



# The Role of Contingent Workers in Workforce Strategy: Global Key Findings



## “Key Findings for Brazil.”

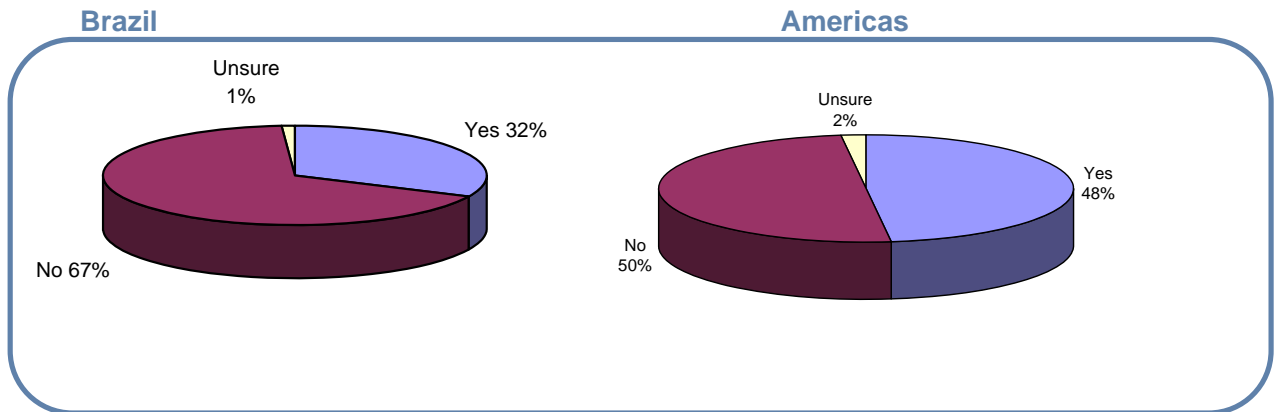
Manpower surveyed more than 41,000 employers in 35 countries and territories to learn more about the current role of contingent\* workers in workforce strategy among organizations. For the purpose of this survey, we define “contingent workers” as the non-permanent members of an organization’s workforce, such as consultants, contractors (generally higher skilled specialty roles), outsourced workers and temporary employees (generally lower skilled general roles). In Brazil, 984 employers were surveyed.

The results reveal that the majority of employers surveyed in Brazil do not view contingent workers as being key to their organization’s workforce strategy. In fact, 67% of Brazil employers did respond that this segment of their workforce was not an important piece of their overall strategy. Manpower believes that over time, as companies emerge this recession and ultimately recover, contingent workers will play an ever more strategic role in employers’ workforce strategy. Yet our findings suggest that organizations could do more to ensure that their contingent employees perform at the highest levels.

*\*Manpower defines contingent workers as the non-permanent employees at an organization, such as temporary employees, outsourced workers, contractors and consultants.*

## Role of Contingent Workers in Workforce Strategy

*Do you view the use of contingent workers as a key element of workforce strategy? (Contingent workers being non-permanent workers such as temporary employees, outsourced workers, contractors and consultants).*



### Brazil

Of the more than 984 employers surveyed in Brazil, [67%] of employers said they did not view contingent workers as a key element of their workforce strategy. On the other hand, [32%] did view this segment of their workforce as key; [1%] were unsure. A comparison of the regions across Brazil reveals Minas Gerais State (41%) most felt contingent workers were key to their workforce strategy, followed by those in Parana State (33%) – both above the national average of [32%]. Rio de Janeiro State (29%), São Paulo State (29%) and São Paulo City (28%) regions are below the average. Of the 8 industry sectors surveyed, employers in the Public Admin/Education

sector (56%) most often consider non-permanent workers as being key to workforce strategy followed by Manufacturing sector (39%). Transportation & Utilities employers (79%) were least likely to recognize contingent workers as a key part of their workforce strategy followed by Wholesale Trade & Retail Trade (75%).

