# Q3/2010

# Manpower Employment Outlook Survey Poland

A Manpower Research Report



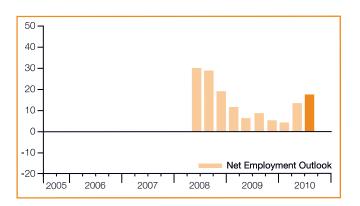
# Poland Employment Outlook

The Manpower Employment Outlook Survey for the third quarter 2010 was conducted by interviewing a representative sample of 750 employers in Poland. 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 2010 as compared to the current quarter?"

Steady headcount growth is forecast by Polish employers in the upcoming quarter. With 24% of employers predicting an increase in headcount, 6% expecting a decrease and 68% anticipating no change, the Net Employment Outlook is an upbeat +18% and is at its strongest level since Quarter 4 2008.

Employers report a moderate improvement of 5 percentage points in the Outlook quarter-over -quarter. Year-over-year, the Outlook improves by a more considerable margin of 9 percentage points.

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.



	Increase	Decrease	No Change	Don't Know	Net Employment Outlook
	%	%	%	%	%
Q3 2010	24	6	68	2	18
Q2 2010	20	7	71	2	13
Q1 2010	15	11	71	3	4
Q4 2009	15	10	72	3	5
Q3 2009	18	9	70	3	9

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# Manpower Employment Outlook Survey

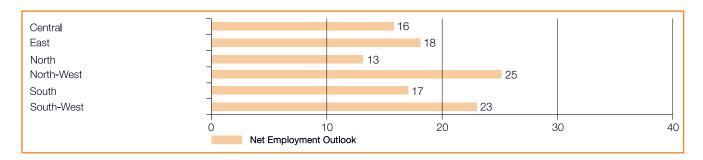
#### Poland

# Regional Comparisons

Employers in all six regions anticipate headcount growth in Quarter 3 2010. Employers in the North-West and South-West give the most optimistic forecasts, with healthy Net Employment Outlooks of +25% and +23%, respectively. In the East, employers report an upbeat Outlook of +18%, while the Outlook for the South is +17%.

Quarter-over-quarter, hiring prospects have improved in five of the six regions. Considerable improvements of 11 percentage points are reported in the Outlook in both the South-West and the North-West, while employers in the East report a more moderate improvement of 7 percentage points. However, in the North, hiring prospects weaken by a slight 3 percentage points.

Year-over-year, employers report stronger hiring intentions in all six regions. The Outlook for the North is 14 percentage points stronger, and increases of 13 and 11 percentage points are reported in the Outlooks for the South-West and the North-West, respectively. The Outlook for the South improves by 9 percentage points, while moderate 7 percentage point increases are reported by employers in both the East and Central regions.

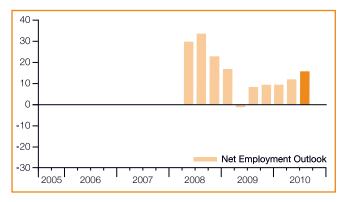


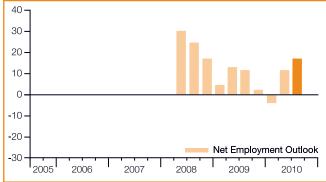
#### Central +16%

Central employers forecast steady headcount gains in Quarter 3 2010, reporting a Net Employment Outlook of +16%. The Outlook has strengthened both quarter -over-quarter and year-over-year, by 3 and 7 percentage points, respectively.

#### East +18%

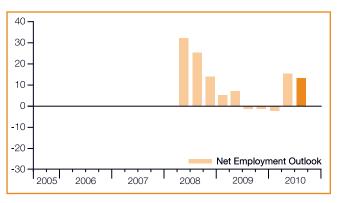
Employers forecast the most favorable hiring climate since Quarter 3 2008, with a Net Employment Outlook for Quarter 3 2010 of +18%. Hiring prospects have strengthened by 7 percentage points both quarter -over-quarter and year-over-year.





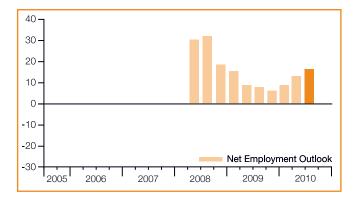
#### North +13%

Respectable headcount growth is forecast for Quarter 3 2010, with employers reporting a Net Employment Outlook of +13%. While the Outlook declines by a slight 3 percentage points quarter-over-quarter, it improves by a more considerable margin of 14 percentage points when compared to Quarter 3 2009.



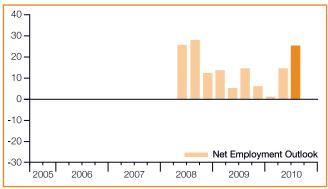
# South +17%

With a Net Employment Outlook of +17%, employers in the South forecast a favorable hiring climate in the coming quarter. The Outlook improves by 4 percentage points quarter-over-quarter and by 9 percentage points year-over-year.



