stress, nearly twice as much as Baby Boomer men (31%).**



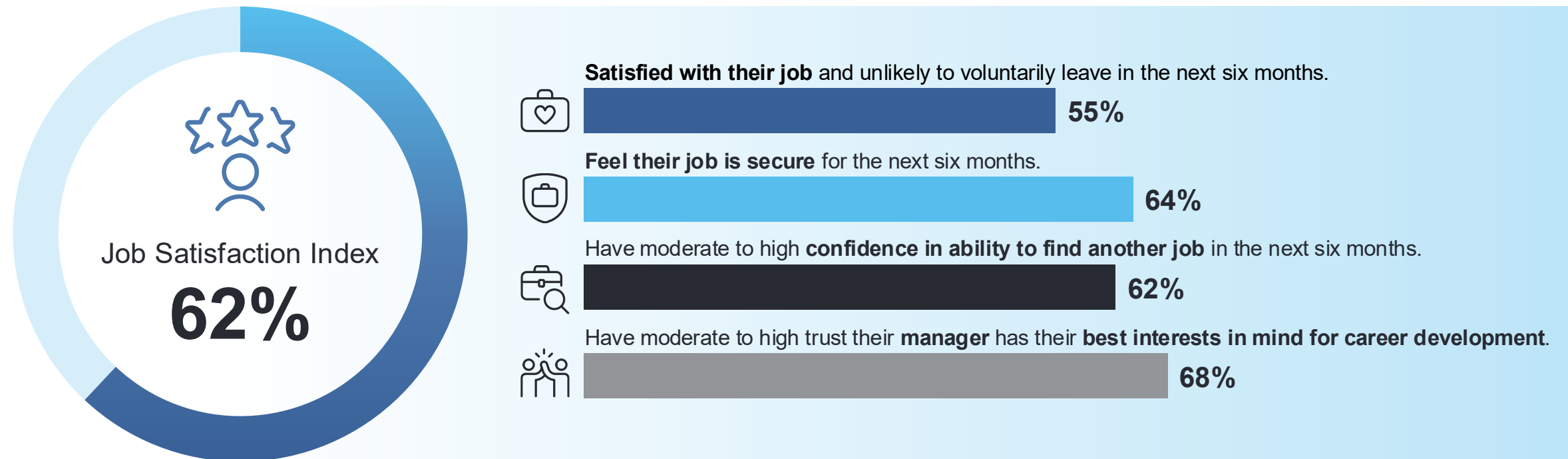
# Job Satisfaction





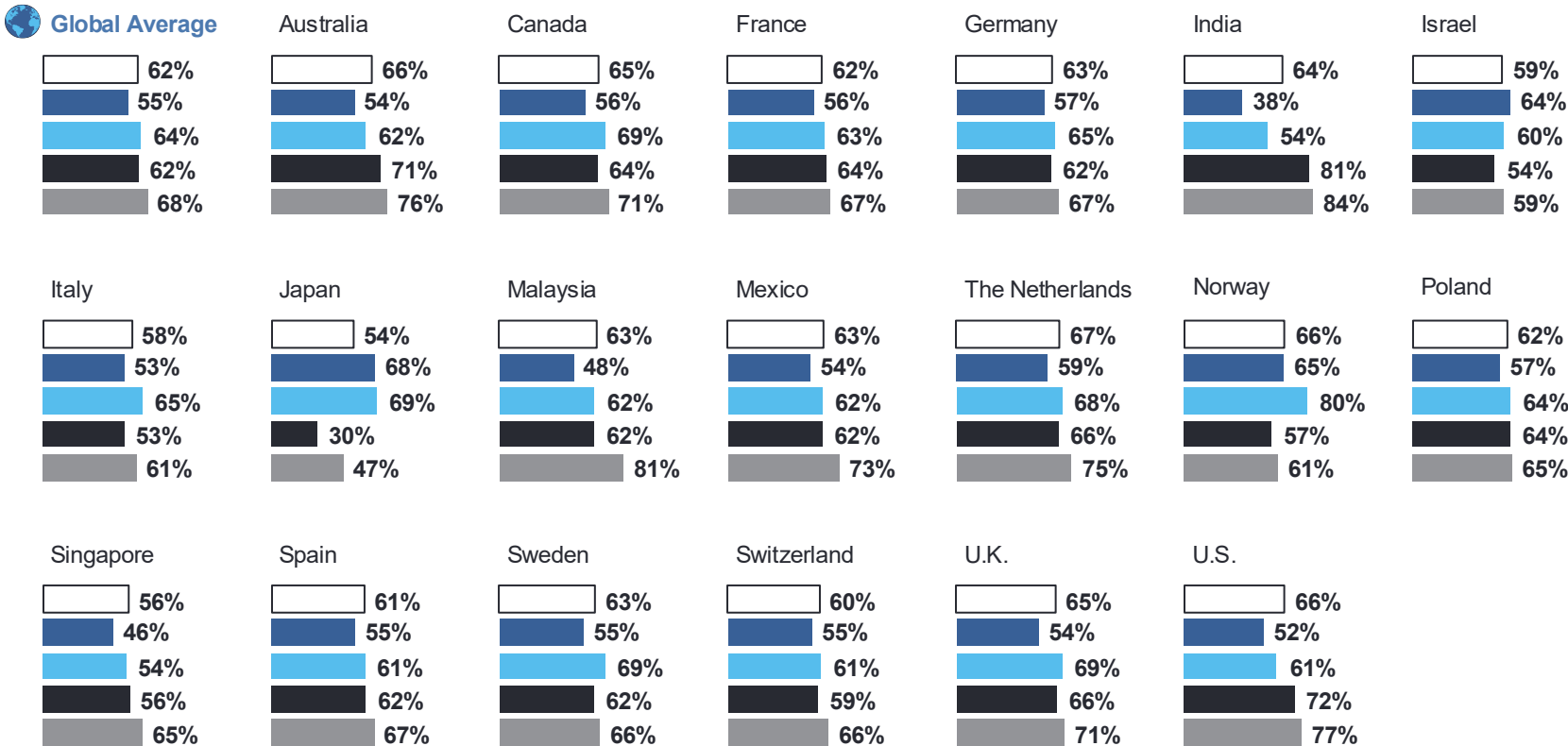
# The Job Satisfaction Index

The Job Satisfaction Index is based on four distinct benchmarks: **current job satisfaction**, **current job security**, **job-search confidence**, and **trust in management**.



