Global Talent Barometer

2026 U.S. Report and Key Findings

Manpower® Experis® ManpowerGroup Talent Solutions® ManpowerGroup Jefferson Wells® ManpowerGroup

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Table of Contents

Introduction 3

U.S. Key Findings 5

Well-Being 11

Job Satisfaction 17

Confidence 23

Conclusion 29

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.

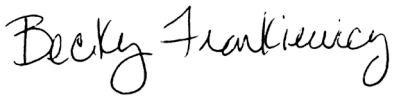
Looking at the data, worker confidence dipped 4% for the first time in three years, even as job satisfaction held steady. At the same time, AI adoption jumped 13% while confidence in using that technology fell 18%. The message is clear: people still believe in what they're doing now, and they're unsure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

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 globally, including over 2,000 in the U.S. 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.

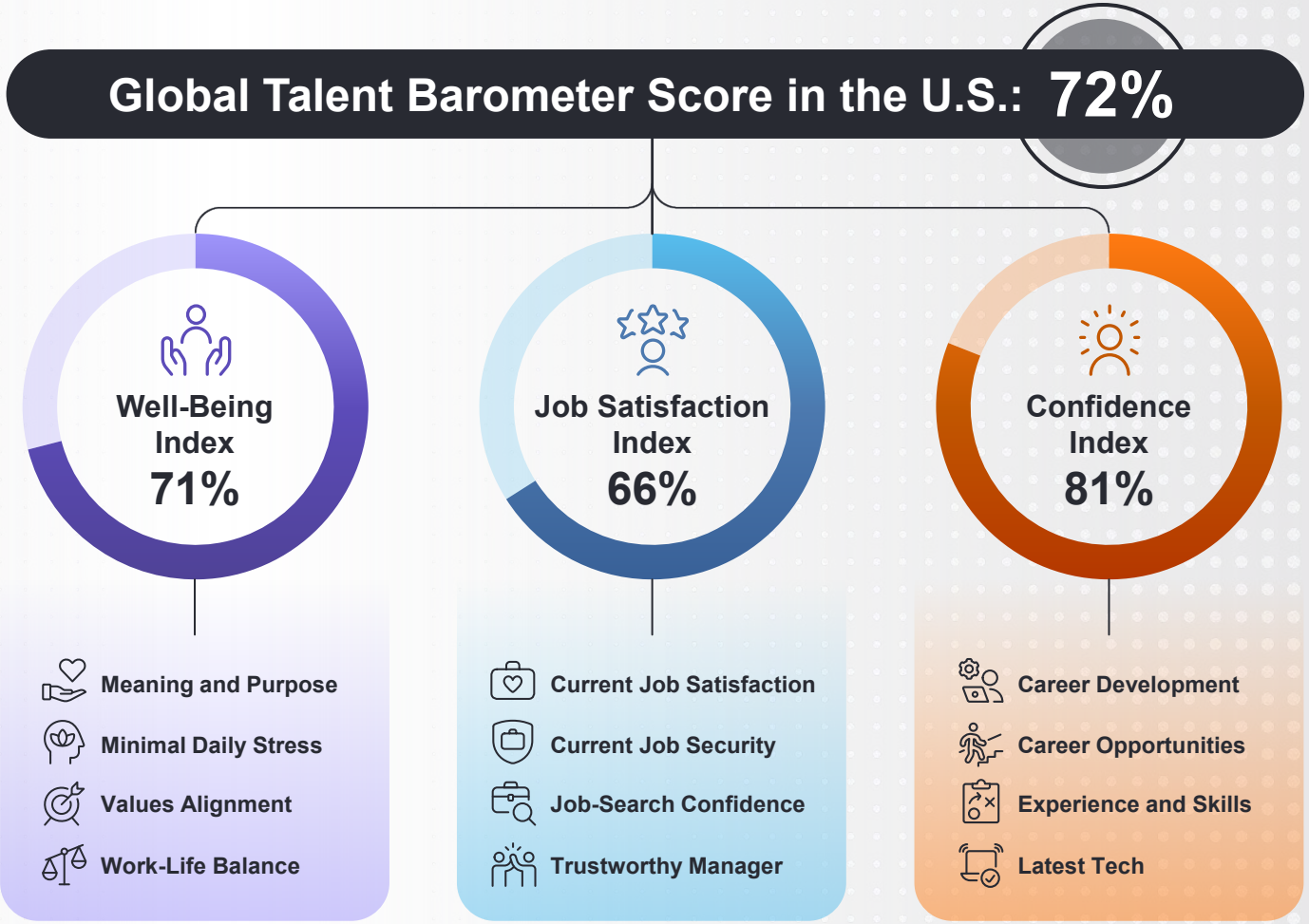
U.S. Key Findings



Executive Summary

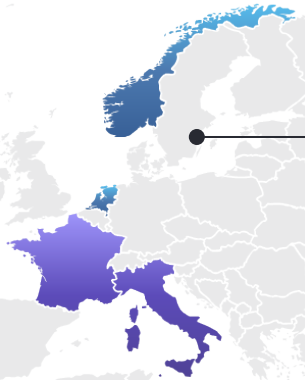
Now in its third edition, **the Global Talent Barometer examines employee sentiment across three indices comprised of twelve benchmarks**, revealing what workers value most in a rapidly changing world of work.

Averaging overall job satisfaction, well-being and confidence, workers in the U.S. averaged a score of 7.2 on a scale of 10, or **72% for 2026,** declining one percentage point since the previous year. This softening was primarily driven by a decrease in the Confidence Index and Job Satisfaction, while Well-Being remained steady.



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.

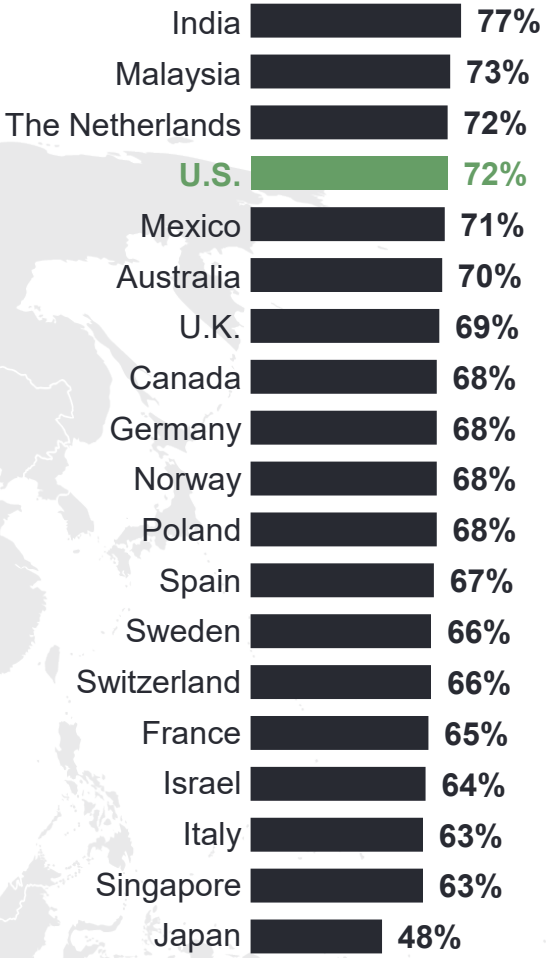


Norwegian workers feel the most secure in their jobs and are the least likely to leave, sharing the world's lowest daily stress levels with **The Netherlands**.



