

# Q1 / 2012

## Manpower Employment Outlook Survey India

A Manpower Research Report

# Q1/12

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# India Employment Outlook

The Manpower Employment Outlook Survey for the first quarter 2012 was conducted by interviewing a representative sample of 4,556 employers in India. 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 2012 as compared to the current quarter?”

Employers forecast a dynamic labor market in India during Quarter 1 2012. With 43% of employers anticipating an increase in staffing levels, 2% predicting a decrease and 35% expecting no change, the Net Employment Outlook stands at +41%.

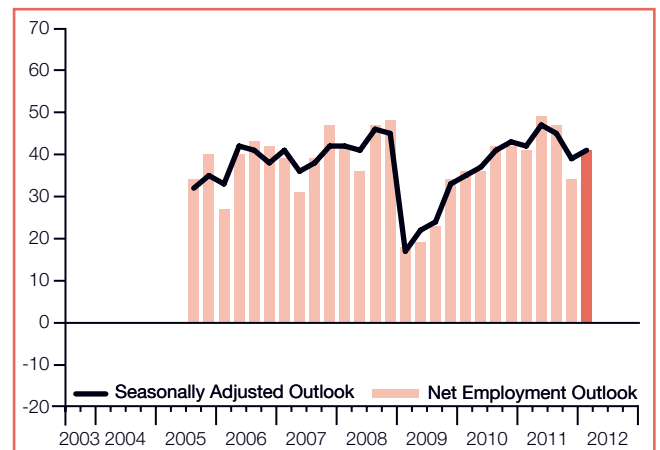
Throughout this report, we use the term “Net Employment Outlook.” This figure is derived by taking the percentage of employers anticipating total employment to increase and subtracting from this the percentage expecting to see a decrease in employment at their location in the next quarter. The result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

Quarter-over-quarter, hiring prospects strengthen by 7 percentage points, while the Outlook is unchanged when compared with Quarter 1 2011.

Once data is adjusted to allow for seasonal variation, the Outlook stands at +41%. The Outlook strengthens by 2 percentage points quarter-over-quarter, and remains relatively stable year-over-year.

From this point forward, all data discussed in the commentary is seasonally adjusted, unless stated otherwise.

	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
<b>1st Quarter 2012</b>	<b>43</b>	<b>2</b>	<b>35</b>	<b>20</b>	<b>+41</b>	<b>+41</b>
4th Quarter 2011	35	1	39	25	+34	+39
3rd Quarter 2011	49	2	31	18	+47	+45
2nd Quarter 2011	57	8	16	19	+49	+47
1st Quarter 2011	48	7	30	15	+41	+42



India joined the survey in Q3 2005.

## Regional Comparison

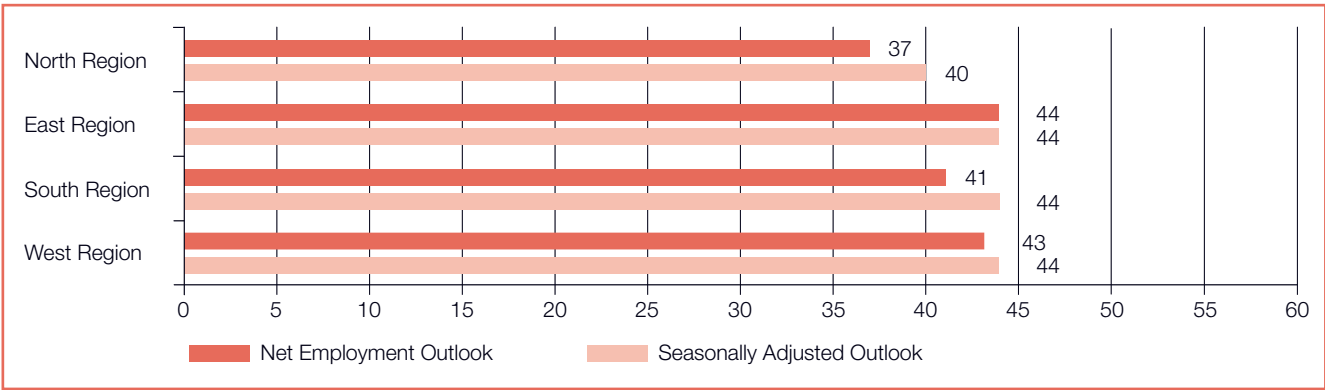
Employers in all four regions expect to grow payrolls in Quarter 1 2012. A vigorous hiring pace is predicted in the East, the South and the West, with employers reporting Net Employment Outlooks of +44%. In the North, employers report robust hiring intentions, with an Outlook of +40%.

Quarter-over-quarter, hiring prospects strengthen in all four regions, most notably by 16 percentage points in the West. Employers in the North report a considerable improvement of 9 percentage points, and increases of 5 and 3 percentage points are reported in the East and the South, respectively.

Year-over-year, hiring prospects improve in two regions.

The Outlook for the North is 6 percentage points stronger, and a 3 percentage point increase is reported in the East. Meanwhile, weaker hiring plans are evident in the South and the West, where Outlooks decline by 4 and 3 percentage points, respectively.

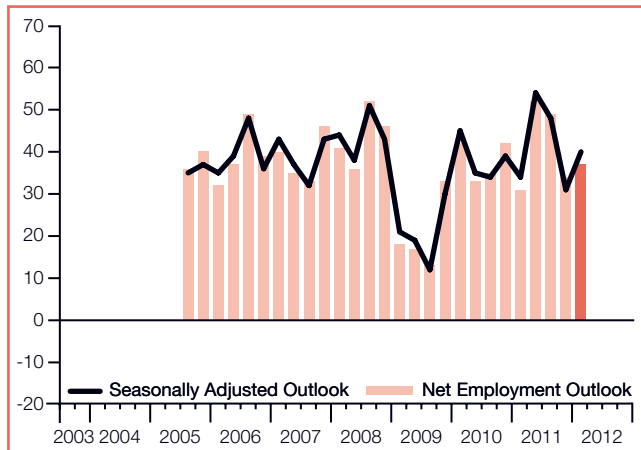
Based on unadjusted survey data, employers report bullish hiring intentions in the East, the South and the West for the coming quarter, while in the North, employers report bright hiring plans. Hiring prospects strengthen in all four regions quarter-over-quarter. Year-over-year, employers report weaker hiring prospects in both the West and the South, but stronger hiring plans in the North and East.



## North

Employers in the North predict a brisk hiring pace in Quarter 1 2012, reporting a Net Employment Outlook of +40%. The Outlook strengthens by 9 percentage points quarter-over-quarter and by 6 percentage points year-over-year.

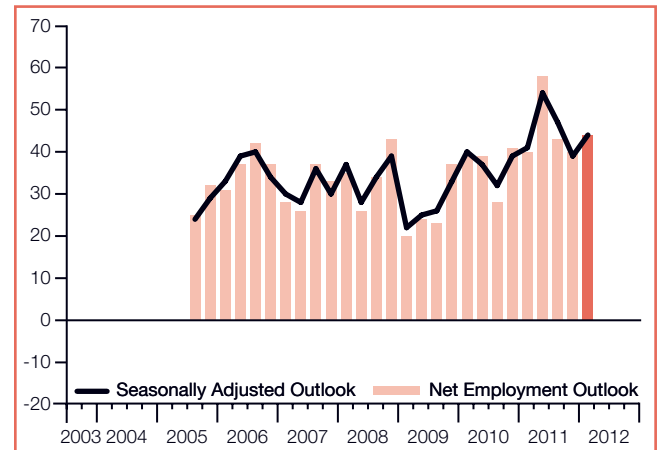
Based on unadjusted survey data, employers anticipate prosperous hiring activity in the coming quarter. The Outlook improves slightly quarter-over-quarter, and is moderately stronger year-over-year.



## East

With a Net Employment Outlook of +44%, employers expect a booming labor market in the upcoming quarter. The Outlook strengthens by 5 percentage points when compared with the previous quarter, and improves by 3 percentage points year-over-year.

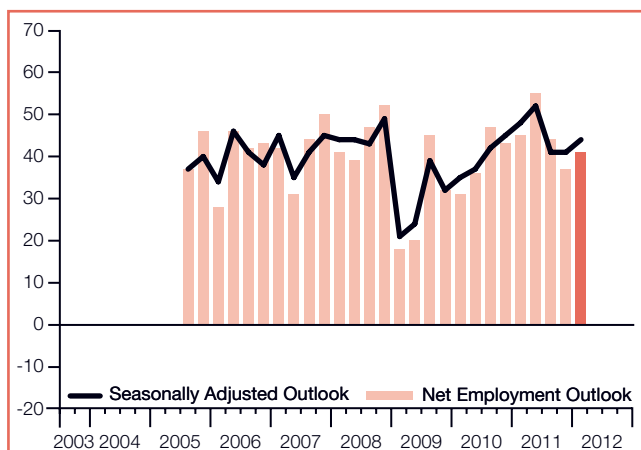
Based on unadjusted survey data, employers anticipate vigorous hiring activity in Quarter 1 2012. The Outlook is slightly stronger both quarter-over-quarter and year-over-year.



## South

Employers report bullish hiring intentions for Quarter 1 2012, with a Net Employment Outlook of +44%. Hiring prospects strengthen by 3 percentage points quarter-over-quarter, but the Outlook is 4 percentage points weaker year-over-year.

