

Q3/2011

# Manpower Employment Outlook Survey India

A Manpower Research Report

# 1/3 Q

## Contents

---

India Employment Outlook	1
Regional Comparisons	
Sector Comparisons	
<hr/>	
Global Employment Outlook	8
International Comparisons – Asia Pacific	
International Comparisons – Americas	
International Comparisons – EMEA	
<hr/>	
About the Survey	19
<hr/>	
About Manpower	20

# India Employment Outlook

The Manpower Employment Outlook Survey for the third quarter 2011 was conducted by interviewing a representative sample of 4,555 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 September 2011 as compared to the current quarter?”

Indian employers report bullish hiring plans for Quarter 3 2011. With 49% of employers expecting to increase headcount, 2% predicting a decrease and 31% anticipating no change, the Net Employment Outlook stands at +47%.

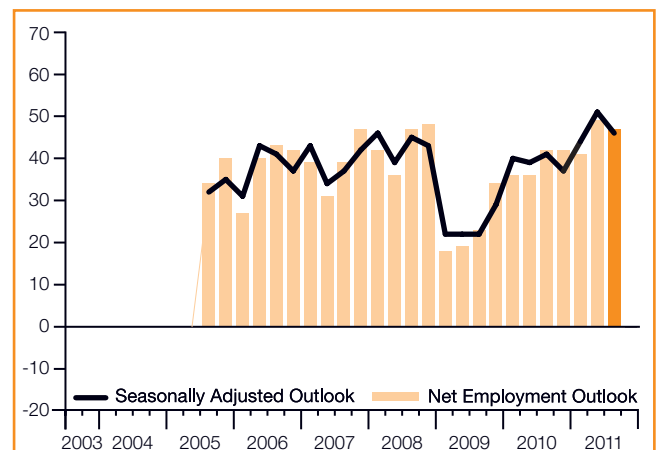
Throughout this report, we use the term “Net Employment Outlook.” This figure is derived by taking the percentage of employers anticipating total employment to increase and subtracting from this the percentage expecting to see a decrease in employment at their location in the next quarter. The result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

Quarter-over-quarter, hiring prospects weaken by 2 percentage points, but year-over-year, employers report a 5 percentage point improvement in the Outlook.

When the data is adjusted to allow for seasonal variation, the Outlook stands at +46%. Hiring prospects decline by 5 percentage points quarter-over-quarter, but improve by 5 percentage points 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>3rd Quarter 2011</b>	<b>49</b>	<b>2</b>	<b>31</b>	<b>18</b>	<b>+47</b>	<b>+46</b>
2nd Quarter 2011	57	8	16	19	+49	+51
1st Quarter 2011	48	7	30	15	+41	+42
4th Quarter 2010	47	5	36	12	+42	+39
3rd Quarter 2010	44	2	46	8	+42	+41



India joined the survey in Q3 2005.

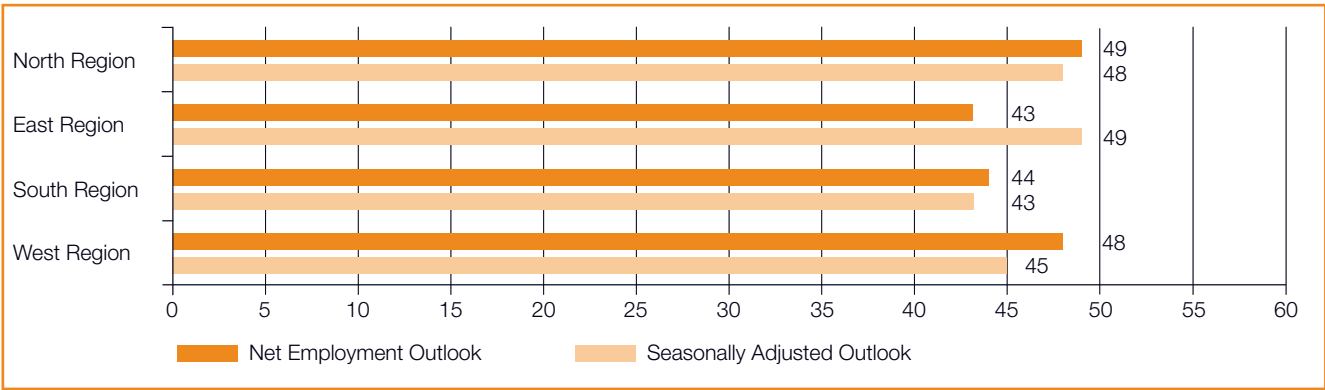
## Regional Comparison

Employers in all four regions anticipate an increase in staffing levels during Quarter 3 2011. In the East, employers report the most optimistic Net Employment Outlook of +49%, while in the North, the Outlook stands at a bullish +48%. Employers in the West and the South report dynamic Outlooks of +45% and +43%, respectively.

Quarter-over-quarter, the Outlook for the West improves by 2 percentage points, but elsewhere hiring plans have weakened. The Outlook for the South declines by 11 percentage points, while employers in the North report a 6 percentage point decrease. The Outlook for the East declines by 4 percentage points.

Year-over-year, employers in the East and the North report considerable improvements in the Outlook, with increases of 15 and 14 percentage points, respectively. Meanwhile, in both the South and the West, Outlooks remain unchanged.

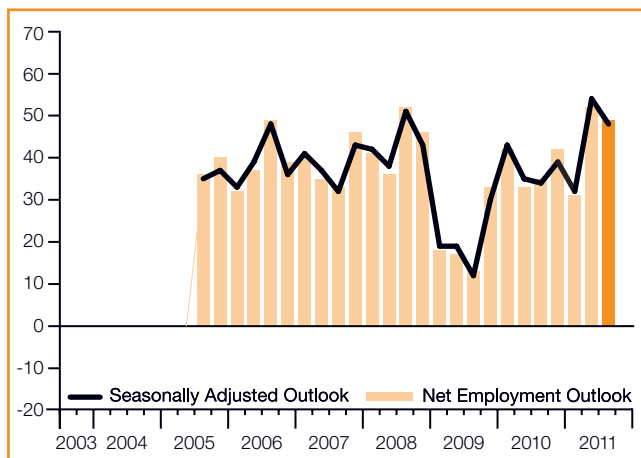
Based on unadjusted survey data, employers forecast a dynamic hiring pace in all four regions for the upcoming quarter. The Outlook weakens in three regions quarter-over-quarter, but improves considerably in the West. Year-over-year, employers report considerably stronger hiring plans in two regions – the East and the North.



## North

Employers predict a booming labor market in Quarter 3 2011, reporting a Net Employment Outlook of +48%. Quarter-over-quarter, the Outlook declines by 6 percentage points, but year-over-year it is 14 percentage points stronger.

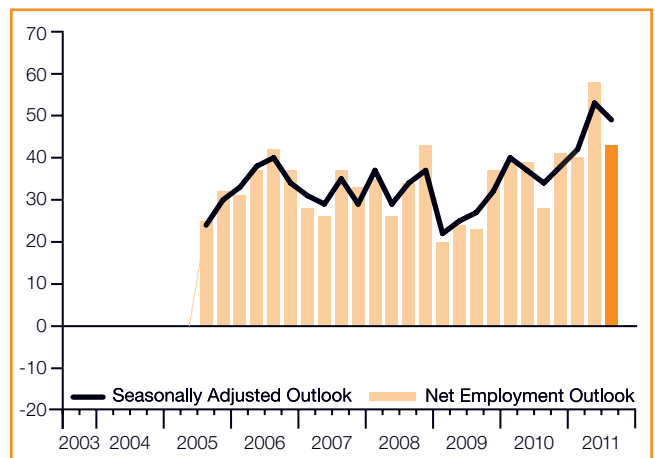
Based on unadjusted survey data, employers report bullish hiring plans for the coming quarter. The Outlook is slightly weaker quarter-over-quarter but considerably stronger year-over-year.



## East

Employers in the East anticipate a dynamic hiring pace in Quarter 3 2011, reporting a Net Employment Outlook of +49%. Although hiring prospects decline by 4 percentage points when compared with the previous quarter, the Outlook is 15 percentage points stronger year-over-year.

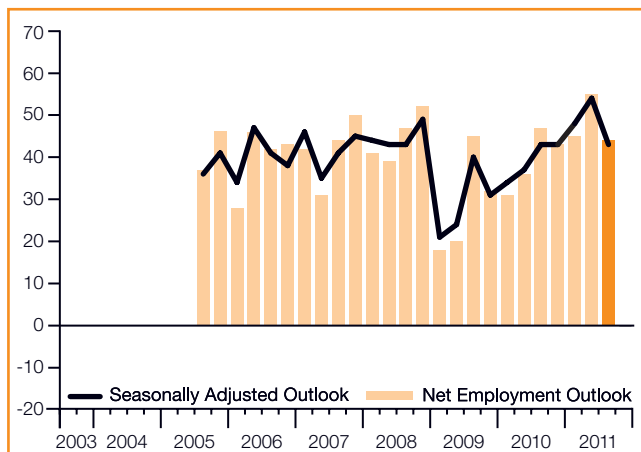
Based on unadjusted survey data, employers predict vigorous hiring activity in the upcoming quarter. The Outlook is considerably weaker quarter-over-quarter but considerably stronger year-over-year.



