Global Talent Barometer

2026 India Report and Key Findings

Manpower Experis ManpowerGroup Talent Solutions ManpowerGroup Rotostat PASSION FOR PRECISION

ManpowerGroup

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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

A Message from Our MD, India & Middle East

India’s Global Talent Barometer score of 77% points to a workforce that remains confident and capable, with 95% of workers confident in their skills and an overall confidence level of 90%. However, this optimism is under strain. Job satisfaction stands at 64%, over half of workers experience moderate to high daily stress, and 75% report burnout driven by workload and long hours. Nearly half the workforce is choosing to ‘job hug’, while many continue to explore new opportunities. The message from the data is clear, confidence alone will not sustain engagement. Employers that invest in visible career pathways, manager trust, and employee well-being will be better positioned to retain talent, drive long-term workforce resilience, and turn today’s confidence into sustained productivity.

Sandeep Gulati

MD - India & Middle East, ManpowerGroup

Global Talent Barometer Methodology

The ManpowerGroup Global Talent Barometer 2025 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 1025 workers from India. The data is weighted to match the worker population in each country by gender, age and region, and all countries are equally weighted.

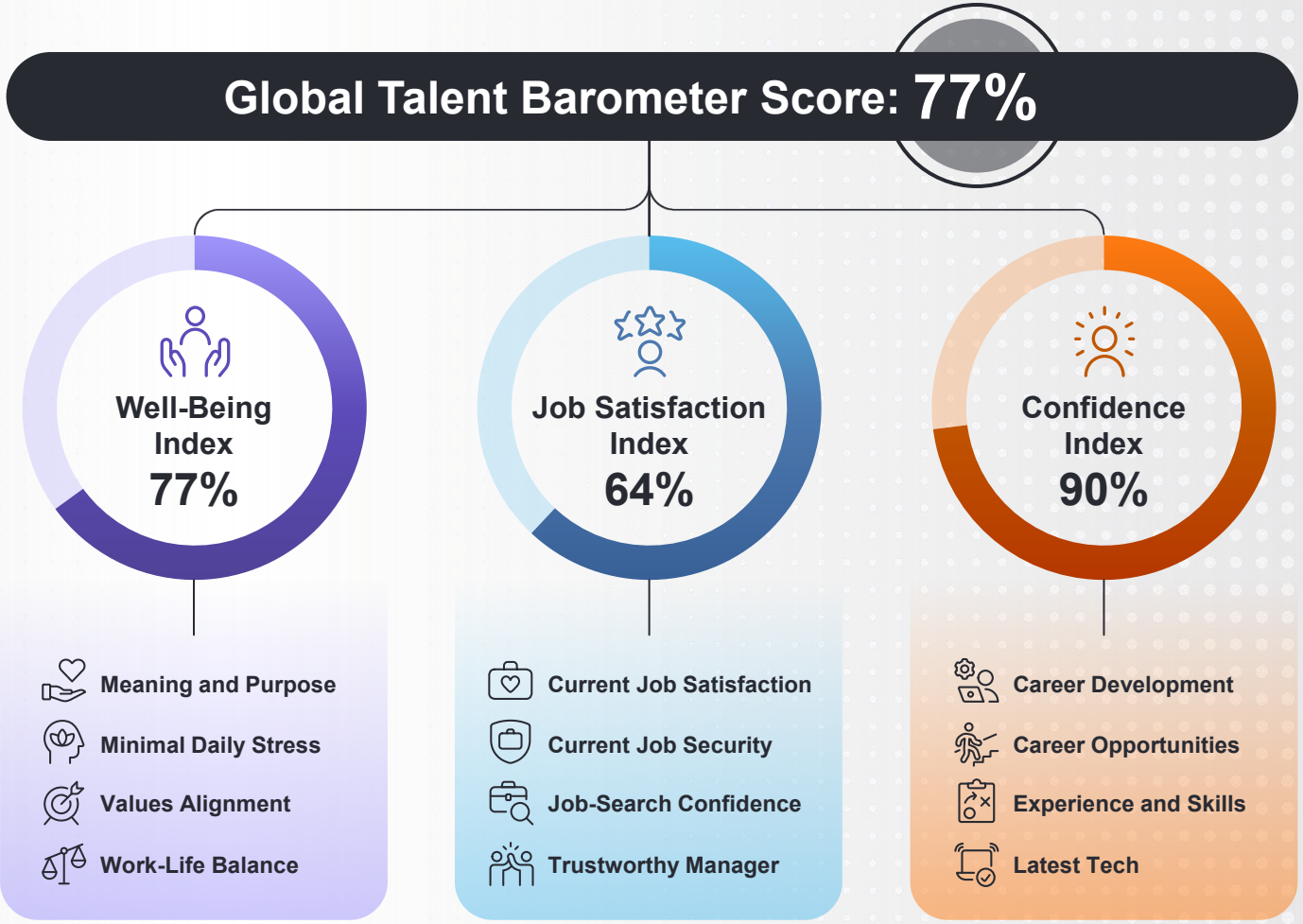
Modified Question Wording:
Edits have been made to question text throughout this report to ensure readability. Complete versions of any shortened statements can be found in the 'About the Survey' section at the end of the report.

Key Findings

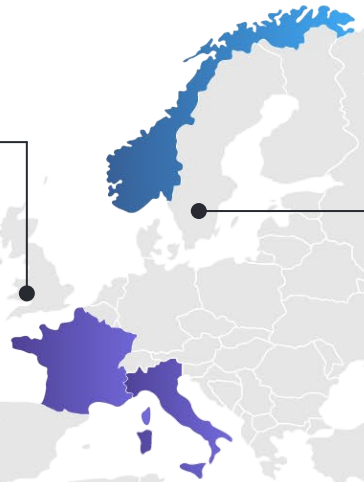
Executive Summary

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 of 77% for 2026, declined slightly by 2% since the previous year. This softening was primarily driven by a slight decrease in all the three Indices - Confidence Index, Well-Being and Job Satisfaction.



Worker Sentiment Around the World

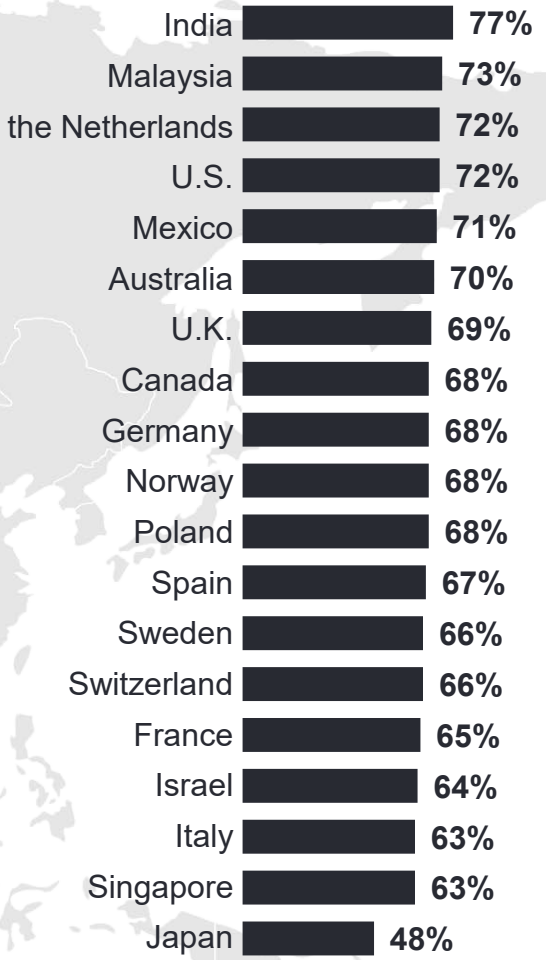


Workers in **France** reported a 6% decline in work-life balance, and along with **Italy**, experienced the steepest declines in worker sentiment across Europe (6% and 5%, respectively). Employees in both countries are now less likely to remain in their current jobs compared to 2025.

