



# Older Worker Recruiting & Retention Survey Results

Manpower Inc. (NYSE: MAN) surveyed nearly 27,000 employers across 25 countries and territories in October of 2006. The survey set out to determine if companies have adopted strategies to recruit or retain older workers into their organization. Respondents were asked two questions:

*“A large percentage of the population is aging and will be eligible for retirement soon, which is expected to create talent shortages for employers over the next 10 years and beyond. In light of this challenge, has your organization developed a specific strategy to recruit older workers\* into your organization?”*

*“Has your organization developed a strategy to retain older workers past retirement age?”*

The survey revealed that 14% of employers globally said they have a strategy for recruiting older workers into their organization. 21% of employers from around the world said they have developed a strategy for retaining older workers past retirement age. Recruitment strategies specifically targeting older workers are being employed more frequently in Singapore (48%), Hong Kong (24%) and Austria (21%). Older worker retention strategies are the most prevalent in Japan (83%), Singapore (53%), South Africa (34%) and New Zealand (33%).

## Global Results

	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
<b>Global Mean</b>	<b>14</b>	<b>80</b>	<b>5</b>	<b>0</b>	<b>21</b>	<b>72</b>	<b>7</b>	<b>0</b>

	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
<b>Americas</b>	%	%	%	%	%	%	%	%
Argentina	11	84	5	0	17	76	7	0
Canada	17	67	16	0	24	67	9	0
Peru	10	89	1	0	13	86	1	0
United States	18	78	4	0	28	65	7	0
<b>Asia Pacific</b>								
Australia	18	73	8	1	28	63	9	0
China	18	76	6	0	19	77	4	0
Hong Kong	24	73	2	1	20	74	5	1
India	14	79	7	0	16	71	13	0
Japan	12	78	10	0	83	12	5	0
New Zealand	19	75	6	0	33	59	7	1
Singapore	48	48	4	0	53	41	6	0
Taiwan	6	89	5	0	8	85	7	0
<b>EMEA**</b>								
Austria	21	77	2	0	14	84	2	0
Belgium	10	87	3	0	12	85	3	0
France	6	92	2	0	8	87	5	0
Germany	18	76	6	0	11	84	5	0
Ireland	9	87	4	0	26	65	9	0
Italy	8	91	1	0	6	90	4	0
Netherlands	8	91	1	0	10	89	1	0
Norway	6	93	1	0	12	86	2	0
South Africa	11	83	6	0	34	58	8	0
Spain	6	92	2	0	6	90	4	0
Sweden	4	92	4	0	8	88	4	0
Switzerland	17	82	1	0	14	81	5	0
UK	13	82	5	0	24	69	7	0

\* By older workers we mean those workers aged 50 years and above.

\*\* EMEA – Europe, Middle East and Africa

## Results by Country - Americas

ARGENTINA	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Argentina</b>	<b>11</b>	<b>84</b>	<b>5</b>	<b>0</b>	<b>17</b>	<b>76</b>	<b>7</b>	<b>0</b>
Agriculture & Fishing	16	72	12	0	16	72	12	0
Finance, Insurance & Real Estate	7	85	8	0	17	71	12	0
Manufacturing	12	83	5	0	26	66	8	0
Mining & Construction	15	81	4	0	19	74	7	0
Public Administration/Education	11	84	5	0	15	76	9	0
Services	8	88	4	0	16	76	8	0
Transportation & Utilities	11	84	5	0	18	78	4	0
Wholesale & Retail Trade	11	87	2	0	12	83	5	0
Buenos Aires	10	86	4	0	22	70	8	0
Cuyo	8	88	4	0	15	78	7	0
North East	12	81	7	0	18	74	8	0
North West	12	82	6	0	14	79	7	0
Pampeana	11	86	3	0	18	75	7	0
Patagonia	13	81	6	0	14	79	7	0