## South

With a Net Employment Outlook of +43%, employers forecast booming hiring prospects in the forthcoming quarter, despite an 11 percentage point decline in the Outlook when compared with the previous quarter. Year-over-year, the Outlook is unchanged.

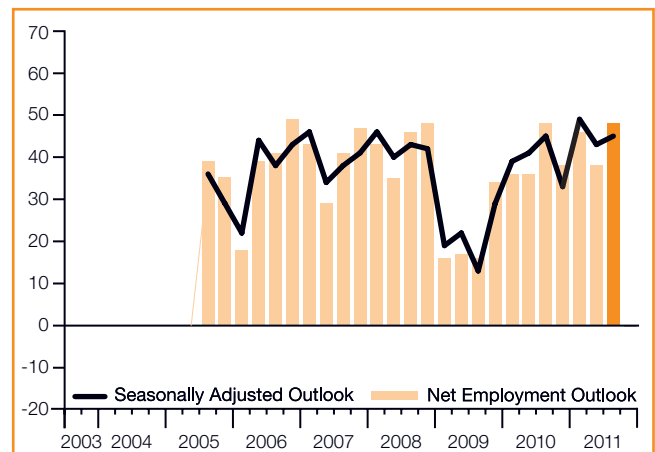
Based on unadjusted survey data, employers report bullish hiring plans for Quarter 3 2011. However, the Outlook declines considerably quarter-over-quarter and is also slightly weaker year-over-year.



## West

Employers anticipate a vigorous hiring pace in Quarter 3 2011, reporting a Net Employment Outlook of +45%. Hiring prospects improve by 2 percentage points quarter-over-quarter, and the Outlook is unchanged year-over-year.

Based on unadjusted survey data, employers expect a dynamic labor market in the coming quarter. The Outlook is considerably stronger quarter-over-quarter and unchanged year-over-year.



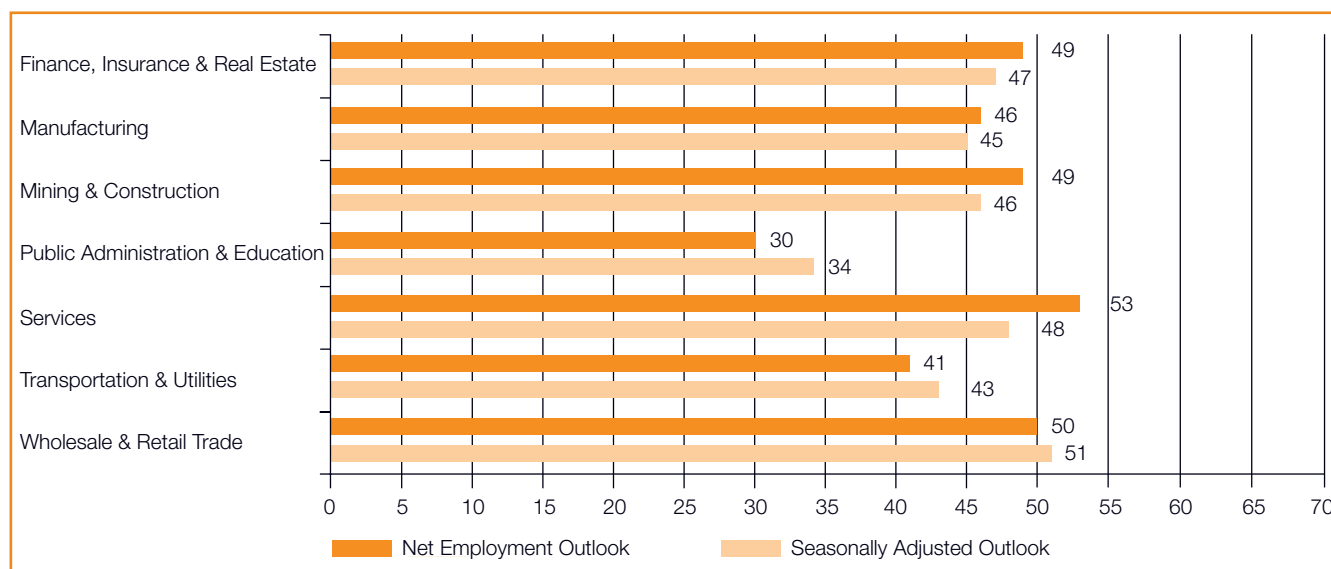
## Sector Comparisons

Employers in all seven industry sectors forecast an increase in staffing levels during Quarter 3 2011. The most optimistic hiring intentions are reported in the Wholesale & Retail Trade sector, with a Net Employment Outlook standing at +51%. Services sector employers report bullish hiring plans, with an Outlook of +48%, and dynamic hiring prospects are evident in the Finance, Insurance & Real Estate sector and the Mining & Construction sector, with Outlooks of +47% and +46%, respectively. The Manufacturing sector Outlook stands at +45%.

Quarter-over-quarter, hiring intentions weaken in five of the seven industry sectors. Public Administration & Education sector employers report the most notable decline of 20 percentage points, while in the Manufacturing sector, the Outlook decreases by 11 percentage points. An Outlook decline of 7 percentage points is reported in the Finance, Insurance & Real Estate sector. Meanwhile, Transportation & Utilities sector employers report a 3 percentage point improvement in the Outlook.

Year-over-year, employers report stronger hiring prospects in five of the seven industry sectors. The most encouraging improvements of 18 and 16 percentage points are reported by employers in the Wholesale & Retail Trade sector and the Transportation & Utilities sector, respectively. The Finance, Insurance & Real Estate sector Outlook improves by 11 percentage points, and a 5 percentage point increase is reported by employers in the Services sector. However, employers in the Public Administration & Education sector report a moderate decline of 5 percentage points in the Outlook.

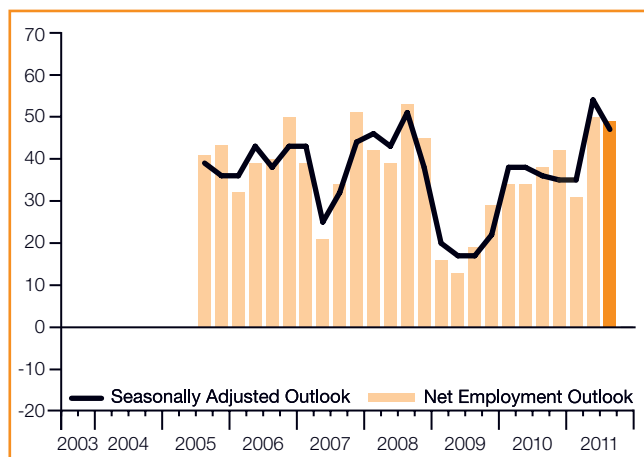
Based on unadjusted survey data, employers anticipate headcount gains in all seven industry sectors during the upcoming quarter. The most optimistic hiring plans are reported in the Services sector and the Wholesale & Retail Trade sector. Quarter-over-quarter, the Outlook weakens in four sectors, but year-over-year, hiring plans strengthen in five sectors.



## Finance, Insurance & Real Estate

With a Net Employment Outlook of +47%, employers forecast vigorous hiring activity in Quarter 3 2011. While the Outlook declines by 7 percentage points when compared with the previous quarter, it is 11 percentage points stronger year-over-year.

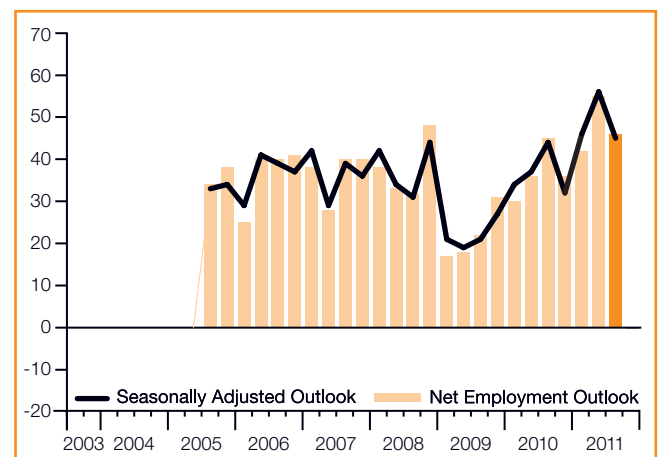
Based on unadjusted survey data, employers report bullish hiring plans for Quarter 3 2011. The Outlook remains relatively stable quarter-over-quarter and improves considerably year-over-year



## Manufacturing

Job seekers are likely to benefit from a dynamic labor market in Quarter 3 2011, according to employers, who report a Net Employment Outlook of +45%. Hiring prospects are considerably weaker quarter-over-quarter, with employers reporting an 11 percentage point decline in the Outlook. Year-over-year, the Outlook remains relatively stable.

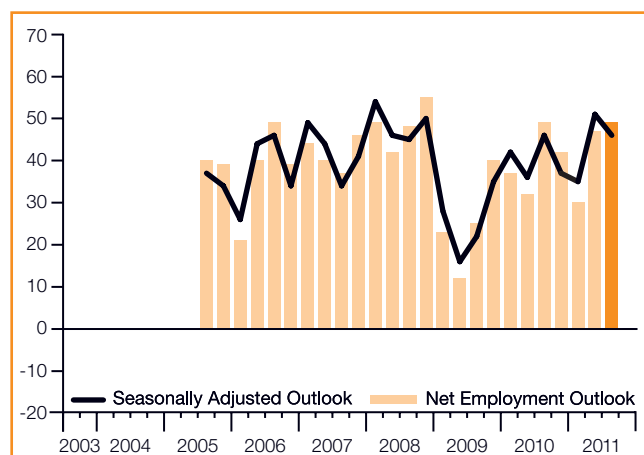
Based on unadjusted survey data, employers report booming hiring prospects for the upcoming quarter. The Outlook is considerably weaker quarter-over-quarter, but remains relatively stable year-over-year.