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%.

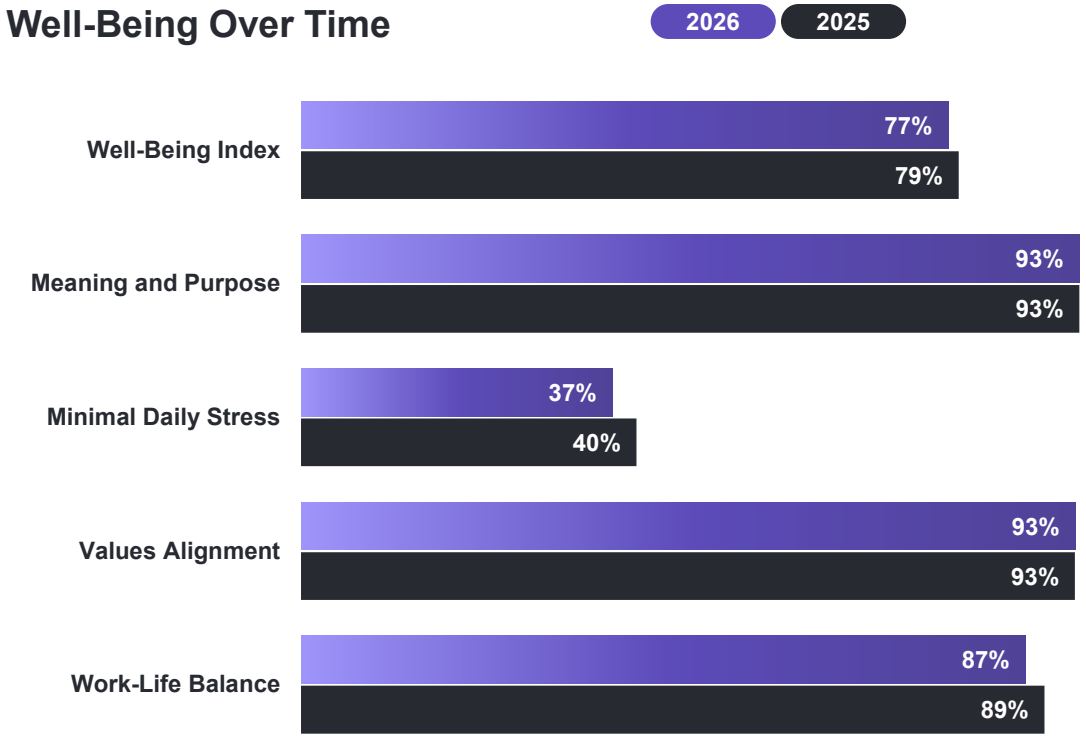
Worker Sentiment by Country:



Well-Being Key Findings

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

Well-Being Over Time

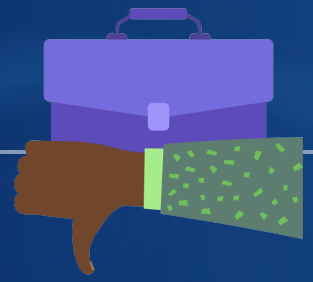


Workplace stress remains high as over half of workers **(53%)** say they experience high daily stress.

Three in four workers said they have recently experienced burnout, citing large workloads **(35%)** and stress **(30%)** as the top contributors.

77% of workers regularly use AI at work, increasing 3% since 2025, with India leading global adoption (45%).

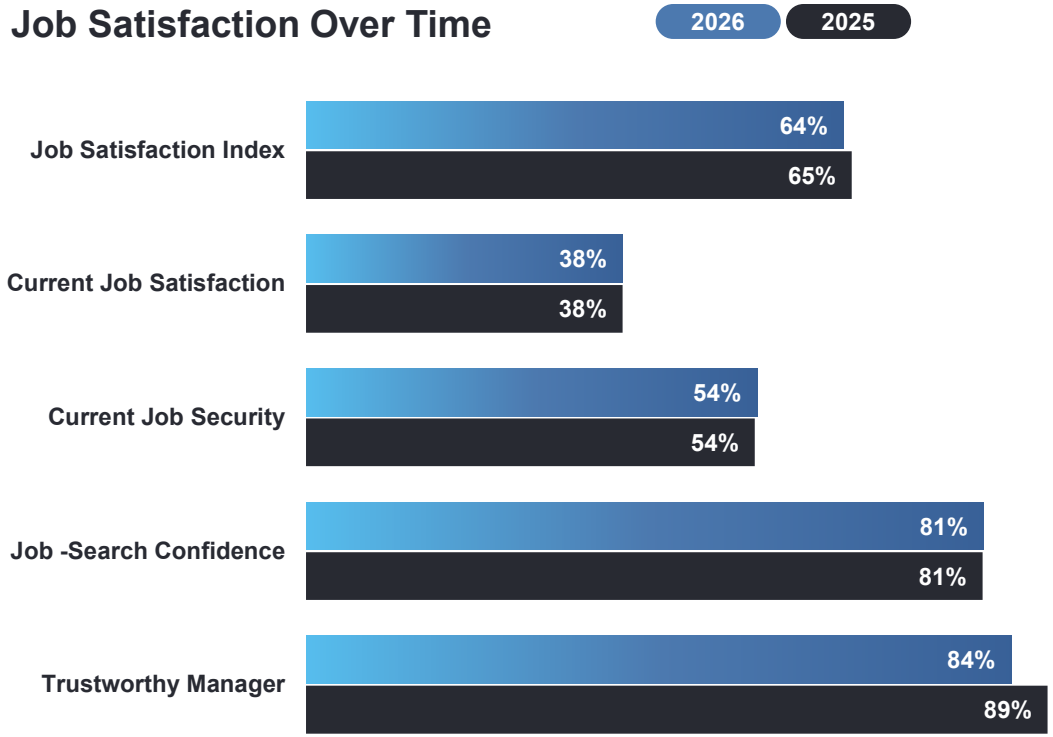
62% of workers fear automation may replace them within two years.



Job Satisfaction Key Findings

Growing uncertainty impacts job satisfaction.

Job Satisfaction Over Time



52% workers plan to leave with 84% already hunting for a job, as **41% expect possible job loss soon**.

Most candidates think it is important for a **person to review their resume (93%)** and almost equally value speaking directly with a person (93%) during the hiring process.