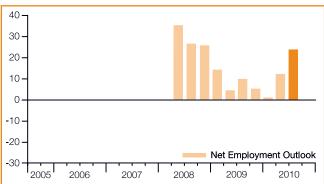
#### North-West +25%

North-West employers anticipate the strongest labor market since Quarter 3 2008, reporting a Net Employment Outlook for Quarter 3 2010 of +25%. The Outlook improves by a considerable margin of 11 percentage points both quarter-over-quarter and year-over-year.



#### South-West +23%

Job seekers are likely to enjoy an active labor market in Quarter 3 2010, according to employers who report a Net Employment Outlook of +23%. The Outlook is considerably stronger both quarter-over-quarter and year-over-year, improving by 11 and 13 percentage points, respectively.



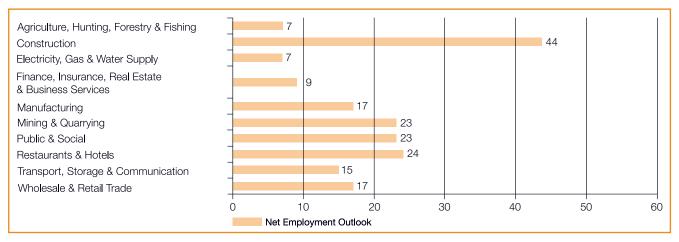
# Sector Comparisons

Employers in all 10 industry sectors forecast an increase in staffing levels during Quarter 3 2010. In the Construction sector, employers forecast the most dynamic labor market, with a Net Employment Outlook of +44%. Elsewhere, solid headcount growth is forecast in the Restaurants & Hotels sector, where the Outlook is +24%, and in both the Mining & Quarrying sector and the Public & Social sector, with Outlooks of +23%. Employers in the Agriculture, Hunting, Forestry & Fishing sector and the Electricity, Gas & Water Supply sector report the most cautious hiring plans, with modest Outlooks of +7%.

When compared to Quarter 2 2010, hiring prospects in the Construction industry sector have improved sharply, with the Outlook increasing by 33 percentage points. More modest improvements are reported in six

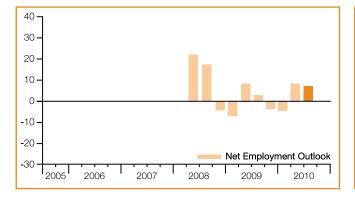
other sectors, most notably by 7 percentage points in both the Mining & Quarrying sector and the Restaurants & Hotels sector. Employers in three sectors report slightly weaker hiring prospects, including a decline of 4 percentage points in the Outlook for the Electricity, Gas & Water Supply sector.

Year-over-year, employers in eight of the 10 sectors report stronger hiring intentions. The sharpest improvement is in the Manufacturing sector Outlook, which increases by 25 percentage points. Improvements of 21 and 20 percentage points are reported by employers in the Construction sector and the Electricity, Gas & Water Supply sector, respectively. Meanwhile, moderately weaker hiring plans are evident in both the Finance, Insurance, Real Estate & Business Services sector and the Restaurants & Hotels sector, with both Outlooks declining by 6 percentage points.



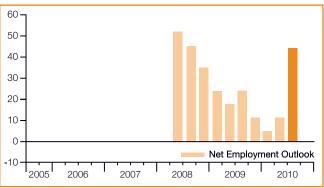
# Agriculture, Hunting, Forestry & Fishing +7%

Employers forecast some headcount gains in Quarter 3 2010 with a Net Employment Outlook of +7%. The Outlook remains relatively stable quarter-over-quarter, and improves by a slight 4 percentage points year -over-year.



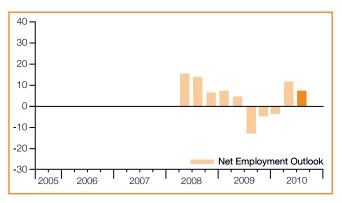
### Construction +44%

Sector employers report forecast a bullish hiring pace in the forthcoming quarter, reporting a Net Employment Outlook of +44%. This is the strongest Outlook since Quarter 3 2008, and has improved sharply both quarter-over-quarter and year-over-year, by 33 and 21 percentage points, respectively.



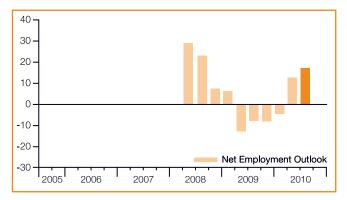
# Electricity, Gas & Water Supply +7%

With a Net Employment Outlook of +7%, employers report cautiously optimistic hiring intentions for Quarter 3 2010. Although the Outlook is 4 percentage points weaker quarter-over-quarter, it improves by a more considerable margin of 20 percentage points year-over-year.