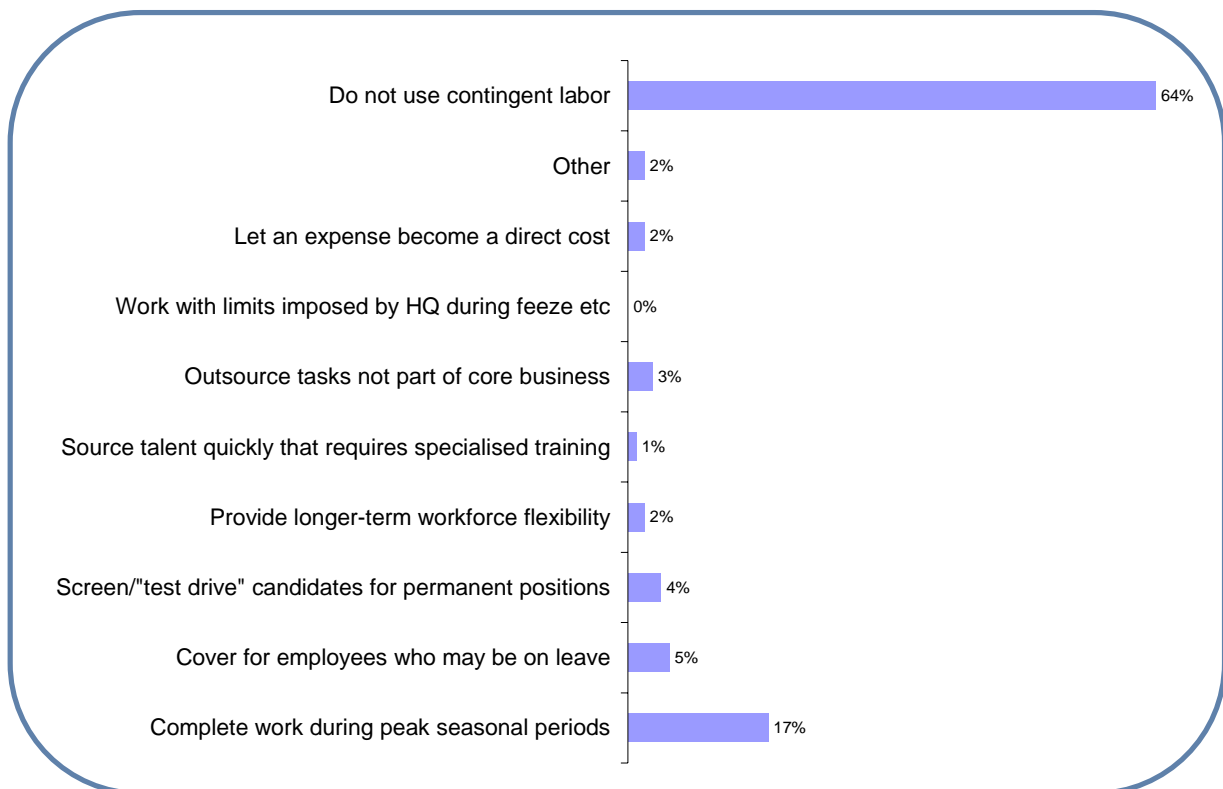
**Americas**

In the Americas region, results from more than 13,000 employers surveyed show that employers here, more than any other region, most often consider non-permanent workers as being key to workforce strategy. Results from Peru (60%), Mexico (60%) Colombia (54%) and Argentina (49%) were above the regional average of 48%. On the other hand, employers in Brazil (67%), Canada (65%), the U.S. (57%), Costa Rica (53%) and Guatemala (51%) most often said contingent workers are not a key part of their workforce strategy. Five percent of Canadian employers were unsure.

**Primary Reason for Using Contingent Labor**

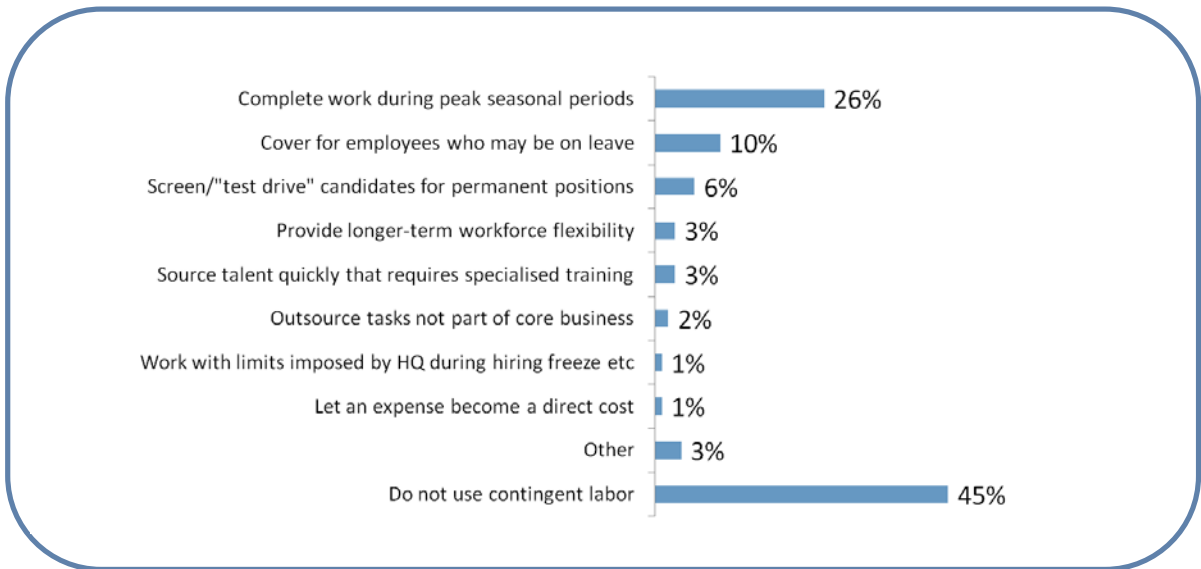
*Of the following choices, what is the primary reason that your organization uses contingent labor?*

**Brasil**



Our research shows that in Brazil, the most prevalent use of contingent labor by employers today is to work during peak seasonal periods 17%. This response is most prevalent in the Public Admin/Education/Manufacturing/Construction and Services sectors all above the national average.