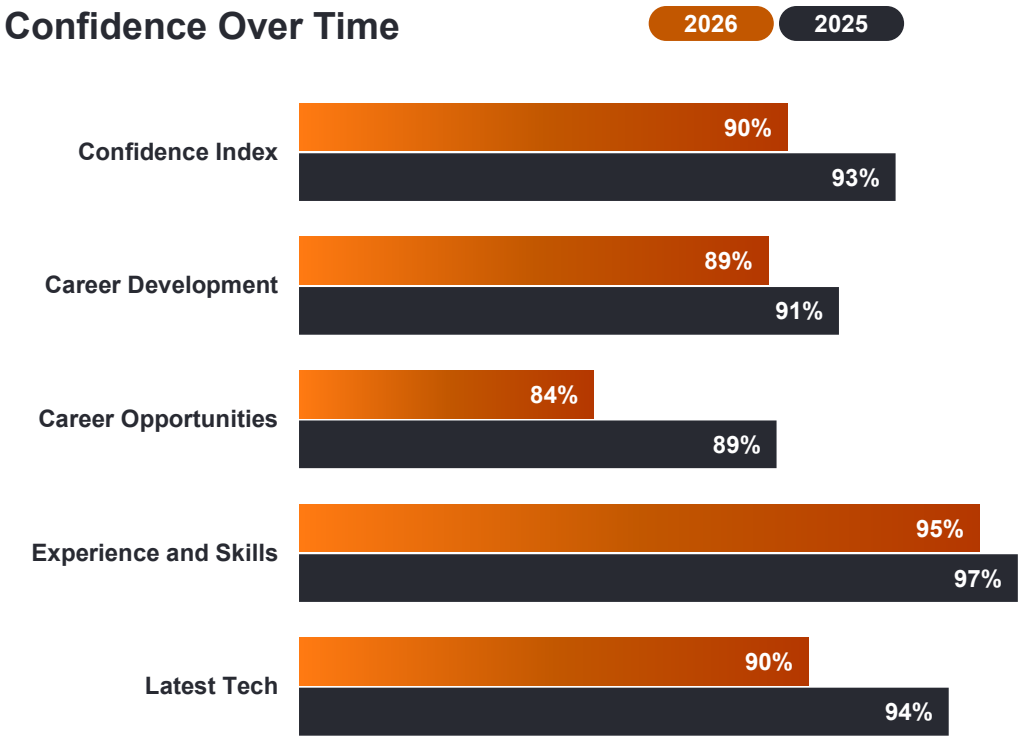
55% employees said they supplement their primary income, most often through investments, part-time employment, or freelance opportunities.

Gen Z is the most likely to supplement their income (88%).

Worker Confidence Key Findings

Accelerating AI innovation curbs worker confidence.

Confidence Over Time



More workers in India **(95%)** are confident they have the right skills to successfully perform their existing role vs the global average **(89%).**

New questions about **AI proficiency drove an 4% decline** in overall worker confidence despite increasing AI use.

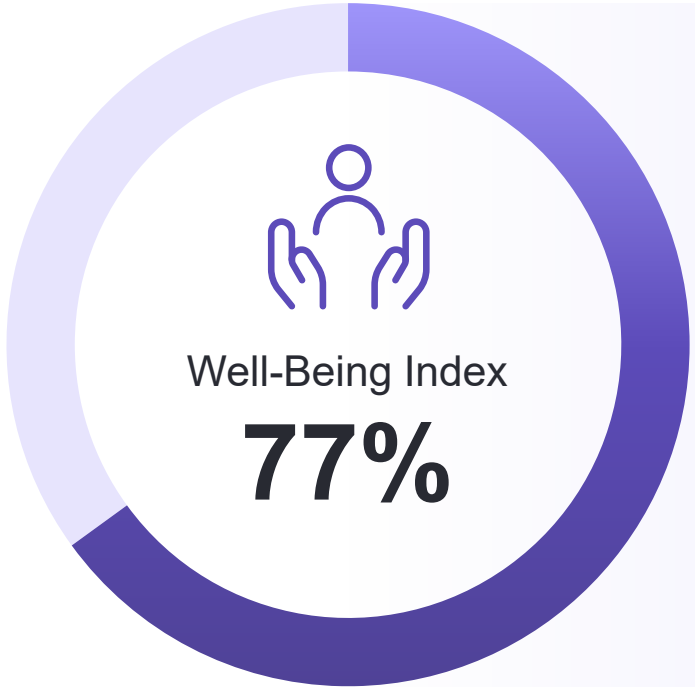
The **tech confidence drop** was most pronounced among **Baby Boomer** and **Gen X workers**, weakening by 4% and 9%, respectively.

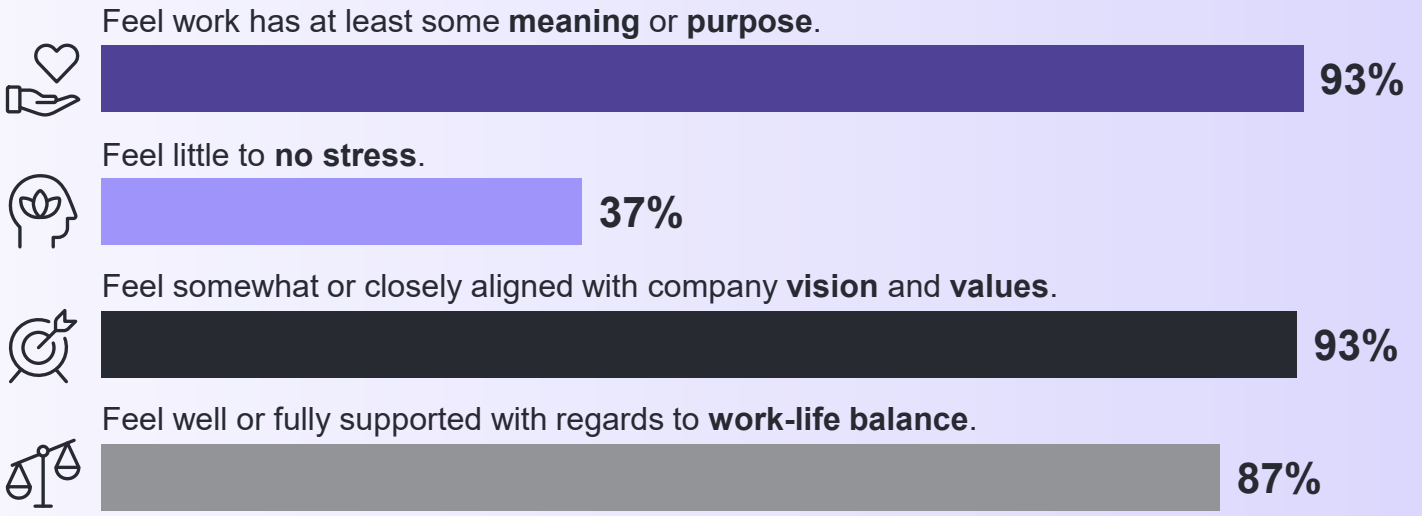
Worker confidence rides high on ample opportunities to gain skills and experience required to achieve career goals in the current organization **(89%)**

