

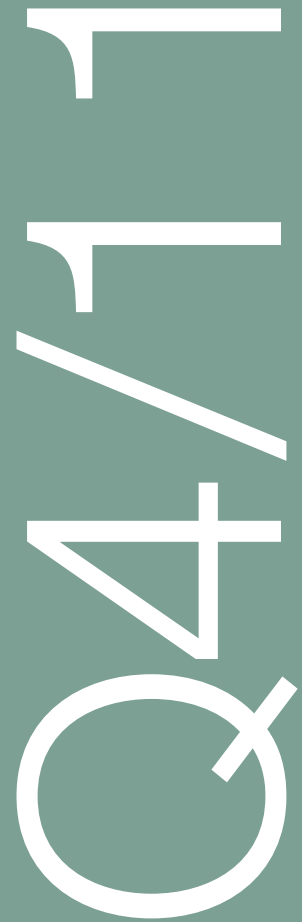
Q4/2011

Manpower Employment Outlook Survey Poland

A Manpower Research Report



Manpower®



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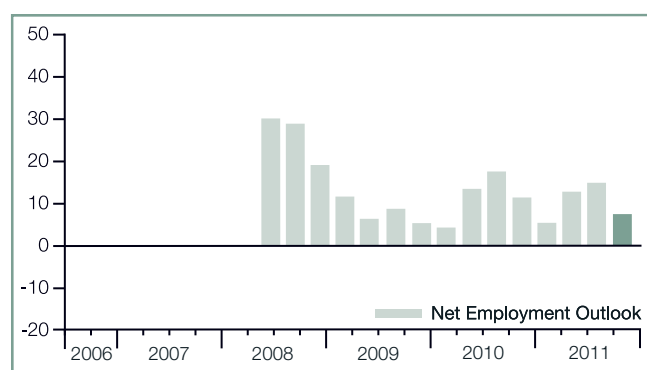
Poland Employment Outlook

The Manpower Employment Outlook Survey for the fourth quarter 2011 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 December 2011 as compared to the current quarter?”*

Employers anticipate modest headcount gains in Poland during Quarter 4 2011. With 17% of employers expecting staffing levels to increase, 10% predicting a decrease and 69% forecasting no change, the Net Employment Outlook stands at +7%.

Quarter-over-quarter, employers report a 7 percentage point decline in the Outlook, and hiring prospects also weakened by 4 percentage points year-over-year.

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.



No bar indicates Net Employment Outlook of zero.

	Increase	Decrease	No Change	Don't Know	Net Employment Outlook
	%	%	%	%	%
Q4 2011	17	10	69	4	+7
Q3 2011	22	8	67	3	14
Q2 2011	16	4	76	4	12
Q1 2011	17	12	68	3	5
Q4 2010	19	8	71	2	11

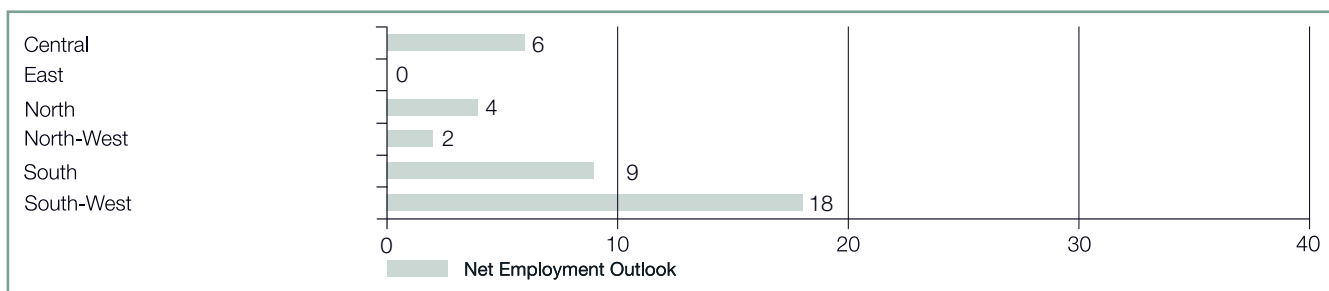
Regional Comparisons

Employers in five of the six regions* predict an increase in staffing levels during Quarter 4 2011. The most optimistic forecast is in the South-West, where employers report a Net Employment Outlook of +18%. In the South, employers report a cautiously optimistic Outlook of +9%, and in the Central region, some headcount gains are anticipated with an Outlook of +6%. Employers in the East, meanwhile, report subdued hiring plans with an Outlook of 0%.

Quarter-over-quarter, employers report weaker hiring plans in five of the six regions. Outlooks decline by a considerable

margin of 14 percentage points in both the East and Central regions, while in the North-West, employers report an 8 percentage point decrease. Hiring prospects decline by 6 percentage points in both the North and the South, but remain relatively stable in the South-West.

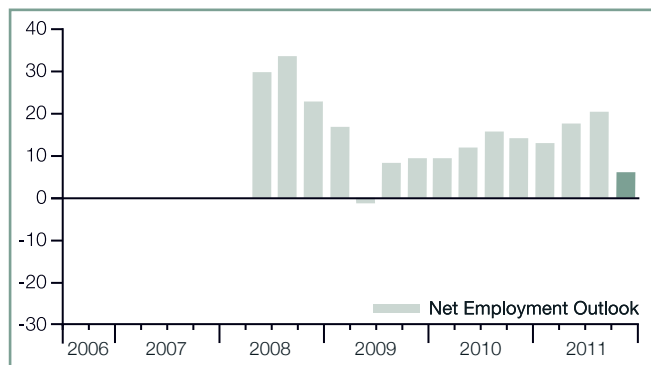
Year-over-year, hiring intentions weaken in four of the six regions, most notably by 9 percentage points in both the North-West and Central regions. Employers in the South report an 8 percentage point decrease, while in the East, the Outlook declines by 7 percentage points. Elsewhere, hiring plans strengthen by 6 percentage points in the South-West and by 2 percentage points in the North.



* Regions of Poland according to Eurostat: Central (łódzkie, mazowieckie), East (lubelskie, podkarpackie, świętokrzyskie, podlaskie), North (kujawsko-pomorskie, warmińsko-mazurskie, pomorskie), North-West (wielkopolskie, zachodniopomorskie, lubuskie), South (małopolskie, śląskie), South-West (dolnośląskie, opolskie).

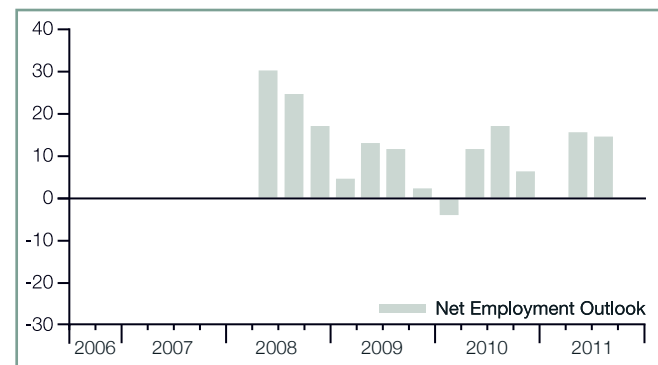
Central +6%

Regional employers predict modest headcount gains in the upcoming quarter, reporting a Net Employment Outlook of +6%. However, hiring prospects decline by 14 percentage points when compared with the previous quarter and by 9 percentage points year-over-year, resulting in the weakest Outlook since Quarter 2 2009.



East 0%

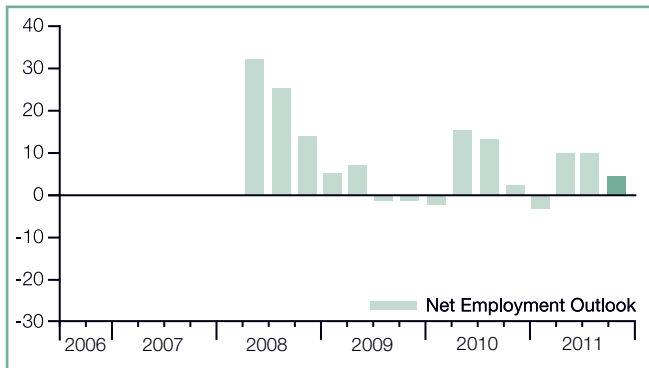
With a Net Employment Outlook of 0%, employers anticipate a soft labor market in Quarter 4 2011. The Outlook declines by a considerable margin of 14 percentage points when compared with the previous quarter, and decreases by 7 percentage points year-over-year.



No bar indicates Net Employment Outlook of zero.

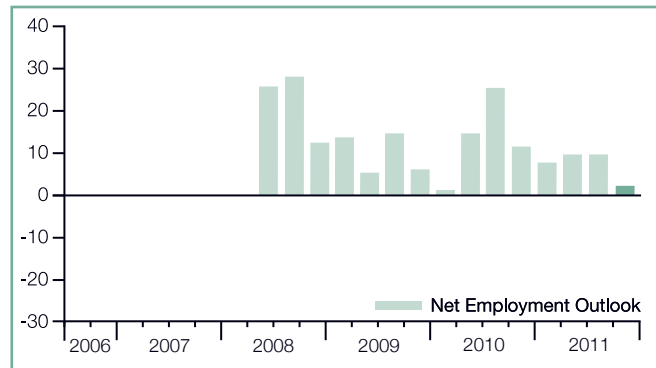
North +4%

Employers in the North forecast slight headcount growth in Quarter 4 2011, reporting a Net Employment Outlook of +4%. When compared with Quarter 3 2011, the Outlook declines by 6 percentage points, but year-over-year, hiring prospects strengthen by 2 percentage points.