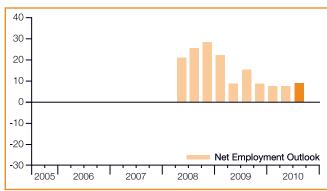
# Manufacturing +17%

Employers anticipate the most favorable hiring climate since Quarter 3 2008, reporting a Net Employment Outlook for Quarter 3 2010 of +17%. The Outlook has strengthened both quarter-over-quarter and year-over-year, by 6 and 25 percentage points, respectively.



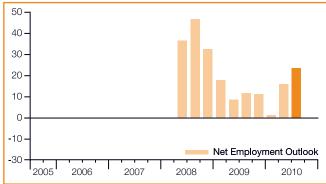
# Finance, Insurance, Real Estate & Business Services +9%

Employers anticipate moderate headcount growth in Quarter 3 2010, reporting a Net Employment Outlook of +9%. Hiring prospects remain relatively stable quarter -over-quarter, but year-over-year the Outlook declines by 6 percentage points.



# Mining & Quarrying +23%

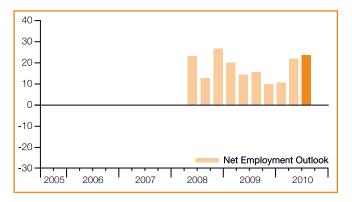
Healthy headcount growth is anticipated for Quarter 3 2010, with employers reporting a Net Employment Outlook of +23%. The Outlook improves by a moderate 7 percentage points quarter-over-quarter and by 11 percentage points year-over-year.



# Manpower Employment Outlook Survey

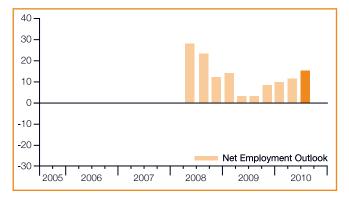
# Public & Social +23%

Sector employers report more optimistic hiring intentions than at any point since Quarter 4 2008, with a Net Employment Outlook of +23% for the upcoming quarter. The Outlook improves by a slight 2 percentage points quarter-over-quarter and is 8 percentage points stronger year-over-year.



# Transport, Storage & Communication +15%

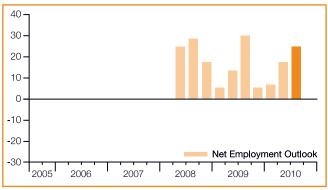
Employers forecast the most optimistic hiring climate since Quarter 3 2008, reporting a respectable Net Employment Outlook of +15%. The Outlook improves by a slight 4 percentage points quarter-over-quarter and by a considerable margin of 12 percentage points year-over-year.



#### Restaurants & Hotels +24%

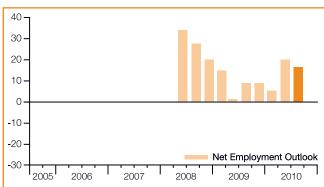
Poland

With a Net Employment Outlook of +24%, employers anticipate solid headcount gains in Quarter 3 2010. While the Outlook is 7 percentage points stronger when compared to the previous quarter, it declines by 6 percentage points year-over-year.



#### Wholesale & Retail Trade +17%

Steady headcount growth is forecast for Quarter 3 2010, with employers reporting a Net Employment Outlook of +17%. Although the Outlook is 3 percentage points weaker than in Quarter 2 2010, it improves by 8 percentage points year-over-year.



# Global Employment Outlook

	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
Americas	Quarter 3 2009	Quarter 2 2010	Quarter 3 2010	Q2 2010 to Q3 2010	Q3 2009 to Q3 2010
	%	%	%		
Argentina	-3	18	11	-7	14
Brazil	-	38	40	2	-
Canada	5 (-1) <sup>1</sup>	11 (7) <sup>1</sup>	16 (10) <sup>1</sup>	5 (3) <sup>1</sup>	11 (11) <sup>1</sup>
Colombia	-2	16	16	0	18
Costa Rica	-1	23	18	-5	19
Guatemala	-1	11	10	-1	11
Mexico	O (O) <sup>1</sup>	14 (10) <sup>1</sup>	17 (16) <sup>1</sup>	3 (6) <sup>1</sup>	17 (16) <sup>1</sup>
Panama	-	15	16	1	-
Peru	5 (7) <sup>1</sup>	25 (27)¹	24 (26) <sup>1</sup>	-1 (-1) <sup>1</sup>	19 (19) <sup>1</sup>
United States	2 (-2) <sup>1</sup>	8 (5) <sup>1</sup>	10 (6) <sup>1</sup>	2 (1) <sup>1</sup>	8 (8) <sup>1</sup>