The Job Satisfaction Index an average of the above percentages. . . Learn more about the [Methodology](#).

# Country-Level Perspectives

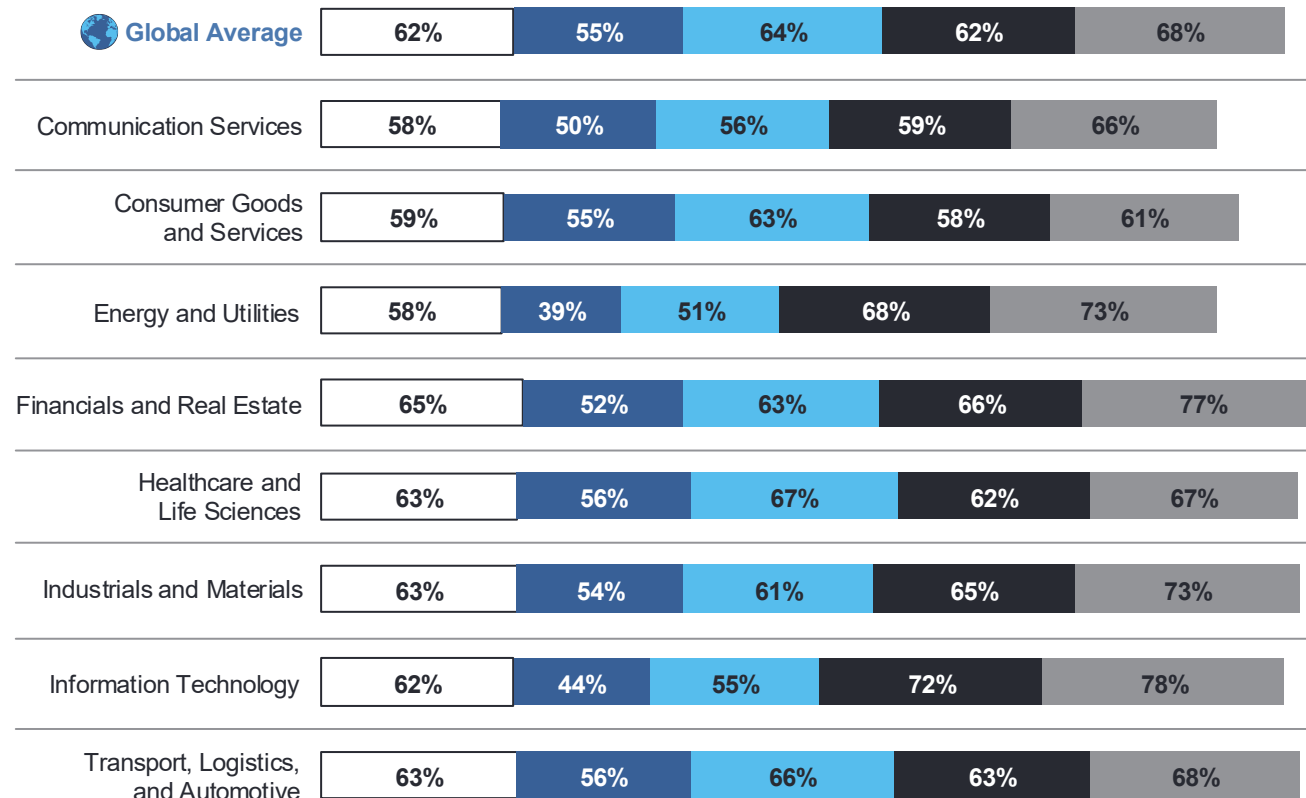


 Job Satisfaction Index    Current Job Satisfaction    Current Job Security    Job-Search Confidence    Trustworthy Manager