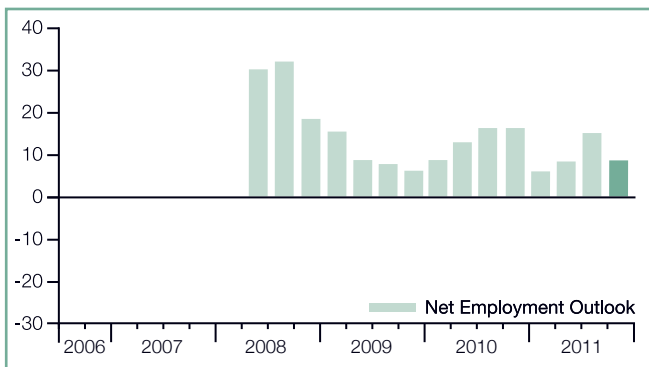
North-West +2%

Slow-paced headcount growth is likely in the region during Quarter 4 2011, according to employers, who report a Net Employment Outlook of +2%. Hiring prospects weaken by 8 percentage points quarter-over-quarter and by 9 percentage points year-over-year.



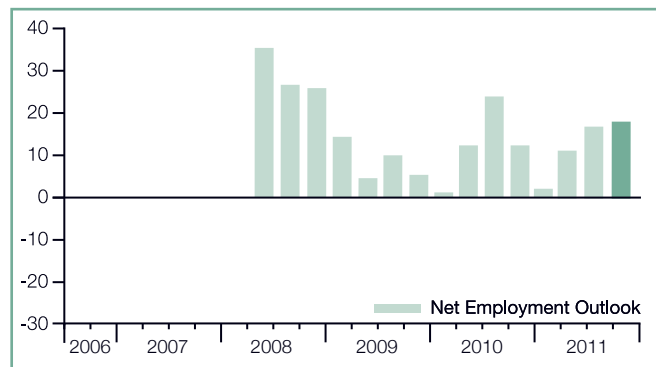
South +9%

Employers report cautiously optimistic hiring plans for Quarter 4 2011, with a Net Employment Outlook of +9%. However, when compared with the previous quarter, the Outlook weakens by 6 percentage points, and it also declines by 8 percentage points year-over-year.



South-West +18%

With a Net Employment Outlook of +18%, employers forecast an upbeat hiring pace in the coming quarter. The Outlook remains relatively stable quarter-over-quarter, and is 6 percentage points stronger year-over-year.



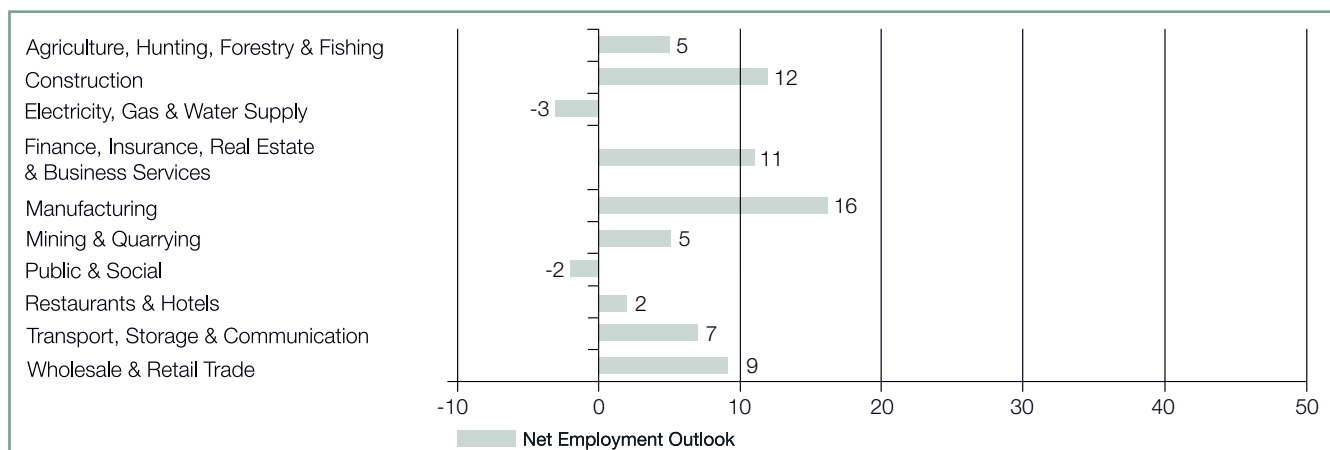
Sector Comparisons

Employers in eight of the 10 industry sectors predict an increase in staffing levels during Quarter 4 2011. The most optimistic hiring plans are reported by Manufacturing sector employers, with a Net Employment Outlook of +16%. Elsewhere, Construction sector employers forecast an upbeat hiring pace with an Outlook of +12%, and respectable headcount growth is expected in the Finance, Insurance, Real Estate & Business Services sector where the Outlook stands at +11%. Cautiously optimistic hiring plans are evident in the Wholesale & Retail Trade sector and the Transport, Storage & Communication sector with Outlooks of +9% and +7%, respectively. Meanwhile, employers in two sectors predict negative headcount growth, including the Electricity, Gas & Water Supply sector where the Outlook stands at -3%.

Quarter-over-quarter, weaker hiring prospects are reported in nine of the 10 industry sectors. The most

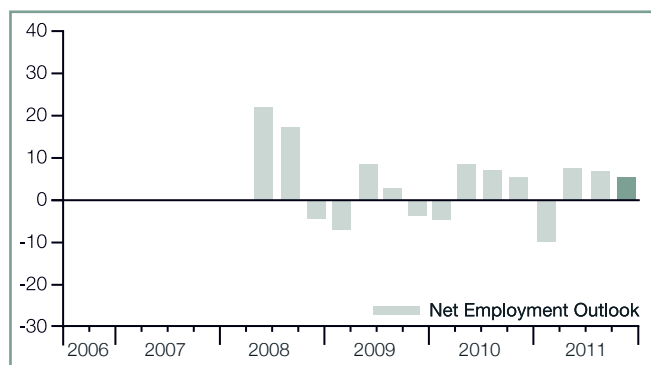
notable decline of 18 percentage points is reported in the Restaurants & Hotels sector, and decreases of 16 and 15 percentage points are reported in the Public & Social sector and the Mining & Quarrying sector, respectively. The Construction sector Outlook declines by 14 percentage points. However, in the Wholesale & Retail Trade sector, the Outlook strengthens by 3 percentage points.

When compared with Quarter 4 2010, the Outlook is weaker in six of the 10 industry sectors, including a steep decline of 32 percentage points reported by Public & Social sector employers. Elsewhere, Electricity, Gas & Water Supply sector employers report an Outlook decline of 8 percentage points, and the Manufacturing sector Outlook weakens by 4 percentage points. Slightly stronger Outlooks are reported in three sectors, including the Wholesale & Retail Trade sector, where the Outlook improves by 3 percentage points.



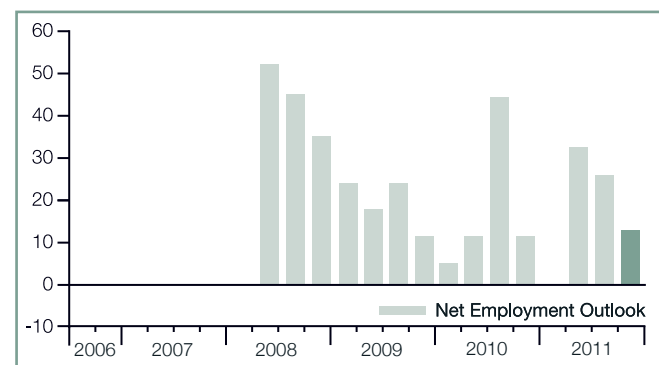
Agriculture, Hunting, Forestry & Fishing +5%

With a Net Employment Outlook of +5%, employers predict some opportunities to grow headcount during Quarter 4 2011. The Outlook declines by 2 percentage points when compared with the previous quarter, but is unchanged year-over-year.



Construction +12%

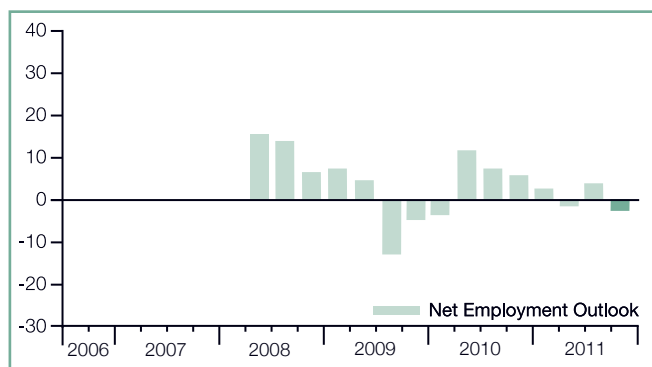
Employers forecast a steady hiring pace in Quarter 4 2011, reporting a Net Employment Outlook of +12%. However, when compared with Quarter 3 2011, hiring prospects decline by 14 percentage points. Year-over-year, the Outlook remains relatively stable.



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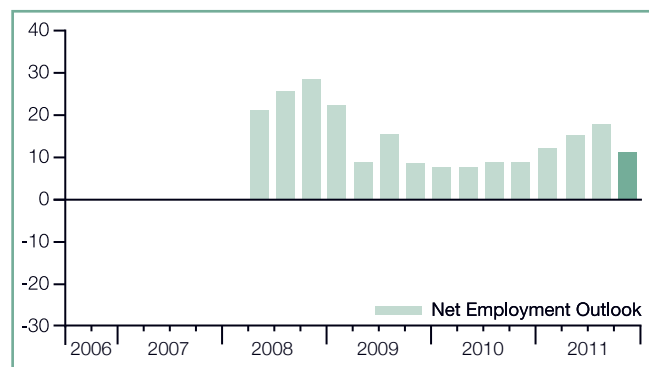
Electricity, Gas & Water Supply -3%

Employers report muted hiring plans for Quarter 4 2011 with a Net Employment Outlook of -3%. The Outlook declines by 7 percentage points quarter-over-quarter and by 8 percentage points year-over-year.