	N	et Employment Outlo	Qtr on Qtr Change	Yr on Yr Change	
Asia Pacific	Quarter 3 2009	Quarter 2 2010	Quarter 3 2010	Q2 2010 to Q3 2010	Q3 2009 to Q3 2010
	%	%	%		
Australia	0 (3) <sup>1</sup>	24 (22) <sup>1</sup>	21 (24) <sup>1</sup>	-3 (2) <sup>1</sup>	21 (21) <sup>1</sup>
China	2 (3) <sup>1</sup>	17 (18)¹	27 (27) <sup>1</sup>	10 (9) <sup>1</sup>	25 (24)¹
Hong Kong	O (-1) <sup>1</sup>	15 (15) <sup>1</sup>	16 (15) <sup>1</sup>	1 (0) <sup>1</sup>	16 (16) <sup>1</sup>
India	23 (23) <sup>1</sup>	36 (40) <sup>1</sup>	42 (42) <sup>1</sup>	6 (2) <sup>1</sup>	19 (19) <sup>1</sup>
Japan	-9 (-3) <sup>1</sup>	13 (2) <sup>1</sup>	3 (6) <sup>1</sup>	-10 (4) <sup>1</sup>	12 (9) <sup>1</sup>
New Zealand	-6 (-3) <sup>1</sup>	17 (13) <sup>1</sup>	15 (18) <sup>1</sup>	-2 (5) <sup>1</sup>	21 (21) <sup>1</sup>
Singapore	5 (3) <sup>1</sup>	24 (25) <sup>1</sup>	23 (21) <sup>1</sup>	-1 (-4) <sup>1</sup>	18 (18) <sup>1</sup>
Taiwan	12 (8) <sup>1</sup>	35 (34) <sup>1</sup>	39 (35) <sup>1</sup>	4 (1) <sup>1</sup>	27 (27) <sup>1</sup>

	Net	Net Employment Outlook			Yr on Yr Change
EMEA*	Quarter 3 2009	Quarter 2 2010	Quarter 3 2010	Q2 2010 to Q3 2010	Q3 2009 to Q3 2010
	%	%	%		
Austria	-1 (-3) <sup>1</sup>	4 (2)1	8 (6) <sup>1</sup>	4 (4)1	9 (9) <sup>1</sup>
Belgium	-1 (-1) <sup>1</sup>	3 (3) <sup>1</sup>	4 (4) <sup>1</sup>	1 (1) <sup>1</sup>	5 (5) <sup>1</sup>
Czech Republic	1	-5	1	6	0
France	-3 (-3) <sup>1</sup>	1 (1) <sup>1</sup>	4 (4) <sup>1</sup>	3 (3) <sup>1</sup>	7 (7) <sup>1</sup>
Germany	-2 (-4) <sup>1</sup>	3 (1) <sup>1</sup>	10 (9) <sup>1</sup>	7 (8) <sup>1</sup>	12 (13) <sup>1</sup>
Greece	-7	0	-5	-5	2
Hungary	-4	-3	3	6	7
Ireland	-7 (-10) <sup>1</sup>	-8 (-9) <sup>1</sup>	-3 (-6) <sup>1</sup>	5 (3) <sup>1</sup>	4 (4) <sup>1</sup>
Italy	-3 (-5) <sup>1</sup>	-10 (-8) <sup>1</sup>	-8 (-9) <sup>1</sup>	2 (-1) <sup>1</sup>	-5 (-4) <sup>1</sup>
Netherlands	-1 (-1) <sup>1</sup>	-2 (-1) <sup>1</sup>	3 (3) <sup>1</sup>	5 (4) <sup>1</sup>	4 (4) <sup>1</sup>
Norway	15 (9) <sup>1</sup>	4 (6) <sup>1</sup>	11 (5) <sup>1</sup>	7 (-1) <sup>1</sup>	-4 (-4) <sup>1</sup>
Poland	9	13	18	5	9
Romania	-7	-7	2	9	9
South Africa	2	8	7	-1	5
Spain	-5 (-8) <sup>1</sup>	-9 (-10) <sup>1</sup>	-3 (-6) <sup>1</sup>	6 (4) <sup>1</sup>	2 (2)1
Sweden	1 (-1) <sup>1</sup>	8 (6) <sup>1</sup>	10 (8) <sup>1</sup>	2 (2)1	9 (9) <sup>1</sup>
Switzerland	-1 (2) <sup>1</sup>	5 (1) <sup>1</sup>	-3 (0) <sup>1</sup>	-8 (-1) <sup>1</sup>	-2 (-2) <sup>1</sup>
UK	-4 (-5) <sup>1</sup>	1 (1) <sup>1</sup>	2 (1) <sup>1</sup>	1 (0) <sup>1</sup>	6 (6) <sup>1</sup>

<sup>\*</sup>EMEA - Europe, Middle East and Africa.

<sup>1.</sup> 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.

# Manpower Employment Outlook Survey Poland

Over 61,000 employers across 36 countries and territories have been interviewed to measure anticipated employment trends\* between July and September 2010.

All participants were asked, "How do you anticipate total employment at your location to change in the three months to the end of September 2010 as compared to the current quarter?"