**Both Current Job Security (-10%) and Current Job Satisfaction (-8%) declined since 2024.**

# Industry Insights



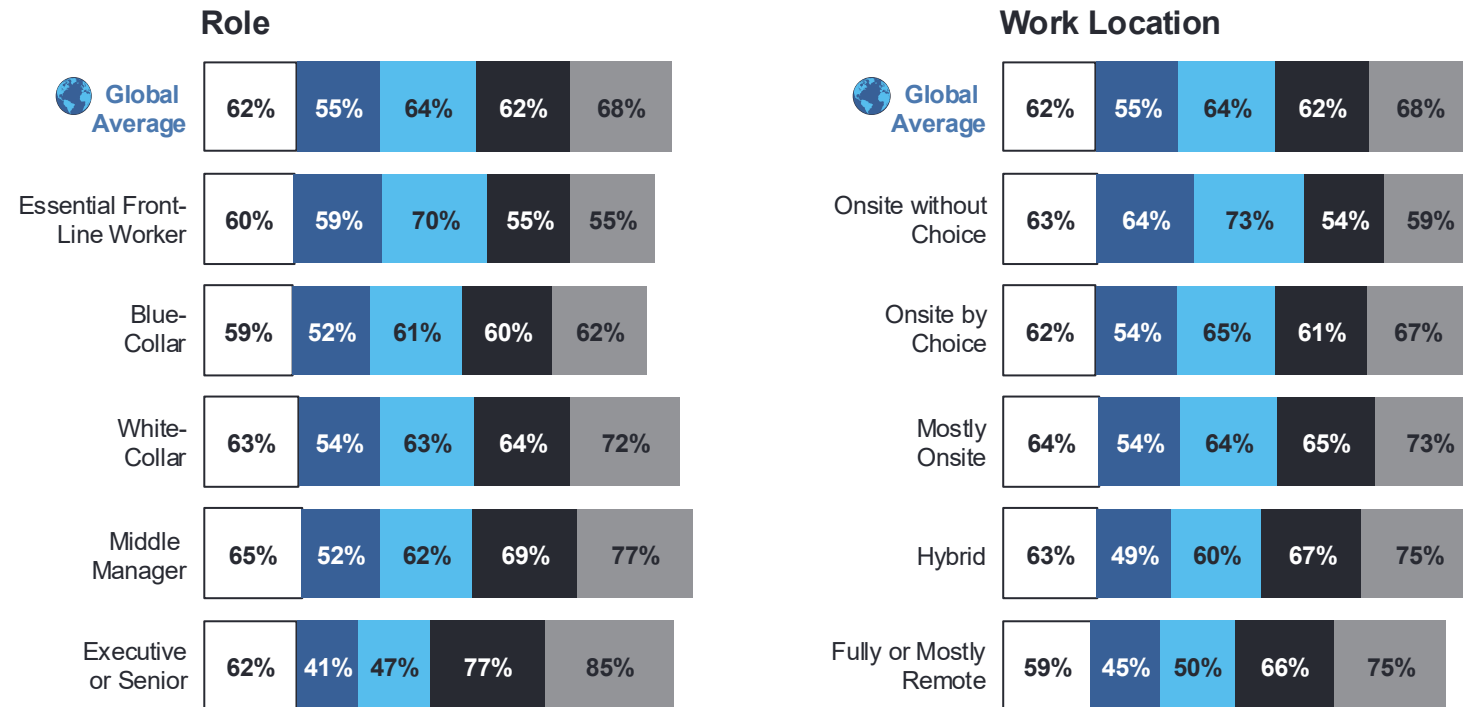
Job Satisfaction Index
 Current Job Satisfaction
 Current Job Security
 Job-Search Confidence
 Trustworthy Manager



The IT retention challenge intensified as fewer workers said they're likely to stay in their current jobs, down by 6% since 2025 and 12% since 2024.



