

Q4 / 2009

Manpower
Employment
Outlook Survey
China

A Manpower Research Report

Q4/09

Contents

China Employment Outlook 1

Regional Comparisons

Sector Comparisons

Global Employment Outlook 8

International Comparisons – Americas

International Comparisons – Asia Pacific

International Comparisons – Europe, Middle East and Africa

About the Survey 17

About Manpower 19

Strategies to Fight Talent Crunch 20

China Employment Outlook

The Manpower Employment Outlook Survey for the fourth quarter 2009 was conducted by interviewing a representative sample of 4,216 employers in China. 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 2009 as compared to the current quarter?”

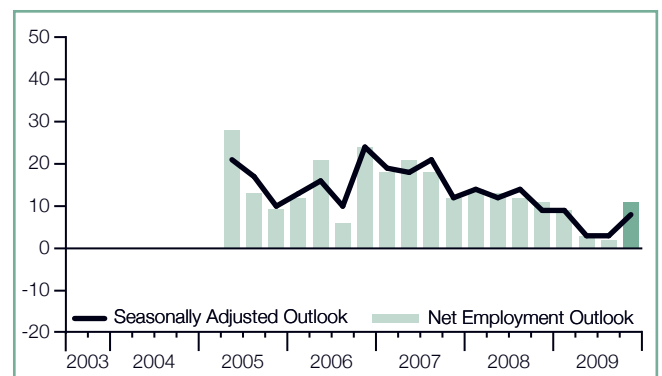
Chinese employers anticipate a favorable hiring climate in Quarter 4 2009. With 17% of employers expecting headcount to increase, 6% forecasting a decrease and 62% predicting no change, the Net Employment Outlook is an upbeat +11%.

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.

Hiring intentions have strengthened considerably quarter-over-quarter, with the Outlook improving by 9 percentage points. The Outlook is unchanged when compared to Quarter 4 2008.

Once the data is adjusted to account for seasonal variation, the Outlook is a cautiously optimistic +8%, improving by 5 percentage points quarter-over-quarter and remaining relatively stable year-over-year.

	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
4th quarter 2009	17	6	62	15	11	8
3rd quarter 2009	11	9	66	14	2	3
2nd quarter 2009	14	11	56	19	3	3
1st quarter 2009	18	9	58	15	9	9
4th quarter 2008	18	7	61	14	11	9



China joined the survey in Q2 2005.