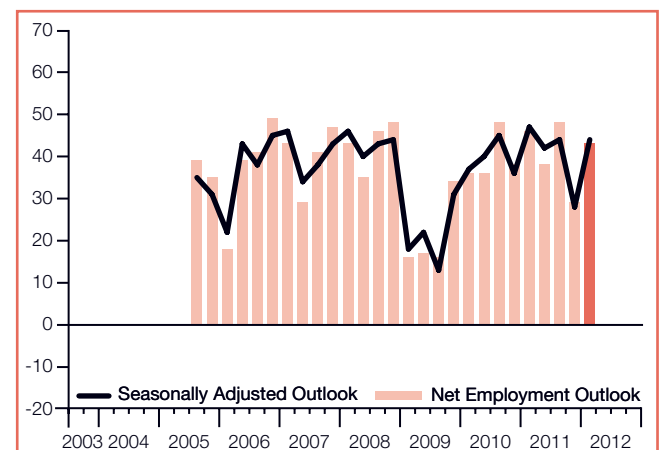
Based on unadjusted survey data, employers predict a dynamic hiring pace in the forthcoming quarter. The Outlook is slightly stronger quarter-over-quarter but slightly weaker year-over-year.



## West

With a Net Employment Outlook of +44%, employers in the West predict a booming labor market in Quarter 1 2012. When compared with Quarter 4 2011, the Outlook strengthens by a considerable margin of 16 percentage points. Year-over-year, the Outlook declines by 3 percentage points.

Based on unadjusted survey data, employers forecast a vigorous hiring pace in Quarter 1 2012. The Outlook is considerably stronger quarter-over-quarter, but slightly weaker when compared with Quarter 1 2011.



## Sector Comparisons

Employers forecast workforce gains in all seven industry sectors during Quarter 1 2012. The most optimistic Net Employment Outlook of +49% is reported in the Services sector, and bullish hiring plans are also evident in the Mining & Construction sector, where employers report an Outlook of +47%. Booming labor markets are likely in both the Finance, Insurance & Real Estate sector and the Manufacturing sector, according to employers, who report Outlooks of +44% and +43%, respectively. Brisk hiring activity is expected in the Transportation & Utilities sector, with an Outlook of +34% and the Public Administration & Education sector, where the Outlook stands at +33%.

Quarter-over-quarter, employers report improving Outlooks in six of the seven industry sectors. Hiring intentions improve by 16 percentage points in the Finance, Insurance & Real Estate sector, the Mining & Construction sector and the Public Administration & Education sector. Services sector employers report a 13 percentage point improvement, and the Manufacturing sector Outlook is 10 percentage points

stronger. However, Wholesale & Retail Trade sector employers report a 7 percentage point decline.

Year-over-year, employers report considerably stronger hiring prospects in two of the seven industry sectors. The Outlook for the Mining & Construction sector improves by 13 percentage points, and an increase of 10 percentage points is reported in the Finance, Insurance & Real Estate sector. Elsewhere, hiring intentions are weaker, according to employers. The most notable declines of 3 percentage points are reported in the Public Administration & Education sector and the Transportation & Utilities sector.

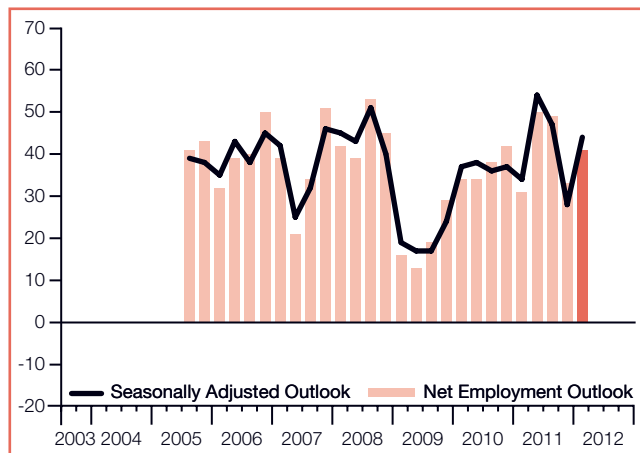
Based on unadjusted survey data, employers expect headcount gains in all seven industry sectors during Quarter 1 2012, with the strongest hiring prospects reported in the Services sector and the Mining & Construction sector. The Outlook strengthens in all seven sectors when compared with the previous quarter. Year-over-year, hiring plans improve in three sectors, but decline in four.



## Finance, Insurance & Real Estate

Sector employers report bullish hiring plans for Quarter 1 2012, with a Net Employment Outlook of +44%. The Outlook is considerably stronger both quarter-over-quarter and year-over-year, improving by 16 and 10 percentage points, respectively.

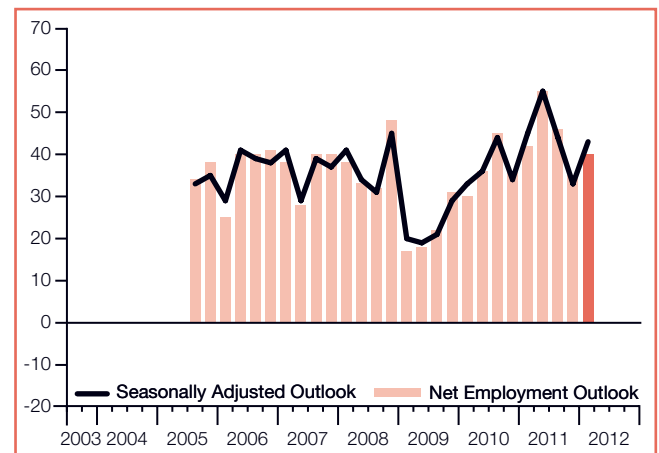
Based on unadjusted survey data, employers forecast a vigorous hiring pace in the upcoming quarter. The Outlook is moderately stronger quarter-over-quarter, and improves considerably year-over-year.



## Manufacturing

Job seekers are likely to benefit from a booming labor market in Quarter 1 2012, according to employers, who report a Net Employment Outlook of +43%. Quarter-over-quarter, the Outlook improves by 10 percentage points, but it is 2 percentage points weaker year-over-year.

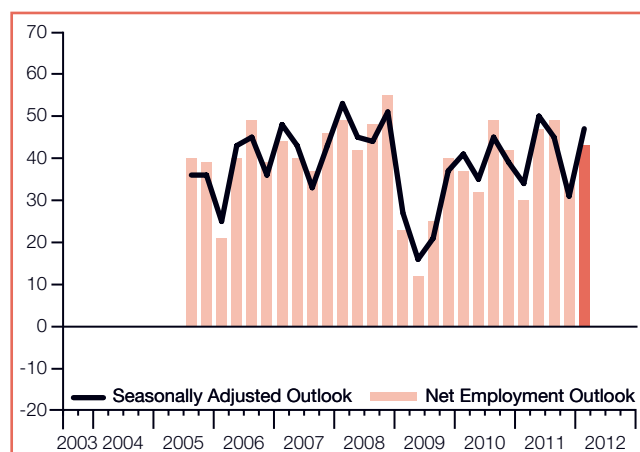
Based on unadjusted survey data, employers expect a brisk hiring pace in the coming quarter. The Outlook is moderately stronger when compared with the previous quarter, but declines slightly year-over-year.



## Mining & Construction

With a Net Employment Outlook of +47%, employers predict vigorous hiring activity in Quarter 1 2012. The Outlook is considerably stronger both quarter-over-quarter and year-over-year, improving by 16 and 13 percentage points, respectively.

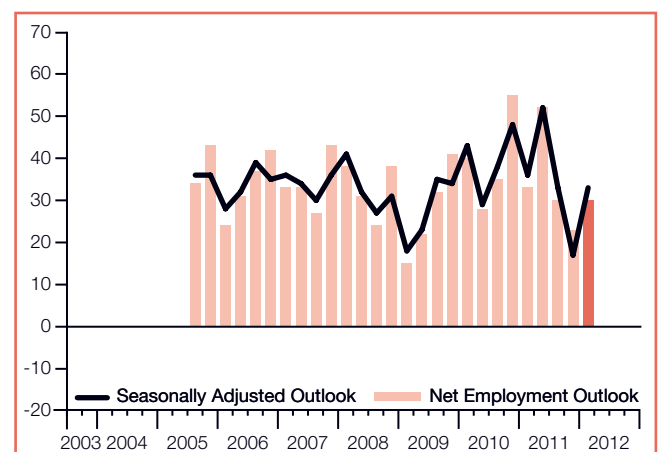
Based on unadjusted survey data, employers report bullish hiring intentions for the coming quarter. The Outlook is considerably stronger both quarter-over-quarter and year-over-year.



## Public Administration & Education

Sector employers report bright hiring prospects for the upcoming quarter, with a Net Employment Outlook of +33%. When compared with the previous quarter, the Outlook strengthens by 16 percentage points, but it is 3 percentage points weaker year-over-year.

Based on unadjusted survey data, employers forecast an active hiring pace in Quarter 1 2012. The Outlook strengthens moderately quarter-over-quarter, but is slightly weaker year-over-year.

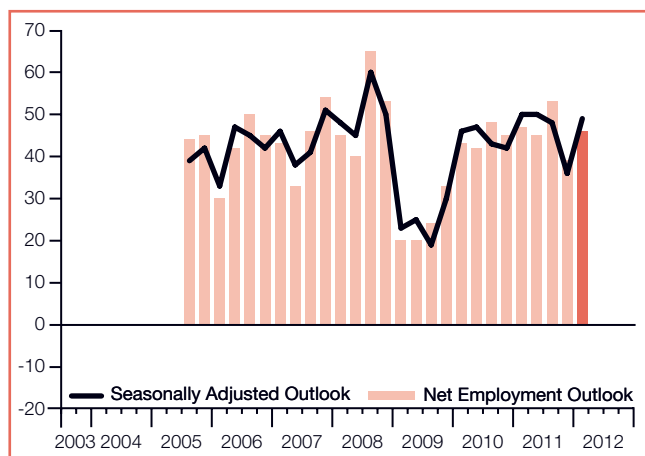


# Manpower Employment Outlook Survey India

## Services

Dynamic payroll growth is likely in Quarter 1 2012, according to employers, who report a Net Employment Outlook of +49%. Quarter-over-quarter, hiring prospects improve by a considerable margin of 13 percentage points. Year-over-year, the Outlook remains relatively stable.

