

Q1 / 2008

Manpower  
Employment  
Outlook Survey  
Ireland

A Manpower Research Report



# 8/1Q

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## Ireland Employment Outlook

The Manpower Employment Outlook Survey for the first quarter of 2008 was conducted by interviewing a representative sample of 681 employers in Ireland. All survey participants were asked, “How do you anticipate total employment at your location to change in the three months to the end of March 2008 as compared to the current quarter?”

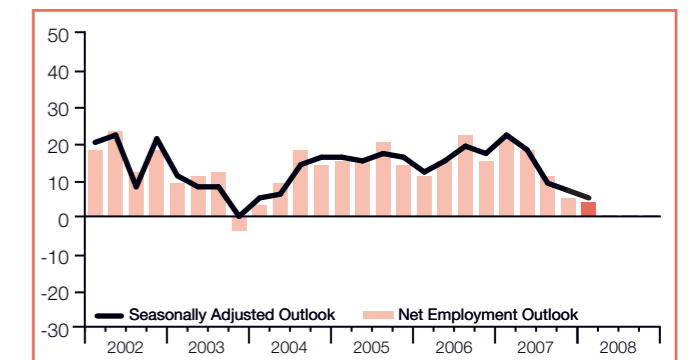
Of the Irish employers interviewed, 8% said they expect to hire more people during the first quarter of 2008. 4% expect to reduce their workforces, and 87% anticipate no change.

Prior to making seasonal adjustments, Ireland’s Net Employment Outlook stands at a fair +4%. This represents a slight decrease of 1 percentage point since the previous quarter and a considerable decrease of 17 percentage points since the same quarter of last year. This is the weakest Outlook reported in Ireland since the first quarter of 2003.

On a seasonally adjusted basis the Outlook stands at +5%, representing a slight 2 percentage points decrease quarter-over-quarter, and a considerable decrease of 17 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.*

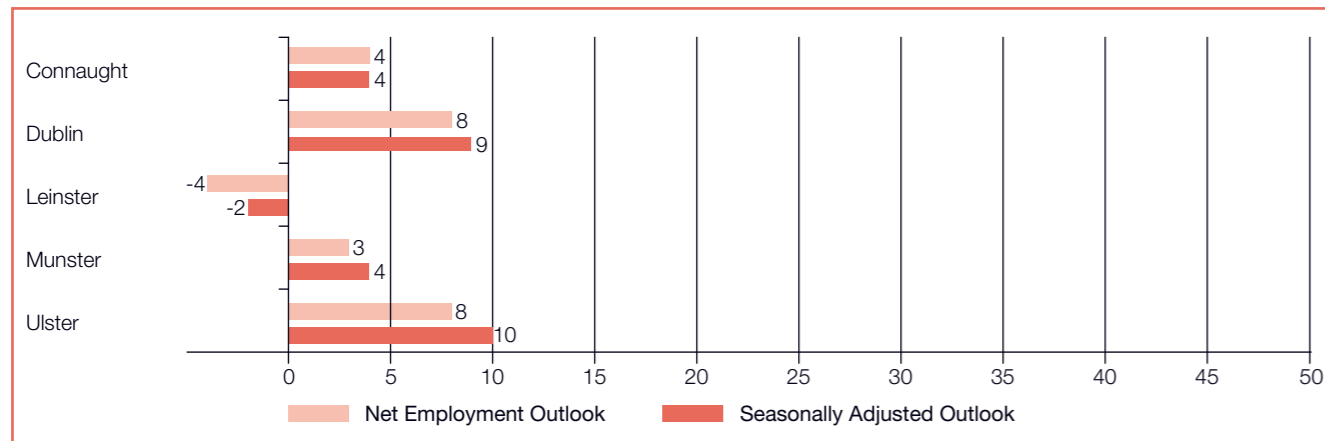
	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
Jan-Mar 2008	8	4	87	1	4	5
Oct-Dec 2007	12	7	81	0	5	7
July-Sep 2007	15	4	81	0	11	9
Apr-June 2007	20	2	76	2	18	18
Jan-Mar 2007	23	2	75	0	21	22



## Regional Comparisons

Without seasonal adjustments, employers in four of five regions in Ireland are reporting positive hiring intentions, with employers in only one region reporting a decline. Employers in Dublin and Ulster have the most optimistic expectations [+8%], with those in Leinster holding the weakest hiring intentions [-4%]. Quarter-over-quarter improvements in Net Employment Outlook are observed in three regions with the remaining two regions anticipating a decrease. Year-over-year comparisons reveal decreases in Outlook across all five of the regions in Ireland.

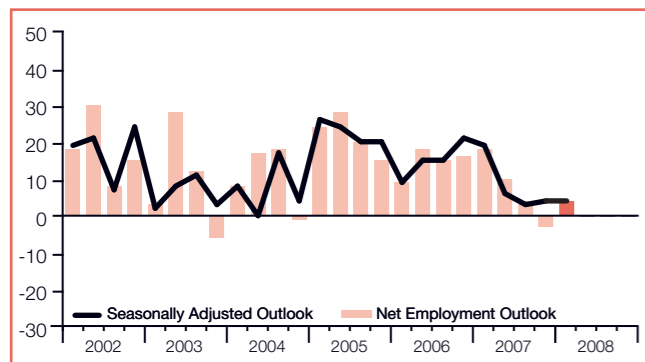
When adjustments are made for seasonal variation, employers in four of the five regions have positive Outlooks, with employers in Ulster being the most optimistic [+10%], and those in Leinster being the least optimistic [-2%]. When quarter-over-quarter comparisons are made, a decrease in Outlook is reported by employers in two of the five regions, while one region remains relatively stable. Year-over-year, employers in all five regions report weaker hiring activity.



### Connaught -4 (4)%

Employers in Connaught are forecasting a conservative Net Employment Outlook of +4%. This reflects a moderate improvement in hiring intentions of 7 percentage points since the previous quarter but a considerable decrease of 14 percentage points year-over-year.

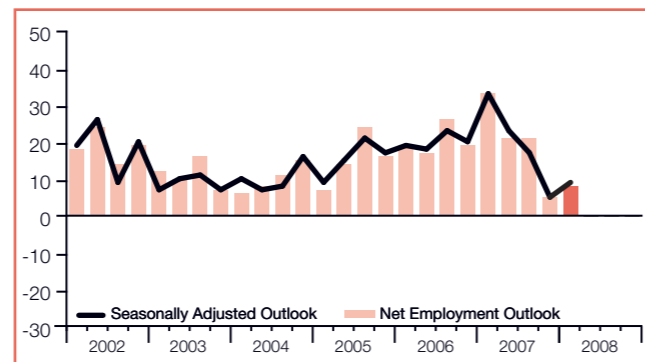
After seasonal adjustments are applied to the data, the Outlook remains a mild +4%, representing little change since the previous quarter, but a considerable decrease of 15 percentage points since the same quarter of 2007.



### Dublin +8 (9)%

Before seasonal adjustments are made, employers in Dublin anticipate a cautiously optimistic hiring environment with a Net Employment Outlook of +8%. The Outlook represents a slight improvement of 3 percentage points quarter-over-quarter, but a considerable decrease of 25 percentage points year-over-year.

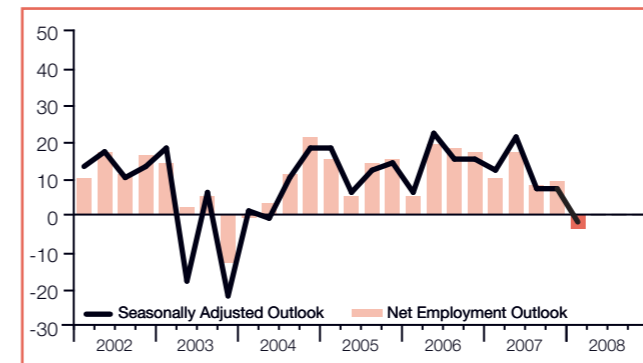
After adjustments are made for seasonal variation, the Outlook stands at a moderate +9%. This represents a slight improvement of 4 percentage points quarter-over-quarter, but a considerable decrease of 24 percentage points year-over-year.



### Leinster -4 (-2)%

Employers in Leinster report the weakest intentions to hire of any region in Ireland for the first quarter of 2008 with a disappointing Net Employment Outlook of -4%. The Outlook represents a considerable decline both quarter-over-quarter and year-over-year of 13 and 14 percentage points, respectively.