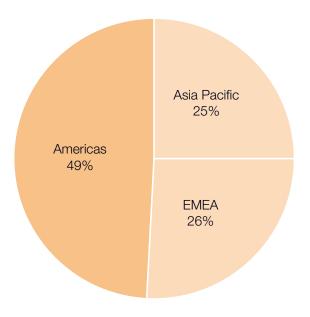
Employers in 31 of the 36 countries and territories Manpower surveys expect to add to their workforces in Quarter 3 2010. In quarter-over-quarter comparisons, Outlooks improve in 23 of 36 countries and territories. Where year-over-year comparisons can be made, hiring expectations are stronger in 30 countries and territories. Across the Europe, Middle East & Africa (EMEA) region hiring expectations are mixed: Employers in 13 of 18 countries forecast positive Outlooks in the quarter ahead, comparing favorably to Quarter 3 2009 when employers from only five of 18 EMEA countries reported positive Outlooks. Meanwhile, forecasts throughout the Americas region are positive, and continue to be strong in Asia Pacific.

Forecasts are strongest in India, Brazil, Taiwan, China, Peru and Australia. However, hiring intentions are

weakest in Italy, Ireland, Spain and Greece, where employers report the only negative hiring intentions among the countries and territories surveyed.

Regionally, employers across the 10 countries in the Americas report positive Net Employment Outlooks, with only employers in Argentina, Costa Rica, Guatemala and Peru reporting weaker forecasts compared to Quarter 2 2010. Employers in Brazil, Peru and Costa Rica continue to report the strongest regional hiring plans, while job prospects in the U.S., although notably improved from 12 months ago, are the weakest in the region. Employer confidence across Asia Pacific continues to strengthen with stronger year-over-year forecasts reported in every country and territory; employers in India are once again reporting the most optimistic hiring plans globally, and their counterparts in China and Taiwan are reporting their most optimistic forecasts since the surveys began there. In the EMEA region, employers report positive hiring intentions in most of the countries surveyed; and employers in Germany-Europe's largest economy -are anticipating the strongest hiring pace in two years and reporting notable improvements compared to both three months ago and this time last year.

# Survey Respondents by Region



Research for the Quarter 3 2010 Manpower Employment Outlook Survey involved surveying over 61,000 human resource directors and senior hiring managers from public and private organizations worldwide. 49% of the respondents came from 10 countries in the Americas; 26% from 18 countries and territories in EMEA; and 25% from eight countries and territories across Asia Pacific.

<sup>\*</sup> Comments in this section are based on seasonally adjusted data where available.

# International Comparisons – Americas

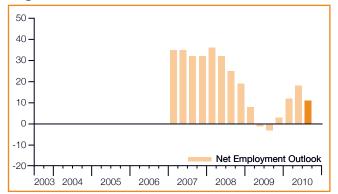
Nearly 30,000 interviews were conducted across the Americas region to measure anticipated hiring activity between July and September 2010.

Net Employment Outlooks continue to improve modestly in most of the countries surveyed in the Americas region. Hiring plans are stronger in comparison to one year ago in all countries where year-over-year data is available, and stronger in five countries in quarter-over-quarter comparisons. Regional hiring plans are strongest in Brazil, Peru and Costa

Rica, and weakest in the U.S. where the national Outlook remains relatively stable from three months ago but is moderately stronger when compared to the third quarter of 2009.

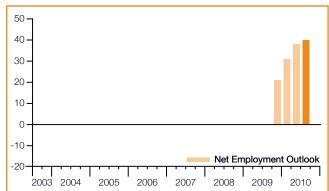
Optimism in Brazil is driven by strength in the Services and Construction industry sectors where more than half of the employers surveyed anticipate adding to their payrolls in the quarter ahead. Meanwhile, confidence among employers in Mexico's Manufacturing and Mining & Extraction industry sectors should boost opportunities for job seekers and help return overall hiring to the pace seen before the recession.

## Argentina



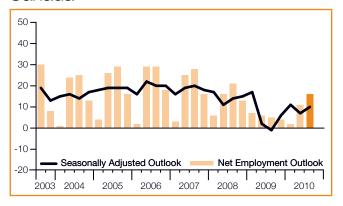
Argentina joined the survey in Q1 2007.

#### Brazil

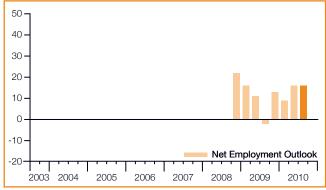


Brazil joined the survey in Q4 2009.

#### Canada

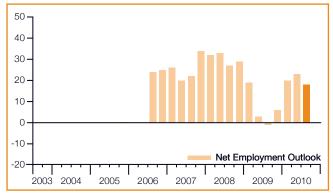


#### Colombia



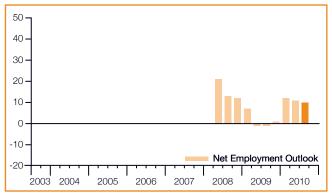
Colombia joined the survey in Q4 2008.