Well-Being

The Well-Being Index

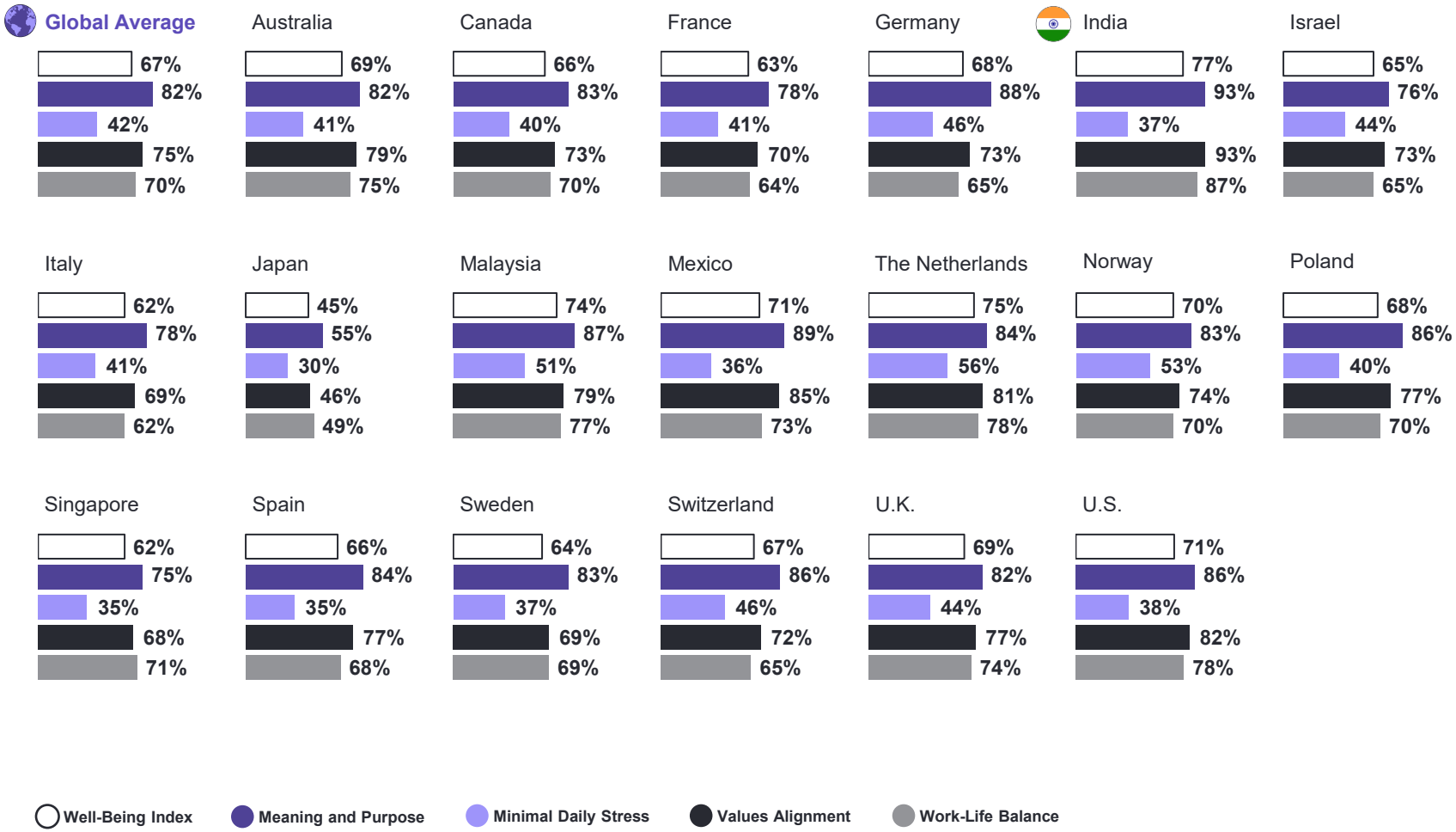
The Well-Being Index is based on four distinct benchmarks: **meaning and purpose, minimal daily stress, values alignment, and work-life balance.**

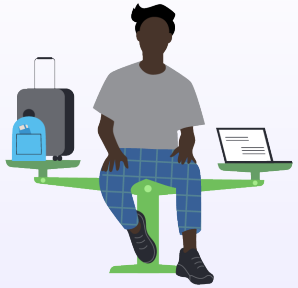




The Well-Being Index an average of the above percentages. Learn more about the Methodology.

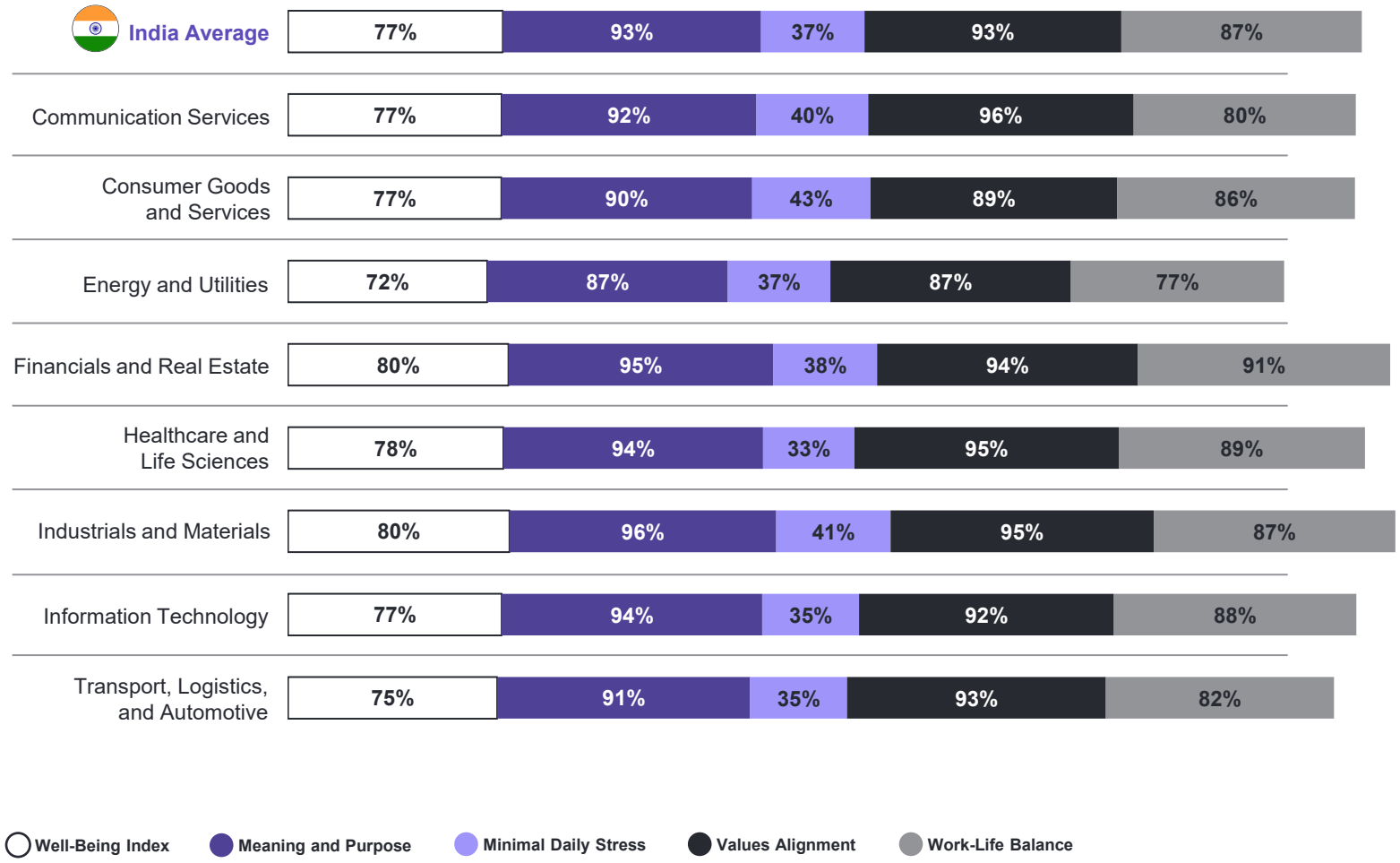
Country-Level Perspectives





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 two industries – Communication Services and Industrials & Materials reported improved well-being on account of greater values alignment with their organization.

Energy & Utilities reported the lowest work-life balance as sense of purpose and work-life balance weakened.