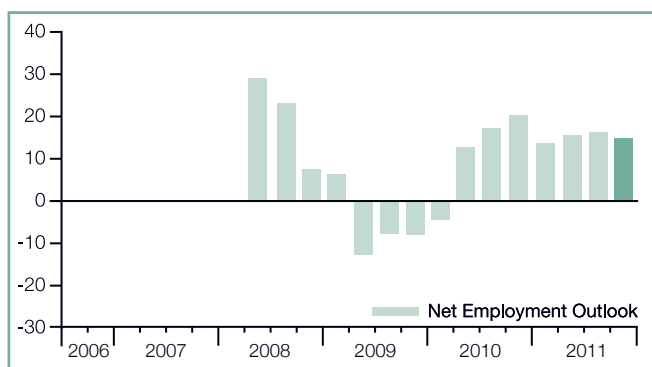
Finance, Insurance, Real Estate & Business Services +11%

Sector employers report hopeful hiring plans for Quarter 4 2011, with a Net Employment Outlook of +11%. While the Outlook declines by 7 percentage points quarter-over-quarter, it is 2 percentage points stronger year-over-year.



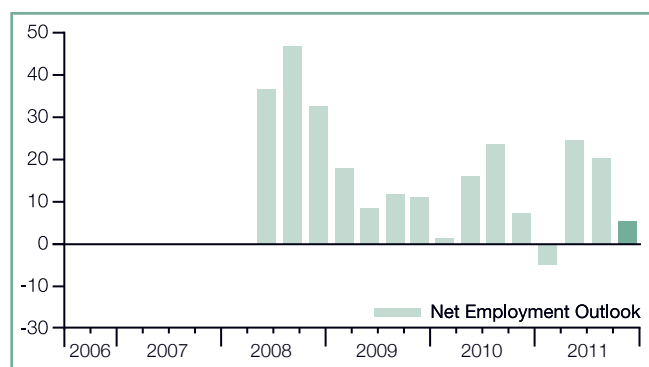
Manufacturing +16%

Job seekers are likely to benefit from an upbeat hiring pace in Quarter 4 2011, according to employers, who report a Net Employment Outlook of +16%. Quarter-over-quarter, the Outlook declines by 2 percentage points, and hiring prospects weaken by 4 percentage points year-over-year.



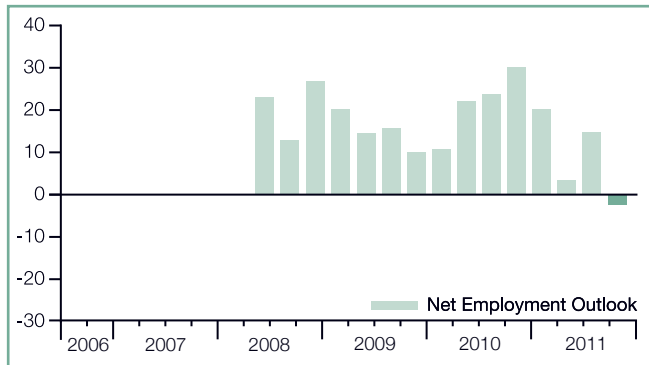
Mining & Quarrying +5%

Employers predict some opportunities to grow headcount in Quarter 4 2011, reporting a Net Employment Outlook of +5%, but quarter-over-quarter, hiring plans decline by a considerable margin of 15 percentage points. Year-over-year, the Outlook decreases by 2 percentage points.



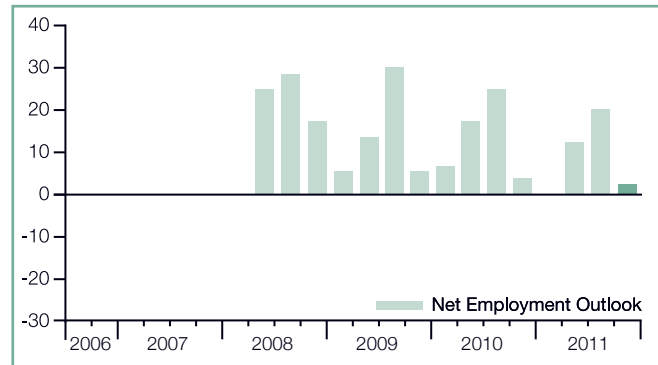
Public & Social -2%

With a Net Employment Outlook of -2% for Quarter 4 2011, employers report the weakest hiring prospects since the survey began in Quarter 2 2008, as well as the first negative Outlook for the sector. The Outlook declines by 16 percentage points when compared with the previous quarter, and decreases by a steep margin of 32 percentage points year-over-year.



Restaurants & Hotels +2%

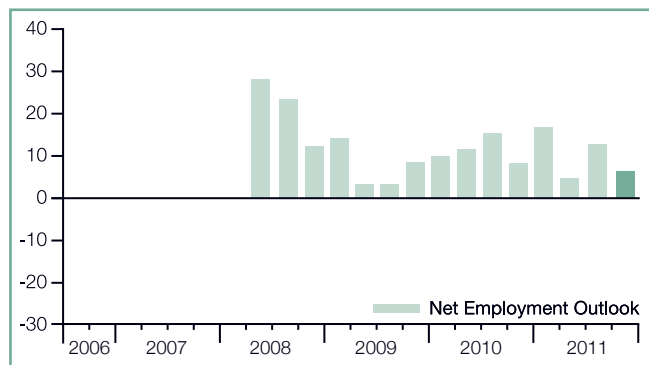
Sector employers expect slow-paced headcount growth in Quarter 4 2011, reporting a Net Employment Outlook of +2%. The Outlook weakens by 18 percentage points quarter-over-quarter, and by 2 percentage points year-over-year.



No bar indicates Net Employment Outlook of zero.

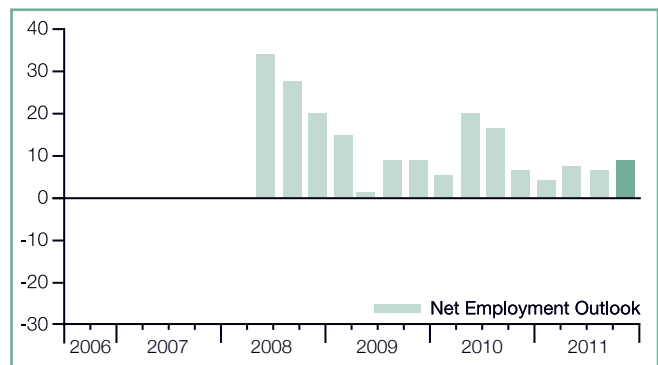
Transport, Storage & Communication +7%

Employers forecast modest headcount growth in Quarter 4 2011, reporting a Net Employment Outlook of +7%. When compared with the previous quarter, the Outlook declines by 5 percentage points. Hiring prospects also weaken by 2 percentage points year-over-year.



Wholesale & Retail Trade +9%

Job seekers are likely to benefit from some opportunities in the labor market during Quarter 4 2011, according to employers who report a Net Employment Outlook of +9%. Hiring prospects improve by 3 percentage points both quarter-over-quarter and year-over-year.



Global Employment Outlook

	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
	Quarter 4 2010	Quarter 3 2011	Quarter 4 2011	Q3 2011 to Q4 2011	Q4 2010 to Q4 2011
	%	%	%		
Americas					
Argentina	17 (18) ¹	18 (21) ¹	17 (18) ¹	-1 (-3) ¹	0 (0) ¹
Brazil	37	37	38	1	1
Canada	14 (15) ¹	22 (16) ¹	12 (13) ¹	-10 (-3) ¹	-2 (-2) ¹
Colombia	17	18	22	4	5
Costa Rica	23 (20) ¹	18 (21) ¹	19 (16) ¹	1 (-5) ¹	-4 (-4) ¹
Guatemala	9	11	13	2	4
Mexico	16 (17) ¹	16 (16) ¹	13 (13) ¹	-3 (-3) ¹	-3 (-4) ¹
Panama	19	19	26	7	7
Peru	23 (22) ¹	15 (16) ¹	18 (17) ¹	3 (1) ¹	-5 (-5) ¹
United States	4 (6) ¹	12 (8) ¹	5 (7) ¹	-7 (-1) ¹	1 (1) ¹

Asia Pacific					
Australia	20 (20) ¹	17 (19) ¹	16 (16) ¹	-1 (-3) ¹	-4 (-4) ¹
China	51 (46) ¹	19 (23) ¹	25 (20) ¹	6 (-3) ¹	-26 (-26) ¹
Hong Kong	17 (17) ¹	21 (20) ¹	21 (21) ¹	0 (1) ¹	4 (4) ¹
India	42 (38) ¹	47 (45) ¹	34 (30) ¹	-13 (-15) ¹	-8 (-8) ¹
Japan	4 (6) ¹	5 (9) ¹	8 (10) ¹	3 (1) ¹	4 (4) ¹
New Zealand	15 (15) ¹	17 (19) ¹	23 (23) ¹	6 (4) ¹	8 (8) ¹
Singapore	22 (22) ¹	29 (30) ¹	31 (30) ¹	2 (0) ¹	9 (8) ¹
Taiwan	40 (40) ¹	39 (37) ¹	37 (37) ¹	-2 (0) ¹	-3 (-3) ¹

EMEA*					
Austria	5 (5) ¹	10 (8) ¹	6 (6) ¹	-4 (-2) ¹	1 (1) ¹
Belgium	6 (6) ¹	8 (8) ¹	4 (4) ¹	-4 (-4) ¹	-2 (-2) ¹
Bulgaria	-	14	13	-1	-
Czech Republic	-2	3	1	-2	3
France	1 (0) ¹	6 (5) ¹	4 (3) ¹	-2 (-2) ¹	3 (3) ¹
Germany	7 (7) ¹	14 (11) ¹	12 (12) ¹	-2 (1) ¹	5 (5) ¹
Greece	-10	-5	-13	-8	-3
Hungary	0	1	1	0	1
Ireland	-3 (-3) ¹	-1 (-3) ¹	0 (0) ¹	1 (3) ¹	3 (3) ¹
Israel	-	-	16	-	-
Italy	-8 (-7) ¹	-4 (-6) ¹	-11 (-10) ¹	-7 (-4) ¹	-3 (-3) ¹
Netherlands	2 (1) ¹	4 (3) ¹	2 (1) ¹	-2 (-2) ¹	0 (0) ¹
Norway	9 (9) ¹	12 (8) ¹	14 (13) ¹	2 (5) ¹	5 (4) ¹
Poland	11	14	7	-7	-4
Romania	0	20	11	-9	11
Slovakia	-	-	2	-	-
Slovenia	-	7	-2	-9	-
South Africa	6 (7) ¹	-1 (3) ¹	2 (3) ¹	3 (0) ¹	-4 (-4) ¹
Spain	-4 (-3) ¹	-7 (-9) ¹	-2 (-1) ¹	5 (8) ¹	2 (2) ¹
Sweden	5 (4) ¹	12 (9) ¹	11 (10) ¹	-1 (1) ¹	6 (6) ¹
Switzerland	9 (13) ¹	4 (7) ¹	2 (7) ¹	-2 (0) ¹	-7 (-6) ¹
Turkey	-	35	20	-15	-
UK	2 (1) ¹	4 (3) ¹	2 (2) ¹	-2 (-1) ¹	0 (1) ¹

*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.