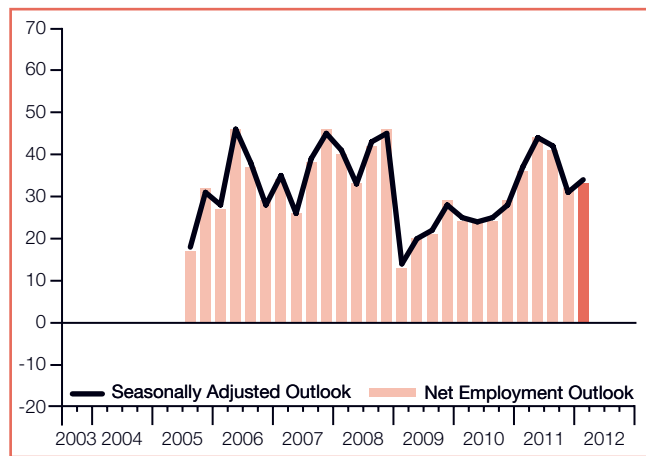
Based on unadjusted survey data, employers report bullish hiring plans for the upcoming quarter. The Outlook is moderately stronger quarter-over-quarter and remains relatively stable year-over-year.



## Transportation & Utilities

Employers anticipate a prosperous labor market in the coming quarter, reporting a Net Employment Outlook of +34%. While the Outlook improves by 3 percentage points quarter-over-quarter, it is 3 percentage points weaker year-over-year.

Based on unadjusted survey data, employers expect robust payroll gains in Quarter 1 2012. Hiring plans remain relatively stable quarter-over-quarter, but the Outlook is slightly weaker when compared with Quarter 1 2011.

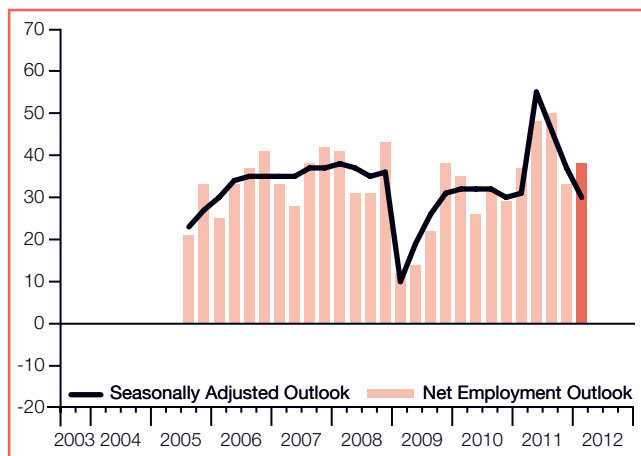




## Wholesale & Retail Trade

Healthy employment gains are forecast in the sector during Quarter 1 2012, with employers reporting a Net Employment Outlook of +30%. Quarter-over-quarter, the Outlook declines by 7 percentage points, but hiring prospects remain relatively stable year-over-year.

Based on unadjusted survey data, employers report bright hiring prospects for Quarter 1 2012. The Outlook strengthens moderately quarter-over-quarter, and remains relatively stable year-over-year.



# Global Employment Outlook

	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
	Quarter 1 2011	Quarter 4 2011	Quarter 1 2012	Q4 2011 to Q1 2012	Q1 2011 to Q1 2012
	%	%	%		
<b>Americas</b>					
Argentina	20 (18) <sup>1</sup>	17 (18) <sup>1</sup>	16 (14) <sup>1</sup>	-1 (-4) <sup>1</sup>	-4 (-4) <sup>1</sup>
Brazil	36	38	33	-5	-3
Canada	5 (13) <sup>1</sup>	12 (13) <sup>1</sup>	6 (15) <sup>1</sup>	-6 (2) <sup>1</sup>	1 (2) <sup>1</sup>
Colombia	10	22	17	-5	7
Costa Rica	22 (18) <sup>1</sup>	19 (17) <sup>1</sup>	20 (16) <sup>1</sup>	1 (-1) <sup>1</sup>	-2 (-2) <sup>1</sup>
Guatemala	9	13	13	0	4
Mexico	14 (16) <sup>1</sup>	13 (13) <sup>1</sup>	13 (14) <sup>1</sup>	0 (1) <sup>1</sup>	-1 (-2) <sup>1</sup>
Panama	21	26	24	-2	3
Peru	25 (21) <sup>1</sup>	18 (16) <sup>1</sup>	19 (15) <sup>1</sup>	1 (-1) <sup>1</sup>	-6 (-6) <sup>1</sup>
United States	4 (8) <sup>1</sup>	5 (7) <sup>1</sup>	5 (9) <sup>1</sup>	0 (2) <sup>1</sup>	1 (1) <sup>1</sup>

<b>Asia Pacific</b>					
Australia	21 (22) <sup>1</sup>	16 (15) <sup>1</sup>	13 (14) <sup>1</sup>	-3 (-1) <sup>1</sup>	-8 (-8) <sup>1</sup>
China	38 (37) <sup>1</sup>	25 (20) <sup>1</sup>	17 (17) <sup>1</sup>	-8 (-3) <sup>1</sup>	-21 (-20) <sup>1</sup>
Hong Kong	20 (20) <sup>1</sup>	21 (21) <sup>1</sup>	14 (14) <sup>1</sup>	-7 (-7) <sup>1</sup>	-6 (-6) <sup>1</sup>
<b>India</b>	<b>41 (42)<sup>1</sup></b>	<b>34 (39)<sup>1</sup></b>	<b>41 (41)<sup>1</sup></b>	<b>7 (2)<sup>1</sup></b>	<b>0 (-1)<sup>1</sup></b>
Japan	2 (8) <sup>1</sup>	8 (10) <sup>1</sup>	5 (11) <sup>1</sup>	-3 (1) <sup>1</sup>	3 (3) <sup>1</sup>
New Zealand	16 (18) <sup>1</sup>	23 (21) <sup>1</sup>	16 (18) <sup>1</sup>	-7 (-3) <sup>1</sup>	0 (0) <sup>1</sup>
Singapore	27 (29) <sup>1</sup>	31 (31) <sup>1</sup>	16 (18) <sup>1</sup>	-15 (-13) <sup>1</sup>	-11 (-11) <sup>1</sup>
Taiwan	32 (38) <sup>1</sup>	37 (35) <sup>1</sup>	23 (30) <sup>1</sup>	-14 (-5) <sup>1</sup>	-9 (-8) <sup>1</sup>

<b>EMEA*</b>					
Austria	-7 (-2) <sup>1</sup>	6 (6) <sup>1</sup>	-2 (3) <sup>1</sup>	-8 (-3) <sup>1</sup>	5 (5) <sup>1</sup>
Belgium	4 (5) <sup>1</sup>	4 (4) <sup>1</sup>	3 (5) <sup>1</sup>	-1 (1) <sup>1</sup>	-1 (0) <sup>1</sup>
Bulgaria	4	13	4	-9	0
Czech Republic	-5	1	-4	-5	1
France	-1 (1) <sup>1</sup>	4 (3) <sup>1</sup>	-1 (1) <sup>1</sup>	-5 (-2) <sup>1</sup>	0 (0) <sup>1</sup>
Germany	7 (11) <sup>1</sup>	12 (12) <sup>1</sup>	6 (10) <sup>1</sup>	-6 (-2) <sup>1</sup>	-1 (-1) <sup>1</sup>
Greece	-15	-13	-18	-5	-3
Hungary	1	1	-14	-15	-15
Ireland	-5 (-2) <sup>1</sup>	0 (0) <sup>1</sup>	-5 (-2) <sup>1</sup>	-5 (-2) <sup>1</sup>	0 (0) <sup>1</sup>
Israel	-	16	13	-3	-
Italy	2 (3) <sup>1</sup>	-11 (-9) <sup>1</sup>	-8 (-7) <sup>1</sup>	3 (2) <sup>1</sup>	-10 (-10) <sup>1</sup>
Netherlands	1 (3) <sup>1</sup>	2 (1) <sup>1</sup>	1 (3) <sup>1</sup>	-1 (2) <sup>1</sup>	0 (0) <sup>1</sup>
Norway	5 (7) <sup>1</sup>	14 (12) <sup>1</sup>	6 (8) <sup>1</sup>	-8 (-4) <sup>1</sup>	1 (1) <sup>1</sup>
Poland	5	7	3	-4	-2
Romania	-2	11	6	-5	8
Slovakia	-	2	1	-1	-
Slovenia	2	-2	0	2	-2
South Africa	5 (3) <sup>1</sup>	2 (3) <sup>1</sup>	1 (-1) <sup>1</sup>	-1 (-4) <sup>1</sup>	-4 (-4) <sup>1</sup>
Spain	-4 (-2) <sup>1</sup>	-2 (-1) <sup>1</sup>	-8 (-6) <sup>1</sup>	-6 (-5) <sup>1</sup>	-4 (-4) <sup>1</sup>
Sweden	5 (9) <sup>1</sup>	11 (10) <sup>1</sup>	4 (8) <sup>1</sup>	-7 (-2) <sup>1</sup>	-1 (-1) <sup>1</sup>
Switzerland	4 (4) <sup>1</sup>	2 (2) <sup>1</sup>	0 (0) <sup>1</sup>	-2 (-2) <sup>1</sup>	-4 (-4) <sup>1</sup>
Turkey	27	20	22	2	-5
UK	0 (2) <sup>1</sup>	2 (1) <sup>1</sup>	-2 (0) <sup>1</sup>	-4 (-1) <sup>1</sup>	-2 (-2) <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