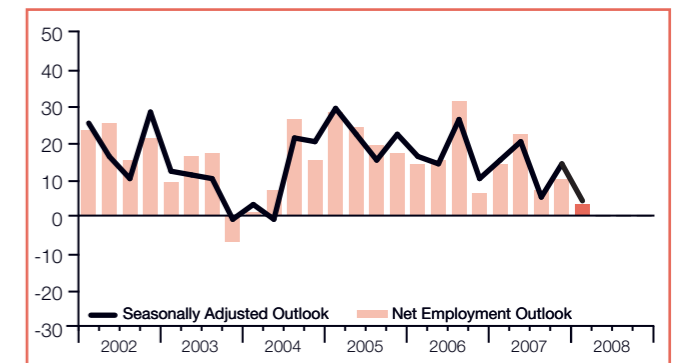
On a seasonally adjusted basis the Outlook stands at a subdued -2% which represents considerable decreases of 9 percentage points since the last quarter, and 14 percentage points since the same quarter of 2007. Employers in the region report the weakest seasonally adjusted Outlook of any region in Ireland this quarter.



### Munster +3 (4)%

Employers in the Munster region report improvements in hiring activity for the first quarter of 2008 with a cautious Net Employment Outlook of +3%. Quarter-over-quarter, a moderate decline of 7 percentage points is reported, while a considerable decrease of 11 percentage points is revealed year-over-year.

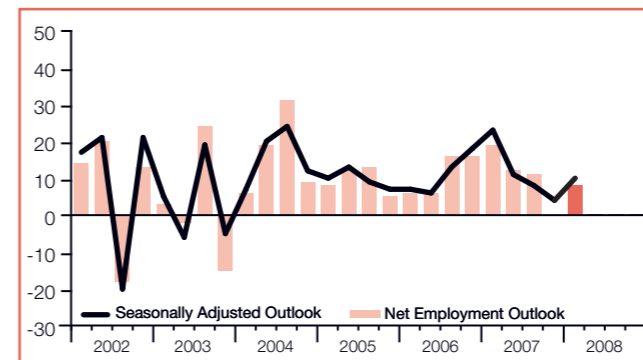
On a seasonally adjusted basis the Outlook for this region is a mild +4%. This represents considerable decreases of 10 percentage points quarter-over-quarter and 11 percentage points since the same quarter of 2007.



### Ulster +8 (10)%

Employers in Ulster anticipate improved hiring activity for the upcoming quarter with a cautiously optimistic Net Employment Outlook of +8%. This represents a moderate improvement of 8 percentage points quarter-over-quarter, but a considerable decrease of 11 percentage points year-over-year.

After seasonal variations are taken into account, the Outlook stands at a respectable +10%, the strongest seasonally adjusted Outlook of any region in Ireland this quarter. This Outlook reveals a moderate 6 percentage point improvement of employer hiring intentions since the last quarter of 2007. Year-over-year, employers report a considerable decrease of 13 percentage points.

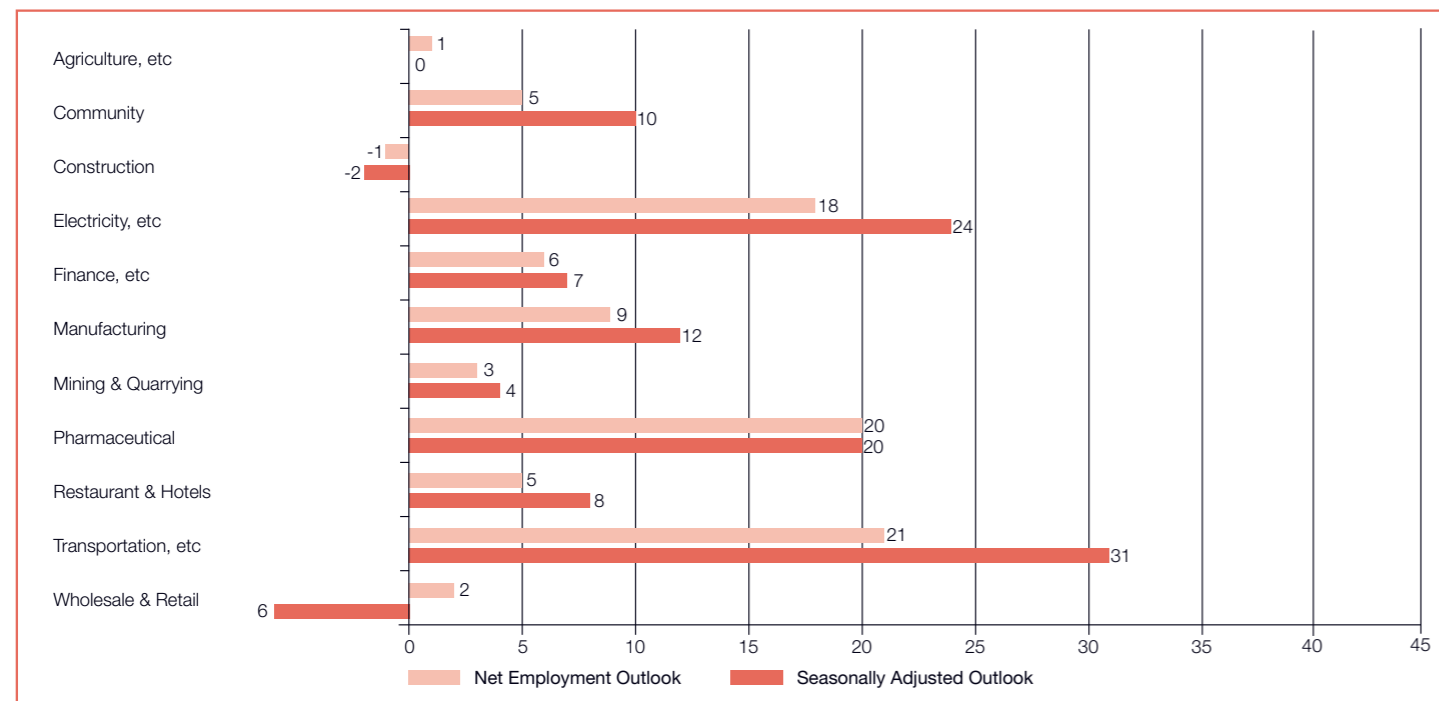


## Sector Comparisons

Without seasonal adjustments, employers in 10 of the 11 industry sectors report positive hiring intentions for the first quarter of 2008. Employers in the Transport, Storage & Communication industry sector are the most optimistic regarding hiring activity in the upcoming quarter [+21%]. The weakest hiring intentions are reported by employers in the Construction industry sector where an Outlook of -1% is revealed.

Quarter-over-quarter improvements in Outlook are reported in only four out of 11 industry sectors, with employers in the other seven industry sectors reporting a decrease. Year-over-year comparisons show that improvements in Outlook are reported in three industry sectors with employers in the remaining eight reporting weaker hiring intentions.

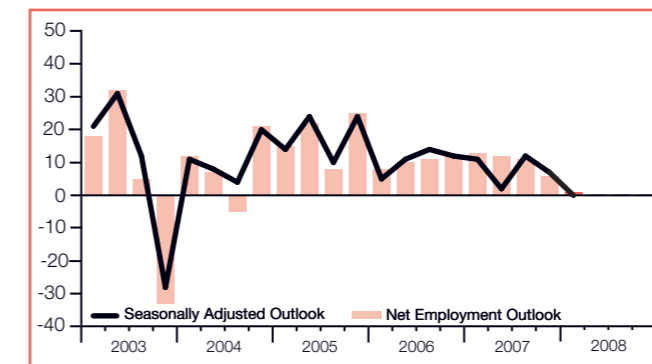
When seasonal variations are removed from the data, employers in eight of the 11 industry sectors report weaker Outlooks quarter-over-quarter and year-over-year. The greatest optimism is among employers in the Transport, Storage & Communication industry sector [+31%] and the least optimistic outlook is among employers in the Wholesale & Retail industry sector [-6%].



## Agriculture, Forestry & Fishing +1 (0)%

The Net Employment Outlook in the Agriculture, Forestry & Fishing industry sector shows decreases in hiring intentions both quarter-over-quarter and year-over-year of 5 and 12 percentage points, respectively. This results in a cautiously optimistic Outlook of +1%.

