

Q4

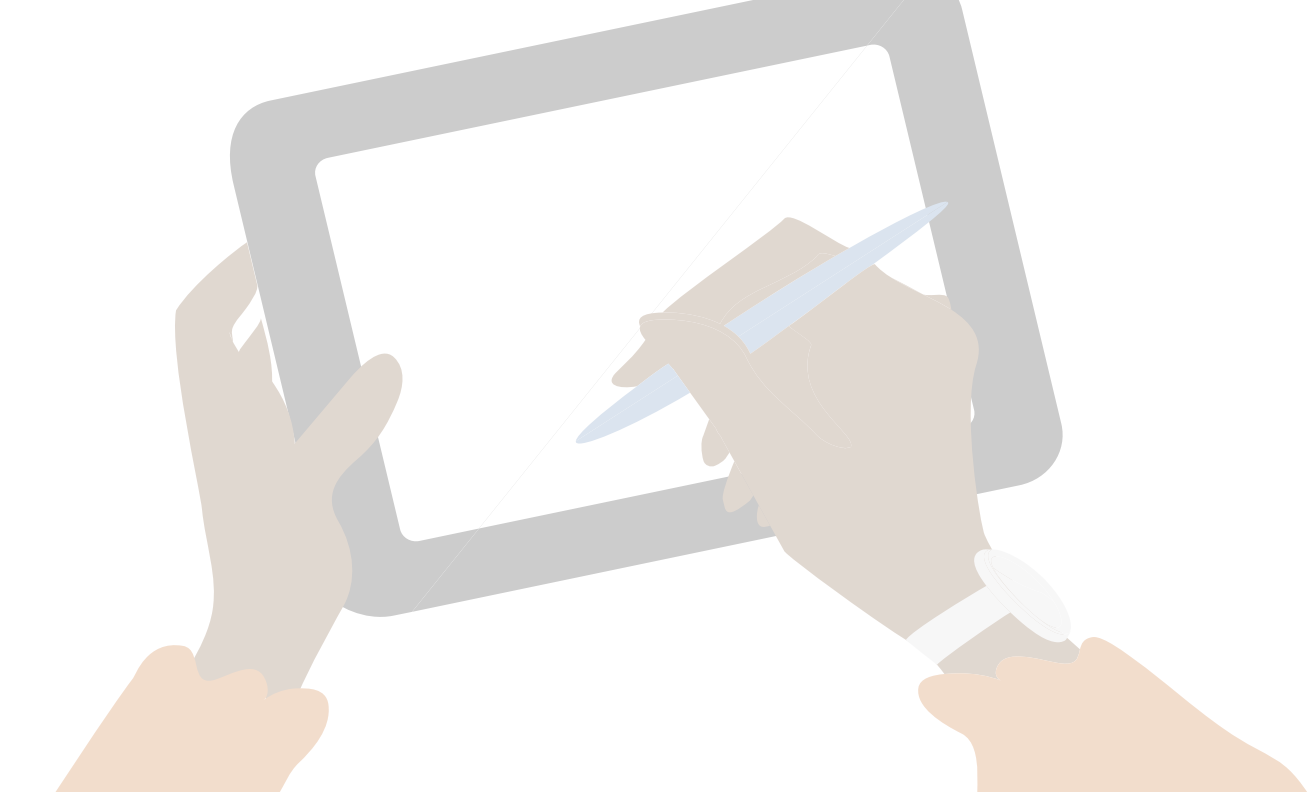
2023

Employee engagement survey

The turn of the year in companies is often associated with reviewing and evaluating annual results as well as setting goals for the New Year. For the second year in a row, Manpower is enlisting the help of the UNLOCK Employee Engagement Survey.

The results of the study have helped our organisation to:

- ★ Identify our strengths and weaknesses.
- ★ Observe and measure the change over the year.
- ★ Identify more targeted questions in preparation for the annual performance reviews.
- ★ Set individual and corporate goals for the next year.
- ★ Plan pay rises and career progression.



