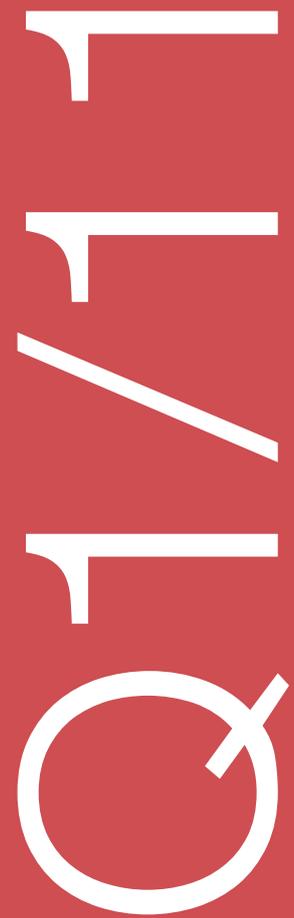


Q1 / 2011

Manpower  
Employment  
Outlook Survey  
China

A Manpower Research Report



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# China Employment Outlook

The Manpower Employment Outlook Survey for the first quarter 2011 was conducted by interviewing a representative sample of 3,891 employers in China. All survey participants were asked, *“How do you anticipate total employment at your location to change in the three months to the end of March 2011 as compared to the current quarter?”*

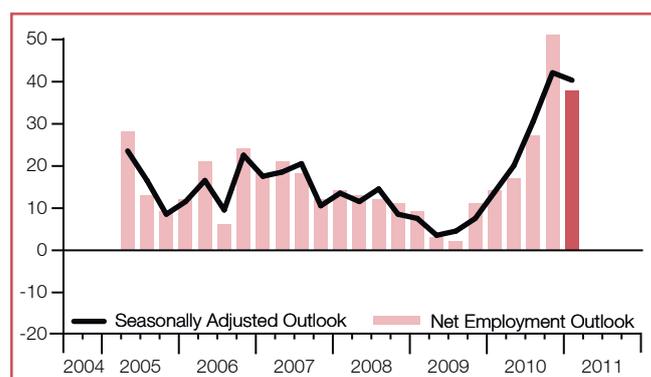
Chinese employers forecast robust hiring activity during Quarter 1 2011. With 44% of employers anticipating an increase in headcount, 6% predicting a decrease and 43% expecting no change, the Net Employment Outlook stands at +38%.

Throughout this report, we use the term “Net Employment Outlook.” This figure is derived by taking the percentage of employers anticipating total employment to increase and subtracting from this the percentage expecting to see a decrease in employment at their location in the next quarter. The result of this calculation is the Net Employment Outlook.

Quarter-over-quarter, employers report a considerable decline of 13 percentage points in the Outlook, but when compared with Quarter 1 2010, hiring prospects have strengthened sharply, increasing by 24 percentage points.

Once the data is adjusted to allow for seasonal variation, the Outlook stands at +40%. Quarter-over-quarter, the Outlook declines by 2 percentage points, but year-over-year it is 25 percentage points stronger.

	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
<b>1st quarter 2011</b>	<b>44</b>	<b>6</b>	<b>43</b>	<b>7</b>	<b>38</b>	<b>40</b>
4th quarter 2010	53	2	32	13	51	42
3rd quarter 2010	31	4	52	13	27	30
2nd quarter 2010	23	6	55	16	17	20
1st quarter 2010	19	5	52	24	14	15



China joined the survey in Q2 2005.

## Regional Comparisons

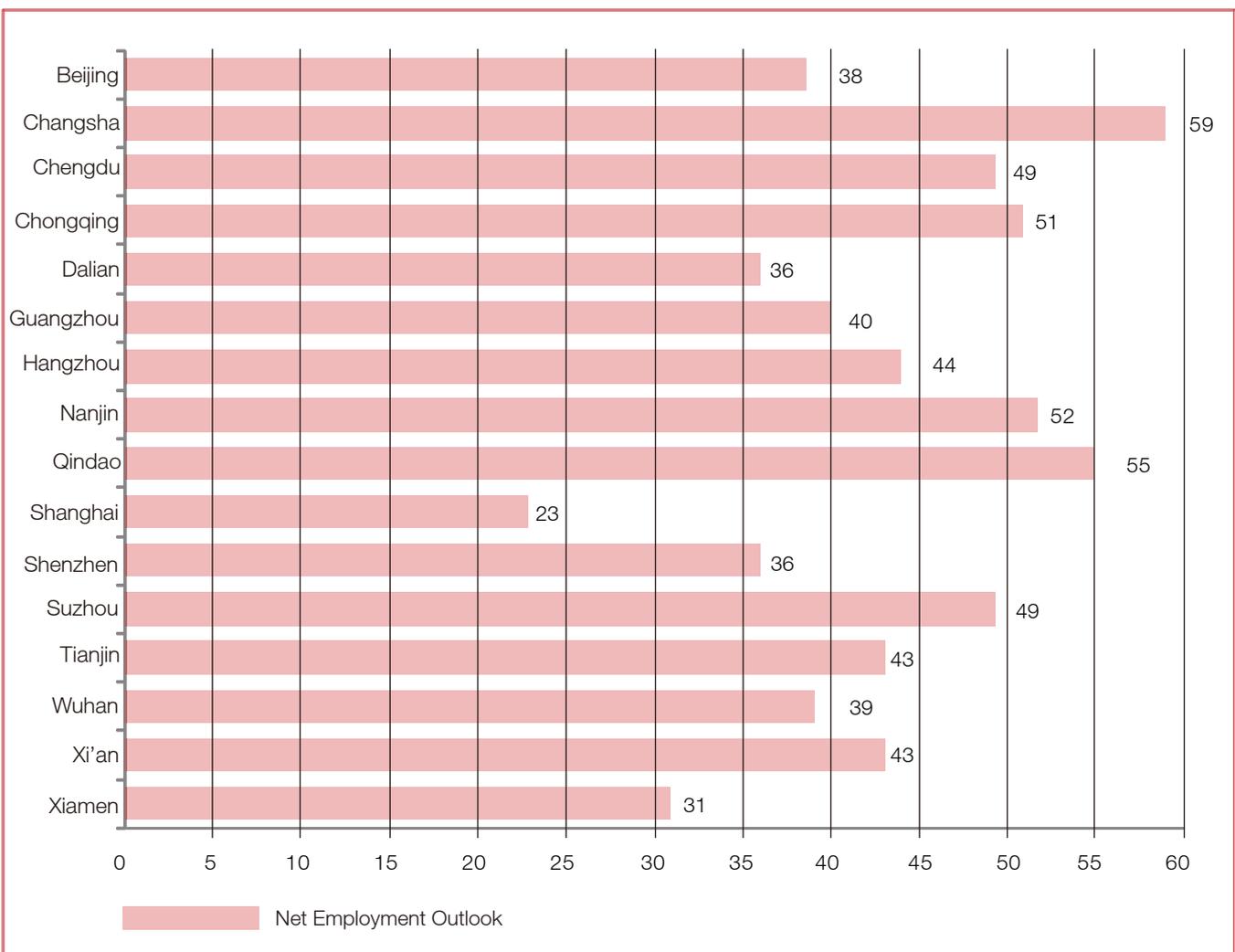
Note: there is no seasonally adjusted data available for regions in China in this survey, so all figures reported in this section are based on unadjusted survey data

Employers in all 16 Chinese regions expect to increase staffing levels in Quarter 1 2011. The most vigorous hiring pace is anticipated in Changsha and Qingdao, where employers report Net Employment Outlooks of +59% and +55%, respectively. Other regions with bullish hiring prospects include Nanjing, with an Outlook of +52% and Chongqing, where the Outlook stands at +51%. Employers in both Chengdu and Suzhou report Outlooks of +49%.

Quarter-over-quarter, employers in 14 of the 16 regions report weaker hiring plans. The most noteworthy declines are reported in the Outlooks for Shanghai and Hangzhou, which decline by 16 and

15 percentage points, respectively. Decreases of 14 percentage points are reported in the Outlooks for Xi'an and Guangzhou, and 13 percentage point declines are evident in Shenzhen and Xiamen. Meanwhile, in Chongqing, the Outlook improves by 3 percentage points.

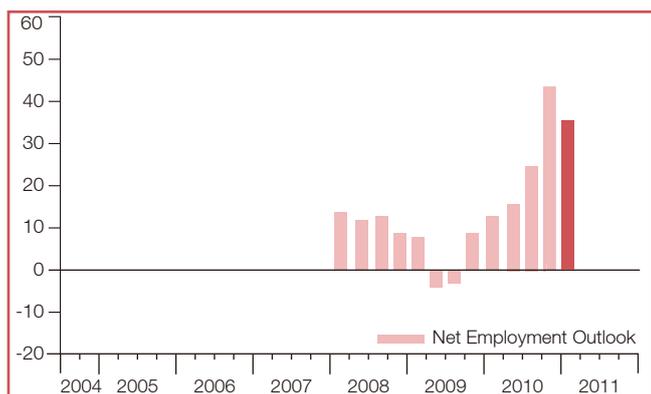
Year-over-year, comparison data is available for 14 of the 16 regions. Employers in all 14 regions report stronger hiring plans. The sharpest Outlook improvements are reported in Qingdao, Chengdu and Tianjin, by 36, 35 and 34 percentage points, respectively. In Suzhou and Hangzhou, employers report increases of 32 and 31 percentage points, respectively, while a 29 percentage point improvement is reported in Chongqing.





## Dalian +36%

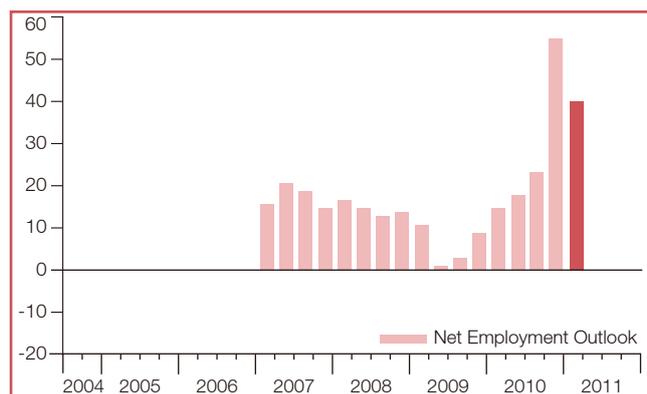
Employers predict a brisk hiring pace in Quarter 1 2011, reporting a Net Employment Outlook of +36%. While the Outlook declines by 8 percentage points quarter-over-quarter, it is 23 percentage points stronger year-over-year.



Note: Data for Dalian employers begins in Quarter 1 2008.

## Guangzhou +40%

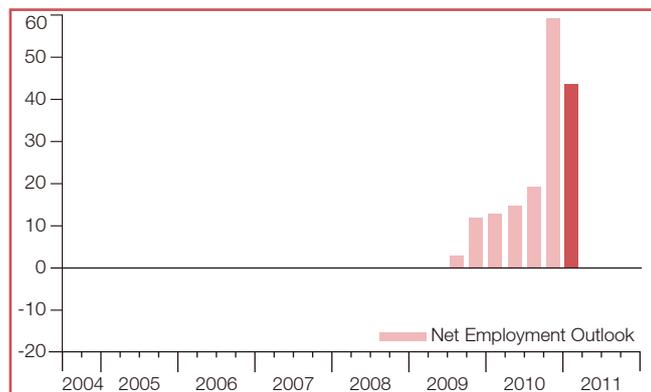
Guangzhou employers forecast a bright hiring climate in the upcoming quarter, reporting a Net Employment Outlook of +40%. Despite a 14 percentage point decline in the Outlook compared with the previous quarter, hiring plans are 25 percentage points stronger year-over-year.