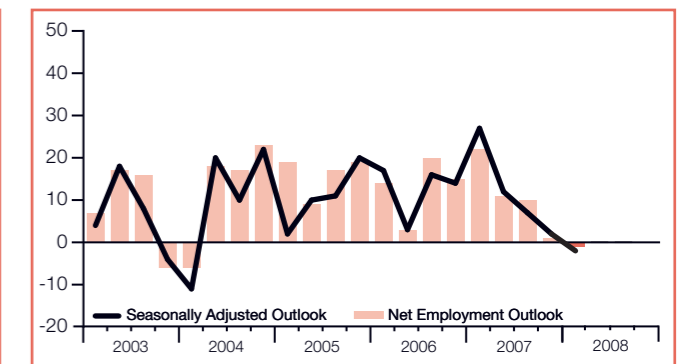
On a seasonally adjusted basis, employers in this industry sector report no change in Outlook following a moderate 7 percentage points decrease quarter-over-quarter and a considerable 11 percentage points decrease year-over-year.



## Construction -1 (-2)%

According to Construction sector employers, hiring activity is expected to decline both quarter-over-quarter and year-over-year [2 and 23 percentage points, respectively]. This reveals a subdued Net Employment Outlook of -1%. This represents the weakest Outlook of any region in Ireland this quarter.

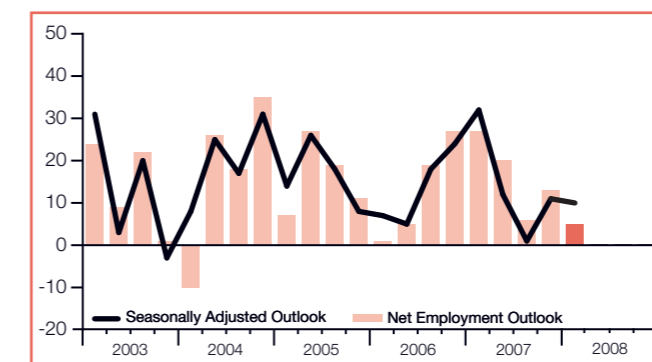
On a seasonally adjusted basis, the Outlook remains a downbeat -2% following a slight 4 percentage points decrease quarter-over-quarter and a considerable 29 percentage points decrease year-over-year.



## Community, Social & Personal +5 (10)%

Employers in the Community, Social & Personal industry sector report positive hiring intentions for the first quarter of 2008 with a modest Net Employment Outlook of +5%. This represents a moderate decrease of 8 percentage points quarter-over-quarter and a considerable decrease of 22 percentage points since the same quarter of 2007.

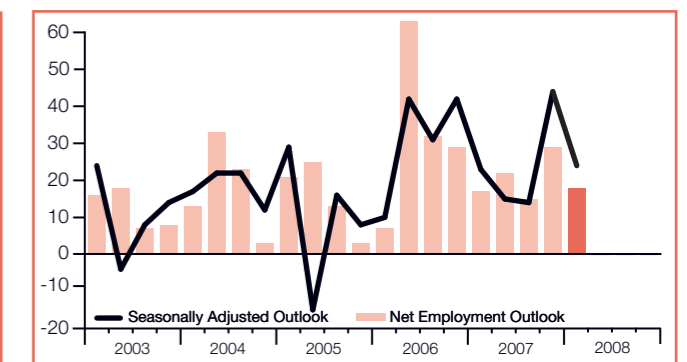
After an adjustment is made for seasonal variations, the Outlook remains stable at +10%, representing a slight decrease of 1 percentage point since the previous quarter. However, when compared to the same quarter of 2007, a considerable decrease of 22 percentage points is revealed.



## Electricity, Gas & Water +18 (24)%

Employers in the Electricity, Gas & Water industry sector anticipate considerably weaker hiring activity [11 percentage point decrease] quarter-over-quarter. This results in a positive Net Employment Outlook of +18%. Year-over-year, the Outlook is almost unchanged with a 1 percentage point improvement.

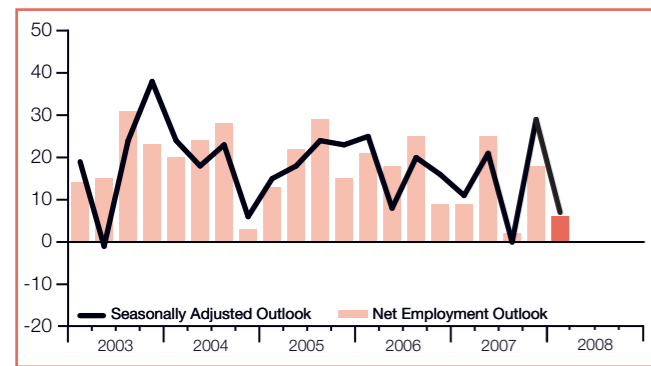
After adjustment is made for seasonal variation, the Outlook stands at a solid +24%. Quarter-over-quarter, a considerable decrease of 20 percentage points is revealed, while a slight 1 percentage point increase is reported year-over-year.



**Finance, Insurance, Real Estate & Business Services +6 (7)%**

Employers in the Finance, Insurance, Real Estate & Business Services sector anticipate an improvement in hiring intentions for the upcoming quarter with a modest Net Employment Outlook of +6%. This represents declines both quarter-over-quarter and year-over-year of 12 and 3 percentage points, respectively.

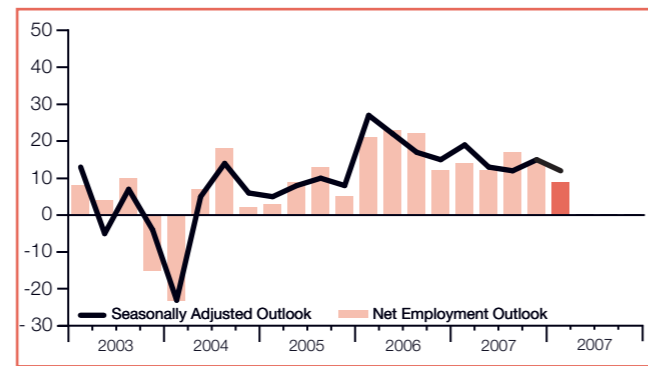
On a seasonally adjusted basis, the Outlook stands at a modest +7%. This represents a considerable quarter-over-quarter decrease of 22 percentage points, and a slight year-over-year decrease of 4 percentage points.



**Manufacturing +9 (12)%**

On looking at the raw data, hiring intentions among employers in the Manufacturing industry sector are 5 percentage points weaker than in the fourth quarter of 2007. The Net Employment Outlook now stands at a cautiously optimistic +9%. However, a moderate decrease in hiring activity of 5 percentage points is reported year-over-year.

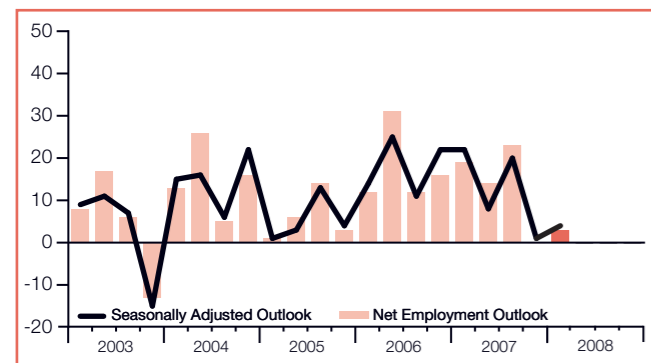
When seasonal variations are removed from the data, the Outlook remains steady at +12%. The Outlook is 3 percentage points weaker quarter-over-quarter, and a moderate 7 percentage points weaker when compared to the same quarter of 2007.



**Mining & Quarrying +3 (4)%**

Employers in the Mining & Quarrying industry sector anticipate mild hiring activity for the upcoming quarter with a Net Employment Outlook of 3%. This represents a slight improvement quarter-over-quarter of 3 percentage points, but a considerable year-over-year decrease of 16 percentage points, respectively.