The "relocation" of remote work to offices

Remote work has become the norm in many organisations, but the need for managers to bring employees back to the office has increased due to smoother communication, greater employee engagement, teamwork and shared goals. There is no one-size-fits-all solution. However, there are several ways to implement yet another revolutionary change in the way organisations work.

| Agreement | Without an agreement, there are certain risks: | Promotion |
|---|--|--|
| Using a staff survey to find out whether staff would like to return to the office and the reasons for their (re)reluctance. | For some employees, this will be an incentive to look for another job. | Additional benefits (housekeeping services, babysitting, etc.). |
| Assessment of office space, working facilities and working environment (would the resources available be sufficient if staff were returned to the office?). | A diminished employer image. | Improved office space, creating an ergonomic workplace. |
| Deciding on the flexibility of the working arrangement. | Reduced staff motivation and job satisfaction. | Breakfast and lunch reimbursement or meals provision on selected days. |
| | | Convenient office location and free parking. |

Dialogue and compromise between employees and employers should lead to a mutually favourable solution, while preserving mutual flexibility and without jeopardising labour relations.

Candidate turnout rate 2023

| Position level | Average number of active candidates per position each quarter | | | | |
|----------------|---|-----------|-----------|-----------|-----------|
| | Q1 | Q2 | Q3 | Q4 | Average |
| Junior | 55 | 49 | 75 | 50 | 57 |
| Middle | 34 | 62 | 39 | 40 | 44 |
| Senior | 25 | 100 | 46 | 12 | 46 |
| Average | 38 | 70 | 53 | 26 | 38 |

Source: Manpower data 2023.

★ The second quarter indicated the highest number of active candidates (70 per position on average).

★ The most active professionals are at Junior level, with an average of 57 candidates per Junior level position.

★ Only about half of the candidates at Junior and Middle level were suitable for the advertised position. By contrast, almost all the candidates for the Senior level were eligible.

Advertisements: are we communicating candidates' responsibilities properly?

When browsing career portals daily, we find that the job responsibilities section of job adverts is often misleading and does not concisely and clearly state the job specifics of the main position.

Here are the examples of ads for the position of the Office Administrator, taken for comparison:

Good example

- ✓ Full administration of office operations and ensuring general order.
- ✓ Preparation and processing of company documentation and correspondence.
- ✓ Communication with clients, representation of the company, organisation of meetings.
- ✓ Support to the manager and other office staff.

To be corrected example

- ~ Checking company emails, answering phone calls, providing relevant information, dealing with various and unforeseen situations, managing document administration, ensuring cleanliness and order in the office (many different functions in one bullet point).
- ~ Greeting the company's clients and guests, escorting them to the conference room, finding out guests' preferences for drinks (the item does not describe responsibilities, but rather lists specific tasks in too much detail).
- ~ Providing customers with information on prices, company activities, services offered, responding to customer enquiries by email (responsibilities overlap with those mentioned in point 1 and are described inconsistently).
- ~ Entering data into software used by the company (a "stand-alone" function that does not need to be separated into a separate bullet point).
- ~ Managing paperwork (too abstract, needs more detail).

How do stereotypes change reality?

Many employers hold a stereotype that a substantial number of older individuals lack flexibility, loyalty, technological proficiency, and find it more challenging to grasp new processes and innovations.

The pandemic period has created the perfect conditions for older generations to challenge this stereotype and to gain more influence in employers' talent selection processes. Many seniors have not missed the opportunity to adapt as they have started to make even greater use of different technologies, communication platforms and applications.

In addition, the global talent shortage is finally challenging an entrenched stereotype, creating more opportunities for older candidates to get noticed. According to the ManpowerGroup, as many as 34% of employers were willing to consider older candidates last year. Following the global trend, employers present in Lithuania should be prepared to focus on developing and strengthening employees' digital skills at work and to consider older candidates on an equal footing if they want to win the tough competition for talent.

Declining population in Lithuania

| 2001 | 2021 | 2041 |
|-------|-------|-------|
| 3.48M | 2.81M | 2.34M |

Source: Government Data Agency and the United Nations.

The country is facing demographic change - Lithuania's population is ageing and shrinking, with low and declining birth rates. Migration of young and middle-aged people is a key factor in Lithuania's ageing population.