Note: Data for Guangzhou employers begins in Quarter 1 2007.

## Hangzhou +44%

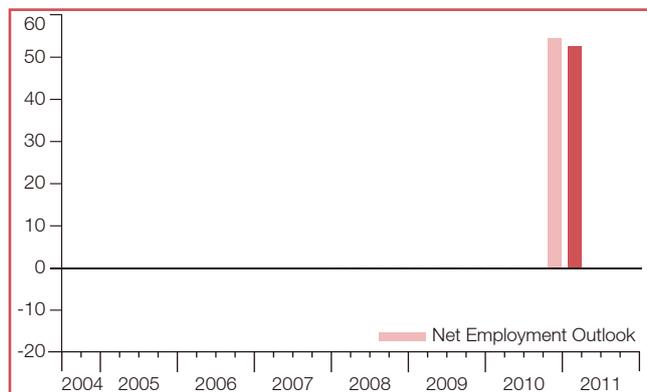
Job seekers are likely to benefit from a dynamic labor market in Quarter 1 2011, according to employers, who report a Net Employment Outlook of +44%. The Outlook is 15 percentage points weaker than the previous quarter, but hiring prospects improve by 31 percentage points year-over-year.



Note: Data for Hangzhou employers begins in Quarter 3 2009.

## Nanjing +52%

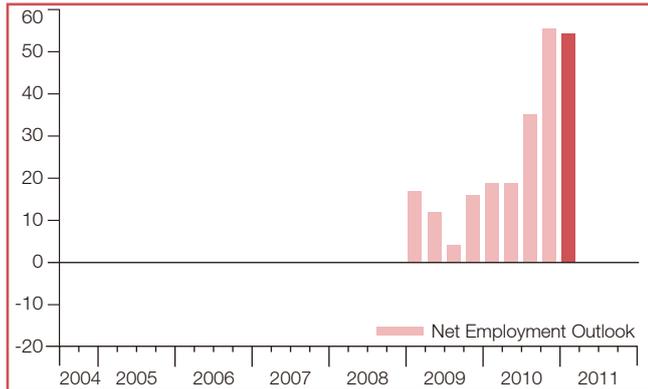
In Nanjing, employers predict a booming labor market during Quarter 1 2011, reporting a Net Employment Outlook of +52%. Quarter-over-quarter, the Outlook has declined by 3 percentage points.



Note: Data for Nanjing employers begins in Quarter 4 2010.

## Qingdao +55%

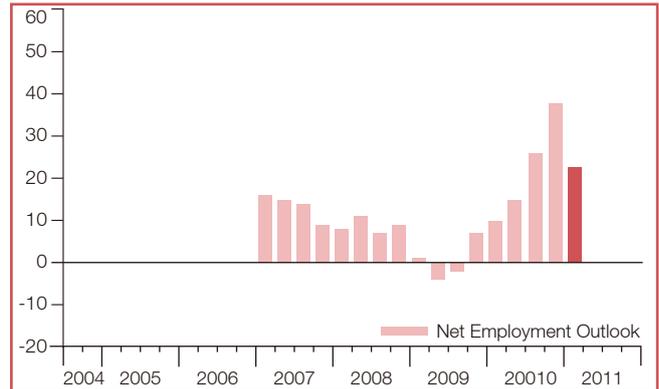
A vigorous hiring pace is predicted in the region during Quarter 1 2011, with employers reporting a Net Employment Outlook of +55%. The Outlook remains relatively stable quarter-over-quarter, and improves by a steep margin of 36 percentage points year-over-year.



Note: Data for Qingdao employers begins in Quarter 1 2009.

## Shanghai +23%

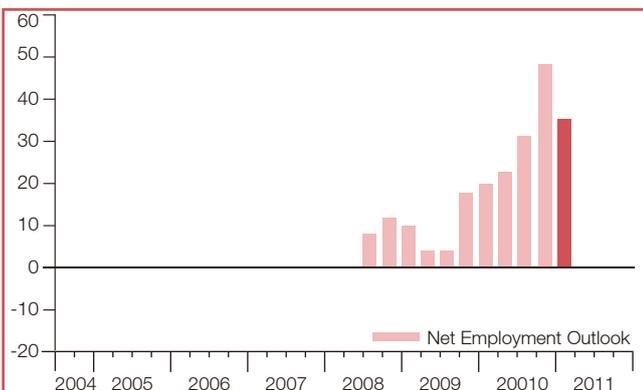
Employers anticipate healthy headcount gains during Quarter 1 2011, reporting a Net Employment Outlook of +23%. The Outlook declines by 16 percentage points quarter-over-quarter, but hiring prospects are 13 percentage points stronger year-over-year.



Note: Data for Shanghai employers begins in Quarter 1 2007.

## Shenzhen +36%

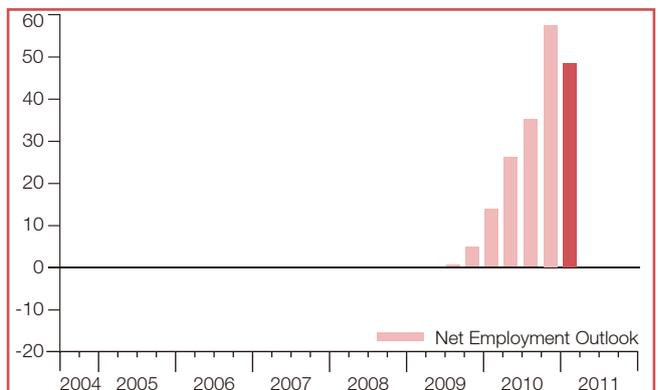
Job seekers in Shenzhen are likely to benefit from a prosperous hiring climate, according to employers, who report a Net Employment Outlook for Quarter 1 2011 of +36%. The Outlook declines by 13 percentage points quarter-over-quarter, but is 16 percentage points stronger year-over-year.



Note: Data for Shenzhen employers begins in Quarter 3 2008.

## Suzhou +49%

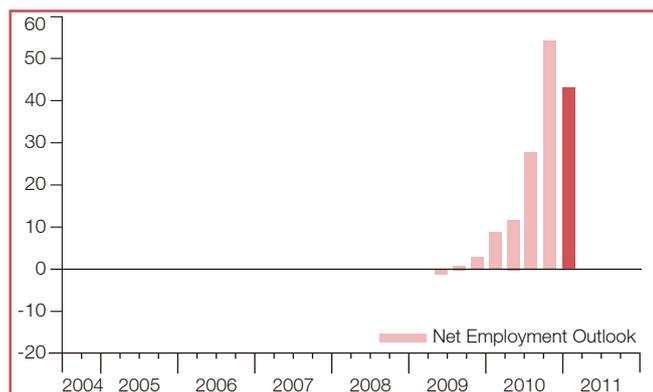
Employers report bullish hiring intentions for Quarter 1 2011, with a Net Employment Outlook of +49%. While hiring plans weaken by 9 percentage points quarter-over-quarter, the Outlook is 32 percentage points stronger year-over-year.



Note: Data for Suzhou employers begins in Quarter 3 2009.

### Tianjin +43%

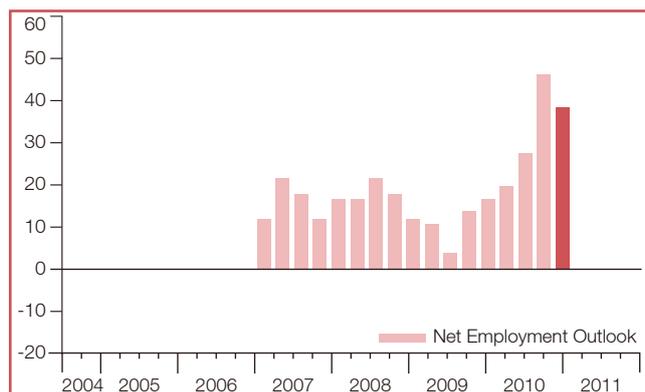
Tianjin employers forecast a booming labor market in the forthcoming quarter, reporting a Net Employment Outlook of +43%. Quarter-over-quarter, the Outlook declines by 12 percentage points, but hiring plans improve by 34 percentage points when compared with Quarter 1 2010.



Note: Data for Tianjin employers begins in Quarter 2 2009.

### Wuhan +39%

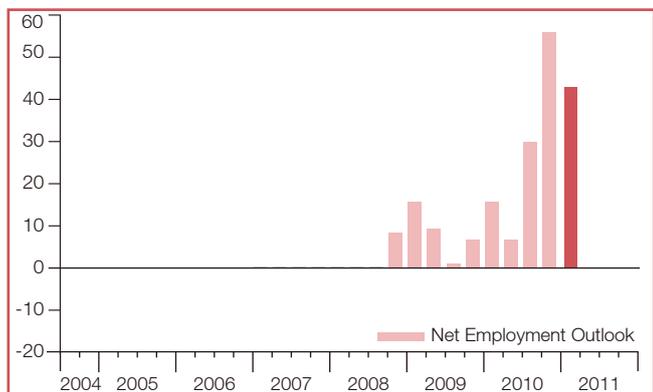
With a Net Employment Outlook for Quarter 1 2011 of +39%, Wuhan employers predict robust headcount gains in the coming quarter. While the Outlook declines by 8 percentage points when compared with Quarter 4 2010, it is 22 percentage points stronger year-over-year.



Note: Data for Wuhan employers begins in Quarter 1 2007.

### Xi'an +43%

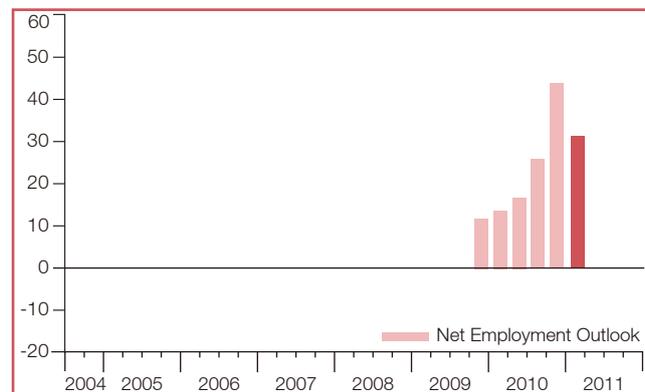
Xi'an employers predict a dynamic labor market in Quarter 1 2011, reporting a Net Employment Outlook of +43%. Although the Outlook declines by 14 percentage points quarter-over-quarter, it is 24 percentage points stronger year-over-year.



Note: Data for Xi'an employers begins in Quarter 4 2008.

### Xiamen +31%

Xiamen employers forecast prosperous hiring activity in the coming quarter, reporting a Net Employment Outlook of +31%. Quarter-over-quarter, hiring prospects decline by 13 percentage points, but year-over-year, the Outlook is 17 percentage points stronger.



Note: Data for Xiamen employers begins in Quarter 4 2009.

# Sector Comparisons

Note: All data discussed in the commentary are seasonally adjusted, unless stated otherwise.