STRONGER	
Canada	2 pts.
India	2 pts.
Italy	2 pts.
Netherlands	2 pts.
Slovenia	2 pts.*
Turkey	2 pts.*
United States	2 pts.
Belgium	1 pt.
Japan	1 pt.
Mexico	1 pt.
Guatemala	0 pts.*
Australia	-1 pt.
Costa Rica	-1 pt.
Peru	-1 pt.
Slovakia	-1 pt.
United Kingdom	-1 pt.
France	-2 pts.
Germany	-2 pts.
Ireland	-2 pts.
Panama	-2 pts.*
Sweden	-2 pts.
Switzerland	-2 pts.
Austria	-3 pts.
China	-3 pts.
Israel	-3 pts.
New Zealand	-3 pts.
Argentina	-4 pts.
Norway	-4 pts.
Poland	-4 pts.*
South Africa	-4 pts.
Brazil	-5 pts.*
Colombia	-5 pts.*
Czech Republic	-5 pts.*
Greece	-5 pts.*
Romania	-5 pts.*
Spain	-5 pts.
Taiwan	-5 pts.
Hong Kong	-7 pts.
Bulgaria	-9 pts.*
Singapore	-13 pts.
Hungary	-15 pts.*
WEAKER	

41 Countries and Territories

## Year-on-Year Movement

STRONGER	
Romania	8 pts.*
Colombia	7 pts.*
Austria	5 pts.
Guatemala	4 pts.*
Japan	3 pts.
Panama	3 pts.*
Canada	2 pts.
Czech Republic	1 pt.*
Norway	1 pt.
United States	1 pt.
Belgium	0 pts.
Bulgaria	0 pts.*
France	0 pts.
Ireland	0 pts.
Netherlands	0 pts.
New Zealand	0 pts.
Germany	-1 pt.
India	-1 pt.
Sweden	-1 pt.
Costa Rica	-2 pts.
Mexico	-2 pts.
Poland	-2 pts.*
Slovenia	-2 pts.*
United Kingdom	-2 pts.
Brazil	-3 pts.*
Greece	-3 pts.*
Argentina	-4 pts.
South Africa	-4 pts.
Spain	-4 pts.
Switzerland	-4 pts.
Turkey	-5 pts.*
Hong Kong	-6 pts.
Peru	-6 pts.
Australia	-8 pts.
Taiwan	-8 pts.
Italy	-10 pts.
Singapore	-11 pts.
Hungary	-15 pts.*
China	-20 pts.
WEAKER	

39 Countries and Territories\*\*

## Manpower Employment Outlook Survey India

Each quarter ManpowerGroup conducts research to measure employment trends\* in 41 of the world's largest labor markets. Nearly 65,000 employers have been interviewed across 41 countries and territories to measure employer hiring expectations between January and March 2012. Despite continuing economic challenges and widespread uncertainty in the global labor market, employers in 31 of the 41 countries and territories ManpowerGroup surveys expect to add to their workforces in varying degrees during the first three months of the year.

Employers in India, Brazil, Taiwan and Panama report the strongest first-quarter hiring plans globally. Meanwhile, those in Greece, Hungary and Italy report the weakest Net Employment Outlooks. Hiring optimism weakens from three months ago in 30 countries and territories and softens in 23 countries and territories compared to this time last year. Debt issues in Europe continue to impact employer hiring plans around the globe, including those in China—where Europe represents their largest export market. China's considerable year-over-year decline in employer confidence is also attributable to deliberate efforts by the Chinese government to cool down the economy. Meanwhile, in the U.S., forecasts improve or remain stable in nine of 13 sectors from both three months ago and last year. And in Japan, employers report the country's strongest hiring plans since the third quarter of 2008.

Regionally, employers throughout Asia Pacific continue to report positive Net Employment Outlooks. Job seekers in India are likely to benefit from the most

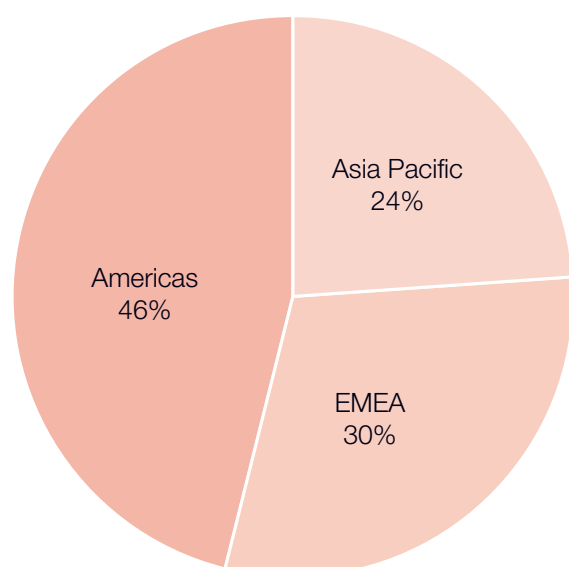
vigorous hiring pace reported among the eight countries and territories in the region, with aggressive recruitment of IT talent expected to heat up competition for talent in an already booming labor market. However, compared to last year at this time, hiring plans soften in six countries and territories, including China's notable drop in employer confidence. Hiring intentions among Japanese employers are the least robust in the region, despite slight improvements in the Net Employment Outlook from the previous quarter and 12 months ago.

Hiring plans remain positive in all 10 countries ManpowerGroup surveys in the Americas. Labor markets are expected to improve or remain relatively stable in six of 10 countries in a quarter-over-quarter comparison. The year-over-year comparison is split, with Net Employment Outlooks strengthening in five countries and weakening in five. Regional hiring expectations are strongest in Brazil and weakest in the U.S. where employers, nonetheless, expect hiring activity to slightly improve in the next three months.

In the EMEA region, hiring trends remain mixed with employers reporting positive hiring intentions in 13 of the 23 countries surveyed. Individual Outlooks decline or remain stable in 18 of 21 countries from three months ago and weaken in 12 where year-over-year comparisons are possible. Regional hiring plans are strongest in Turkey, Israel, Germany, Norway and Sweden, and weakest in Greece as well as Hungary, where employers expect to put the brakes on hiring in the next three months.

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

## Survey Respondents by Region



Research for the Quarter 1 2012 Manpower Employment Outlook Survey involved surveying nearly 65,000 human resources directors and senior hiring managers from public and private organizations worldwide. 46% of respondents come from 10 countries in the Americas; 24% from eight countries and territories across Asia Pacific; and 30% from 23 countries in EMEA.

## International Comparisons – Asia Pacific

Interviews with nearly 15,500 employers have been conducted across Australia, China, Hong Kong, India, Japan, New Zealand, Singapore and Taiwan to measure anticipated hiring activity in Quarter 1 2012.

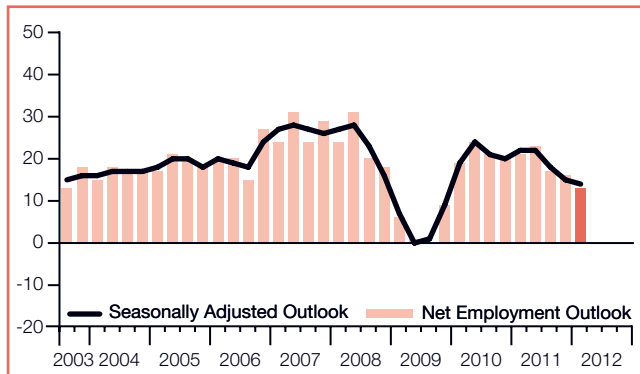
Job prospects remain solid across the region, with employers in India, Taiwan, New Zealand and Singapore reporting the strongest hiring plans. In fact, employer hiring intentions in India are the most optimistic among the 41 countries and territories surveyed this quarter. Employer optimism in Japan is the weakest in the region, but the country's Outlook has been climbing steadily since Quarter 3 2008 and is now stronger than it has been at any point in the last three and a half years.

Employers in six of the eight countries and territories surveyed expect to slow hiring from three months ago, most notably in Singapore where the Net Employment Outlook—although still positive—sinks to its weakest level in over two years. Compared to last year at this time, hiring optimism declines in six countries and territories. The most notable decline is in mainland

China where Outlooks weaken in each industry sector in both quarter-over-quarter and year-over-year comparisons. Employers report their least optimistic hiring plans in two years, with much of the decline attributable to deliberate government efforts to cool down the economy and ongoing financial uncertainty in Europe—China's largest export market.

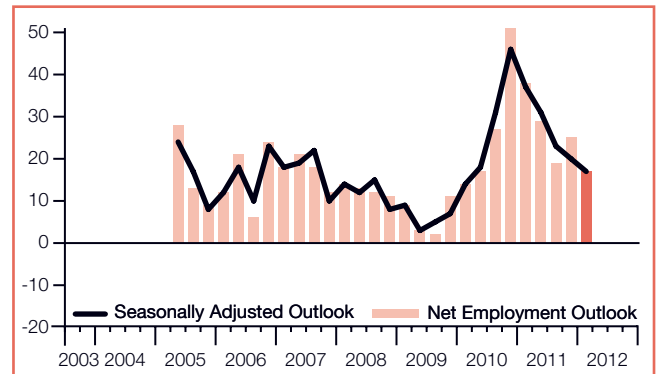
Optimism among Indian employers is fueled by bullish hiring plans in the Services sector where national and multi-national firms plan to aggressively recruit IT talent in support of e-commerce strategies. There are some signs that the national workforce is struggling to keep pace with the demand for these roles, and a recent report from the Confederation of Indian Industry estimates that India will face a talent gap of 5 million workers in the coming year. And despite the anticipated slowdown throughout much of the region—particularly in China—talent mismatches continue to be a serious concern for employers and job seekers alike, and candidates with relevant skills should still find abundant employment opportunities.

### Australia



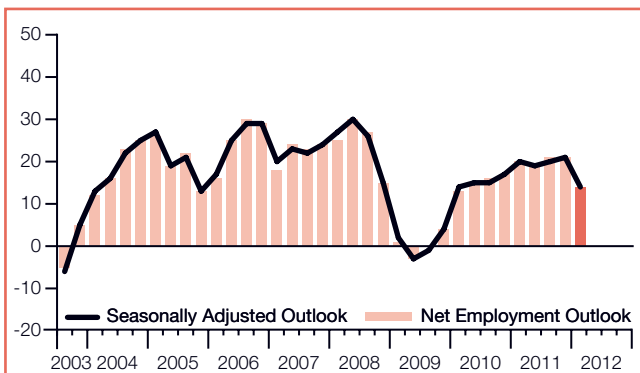
No bar indicates Net Employment Outlook of zero.