Total Number of Respondents: 755  
Overall Margin of Error: +/- 3.6%

Total Number of Respondents: 755  
Overall Margin of Error: +/- 3.6%

CANADA	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Canada</b>	<b>17</b>	<b>67</b>	<b>16</b>	<b>0</b>	<b>24</b>	<b>67</b>	<b>9</b>	<b>0</b>
Central Region	15	70	15	0	26	62	12	0
Eastern Region	16	69	15	0	23	68	9	0
Western Region	19	65	16	0	23	71	6	0
Thunder Bay	33	50	17	0	33	60	7	0

Total Number of Respondents: 1,343  
Overall Margin of Error: +/- 2.7%

Total Number of Respondents: 1,343  
Overall Margin of Error: +/- 2.7%

PERU	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Peru</b>	<b>10</b>	<b>89</b>	<b>1</b>	<b>0</b>	<b>13</b>	<b>86</b>	<b>1</b>	<b>0</b>
Agriculture & Fishing	11	89	0	0	17	83	0	0
Finance, Insurance & Real Estate	9	91	0	0	14	84	2	0
Manufacturing	12	86	2	0	16	82	2	0
Mining & Construction	17	83	0	0	17	83	0	0
Public Administration/Education	15	85	0	0	23	77	0	0
Services	7	93	0	0	5	93	2	0
Transportation & Utilities	12	88	0	0	8	92	0	0
Wholesale & Retail Trade	13	87	0	0	20	79	1	0
Greater Lima	12	88	0	0	13	86	1	0
North 1	7	93	0	0	7	91	2	0
North 2	3	95	2	0	8	92	0	0
South	9	91	0	0	14	85	1	0
Jungle	8	92	0	0	17	83	0	0
Highlands	5	95	0	0	18	82	0	0

Total Number of Respondents: 662  
Overall Margin of Error: +/- 3.8%

Total Number of Respondents: 662  
Overall Margin of Error: +/- 3.8%

UNITED STATES	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: USA</b>	<b>18</b>	<b>78</b>	<b>4</b>	<b>0</b>	<b>28</b>	<b>65</b>	<b>7</b>	<b>0</b>
Construction	8	90	2	0	22	76	2	0
Education	16	81	3	0	34	59	7	0
Finance, Insurance & Real Estate	16	80	4	0	22	69	9	0
Manufacturing – Durables	13	82	5	0	29	66	5	0
Manufacturing – Non-Durables	12	86	2	0	22	71	7	0
Mining	14	73	13	0	27	55	18	0
Public Administration	16	80	4	0	21	74	5	0
Services	18	79	3	0	27	65	8	0
Transportation & Utilities	10	85	5	0	20	70	10	0
Wholesale & Retail Trade	25	71	4	0	31	61	8	0
Midwest	17	80	3	0	23	70	7	0
Northeast	15	79	6	0	26	67	7	0
South	22	75	3	0	30	61	9	0
West	18	77	5	0	34	59	7	0

Total Number of Respondents: 1,000  
Overall Margin of Error: +/- 3.1%

Total Number of Respondents: 1,000  
Overall Margin of Error: +/- 3.1%

## Results by Country – Asia Pacific

AUSTRALIA	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Australia</b>	<b>18</b>	<b>73</b>	<b>8</b>	<b>1</b>	<b>28</b>	<b>63</b>	<b>9</b>	<b>0</b>
Finance, Insurance & Real Estate	17	75	8	1	32	59	9	0
Manufacturing	17	74	8	1	25	68	7	0
Mining & Construction	17	71	11	1	28	60	12	0
Public Administration/Education	23	67	10	0	44	49	7	0
Services	20	69	10	1	28	62	10	0
Transportation & Utilities	17	78	2	3	36	59	5	0
Wholesale & Retail Trade	13	78	8	1	23	70	7	0
Adelaide/South	17	75	7	1	25	70	5	0
Brisbane/Queensland	11	54	32	3	18	50	32	0
Hobart/Tasmania	23	69	8	0	39	52	9	0
Melbourne/Victoria	21	69	8	0	33	57	10	0
Northern Territory	17	77	5	1	32	64	4	0
Perth/WA	15	78	6	1	26	67	7	0
Sydney/NSW	18	72	9	1	25	67	8	0