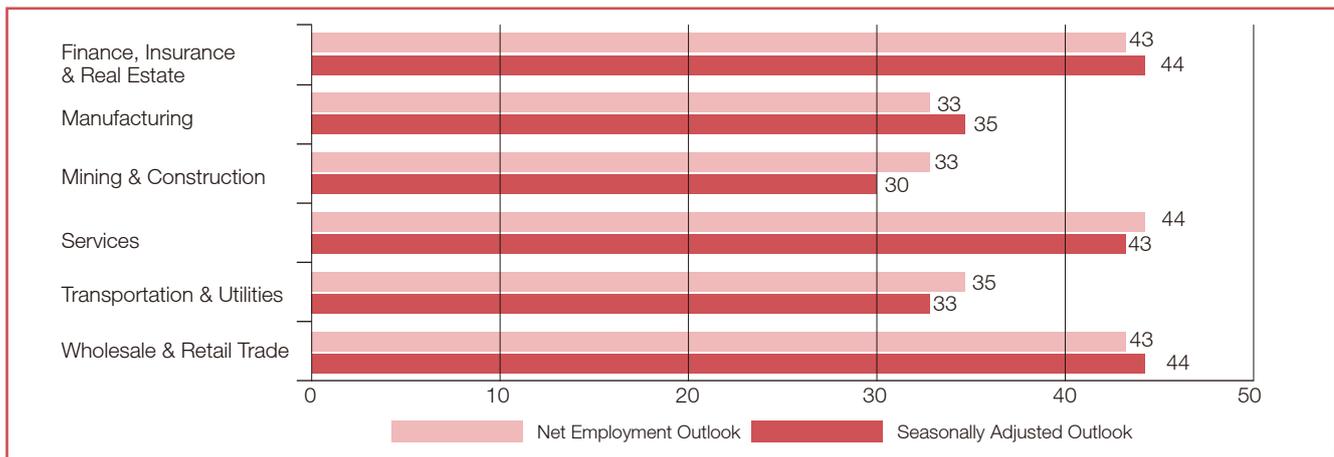
Employers in all six industry sectors expect to increase staffing levels during Quarter 1 2011. The strongest Net Employment Outlooks of +44% are reported in both the Finance, Insurance & Real Estate sector and the Wholesale & Retail Trade sector, while in the Services sector, the Outlook stands at +43%. Manufacturing sector employers report a robust Outlook of +35% and the Transportation & Utilities sector Outlook is +33%. Mining & Construction sector employers report a strong Outlook of +30%.

Quarter-over-quarter, hiring intentions have weakened in five of the six industry sectors. Transportation & Utilities sector employers report the most noteworthy decline of 11 percentage points, while a decrease of 6 percentage

points is evident in the Manufacturing sector Outlook. The Outlook declines by 5 percentage points in both the Finance, Insurance & Real Estate sector and the Mining & Construction sector.

When compared to Quarter 1 2010, employers in all six industry sectors report considerably stronger hiring prospects. The sharpest increase of 35 percentage points is reported in the Outlook for the Wholesale & Retail Trade sector, and employers report 28 percentage point improvements in both the Finance, Insurance & Real Estate sector and the Services sector.

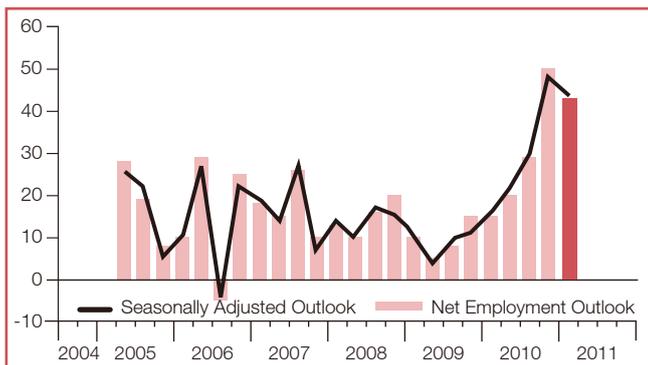
Based on unadjusted survey data, employers in all six industry sectors predict positive headcount growth in Quarter 1 2011. The strongest labor markets are anticipated in the Services sector, the Finance, Insurance & Real Estate sector and the Wholesale & Retail Trade sector. Quarter-over-quarter, hiring prospects have declined in all six sectors. However, year-over-year, the Outlook is considerably stronger in all six sectors.



## Finance, Insurance & Real Estate +43(44)%

With a Net Employment Outlook of +44%, employers predict a booming labor market during Quarter 1 2011. The Outlook declines by 5 percentage points quarter-over-quarter, but is 28 percentage points stronger year-over-year.

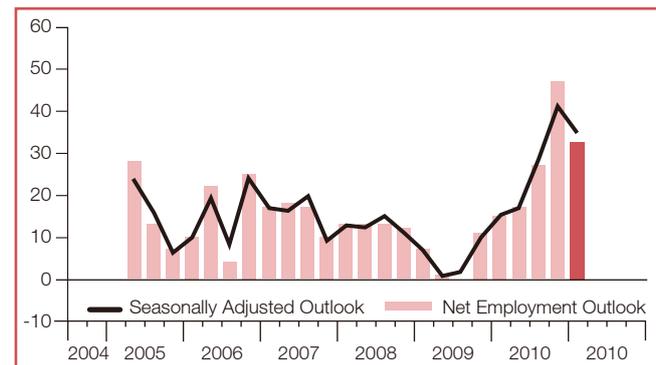
Based on unadjusted survey data, employers report bullish hiring plans for the coming quarter. The Outlook is considerably weaker quarter-over-quarter, but has improved sharply when compared with Quarter 1 2010.



## Manufacturing +33(35)%

Job seekers will potentially benefit from a brisk hiring pace in Quarter 1 2011, according to employers, who report a Net Employment Outlook of +35%. Quarter-over-quarter, the Outlook declines by 6 percentage points, but year-over-year it is 19 percentage points stronger.

Based on unadjusted survey data, a prosperous hiring climate is forecast for the coming quarter, despite a considerable quarter-over-quarter decline. Year-over-year, the Outlook is considerably stronger.

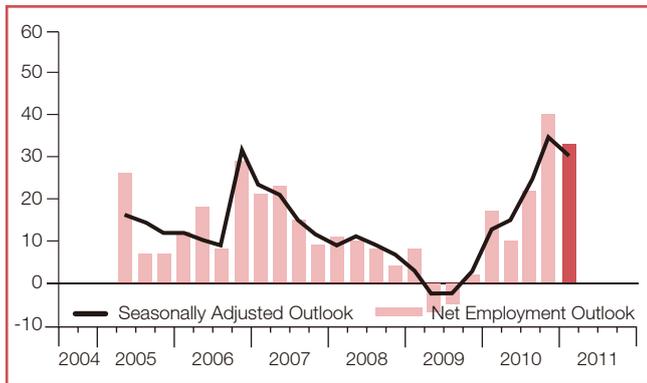


No bar indicates Net Employment Outlook of zero.

### Mining & Construction +33(30)%

Employers report optimistic hiring plans for Quarter 1 2011, with a Net Employment Outlook of +30%. Quarter-over-quarter, the Outlook declines by 5 percentage points. However, year-over-year, hiring prospects have improved by 17 percentage points.

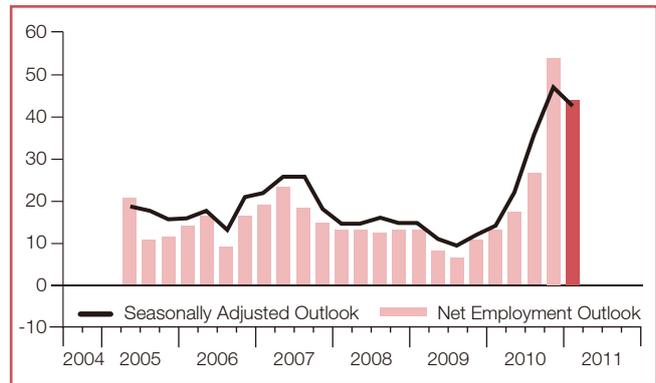
Based on unadjusted survey data, employers forecast robust hiring activity in the upcoming quarter. The Outlook has declined moderately quarter-over-quarter, but is considerably stronger year-over-year.



### Services +44(43)%

Sector employers predict a vigorous labor market in Quarter 1 2011, reporting a Net Employment Outlook of +43%. While employers report a slight decline of 4 percentage points quarter-over-quarter, the Outlook is 28 percentage points stronger when compared with Quarter 1 2010.

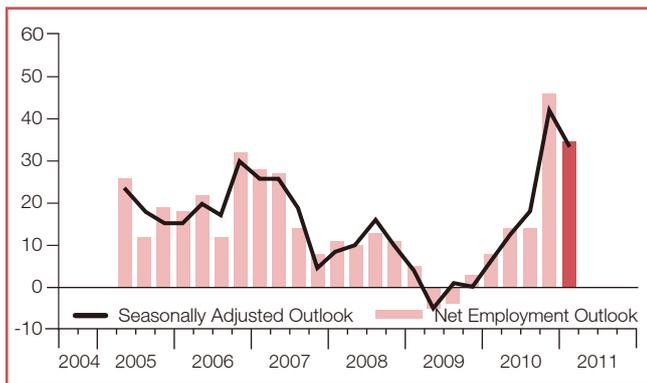
Based on unadjusted survey data, booming hiring prospects are reported for the coming quarter, despite a considerable decline in the Outlook quarter-over-quarter. Year-over-year, the Outlook has improved sharply.



### Transportation & Utilities +35(33)%

With a Net Employment Outlook of +33%, employers forecast a brisk hiring pace in Quarter 1 2011. Quarter-over-quarter, the Outlook declines by 11 percentage points, but year-over-year it improves by 27 percentage points.

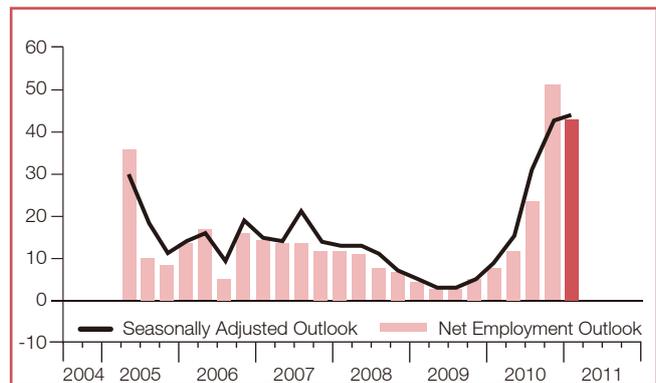
Based on unadjusted survey data, employers report robust hiring plans for the coming quarter. Despite a considerable quarter-over-quarter decline, the Outlook improves steeply year-over-year.



### Wholesale & Retail Trade +43(44)%

Employers report the strongest hiring prospects since the survey began in Quarter 2 2005, with a Net Employment Outlook of +44%. The Outlook remains relatively stable quarter-over-quarter, and improves by a steep margin of 35 percentage points year-over-year.

Based on unadjusted survey data, bullish hiring activity is predicted for the coming quarter. Quarter-over-quarter, the Outlook is moderately weaker, but year-over-year, it has improved sharply.



# Global Employment Outlook

Nearly 64,000 employers have been interviewed across 39 countries and territories to measure anticipated employment trends\* between January and March 2011. Employers in 32 of the 39 countries and territories Manpower surveyed expect to add to their workforces to varying degrees over the next three months. Employers in Bulgaria, Slovenia and Turkey participate in the survey for the first time, bringing the total number of countries surveyed in the Europe, Middle East & Africa (EMEA) region to 21.