### China



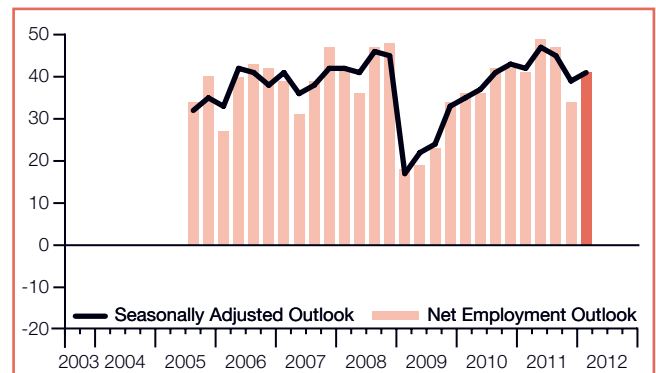
China joined the survey in Q2 2005.

### Hong Kong



No bar indicates Net Employment Outlook of zero.

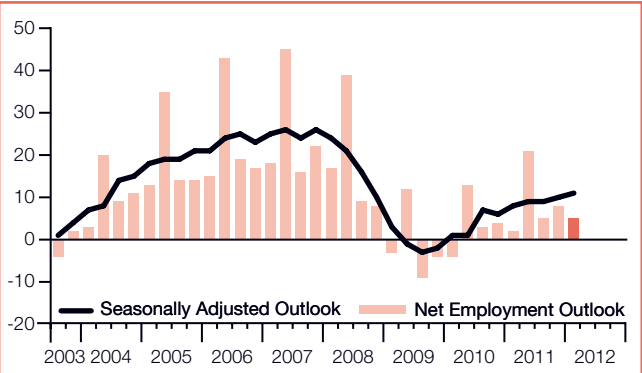
### India



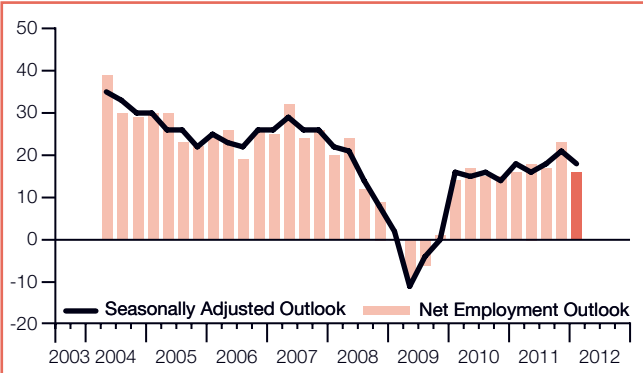
India joined the survey in Q3 2005.

# Manpower Employment Outlook Survey India

## Japan

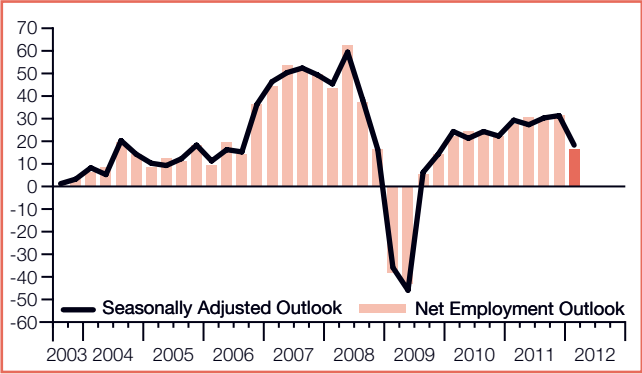


## New Zealand



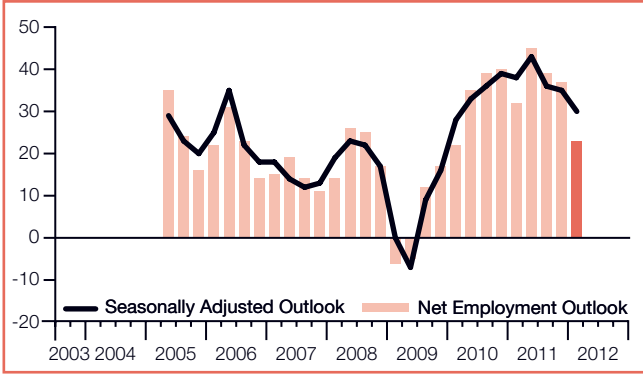
New Zealand joined the survey in Q2 2004.  
No bar indicates Net Employment Outlook of zero.

## Singapore



No bar indicates Net Employment Outlook of zero.

## Taiwan



Taiwan joined the survey in Q2 2005.

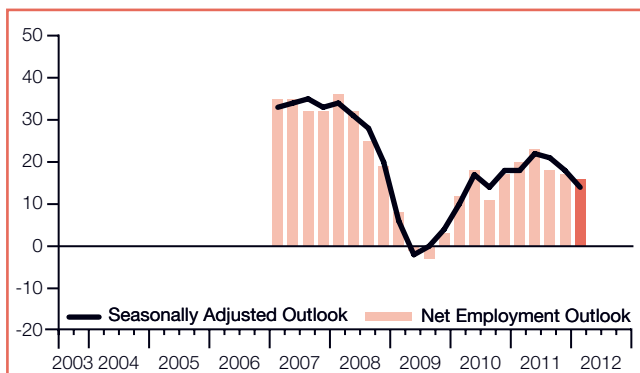
## International Comparisons – Americas

Nearly 30,000 employers from 10 countries throughout North, Central and South America were interviewed to measure employment prospects in Quarter 1 2012. Employers in each country report varying degrees of positive hiring intentions for the next three months. Net Employment Outlooks remain relatively stable or improve in six of the 10 countries in comparison to Quarter 4 2011. Outlooks are evenly split in comparison to Quarter 1 2011, with five improving and five declining.

Similar to the previous quarter, employer optimism is strongest in Brazil, Panama and Colombia. Only employers in India report more optimistic hiring intentions than those in Brazil—particularly in the Services and Transportation sectors where nearly half of all employers surveyed expect to add staff in the next three months. Conversely, employer optimism in the country's typically strong Manufacturing sector declines considerably from both Quarter 4 2011 and Quarter 1 2011 as Brazilian employers may be expressing

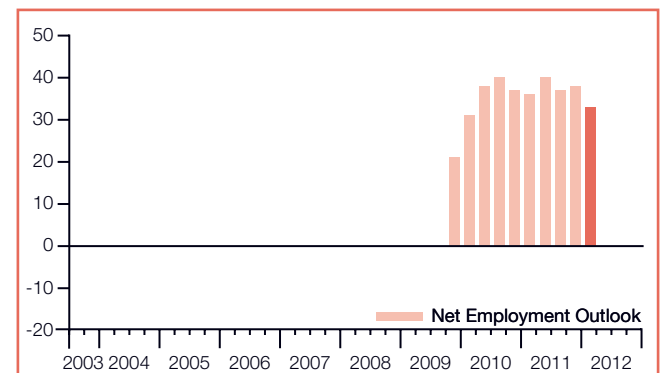
caution in light of recent declines in machinery orders, as well as increasing bottom line pressure from imported goods. In the U.S., employers in the Leisure & Hospitality sector expect to continue an aggressive hiring pattern: nearly a quarter of the sector's employers indicate they will add staff in the next three months, adding to the nearly 350,000 prior hires dating from January of 2010. Meanwhile, hiring in the Construction sector is expected to decline for the third consecutive quarter. Note that political posturing associated with the elections over the next 12 months is expected to focus on the economy and job growth and will likely do nothing to improve employer hiring confidence. Mexico's hiring climate remains favorable, fueled by upbeat employer plans in the Mining & Extraction, Manufacturing and Transportation & Communication sectors. And in Canada, the hiring pace is expected to improve slightly, due in part to the third consecutive quarter of improving employer optimism in the Manufacturing-Durable Goods sector.

### Argentina



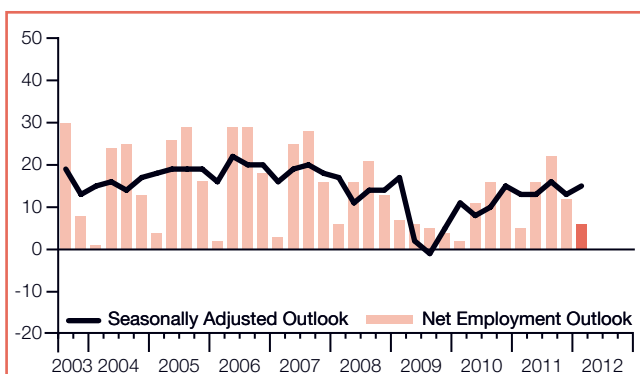
Argentina joined the survey in Q1 2007.

### Brazil

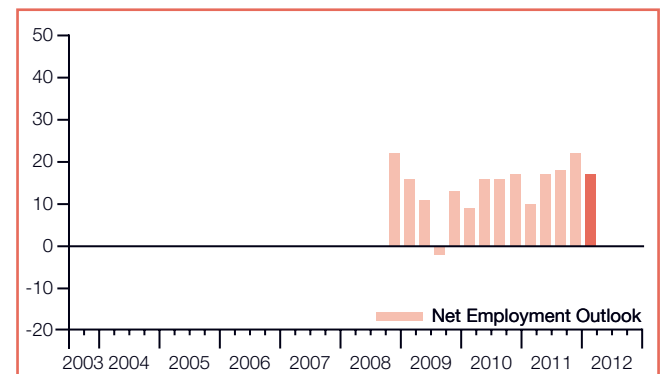


Brazil joined the survey in Q4 2009.