# Role and Location Trends

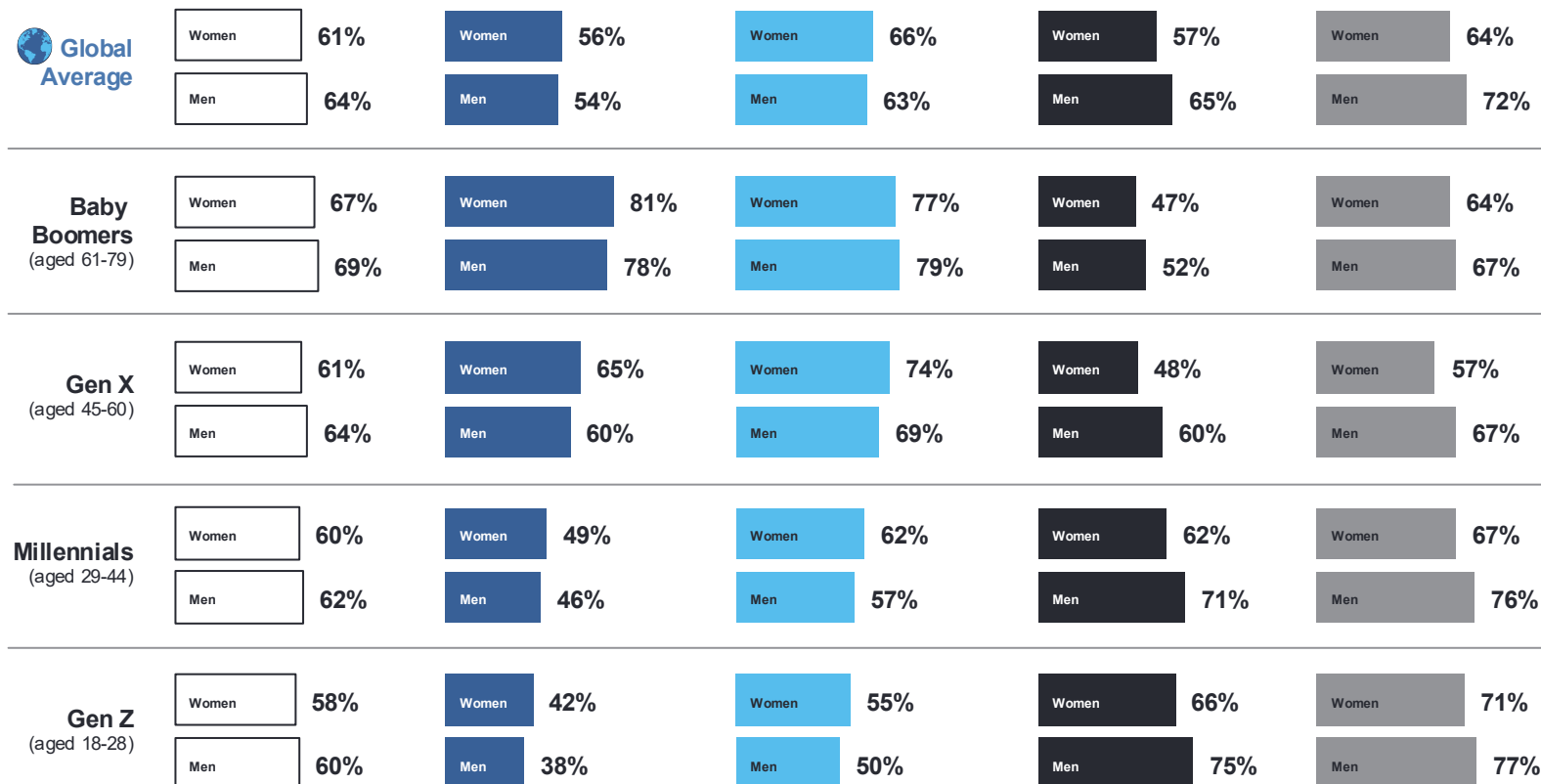


○ Job Satisfaction Index
 ● Current Job Satisfaction
 ● Current Job Security
 ● Job-Search Confidence
 ● Trustworthy Manager



**White-collar worker job satisfaction declined 13% versus 2024.**

# Age-Gender Dynamics



○ Job Satisfaction Index
 ● Current Job Satisfaction
 ● Current Job Security
 ● Job-Search Confidence
 ● Trustworthy Manager



For Gen Z men, Job Satisfaction (-12%) and Job Security (-11%) sentiment declined year-over-year as Job Search Confidence (+10%) increased.