Employers in India, China, Taiwan, Brazil, Turkey and Singapore report the strongest first-quarter hiring plans, while those in Greece, the Czech Republic, Austria and Ireland report the weakest hiring forecasts. The hiring pace is expected to decline in 17 of the 36 countries and territories where quarter-over-quarter comparisons are possible, and in the 35 countries and territories where year-over-year

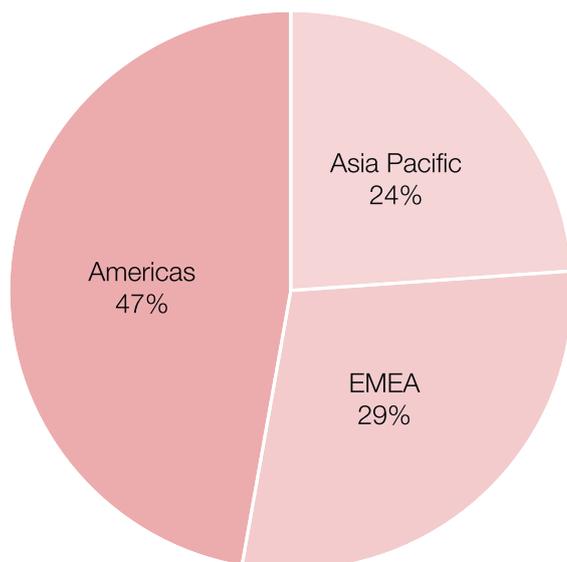
comparisons are possible, the hiring pace is expected to improve in 28.

Regionally, employers in the Americas and Asia Pacific continue to report positive Net Employment Outlooks. Hiring demands have improved somewhat from 12 months ago in all eight Asia Pacific countries and territories, and in all but one country in the Americas where year-over-year data is available. Outlooks in the U.S. and India improve slightly from both Quarter 4 2010 and last year at this time, and Japan's Net Employment Outlook continues to improve incrementally with employers reporting their most optimistic forecast since Quarter 4 2008.

In the EMEA region, Outlooks decline in 11 of 18 countries from three months ago. However, year-over-year comparisons are more favorable, showing improved job prospects in 12 countries from Quarter 1 2010. Hiring intentions are strongest in Turkey, Germany and Sweden, while employers in Italy report their first positive Net Employment Outlook since Quarter 3 2008.

\*Commentary is based on seasonally adjusted data where available.

## Survey Respondents by Region



Research for the Quarter 1 2011 Manpower Employment Outlook Survey involved surveying 63,749 human resources directors and senior hiring managers from public and private organizations worldwide. 47% of respondents came from 10 countries in the Americas; 24% from eight countries and territories across Asia Pacific; and 29% from 21 countries in EMEA.

# Manpower Employment Outlook Survey China

	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
	Quarter 1 2010	Quarter 4 2010	Quarter 1 2011	Q4 2010 to Q1 2011	Q1 2010 to Q1 2011
	%	%	%		
<b>Americas</b>					
Argentina	12 (10) <sup>1</sup>	17 (17) <sup>1</sup>	20 (18) <sup>1</sup>	3 (1) <sup>1</sup>	8 (8) <sup>1</sup>
Brazil	31	37	36	-1	5
Canada	2 (11) <sup>1</sup>	14 (14) <sup>1</sup>	5 (14) <sup>1</sup>	-9 (0) <sup>1</sup>	3 (3) <sup>1</sup>
Colombia	9	17	10	-7	1
Costa Rica	20 (17) <sup>1</sup>	23 (21) <sup>1</sup>	22 (19) <sup>1</sup>	-1 (-2) <sup>1</sup>	2 (2) <sup>1</sup>
Guatemala	12	9	9	0	-3
Mexico	6 (6) <sup>1</sup>	16 (17) <sup>1</sup>	14 (16) <sup>1</sup>	-2 (-1) <sup>1</sup>	8 (10) <sup>1</sup>
Panama	-	19	21	2	-
Peru	19 (16) <sup>1</sup>	23 (22) <sup>1</sup>	25 (22) <sup>1</sup>	2 (0) <sup>1</sup>	6 (6) <sup>1</sup>
United States	0 (5) <sup>1</sup>	4 (5) <sup>1</sup>	4 (9) <sup>1</sup>	0 (4) <sup>1</sup>	4 (4) <sup>1</sup>

<b>Asia Pacific</b>					
Australia	19 (19) <sup>1</sup>	20 (20) <sup>1</sup>	21 (21) <sup>1</sup>	1 (1) <sup>1</sup>	2 (2) <sup>1</sup>
China	14 (15) <sup>1</sup>	51 (42) <sup>1</sup>	38 (40) <sup>1</sup>	-13 (-2) <sup>1</sup>	24 (25) <sup>1</sup>
Hong Kong	13 (14) <sup>1</sup>	17 (17) <sup>1</sup>	20 (21) <sup>1</sup>	3 (4) <sup>1</sup>	7 (7) <sup>1</sup>
India	36 (37) <sup>1</sup>	42 (39) <sup>1</sup>	41 (42) <sup>1</sup>	-1 (3) <sup>1</sup>	5 (5) <sup>1</sup>
Japan	-4 (1) <sup>1</sup>	4 (6) <sup>1</sup>	2 (7) <sup>1</sup>	-2 (1) <sup>1</sup>	6 (6) <sup>1</sup>
New Zealand	14 (14) <sup>1</sup>	15 (16) <sup>1</sup>	16 (16) <sup>1</sup>	1 (0) <sup>1</sup>	2 (2) <sup>1</sup>
Singapore	22 (21) <sup>1</sup>	22 (22) <sup>1</sup>	27 (26) <sup>1</sup>	5 (4) <sup>1</sup>	5 (5) <sup>1</sup>
Taiwan	22 (27) <sup>1</sup>	40 (39) <sup>1</sup>	32 (37) <sup>1</sup>	-8 (-2) <sup>1</sup>	10 (10) <sup>1</sup>

<b>EMEA*</b>					
Austria	-1 (3) <sup>1</sup>	5 (5) <sup>1</sup>	-7 (-3) <sup>1</sup>	-12 (-8) <sup>1</sup>	-6 (-6) <sup>1</sup>
Belgium	-4 (-5) <sup>1</sup>	6 (6) <sup>1</sup>	4 (4) <sup>1</sup>	-2 (-2) <sup>1</sup>	8 (9) <sup>1</sup>
Bulgaria	-	-	4	-	-
Czech Republic	-6	-2	-5	-3	1
France	0 (1) <sup>1</sup>	1 (0) <sup>1</sup>	-1 (1) <sup>1</sup>	-2 (1) <sup>1</sup>	-1 (0) <sup>1</sup>
Germany	1 (5) <sup>1</sup>	7 (7) <sup>1</sup>	7 (11) <sup>1</sup>	0 (4) <sup>1</sup>	6 (6) <sup>1</sup>
Greece	1	-10	-15	-5	-16
Hungary	-7	0	1	1	8
Ireland	-13 (-11) <sup>1</sup>	-3 (-2) <sup>1</sup>	-5 (-3) <sup>1</sup>	-2 (-1) <sup>1</sup>	8 (8) <sup>1</sup>
Italy	-8 (-7) <sup>1</sup>	-8 (-6) <sup>1</sup>	2 (3) <sup>1</sup>	10 (9) <sup>1</sup>	10 (10) <sup>1</sup>
Netherlands	-3 (-3) <sup>1</sup>	2 (1) <sup>1</sup>	1 (3) <sup>1</sup>	-1 (2) <sup>1</sup>	4 (6) <sup>1</sup>
Norway	5 (7) <sup>1</sup>	9 (11) <sup>1</sup>	5 (7) <sup>1</sup>	-4 (-4) <sup>1</sup>	0 (0) <sup>1</sup>
Poland	4	11	5	-6	1
Romania	-11	0	-2	-2	9
Slovenia	-	-	2	-	-
South Africa	13 (11) <sup>1</sup>	6 (7) <sup>1</sup>	5 (3) <sup>1</sup>	-1 (-4) <sup>1</sup>	-8 (-8) <sup>1</sup>
Spain	-12 (-10) <sup>1</sup>	-4 (-1) <sup>1</sup>	-4 (-2) <sup>1</sup>	0 (-1) <sup>1</sup>	8 (8) <sup>1</sup>
Sweden	2 (6) <sup>1</sup>	5 (6) <sup>1</sup>	5 (9) <sup>1</sup>	0 (3) <sup>1</sup>	3 (3) <sup>1</sup>
Switzerland	4 (0) <sup>1</sup>	9 (15) <sup>1</sup>	4 (0) <sup>1</sup>	-5 (-15) <sup>1</sup>	0 (0) <sup>1</sup>
Turkey	-	-	27	-	-
UK	-1 (1) <sup>1</sup>	2 (1) <sup>1</sup>	0 (2) <sup>1</sup>	-2 (1) <sup>1</sup>	1 (1) <sup>1</sup>

\*EMEA – Europe, Middle East and Africa.

1. Number in parentheses is the Net Employment Outlook when adjusted to remove the impact of seasonal variations in hiring activity. Please note that this data is not available for all countries as a minimum of 17 quarters worth of data is required.

## Quarter-on-Quarter Movement



36 Countries and Territories\*\*

\*Indicates unadjusted data.

\*\*Quarter-on-quarter unavailable for Bulgaria, Slovenia and Turkey which participated for the first time in Q1 2011.

\*\*\*Year-on-year unavailable for Panama, which participated for the first time in Q2 2010, and Bulgaria, Slovenia and Turkey which participated for the first time in Q1 2011.

## Year-on-Year Movement



35 Countries and Territories\*\*\*

## International Comparisons — Americas

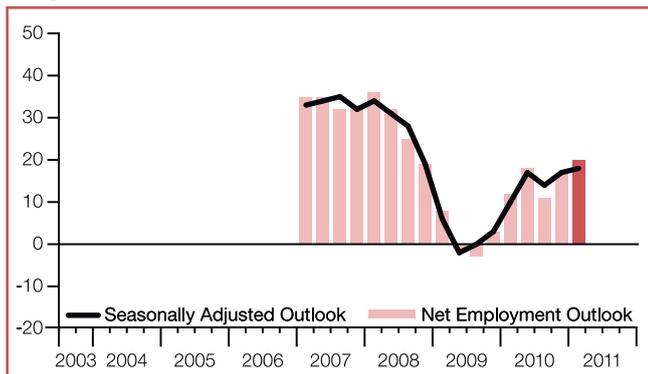
Nearly 30,000 interviews have been conducted across Argentina, Brazil, Canada, Colombia, Costa Rica, Guatemala, Mexico, Panama, Peru and the United States to measure employment prospects for Quarter 1 2011. The data shows positive hiring intentions across the region for the next three months; however, the Net Employment Outlooks are expected to be slightly weaker quarter-over-quarter in four of the 10 countries surveyed but stronger in all countries except Guatemala where year-over-year data is available.

Employers in Brazil, Peru and Panama report the strongest hiring intentions within the region. Meanwhile, job seekers in Guatemala and the United States are likely to encounter the region's weakest employment prospects, although employers in both countries expect a modest hiring pace to continue in the first three months of the year. In fact, U.S. employers are reporting their

most optimistic forecast since Q4 2008 and, together with Mexican employers, report their strongest first-quarter hiring intentions in three years. Similarly, Canadian employers remain upbeat, buoyed by moderate quarter-over-quarter and year-over-year improvements in the Wholesale & Retail Trade industry sector.

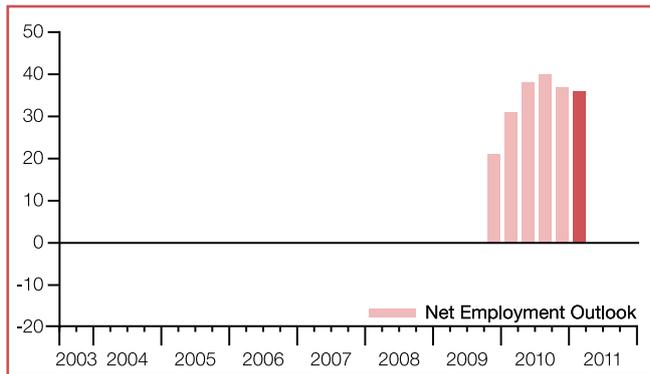
In Brazil, where four in 10 employers indicate they will add to their payrolls in the upcoming quarter, optimism is further driven by strength in the Services industry sector: for the second consecutive quarter more than half of the sector's employers surveyed report they intend to add employees.