### Canada



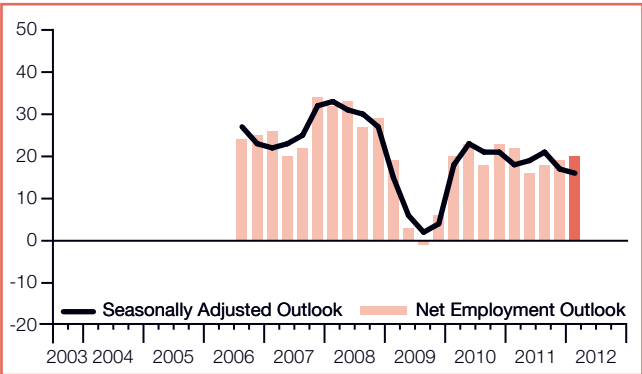
### Colombia



Colombia joined the survey in Q4 2008.

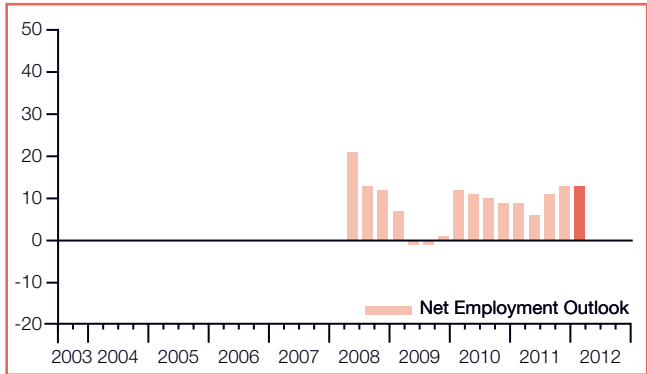
# Manpower Employment Outlook Survey India

## Costa Rica



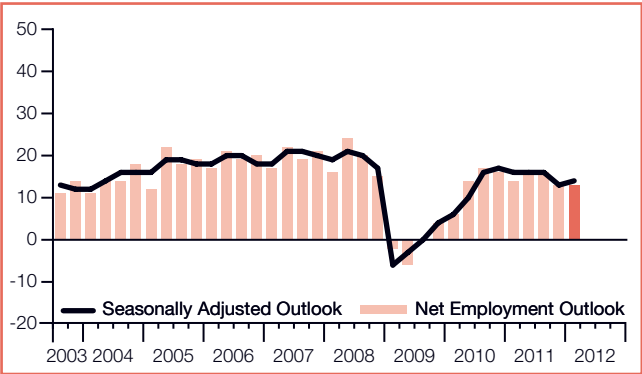
Costa Rica joined the survey in Q3 2006.

## Guatemala



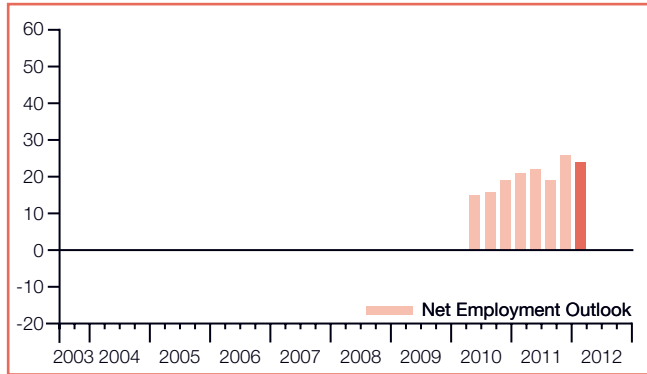
Guatemala joined the survey in Q2 2008.

## Mexico



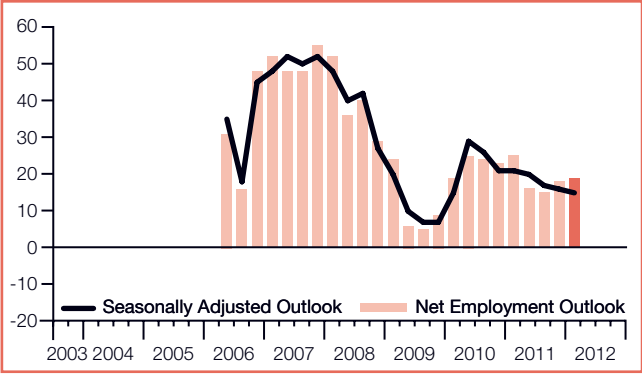
No bar indicates Net Employment Outlook of zero.

## Panama



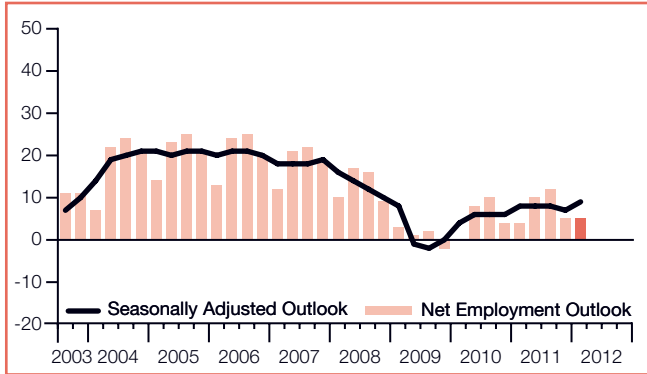
Panama joined the survey in Q2 2010.

## Peru



Peru joined the survey in Q2 2006.

## USA



No bar indicates Net Employment Outlook of zero.



## International Comparisons – EMEA

More than 19,500 interviews have been conducted with employers across 23 EMEA countries to measure anticipated hiring activity for Quarter 1 2012.

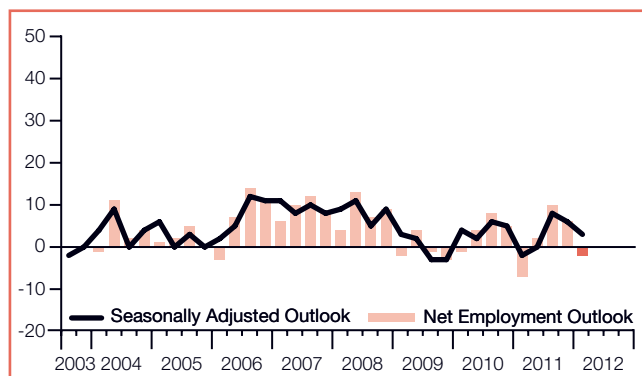
Although positive hiring activity is expected in 13 of 23 countries surveyed in the Europe, Middle East and Africa (EMEA) region, employer hiring expectations are weaker from three months ago in 18 countries and in 12 compared to this same time last year. Regional hiring plans are strongest in Turkey, Israel, Germany, Norway and Sweden. The weakest hiring intentions are reported by employers in Greece—where Outlooks have remained negative for seven consecutive quarters—and Hungary. Negative hiring intentions are also reported by employers in Italy, Spain, the Czech Republic, Ireland and in South Africa, where employers report their first negative Outlook since the survey started in 2006.

Hiring intentions in Germany remain optimistic. One of the lowest unemployment rates on the continent continues to challenge employer efforts to attract talent, with the strongest demand expected in the Finance & Business Services sector. German employers have yet to see the expected inflow of skilled workers as a result of the recent EU mobility legislation, so talent shortages are expected to remain a persistent challenge as

employers continue to struggle to find the skills required to keep up with expected demand. The labor market in Norway and Sweden is expected to remain stable, with approximately eight out of 10 employers planning to keep their workforces intact through the first three months of the year. However, the U.K. labor market continues to sputter, particularly in the Finance & Business Services sector where the Outlook declines for the third consecutive quarter; major banks, including Barclays, RBS and HSBC, indicate that cost-cutting measures—which will likely include staff reductions—are still in consideration in an effort to minimize the strain from shrinking profit margins and excessive regulation.

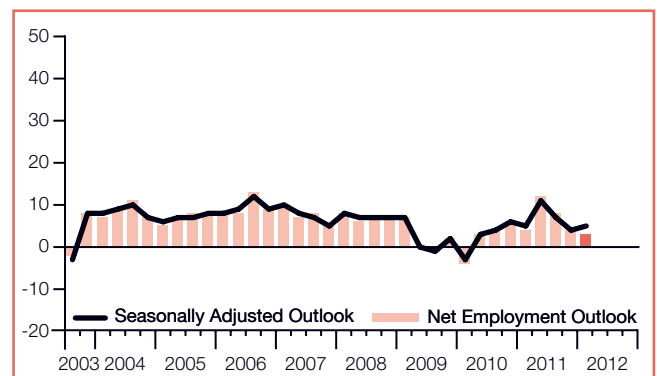
With the exception of Turkey and Slovenia, employers in the Eastern European countries surveyed are less confident about their ability to hire; employers in six of the eight countries expect to offer fewer job opportunities in the quarter ahead. Employer hiring plans weaken in six of eight countries quarter-over-quarter, including Hungary where more than one out of five employers indicate they will cut their workforces in the first three months of the year. Meanwhile, the hiring pace remains active in Turkey, due in large part to stronger demand in the Pharmaceuticals, Finance & Business Services and Manufacturing industry sectors.

### Austria



No bar indicates Net Employment Outlook of zero.

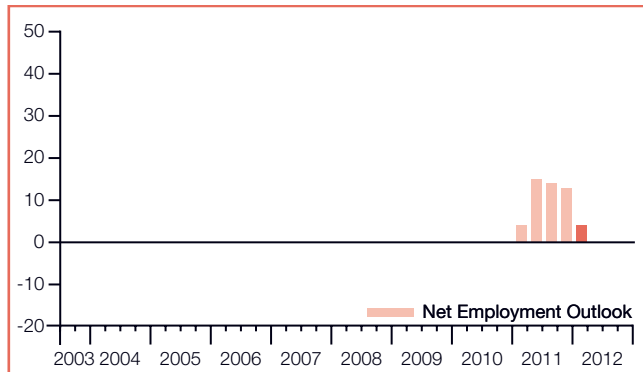
### Belgium



No bar indicates Net Employment Outlook of zero.