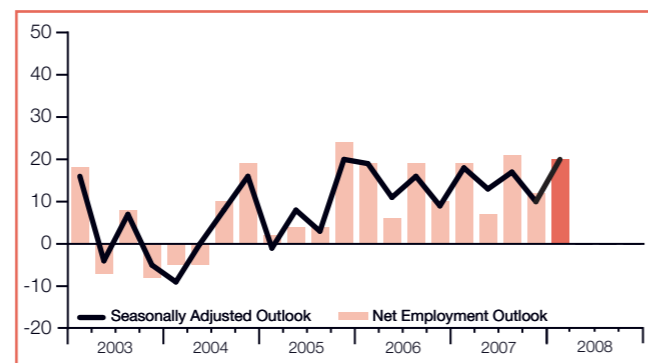
After seasonal adjustment, the Outlook stands at a modest +4%, representing a slight improvement of 3 percentage points quarter-over-quarter, but a considerable decrease year-over-year of 18 percentage points.



**Pharmaceutical +20 (20)%**

Pharmaceutical industry sector employers anticipate a moderate quarter-over-quarter improvement in hiring activity of 8 percentage points with the Net Employment Outlook now at +20%. Year-over-year, the Outlook remains relatively stable.

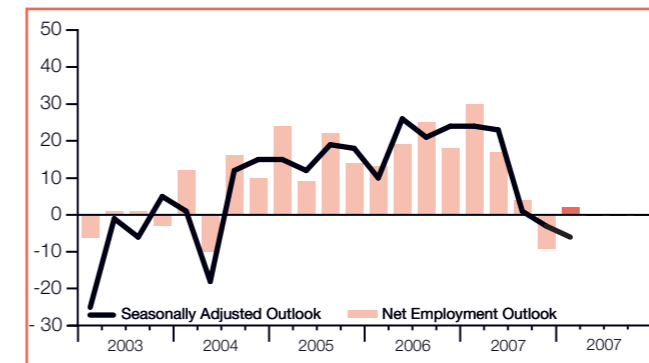
On a seasonally adjusted basis the Outlook is a favourable +20% with employers reporting a considerable 10 percentage point improvement quarter-over-quarter and a slight 2 percentage point improvement year-over-year.



**Wholesale & Retail Trade +2 (-6)%**

First quarter hiring activity in the Wholesale & Retail Trade industry sector is expected to rebound following a weak fourth quarter in 2007. The Net Employment Outlook of +2% is an 11 percentage point improvement quarter-over-quarter. However, the Outlook is 28 percentage points weaker year-over-year.

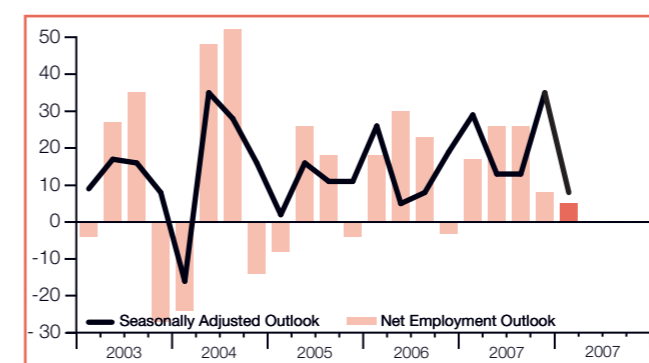
On a seasonally adjusted basis the Outlook stands at a disappointing -6%, representing the weakest Outlook of any industry sector in Ireland for the forthcoming quarter. The Outlook is three percentage points weaker quarter-over-quarter, and a considerable 30 percentage points weaker year-over-year.



**Restaurants & Hotels +5 (8)%**

Employers in the Restaurants & Hotels industry sector report modest hiring activity for the upcoming quarter with a Net Employment Outlook of +5%. When quarter-over-quarter comparisons are made, a slight decrease of 3 percentage points is revealed. Year-over-year a considerable decrease of 12 percentage points is reported.

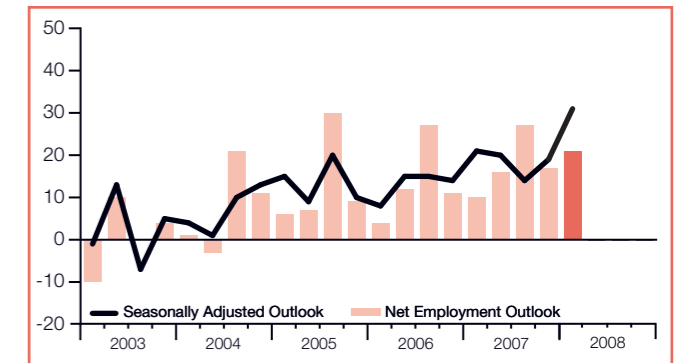
After allowing for seasonal variation in the data, the Outlook stands at a moderate +8% revealing considerable declines both quarter-over-quarter and year-over-year of 27 and 21 percentage points, respectively.



**Transport, Storage & Communication +21 (31)%**

Employers in the Transport, Storage & Communication industry sector anticipate an healthy hiring environment following a quarter-over-quarter increase in the Net Employment Outlook of 4 percentage points. The Outlook now stands at an optimistic +21%. This represents the strongest Outlook of any industry sector in Ireland this quarter. A considerable improvement of 11 percentage points year-over-year is reported.

On a seasonally adjusted basis the Outlook now stands at a prosperous +31% following considerable improvements both quarter-over-quarter and year-over-year of 12 and 10 percentage points, respectively. This is the most optimistic Outlook of any industry sector in Ireland this quarter and the most optimistic Outlook in this industry sector since the survey was established in Ireland in 2003.



# Global Employment Outlook

Nearly 52,000 employers have been interviewed across 27 countries and territories to measure anticipated employment trends\* between January and March 2008. First quarter hiring is expected to be positive, but with varying degrees of optimism across the countries and territories surveyed. No negative Net Employment

Outlooks were reported for Quarter 1 2008. Notably, employers in France, Italy and the Netherlands are reporting their most optimistic hiring intentions since the survey began in these countries.

\* Comments in this section are based on seasonally adjusted data where available.

Americas	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
	Quarter 1 2007	Quarter 4 2007	Quarter 1 2008	Q4 2007 to Q1 2008	Q1 2007 to Q1 2008
	%	%	%		
Argentina	35	32	36	4	1
Canada	3 (18) <sup>1</sup>	16 (19) <sup>1</sup>	6 (21) <sup>1</sup>	-10 (2) <sup>1</sup>	3 (3) <sup>1</sup>
Costa Rica	26	34	32	-2	6
Mexico	17 (19) <sup>1</sup>	21 (20) <sup>1</sup>	16 (18) <sup>1</sup>	-5 (-2) <sup>1</sup>	-1 (-1) <sup>1</sup>
Peru	52	55	52	-3	0
United States	12 (19) <sup>1</sup>	18 (18) <sup>1</sup>	10 (17) <sup>1</sup>	-8 (-1) <sup>1</sup>	-2 (-2) <sup>1</sup>

Asia Pacific	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
	Quarter 1 2007	Quarter 4 2007	Quarter 1 2008	Q4 2007 to Q1 2008	Q1 2007 to Q1 2008
	%	%	%		
Australia	24 (25) <sup>1</sup>	29 (29) <sup>1</sup>	24 (24) <sup>1</sup>	-5 (-5) <sup>1</sup>	0 (-1) <sup>1</sup>
China	18	12	14	2	-4
Hong Kong	18 (19) <sup>1</sup>	24 (24) <sup>1</sup>	25 (27) <sup>1</sup>	1 (3) <sup>1</sup>	7 (8) <sup>1</sup>
India	39	47	42	-5	3
Japan	18 (25) <sup>1</sup>	22 (31) <sup>1</sup>	17 (24) <sup>1</sup>	-5 (-7) <sup>1</sup>	-1 (-1) <sup>1</sup>
New Zealand	25 (25) <sup>1</sup>	26 (27) <sup>1</sup>	20 (20) <sup>1</sup>	-6 (-7) <sup>1</sup>	-5 (-5) <sup>1</sup>
Singapore	44 (55) <sup>1</sup>	49 (42) <sup>1</sup>	43 (51) <sup>1</sup>	-6 (9) <sup>1</sup>	-1 (-4) <sup>1</sup>
Taiwan	15	11	14	3	-1