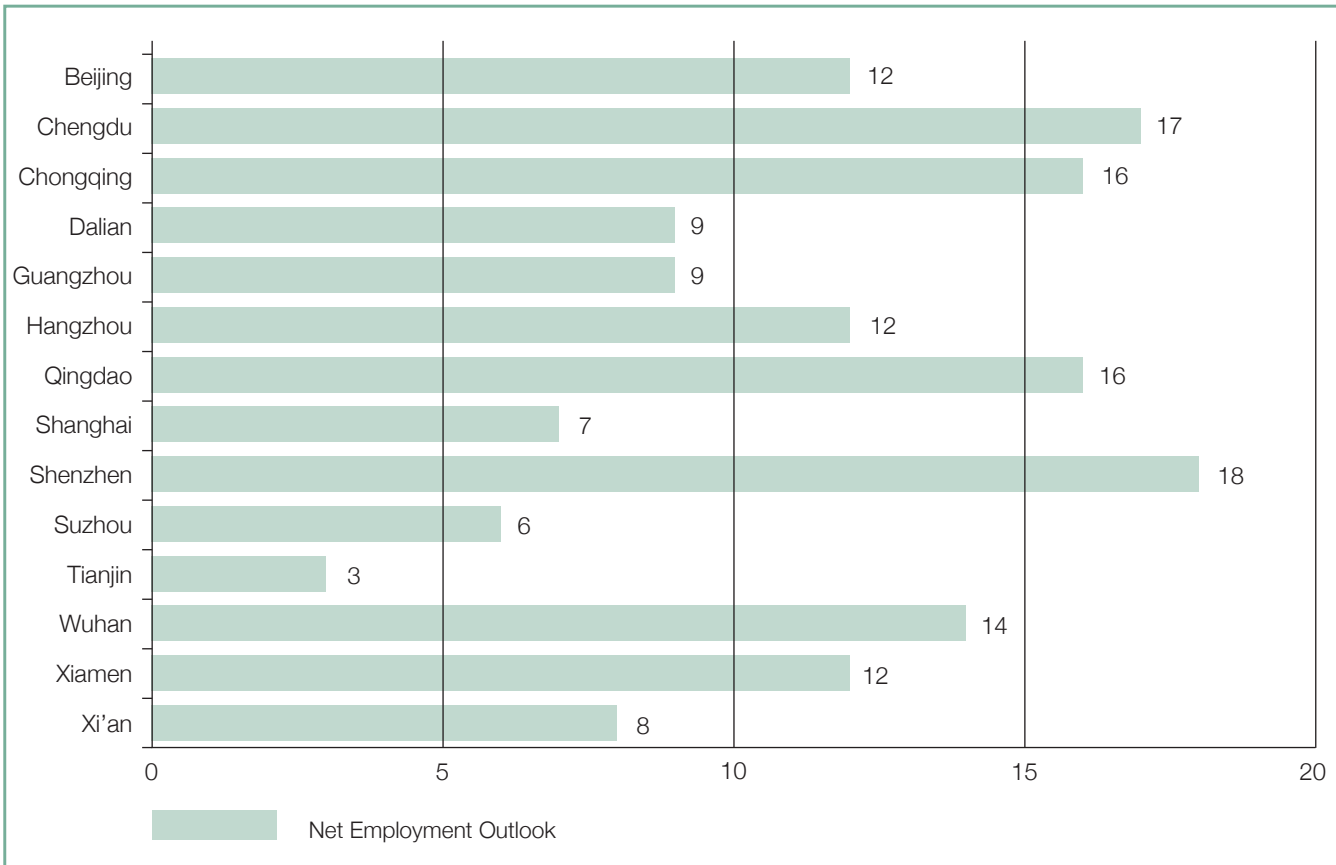
Regional Comparisons

Employers in all 14 regions anticipate headcount gains during Quarter 4 2009. The strongest hiring prospects are reported by employers in Shenzhen, with a Net Employment Outlook of +18%, and Chengdu, with an Outlook of +17%. Staffing levels are also expected to grow steadily in Chongqing and Qingdao, with Outlooks of +16%, and Wuhan, where employers report an Outlook of +14%. Meanwhile, the most cautious prediction is made by Tianjin employers, who report a modest Outlook of +3%.

Quarter-over-quarter comparison is available in 13 regions, and hiring plans have improved in all but one of these. The strongest improvements are reported by Shenzhen employers, whose Outlook increases by 14

percentage points and by Chongqing employers, with a 13 percentage point increase. Considerable improvements of 12 percentage points are reported by employers in both Dalian and Qingdao, and there is a 10 percentage point increase in the Wuhan Outlook. In Chengdu, however, the Outlook has remained relatively stable with a single percentage point decline.

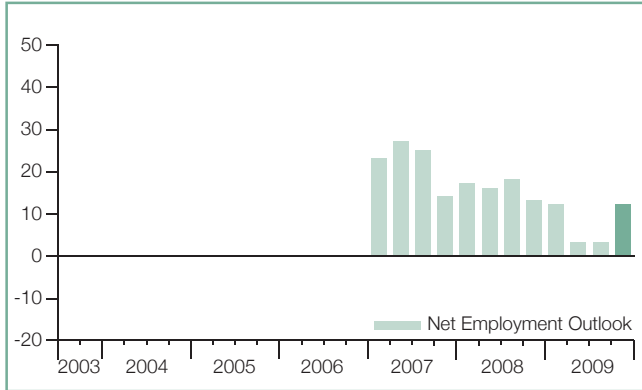
Year-over-year comparison is available for nine regions. In six, hiring intentions are slightly weaker than for Quarter 4 2008, with the most notable declines of 5 percentage points reported by employers in both Chengdu and Guangzhou. Meanwhile, the Outlook has improved in two regions – by 8 percentage points in Chongqing and by 6 percentage points in Shenzhen.



Note: This is no seasonally adjusted data available for regions in China in this survey, so all figures reported in this section are based on unadjusted data.

Beijing +12%

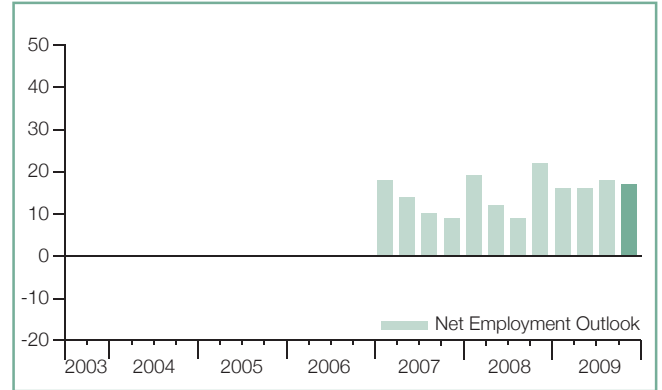
Beijing employers anticipate a positive hiring climate in the upcoming quarter, reporting a Net Employment Outlook of +12%. Hiring plans in the region are considerably stronger quarter-over-quarter, with the Outlook increasing by 9 percentage points, while year-over-year the Outlook remains relatively stable.



Note: Data for Beijing employers begins in Quarter 1 2007.