ManpowerGroup conducts quarterly research to measure employment trends* in 41 of the world's largest labor markets. Over 65,500 employers have been interviewed across 41 countries and territories to measure employer hiring expectations between October and December 2011. Employers in 36 of the 41 countries and territories ManpowerGroup surveys expect to add to their workforces in varying degrees over the final three months of the year, despite lingering uncertainty regarding the strength of the global economy. Employers in Israel and Slovakia participate in the survey for the first time this quarter.

Employers in Brazil, Taiwan, India and Singapore report the strongest fourth-quarter hiring plans globally. Meanwhile, those in Greece, Italy, Slovenia and Spain report the weakest—and only negative—Net Employment Outlooks, a byproduct of months of business decline. When compared to the previous quarter, the hiring pace is expected to soften or remain stable in 32 of 39 countries and territories. While most employers are saying they will hire in the months ahead, this projected easing from the third quarter is due in part to employers' increased sophistication around talent management and improved methods of varying their just-in-time workforce. At the first signs of uncertainty, they can 'turn off' the hiring switch or throttle it up or down as needed. In the 36 countries and territories where year-over-year comparisons are possible, opportunities for job seekers are expected to improve or remain stable in 22.

Regionally, positive Net Employment Outlooks are reported by employers throughout Asia Pacific. Data

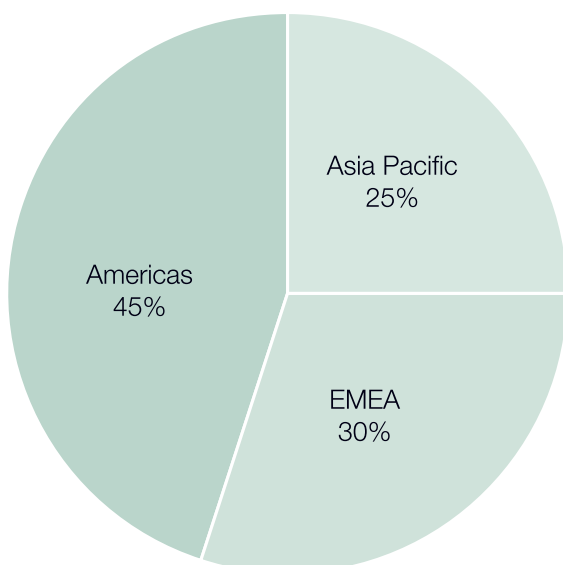
shows that job seekers in Taiwan are likely to benefit from the brightest employment prospects among the eight countries and territories in the region, aided by an unemployment rate less than five percent. Employer demand for talent is marginally weaker from three months ago in three of eight Asia Pacific countries and territories surveyed, particularly in India where the pace of hiring is expected to weaken considerably, due in part to flagging demand for products and outsourced services in the U.S. market.

In the Americas, employers in all 10 countries report positive fourth-quarter hiring intentions. Labor markets are expected to remain relatively stable or decline in seven of 10 countries in a quarter-over-quarter comparison. However, job prospects are expected to marginally improve or remain stable in six of 10 countries, year-over-year. The modest hiring pace in the U.S. is expected to remain stable both quarter-over-quarter and in comparison to last year at this time.

In the EMEA region, hiring trends remain mixed with employers reporting positive hiring intentions in 18 of the 23 countries surveyed. Individual Outlooks decline or remain stable in 18 of 21 countries from three months ago but improve or remain stable in 12 of 18 countries where year-over-year comparisons are possible. Regional hiring plans are strongest in Turkey, Bulgaria, Israel and Norway and weakest in Greece and Italy.

* Commentary is based on seasonally adjusted data where available.

Survey Respondents by Region



Research for the Quarter 4 2011 Manpower Employment Outlook Survey involved surveying over 65,000 human resources directors and senior hiring managers from public and private organizations worldwide. 45% of respondents come from 10 countries in the Americas; 25% from eight countries and territories across Asia Pacific; and 30% from 23 countries in EMEA.

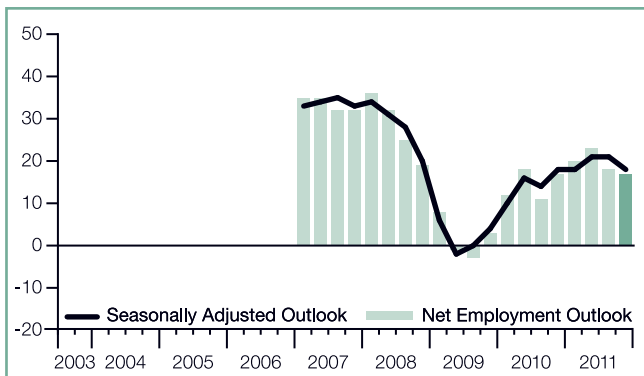
International Comparisons – Americas

ManpowerGroup interviewed nearly 30,000 employers from 10 countries throughout North America, Central America and South America to measure Quarter 4 2011 employment prospects. Employers in each country across the region report positive hiring intentions for the next three months. Net Employment Outlooks remain relatively stable or improve in five of the 10 countries in comparison to Quarter 3 2011 and also improve or remain stable in six countries year-over-year.

The strongest hiring pace is expected in Brazil, Panama and Colombia, with the strong demand in the former being fuelled by continued foreign direct investment as international companies look to capitalize on this emerging market. Employer hiring intentions in Brazil are the most optimistic among the 41 countries and territories surveyed this quarter. The Outlook is boosted by vigorous hiring plans in the Finance, Insurance & Real Estate, Construction and Services sectors where approximately half of employers expect to add to their payrolls in the next three months. For the second

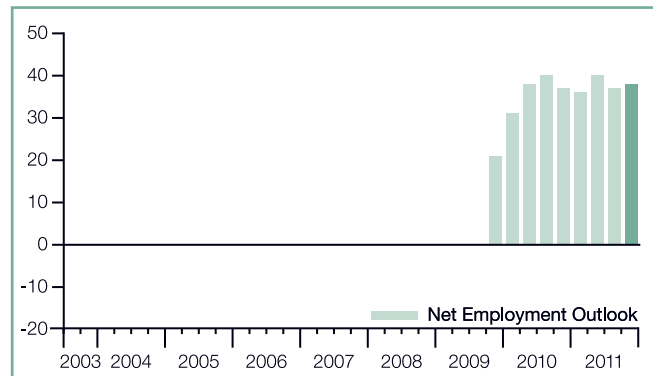
consecutive quarter employers in the United States are the least optimistic in the region. Despite reporting positive hiring intentions in 11 of 13 industry sectors, U.S. employers say they will slow hiring activity from three months ago in 12 of the 13 industry sectors, their confidence no doubt being shaken by the previous months' events, including the Federal debt ceiling deadlock, the euro crisis and news of slower GDP growth in Germany, Europe's largest economy. While the U.S. Net Employment Outlook of +7% is positive, it is still subdued and clearly not at a level at which to create jobs. Hiring expectations for Mexico are moving in tandem with the U.S. as employers expect the hiring climate to remain positive despite a slightly weaker Outlook in comparison to both Quarter 3 2011 and Quarter 4 2010. While the forecast from Mexican employers remains healthy, any future softening in the U.S. market could impact job prospects in Mexico. Canadian employers continue to forecast steady job growth in the forthcoming three months, although the Outlook declines slightly both quarter-over-quarter and year-over-year.

Argentina



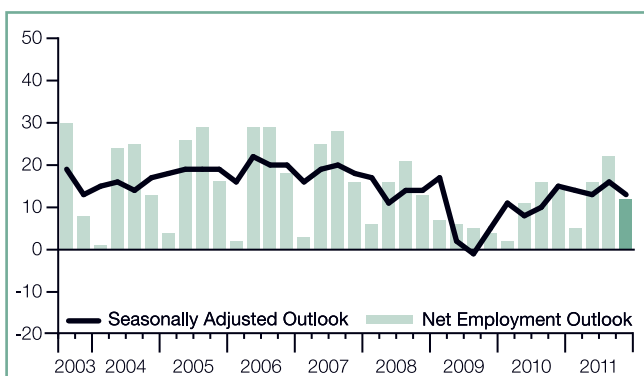
Argentina joined the survey in Q1 2007.

Brazil

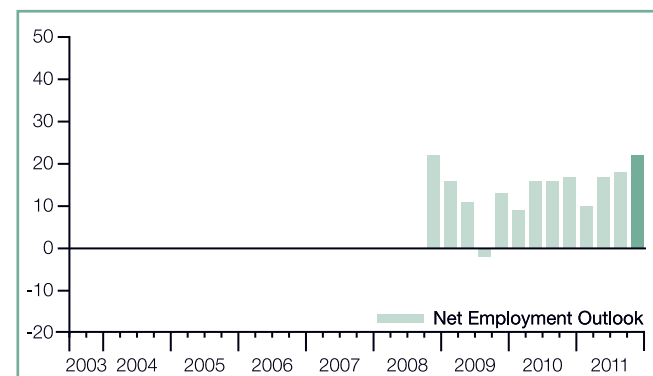


Brazil joined the survey in Q4 2009.