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:

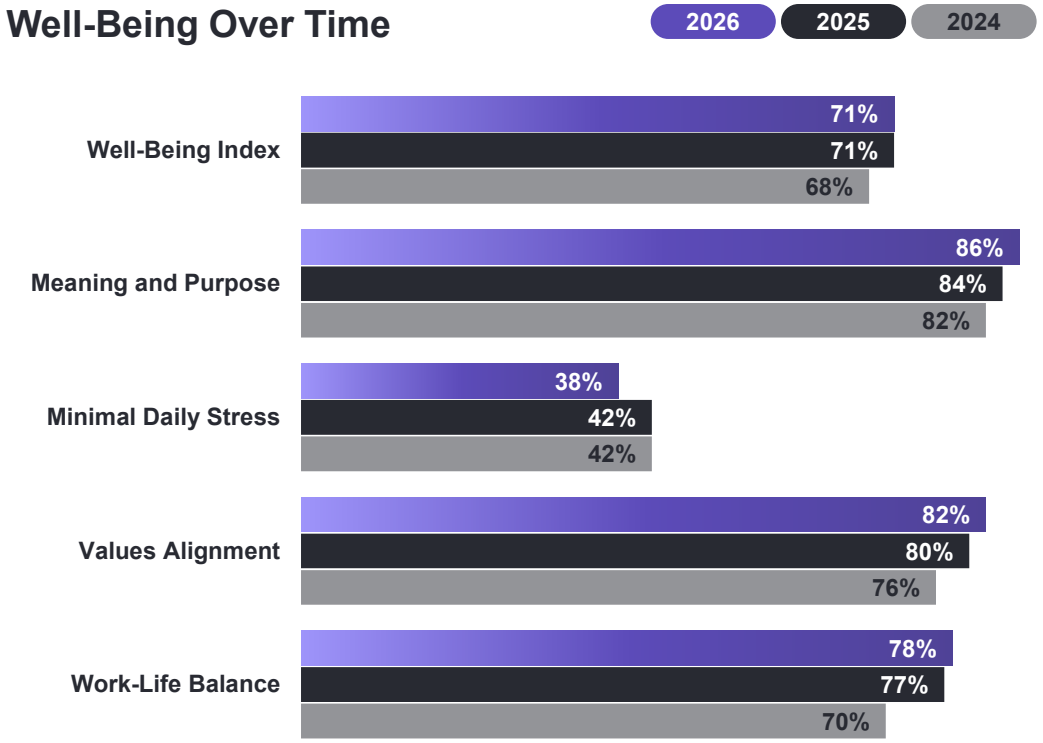


Well-Being Key Findings

Worker stress and **burnout** remain high in the U.S..



Well-Being Over Time

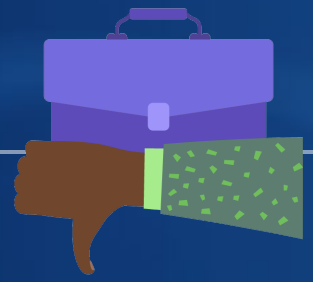


Workplace stress remains high as more than half of workers **(54%)** say they experience high daily stress.

More than two in three workers said they have recently experienced burnout, citing stress **(30%)** and large workloads **(27%)** as the top contributors.

47% of workers regularly use AI at work, increasing 10% since 2025.

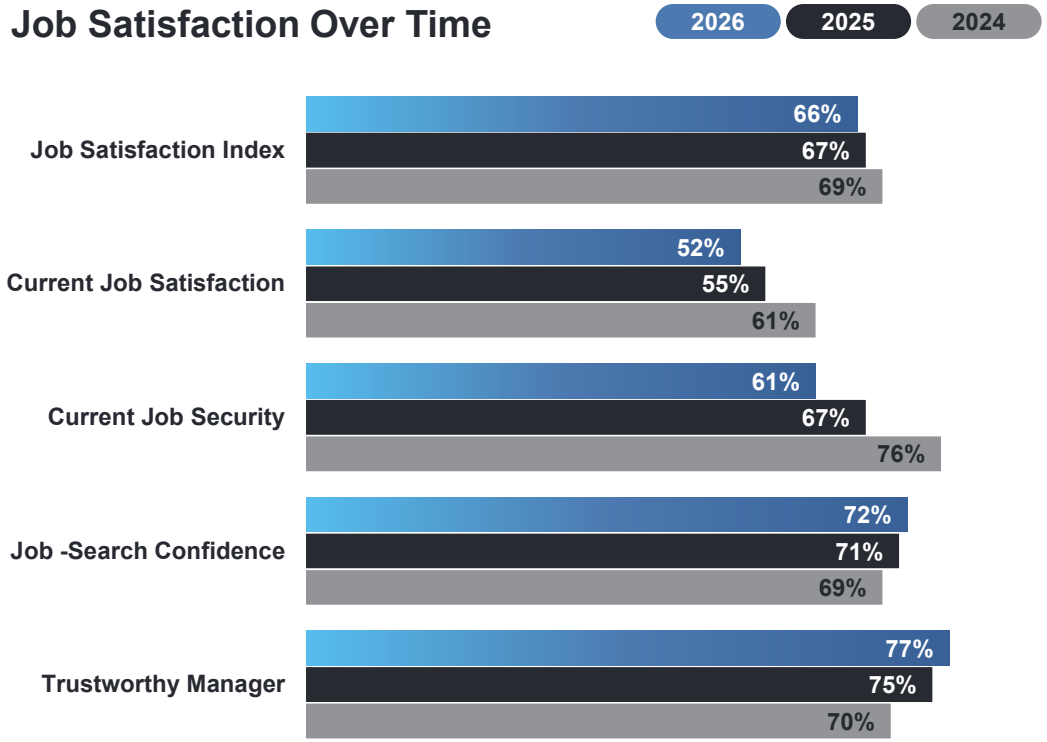
Concern over AI-driven job loss increased 6%, as **46% of workers fear automation may replace them** within two years.



Job Satisfaction Key Findings

Growing uncertainty impacts job satisfaction.

Job Satisfaction Over Time



Most workers plan to stay (65%), yet 64% are job hunting, as **35% expect possible job loss soon**.

Most candidates think it is important for a **person to review their resume (92%)** and almost equally value speaking directly with a person (87%) during the hiring process.

55% of employees said they supplement their primary income, most often through investments, running a small business, or freelance opportunities.