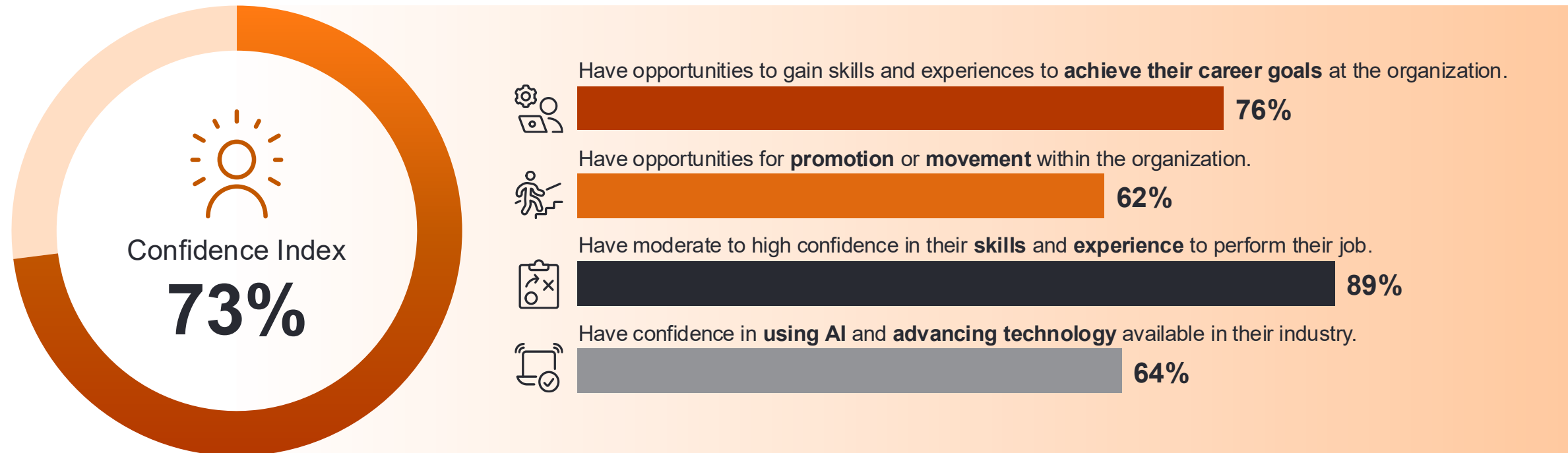


# Confidence



# The Confidence Index

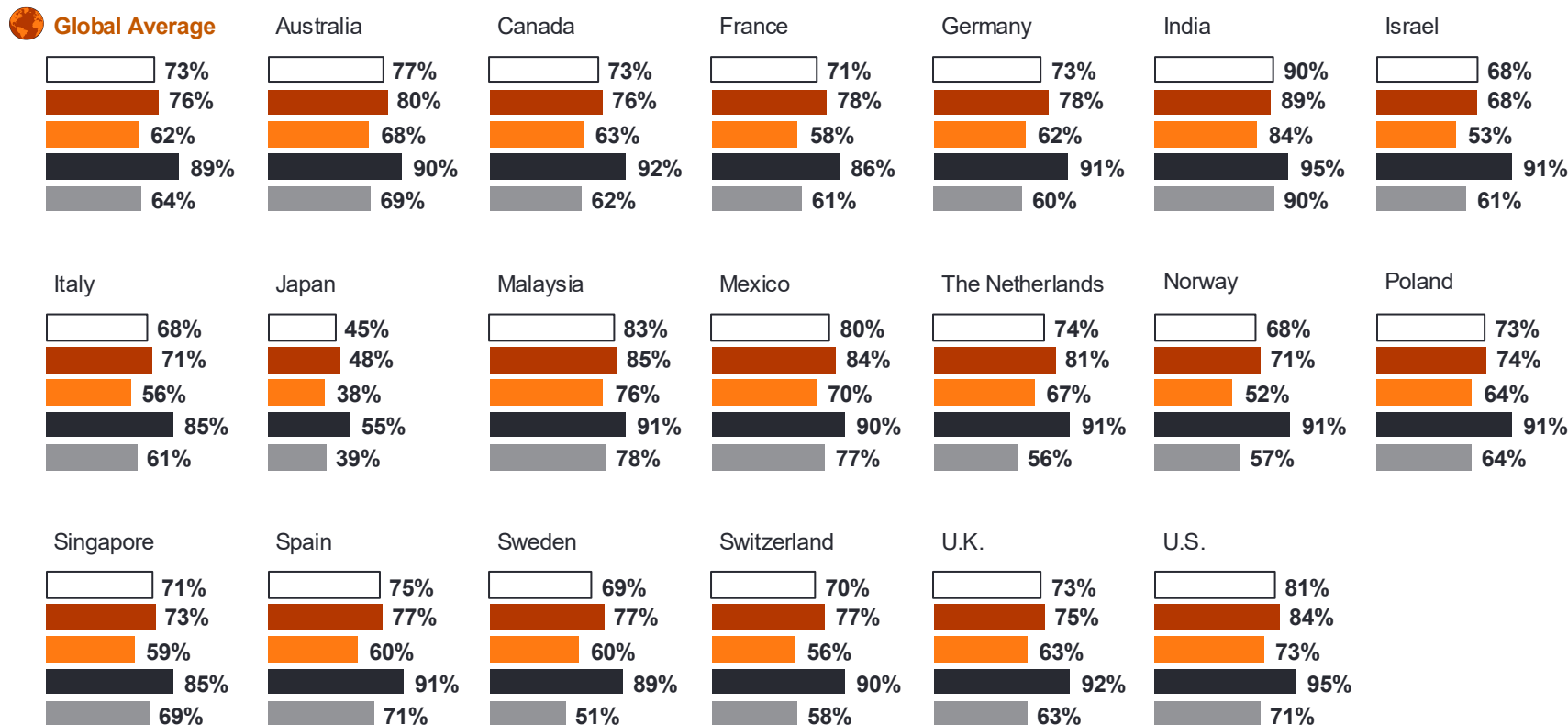
The Confidence Index is based on four distinct benchmarks: **career development**, **career opportunities**, **experience and skills**, and **latest tech**.



The Confidence Index is the an average of the above percentages. Learn more about the [Methodology](#).