Total Number of Respondents: 1,875  
Overall Margin of Error: +/- 2.3%

Total Number of Respondents: 1,875  
Overall Margin of Error: +/- 2.3%

CHINA	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: China</b>	<b>18</b>	<b>76</b>	<b>6</b>	<b>0</b>	<b>19</b>	<b>77</b>	<b>4</b>	<b>0</b>
Finance, Insurance & Real Estate	22	71	7	0	19	75	6	0
Manufacturing	18	76	6	0	20	76	4	0
Mining & Construction	10	80	10	0	25	65	10	0
Services	19	73	8	0	17	78	5	0
Transportation & Utilities	14	80	6	0	13	82	5	0
Wholesale & Retail Trade	15	79	6	0	19	77	4	0
Beijing	21	71	8	0	22	74	4	0
Guangzhou	16	78	6	0	14	82	4	0
Shanghai	16	79	5	0	19	77	4	0
Chengdu	19	74	6	1	21	72	6	1
Wuhan	13	78	9	0	17	78	5	0

Total Number of Respondents: 2,072  
Overall Margin of Error: +/- 2.2%

Total Number of Respondents: 2,072  
Overall Margin of Error: +/- 2.2%

HONG KONG	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Hong Kong</b>	<b>24</b>	<b>73</b>	<b>2</b>	<b>1</b>	<b>20</b>	<b>74</b>	<b>5</b>	<b>1</b>
Finance, Insurance & Real Estate	25	75	0	0	17	83	0	0
Manufacturing	1	97	1	0	7	91	1	1
Mining & Construction	33	53	7	7	17	60	16	7
Services	52	43	3	2	51	40	7	2
Transportation & Utilities	20	80	0	0	0	100	0	0
Wholesale & Retail Trade	17	78	4	1	13	77	9	1

Total Number of Respondents: 815  
Overall Margin of Error: +/- 3.4%

Total Number of Respondents: 816  
Overall Margin of Error: +/- 3.4%

INDIA	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: India</b>	<b>14</b>	<b>79</b>	<b>7</b>	<b>0</b>	<b>16</b>	<b>71</b>	<b>13</b>	<b>0</b>
Finance, Insurance & Real Estate	12	77	11	0	17	64	19	0
Manufacturing	12	83	5	0	16	71	13	0
Mining & Construction	16	77	7	0	17	66	17	0
Public Administration/Education	20	69	11	0	19	58	23	0
Services	15	77	8	0	15	71	14	0
Transportation & Utilities	17	77	6	0	17	76	7	0
Wholesale & Retail Trade	10	88	2	0	12	84	4	0
North	18	72	10	0	19	63	18	0
East	11	83	6	0	19	69	12	0
South	12	83	5	0	11	76	11	0
West	12	83	5	0	16	73	11	0

Total Number of Respondents: 4,742  
Overall Margin of Error: +/- 1.5%

Total Number of Respondents: 4,742  
Overall Margin of Error: +/- 1.5%

JAPAN	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Japan</b>	<b>12</b>	<b>78</b>	<b>10</b>	<b>0</b>	<b>83</b>	<b>12</b>	<b>5</b>	<b>0</b>
Finance, Insurance & Real Estate	15	76	9	0	84	9	7	0
Manufacturing	11	81	8	0	92	6	2	0
Mining & Construction	15	73	12	0	84	6	10	0
Public Administration/Education	3	92	5	0	64	27	9	0
Services	11	78	11	0	72	21	7	0
Transportation & Utilities	18	68	14	0	82	12	6	0
Wholesale & Retail Trade	13	75	12	0	83	14	3	0
Nagoya	11	80	9	0	81	14	5	0
Osaka	15	74	11	0	83	12	5	0
Tokyo	11	78	11	0	87	10	3	0