## Mining & Construction

Sector employers anticipate a vigorous hiring pace in Quarter 3 2011, reporting a Net Employment Outlook of +46%. The Outlook declines by 5 percentage points quarter-over-quarter, but is unchanged when compared with Quarter 3 2010.

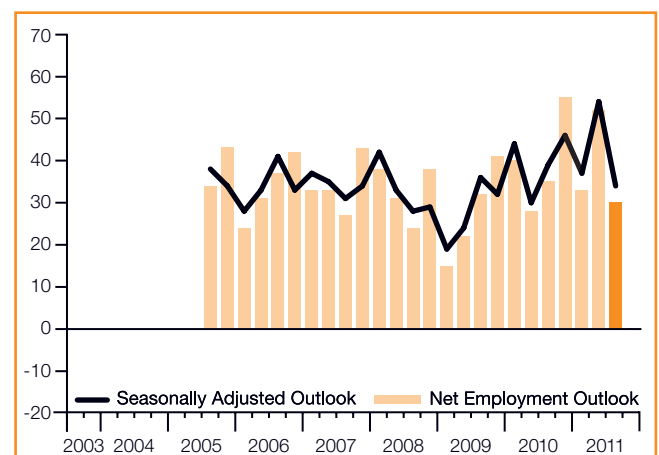
Based on unadjusted survey data, employers report bullish hiring intentions for the coming quarter. The Outlook is slightly stronger quarter-over-quarter and unchanged year-over-year.



## Public Administration & Education

Employers forecast a brisk hiring pace in Quarter 3 2011, reporting a Net Employment Outlook of +34%. However, hiring prospects are considerably weaker when compared with Quarter 2 2011, with the Outlook declining by 20 percentage points. Year-over-year, the Outlook decreases by 5 percentage points.

Based on unadjusted survey data, employers predict solid headcount growth in the coming quarter, despite a sharp quarter-over-quarter decline in the Outlook. Year-over-year, the Outlook is moderately weaker.

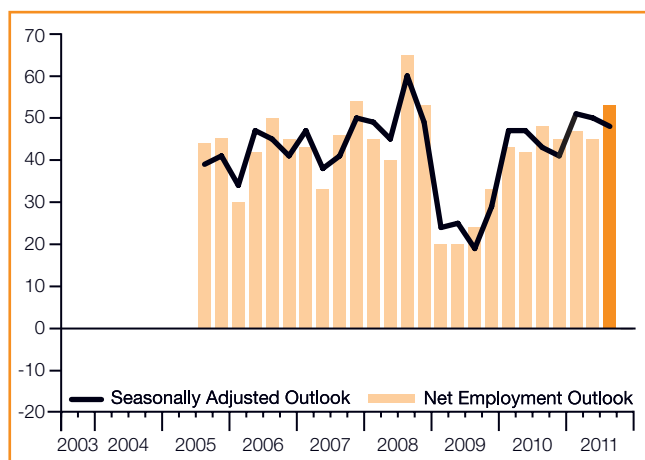


# Manpower Employment Outlook Survey India

## Services

Sector employers anticipate a booming labor market in Quarter 3 2011, reporting a Net Employment Outlook of +48%. While the Outlook declines by 2 percentage points quarter-over-quarter, it is 5 percentage points stronger year-over-year.

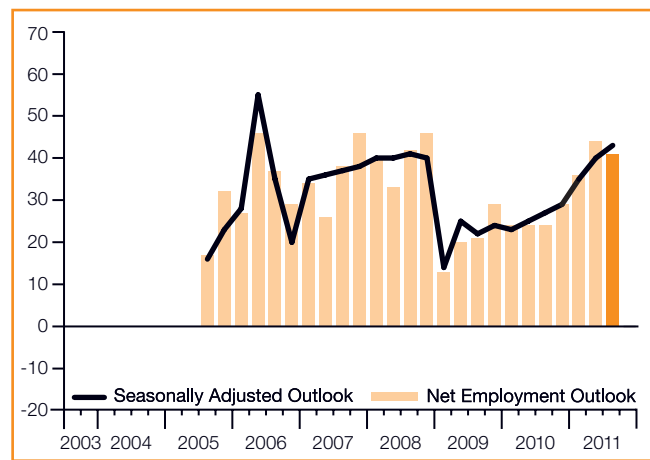
Based on unadjusted survey data, employers forecast a dynamic hiring pace in the coming quarter. The Outlook strengthens moderately both quarter-over-quarter and year-over-year.



## Transportation & Utilities

Employers forecast vigorous hiring activity in Quarter 3 2011, reporting a Net Employment Outlook of +43%. This is the strongest Outlook reported in the sector since Quarter 2 2006. Quarter-over-quarter, the Outlook improves by 3 percentage points, while year-over-year it is 16 percentage points stronger.

Based on unadjusted survey data, employers anticipate a dynamic labor market in the coming quarter. The Outlook is slightly weaker quarter-over-quarter, but considerably stronger year-over-year.

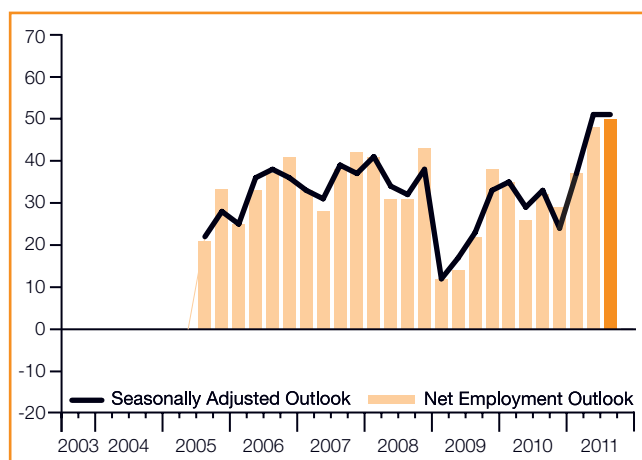




## Wholesale & Retail Trade

With a Net Employment Outlook of +51%, employers report bullish hiring plans for Quarter 3 2011. The Outlook is unchanged when compared with the previous quarter, and improves by 18 percentage points year-over-year.

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



# Global Employment Outlook

	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
	Quarter 3 2010	Quarter 2 2011	Quarter 3 2011	Q2 2011 to Q3 2011	Q3 2010 to Q3 2011
	%	%	%		
<b>Americas</b>					
Argentina	11 (14) <sup>1</sup>	23 (21) <sup>1</sup>	18 (21) <sup>1</sup>	-5 (0) <sup>1</sup>	7 (7) <sup>1</sup>
Brazil	40	40	37	-3	-3
Canada	16 (10) <sup>1</sup>	16 (13) <sup>1</sup>	22 (16) <sup>1</sup>	6 (3) <sup>1</sup>	6 (6) <sup>1</sup>
Colombia	16	17	18	1	2
Costa Rica	18 (22) <sup>1</sup>	16 (19) <sup>1</sup>	18 (21) <sup>1</sup>	2 (2) <sup>1</sup>	0 (-1) <sup>1</sup>
Guatemala	10	6	11	5	1
Mexico	17 (16) <sup>1</sup>	16 (16) <sup>1</sup>	16 (16) <sup>1</sup>	0 (0) <sup>1</sup>	-1 (0) <sup>1</sup>
Panama	16	22	19	-3	3
Peru	24 (25) <sup>1</sup>	16 (19) <sup>1</sup>	15 (16) <sup>1</sup>	-1 (-3) <sup>1</sup>	-9 (-9) <sup>1</sup>
United States	10 (6) <sup>1</sup>	10 (8) <sup>1</sup>	12 (8) <sup>1</sup>	2 (0) <sup>1</sup>	2 (2) <sup>1</sup>

<b>Asia Pacific</b>					
Australia	21 (24) <sup>1</sup>	23 (21) <sup>1</sup>	17 (19) <sup>1</sup>	-6 (-2) <sup>1</sup>	-4 (-5) <sup>1</sup>
China	27 (32) <sup>1</sup>	29 (21) <sup>1</sup>	19 (22) <sup>1</sup>	-10 (1) <sup>1</sup>	-8 (-10) <sup>1</sup>
Hong Kong	16 (15) <sup>1</sup>	19 (19) <sup>1</sup>	21 (20) <sup>1</sup>	2 (1) <sup>1</sup>	5 (5) <sup>1</sup>
<b>India</b>	<b>42 (41)<sup>1</sup></b>	<b>49 (51)<sup>1</sup></b>	<b>47 (46)<sup>1</sup></b>	<b>-2 (-5)<sup>1</sup></b>	<b>5 (5)<sup>1</sup></b>
Japan	3 (6) <sup>1</sup>	21 (9) <sup>1</sup>	5 (8) <sup>1</sup>	-16 (-1) <sup>1</sup>	2 (2) <sup>1</sup>
New Zealand	15 (17) <sup>1</sup>	18 (15) <sup>1</sup>	17 (19) <sup>1</sup>	-1 (4) <sup>1</sup>	2 (2) <sup>1</sup>
Singapore	23 (22) <sup>1</sup>	30 (30) <sup>1</sup>	29 (28) <sup>1</sup>	-1 (-2) <sup>1</sup>	6 (6) <sup>1</sup>
Taiwan	39 (36) <sup>1</sup>	45 (42) <sup>1</sup>	39 (36) <sup>1</sup>	-6 (-6) <sup>1</sup>	0 (0) <sup>1</sup>