# Country-Level Perspectives

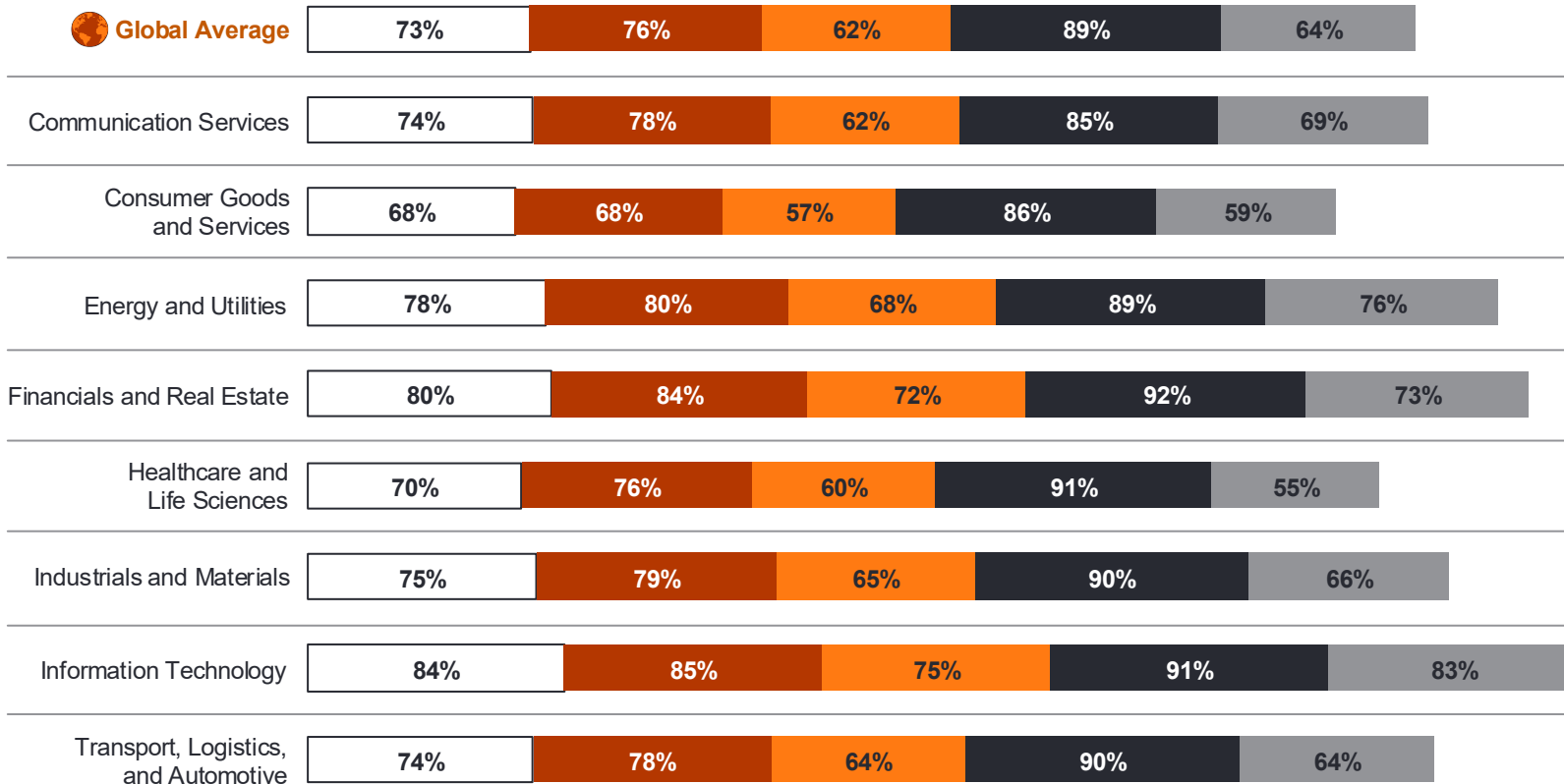


Confidence Index
 Career Development
 Career Opportunities
 Experience and Skills
 Latest Tech



Workers from Canada, the Netherlands, and Sweden reported the sharpest confidence drops in using the latest Tech and Tools.