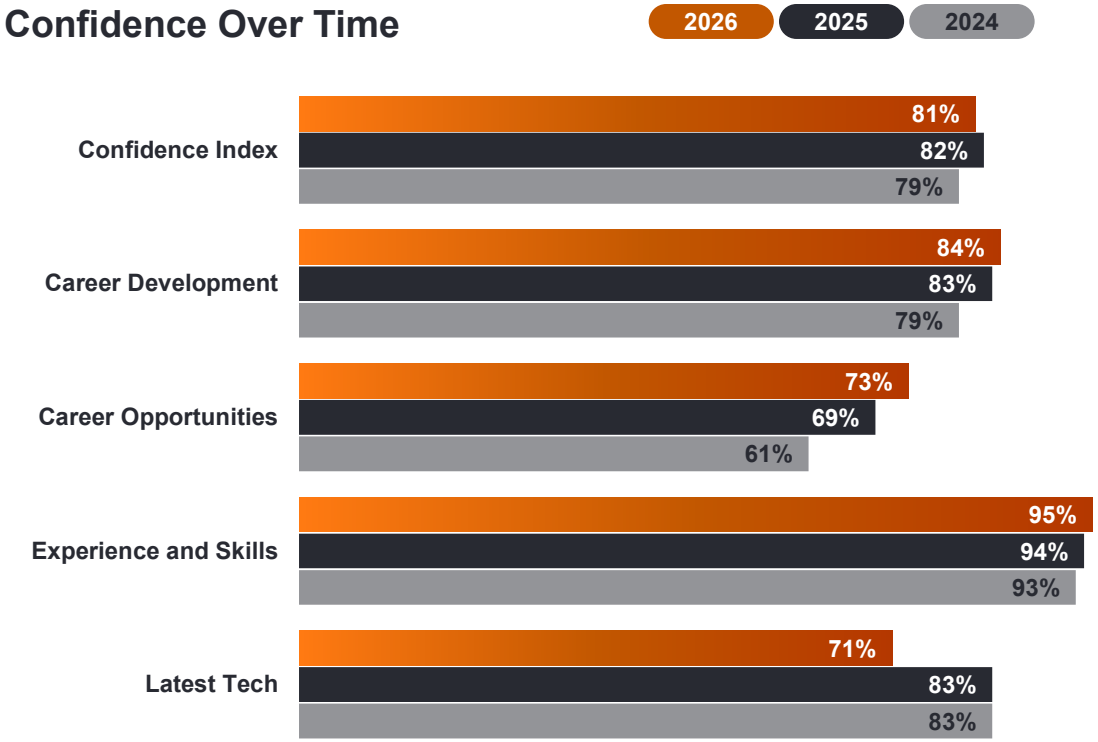
Gen Z is the most likely to supplement their income (70%).

Worker Confidence Key Findings

Accelerating AI innovation curbs worker confidence.



Confidence Over Time



Most workers **(95%) are confident** they have the right skills to successfully perform their existing role.

New questions about **AI proficiency drove a 12-percentage point decline** in overall worker confidence despite increasing AI use.

The **tech confidence drop** was most pronounced among **Baby Boomer** and **Gen Z workers**, weakening by 25% and 15%, respectively.

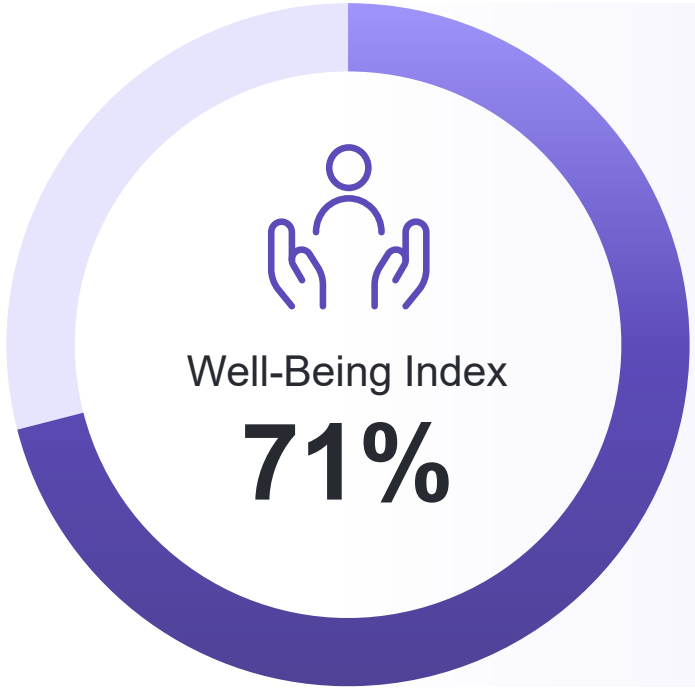
Training gaps remain, as over **half of workers reported no recent training (53%) or mentorship (53%)** opportunities.

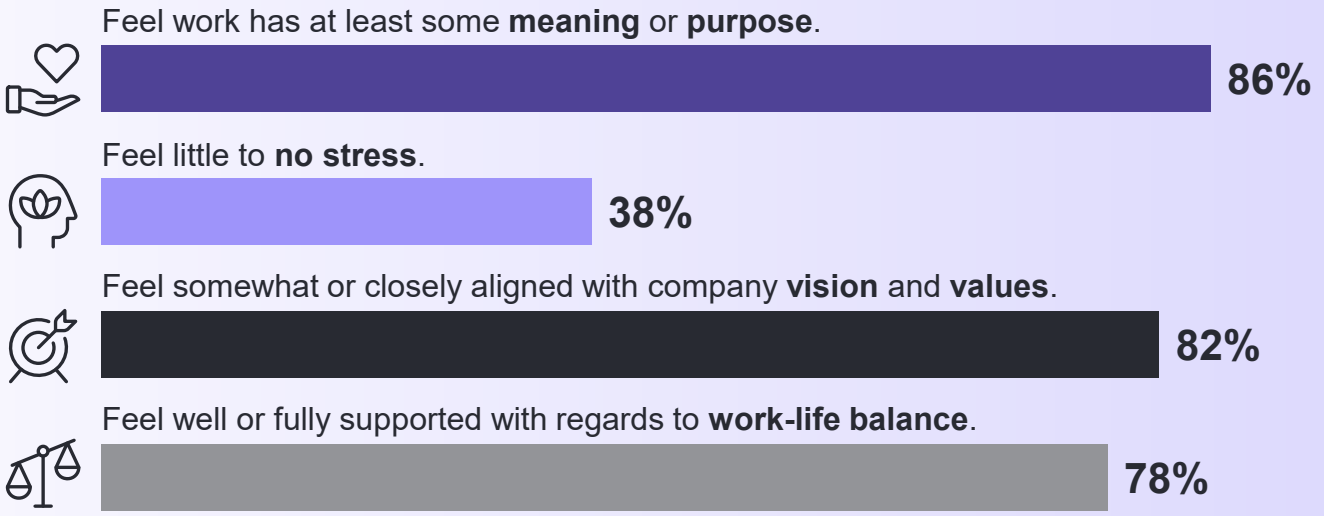
Well-Being



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.**





The Well-Being Index an average of the above percentages. Learn more about the Methodology.