### Argentina



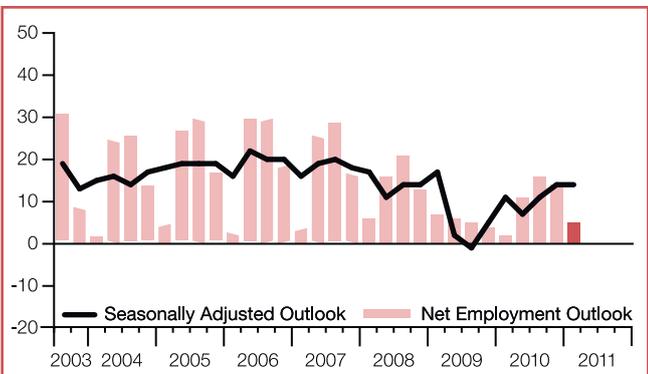
Argentina joined the survey in Q1 2007.

### Brazil

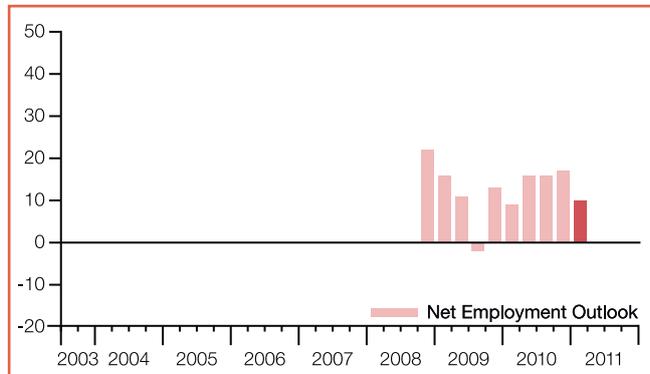


Brazil joined the survey in Q4 2009.

### Canada

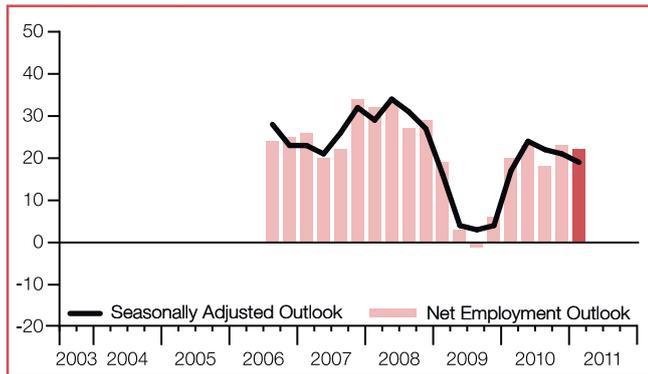


### Colombia



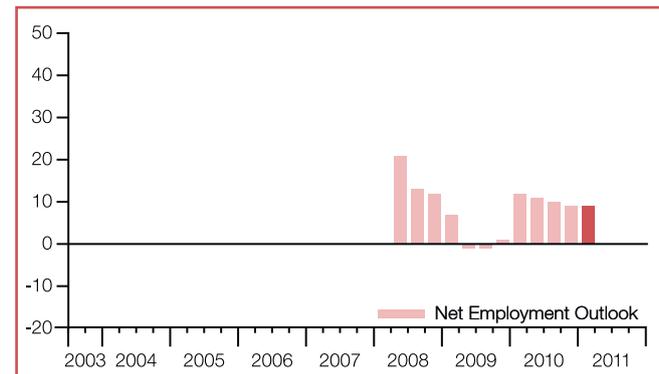
Colombia joined the survey in Q4 2008.

## Costa Rica



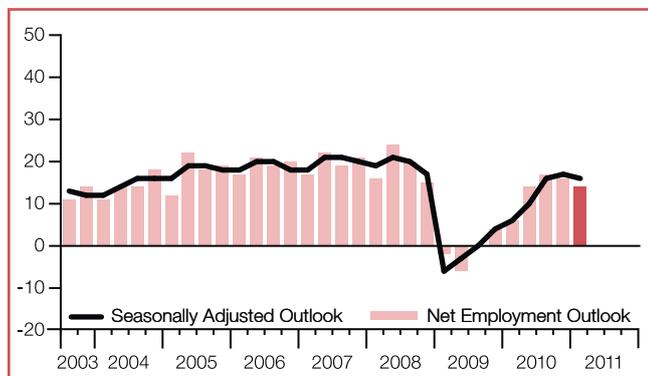
Costa Rica joined the survey in Q3 2006.

## Guatemala



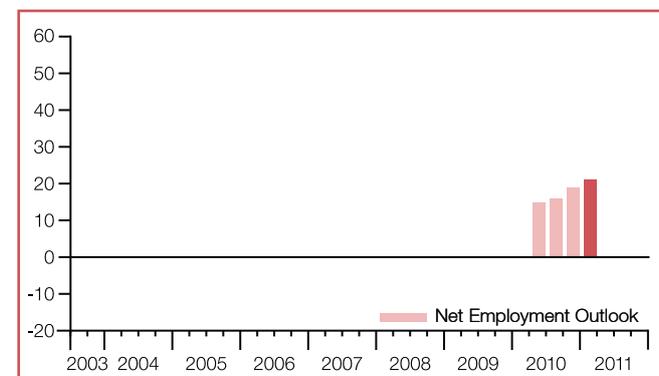
Guatemala joined the survey in Q2 2008.

## Mexico



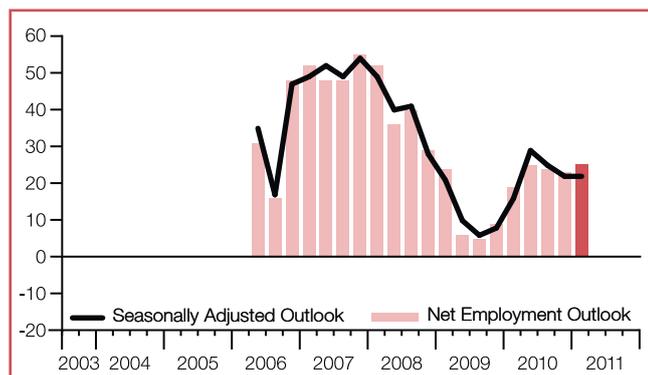
No bar indicates Net Employment Outlook of zero.

## Panama



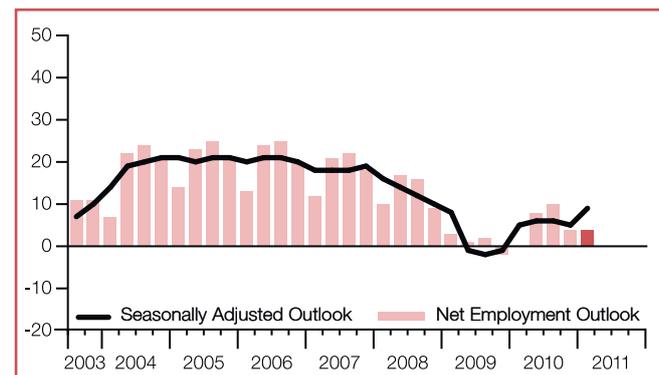
Panama joined the survey in Q2 2010.

## Peru



Peru joined the survey in Q2 2006.

## USA



No bar indicates Net Employment Outlook of zero.

## International Comparisons — Asia Pacific

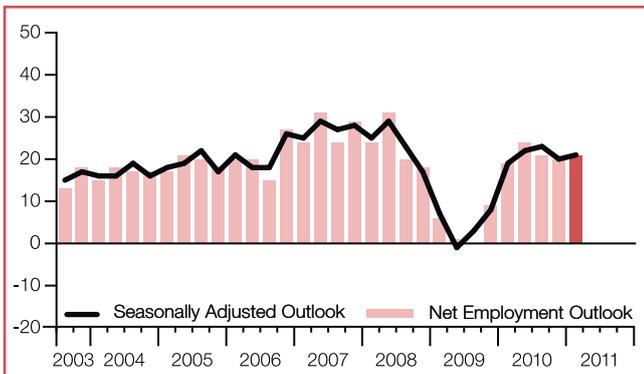
Nearly 16,000 interviews have been conducted across Australia, China, Hong Kong, India, Japan, New Zealand, Singapore and Taiwan to measure anticipated hiring activity between January and March 2011.

Employer hiring expectations continue to be optimistic throughout the region where job prospects improve year-over-year in all eight countries and territories surveyed. Compared to three months ago, job prospects improve or remain stable in six of the countries and territories surveyed. Regional hiring plans continue to be strongest in India, China and Taiwan, and weakest in Japan despite employers there

reporting five consecutive quarters of steadily improving Outlooks.

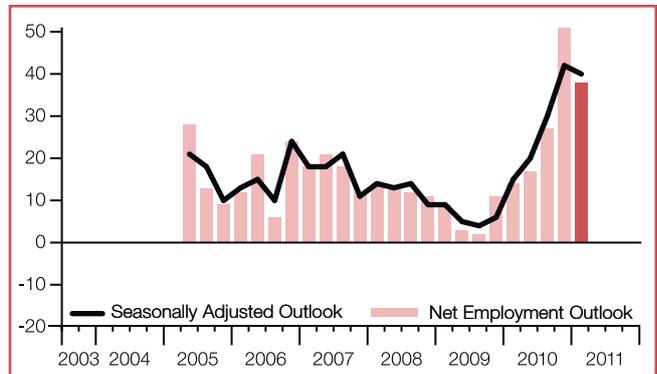
India's hiring pace continues to be dynamic: more than half of all Service sector employers plan to add to their workforces in the January to March period; while those in the Manufacturing industry sector report their most optimistic hiring intentions since the survey began. Similarly, Chinese job seekers in the Wholesale & Retail Trade industry sector are likely to benefit from the sector's most optimistic employer hiring plans since the survey began there in Quarter 2 2005.

### Australia



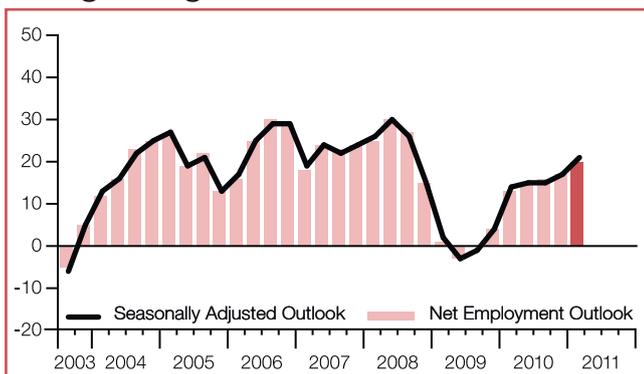
No bar indicates Net Employment Outlook of zero.

### China



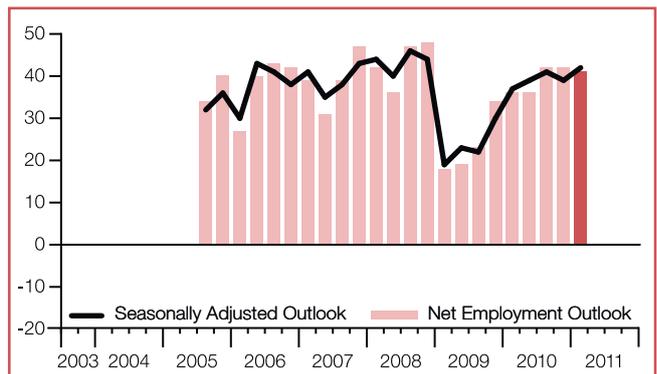
China joined the survey in Q2 2005.