EMEA*	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
	Quarter 1 2007	Quarter 4 2007	Quarter 1 2008	Q4 2007 to Q1 2008	Q1 2007 to Q1 2008
	%	%	%		
Austria	6 (10) <sup>1</sup>	8 (8) <sup>1</sup>	4 (9) <sup>1</sup>	-4 (1) <sup>1</sup>	-2 (-1) <sup>1</sup>
Belgium	10 (11) <sup>1</sup>	5 (6) <sup>1</sup>	8 (9) <sup>1</sup>	3 (3) <sup>1</sup>	-2 (-2) <sup>1</sup>
France	3 (5) <sup>1</sup>	4 (3) <sup>1</sup>	6 (8) <sup>1</sup>	2 (5) <sup>1</sup>	3 (3) <sup>1</sup>
Germany	2 (5) <sup>1</sup>	12 (13) <sup>1</sup>	7 (10) <sup>1</sup>	-5 (-3) <sup>1</sup>	5 (5) <sup>1</sup>
Ireland	21 (22) <sup>1</sup>	5 (7) <sup>1</sup>	4 (5) <sup>1</sup>	-1 (-2) <sup>1</sup>	-17 (-17) <sup>1</sup>
Italy	1 (3) <sup>1</sup>	-1 (0) <sup>1</sup>	4 (6) <sup>1</sup>	5 (6) <sup>1</sup>	3 (3) <sup>1</sup>
Netherlands	6 (7) <sup>1</sup>	8 (6) <sup>1</sup>	10 (11) <sup>1</sup>	2 (5) <sup>1</sup>	4 (4) <sup>1</sup>
Norway	9 (11) <sup>1</sup>	18 (21) <sup>1</sup>	21 (22) <sup>1</sup>	3 (1) <sup>1</sup>	12 (11) <sup>1</sup>
South Africa	31	27	27	0	-4
Spain	13 (15) <sup>1</sup>	9 (13) <sup>1</sup>	9 (11) <sup>1</sup>	0 (-2) <sup>1</sup>	-4 (-4) <sup>1</sup>
Sweden	8 (12) <sup>1</sup>	14 (17) <sup>1</sup>	6 (10) <sup>1</sup>	-8 (-7) <sup>1</sup>	-2 (-2) <sup>1</sup>
Switzerland	11	13	8	-5	-3
UK	12 (15) <sup>1</sup>	13 (12) <sup>1</sup>	7 (10) <sup>1</sup>	-6 (-2) <sup>1</sup>	-5 (-5) <sup>1</sup>

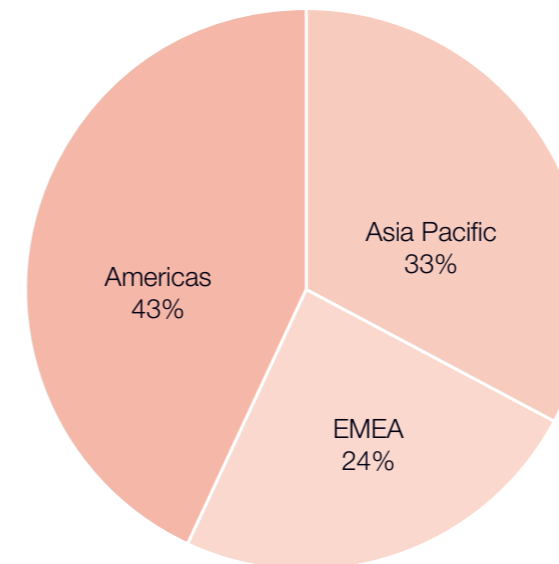
\*EMEA – Europe, Middle East and Africa.

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 13 quarters worth of data is required.

Employers in 12 countries and territories are reporting stronger hiring intentions compared to three months ago. When compared to Quarter 1 2007, Outlooks improved in 10 countries and territories, and weakened in 16. The strongest first-quarter hiring expectations reported globally were in Peru, Singapore, India, Argentina, Costa Rica, Hong Kong and South Africa. Globally, employers in Ireland reported the least optimistic hiring plans.

Regionally, employers in the Americas continue to report positive Net Employment Outlooks, with employers in Peru, Argentina and Costa Rica anticipating the strongest hiring plans. In the United States, Quarter 1 job prospects are expected to remain relatively steady when compared to Quarter 4 2007, but hiring intentions are slightly softer when compared to last year at this time. Outlooks in Asia Pacific have remained steady after a healthy fourth quarter, with employers in Singapore and India reporting the most optimistic Outlooks in the region. In the Europe, Middle East & Africa (EMEA) region, six of 13 Outlooks softened from three months ago, and the majority of the region's employers are reporting slightly weaker Outlooks compared to Quarter 1 2007. However, when combined with the optimistic forecasts from Dutch, French and Italian employers, the Outlooks indicate that many labour markets in Europe should still start the year on a confident note.

## Survey Respondents by Region



Research for the Quarter 1 2008 Manpower Employment Outlook Survey involved surveying nearly 52,000 human resource directors and senior hiring managers from public and private organisations worldwide. 43% of the respondents came from six countries in the Americas; 33% from eight countries and territories across Asia Pacific; and 24% from 13 countries in EMEA.

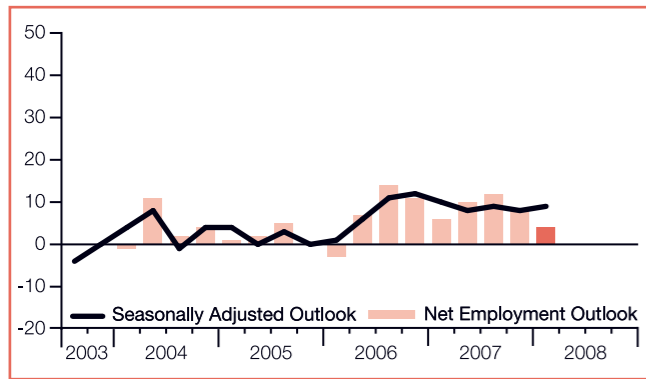
## International Comparisons – EMEA

Over 12,000 interviews have been conducted with employers across 13 EMEA countries to measure anticipated hiring activity for Quarter 1 2008.

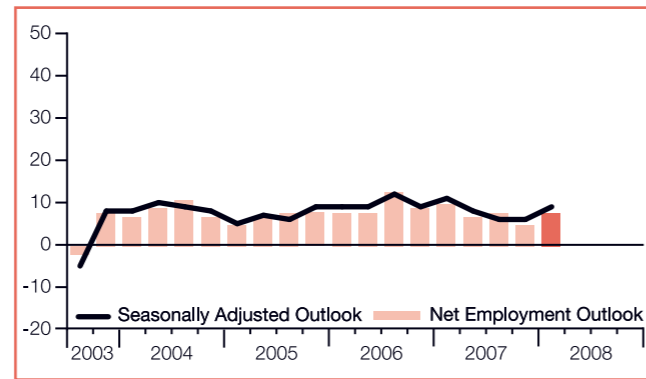
Employers across the region continue to report varying degrees of positive hiring activity, although eight of the 13 countries are reporting less optimistic Net Employment Outlooks compared to Quarter 1 2007.

Employers in Norway, Netherlands, Spain, Germany, Sweden and the United Kingdom are reporting the region's strongest first quarter hiring expectations. Notably, Dutch, French and Italian employers plan to increase the pace of hiring from both Quarter 4 2007 and this time last year, and are reporting their most optimistic Outlooks since the survey began in their countries in Quarter 3 2003. Conversely, employers in Ireland are forecasting the country's weakest hiring pace in four years.