Canada

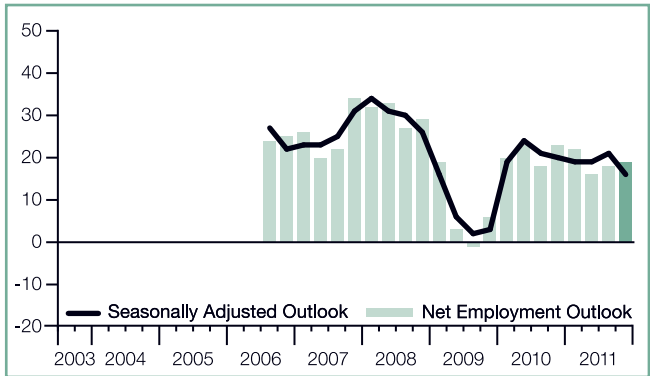


Colombia



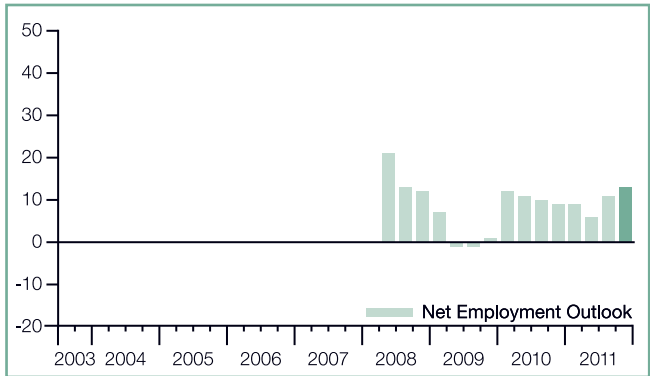
Colombia joined the survey in Q4 2008.

Costa Rica



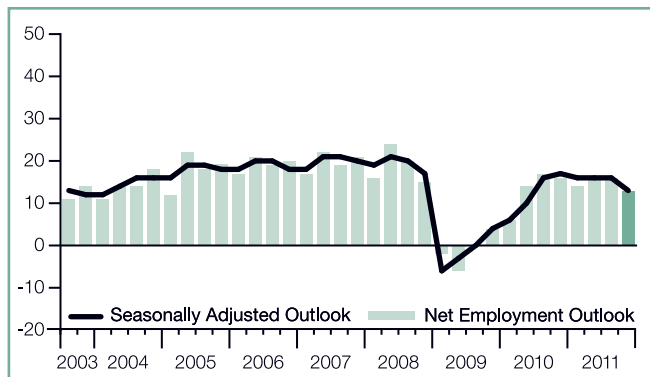
Costa Rica joined the survey in Q3 2006.

Guatemala



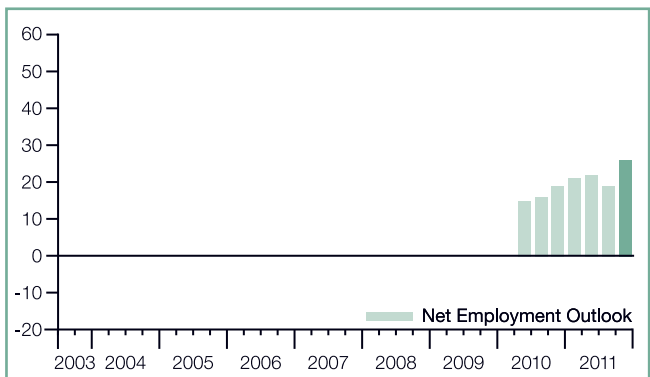
Guatemala joined the survey in Q2 2008.

Mexico



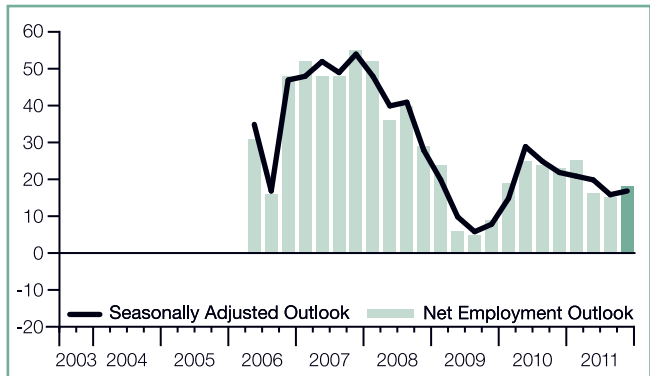
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Panama



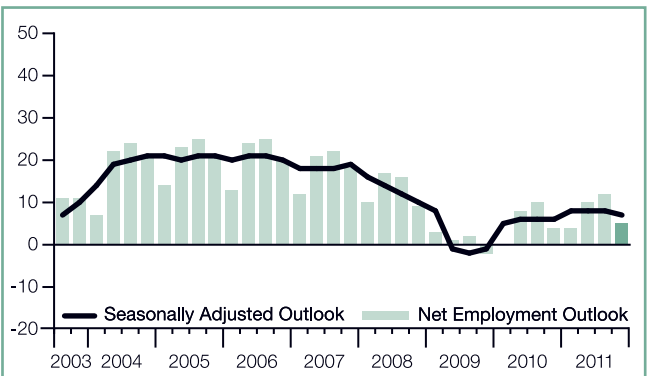
Panama joined the survey in Q2 2010.

Peru



Peru joined the survey in Q2 2006.

United States



No bar indicates Net Employment Outlook of zero.

International Comparisons – Asia-Pacific

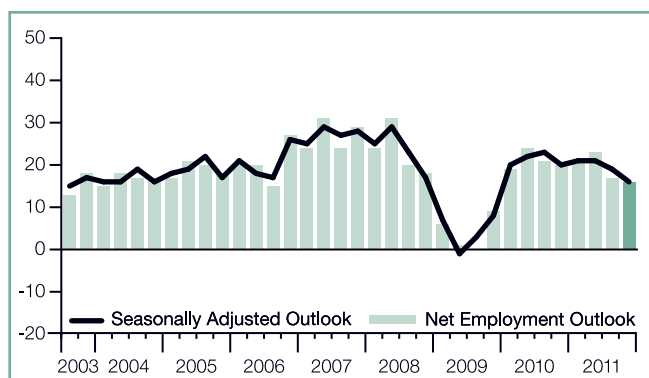
Interviews with over 16,000 employers have been conducted across Australia, China, Hong Kong, India, Japan, New Zealand, Singapore and Taiwan to measure anticipated hiring activity in Quarter 4 2011.

Employer hiring expectations continue to be positive throughout the region, and improve or remain stable quarter-over-quarter in five of the eight countries and territories surveyed. In a year-over-year comparison, employer optimism is mixed, with Outlooks improving in four of the eight countries and territories. Regional hiring plans continue to be strongest in Taiwan, India and Singapore. Meanwhile, Japanese employers report the region's weakest hiring pace, although the Outlook continues to improve steadily and Japanese employer optimism is now the strongest in three years as companies in the earthquake-devastated Tohoku region are returning to regular production schedules and government job initiatives for displaced workers aid the recovery.

A vigorous hiring pace in the Mining & Construction, the Finance, Insurance & Real Estate and the Manufacturing

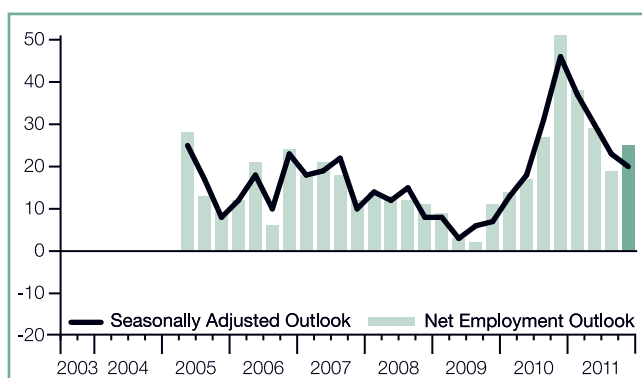
industry sectors continues to fuel Taiwan's robust Outlook. Talent shortages and low unemployment in Taiwan equate to plentiful opportunities for those seeking in-demand roles such as R&D experts and technicians. Opportunities for job seekers remain strong in Singapore where one of every three employers indicates they will add to their payrolls in the forthcoming quarter. And despite noticeable year-over-year Outlook declines, employers in both India and China continue to forecast an active hiring pace through the end of the year. However, because of the Indian Service sector's reliance on the U.S. market—the U.S. accounts for almost 60 percent of the revenues in the \$60 billion Indian IT industry—the Quarter 4 outlook reflects weaker U.S. demand. At the same time, the forecast for China suggests talent supply will continue to impact employers' ability to hire. Despite a minimum wage hike of 20% earlier in the year, Chinese workers are increasingly spurning low-wage, unskilled jobs, which will continue to hit employers' output and margins. Meanwhile, employers in Japan's key Manufacturing sector report their strongest Outlook since Quarter 2 2008.

Australia



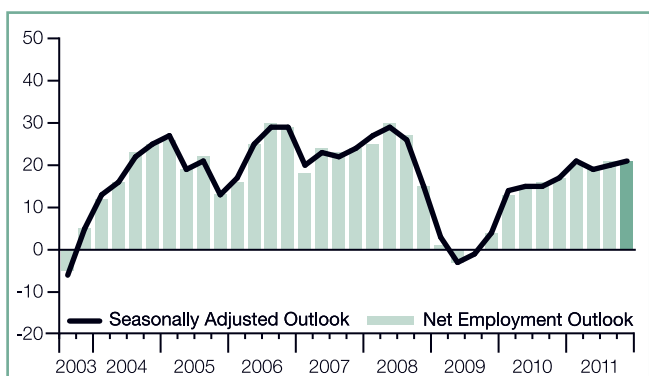
No bar indicates Net Employment Outlook of zero.