Role and Location Trends

Role

	Well-Being Index	Meaning and Purpose	Minimal Daily Stress	Values Alignment	Work-Life Balance
India Average	77%	93%	37%	93%	87%
Essential Front-Line Worker	72%	80%	47%	85%	78%
Blue-Collar	68%	86%	43%	64%	79%
White-Collar	78%	94%	36%	93%	87%
Middle Manager	78%	95%	36%	93%	89%
Executive or Senior	79%	94%	39%	95%	88%

Work Location

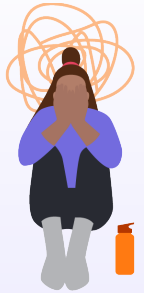
	Well-Being Index	Meaning and Purpose	Minimal Daily Stress	Values Alignment	Work-Life Balance
India Average	77%	93%	37%	93%	87%
Onsite without Choice	76%	89%	42%	91%	80%
Onsite by Choice	76%	93%	32%	90%	89%
Mostly Onsite	77%	93%	40%	92%	85%
Hybrid	79%	94%	40%	93%	88%
Fully or Mostly Remote	78%	95%	30%	95%	91%

Blue-Collar workers reported the lowest overall Well-Being across roles due poor work-life balance.

Gap in work-life balance between essential and blue-collared workers and executive and senior management is considerable.

Age-Gender Dynamics

		Well-Being Index	Meaning and Purpose	Minimal Daily Stress	Values Alignment	Work-Life Balance
India Average	Women	78%	95%	23%	94%	89%
	Men	77%	93%	28%	92%	86%
Baby Boomers (aged 61-79)	Women	80%	93%	39%	97%	83%
	Men	81%	95%	40%	98%	86%
Gen X (aged 45-60)	Women	79%	95%	38%	95%	86%
	Men	79%	94%	41%	93%	87%
Millennials (aged 29-44)	Women	81%	97%	47%	94%	95%
	Men	79%	96%	46%	92%	89%
Gen Z (aged 18-28)	Women	73%	92%	34%	92%	85%
	Men	70%	85%	38%	88%	80%



Gen Z women experienced the worst levels (64%) of high daily workplace stress

Low purpose and weak alignment with organizational values are most prevalent among Gen Z men.

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.

38%

Feel their job is secure for the next six months.