Chengdu +17%

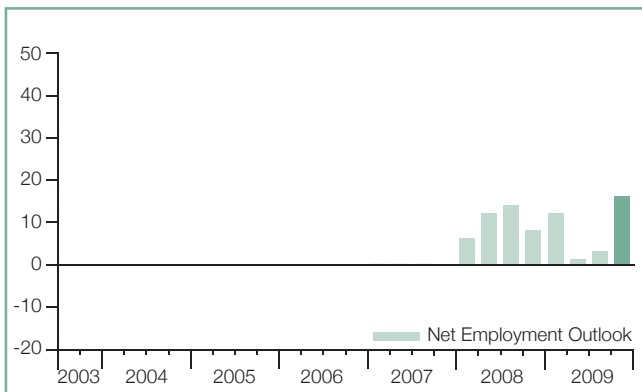
In Chengdu, employers report favorable hiring plans for Quarter 4 2009, with a Net Employment Outlook of +17%. While the Outlook has remained relatively stable quarter-over-quarter, it has declined by a moderate 5 percentage points year-over-year.



Note: Data for Chengdu employers begins in Quarter 1 2007.

Chongqing +16%

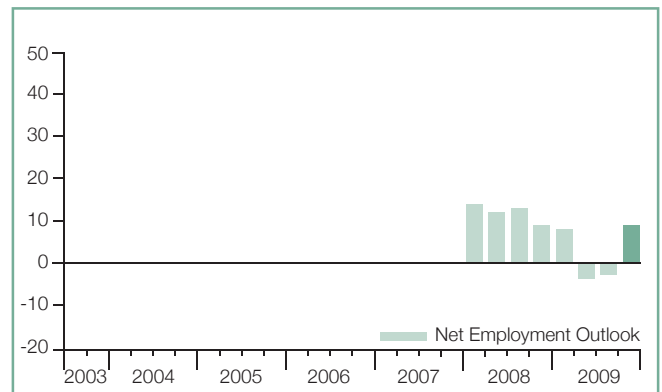
Respectable hiring activity is forecast for Quarter 4 2009 by employers in Chongqing, who report a Net Employment Outlook of +16%. This is the strongest Outlook for the region since it was first included in the survey in Quarter 1 2008, reflecting a considerable 13 percentage point improvement quarter-over-quarter and a moderate 8 percentage point increase year-over-year.



Note: Data for Chongqing employers begins in Quarter 1 2008.

Dalian +9%

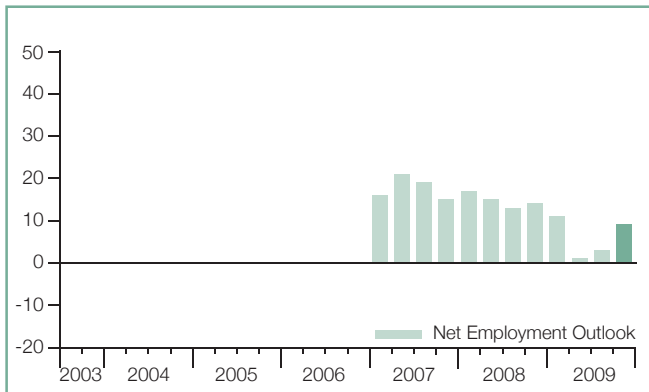
In Dalian, employers are cautiously optimistic about hiring prospects for Quarter 4 2009, reporting a Net Employment Outlook of +9%. The Outlook improves by a considerable 12 percentage points quarter-over-quarter, and is unchanged year-over-year.



Note: Data for Dalian employers begins in Quarter 1 2008.

Guangzhou +9%

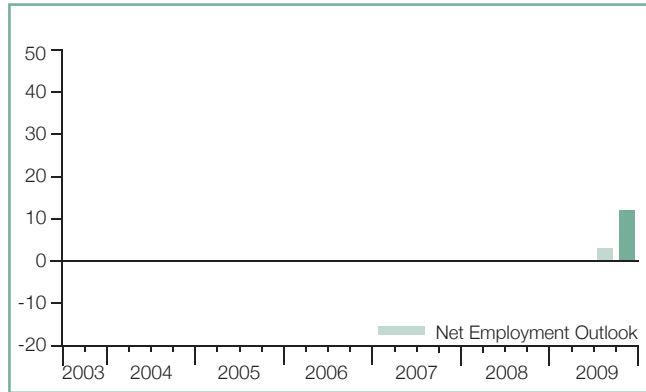
Encouraging signs are reported by employers in Guangzhou for Quarter 4 2009, with a Net Employment Outlook of +9%. Quarter-over-quarter, the hiring climate has improved, with the Outlook increasing by a moderate 6 percentage points. Compared to Quarter 4 2008, however, the Outlook is 5 percentage points weaker.



Note: Data for Guangzhou employers begins in Quarter 1 2007.