China



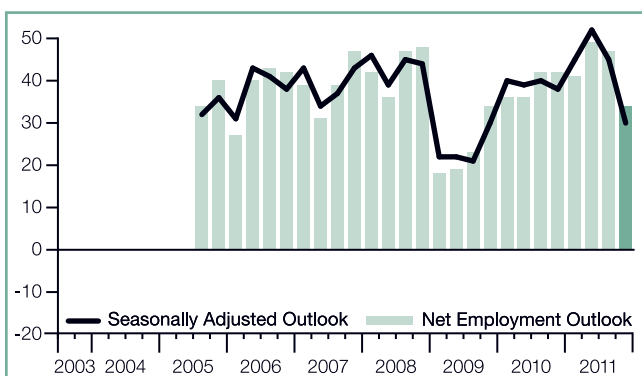
China joined the survey in Q2 2005.

Hong Kong



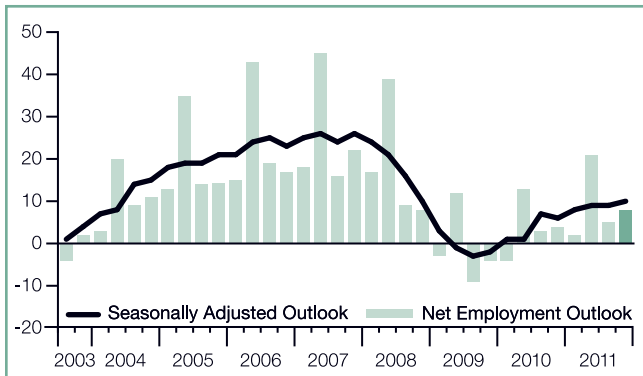
No bar indicates Net Employment Outlook of zero.

India

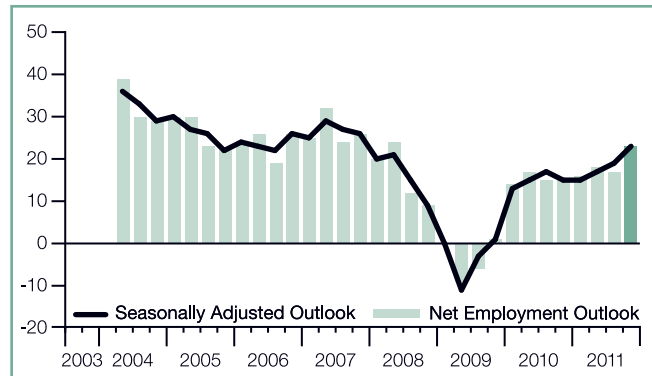


India joined the survey in Q3 2005.

Japan

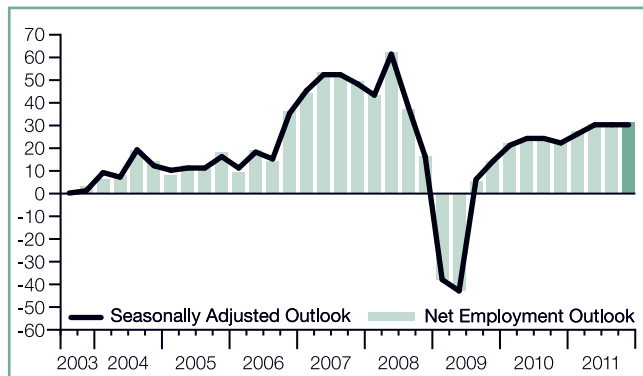


New Zealand



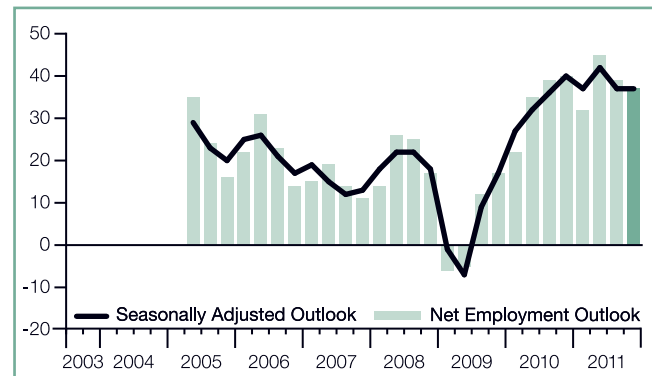
New Zealand joined the survey in Q2 2004.
No bar indicates Net Employment Outlook of zero.

Singapore



No bar indicates Net Employment Outlook of zero.

Taiwan



Taiwan joined the survey in Q2 2005.

International Comparisons – EMEA

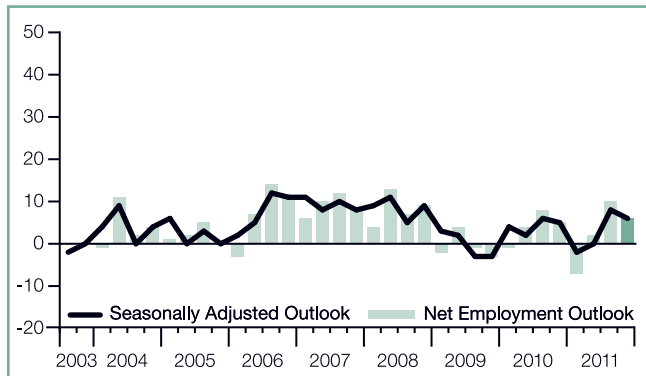
Nearly 20,000 interviews have been conducted with employers across 23 EMEA countries to measure anticipated hiring activity for Quarter 4 2011.

The survey indicates that labor market trends continue to follow the similar mixed pattern reported by employers throughout 2011, with positive hiring activity expected in 18 of 23 countries surveyed. Outlooks decline from Quarter 3 2011 in 13 countries but improve in 11 compared to one year ago. Regional hiring plans are strongest in Turkey, Israel, Bulgaria and Norway and weakest in Greece and Italy where the Outlooks decline to gloomy levels as employer optimism continues to sink.

Net Employment Outlooks in the Manufacturing sector soften in 18 of 21 countries from three months ago; a notable exception is in Germany where employers indicate the pace of hiring will be the strongest in three years. This continued demand for talent is due in part

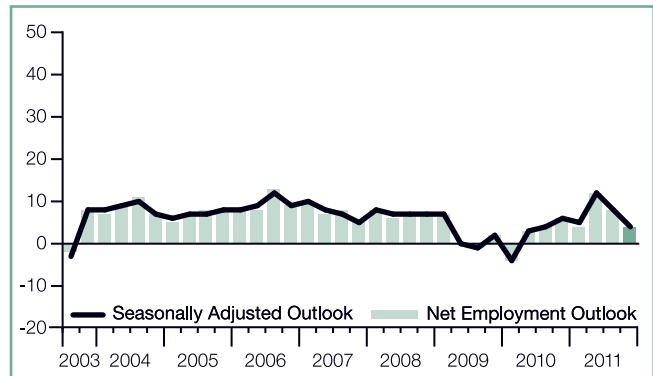
to ongoing skills shortages in the sector such as engineers. However, the downward revision of German GDP growth will certainly have employers second guessing hiring plans. Elsewhere, employers in Sweden and Norway indicate they will end the year on the upswing, reporting their most optimistic hiring plans since 2008. Norwegian job prospects in the Finance and Business Services sector are the strongest in four years, while hiring plans in Sweden are strongest in Construction bolstered by ongoing infrastructure investments in the northern region. Meanwhile, optimism among employers in Turkey remains upbeat despite Outlooks declining in nine of 11 industry sectors quarter-over-quarter. And although Irish employers continue to anticipate a somewhat stagnant labor market through the rest of the year, the Quarter 4 2011 Outlook brings to an end 12 consecutive quarters of negative forecasts.

Austria



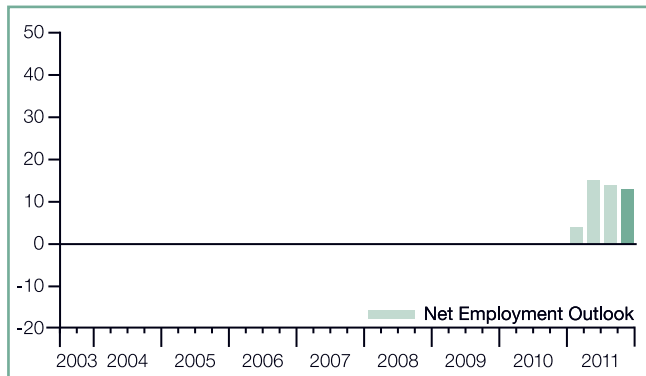
No bar indicates Net Employment Outlook of zero.

Belgium



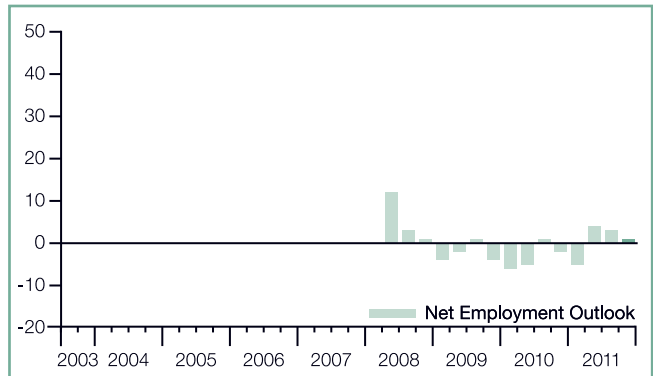
No bar indicates Net Employment Outlook of zero.