Total Number of Respondents: 925  
Overall Margin of Error: +/- 3.2%

Total Number of Respondents: 925  
Overall Margin of Error: +/- 3.2%

NEW ZEALAND	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: New Zealand</b>	<b>19</b>	<b>75</b>	<b>6</b>	<b>0</b>	<b>33</b>	<b>59</b>	<b>7</b>	<b>1</b>
Finance, Insurance & Real Estate	7	86	7	0	32	57	7	4
Manufacturing	22	73	5	0	36	56	8	0
Mining & Construction	7	87	6	0	20	73	7	0
Public Administration/Education	23	65	10	2	40	48	10	2
Services	19	79	2	0	27	68	6	1
Transportation & Utilities	41	59	0	0	55	45	0	0
Wholesale & Retail Trade	11	74	15	0	28	59	11	2
Auckland	9	86	4	1	26	70	3	1
Christchurch	25	67	8	0	39	45	16	0
Wellington	23	70	7	0	34	56	8	2

Total Number of Respondents: 778  
Overall Margin of Error: +/- 3.5%

Total Number of Respondents: 778  
Overall Margin of Error: +/- 3.5%

SINGAPORE	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Singapore</b>	<b>48</b>	<b>48</b>	<b>4</b>	<b>0</b>	<b>53</b>	<b>41</b>	<b>6</b>	<b>0</b>
Finance, Insurance & Real Estate	60	39	1	0	69	29	2	0
Manufacturing	52	43	5	0	56	38	6	0
Mining & Construction	61	30	9	0	59	33	8	0
Public Administration/Education	65	33	2	0	70	23	7	0
Services	44	53	3	0	39	54	7	0
Transportation & Utilities	26	69	5	0	31	58	11	0
Wholesale & Retail Trade	33	65	2	0	57	39	4	0

Total Number of Respondents: 807  
Overall Margin of Error: +/- 3.4%

Total Number of Respondents: 807  
Overall Margin of Error: +/- 3.4%

TAIWAN	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Taiwan</b>	<b>6</b>	<b>89</b>	<b>5</b>	<b>0</b>	<b>8</b>	<b>85</b>	<b>7</b>	<b>0</b>
Finance, Insurance & Real Estate	3	92	5	0	5	86	9	0
Manufacturing	5	90	5	0	11	83	6	0
Mining & Construction	9	89	2	0	13	85	2	0
Services	5	90	5	0	6	88	6	0
Transportation & Utilities	18	82	0	0	14	86	0	0
Wholesale & Retail Trade	6	89	5	0	8	82	10	0

Total Number of Respondents: 758  
Overall Margin of Error: +/- 3.6%

Total Number of Respondents: 772  
Overall Margin of Error: +/- 3.5%

## Results by Country – EMEA

AUSTRIA	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Austria</b>	<b>21</b>	<b>77</b>	<b>2</b>	<b>0</b>	<b>14</b>	<b>84</b>	<b>2</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	28	72	0	0	10	90	0	0
Construction	20	75	5	0	7	88	5	0
Electricity, Gas & Water	15	84	1	0	18	79	3	0
Finance, Insurance, Real Estate & Business Services	9	90	1	0	12	86	2	0
Manufacturing	25	74	1	0	16	82	2	0
Mining & Quarrying	16	84	0	0	10	90	0	0
Public & Social	26	70	4	0	16	82	2	0
Restaurants & Hotels	13	87	0	0	4	95	1	0
Transport, Storage & Communication	21	78	1	0	17	82	1	0
Wholesale & Retail Trade	14	83	3	0	19	77	4	0
Burgenland	24	76	0	0	28	72	0	0
Karnten	16	83	1	0	5	94	1	0
Niederosterreich	23	77	0	0	9	90	1	0
Oberosterreich	14	84	2	0	14	85	1	0
Salzburg	18	82	0	0	10	84	6	0
Steiermark	14	79	7	0	21	79	0	0
Tirol	26	73	1	0	16	81	3	0
Vienna	20	75	5	0	14	86	0	0
Voralberg	36	61	3	0	14	84	2	0