<b>EMEA*</b>					
Austria	8 (6) <sup>1</sup>	2 (0) <sup>1</sup>	10 (8) <sup>1</sup>	8 (8) <sup>1</sup>	2 (2) <sup>1</sup>
Belgium	4 (4) <sup>1</sup>	12 (12) <sup>1</sup>	8 (9) <sup>1</sup>	-4 (-3) <sup>1</sup>	4 (5) <sup>1</sup>
Bulgaria	-	15	14	-1	-
Czech Republic	1	4	3	-1	2
France	4 (3) <sup>1</sup>	3 (3) <sup>1</sup>	6 (5) <sup>1</sup>	3 (2) <sup>1</sup>	2 (2) <sup>1</sup>
Germany	10 (8) <sup>1</sup>	9 (8) <sup>1</sup>	14 (12) <sup>1</sup>	5 (4) <sup>1</sup>	4 (4) <sup>1</sup>
Greece	-5	-10	-5	5	0
Hungary	3	3	1	-2	-2
Ireland	-3 (-7) <sup>1</sup>	-3 (-3) <sup>1</sup>	-1 (-4) <sup>1</sup>	2 (-1) <sup>1</sup>	2 (3) <sup>1</sup>
Italy	-8 (-9) <sup>1</sup>	-2 (-3) <sup>1</sup>	-4 (-5) <sup>1</sup>	-2 (-2) <sup>1</sup>	4 (4) <sup>1</sup>
Netherlands	3 (3) <sup>1</sup>	3 (3) <sup>1</sup>	4 (4) <sup>1</sup>	1 (1) <sup>1</sup>	1 (1) <sup>1</sup>
Norway	11 (6) <sup>1</sup>	3 (6) <sup>1</sup>	12 (9) <sup>1</sup>	9 (3) <sup>1</sup>	1 (3) <sup>1</sup>
Poland	18	12	14	2	-4
Romania	2	5	20	15	18
Slovenia	-	5	7	2	-
South Africa	7 (11) <sup>1</sup>	6 (3) <sup>1</sup>	-1 (3) <sup>1</sup>	-7 (0) <sup>1</sup>	-8 (-8) <sup>1</sup>
Spain	-3 (-6) <sup>1</sup>	-4 (-5) <sup>1</sup>	-7 (-10) <sup>1</sup>	-3 (-5) <sup>1</sup>	-4 (-4) <sup>1</sup>
Sweden	10 (7) <sup>1</sup>	6 (6) <sup>1</sup>	12 (9) <sup>1</sup>	6 (3) <sup>1</sup>	2 (2) <sup>1</sup>
Switzerland	-3 (0) <sup>1</sup>	3 (1) <sup>1</sup>	4 (7) <sup>1</sup>	1 (6) <sup>1</sup>	7 (7) <sup>1</sup>
Turkey	-	34	35	1	-
UK	2 (1) <sup>1</sup>	2 (2) <sup>1</sup>	4 (3) <sup>1</sup>	2 (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

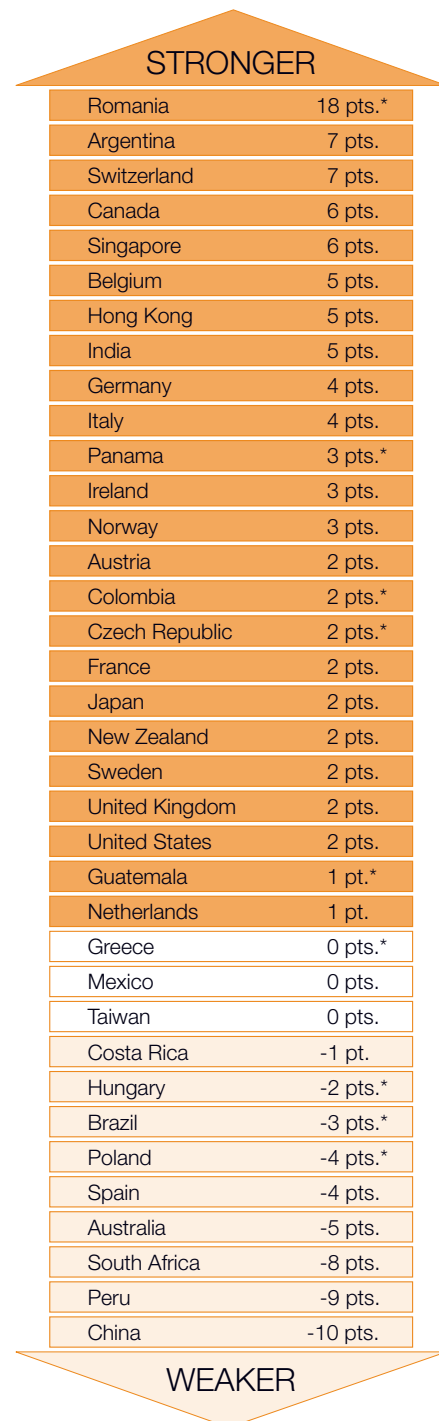


39 Countries and Territories

\*Indicates unadjusted data.

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

## Year-on-Year Movement



36 Countries and Territories\*\*

## Manpower Employment Outlook Survey India

Over 63,000 employers have been interviewed across 39 countries and territories to measure anticipated employment trends\* between July and September 2011. Employers in 35 of the 39 countries and territories Manpower surveyed expect to add to their workforces to varying degrees over the next three months.

Employers in India, Brazil, Taiwan and Turkey report the strongest third-quarter hiring plans, while those in Spain, Greece, Italy and Ireland report the weakest—and only negative—hiring forecasts. The hiring pace is expected to improve from three months ago in 20 of 39 countries and territories. In the 36 countries and territories where year-over-year comparisons are possible, the hiring pace is expected to improve in 24.

Regionally, employers in the Asia Pacific region report the most positive Net Employment Outlooks. Indian employers continue to anticipate the most optimistic hiring environment among all of the countries and territories that participate in the survey. Hiring intentions

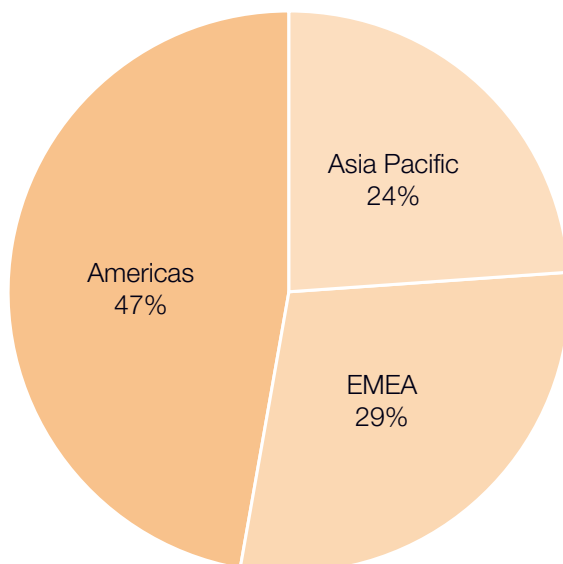
are positive in all eight countries and territories. However, employer demand for talent is marginally weaker from three months ago in five of eight Asia Pacific countries and territories surveyed.

In the Americas, employers in all 10 countries report positive third-quarter hiring intentions. Opportunities for job seekers are expected to remain relatively stable or improve in eight of 10 countries, year-over-year. The conservative hiring Outlook in the U.S. is unchanged quarter-over-quarter but improves slightly from last year at this time.

In the EMEA region, employers report positive hiring intentions in 17 of the 21 countries surveyed with individual Outlooks improving in 13 of 21 countries from three months ago and year-over-year. Similar to the second quarter, regional hiring plans are strongest in the Eastern European countries of Turkey and Romania and weakest in Spain and Greece.

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

## Survey Respondents by Region



Research for the Quarter 3 2011 Manpower Employment Outlook Survey involved surveying over 63,000 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.

## International Comparisons – Asia Pacific

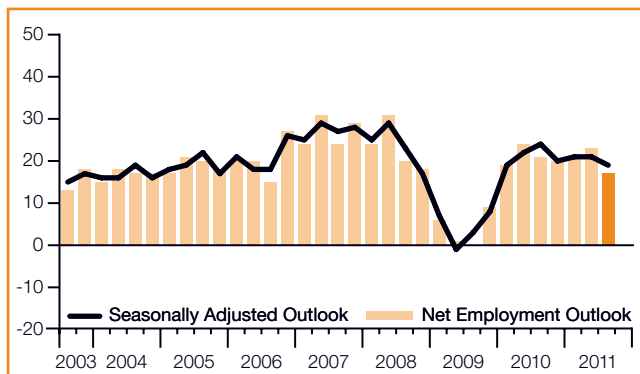
Over 15,000 interviews have been conducted across Australia, China, Hong Kong, India, Japan, New Zealand, Singapore and Taiwan to measure anticipated hiring activity in Quarter 3 2011.