Bulgaria



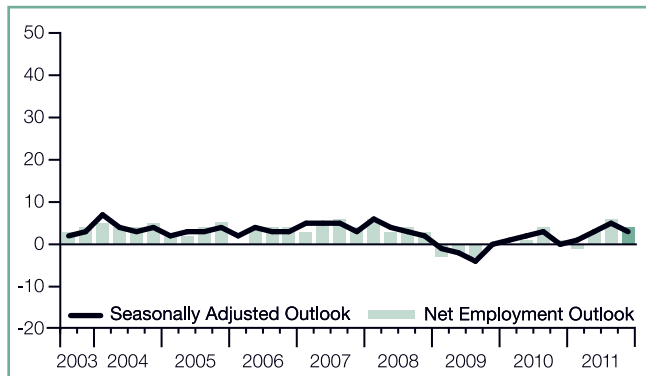
Bulgaria joined the survey in Q1 2011.

Czech Republic



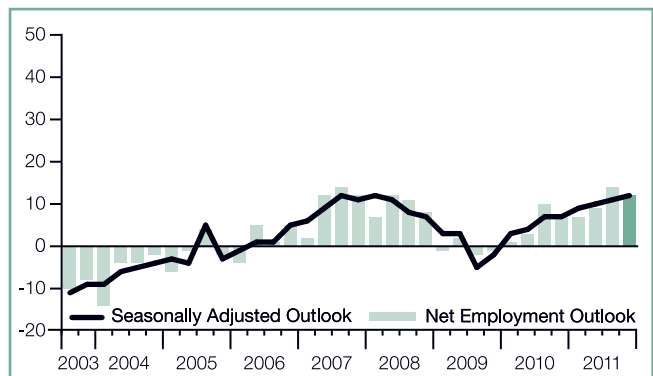
Czech Republic joined the survey in Q2 2008.

France

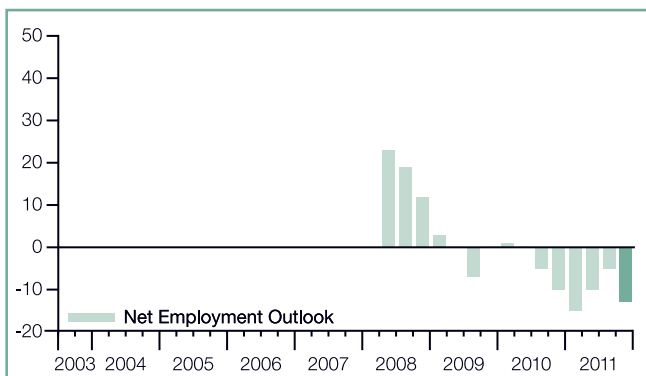


No bar indicates Net Employment Outlook of zero.

Germany



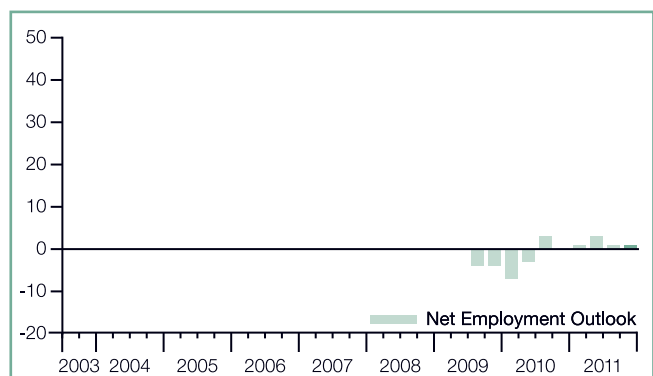
Greece



Greece joined the survey in Q2 2008.

No bar indicates Net Employment Outlook of zero.

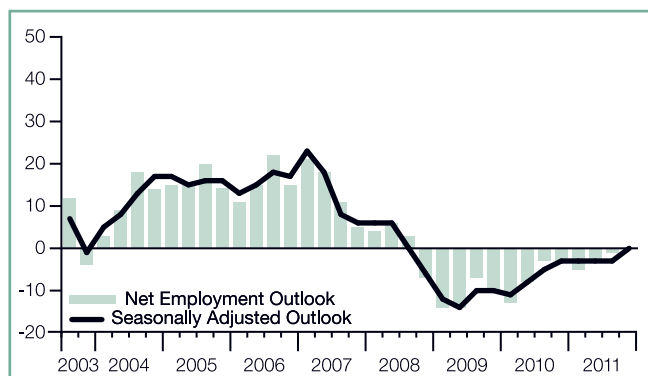
Hungary



Hungary joined the survey in Q3 2009.

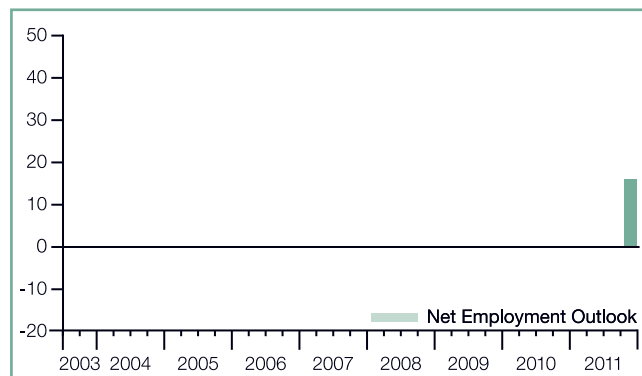
No bar indicates Net Employment Outlook of zero.

Ireland



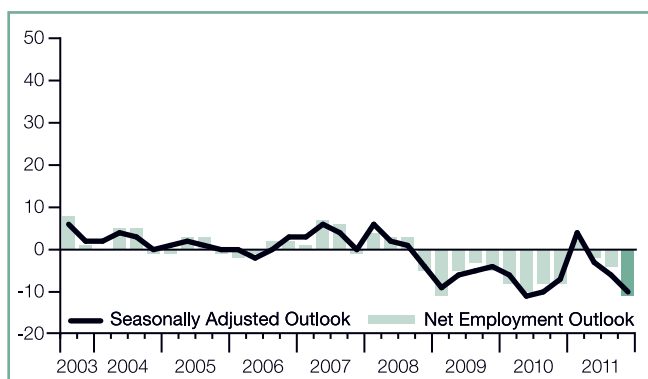
No bar indicates Net Employment Outlook of zero.

Israel



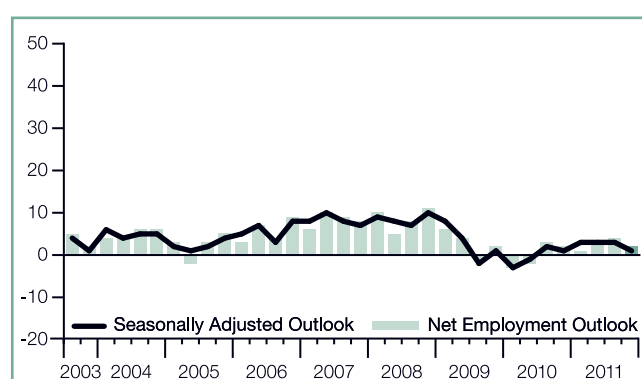
Israel joined the survey in Q4 2011.

Italy

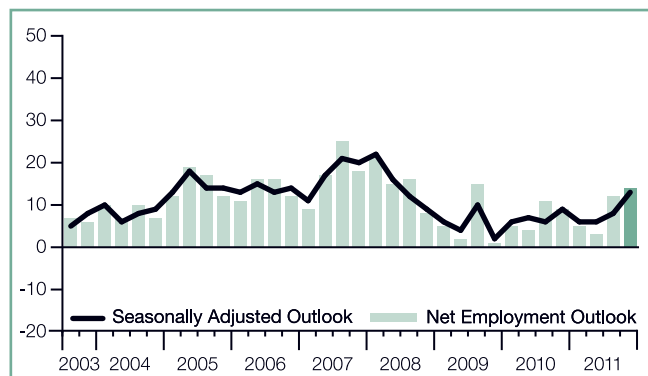


No bar indicates Net Employment Outlook of zero.

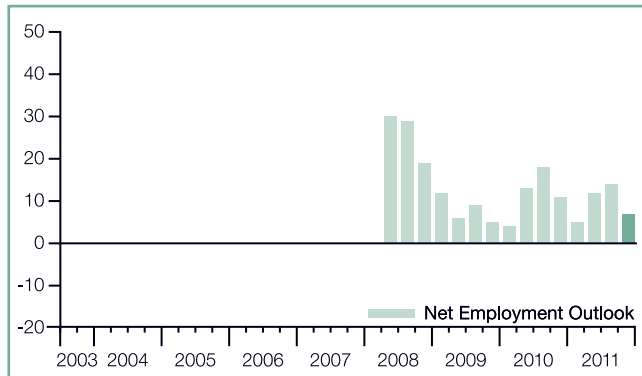
Netherlands



Norway

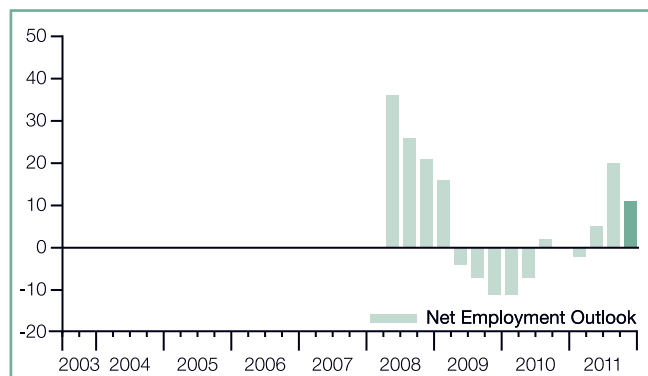


Poland



Poland joined the survey in Q2 2008.

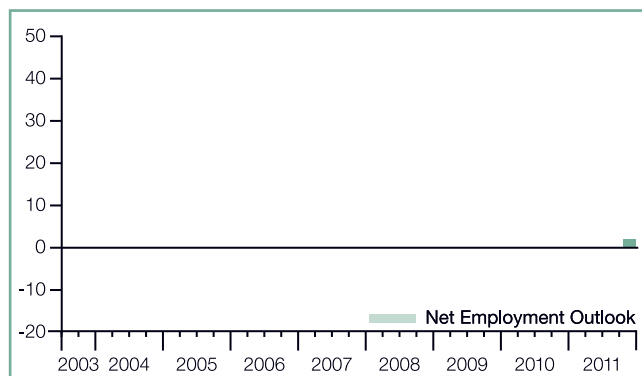
Romania



Romania joined the survey in Q2 2008.