Total Number of Respondents: 752  
Overall Margin of Error: +/- 3.6%

Total Number of Respondents: 752  
Overall Margin of Error: +/- 3.6%

BELGIUM	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Belgium</b>	<b>10</b>	<b>87</b>	<b>3</b>	<b>0</b>	<b>12</b>	<b>85</b>	<b>3</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	5	92	3	0	10	81	9	0
Construction	11	87	2	0	12	88	0	0
Electricity, Gas & Water	14	79	7	0	4	82	14	0
Finance, Insurance, Real Estate & Business Services	10	88	2	0	11	87	2	0
Manufacturing	9	91	0	0	7	90	3	0
Mining & Quarrying	5	95	0	0	14	81	5	0
Public & Social	12	82	6	0	17	83	0	0
Restaurants & Hotels	10	85	5	0	7	87	6	0
Transport, Storage & Communication	10	86	4	0	14	79	7	0
Wholesale & Retail Trade	4	95	1	0	9	90	1	0
Brussels	11	87	2	0	24	72	4	0
Flanders	16	82	2	0	7	89	4	0
Wallonia	7	89	4	0	11	88	1	0

Total Number of Respondents: 750  
Overall Margin of Error: +/- 3.6%

Total Number of Respondents: 750  
Overall Margin of Error: +/- 3.6%

FRANCE	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: France</b>	<b>6</b>	<b>92</b>	<b>2</b>	<b>0</b>	<b>8</b>	<b>87</b>	<b>5</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	2	98	0	0	5	93	2	0
Construction	8	89	3	0	3	94	3	0
Electricity, Gas & Water	7	85	8	0	1	99	0	0
Finance, Insurance, Real Estate & Business Services	5	91	4	0	10	83	7	0
Manufacturing	2	98	0	0	6	92	2	0
Mining & Quarrying	6	90	4	0	9	85	6	0
Public & Social	10	88	2	0	11	80	9	0
Restaurants & Hotels	4	93	3	0	6	87	7	0
Transport, Storage & Communication	12	85	3	0	4	91	5	0
Wholesale & Retail Trade	3	96	1	0	5	92	3	0
East Centre	4	96	0	0	5	90	5	0
North	6	92	2	0	5	90	5	0
Paris	3	91	6	0	10	81	9	0
South	6	94	0	0	11	86	3	0
West Centre	13	85	2	0	8	84	8	0

Total Number of Respondents: 1,004  
Overall Margin of Error: +/- 3.1%

Total Number of Respondents: 1,004  
Overall Margin of Error: +/- 3.1%

GERMANY	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Germany</b>	<b>18</b>	<b>76</b>	<b>6</b>	<b>0</b>	<b>11</b>	<b>84</b>	<b>5</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	20	77	3	0	9	88	3	0
Construction	23	74	3	0	10	89	1	0
Electricity, Gas & Water	13	85	2	0	5	95	0	0
Finance, Insurance, Real Estate & Business Services	16	79	5	0	8	86	6	0
Manufacturing	27	68	5	0	13	81	6	0
Mining & Quarrying	14	84	2	0	17	83	0	0
Public & Social	14	78	8	0	11	88	1	0
Transport, Storage & Communication	21	77	2	0	10	87	3	0
Wholesale, Retail, Restaurants & Hotels	15	78	7	0	15	80	5	0
Berlin	3	91	6	0	12	83	5	0
East	15	84	1	0	6	91	3	0
Frankfurt	22	65	13	0	7	89	4	0
Munich	8	86	6	0	12	83	5	0
North	15	80	5	0	15	82	3	0
Ruhr	19	71	10	0	6	91	3	0
South	29	70	1	0	18	79	3	0
West	21	72	7	0	11	82	7	0