# Industry Insights

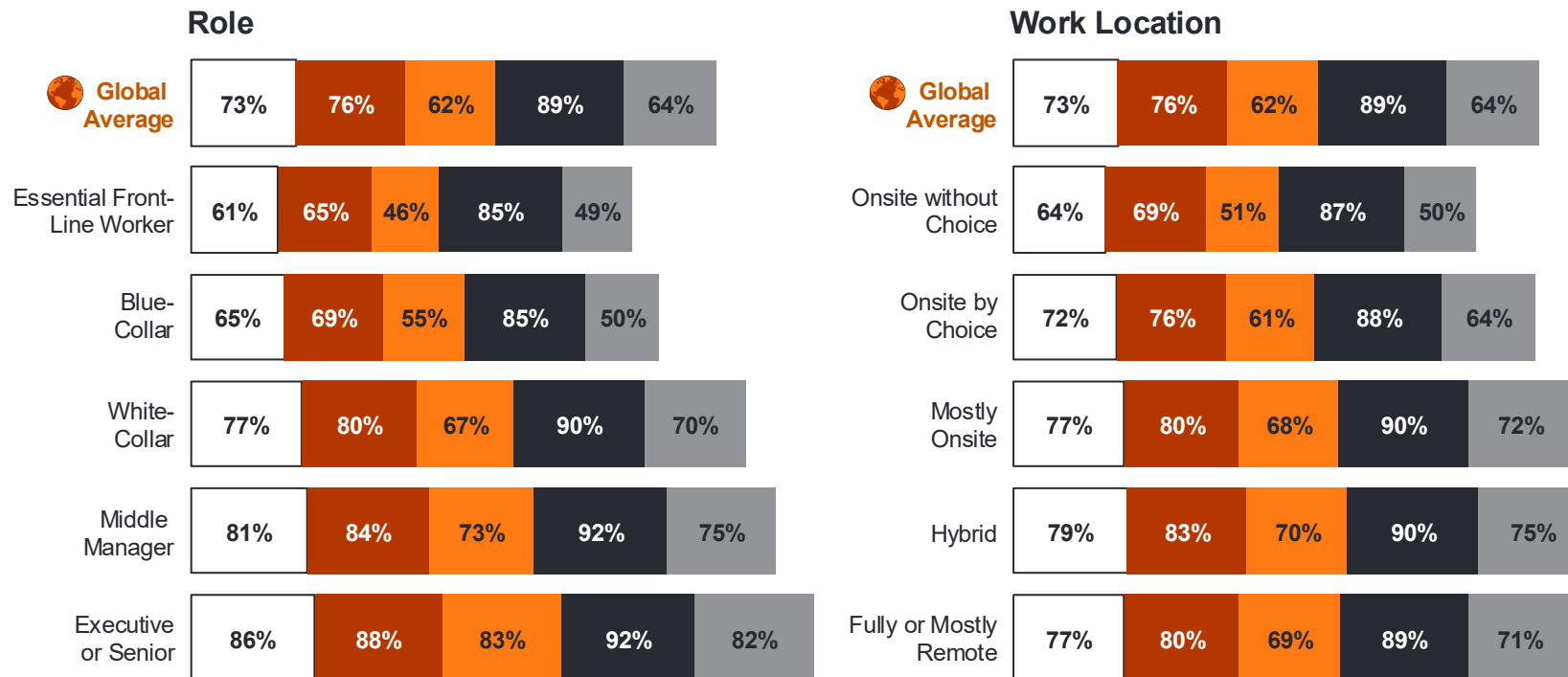


○ Confidence Index   ● Career Development   ● Career Opportunities   ● Experience and Skills   ● Latest Tech



Only 55% of Health Care and Life Sciences workers reported confidence using the latest Tech and Tools, decreasing by 28% since 2025 with the introduction of AI in 2026.

# Role and Location Trends

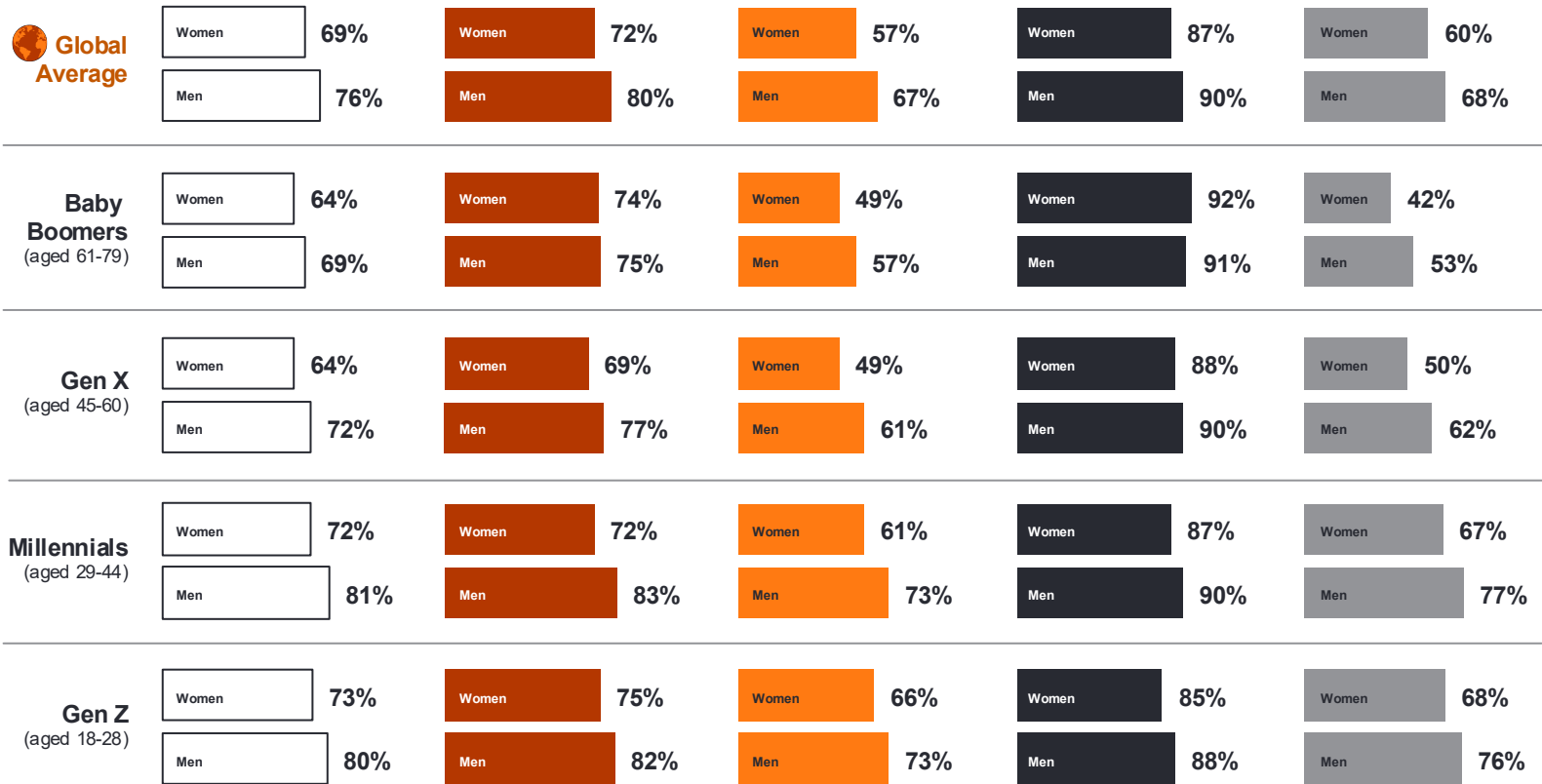


○ Confidence Index   ● Career Development   ● Career Opportunities   ● Experience and Skills   ● Latest Tech



Blue-collar workers and those who are Onsite Without Choice reported the most significant Career Opportunity increases, growing by 8%.