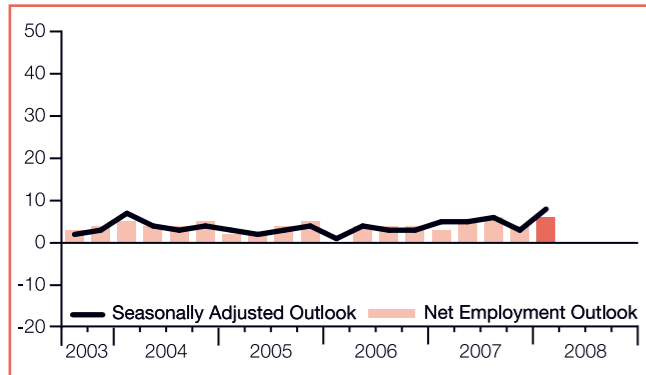
### Austria



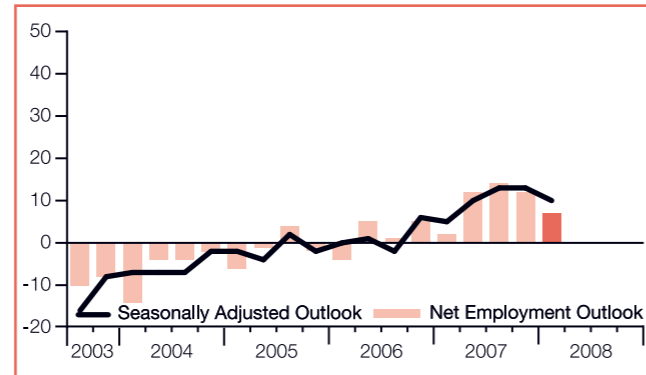
### Belgium



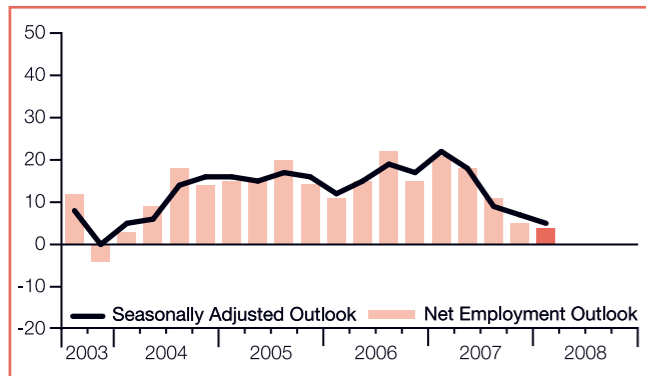
### France



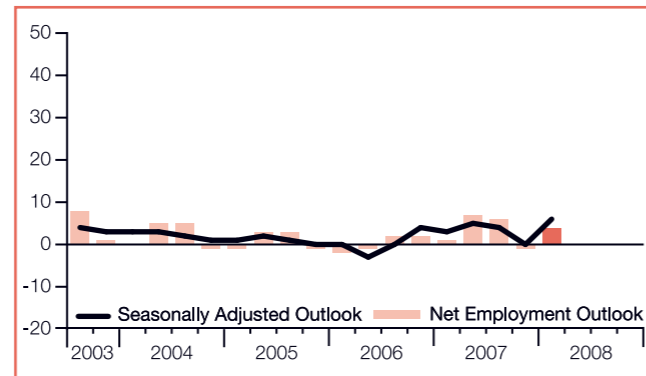
### Germany



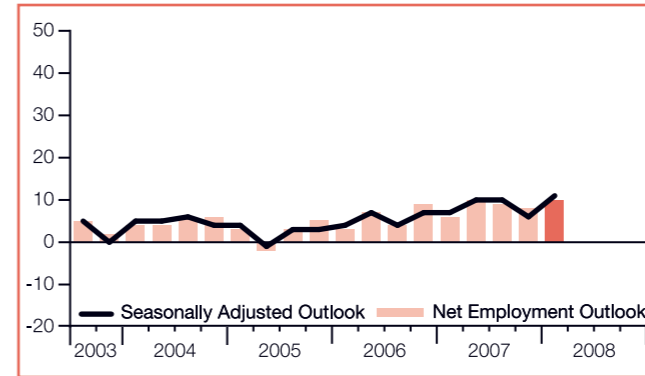
### Ireland



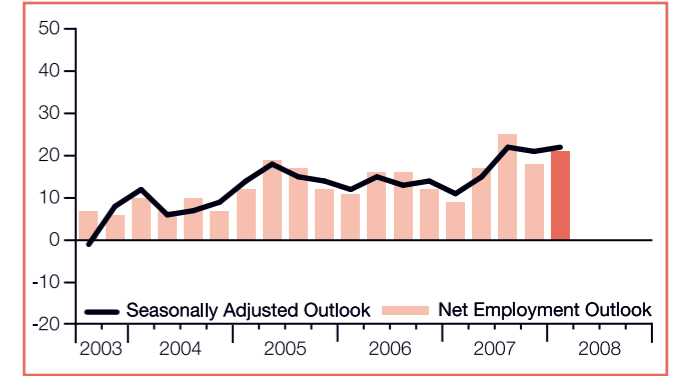
### Italy



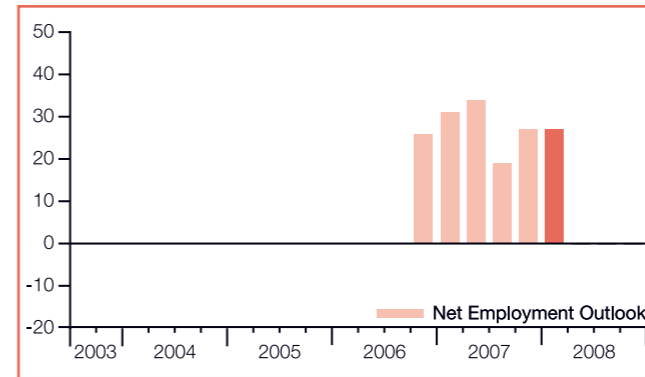
### Netherlands



### Norway

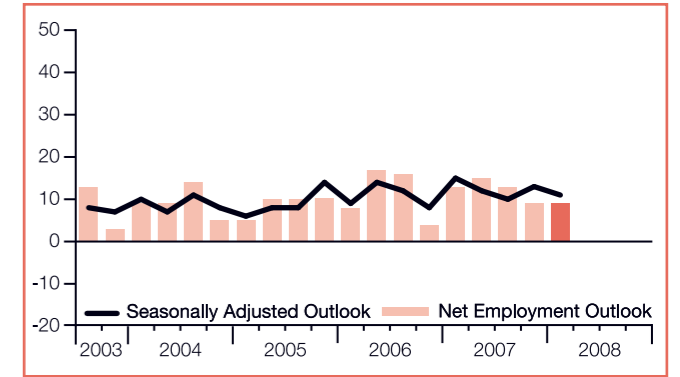


### South Africa

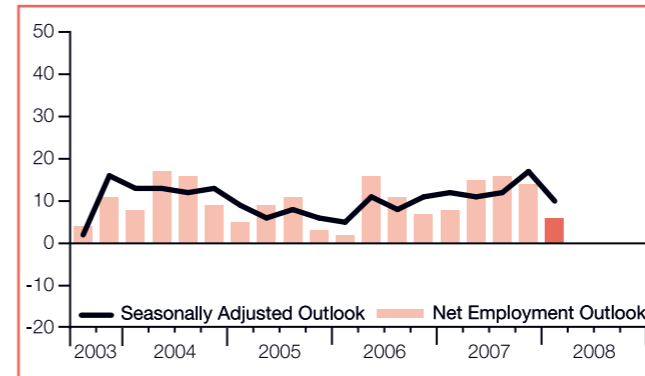


South Africa joined the survey in Q4 2006.