Total Number of Respondents: 1,004  
Overall Margin of Error: +/- 3.1%

Total Number of Respondents: 1,004  
Overall Margin of Error: +/- 3.1%

IRELAND	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Ireland</b>	<b>9</b>	<b>87</b>	<b>4</b>	<b>0</b>	<b>26</b>	<b>65</b>	<b>9</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	13	87	0	0	20	77	3	0
Community, Social & Personal	7	91	2	0	24	63	13	0
Construction	2	98	0	0	39	51	10	0
Electricity, Gas & Water	14	81	5	0	23	59	18	0
Finance, Insurance, Real Estate & Business Services	5	92	3	0	23	66	11	0
Manufacturing	10	85	5	0	22	71	7	0
Mining & Quarrying	13	85	2	0	22	66	12	0
Pharmaceutical	11	88	1	0	13	85	2	0
Restaurants & Hotels	14	85	1	0	24	62	14	0
Transportation, Storage & Communication	7	90	3	0	25	68	7	0
Wholesale & Retail Trade	11	80	9	0	28	65	7	0
Connaught	9	88	3	0	20	68	12	0
Dublin	9	85	6	0	28	62	10	0
Leinster	14	85	1	0	40	56	4	0
Munster	5	89	6	0	21	71	8	0
Ulster	9	90	1	0	21	72	7	0

Total Number of Respondents: 665  
Overall Margin of Error: +/- 3.8%

Total Number of Respondents: 665  
Overall Margin of Error: +/- 3.8%

ITALY	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Italy</b>	<b>8</b>	<b>91</b>	<b>1</b>	<b>0</b>	<b>6</b>	<b>90</b>	<b>4</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	10	88	2	0	3	95	2	0
Construction	11	84	5	0	8	88	4	0
Electricity, Gas & Water	16	84	0	0	4	86	10	0
Finance, Insurance, Real Estate & Business Services	14	84	2	0	6	89	5	0
Manufacturing	9	90	1	0	9	89	2	0
Mining & Quarrying	17	80	3	0	7	91	2	0
Pubic & Social	4	96	0	0	3	90	7	0
Restaurants & Hotels	5	94	1	0	3	93	4	0
Transport, Storage & Communication	9	91	0	0	11	83	6	0
Wholesale & Retail Trade	6	92	2	0	3	92	5	0
Middle Italy	11	89	0	0	4	94	2	0
North East	8	90	2	0	6	89	5	0
North West	8	91	1	0	7	85	8	0
South/Islands	6	93	1	0	5	91	4	0

Total Number of Respondents: 1,006  
Overall Margin of Error: +/- 3.1%

Total Number of Respondents: 1,006  
Overall Margin of Error: +/- 3.1%

NETHERLANDS	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Netherlands</b>	<b>8</b>	<b>91</b>	<b>1</b>	<b>0</b>	<b>10</b>	<b>89</b>	<b>1</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	15	82	3	0	15	82	3	0
Construction	7	93	0	0	8	92	0	0
Electricity, Gas & Water	13	85	2	0	21	79	0	0
Finance, Insurance, Real Estate & Business Services	7	93	0	0	7	91	2	0
Manufacturing	10	88	2	0	12	85	3	0
Mining & Quarrying	5	95	0	0	6	90	4	0
Pubic & Social	3	97	0	0	10	89	1	0
Transportation, Storage & Communication	15	85	0	0	4	96	0	0
Wholesale, Retail, Restaurants & Hotels	13	85	2	0	13	87	0	0
East	8	89	3	0	9	89	2	0
North	11	89	0	0	9	90	1	0
South	7	93	0	0	8	92	0	0
West	8	92	0	0	13	85	2	0
Total Number of Respondents: 751 Overall Margin of Error: +/- 3.6%					Total Number of Respondents: 751 Overall Margin of Error: +/- 3.6%			