54%

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

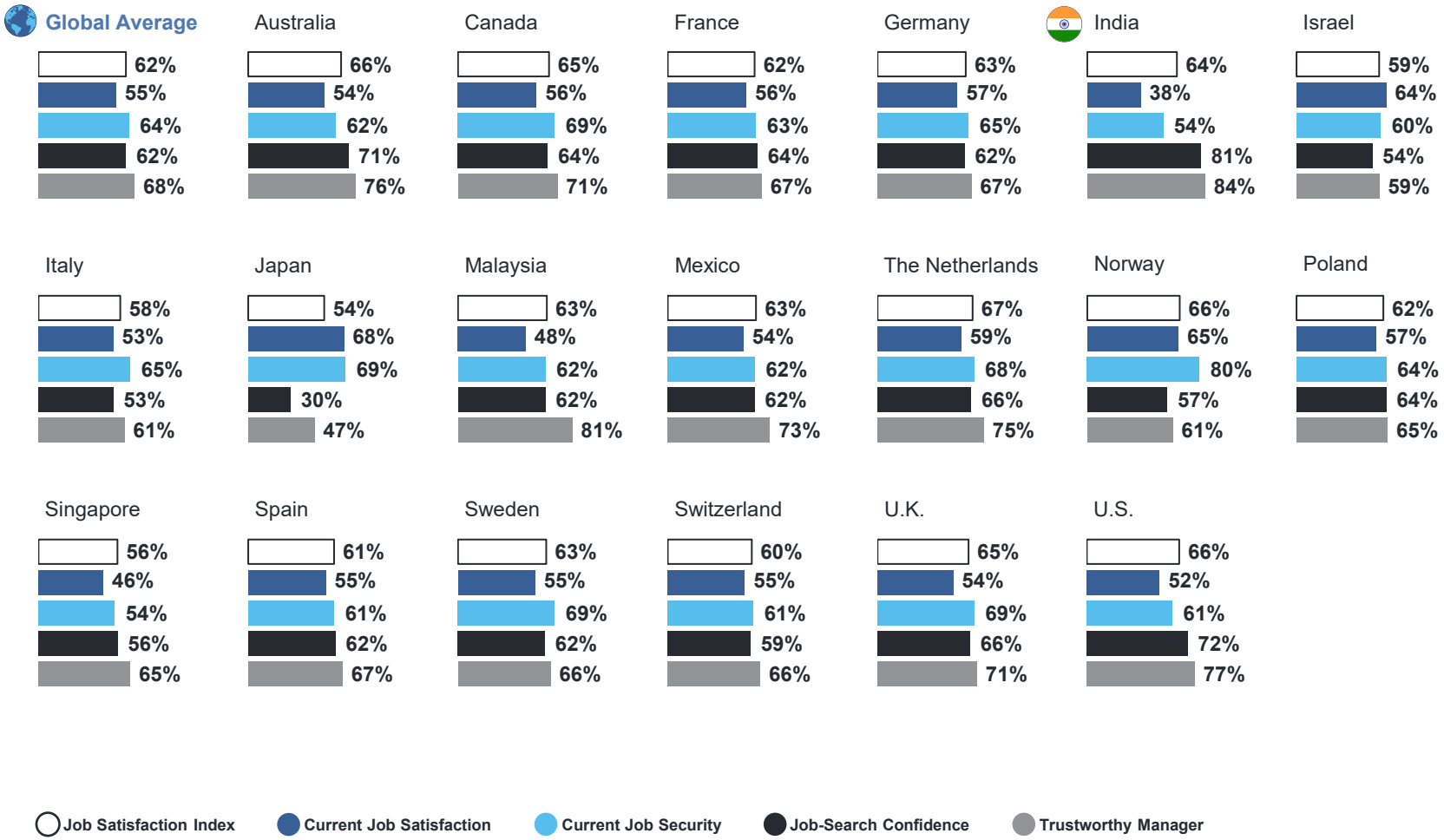
81%

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

84%

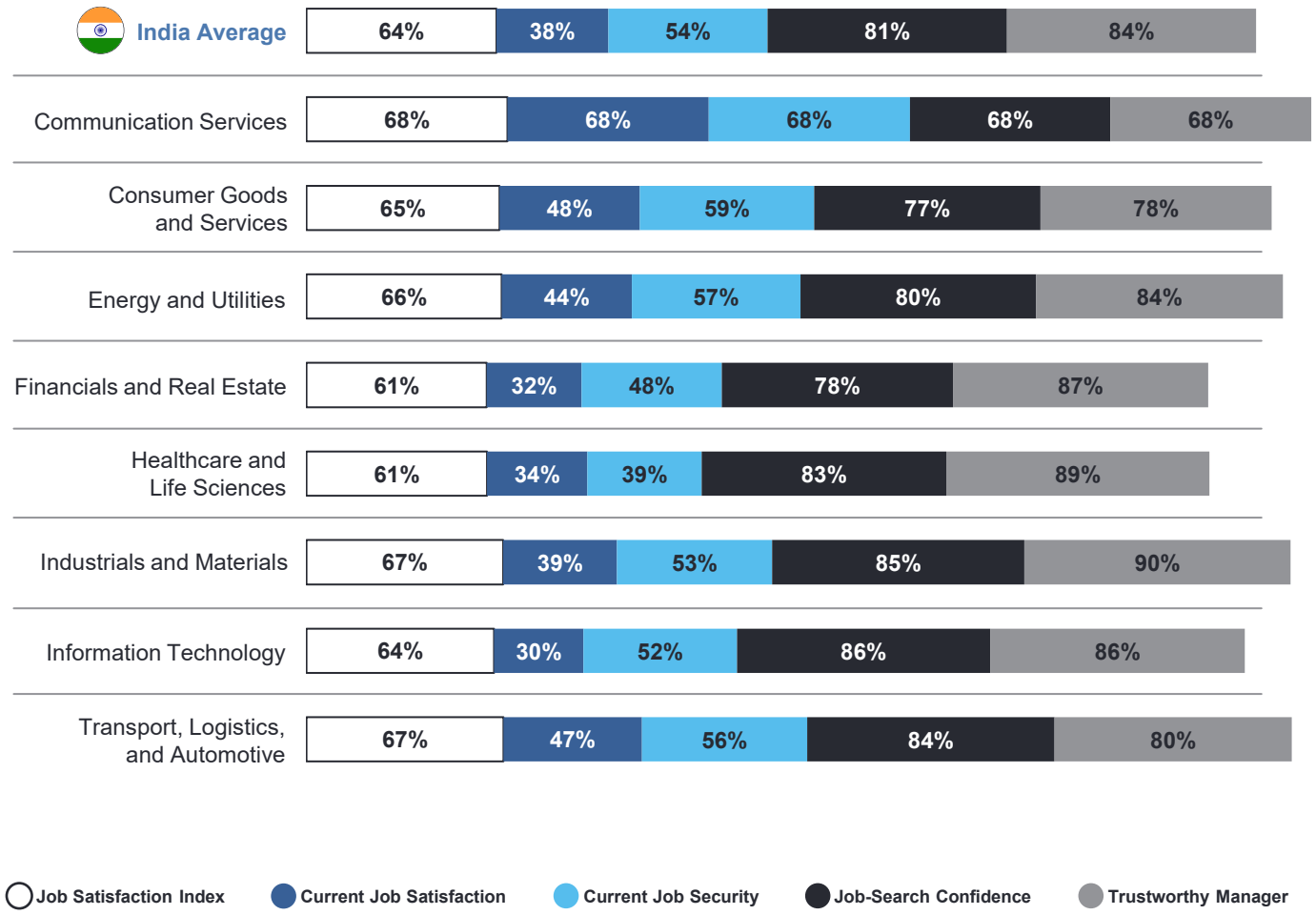
The Job Satisfaction Index an average of the above percentages. . Learn more about the Methodology.

Country-Level Perspectives



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

Industry Insights



The IT retention challenge intensified as fewer workers said they're likely to stay in their current jobs, down by 5% since 2025.

Managers are reportedly the least trustworthy in Communication Services (68%).

Workers in Healthcare & Financials & Real Estate are least secure in their current jobs.

Role and Location Trends

Role

	Job Satisfaction Index	Current Job Satisfaction	Current Job Security	Job-Search Confidence	Trustworthy Manager
India Average	64%	38%	54%	81%	84%
Essential Front-Line Worker	58%	42%	45%	67%	79%
Blue-Collar	59%	37%	59%	53%	86%
White-Collar	64%	36%	53%	82%	85%
Middle Manager	65%	37%	55%	82%	86%
Executive or Senior	63%	36%	46%	83%	87%

Work Location

	Job Satisfaction Index	Current Job Satisfaction	Current Job Security	Job-Search Confidence	Trustworthy Manager
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Hybrid	65%	35%	55%	82%	86%
Fully or Mostly Remote	59%	29%	37%	84%	87%

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

Blue-collar workers (59%) feel the most secure in their jobs, while front-line workers (50%) are the least secure.

Workers employed in remote work locations have the least job satisfaction (66%).

Age-Gender Dynamics

	Job Satisfaction Index		Current Job Satisfaction		Current Job Security		Job-Search Confidence		Trustworthy Manager	
India Average	Women	62%	Women	62%	Women	49%	Women	82%	Women	87%
	Men	65%	Men	65%	Men	56%	Men	81%	Men	83%
Baby Boomers (aged 61-79)	Women	66%	Women	53%	Women	60%	Women	70%	Women	83%
	Men	78%	Men	68%	Men	78%	Men	79%	Men	85%
Gen X (aged 45-60)	Women	68%	Women	39%	Women	61%	Women	80%	Women	90%
	Men	66%	Men	46%	Men	57%	Men	78%	Men	84%
Millennials (aged 29-44)	Women	62%	Women	27%	Women	45%	Women	87%	Women	90%
	Men	65%	Men	35%	Men	55%	Men	84%	Men	86%
Gen Z (aged 18-28)	Women	59%	Women	31%	Women	45%	Women	81%	Women	85%
	Men	57%	Men	41%	Men	44%	Men	82%	Men	77%

Job satisfaction index declined for both Gen Z men (-9%) & women (-4%) over 2025 largely due to loss of trust in their managers by 4% and 8% respectively.

The older generation - Baby boomers & Gen X are most likely to be forced out of their jobs and have the least confidence of finding a new one.

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.
89%

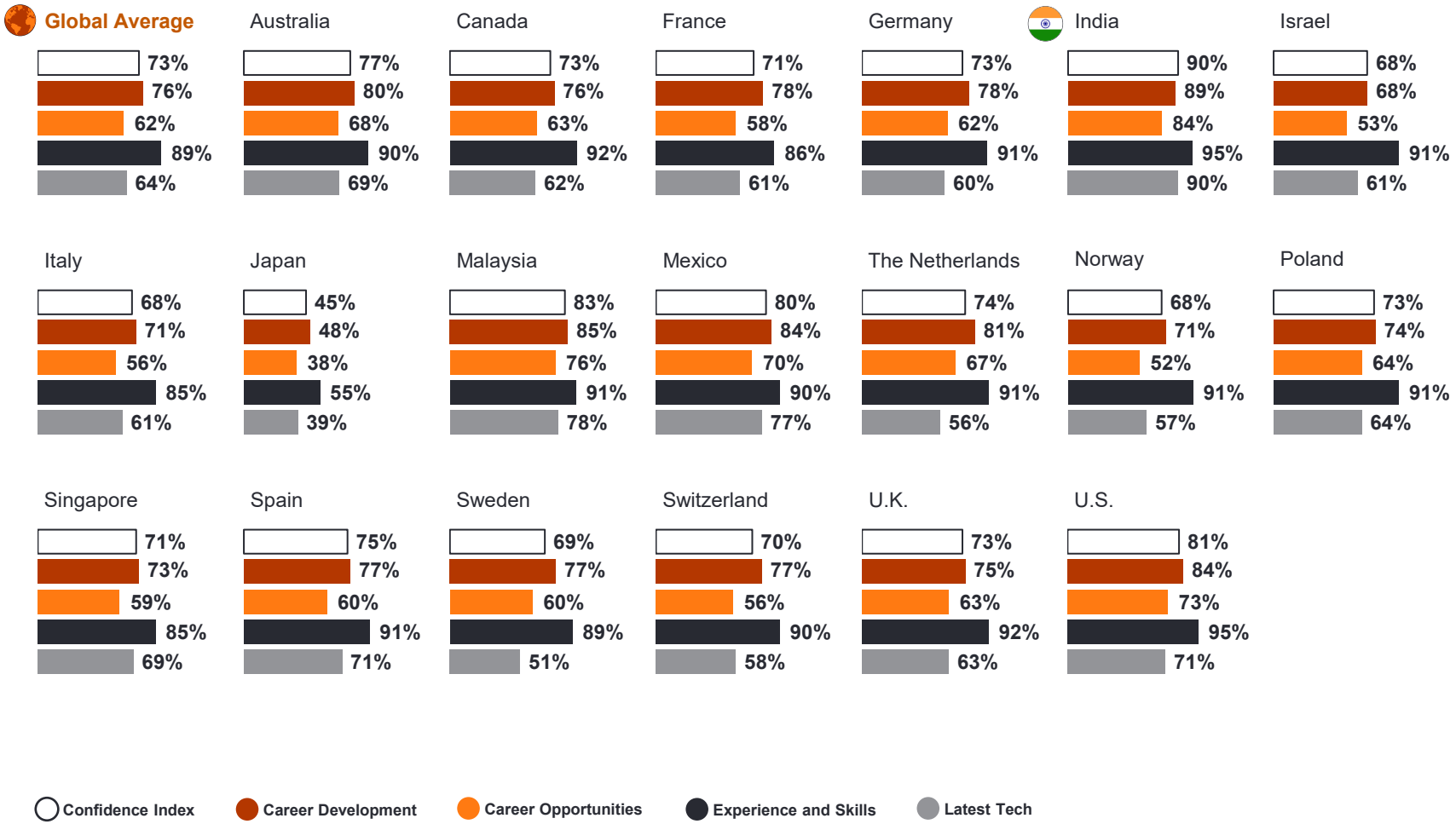
Have opportunities for **promotion** or **movement** within the organization.
84%