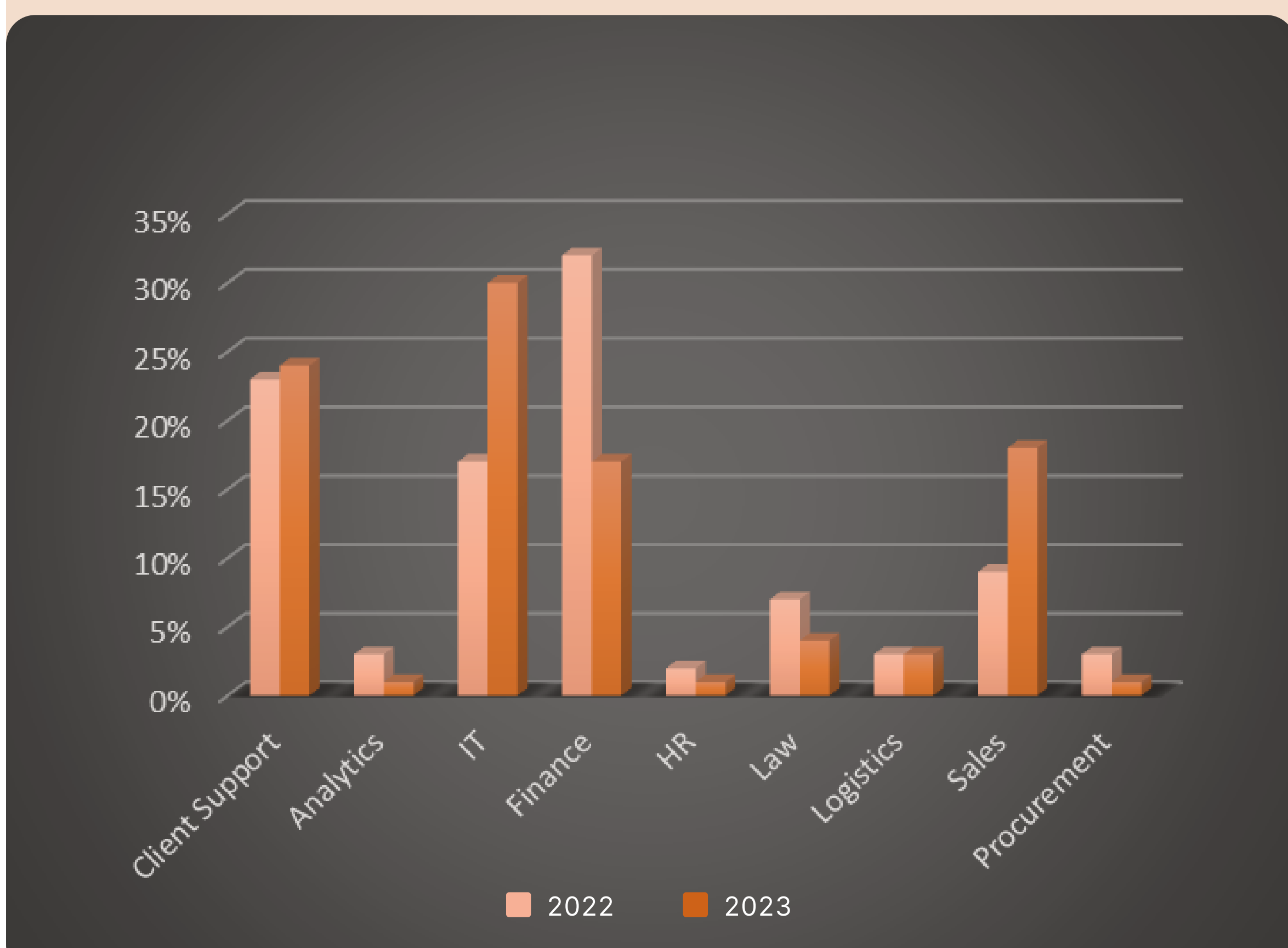
The share of young people in the working age population is projected to continue to decline due to low birth rate. Increasing life expectancy will lead to an increase in the proportion of the elderly population, while the population as a whole will continue to age. The country's population is expected decline to 2.5 million in 2040.

Comparison of last year's and this year's demand for positions by sector

Based on data from Manpower and CVbankas, we have compared the labour market demand for different sectors in 2022 and 2023.