NORWAY	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Norway</b>	<b>6</b>	<b>93</b>	<b>1</b>	<b>0</b>	<b>12</b>	<b>86</b>	<b>2</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	3	95	2	0	6	90	4	0
Construction	5	93	2	0	6	94	0	0
Electricity, Gas & Water	12	88	0	0	23	74	3	0
Finance, Insurance, Real Estate & Business Services	6	94	0	0	11	87	2	0
Manufacturing	8	92	0	0	7	90	3	0
Mining & Quarrying	4	96	0	0	17	81	2	0
Pubic & Social	6	94	0	0	17	83	0	0
Transportation, Storage & Communication	6	94	0	0	15	82	3	0
Wholesale, Retail, Restaurants & Hotels	7	93	0	0	8	90	2	0
Eastern	4	96	0	0	10	87	3	0
Greater Oslo	16	83	1	0	11	88	1	0
Mid	5	95	0	0	12	88	0	0
Northern	2	98	0	0	8	91	1	0
South/West	4	95	1	0	22	75	3	0
Total Number of Respondents: 750 Overall Margin of Error: +/- 3.6%					Total Number of Respondents: 750 Overall Margin of Error: +/- 3.6%			

SOUTH AFRICA	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: South Africa</b>	<b>11</b>	<b>83</b>	<b>6</b>	<b>0</b>	<b>34</b>	<b>58</b>	<b>8</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	9	82	9	0	35	58	7	0
Construction	16	73	11	0	37	52	11	0
Electricity, Gas & Water	3	92	5	0	17	75	8	0
Finance, Insurance, Real Estate & Business Services	9	87	4	0	32	60	8	0
Manufacturing	15	78	7	0	38	58	4	0
Mining & Quarrying	11	80	9	0	31	56	13	0
Pubic & Social	15	76	9	0	36	57	7	0
Restaurants & Hotels	7	87	6	0	31	59	10	0
Transport, Storage & Communication	10	84	6	0	34	60	6	0
Wholesale, Retail, Restaurants & Hotels	7	89	4	0	36	53	11	0
Eastern Cape	9	82	9	0	40	54	6	0
Free State	3	89	8	0	16	73	11	0
Gauteng	13	80	7	0	34	57	9	0
Kwazulu Natal	11	84	5	0	36	61	3	0
Western Cape	8	85	7	0	32	57	11	0

Total Number of Respondents: 840  
Overall Margin of Error: +/- 3.4%

Total Number of Respondents: 840  
Overall Margin of Error: +/- 3.4%

SPAIN	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Spain</b>	<b>6</b>	<b>92</b>	<b>2</b>	<b>0</b>	<b>6</b>	<b>90</b>	<b>4</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	6	94	0	0	10	86	4	0
Construction	7	93	0	0	6	94	0	0
Electricity, Gas & Water	3	93	4	0	8	91	1	0
Finance, Insurance, Real Estate & Business Services	1	94	5	0	9	83	8	0
Manufacturing	7	93	0	0	5	92	3	0
Mining & Quarrying	12	84	4	0	10	87	3	0
Pubic & Social	7	89	4	0	2	92	6	0
Restaurants & Hotels	9	91	0	0	10	86	4	0
Transportation, Storage & Communication	4	94	2	0	10	85	5	0
Wholesale & Retail Trade	4	96	0	0	7	92	1	0
Centre	4	94	2	0	4	95	1	0
East	8	89	3	0	4	94	2	0
North	0	97	3	0	4	92	4	0
North East	5	94	1	0	12	86	2	0
North West	8	91	1	0	10	84	6	0
South	6	93	1	0	4	88	8	0