# Age-Gender Dynamics



○ Confidence Index   ● Career Development   ● Career Opportunities   ● Experience and Skills   ● Latest Tech



Career Opportunities remain stagnant for Gen X men and women, while Career Development improves by 4% for Millennial men.





# Conclusion



# Helping Workers Navigate Accelerating Change



## WELL-BEING INDEX

### Persistent Burnout Offers Opportunity for Differentiation:

Across industries worldwide, daily worker stress remains high, with nearly two in three workers (63%) say they are currently experiencing burnout. These figures are unlikely to change in the near term as business leaders are under pressure to increase productivity as they reduce costs.

However, employers that can take small steps to mitigate growing burnout can realize long-term retention and talent acquisition advantage.



## JOB SATISFACTION INDEX

### Job Hugging but Still Eager for New Opportunities:

Although most workers plan to stay in their current positions (64%), many are still applying for new jobs (60%). With many of these moves stalled by the current macroeconomic situation, Gen Z workers in particular (68%) are supplementing their primary income through the gig economy, part-time work, and investing.

A greater focus on meaningful career path discussions offers employers the opportunity to tap into the workforce's desire for career and income growth.



## CONFIDENCE INDEX

### Restoring Worker Confidence:

There's a learning curve with every technological advancement, and AI is no exception. Business leaders know there are significant AI skills gaps in every sector around the world. Automation skills gaps are beginning to impact overall worker confidence. However, the number of workers who say they completed training in the past six months (44%) is flat year-over-year.

Employers that can translate knowledge of AI skills gaps into increased training participation will be best positioned to capitalize on its productivity potential.



# About the Survey

## Forward-Looking Statements:

This report contains forward-looking statements, including statements regarding labor demand in certain regions, countries and industries, economic uncertainty, and the use and impact of AI. Actual events or results may differ materially from those contained in the forward-looking statements, due to risk, uncertainties and assumptions. These factors include those found in the Company's reports filed with the U.S. Securities and Exchange Commission (SEC), including the information under the heading "Risk Factors" in its Annual Report on Form10-K for the year ended December 31, 2024, whose 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.

## Survey Methodology:

Survey responses were collected from 13,918 workers across 19 countries from 1 September – 1 October, 2025. All the data is weighted to match the worker population in each country by gender, age and region, and all countries are weighted to be equal.



## Well-Being

### Minimal Daily Stress

Percentage of workers who rate their stress levels as 'little' to 'no stress' using a 10-point scale.

### Meaning and Purpose

Percentage of workers who rate their work is being either 'somewhat' or 'very meaningful' using a 10-point scale.

### Values Alignment

Percentage of workers who rate their alignment with their employer's values as "somewhat" or "closely aligned" using a 10-point scale.

### Work-life Balance

Percentage of workers who rate their company's support for work-life balance and personal well-being as "well" or "completely supported" using a 10-point scale.

### Well-Being Index

The Well-Being Index an average of the above percentages.



## Job Satisfaction

### Current Job Satisfaction

Percentage of workers who agree they are "very unlikely" or "unlikely" to change jobs on their own initiative, using a 10-point scale.

### Current Job Security

Percentage of workers who agree they are "very unlikely" or "unlikely" to be forced to leave their current job, using a 10-point scale.

### Job-Search Confidence

Percentage of workers who agree they're "very confident" or "confident" they could find another job that meets their needs, using a 10-point scale.

### Trustworthy Manager

Percentage of workers who agree they "trust very much" or "somewhat trust" that their manager has their best interests at heart concerning their career development, based on a 10-point scale.

### Job Satisfaction Index

The Job Satisfaction Index an average of the above percentages.



## Confidence

### Experience and Skills

Percentage of workers who agree they are "very confident" or "confident" they have the skills and experience to perform their current job, using a 10-point scale.

### Career Development

Percentage of workers who agree they "very much so" or "do" have enough opportunities to gain the skills and experience they need to achieve their career goals at their current organization, using a 10-point scale.

### Career Opportunities

Percentage of workers who agree they "very much so" or "do" have enough opportunities for promotion or movement within their organization to achieve their career goals, using a 10-point scale.

### Latest Tech

Percentage of workers who agree they are "very confident" or "confident" in using the AI and advancing technology available in their industry, based on a 10-point scale.\*

### Confidence Index

The Confidence Index is the an average of the above percentages.

\*Latest Tech: This question has been updated to reflect the growing scale of AI use across the workforce. In previous editions (2024-2025), this was the percentage of workers who agree they are "very confident" or "confident" in using the latest technology available in their industry, based on a 10-point scale.

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