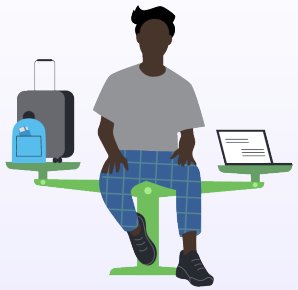
Country-Level Perspectives

Global Average	Australia	Canada	France	Germany	India	Israel
67%	69%	66%	63%	68%	77%	65%
82%	82%	83%	78%	88%	93%	76%
42%	41%	40%	41%	46%	37%	44%
75%	79%	73%	70%	73%	93%	73%
70%	75%	70%	64%	65%	87%	65%

Italy	Japan	Malaysia	Mexico	The Netherlands	Norway	Poland
62%	45%	74%	71%	75%	70%	68%
78%	55%	87%	89%	84%	83%	86%
41%	30%	51%	36%	56%	53%	40%
69%	46%	79%	85%	81%	74%	77%
62%	49%	77%	73%	78%	70%	70%

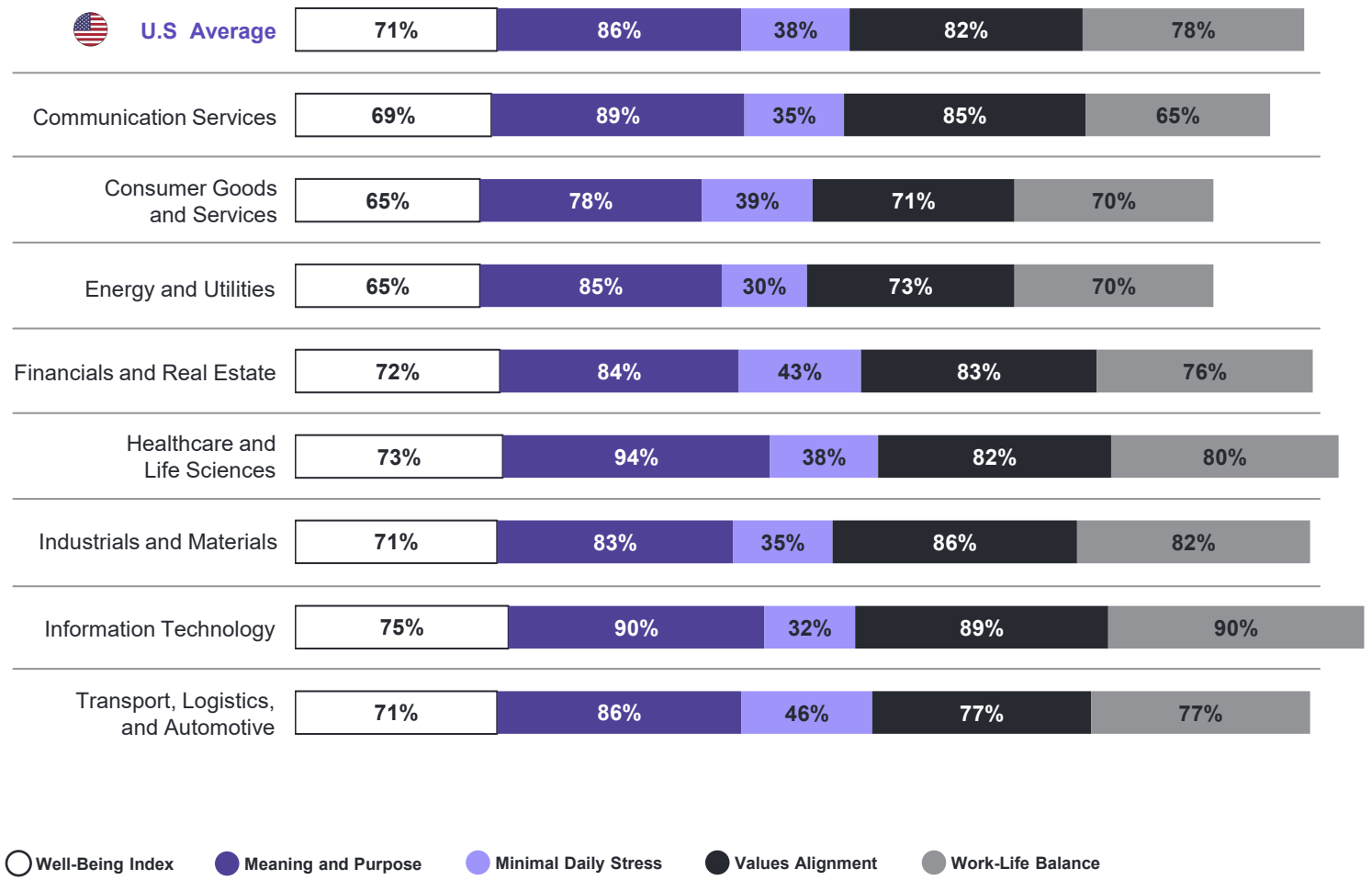
Singapore	Spain	Sweden	Switzerland	U.K.	U.S.
62%	66%	64%	67%	69%	71%
75%	84%	83%	86%	82%	86%
35%	35%	37%	46%	44%	38%
68%	77%	69%	72%	77%	82%
71%	68%	69%	65%	74%	78%

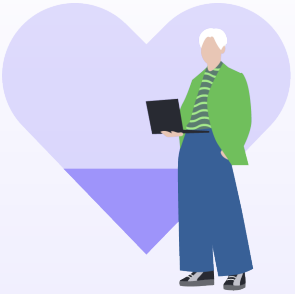
Well-Being Index | Meaning and Purpose | Minimal Daily Stress | Values Alignment | Work-Life Balance



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





Only 3 industries reported improved well-being since 2025: Financials and Real Estate, Healthcare and Life Sciences, and Transport, Logistics and Automotive.

Role and Location Trends

Role

	Well-Being Index	Meaning and Purpose	Minimal Daily Stress	Values Alignment	Work-Life Balance
U.S. Average	71%	86%	38%	82%	78%
Essential Front-Line Worker	65%	81%	41%	70%	67%
Blue-Collar	65%	76%	39%	75%	69%
White-Collar	73%	88%	37%	85%	82%
Middle Manager	73%	89%	35%	86%	83%
Executive or Senior	78%	95%	34%	94%	90%

Work Location

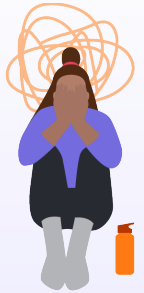
	Well-Being Index	Meaning and Purpose	Minimal Daily Stress	Values Alignment	Work-Life Balance
U.S. Average	71%	86%	38%	82%	78%
Onsite without Choice	69%	83%	43%	77%	72%
Onsite by Choice	70%	85%	37%	83%	77%
Mostly Onsite	74%	92%	34%	87%	84%
Hybrid	74%	89%	35%	87%	85%
Fully or Mostly Remote	70%	85%	35%	80%	80%



Fully or mostly remote workers' well-being declined as daily stress increased, and work-life balance weakened.