Employer hiring expectations continue to be positive throughout the region. However, hiring intentions decline in five of the eight countries and territories surveyed quarter-over-quarter. In a year-over-year comparison, employer optimism is generally stronger with Outlooks improving in five of the eight countries and territories. Regional hiring plans continue to be strongest in India, Taiwan and Singapore, and weakest in Japan, although employers there indicate they will

continue hiring at a modest pace in the next three months.

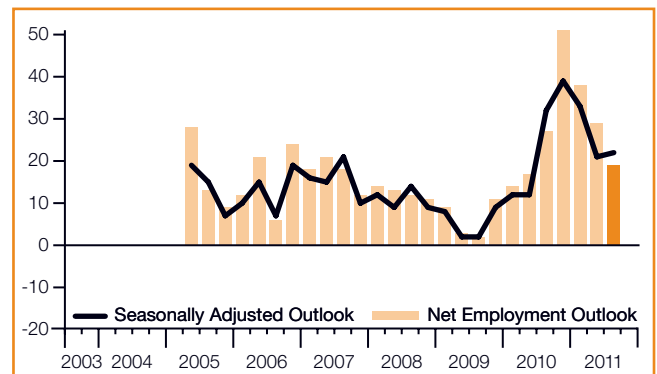
Service sector employers in the majority of the countries and territories surveyed indicate that the hiring pace will slow in the quarter ahead. But optimism remains widespread in the region. In India, for instance, job prospects in the Wholesale & Retail Trade sector are at their strongest since the survey began there in Quarter 3 2005, as sector employers add staff to serve the untapped consumer market. And in Taiwan, hiring intentions in the Finance, Insurance & Real Estate and the Manufacturing sectors are also at their strongest since the survey started in Quarter 2 2005.

### Australia



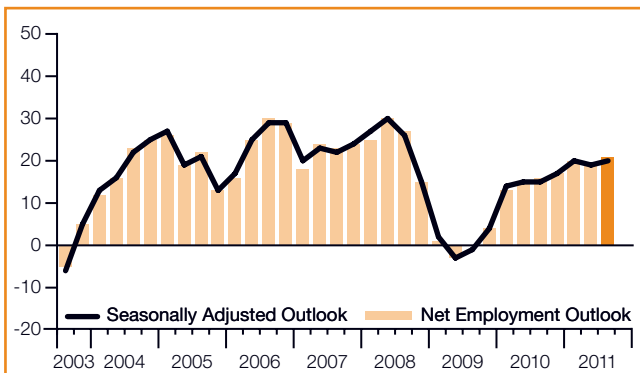
No bar indicates Net Employment Outlook of zero.

### China



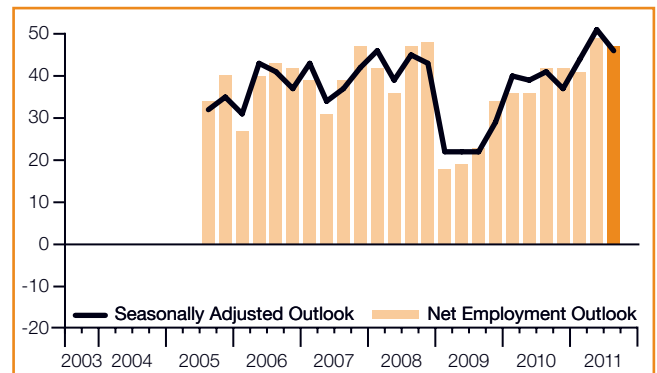
China joined the survey in Q2 2005.

### Hong Kong



No bar indicates Net Employment Outlook of zero.

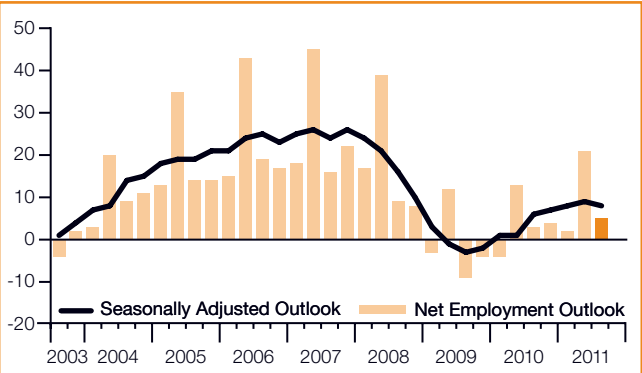
### India



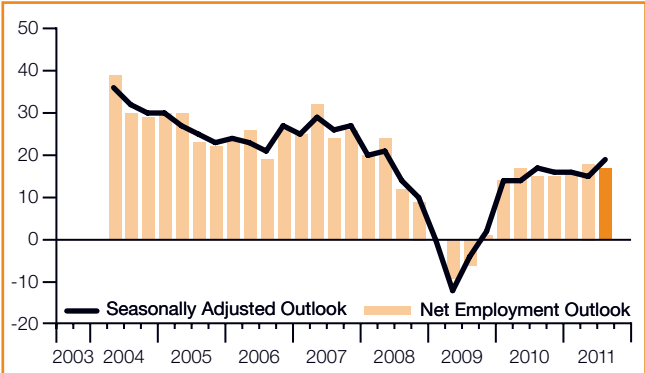
India joined the survey in Q3 2005.

# Manpower Employment Outlook Survey India

## Japan

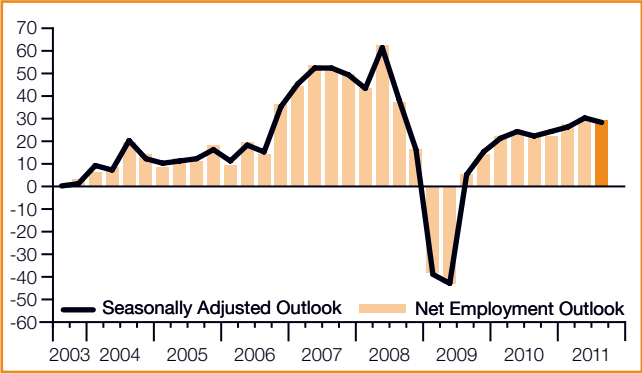


## New Zealand



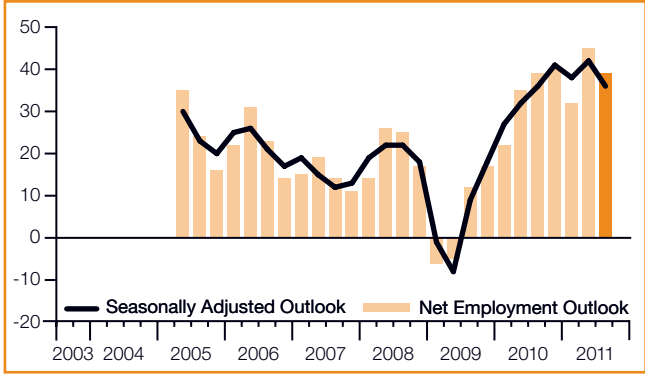
New Zealand joined the survey in Q2 2004.  
No bar indicates Net Employment Outlook of zero.

## Singapore



No bar indicates Net Employment Outlook of zero.

## Taiwan



Taiwan joined the survey in Q2 2005.

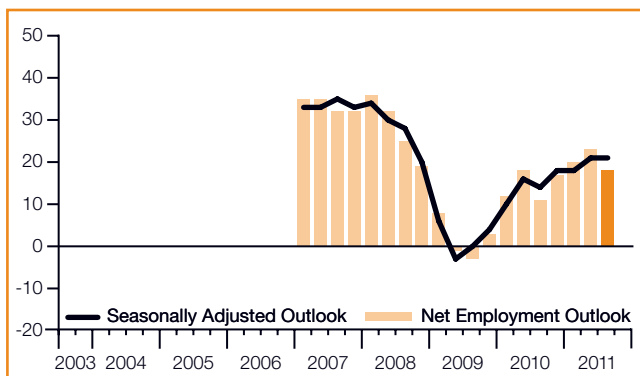
## International Comparisons – Americas

Nearly 30,000 employers from throughout North America, Central America and South America were interviewed to measure Quarter 3 2011 employment prospects. Employers in each of the 10 countries across the region report positive hiring intentions for the next three months. Compared to Quarter 3 2010, Net Employment Outlooks are expected to remain relatively stable or improve in eight of the 10 countries and in seven countries quarter-over-quarter.

Job seekers in Brazil, Argentina and Costa Rica are likely to benefit from the region's strongest job prospects. Employers in the United States—despite reporting seven consecutive quarters of positive hiring

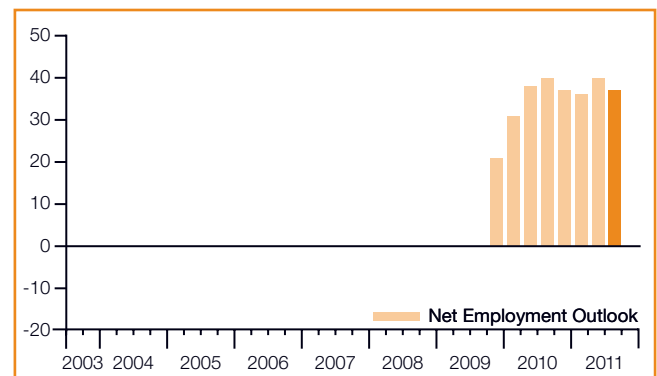
intentions—are the least optimistic in the region. However, the survey indicates that U.S. employers across all 13 industry sectors surveyed expect hiring activity to remain relatively stable or improve from three months ago. In Mexico, employers expect to continue hiring at the same steady pace in the July-September time frame. Among Brazilian employers, demand remains strong in the Finance, Insurance & Real Estate sector where six in 10 employers expect to add to their payrolls in the next three months. And for the fifth consecutive quarter, hiring intentions among Canadian employers remain upbeat.