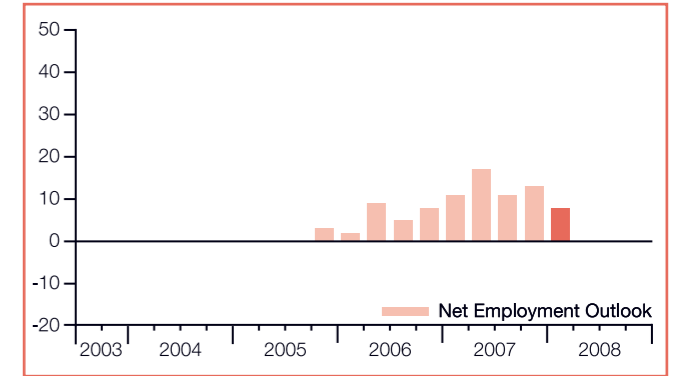
### Spain



### Sweden

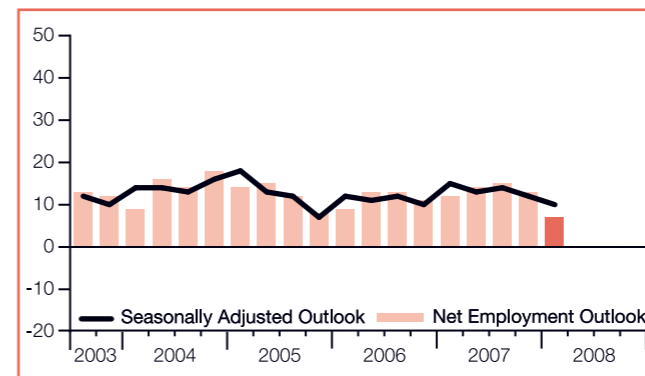


### Switzerland



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

### UK



## International Comparisons – Americas

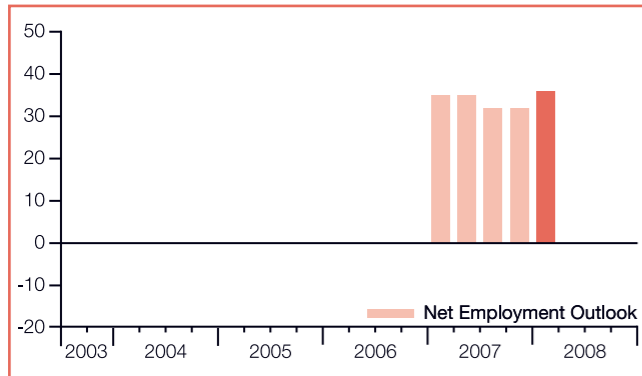
Nearly 23,000 interviews have been conducted across Argentina, Canada, Costa Rica, Mexico, Peru and the United States to measure anticipated hiring activity for Quarter 1 2008.

Employers across the six countries surveyed in the region are reporting varying degrees of positive hiring activity. Outlooks weakened slightly in four of the six countries when compared to Quarter 4 2007, but

improved in three of the six countries when compared to Quarter 1 2007.

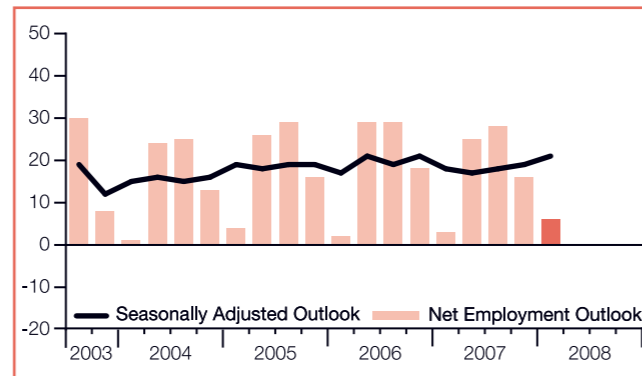
Employers in Peru, Argentina and Costa Rica are the most optimistic about hiring in the next three months. Mexican employers continue to report a healthy Outlook, similar to that of the first quarter 2007. The pace of hiring in the United States is expected to be slightly weaker from one year ago, while Canadian employers anticipate the strongest first quarter hiring activity in seven years.

### Argentina

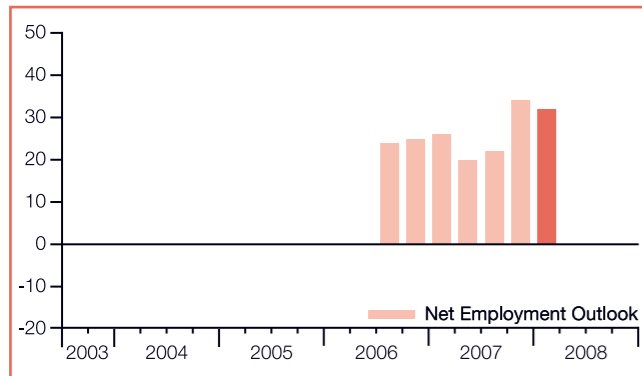


Argentina joined the survey in Q1 2007.

### Canada

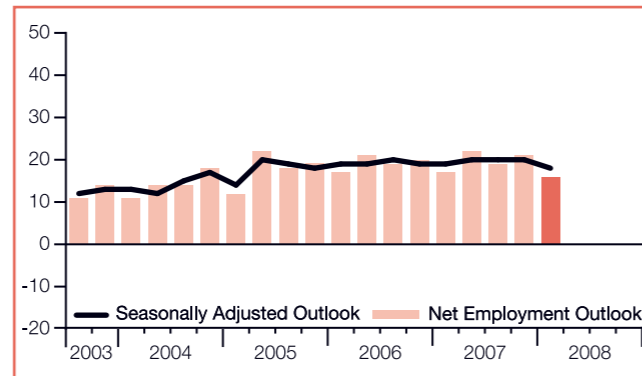


### Costa Rica

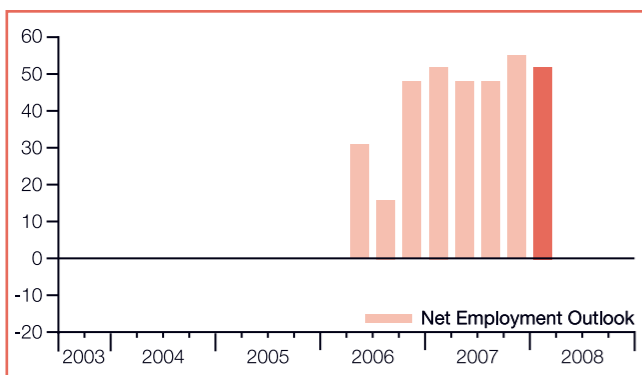


Costa Rica joined the survey in Q3 2006.

### Mexico

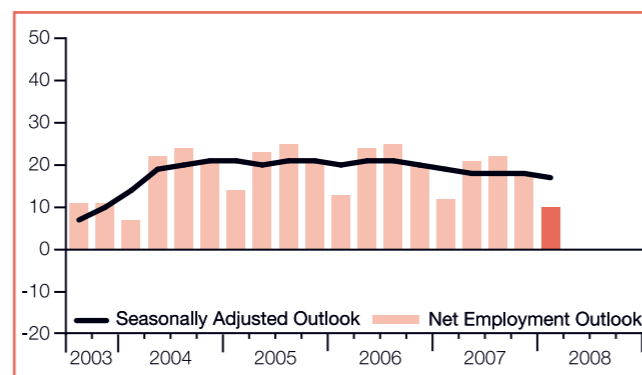


### Peru



Peru joined the survey in Q2 2006.

### USA



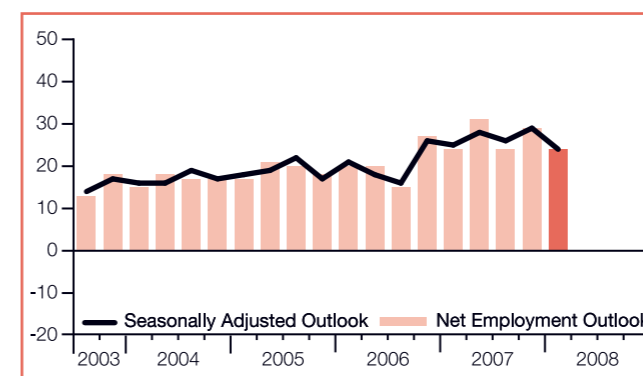
## International Comparisons – Asia Pacific

Over 16,000 interviews have been conducted across the Asia Pacific region to measure anticipated hiring activity between October and December of 2007.

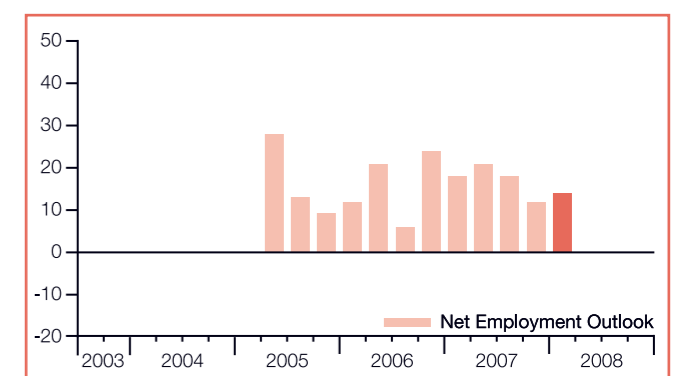
Employers across the eight countries and territories surveyed in the region are reporting varying degrees of positive hiring Outlooks. Outlooks improved from Quarter 3 and one year ago in four of the eight countries and territories surveyed.

Employer hiring expectations are strongest in India, Singapore, Japan and Australia. Employers in India, Japan and Australia are also forecasting the most optimistic Outlooks since the survey began in these countries. Taiwanese employers are reporting their least optimistic Outlook on record and the weakest in the region. Notably, employment projections in China fell across all regions and sectors on both a quarter-over-quarter and year-over-year basis.