Age-Gender Dynamics

		Well-Being Index	Meaning and Purpose	Minimal Daily Stress	Values Alignment	Work-Life Balance
U.S. Average	Women	69%	85%	37%	79%	75%
	Men	73%	87%	39%	85%	82%
Baby Boomers (aged 61-79)	Women	75%	87%	51%	83%	77%
	Men	77%	86%	62%	81%	80%
Gen X (aged 45-60)	Women	68%	84%	38%	77%	71%
	Men	71%	88%	38%	81%	78%
Millennials (aged 29-44)	Women	71%	88%	33%	82%	81%
	Men	75%	88%	35%	89%	87%
Gen Z (aged 18-28)	Women	64%	80%	30%	75%	72%
	Men	70%	85%	36%	83%	76%



Gen Z women experienced the worst levels (61%) of high daily stress, nearly twice as much as Baby Boomer men (33%).

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.**



Satisfied with their job and unlikely to voluntarily leave in the next six months.

52%

Feel their job is secure for the next six months.

61%

Have moderate to high **confidence in ability to find another job** in the next six months.

72%

Have moderate to high trust their **manager** has their **best interests in mind for career development**.

77%

The Job Satisfaction Index an average of the above percentages. Learn more about the Methodology.

Country-Level Perspectives

Global Average	Australia	Canada	France	Germany	India	Israel
62%	66%	65%	62%	63%	64%	59%
55%	54%	56%	56%	57%	38%	64%
64%	62%	69%	63%	65%	54%	60%
62%	71%	64%	64%	62%	81%	54%
68%	76%	71%	67%	67%	84%	59%

Italy	Japan	Malaysia	Mexico	The Netherlands	Norway	Poland
58%	54%	63%	63%	67%	66%	62%
53%	68%	48%	54%	59%	65%	57%
65%	69%	62%	62%	68%	80%	64%
53%	30%	62%	62%	66%	57%	64%
61%	47%	81%	73%	75%	61%	65%

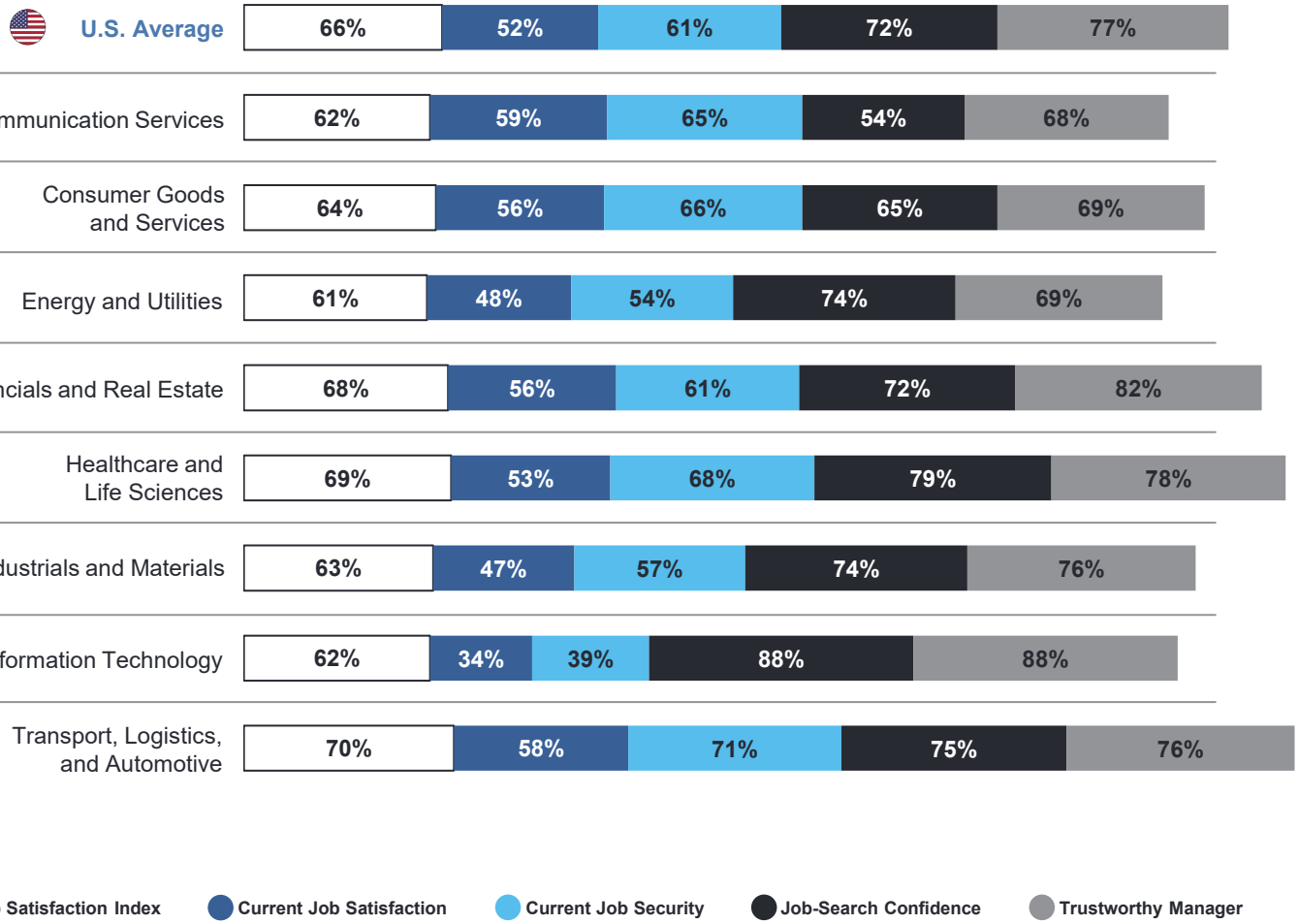
Singapore	Spain	Sweden	Switzerland	U.K.	U.S.
56%	61%	63%	60%	65%	66%
46%	55%	55%	55%	54%	52%
54%	61%	69%	61%	69%	61%
56%	62%	62%	59%	66%	72%
65%	67%	66%	66%	71%	77%

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



Both Current Job Security (-15%) and Current Job Satisfaction (-9%) declined since 2024 in the U.S.