### Hong Kong



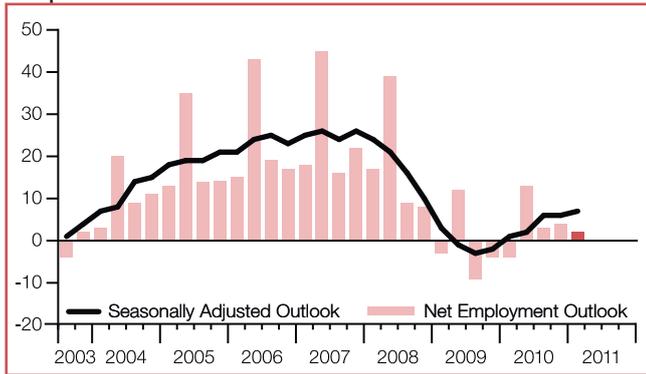
No bar indicates Net Employment Outlook of zero.

### India

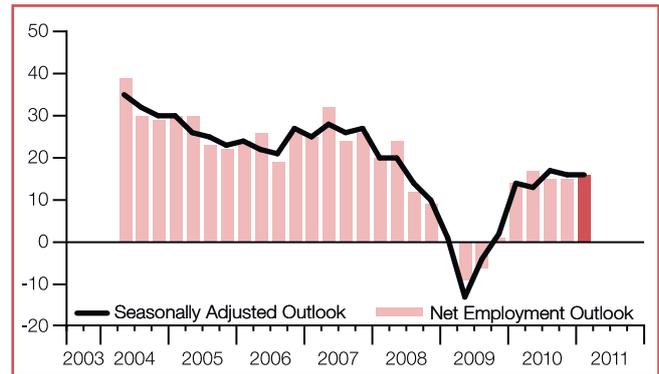


India joined the survey in Q3 2005.

## Japan

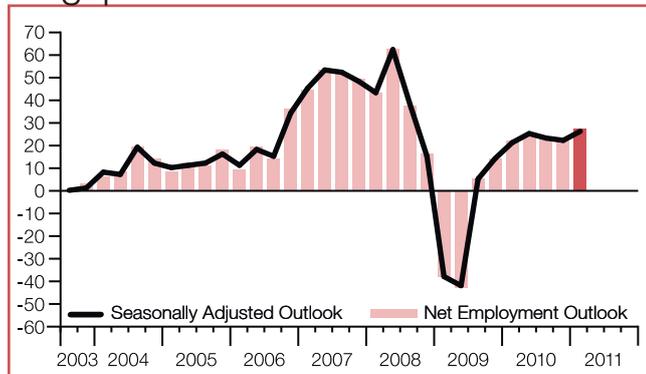


## New Zealand



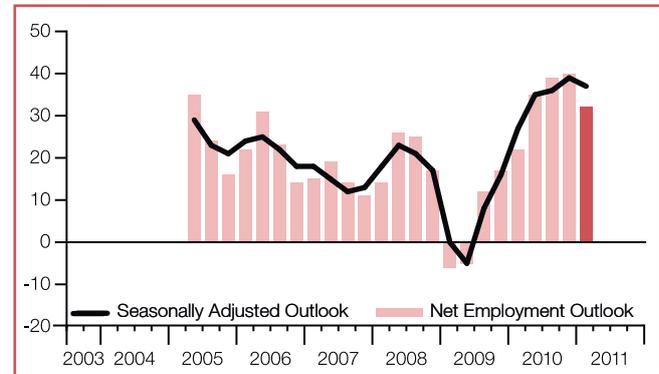
New Zealand joined the survey in Q2 2004.  
No bar indicates Net Employment Outlook of zero.

## Singapore



No bar indicates Net Employment Outlook of zero.

## Taiwan



Taiwan joined the survey in Q2 2005.

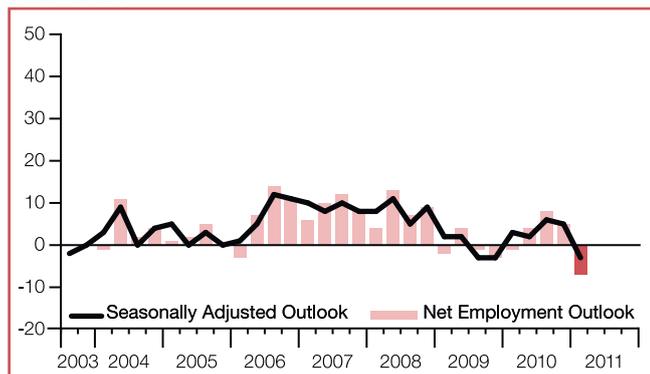
## International Comparisons — EMEA

Over 18,000 interviews have been conducted with employers across 21 EMEA countries to measure anticipated hiring activity for Quarter 1 2011. Employers in Bulgaria, Slovenia and Turkey join the survey for the first time in Quarter 1 2011.

First-quarter hiring expectations remain mixed, with employers in 14 countries reporting varying degrees of positive hiring activity. While Net Employment Outlooks weaken in 11 countries from three months ago, a year-over-year comparison reveals stronger Outlooks in 12 countries. Hiring expectations are strongest in Turkey, Germany and Sweden. In contrast, employers in Greece, the Czech Republic, Austria, Ireland, Spain and Romania report the weakest and only negative forecasts globally.

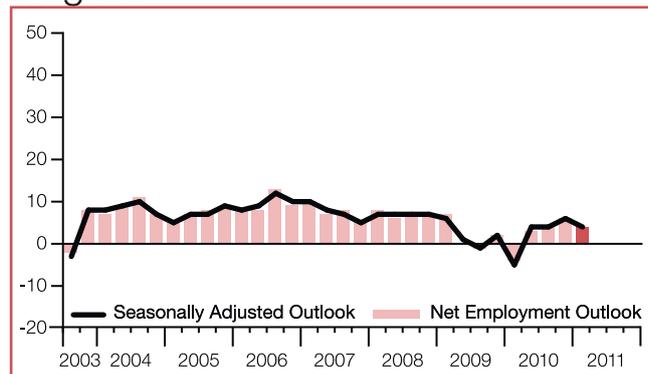
German employers—buoyed by upbeat forecasts in the Finance & Business Services industry sector—report their most optimistic hiring plans in three years, while Swedish employers anticipate their country’s strongest hiring pace in over two years. Meanwhile, the employer optimism evident in the first Turkish survey is partly fueled by strong hiring intentions in the Construction and Manufacturing industry sectors. Additionally, data for Italy shows improved hiring expectations for the third consecutive quarter, resulting in the first positive forecast from Italian employers in more than two years.

### Austria



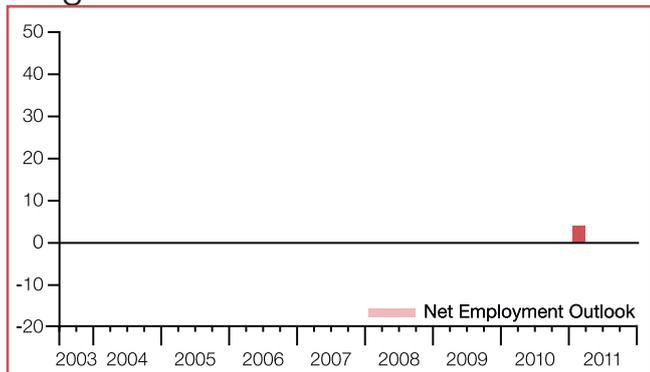
No bar indicates Net Employment Outlook of zero.

### Belgium



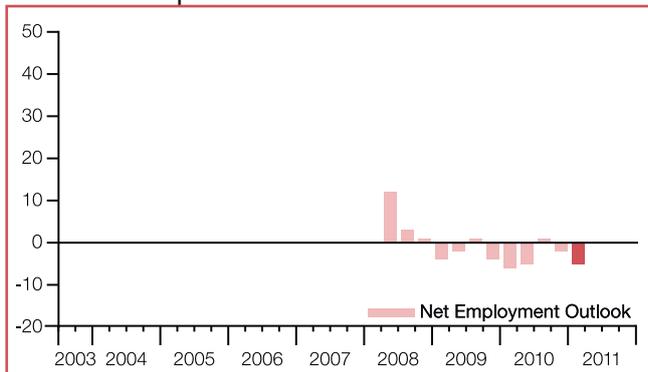
No bar indicates Net Employment Outlook of zero.

### Bulgaria



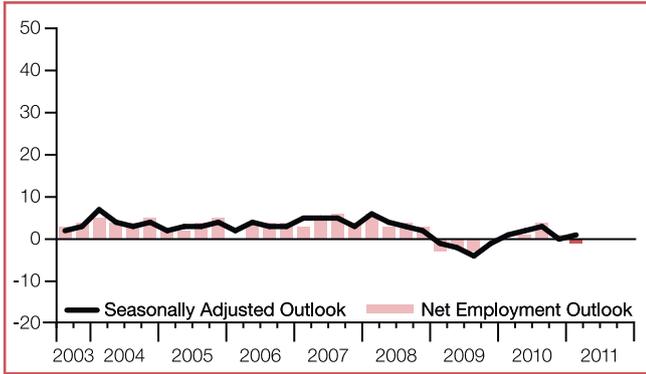
Bulgaria joined the survey in Q1 2011.

### Czech Republic



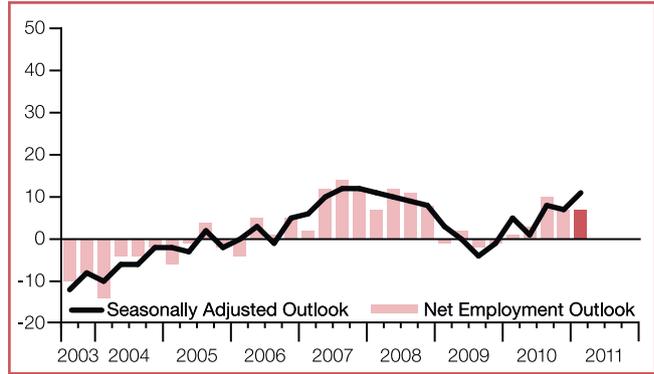
Czech Republic joined the survey in Q2 2008.

## France

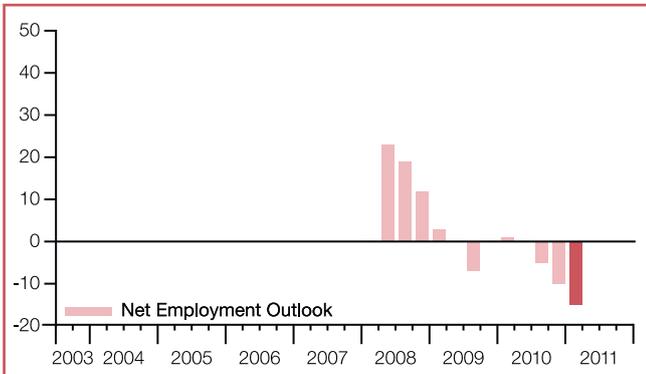


No bar indicates Net Employment Outlook of zero.

## Germany



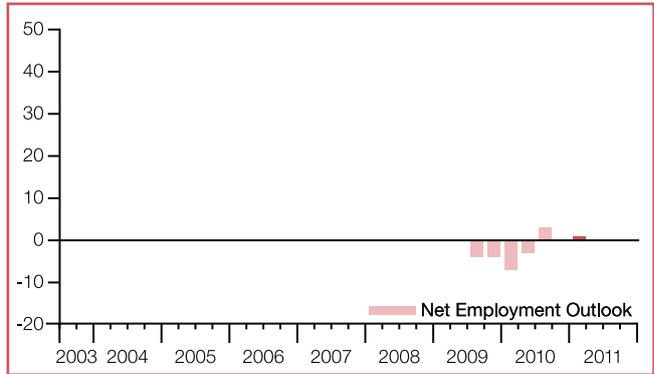
## Greece



Greece joined the survey in Q2 2008.