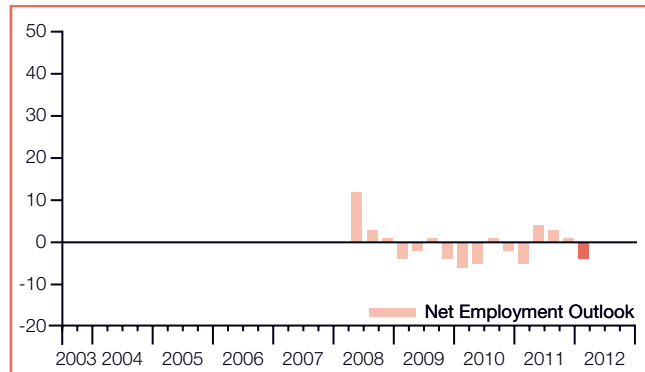
# Manpower Employment Outlook Survey India

## Bulgaria



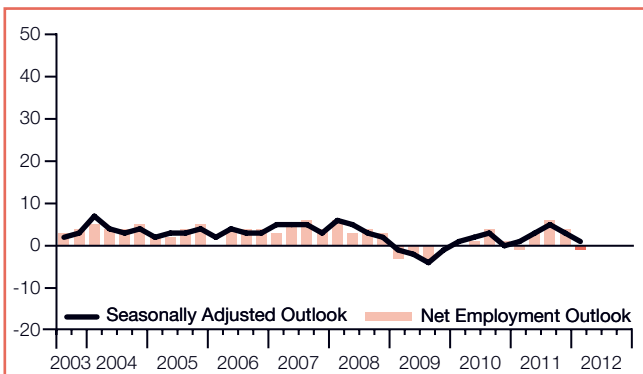
Bulgaria joined the survey in Q1 2011.

## Czech Republic



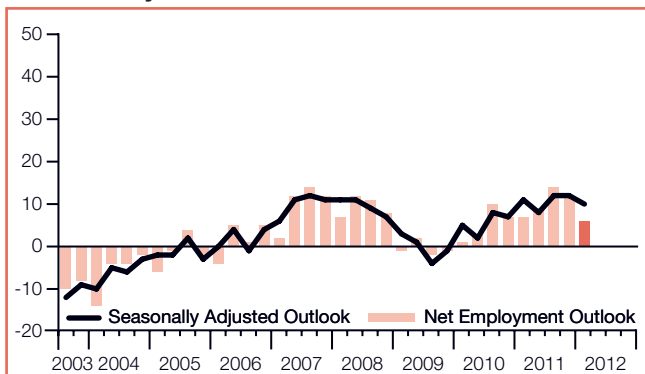
Czech Republic joined the survey in Q2 2008.

## France

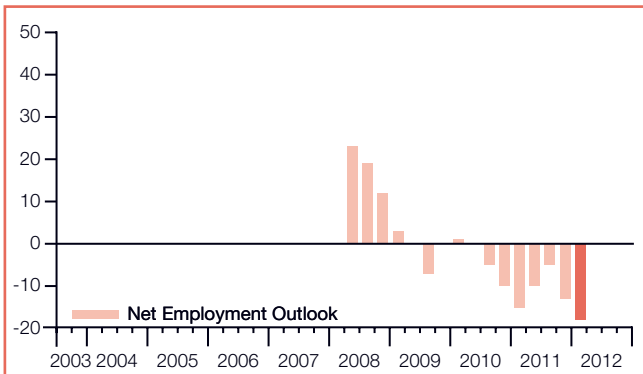


No bar indicates Net Employment Outlook of zero.

## Germany



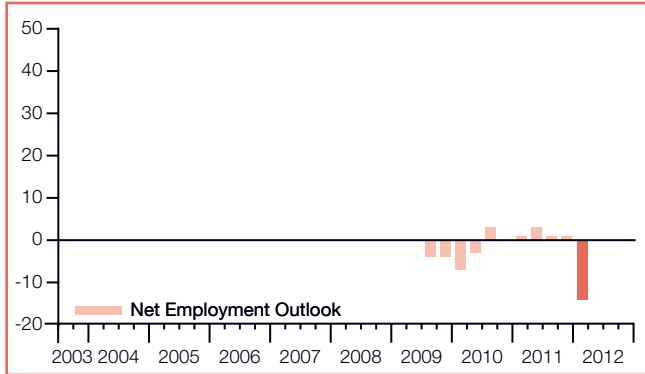
## Greece



Greece joined the survey in Q2 2008.

No bar indicates Net Employment Outlook of zero.

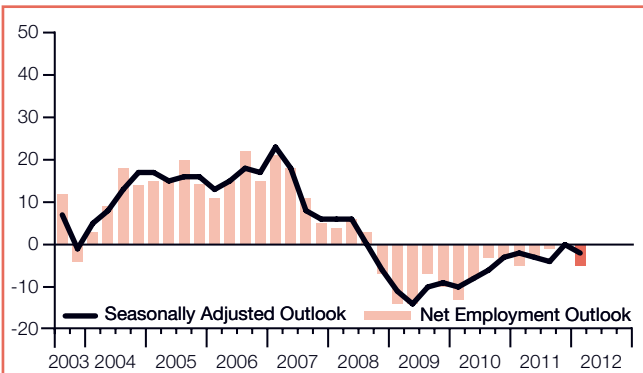
## Hungary



Hungary joined the survey in Q3 2009.

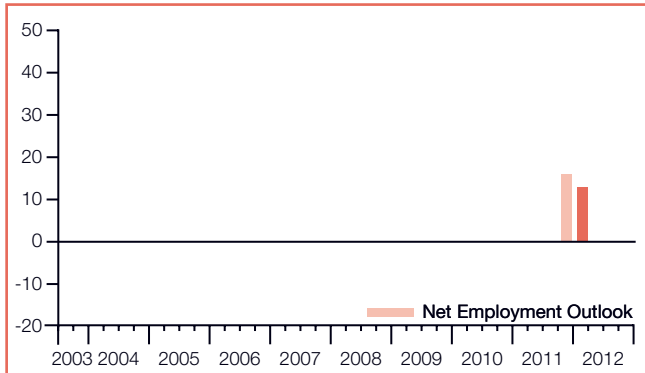
No bar indicates Net Employment Outlook of zero.

## Ireland



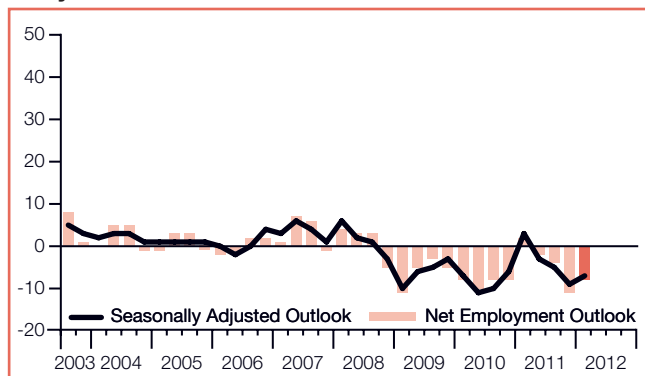
No bar indicates Net Employment Outlook of zero.

## Israel



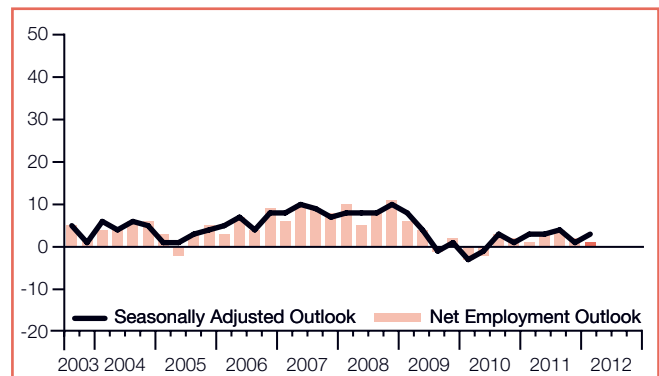
Israel joined the survey in Q4 2011.

## Italy

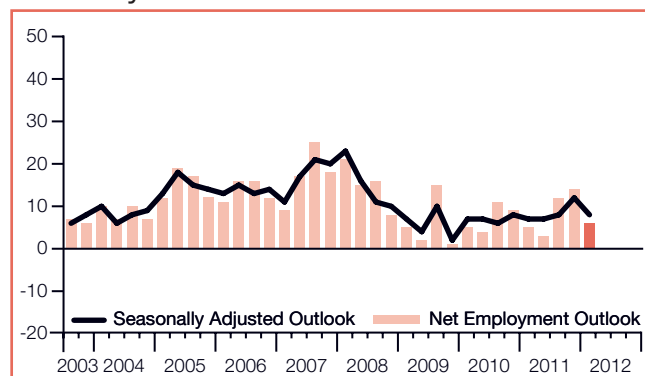


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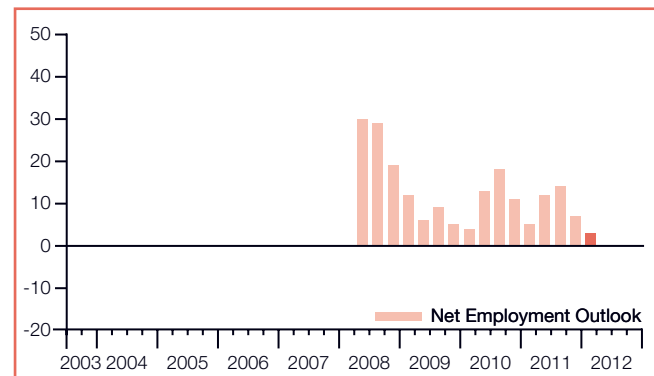
## Netherlands