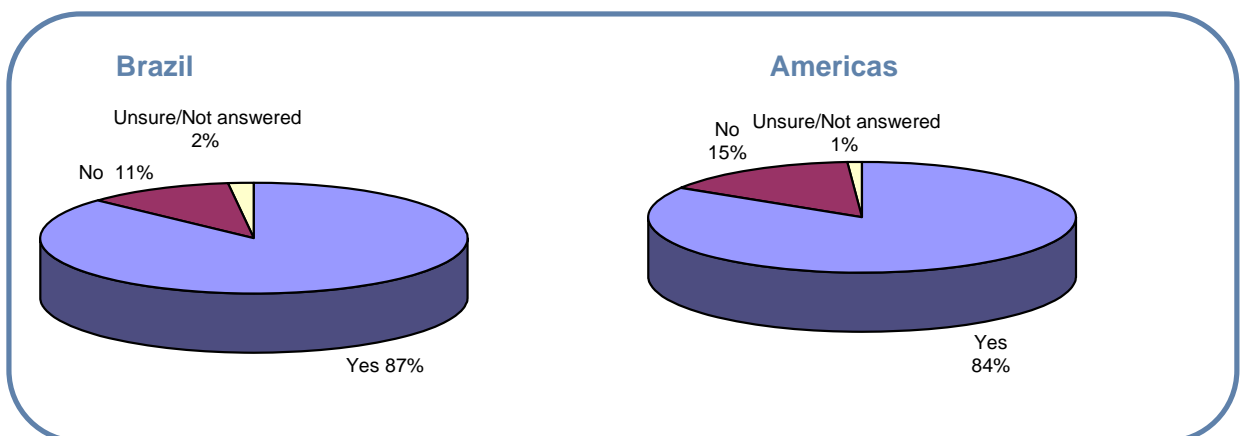
Americas



In the Americas, the occurrence of employers using contingent labor to get work done during peak seasonal periods increases to 26% – the highest of any region in the survey. For countries located in the northern hemisphere, climate certainly plays a strong factor in industry sectors such as Construction and Agriculture, where more work gets completed during periods of better weather. The next most cited reason to use contingent labor is to cover for employees who may be on leave (10%) which is slightly above the global average of 7%. In addition, the practice of hiring employees on a temporary basis to test them prior to hiring them full-time is also more common in this region at 6%. Using contingent workers to provide longer-term workforce flexibility and to source talent quickly that requires specialized training were the next most common applications of contingent labor in the region, both at 3%. Employers indicating they did not use contingent labor totaled 45%, well below the global average. Three percent cite “other” reasons.

Induction and Assimilation of Contingent Workers

*Are the contingent employees who work for your organization exposed to the same induction or assimilation processes as the permanent employees? (Contingent employees being non-permanent workers such as temporary employees, outsourced workers, contractors and consultants).*



In Brazil, [87%] of businesses utilizing contingent workers as part of their workforce strategy report that these employees are exposed to the same induction and assimilation processes as their permanent employees. This is a positive finding, as non-permanent employees – like their permanent counterparts – also need training to understand an organization’s mission, vision, values, thereby increasing engagement levels and the likelihood that they fully contribute to the workforce. On the other hand, [11%] of Brazil employers say they do not provide the same induction procedures and [2%] are unsure. Employers in the São Paulo State (95%) most often say induction and assimilation processes are the same, followed by those in Parana State (91%) – both above the national average of [88%]. In contrast, results from employers in the Rio de Janeiro State, São Paulo City and Minas Gerais State regions are below the average [86%, 85% and 81% respectively] and most often do not have the same induction and assimilation processes for their contingent workers.

## Americas

The survey data reveals that employers in the Americas (84%), more than any other region surveyed, most often provide their non-permanent workforce with the same induction and assimilation processes as permanent employees. Notably, results from each country in the region are above the global average. Employers most likely to offer the same induction processes are those in Mexico (90%), Costa Rica (88%), Argentina (87%) and Brazil (87%). In contrast, employers in the United States (27%) and Canada (24%) are least likely to offer the same processes to their non-permanent workforce. Just 2% of employers in the region were unsure about their on boarding procedures.

*These findings were originally highlighted in a Manpower World of Work Insight paper titled, Rules of Engagement: Harnessing the Potential of the Contingent Workforce, which can be downloaded at [www.manpower.com/researchcenter](http://www.manpower.com/researchcenter).*

## The World of Work Experts

Manpower develops research tools and reports to lend insight into labor market issues and trends around the world. Some of these include:

- Quarterly Manpower Employment Outlook Survey
- Annual Talent Shortage Survey
- Borderless Workforce Survey

More research like this can viewed at:

[www.manpower.com/researchcenter](http://www.manpower.com/researchcenter)

