



ManpowerGroup™

CWI

2016 Contingent Workforce Index

AMERICAS REGION: TOP FIVE MARKETS FOR CONTINGENT WORKFORCE

The 21 countries/markets of the Americas region are ranked in order based on their score in each of the CWI categories.



AVAILABILITY

A relative comparison of the current skilled contingent workforce in each country and the likely sustainability of that workforce based on emerging and aging workforce trends

- #1 United States
- #2 Canada
- #3 Mexico
- #4 Brazil
- #5 Colombia



COST EFFICIENCY

A relative comparison of basic wage, benefits, tax and operations metrics to suggest potential cost efficiency

- #1 Dominican Republic
- #2 Paraguay
- #3 Colombia
- #4 Bolivia
- #5 Guatemala



REGULATION

A relative comparison of how restricted the terms and practices of contingent workforce engagement are based on a standard set of regulations

- #1 Canada
- #2 United States
- #3 Puerto Rico
- #4 Nicaragua
- #5 Uruguay



PRODUCTIVITY

A relative comparison of the potential productivity of a workforce based on the amount of hours an employer can pay a worker at base pay

- #1 Chile
- #2 United States
- #3 Canada
- #4 Mexico
- #5 Puerto Rico

WORKFORCE AVAILABILITY RANKINGS

#1 United States 0.53

Outperforms other markets on educational factors including literacy, English speakers, only Canada has higher secondary enrollment and ratio of tertiary educated labor force

#2 Canada 0.46

Positive educational parameters including literacy, English speakers and tertiary and secondary enrollment; relatively low age dependency ratio

#3 Mexico 0.35

Relatively high level of English proficiency. Second largest contingent workforce with one third of its workforce skilled

#4 Brazil 0.34

One of the largest labor forces in LATAM, and is becoming increasingly skilled. Biggest challenge remains language proficiency due to the majority of its workforce speaking predominantly Brazilian Portuguese.

#5 Colombia 0.31

Increased utilization of contingent labor, as permanent hiring for skilled labor is becoming more difficult.

WORKFORCE COST EFFICIENCY RANKINGS

#1 Dominican Republic 0.88

Average wage approximately 1/3 of the regional average, manufacturing and minimum wages among the lowest in region, no parity requirements

#2 Paraguay 0.84

Low Profit Taxes and very low average wage. 48 hour standard work week coupled with no parity requirements and a low minimum and average manufacturing wage

#3 Colombia 0.82

Sixth lowest technology and clerical wages globally plus the seventh lowest engineering wage globally. Only partial parity requirements and lower cost of doing business than the regional average.

#4 Bolivia 0.81

Fourth lowest average monthly wage globally. Low manufacturing, clerical, technology and engineering average wages. No parity requirements however cost of doing business is second highest globally.

#5 Guatemala 0.78

Average monthly wage less than half of regional average; pay and benefit parity not required; employer taxes below average, lower than average overtime premium

WORKFORCE REGULATION RANKINGS

#1 Canada 0.95

No major contract restrictions; severance pay not required; 2 weeks notice period is relatively low compared to other countries; best geopolitical environment of region

#2 United States 0.94

No major contract restrictions; notice period and severance pay not required. Average rating for geopolitical score.

#3 Puerto Rico 0.9

Performs similar to the United States but with a slightly lower geopolitical score. No maximum contracts or renewals. Notice period and severance pay required.

#4 Nicaragua 0.79

No major contract restrictions and 4.3 weeks severance pay requirement. No notice period requirement. Average to low geopolitical score.

#5 Uruguay 0.76

Fixed-terms are prohibited for permanent tasks however there are no maximum contract lengths. No notice periods but 5.2 weeks severance pay is required.

WORKFORCE PRODUCTIVITY RANKINGS

#1 Chile 0.64

Annual leave and holidays in line with averages; 9-hour workday and 45 hour week. Maximum annual OT of 520 hours with a maximum of 6 working days per week.

#2 United States 0.64

Lowest holiday/leave days with 10 mandatory days off/year; no limit to overtime hours. Average work week of 40 hours with a maximum of 6 working days per week

#3 Canada 0.62

Third lowest combined holiday/annual leave days _ behind US and Mexico; overtime limit not very restrictive, highest for specific productivity measures

#4 Mexico 0.6

Standard work week of 45 hours with a maximum of 6 working days per week. 443.4 maximum annual overtime hours. Annual leave and holidays slightly lower than regional averages.

#5 Puerto Rico 0.59

No maximum annual Overtime but more holidays and leave days than the leaders in this region. Standard work day is 8 hours but the maximum work days per week in 7 days. Average work week is 40 hours per week.