### Argentina



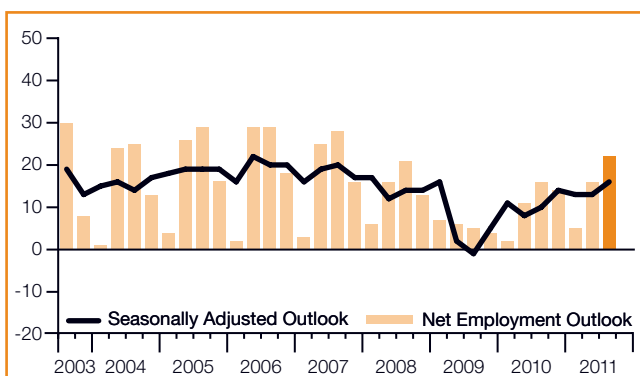
Argentina joined the survey in Q1 2007.

### Brazil

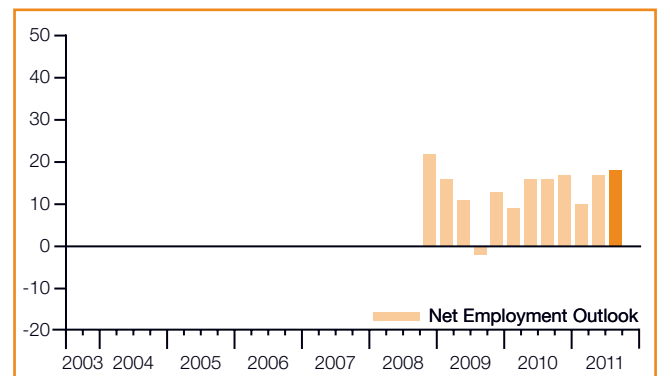


Brazil joined the survey in Q4 2009.

### Canada



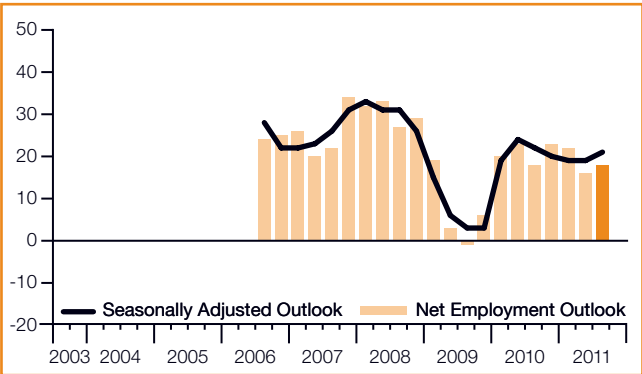
### Colombia



Colombia joined the survey in Q4 2008.

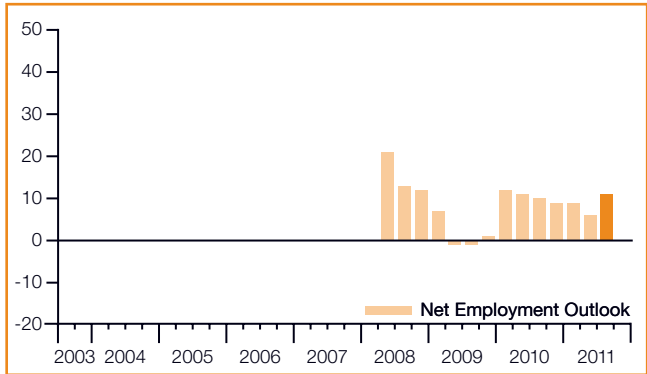
# Manpower Employment Outlook Survey India

## Costa Rica



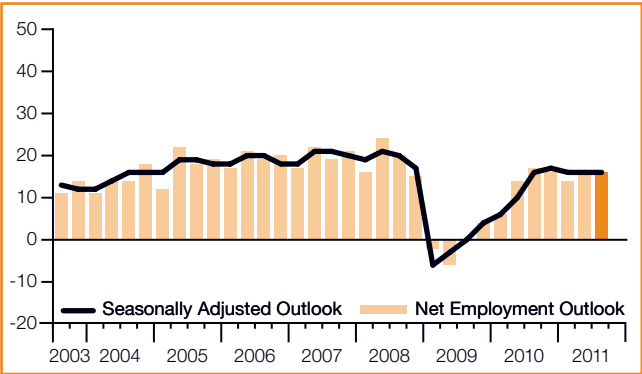
Costa Rica joined the survey in Q3 2006.

## Guatemala



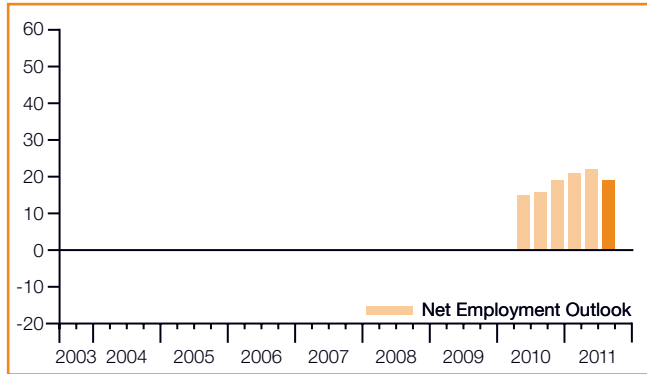
Guatemala joined the survey in Q2 2008.

## Mexico



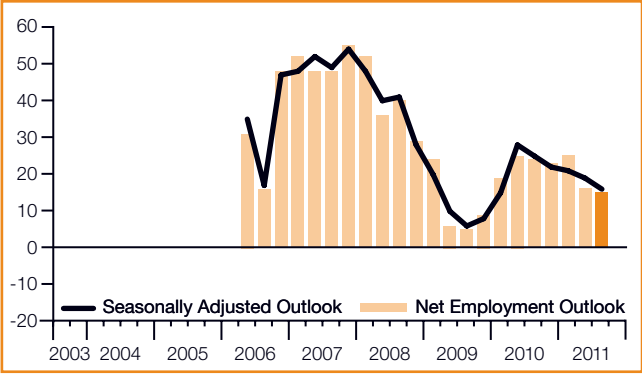
No bar indicates Net Employment Outlook of zero.

## Panama



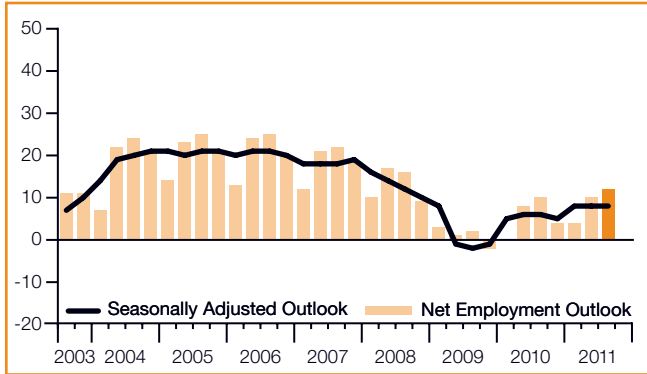
Panama joined the survey in Q2 2010.

## Peru



Peru joined the survey in Q2 2006.

## USA



No bar indicates Net Employment Outlook of zero.



## International Comparisons – EMEA

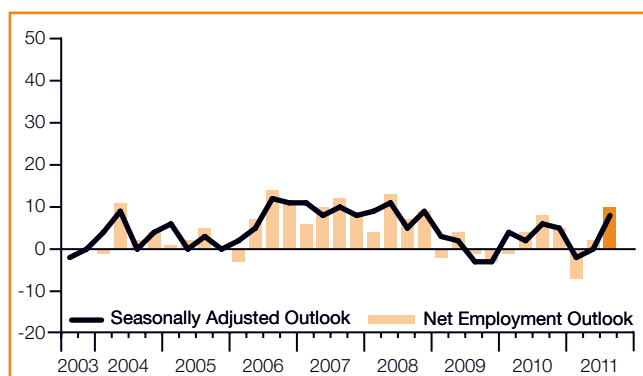
Over 18,000 interviews have been conducted with employers across 21 EMEA countries to measure anticipated hiring activity for Quarter 3 2011.

Hiring expectations remain mixed in the region, with positive hiring activity expected in 17 of 21 countries surveyed. Outlooks improve from Quarter 2 2011 and Quarter 3 2010 in 13 countries. Similar to last quarter, hiring plans are strongest in the Eastern European countries of Turkey, Romania, Bulgaria and Poland and weakest in Spain, Greece and Italy.