No bar indicates Net Employment Outlook of zero.

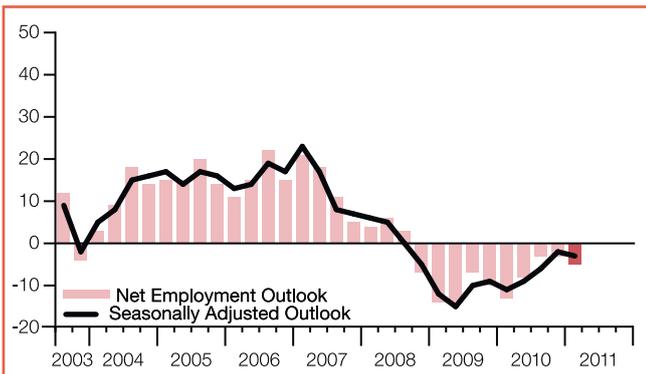
## Hungary



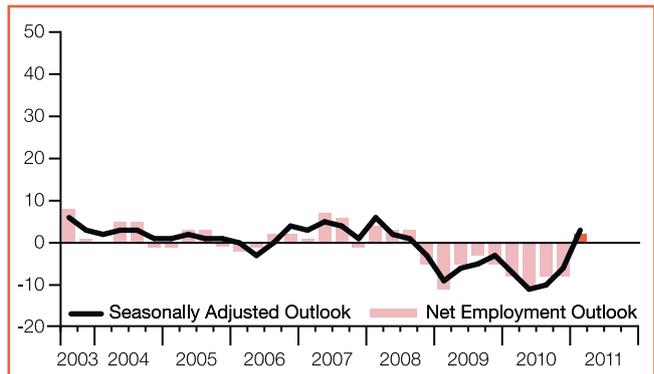
Hungary joined the survey in Q3 2009.

No bar indicates Net Employment Outlook of zero.

## Ireland

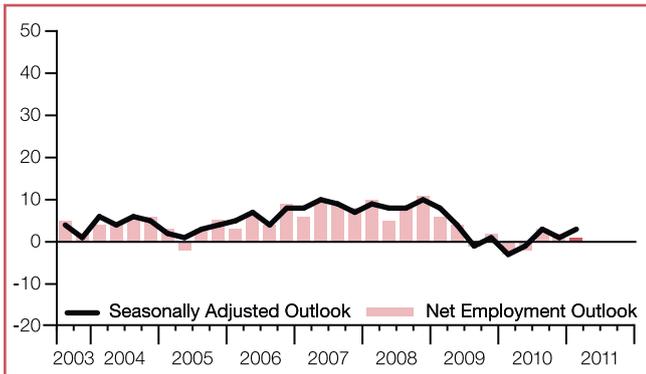


## Italy

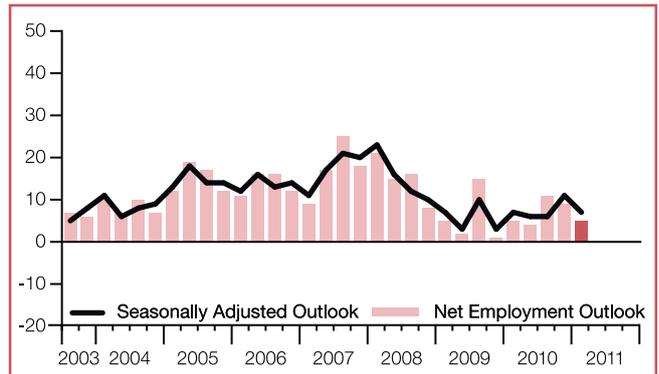


No bar indicates Net Employment Outlook of zero.

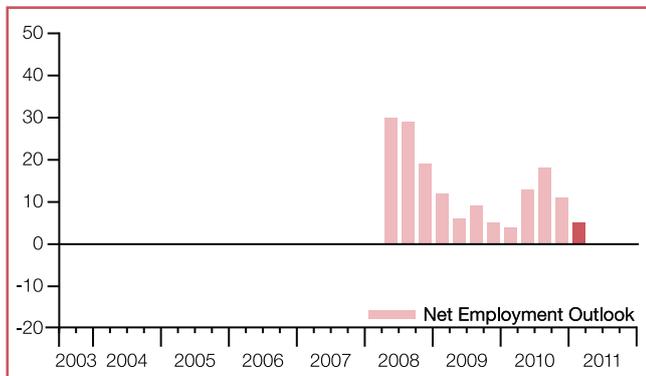
Netherlands



Norway

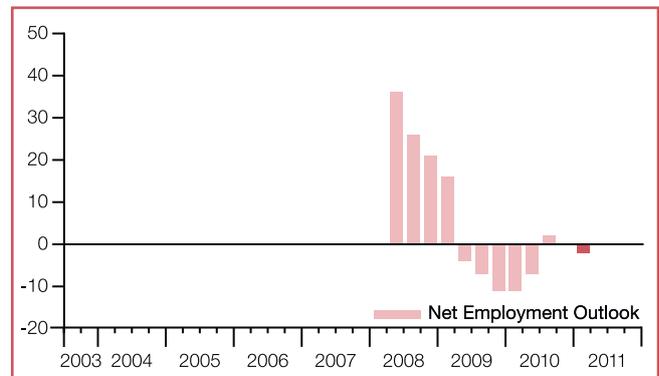


Poland



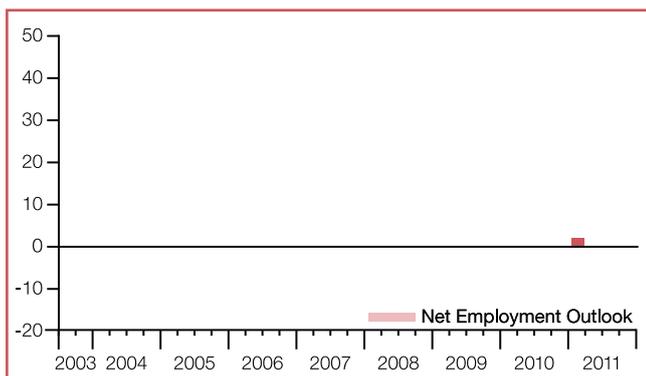
Poland joined the survey in Q2 2008.

Romania



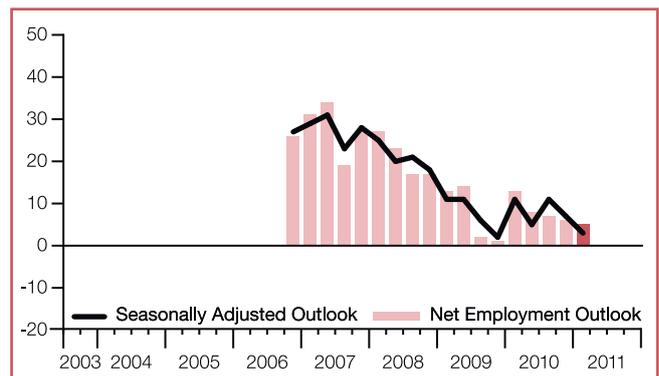
Romania joined the survey in Q2 2008.  
No bar indicates Net Employment Outlook of zero.

Slovenia



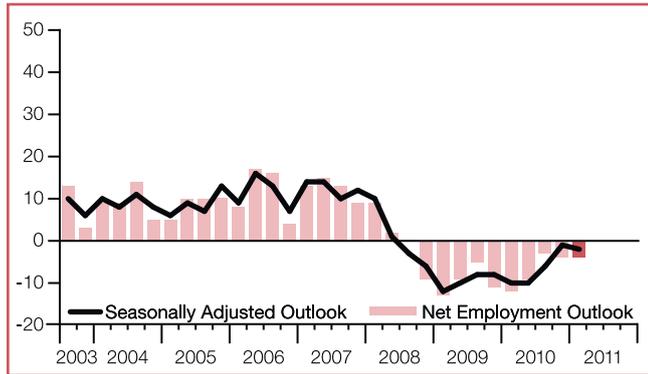
Slovenia joined the survey in Q1 2011.

South Africa



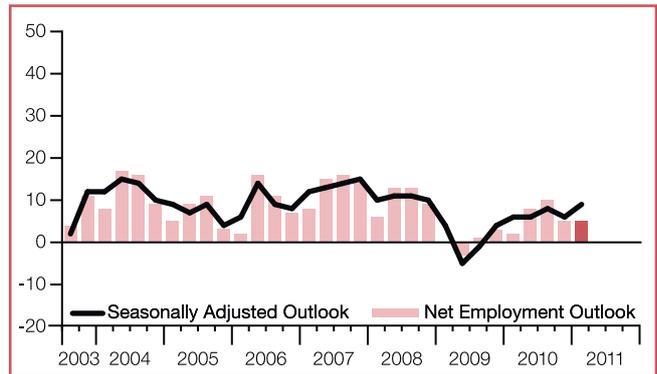
South Africa joined the survey in Q4 2006.

## Spain



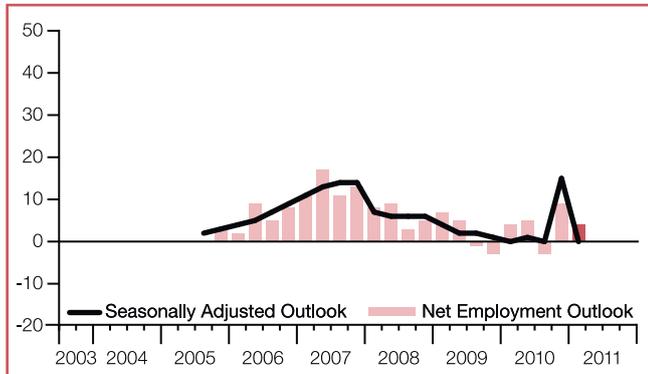
No bar indicates Net Employment Outlook of zero.

## Sweden



No bar indicates Net Employment Outlook of zero.

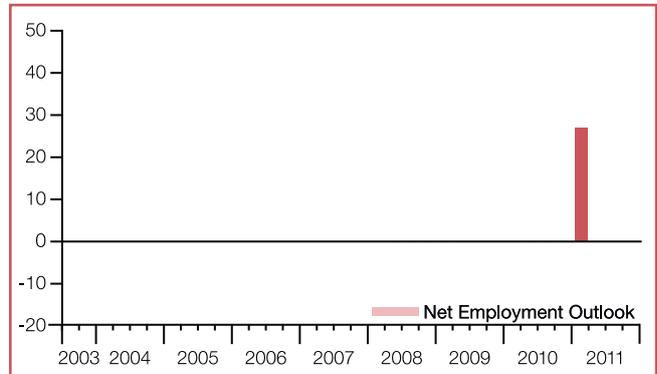
## Switzerland



Switzerland joined the survey in Q3 2005.

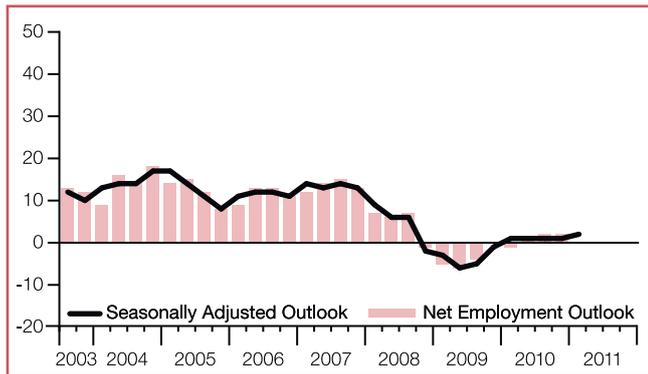
No bar indicates Net Employment Outlook of zero.