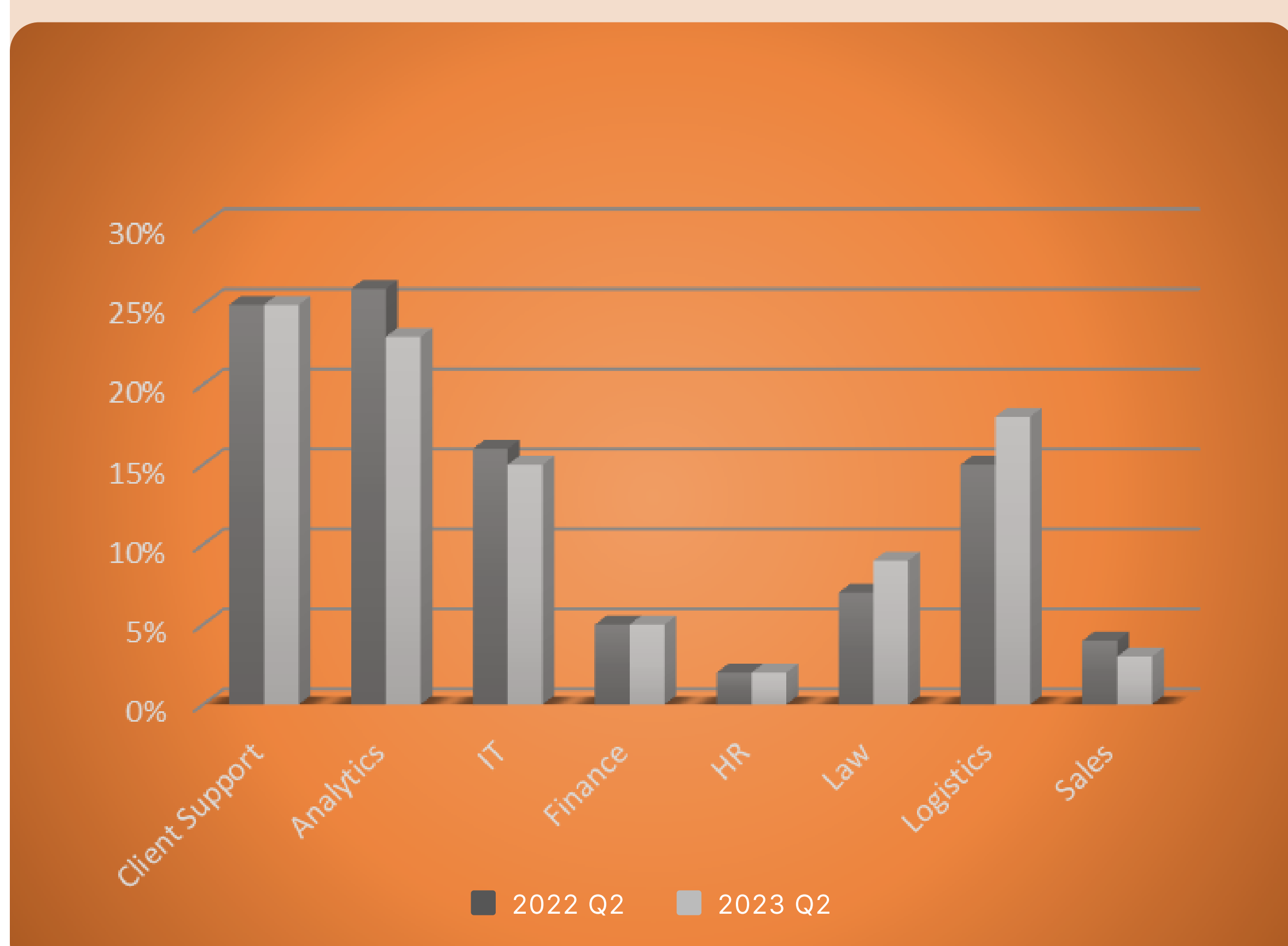
Manpower 2022/2023 executed recruitments

The graph below shows the share of total Manpower recruitments in each sector and compares 2022 with 2023:

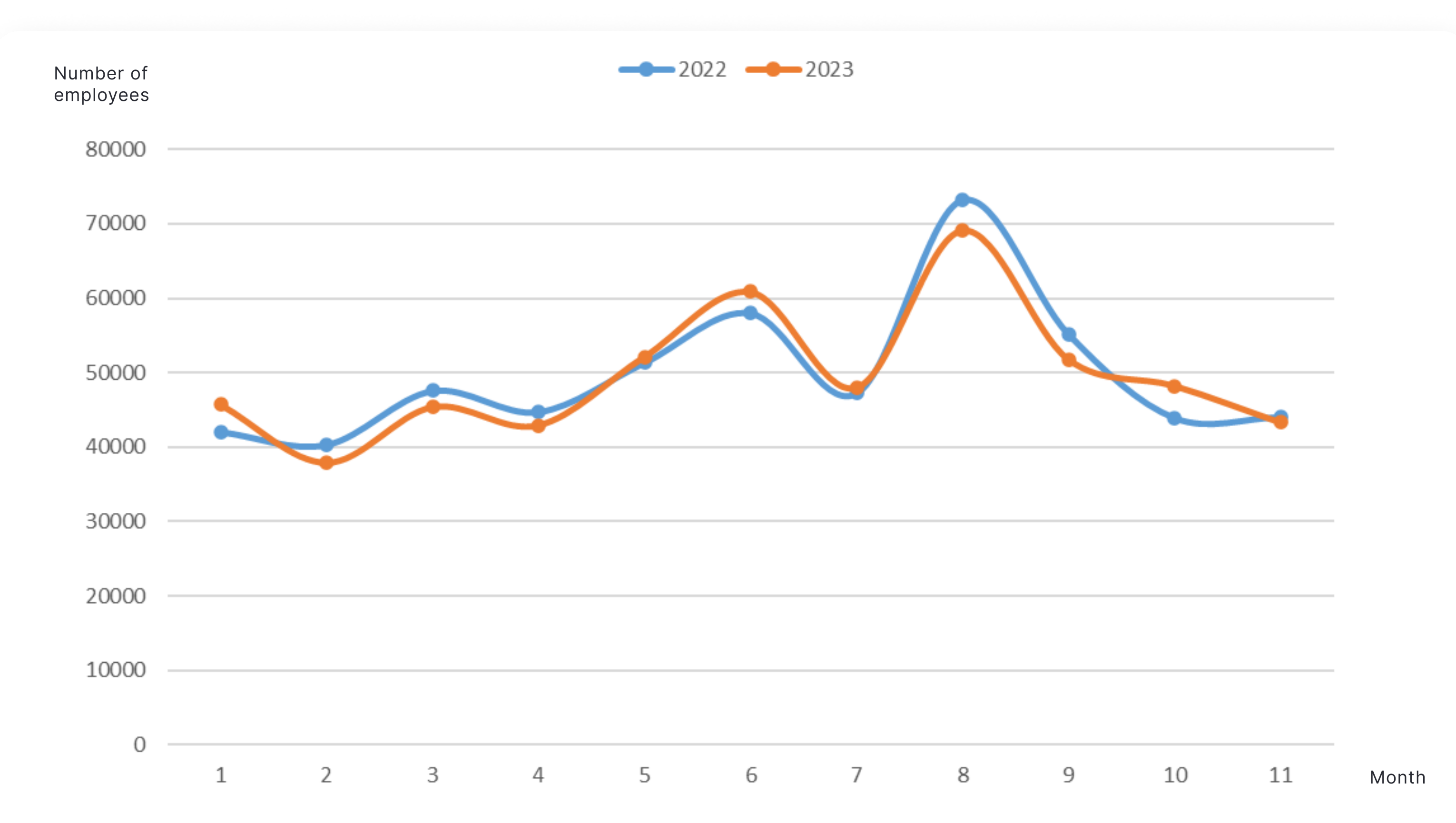


Demand for positions according to CVbankas data

According to CVbankas, the comparison of the sectors with the highest number of recruitments in 2022 Q2 and 2023 Q2:



According to the statistics above, we can see that the most in-demand sectors remain the same, but there is still a change. Both Manpower and CVbankas data show that positions in the sales sector have become even more in demand in the market. Comparing the Manpower data for 2022 and 2023, the growth is equal to 10%. The IT and financial sectors, meanwhile, have experienced a decline in demand of 13% and 15% respectively. Thus, by comparing the available data from Manpower and CVbankas together, we can confirm the demand trends in the position sectors.



Remarks:
 • Data for the reference period are not comparable due to structural changes, reorganisation of enterprises or institutions.
 • Indicators calculated on the basis of data from SODRA. Minor changes may occur if information is updated.
 • Employees whose employment has been terminated by agreement between the parties, at the initiative of the employer or the employee and on other grounds.

Number of redundancies in Lithuania 2022-2023

Comparing 2022 with 2023, the seasonality of redundancies has been maintained. The number of people employed fell by a fifth, indicating a decrease in demand for workers.

The current levels of redundancies encourages companies to look for solutions to preserve the company's image when making redundancies, while at the same time preserving the relationship with the departing employee. We have seen a growing market uptake of outplacement services, with 79% of participants (according to ManpowerGroup) finding a job in the same or a higher position after completing a tailor-made outplacement programme.

Continue discussion:

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