Have moderate to high confidence in their **skills** and **experience** to perform their job.
95%

Have mostly or completely the **latest tech** available to their industry.
90%

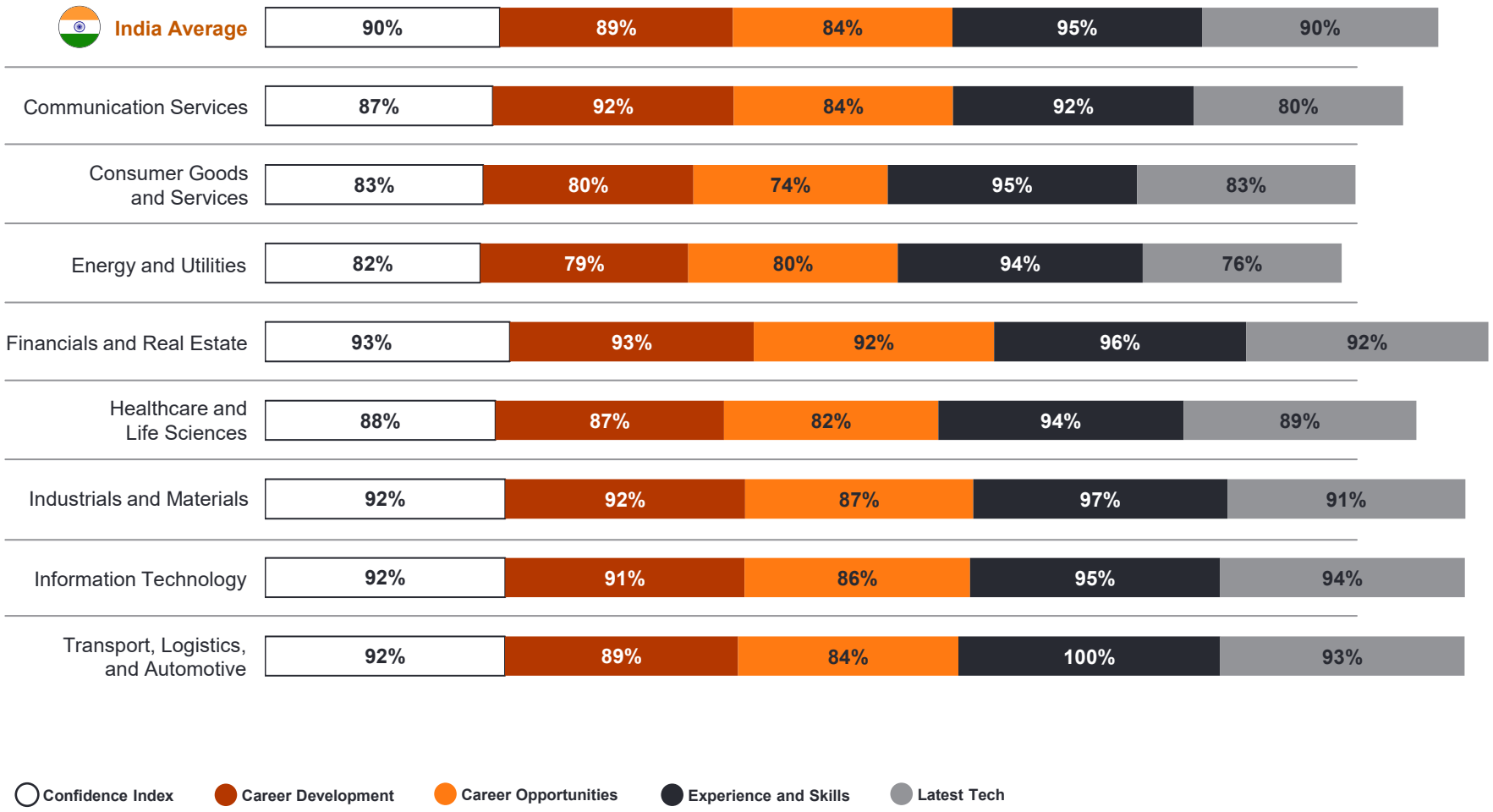
The Confidence Index is the an average of the above percentages. Learn more about the Methodology.

Country-Level Perspectives



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

Industry Insights

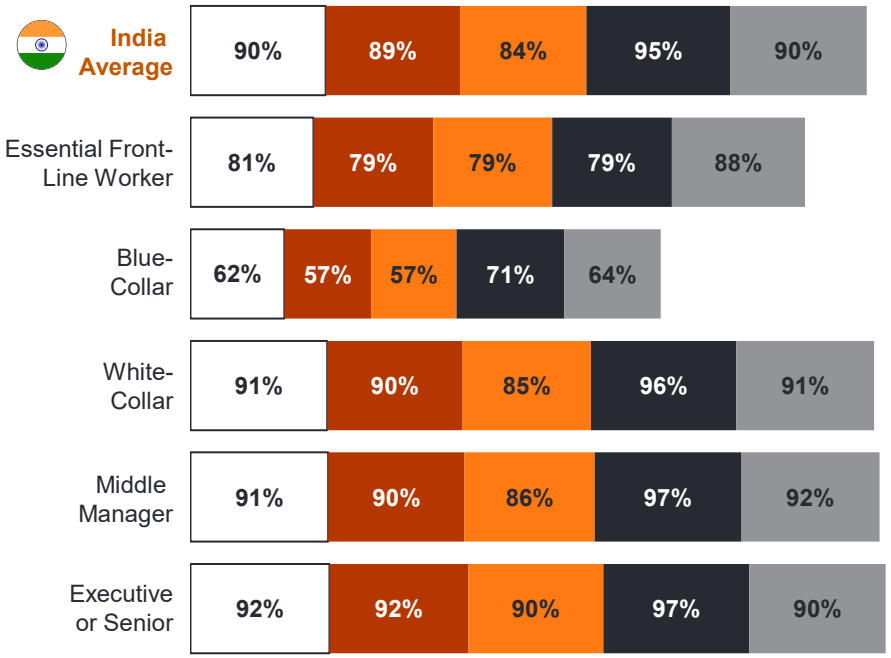


Energy & Utilities reports the lowest confidence in career development and using the latest Tech and Tools.