Industry Insights

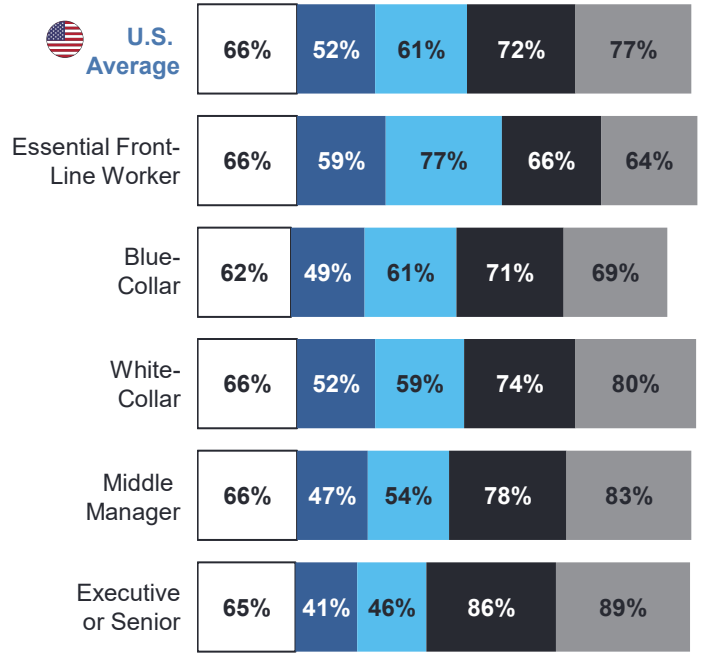




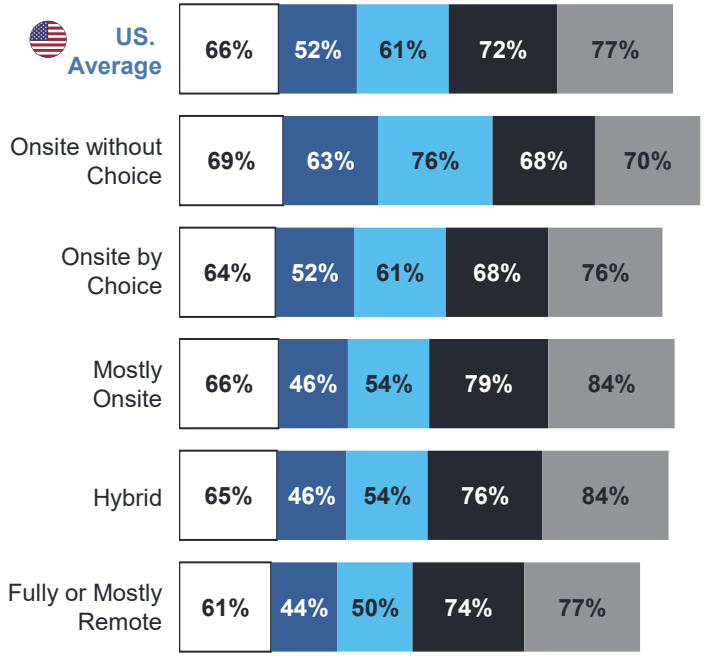
The IT retention challenge intensified as fewer workers said they're likely to stay in their current jobs, down by 12% since 2025 and 16% since 2024.

Role and Location Trends

Role



Work Location

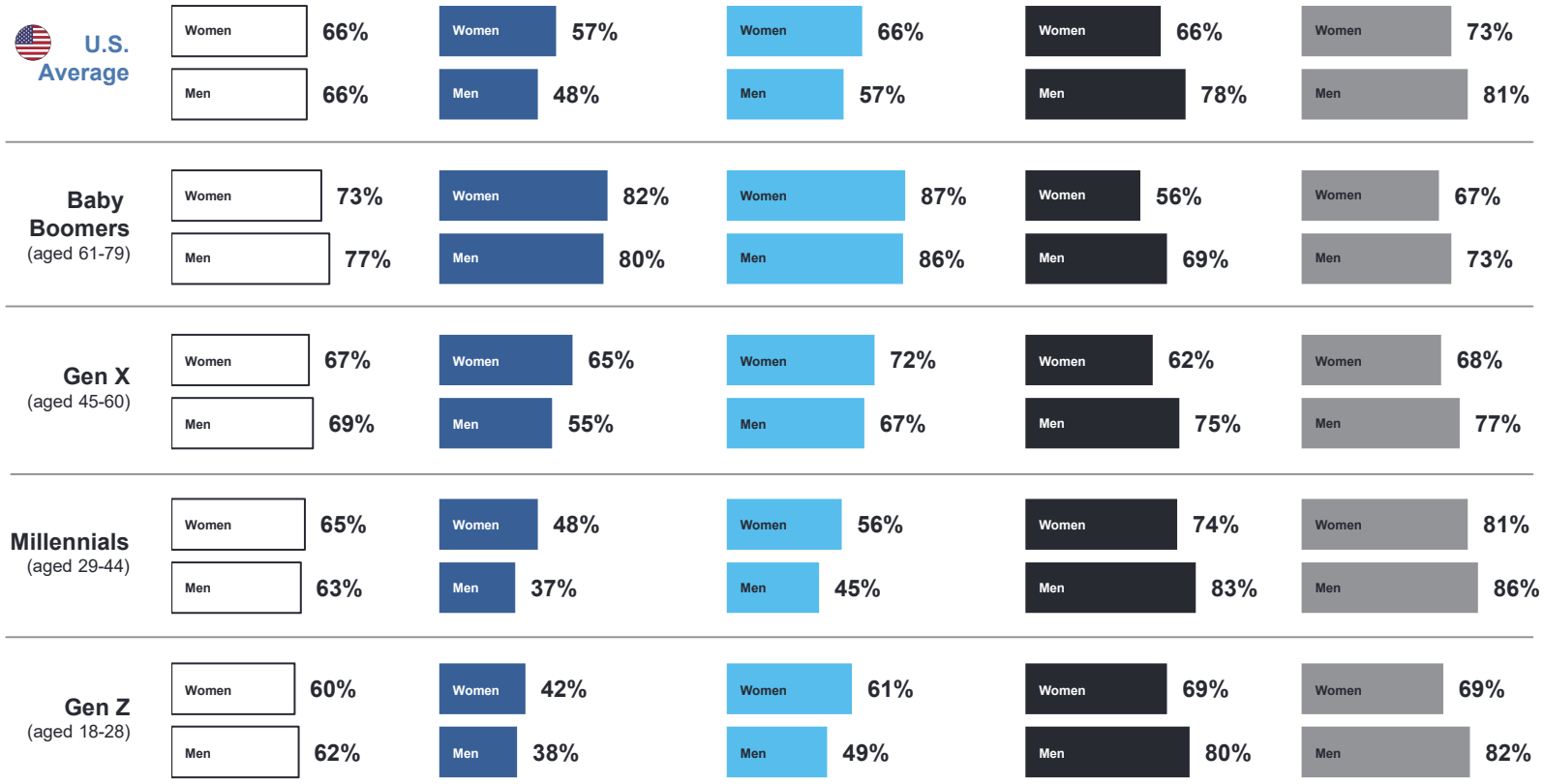


Job Satisfaction Index | Current Job Satisfaction | Current Job Security | Job-Search Confidence | Trustworthy Manager



Job satisfaction for workers who are Fully or Mostly Remote declined 6% versus 2024.

Age-Gender Dynamics





For Gen Z women, Job Satisfaction (-7%) and Job Security (-7%) sentiment declined year-over-year as Job Search Confidence (+5%) increased.

Confidence



The Confidence Index

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





Have opportunities to gain skills and experiences to **achieve their career goals** at the organization.

84%



Have opportunities for **promotion** or **movement** within the organization.

73%



Have moderate to high confidence in their **skills** and **experience** to perform their job.