# Costa Rica



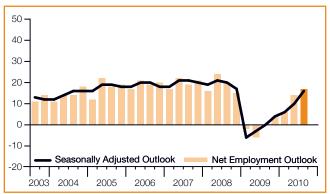
Costa Rica joined the survey in Q3 2006.

#### Guatemala



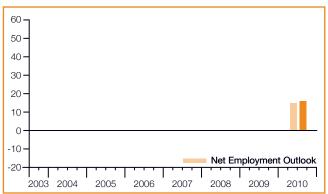
Guatemala joined the survey in Q2 2008.

## Mexico



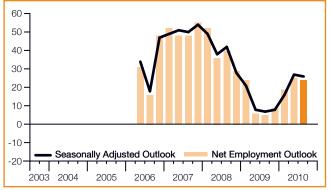
No bar indicates Net Employment Outlook of zero.

#### Panama



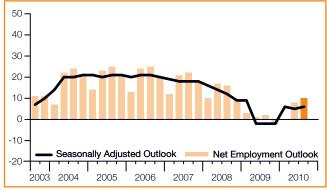
Panama joined the survey in Q2 2010.

#### Peru



Peru joined the survey in Q2 2006.

## **United States**



No bar indicates Net Employment Outlook of zero.

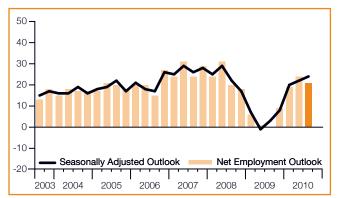
# International Comparisons – Asia-Pacific

Nearly 16,000 interviews have been conducted across the Asia Pacific region to measure anticipated hiring activity between July and September 2010.

Hiring plans are strongest in India, Taiwan, China and Australia, with Taiwanese and Chinese employers reporting their strongest hiring plans since the surveys began there in 2005. Employer optimism increases quarter-over-quarter in six of the eight countries and territories surveyed. In year-over-year comparisons, considerably stronger hiring plans are reported by employers in all countries and territories in the region.

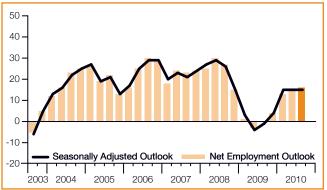
The robust hiring pace is expected to continue in India, buoyed by employer confidence in the Mining & Construction and Manufacturing industry sectors. Elsewhere, Chinese employers are anticipating a brisk hiring pace with 31 percent of employers indicating they will add employees in the quarter ahead. Surging confidence expressed by employers in China's Services and Wholesale & Retail Trade industry sectors is helping to fuel the strong third quarter Outlook. Optimism among Taiwanese employers is underpinned by strong forecasts in the Manufacturing industry sector where nearly half of all employers surveyed anticipate adding to their staff in the next three months. Although Japanese employers report the weakest job prospects in the region, their confidence appears to be improving—Japan's Outlook has grown stronger for four successive quarters.

#### Australia



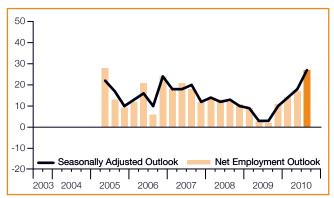
No bar indicates Net Employment Outlook of zero.

# Hong Kong



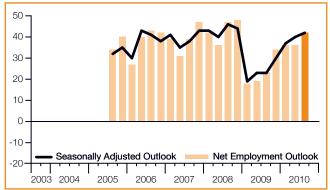
No bar indicates Net Employment Outlook of zero.

#### China



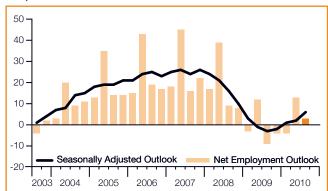
China joined the survey in Q2 2005.

#### India

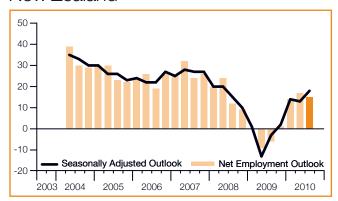


India joined the survey in Q3 2005.

# Japan

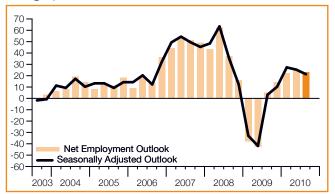


# New Zealand



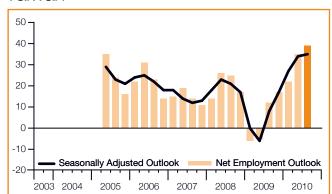
New Zealand joined the survey in Q2 2004. No bar indicates Net Employment Outlook of zero.

# Singapore



No bar indicates Net Employment Outlook of zero.

# Taiwan



Taiwan joined the survey in Q2 2005.