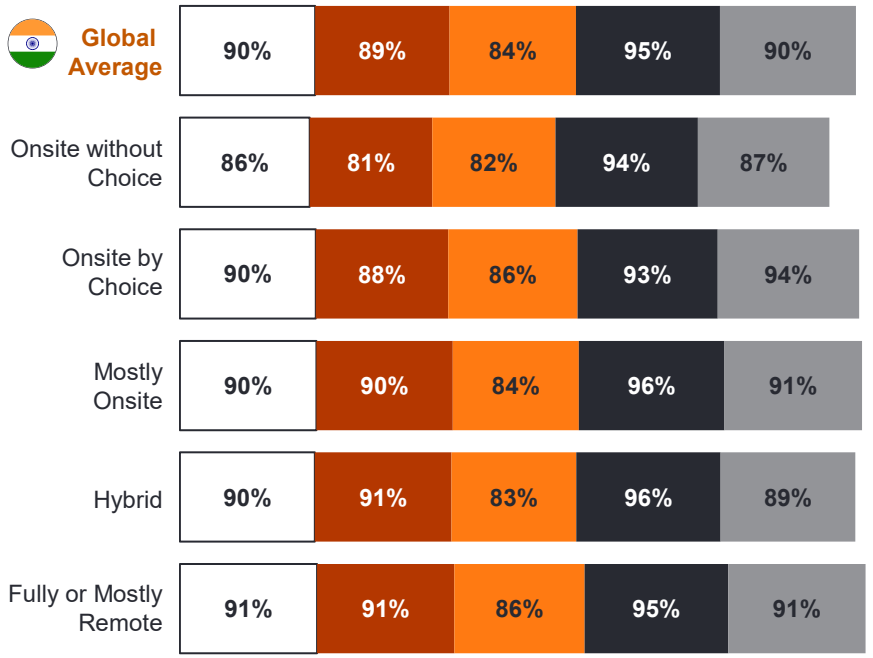
Financials and Real Estate and Industrials & Materials reported the best career development opportunities.

Role and Location Trends

Role



Work Location

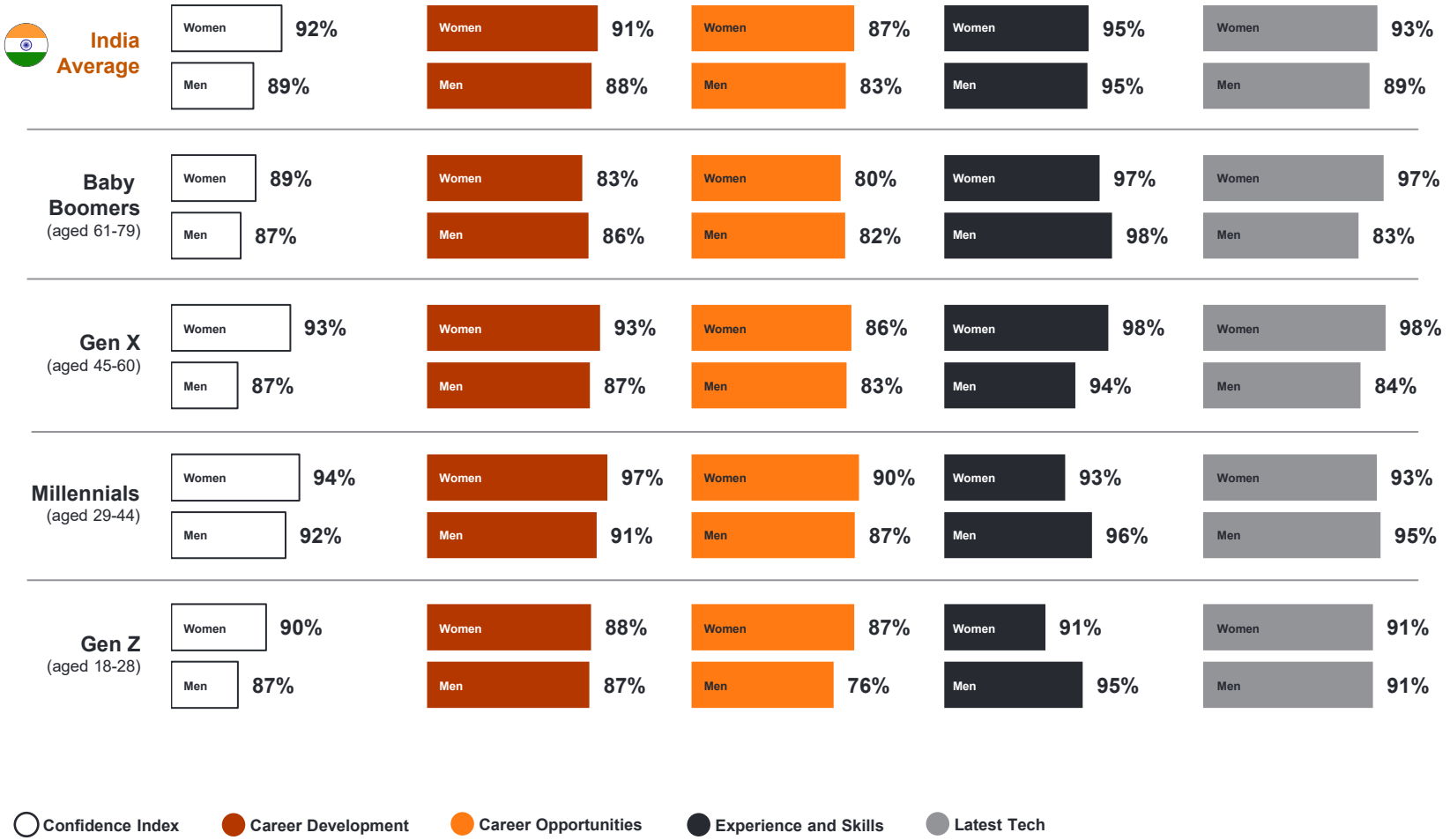


Confidence Index | Career Development | Career Opportunities | Experience and Skills | Latest Tech

Confidence index declined the most amongst those who are onsite by choice (-13%)

Blue-collar workers and those working Hybrid reported the most significant Career Opportunity decrease, reducing by 20% and 9% respectively.

Age-Gender Dynamics

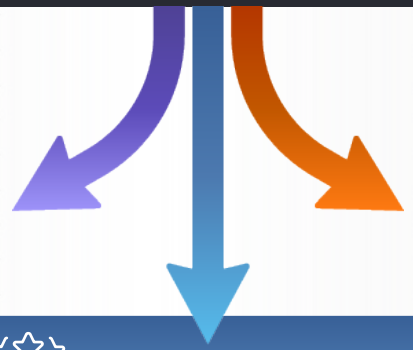


Gen X has the largest gap between men and women in overall confidence levels.

Women experience a greater drop (- 6%) in career opportunities vs men (- 2%) since 2025. This is largely due to drop among both Gen X men (-7%) & women (-8%).

Conclusion

Helping Workers Navigate Accelerating Change



WELL-BEING INDEX

Persistent Burnout Offers Opportunity for Differentiation:

Across industries in India, daily worker stress remains high, with nearly three in four workers (75%) saying 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 Hunting and Eager for New Opportunities:

Fewer workers plan to stay in their current positions (48%), and many are simultaneously applying for new jobs (84%). With many of these moves stalled by the current macroeconomic situation, Gen Z workers in particular (88%) are supplementing their primary income through the investing, freelance projects, part-time work, and content creation.

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. The number of workers who say they completed training in the past six months (65%) has not increased.

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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