### Australia

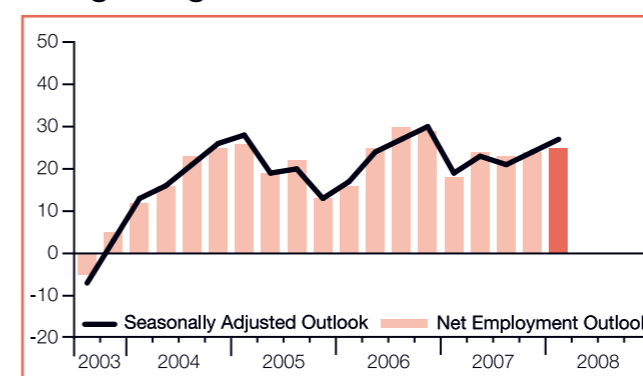


### China

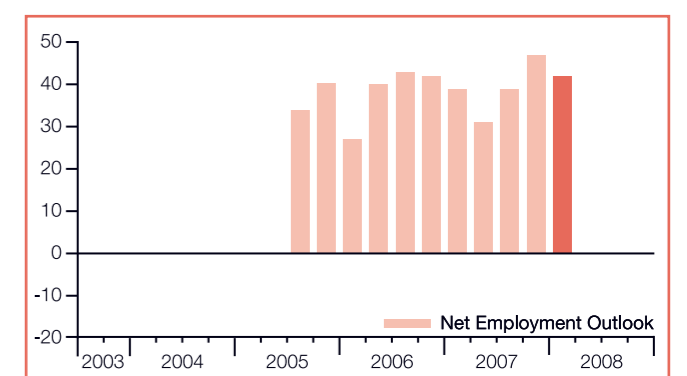


China joined the survey in Q2 2005.

### Hong Kong

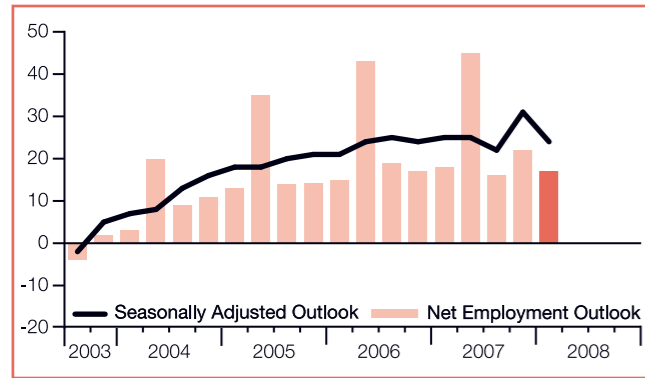


### India

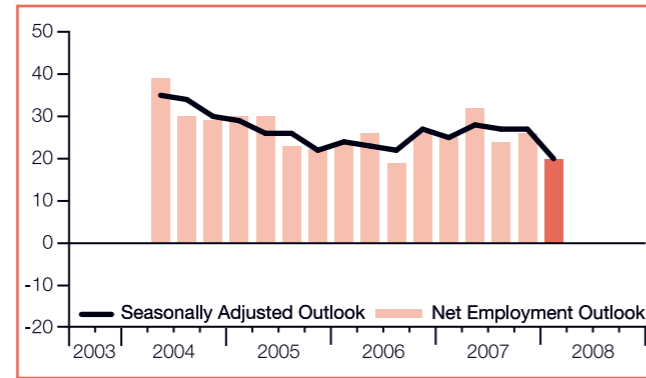


India joined the survey in Q3 2005.

Japan

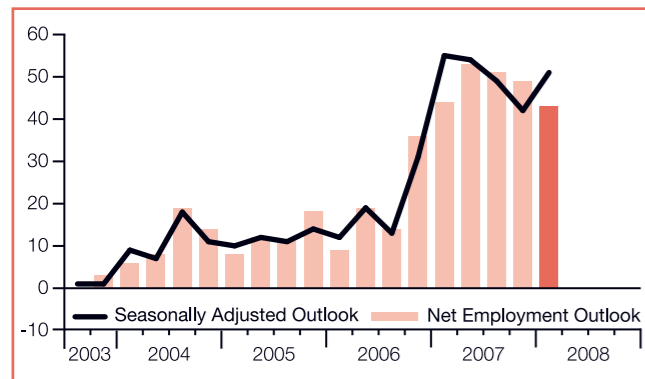


New Zealand

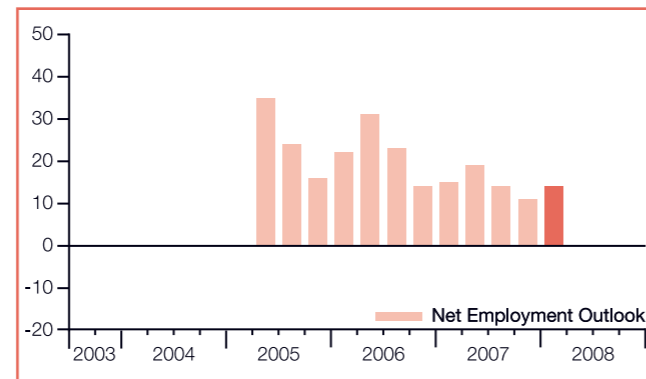


New Zealand joined the survey in Q2 2004.

Singapore



Taiwan



Taiwan joined the survey in Q2 2005.

About the Survey

The Manpower Employment Outlook Survey is conducted quarterly to measure employers' intentions to increase or decrease the number of employees in their workforces during the next quarter. The survey has been running for more than 45 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.

**Focused:** For more than four decades, the survey has derived all of its information from a single question.

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

**Robust:** The survey is based on interviews with nearly 52,000 public and private employers across 27 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.

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 27 countries and territories where the survey is currently conducted includes Manpower's Market Intelligence team; the Organisation Research and Analysis Division of Right Management Consultants – an independent operating division of Manpower Inc.; NOP World, Grupo IDM, DATUM Research and SEL Consultores. The survey has been structured to be representative of each national economy. The margin of error for all national, regional and global data is not greater than +/- 3.9%

In Ireland, the national survey is conducted by external surveyors and includes 681 employers. With this number of interviews, the margin of error for the Ireland survey is +/- 3.9%.

## Survey Question

All employers participating in the survey worldwide are asked the same question, "How do you anticipate total employment at your location to change in the three months to the end of March 2008 as compared to the current quarter?"

## Net Employment Outlook

Throughout this report, we use the term "Net Employment Outlook." This figure is derived by taking the percentage of employers anticipating an increase in hiring activity and subtracting from this the percentage of employers that expect 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, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Netherlands, New Zealand, Norway, Singapore, Spain, Sweden, 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.

## History of the Survey

- 1962** 1st generation of the Manpower Employment Outlook Survey launched in the United States and Canada.
- 1966** Manpower's UK 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** 2nd 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 UK'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** 3rd generation of the Manpower Employment Outlook Survey is launched, expanding the program to a total 18 countries and territories worldwide: Australia, Austria, Belgium, Canada, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Netherlands, Norway, Singapore, Spain, Sweden, United Kingdom and 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, Peru and South Africa joined 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.
- 2007** Manpower operations in Argentina launch the Manpower Employment Outlook Survey. The survey in New Zealand adds seasonally adjusted data in the first quarter.

## About Manpower Inc.

Manpower Inc. (NYSE: MAN) is a world leader in the employment services industry; creating and delivering services that enable its clients to win in the changing world of work. The \$18 billion company offers employers a range of services 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 4,400 offices in 73 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](http://www.manpower.com).

## About Manpower Ireland

Manpower is Ireland's leading provider of workforce management solutions specialising in permanent and temporary recruitment, HR services, managed services, outsourcing and HR consultancy. Manpower Ireland's network of offices allows the company to meet the needs of local and national customers. This includes numerous small and medium sized enterprises, as well as larger organisations. The focus of Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction, enabling customers to concentrate on their core business. Manpower has a highly skilled workforce of over 2,000 temporary employees who stay loyal to the company (and its customers) thanks to best-in-class employment benefits. These include a contract of employment and a free e-learning tool offering staff over 1,000 courses in a diverse range of subjects, keeping Manpower's workforce up to date with today's ever-changing working environment.