The pace of hiring in the Manufacturing sector appears to be gaining some traction in EMEA with employer

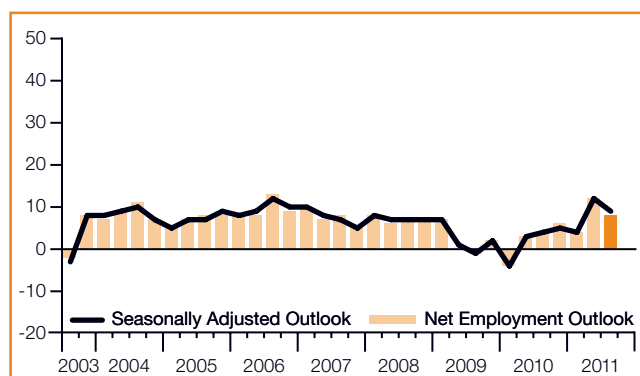
hiring intentions improving in 17 countries from 12 months ago. Meanwhile, much of the optimism in Germany's upbeat third-quarter forecast is fueled by the Finance & Business Services sector where employers are reporting their strongest hiring plans to date. The Outlook in France—driven by the most optimistic Outlooks in the Utilities and Manufacturing sectors since the French survey began—is at its strongest in over three years. Optimism among employers in Turkey and Romania is boosted by solid activity in the Construction sector.

### Austria



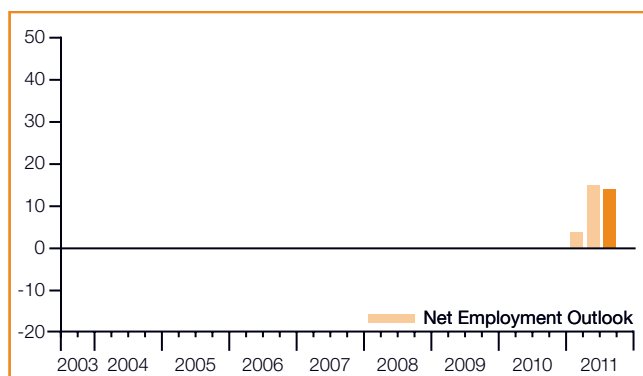
No bar indicates Net Employment Outlook of zero.

### Belgium



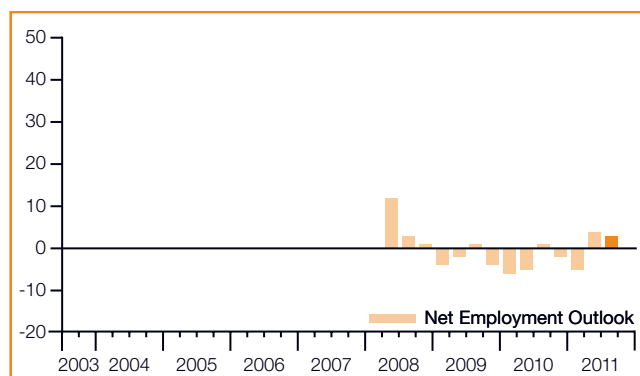
No bar indicates Net Employment Outlook of zero.

### Bulgaria



Bulgaria joined the survey in Q1 2011.

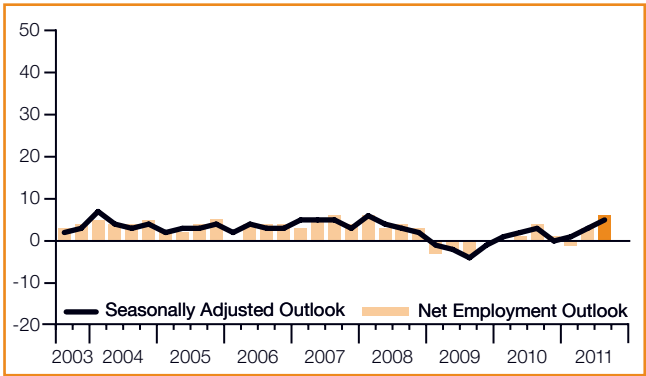
### Czech Republic



Czech Republic joined the survey in Q2 2008.

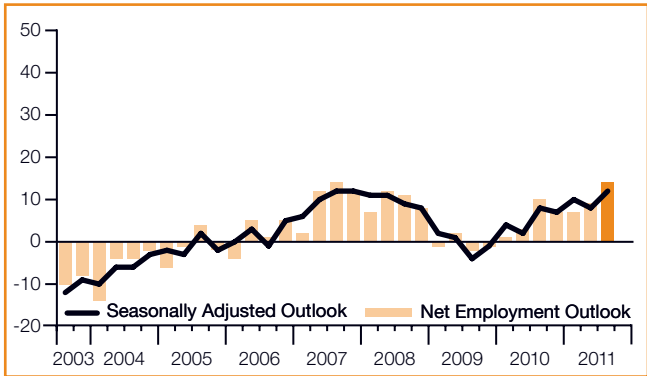
# Manpower Employment Outlook Survey India

## France

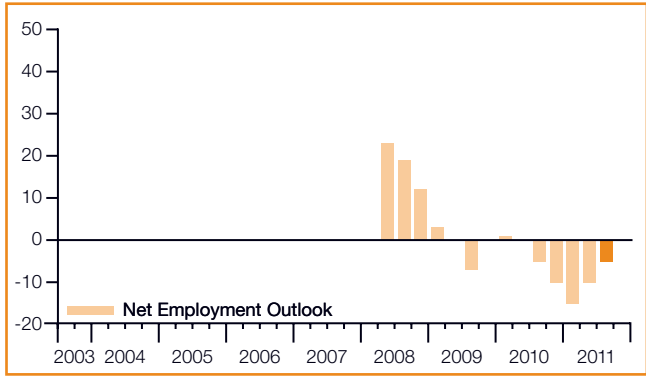


No bar indicates Net Employment Outlook of zero.

## Germany

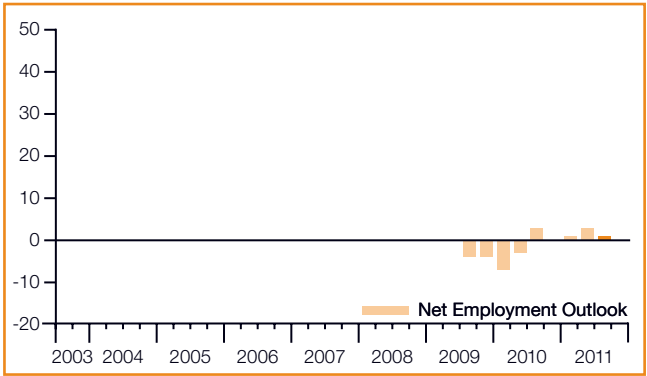


## Greece



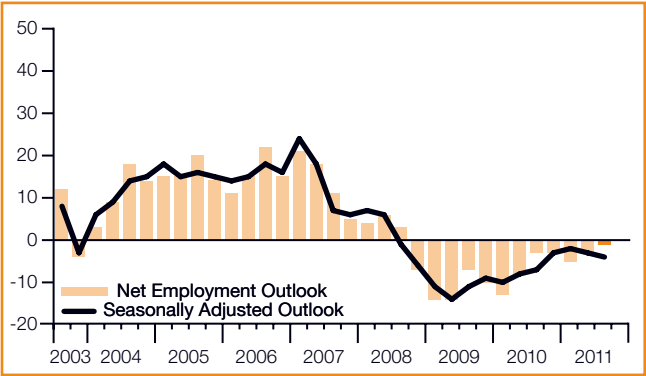
Greece joined the survey in Q2 2008.  
No bar indicates Net Employment Outlook of zero.

## Hungary

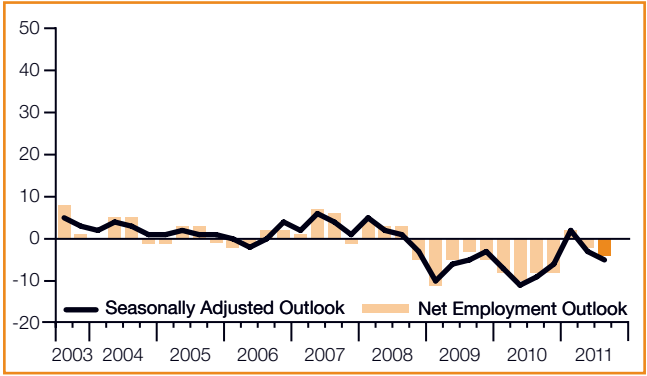


Hungary joined the survey in Q3 2009.  
No bar indicates Net Employment Outlook of zero.

## Ireland

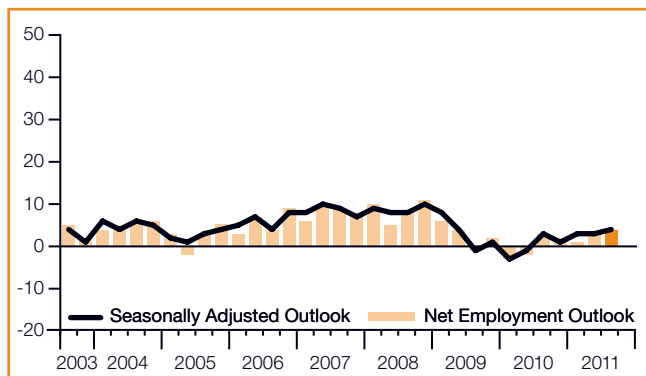


## Italy

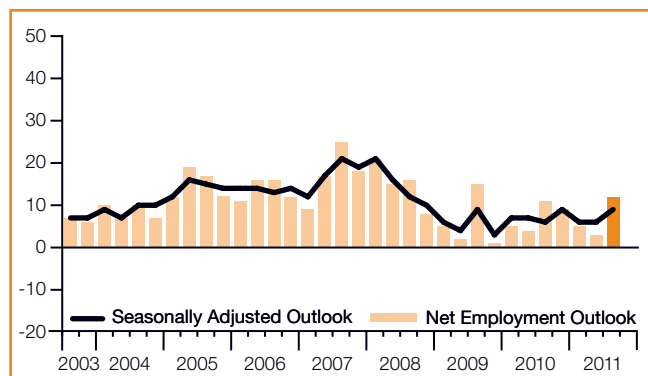


No bar indicates Net Employment Outlook of zero.