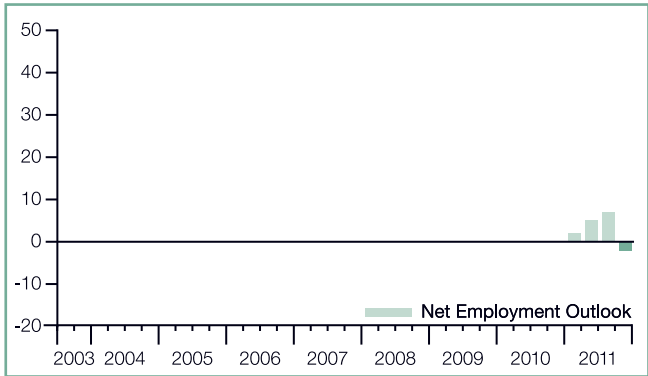
No bar indicates Net Employment Outlook of zero.

Slovakia



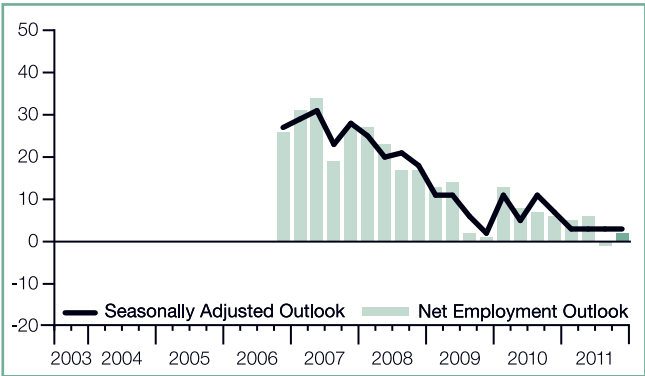
Slovakia joined the survey in Q4 2011.

Slovenia



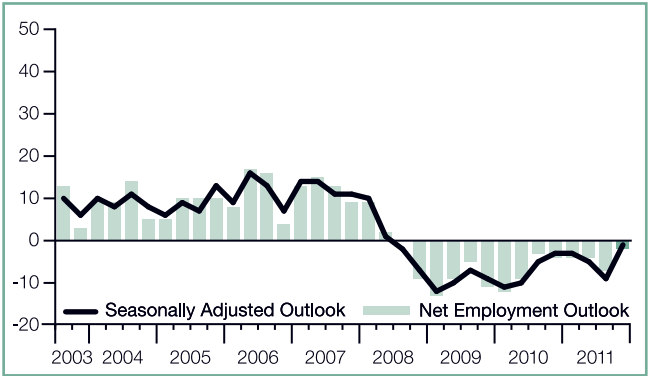
Slovenia joined the survey in Q1 2011.

South Africa



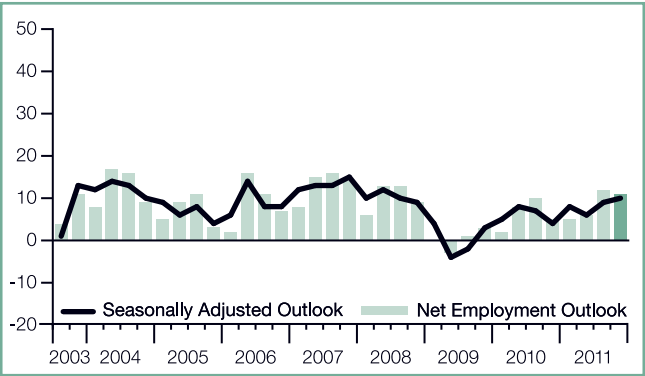
South Africa joined the survey in Q4 2006.

Spain



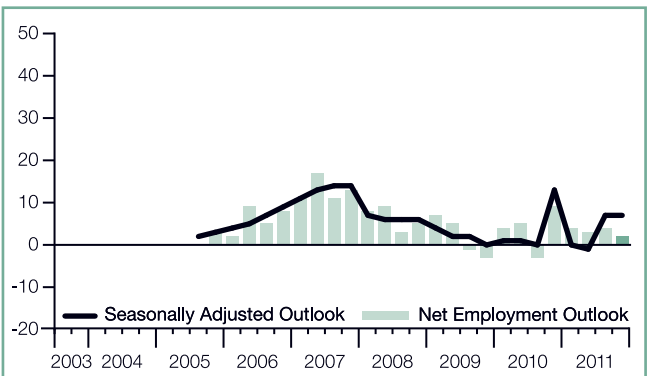
No bar indicates Net Employment Outlook of zero.

Sweden



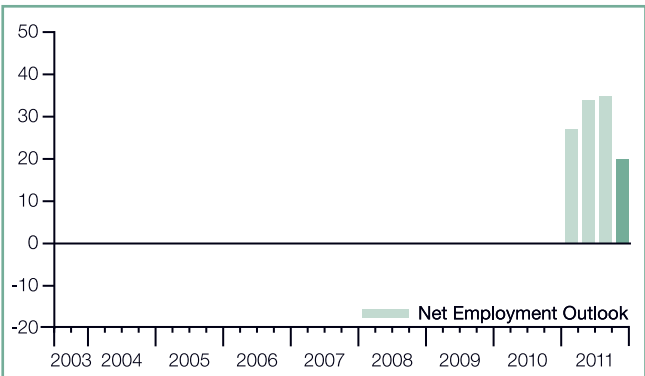
No bar indicates Net Employment Outlook of zero.

Switzerland



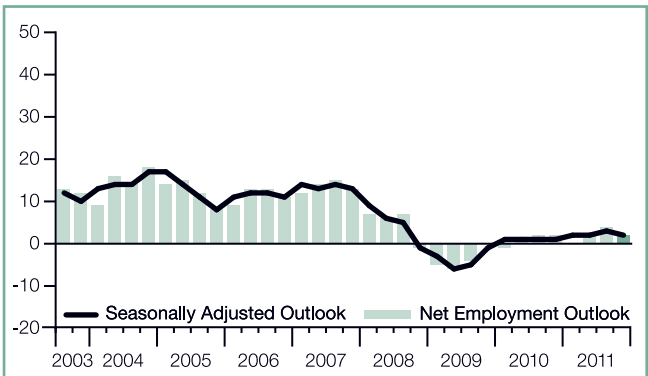
Switzerland joined the survey in Q3 2005.
No bar indicates Net Employment Outlook of zero.

Turkey



Turkey joined the survey in Q1 2011.

UK



No bar indicates Net Employment Outlook of zero.

About the 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 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 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 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 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%. The survey for all 41 countries was conducted between 21st July and 3rd August 2011.

The Manpower Employment Outlook Survey for Poland is based on interviews with a representative sample of 750 employers. The margin of sampling error is +/- 3.6%. The regional division of Poland, used for the survey purposes,

is defined as by Eurostat: Central (łódzkie, mazowieckie), East (lubelskie, podkarpackie, świętokrzyskie, podlaskie), North (kujawsko-pomorskie, warmińsko-mazurskie, pomorskie), North-West (wielkopolskie, zachodniopomorskie, lubuskie), South (małopolskie, śląskie), South-West (dolnośląskie, opolskie).

Net Employment Outlook

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

Seasonal Adjustment

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

History of the Survey

- 1962** First generation of the Manpower Employment Outlook Survey launched in the United States and Canada.
- 1966** Manpower's United Kingdom operation launches the equivalent of the United States survey, naming the report the Quarterly Survey of Employment Prospects. The survey adopts the same forward looking research format as the United States survey and is the first of its kind in Europe.
- 1976** Second generation of Manpower's Employment Outlook Survey launched in the United States and Canada. Research methodology is updated to evolve with advancements in the field of market research.
- 2002** Manpower United Kingdom's Quarterly Survey of Employment Prospects is updated to adopt an enhanced research methodology. Manpower's operations in Mexico and Ireland launch the survey in their respective countries.
- 2003** Third generation of the Manpower Employment Outlook Survey is launched, expanding the program to a total of 18 countries worldwide: Australia, Austria, Belgium, Canada, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Netherlands, Norway, Singapore, Spain, Sweden, the United Kingdom and the United States.
- 2004** Manpower operations in New Zealand launch the Manpower Employment Outlook Survey.
- 2005** Manpower operations in China, India, Switzerland, and Taiwan launch the Manpower Employment Outlook Survey.
- 2006** Manpower operations in Costa Rica and Peru join the survey program. Surveys in Australia, Austria, Belgium, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Netherlands, Norway, Singapore, Spain and Sweden add seasonally adjusted data in the third quarter. Manpower operations in South Africa launch the Manpower Employment Outlook Survey.
- 2007** Manpower operations in Argentina join the Manpower Employment Outlook Survey. The survey in New Zealand adds seasonally adjusted data in the first quarter.
- 2008** Manpower operations in Colombia, the Czech Republic, Greece, Guatemala, Poland and Romania join the survey program. China and Taiwan add seasonally adjusted data in the second quarter. India and Switzerland add seasonally adjusted data in the third quarter.
- 2009** Manpower operations in Hungary and Brazil launch the Manpower Employment Outlook Survey.
- 2010** Manpower's Panama operation launches the Manpower Employment Outlook Survey in the second quarter. 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. Israel and Slovakia launch the Manpower Employment Outlook Survey in the fourth quarter, expanding the program to 41 countries and territories worldwide.

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 the ManpowerGroup can help you win in the Human Age at www.manpowergroup.com.

About Manpower Poland

Manpower Poland has operated since March 2001. Currently, there are nearly 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 also Manpower Professional, Manpower Business Solutions, Right Management and Elan. More information on Manpower Poland is available at www.manpower.pl.

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