95%

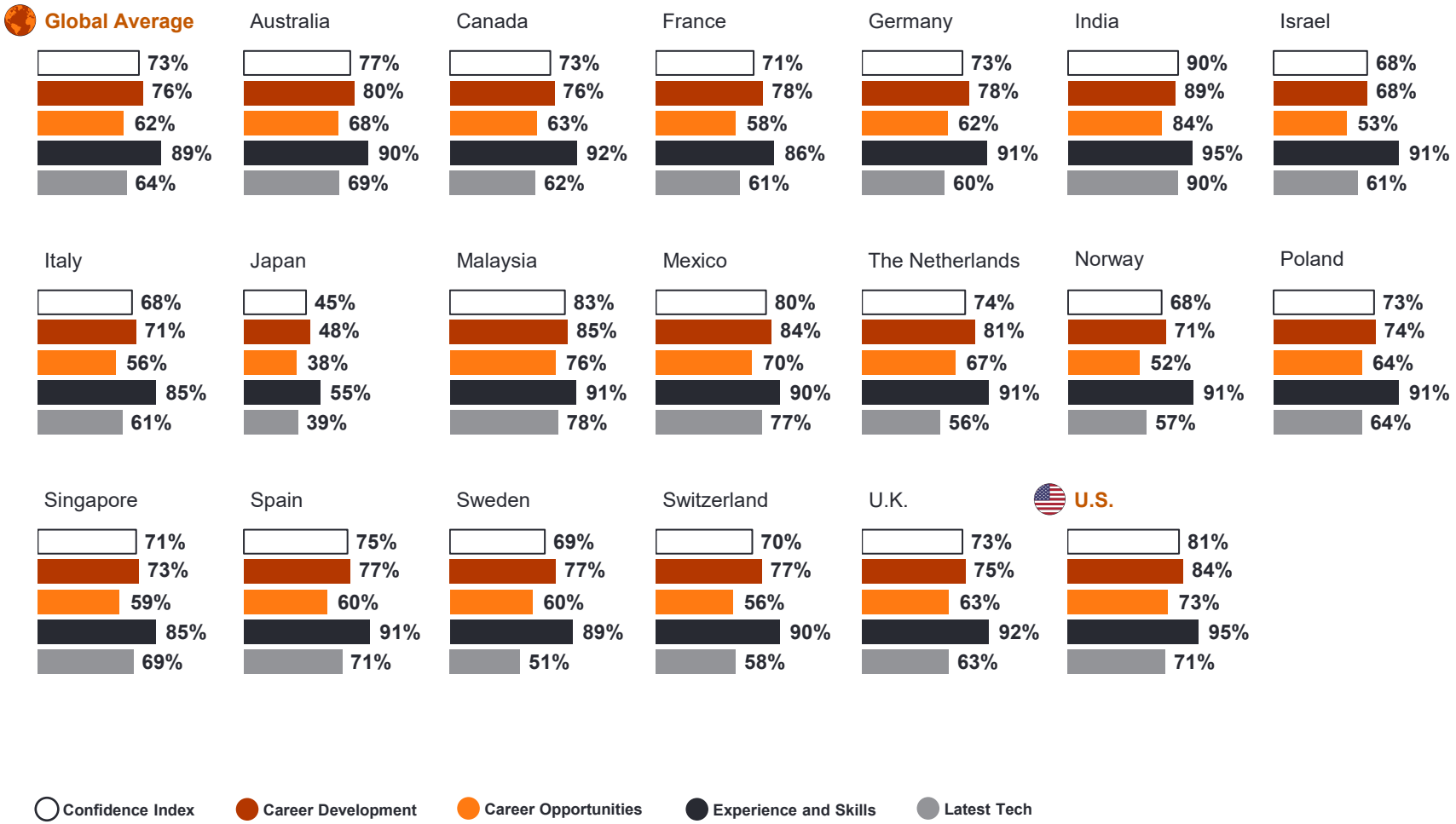


Have confidence in using **AI** and **advancing technology** available in their industry..

71%

The Confidence Index is the an average of the above percentages. Learn more about the Methodology.