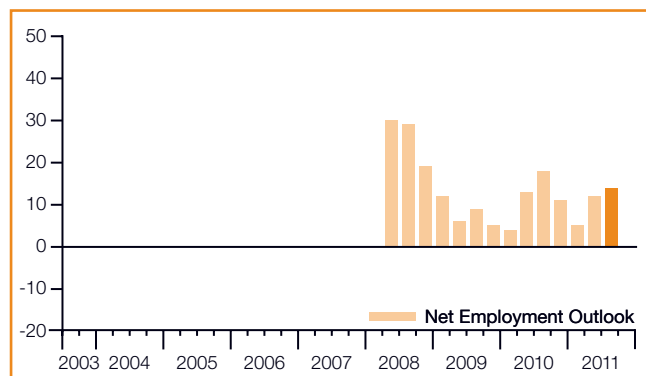
## Netherlands



## Norway

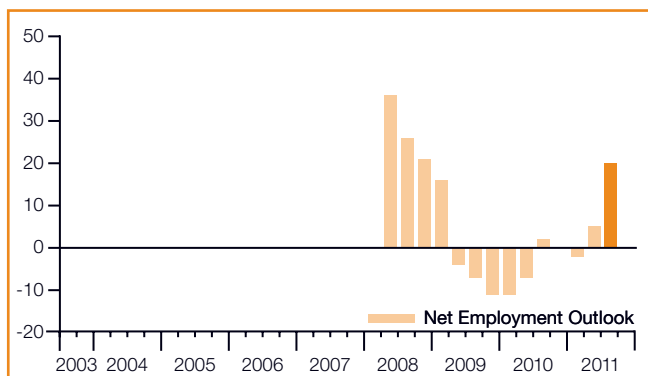


## Poland



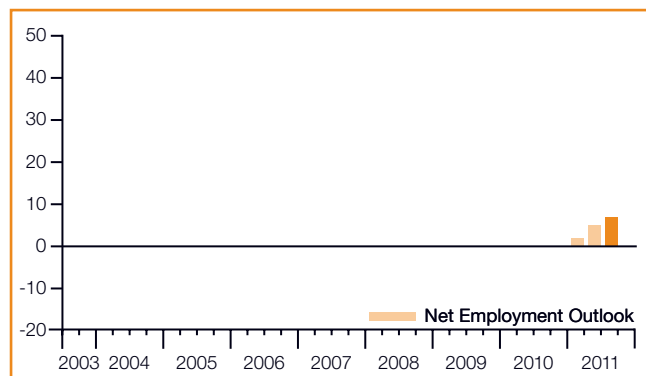
Poland joined the survey in Q2 2008.

## Romania



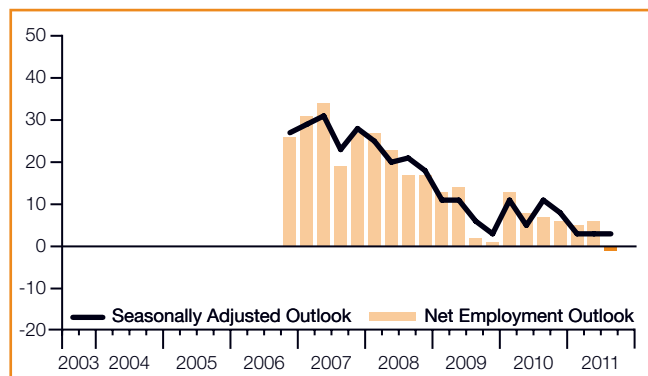
Romania joined the survey in Q2 2008.  
No bar indicates Net Employment Outlook of zero.

## Slovenia



Slovenia joined the survey in Q1 2011.

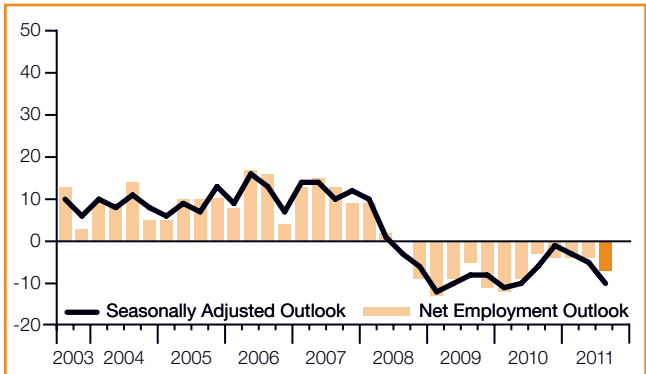
## South Africa



South Africa joined the survey in Q4 2006.

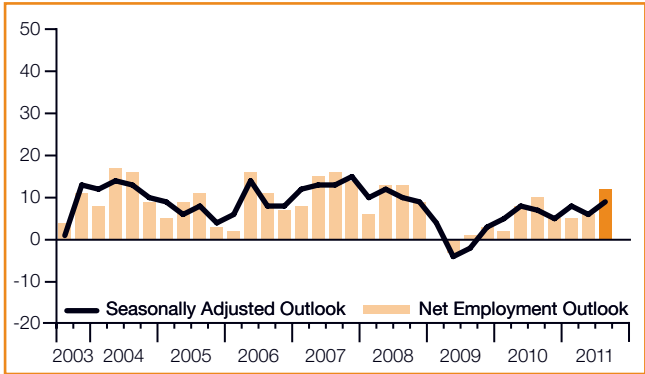
# Manpower Employment Outlook Survey India

## Spain



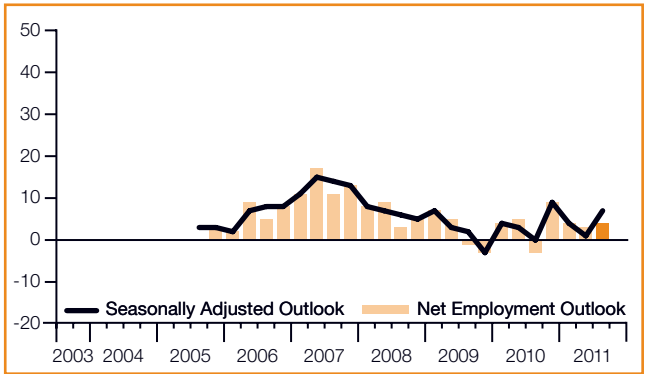
No bar indicates Net Employment Outlook of zero.

## Sweden



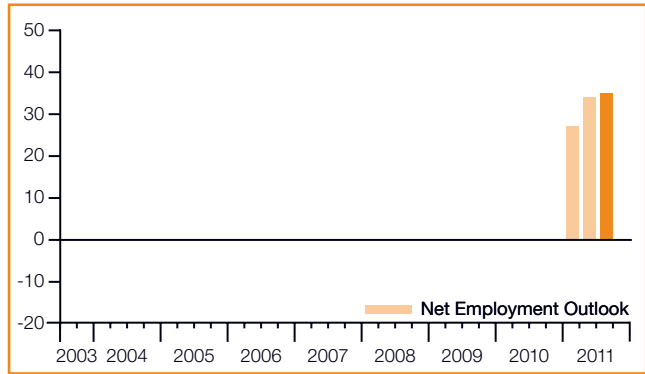
No bar indicates Net Employment Outlook of zero.

## Switzerland



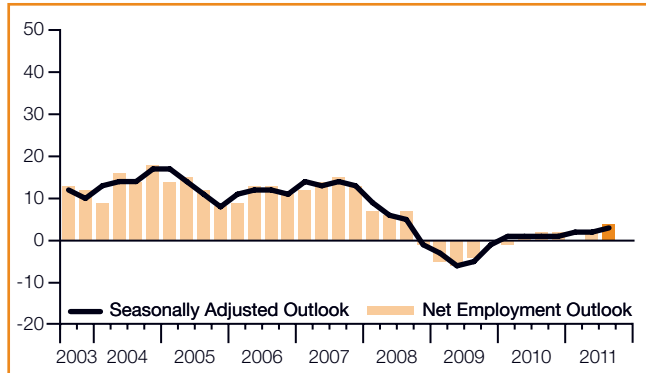
Switzerland joined the survey in Q3 2005.  
No bar indicates Net Employment Outlook of zero.

## Turkey



Turkey joined the survey in Q1 2011.

## UK



No bar indicates Net Employment Outlook of zero.

## About the Survey

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 nearly 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 over 63,000 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.

## 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 September 2011 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 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%.

## 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,

# Manpower Employment Outlook Survey India

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.

## 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 \$19 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 the ManpowerGroup can help you win in the Human Age at [www.manpowergroup.com](http://www.manpowergroup.com).



**Manpower Services India Pvt. Ltd.**

Ground Floor, Tower A

Global Business Park

MG Road, Gurgaon – 122002

Haryana, India

Tel: +91 (124) 4213640

[marketing@manpower.co.in](mailto:marketing@manpower.co.in)

[www.manpower.co.in](http://www.manpower.co.in)