Total Number of Respondents: 1,044  
Overall Margin of Error: +/- 3.0%

Total Number of Respondents: 1,044  
Overall Margin of Error: +/- 3.0%

SWEDEN	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Sweden</b>	<b>4</b>	<b>92</b>	<b>4</b>	<b>0</b>	<b>8</b>	<b>88</b>	<b>4</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	2	98	0	0	6	94	0	0
Construction	0	94	6	0	5	84	11	0
Electricity, Gas & Water	0	97	3	0	5	92	3	0
Finance, Insurance, Real Estate & Business Services	6	91	3	0	6	93	1	0
Manufacturing	4	93	3	0	7	83	10	0
Mining & Quarrying	0	97	3	0	1	96	3	0
Pubic & Social	3	94	3	0	11	88	1	0
Restaurants & Hotels	9	84	7	0	6	88	6	0
Transportation, Storage & Communication	4	90	6	0	9	89	2	0
Wholesale & Retail Trade	3	92	5	0	3	86	11	0
Norra Svergie & Mellansvergie	2	92	6	0	15	82	3	0
Ovriga Gotaland	5	93	2	0	9	88	3	0
Skanes Lan	1	94	5	0	5	91	4	0
Stocholms Lan & Uppsala Lan	9	89	2	0	7	90	3	0
Vastra Gotalands Lan	3	96	1	0	3	89	8	0

Total Number of Respondents: 771  
Overall Margin of Error: +/- 3.5%

Total Number of Respondents: 771  
Overall Margin of Error: +/- 3.5%

SWITZERLAND	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: Switzerland</b>	<b>17</b>	<b>82</b>	<b>1</b>	<b>0</b>	<b>14</b>	<b>81</b>	<b>5</b>	<b>0</b>
Agriculture, Hunting, Forestry & Fishing	17	78	5	0	10	84	6	0
Construction	6	94	0	0	5	95	0	0
Electricity, Gas & Water	15	85	0	0	13	87	0	0
Finance, Insurance, Real Estate & Business Services	14	86	0	0	8	89	3	0
Manufacturing	21	78	1	0	20	79	1	0
Mining & Quarrying	15	85	0	0	1	99	0	0
Pubic & Social	26	74	0	0	21	68	11	0
Restaurants & Hotels	1	99	0	0	21	71	8	0
Transportation, Storage & Communication	23	77	0	0	15	81	4	0
Wholesale & Retail Trade	13	87	0	0	5	94	1	0
Espace Mittelland	16	83	1	0	10	80	10	0
Nordwestschweiz	18	82	0	0	15	85	0	0
Ostschweiz	26	74	0	0	33	66	1	0
Region Lémanique	10	89	1	0	13	84	3	0
Ticino	7	93	0	0	6	93	1	0
Zentralschweiz	13	85	2	0	2	95	3	0
Zürich	33	67	0	0	14	79	7	0

Total Number of Respondents: 750  
Overall Margin of Error: +/- 3.6%

Total Number of Respondents: 750  
Overall Margin of Error: +/- 3.6%

UNITED KINGDOM	Recruit Older Workers				Retain Older Workers			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
<b>National Total: UK</b>	<b>13</b>	<b>82</b>	<b>5</b>	<b>0</b>	<b>24</b>	<b>69</b>	<b>7</b>	<b>0</b>
Agriculture, Forestry & Fishing	10	90	0	0	19	81	0	0
Community, Social & Personal	18	77	5	0	32	64	4	0
Construction	18	82	0	0	33	62	5	0
Electricity, Gas & Water	19	73	8	0	37	57	6	0
Finance, Insurance, Real Estate & Business Services	13	79	8	0	21	70	9	0
Manufacturing	12	86	2	0	23	73	4	0
Mining & Quarrying	4	95	1	0	41	57	2	0
Transport, Storage & Communication	13	81	6	0	26	63	11	0
Wholesale & Retail Trade	11	86	3	0	20	71	9	0
East Anglia	6	92	2	0	17	81	2	0
East Midlands	5	94	1	0	29	70	1	0
London	24	74	2	0	23	70	7	0
North East	7	86	7	0	13	73	14	0
North West	12	78	10	0	19	72	9	0
Northern Ireland	14	81	5	0	21	76	3	0
Scotland	6	87	7	0	18	76	6	0
South East	19	75	6	0	33	54	13	0
South West	18	76	6	0	30	61	9	0
Wales	20	77	3	0	23	68	9	0
West Midlands	11	89	0	0	33	64	3	0
Yorkshire & Humberside	6	93	1	0	18	68	14	0

Total Number of Respondents: 1,720  
Overall Margin of Error: +/- 2.4%

Total Number of Respondents: 1,720  
Overall Margin of Error: +/- 2.4%