## Norway

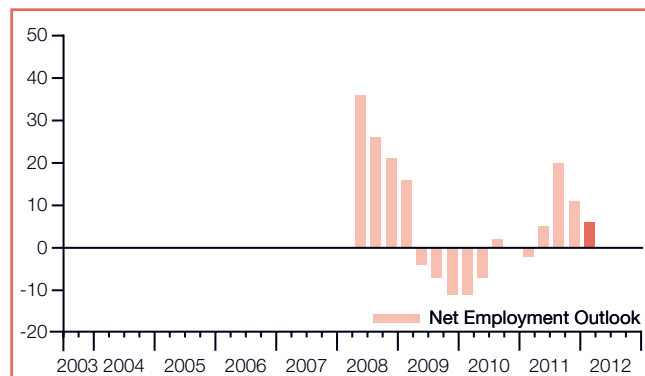


## Poland



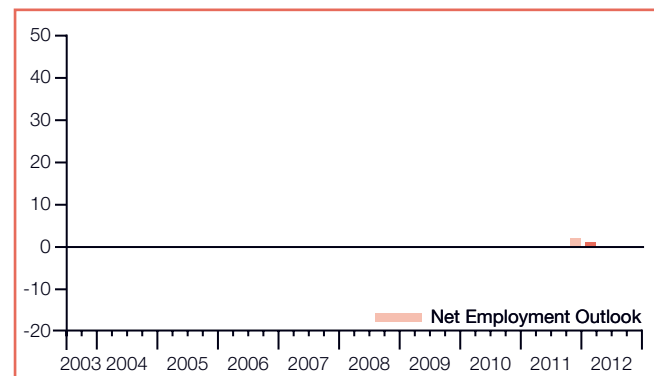
Poland joined the survey in Q2 2008.

## Romania



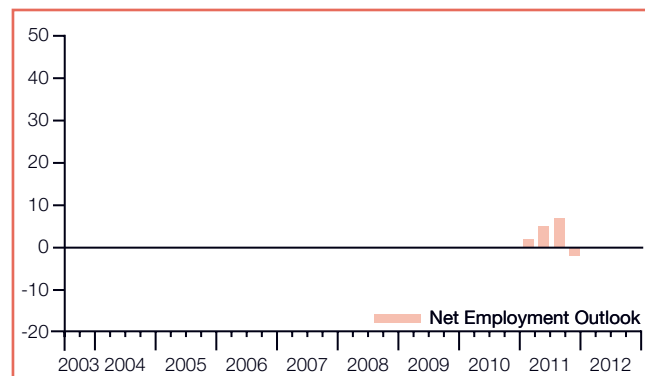
Romania joined the survey in Q2 2008.  
No bar indicates Net Employment Outlook of zero.

## Slovakia



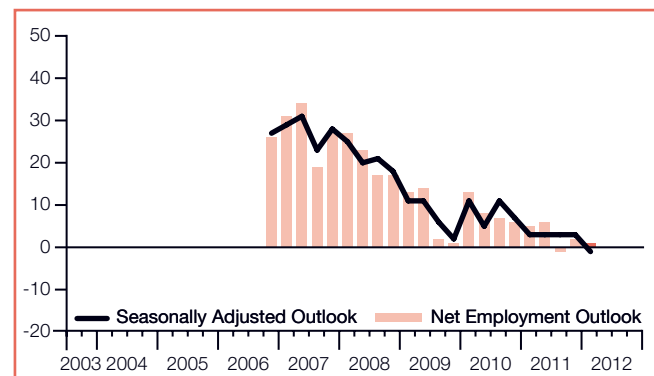
Slovakia joined the survey in Q4 2011.

## Slovenia



Slovenia joined the survey in Q1 2011.  
No bar indicates Net Employment Outlook of zero.

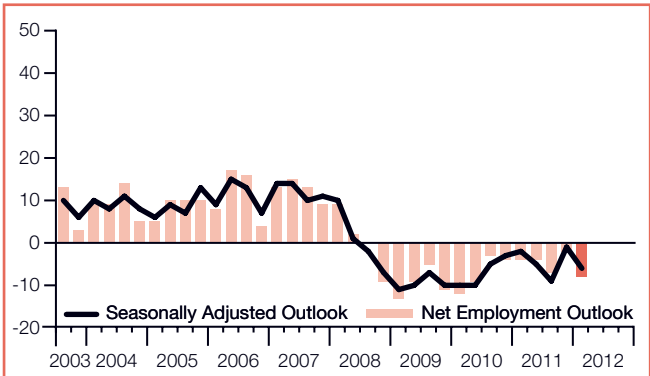
## South Africa



South Africa joined the survey in Q4 2006.

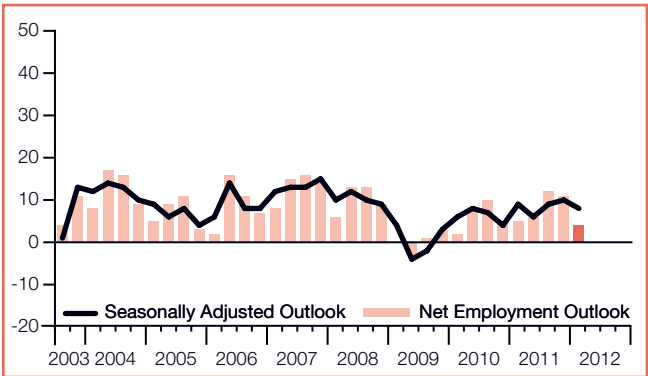
# Manpower Employment Outlook Survey India

## Spain



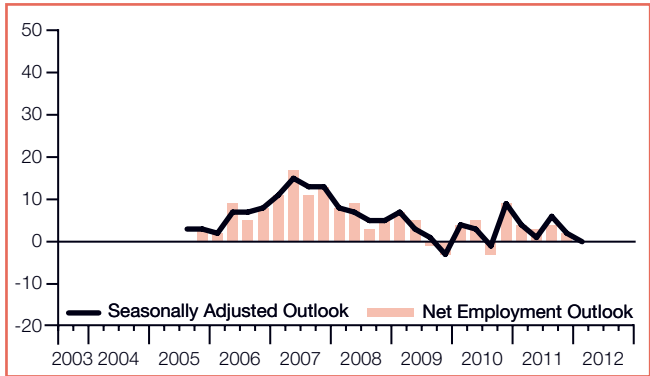
No bar indicates Net Employment Outlook of zero.

## Sweden



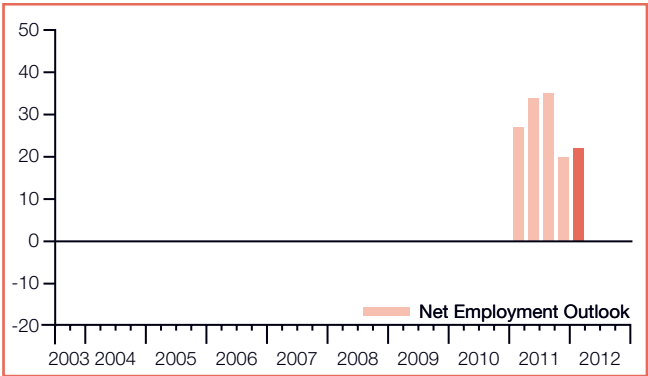
No bar indicates Net Employment Outlook of zero.

## Switzerland



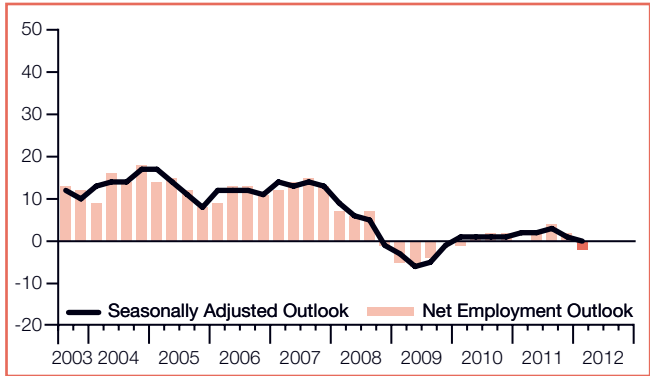
Switzerland joined the survey in Q3 2005.  
No bar indicates Net Employment Outlook of zero.

## Turkey



Turkey joined the survey in Q1 2011.

## UK



No bar indicates Net Employment Outlook of zero.

# About the Survey

## About the Manpower Employment Outlook 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 50 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 65,000 public and private employers across 41 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.

## 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 2012 as compared to the current quarter?"

## 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 41 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%.

## 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 2006 Manpower operations in Costa Rica and Peru

## Manpower Employment Outlook Survey India

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 first 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. Israel and Slovakia launch the Manpower Employment Outlook Survey in the fourth quarter.

## About ManpowerGroup™

ManpowerGroup™ (NYSE: MAN), the world leader in innovative workforce solutions, creates and delivers high-impact solutions that enable our clients to achieve their business goals and enhance their competitiveness. With over 60 years of experience, our \$22 billion company creates unique time to value through a comprehensive suite of innovative solutions that help clients win in the Human Age. These solutions cover an entire range of talent-driven needs from recruitment and assessment, training and development, and career management, to outsourcing and workforce consulting. ManpowerGroup maintains the world's largest and industry-leading network of nearly 3,900 offices in over 80 countries and territories, generating a dynamic mix of an unmatched global footprint with valuable insight and local expertise to meet the needs of its 400,000 clients per year, across all industry sectors, small and medium-sized enterprises, local, multinational and global companies. By connecting our deep understanding of human potential to the ambitions of clients, ManpowerGroup helps the organizations and individuals we serve achieve more than they imagined — because their success leads to our success. And by creating these powerful connections, we create power that drives organizations forward, accelerates personal success and builds more sustainable communities. We help power the world of work. The ManpowerGroup suite of solutions is offered through ManpowerGroup™ Solutions, Manpower®, Experis™ and Right Management®. Learn more about how ManpowerGroup can help you win in the Human Age at [www.manpowergroup.com](http://www.manpowergroup.com).



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