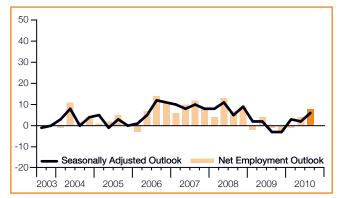
# International Comparisons – FMFA

Interviews with nearly 16,000 employers across 18 countries were conducted to measure anticipated employment trends across the Europe, Middle East and Africa (EMEA) region for Quarter 3 2010.

Hiring expectations are mixed: Employers in 13 countries report positive hiring activity for the quarter ahead, and most employers report they intend to keep hiring at or above the same pace compared to Quarter 2 2010. Compared to three months ago, the pace of hiring is expected to improve in 12 countries, while Outlooks improve year-over-year in 14 countries. Hiring activity in the region is expected to be strongest in Poland, Germany and Sweden, and weakest in Italy, Ireland, Spain and Greece.

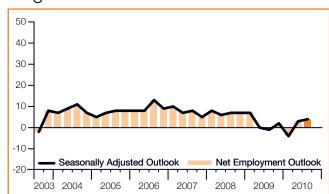
Hiring plans among employers in Europe's Finance, Insurance & Real Estate industry sector have improved from Quarter 2 2010 in 15 countries, including Austria, where one in four sector employers say they will add employees in the next three months. German job seekers should see more opportunities in the quarter ahead with employers reporting their strongest Outlook in two years. Meanwhile, hiring intentions among employers in the Construction and Manufacturing industry sectors are also expected to improve from three months ago in 11 countries. Opportunities for job seekers in Poland's Construction sector have improved notably with nearly half of the sector's employers indicating they will add to their payrolls in the quarter ahead.

#### Austria



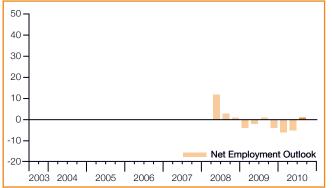
No bar indicates Net Employment Outlook of zero.

# Belgium



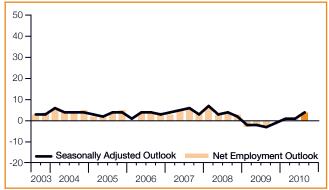
No bar indicates Net Employment Outlook of zero.

# Czech Republic



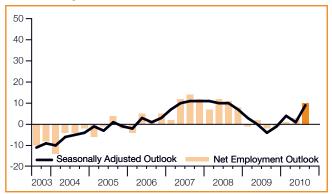
Czech Republic joined the survey in Q2 2008

#### France

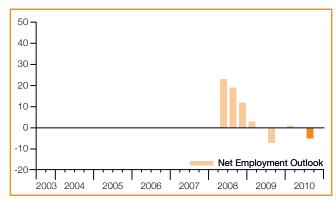


No bar indicates Net Employment Outlook of zero.

# Germany

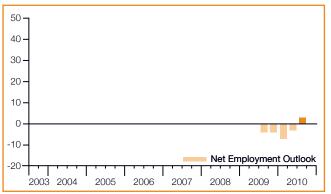


# Greece

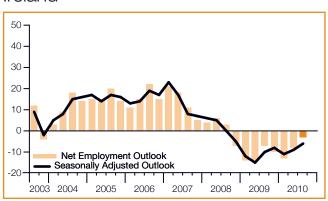


Greece joined the survey in Q2 2008. No bar indicates Net Employment Outlook of zero.

# Hungary

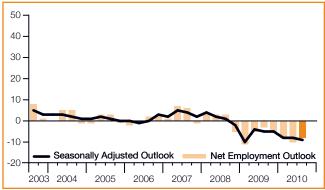


#### Ireland

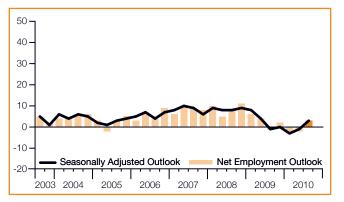


Hungary joined the survey in Q3 2009.

#### Italy

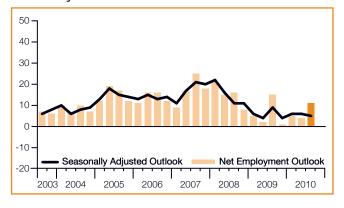


Netherlands

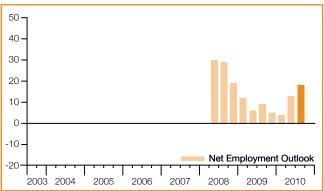


No bar indicates Net Employment Outlook of zero.

# Norway

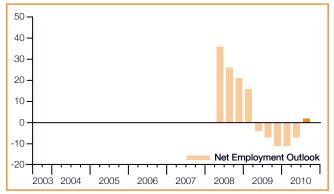


#### Poland



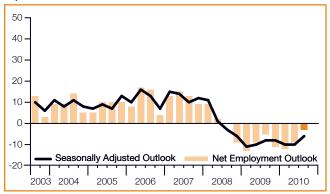
Poland joined the survey in Q2 2008.