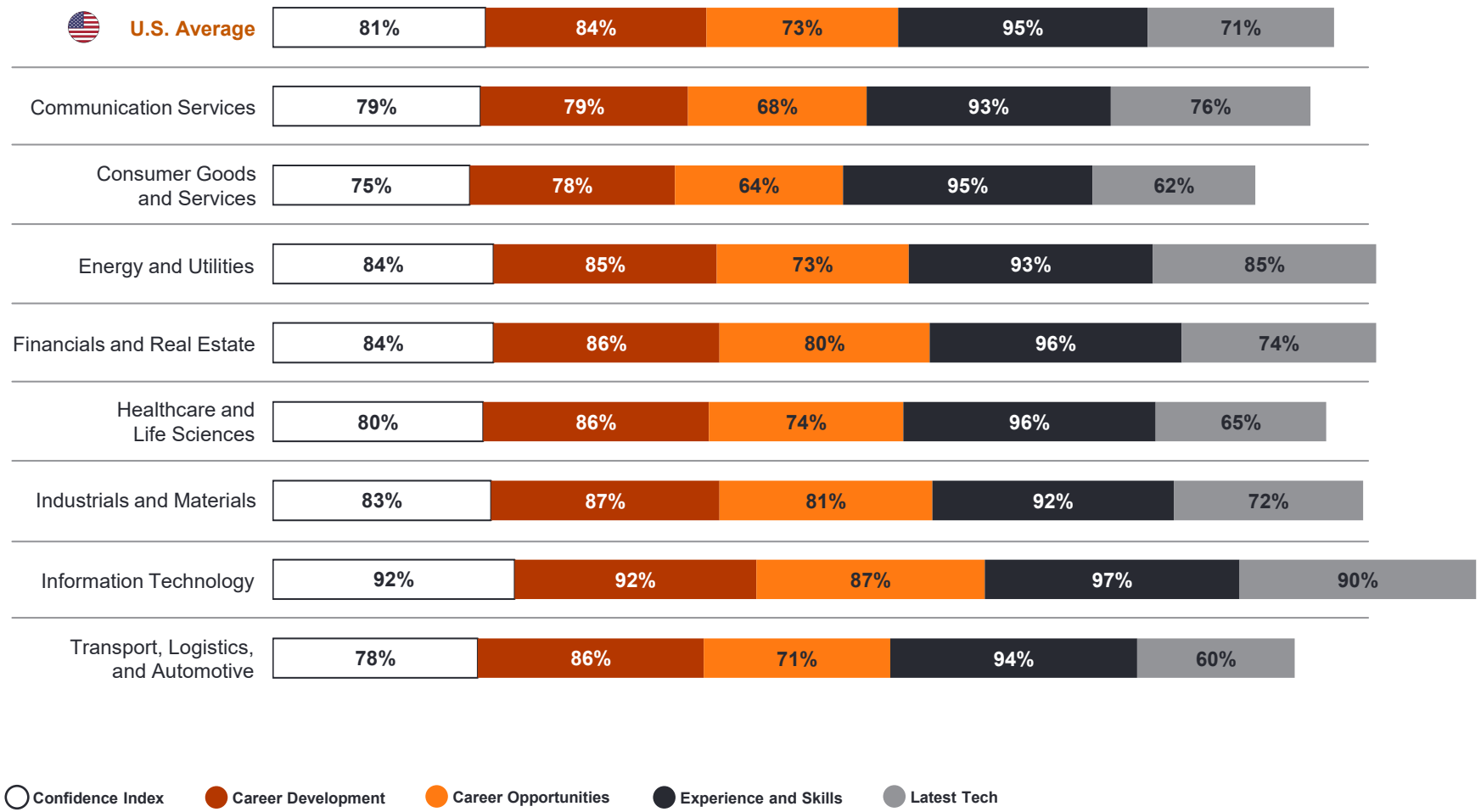
Country-Level Perspectives





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

Industry Insights

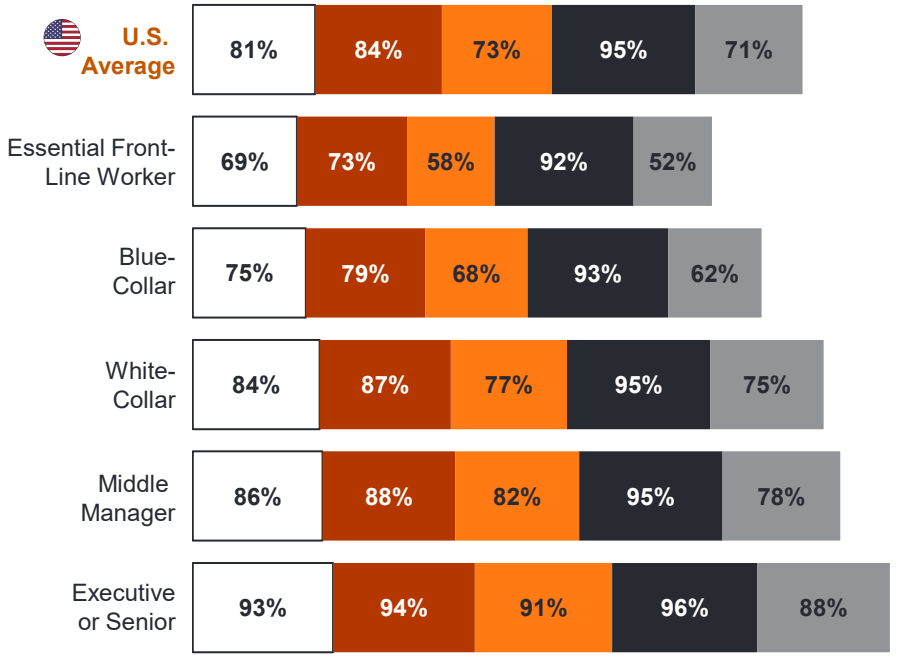




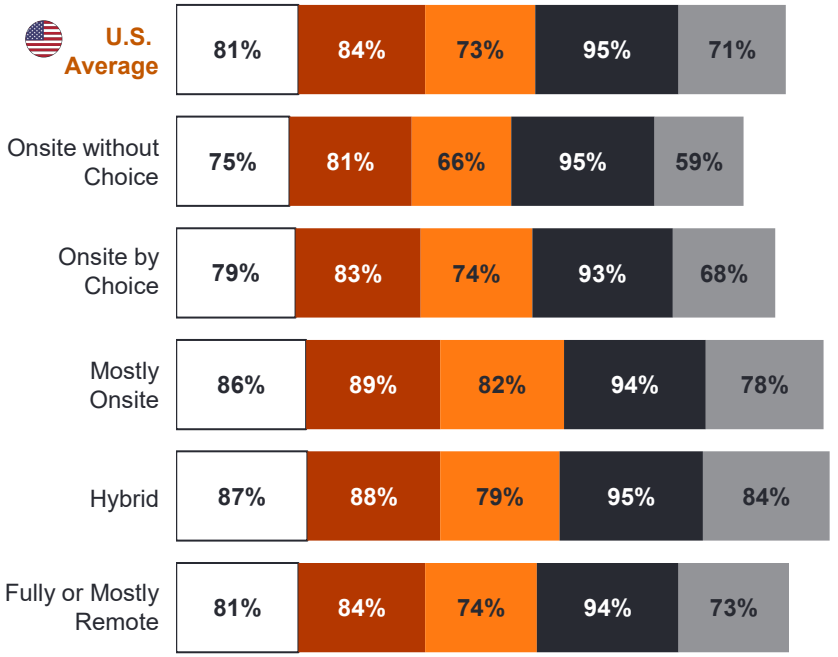
Only 65% of Health Care and Life Sciences workers reported confidence using the latest Tech and Tools, decreasing by 16% since 2025 with the increased introduction of AI in 2026.

Role and Location Trends

Role



Work Location



Confidence Index | Career Development | Career Opportunities | Experience and Skills | Latest Tech



Middle Managers reported the most significant Career Opportunity increases, growing by 7% since last year.

Age-Gender Dynamics

	Confidence Index	Career Development	Career Opportunities	Experience and Skills	Latest Tech
U.S. Average	Women 77%	Women 80%	Women 67%	Women 95%	Women 65%
	Men 85%	Men 88%	Men 80%	Men 94%	Men 76%
Baby Boomers (aged 61-79)	Women 71%	Women 81%	Women 61%	Women 98%	Women 44%
	Men 78%	Men 84%	Men 71%	Men 98%	Men 58%
Gen X (aged 45-60)	Women 74%	Women 79%	Women 59%	Women 96%	Women 60%
	Men 82%	Men 87%	Men 74%	Men 97%	Men 71%
Millennials (aged 29-44)	Women 82%	Women 83%	Women 76%	Women 95%	Women 76%
	Men 89%	Men 92%	Men 86%	Men 94%	Men 85%
Gen Z (aged 18-28)	Women 75%	Women 77%	Women 68%	Women 88%	Women 65%
	Men 83%	Men 86%	Men 78%	Men 88%	Men 78%

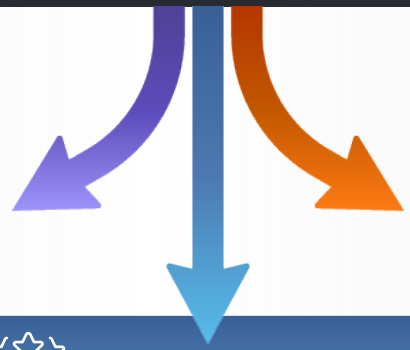


Career Opportunities jumped 10 points for Gen X men and Career Development falls 7 points for Gen Z women

Conclusion



Helping Workers Navigate Accelerating Change



WELL-BEING INDEX

Persistent Burnout Offers Opportunity for Differentiation:

Across industries worldwide, daily worker stress remains high, with more than two in three workers (69%) 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 (65%), many are still applying for new jobs (64%). With many of these moves stalled by the current macroeconomic situation, Gen Z workers in particular (70%) are supplementing their primary income through part-time work, running a small business 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 (47%) 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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