## Turkey



Turkey joined the survey in Q1 2011.

## UK



No bar indicates Net Employment Outlook of zero.

## About the Survey

The Manpower Employment Outlook Survey is conducted quarterly to measure employers' intentions to increase or decrease the number of employees in their workforces during the next quarter. The survey has been running for more than 47 years and is one of the most trusted surveys of employment activity in the world. Various factors underpin the success of the Manpower Employment Outlook Survey:

**Unique:** It is unparalleled in its size, scope, longevity and area of focus.

**Projective:** The Manpower Employment Outlook Survey is the most extensive, forward-looking employment survey in the world, asking employers to forecast employment over the next quarter. In contrast, other surveys and studies focus on retrospective data to report on what occurred in the past.

**Independent:** The survey is conducted with a representative sample of employers from throughout the countries in which it is conducted. The survey participants are not derived from Manpower's customer base.

**Robust:** The survey is based on interviews with nearly 64,000 public and private employers across 39 countries and territories to measure anticipated employment trends each quarter. This sample allows for analysis to be performed across specific sectors and regions to provide more detailed information.

**Focused:** For nearly five decades, the survey has derived all of its information from a single question.

## Methodology

The Manpower Employment Outlook Survey is conducted using a validated methodology, in accordance with the highest standards in market research. The research team for the 39 countries and territories where the survey is currently conducted includes Manpower's internal research team and Infocorp Ltd. The survey has been structured to be representative of each national economy. The margin of error for all national, regional and global data is not greater than +/- 3.9%.

In China, the national survey includes 4,194 employers across Beijing, Chengdu, Guangzhou, Shanghai, Shenzhen, Wuhan, Xiamen, Chongqing, Dalian, Xi'an, Qingdao, Tianjin, Suzhou, Nanjing, Hangzhou and Changsha.

## Survey Question

All employers participating in the survey worldwide are asked the same question, "How do you anticipate total employment at your location to change in the three months to the end of March 2011 as compared to the current quarter?"

## Net Employment Outlook

Throughout this report, we use the term "Net Employment Outlook." This figure is derived by taking the percentage of employers anticipating an increase in hiring activity and subtracting from this the percentage of employers expecting to see a decrease in employment at their location in the next quarter. The result of this calculation is the Net Employment Outlook.

## Seasonal Adjustment

Seasonal adjustments have been applied to the data for Argentina, Australia, Austria, Belgium, Canada, Costa Rica, China, France, Germany, Hong Kong, India, Ireland, Italy, Japan, Mexico, Netherlands, New Zealand, Norway, Peru, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, the United Kingdom and the United States to provide additional insight into the survey data. These adjustments make it possible to review the data without the employment fluctuations that normally occur at the same time each year, thus providing a clearer picture of the data over time. Manpower intends to add seasonal adjustments to the data for other countries in the future, as more historical data is compiled. Note that in Quarter 2 2008, Manpower adopted the TRAMO-SEATS method of seasonal adjustment for data.

## History of the Survey

**1962** First generation of the Manpower Employment Outlook Survey launched in the United States and Canada.

**1966** Manpower's United Kingdom operation launches the equivalent of the United States survey, naming the report the Quarterly Survey of Employment Prospects. The survey adopts the same forward looking research format as the United States survey and is the first of its kind in Europe.

**1976** Second generation of Manpower's Employment Outlook Survey launched in the United States and Canada. Research methodology is updated to evolve with advancements in the field of market research.

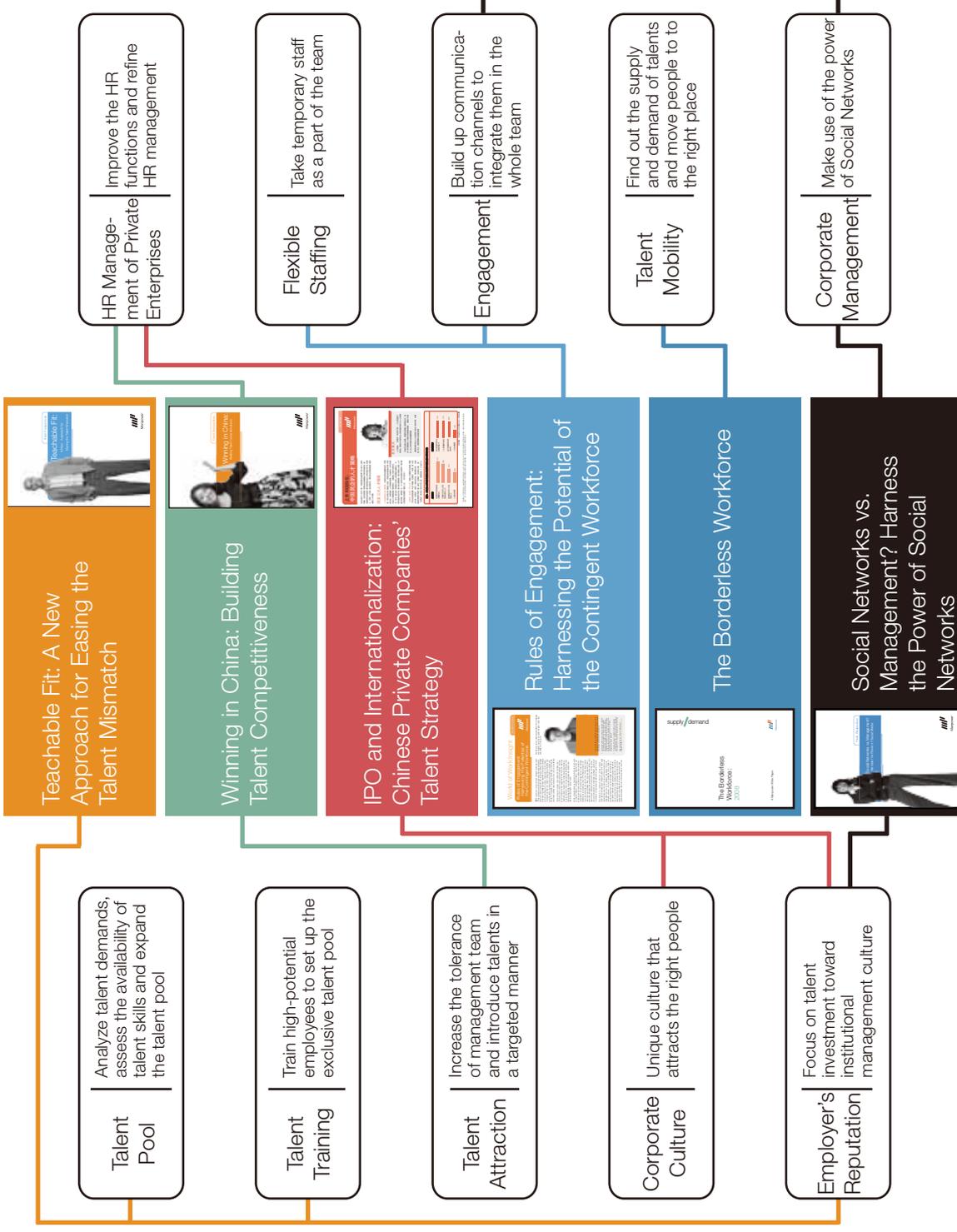
- 2002** Manpower United Kingdom's Quarterly Survey of Employment Prospects is updated to adopt an enhanced research methodology. Manpower's operations in Mexico and Ireland launch the survey in their respective countries.
- 2003** Third generation of the Manpower Employment Outlook Survey is launched, expanding the program to a total of 18 countries worldwide: Australia, Austria, Belgium, Canada, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Netherlands, Norway, Singapore, Spain, Sweden, the United Kingdom and the United States.
- 2004** Manpower operations in New Zealand launch the Manpower Employment Outlook Survey.
- 2005** Manpower operations in China, India, Switzerland, and Taiwan launch the Manpower Employment Outlook Survey.
- 2006** Manpower operations in Costa Rica and Peru join the survey program. Surveys in Australia, Austria, Belgium, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Netherlands, Norway, Singapore, Spain and Sweden add seasonally adjusted data in the third quarter. Manpower operations in South Africa launch the Manpower Employment Outlook Survey.
- 2007** Manpower operations in Argentina join the Manpower Employment Outlook Survey. The survey in New Zealand adds seasonally adjusted data in the first quarter.
- 2008** Manpower operations in Colombia, the Czech Republic, Greece, Guatemala, Poland and Romania join the survey program. China and Taiwan add seasonally adjusted data in the second quarter. India and Switzerland add seasonally adjusted data in the third quarter.
- 2009** Manpower operations in Hungary and Brazil launch the Manpower Employment Outlook Survey.
- 2010** Manpower's Panama operation launches the Manpower Employment Outlook Survey, expanding the program total to 36 countries and territories worldwide. Peru adds seasonally adjusted data in the second quarter. Costa Rica adds seasonally adjusted data in the fourth quarter.
- 2011** Beginning in the first quarter, operations in Bulgaria, Slovenia and Turkey join the Manpower Employment Outlook Survey. Additionally, seasonally adjusted data is added in the first quarter for Argentina and South Africa.

Strategic elements

Solutions

Strategic elements

# Strategies to Enhance Competitiveness



Manpower, the world leader in innovative workforce solutions, supplying the value-added services for clients through prospective researches.

This mapping depicts strategies to enhance talents' competitiveness by linking the strategic elements to the white papers which provide the solutions and explanation of each element.

Contact us to learn more about our research, or visit: [www.manpower.com.cn](http://www.manpower.com.cn)



What do you do?

## About Manpower Inc.

Manpower Inc. (NYSE: MAN) is a world leader in innovative workforce solutions; creating and delivering services that enable its clients to win in the changing world of work. With over 60 years' experience, Manpower offers employers a range of services and solutions for the entire employment and business cycle including permanent, temporary and contract recruitment; employee assessment and selection; training; outplacement; outsourcing and consulting. Manpower's worldwide network of nearly 4,000 offices in 82 countries and territories enables the company to meet the needs of its 400,000 clients per year, including small and medium size enterprises in all industry sectors, as well as the world's largest multinational corporations. The focus of Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction across their total workforce, enabling clients to concentrate on their core business activities. Manpower Inc. operates under five brands: Manpower, Manpower Professional, Elan, Jefferson Wells and Right Management. More information about Manpower Inc. is available at [www.manpower.com](http://www.manpower.com).

## About Manpower Inc. in Mainland China

Manpower Inc., the world leader of innovative workforce solutions, first entered mainland China market in 1994. Today, Manpower has more than 400 recruiters operating nationally in 20 cities across the nation.

Offering a wide array of HR services, we provide executive search & selection and business solution (Manpower Business Solutions/MBS) services through Manpower Professional brand. Manpower Business Solutions include Recruitment Process Outsourcing (RPO), Managed Services and recruitment consultation. Whereas under Manpower Brand, we provide flexible staffing, basic staffing and workforce solution services. We serve more than 3,500 clients comprising of local and multinational companies in Mainland China and have over 500,000 middle to senior candidates in our database.

Through our subsidiary, Right Management, we provide talent assessment, leadership development, organizational effectiveness, employee engagement and workforce transition services. In addition, Manpower China is cooperating with the Chinese government to support the country's rapidly evolving labor market by providing professional talent assessment, career development planning, human resource consultation and international experience exchange service to governments and related organizations.

For more information about Manpower and its operations in mainland China, please visit: [www.manpower.com.cn](http://www.manpower.com.cn).

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