# Romania



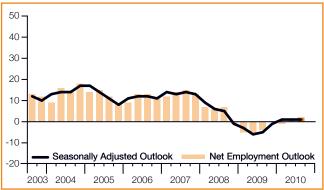
Romania joined the survey in Q2 2008.

# Spain



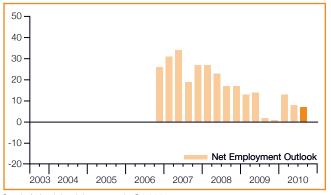
No bar indicates Net Employment Outlook of zero.

# UK



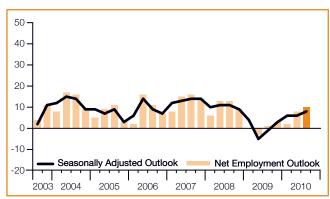
No bar indicates Net Employment Outlook of zero.

# South Africa



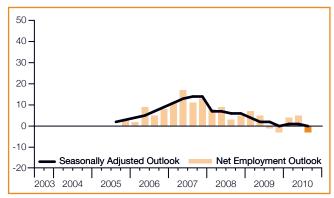
South Africa joined the survey in Q4 2006.

## 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.

# 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 more than 47 years and is one of the most trusted surveys of employment activity in the world. Various factors underpin the success of the Manpower Employment Outlook Survey:

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

Projective: The Manpower Employment Outlook Survey is the most extensive, forward-looking employment survey in the world, asking employers to forecast employment over the next quarter. In contrast, other surveys and studies focus on retrospective data to report on what occurred in the past. Independent: The survey is conducted with a representative sample of employers from throughout the countries in which it is conducted. The survey participants are not derived from Manpower's customer base.

Robust: The survey is based on interviews with over 61,000 public and private employers across 36 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.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 2010 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 36 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 Australia, Austria, Belgium, Canada, China, France, Germany, Hong Kong, India, Ireland, Italy, Japan, Mexico, Netherlands, New Zealand, Norway, Peru, Singapore, Spain, Sweden, Switzerland, Taiwan, the United Kingdom and the United States to provide additional insight into the survey data. These adjustments make it possible to review the data without the employment fluctuations that normally occur at the same time each year, thus providing a clearer picture of the data over time. Manpower intends to add seasonal adjustments to the data for other countries in the future, as more historical data is compiled. Note that in Quarter 2 2008, Manpower adopted the TRAMO-SEATS method of seasonal adjustment for data.

## History of the Survey

- 1962 First generation of the Manpower Employment Outlook Survey launched in the United States and Canada.
- 1966 Manpower's United Kingdom operation launches the equivalent of the United States survey, naming the report the Quarterly Survey of Employment Prospects. The survey adopts the same forward looking research format as the United States survey and is the first of its kind in Europe.
- 1976 Second generation of Manpower's Employment Outlook Survey launched in the United States and Canada. Research methodology is updated to evolve with advancements in the field of market research.
- 2002 Manpower United Kingdom's Quarterly Survey of Employment Prospects is updated to adopt an enhanced research methodology. Manpower's operations in Mexico and Ireland launch the survey in their respective countries.
- 2003 Third generation of the Manpower Employment Outlook Survey is launched, expanding the program to a total of 18 countries worldwide: Australia, Austria, Belgium, Canada, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Netherlands, Norway, Singapore, Spain, Sweden, the United Kingdom and the United States.
- 2004 Manpower operations in New Zealand launch the Manpower Employment Outlook Survey.
- 2005 Manpower operations in China, India, Switzerland, and Taiwan launch the Manpower Employment Outlook Survey.
- 2006 Manpower operations in Costa Rica and Peru join the survey program. Surveys in Australia, Austria, Belgium, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Netherlands, Norway, Singapore, Spain and Sweden add seasonally adjusted data in the third quarter. Manpower operations in South Africa launch the Manpower Employment Outlook Survey.
- 2007 Manpower operations in Argentina join the Manpower Employment Outlook Survey. The survey in New Zealand adds seasonally adjusted data in the first quarter.
- 2008 Manpower operations in Colombia, the Czech Republic, Greece, Guatemala, Poland and Romania join the survey program. China and Taiwan add seasonally adjusted data in the second quarter. India and Switzerland add seasonally adjusted data in the third quarter.
- 2009 Manpower operations in Hungary and Brazil launch the Manpower Employment Outlook Survey.
- 2010 Manpower's Panama operation launches the Manpower Employment Outlook Survey, expanding the program total to 36 countries and territories worldwide. Peru adds seasonally adjusted data in the second quarter.

# About Manpower Inc.

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

# **About Manpower Poland**

Manpower Poland has operated since March 2001. Currently, there are almost 50 branches in Poland. The company's portfolio covers temporary employment, permanent and contract recruitment, outsourcing and consulting. From the Manpower group in Poland there are Manpower Professional, Manpower Business Solutions, Right Management, Elan. More information on Manpower Poland is available at www.manpower.pl.