Hangzhou +12%

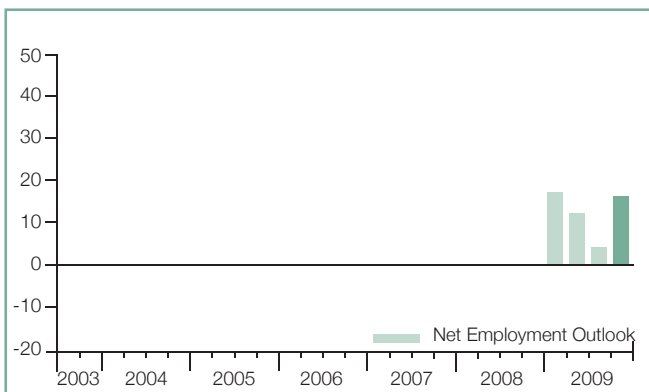
Respectable headcount growth is forecast in Hangzhou during Quarter 4 2009. Employers report a Net Employment Outlook of +12%, reflecting a considerable 9 percentage point improvement quarter-over-quarter.



Note: Data for Hangzhou employers begins in Quarter 3 2009.

Qingdao +16%

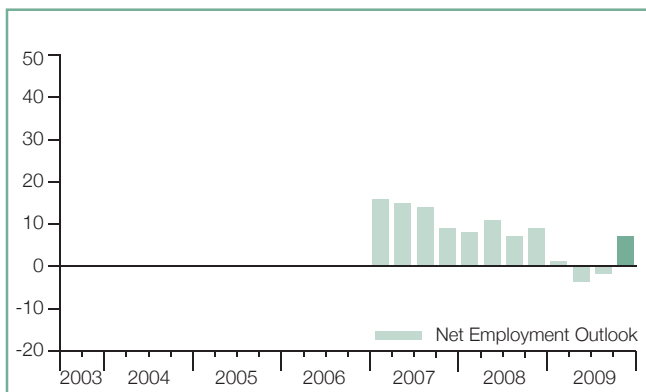
Qingdao employers forecast steady hiring activity in Quarter 4 2009 with a Net Employment Outlook of +16%. Hiring plans have strengthened considerably quarter-over-quarter, with the Outlook improving by 12 percentage points.



Note: Data for Qingdao employers begins in Quarter 1 2009.

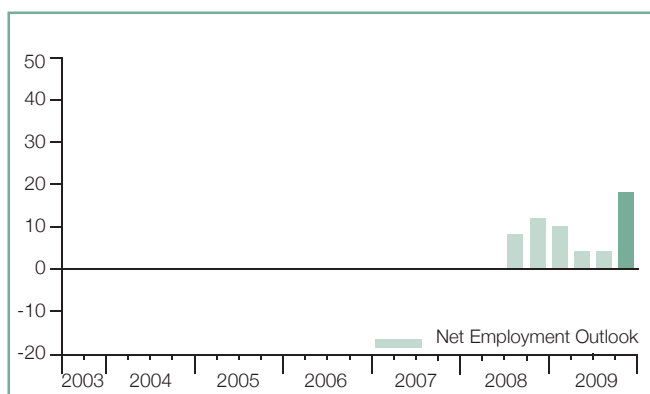
Shanghai +7%

Shanghai employers predict moderate headcount growth during Quarter 4 2009, reporting a Net Employment Outlook of +7%. This reflects a considerable 9 percentage point improvement on the previous quarter. Year-over-year, however, there has been a slight 2 percentage point decline.



Note: Data for Shanghai employers begins in Quarter 1 2007.

Shenzhen +18%

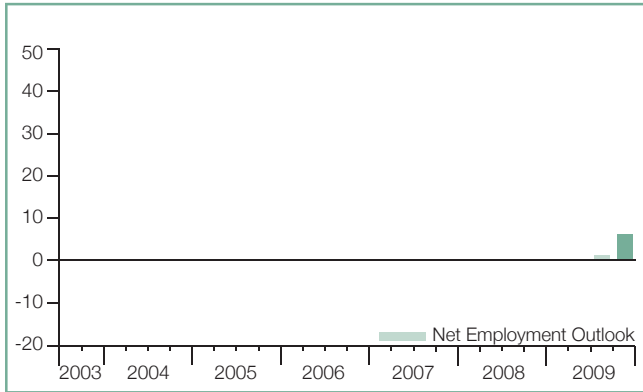


Note: Data for Shenzhen employers begins in Quarter 3 2008

With a Net Employment Outlook of +18%, Shenzhen employers anticipate an upbeat hiring pace during Quarter 4 2009. Hiring prospects in the region have strengthened considerably quarter-over-quarter, with the Outlook improving by 14 percentage points. Year-over-year, the Outlook is also stronger, increasing by 6 percentage points.

Suzhou +6%

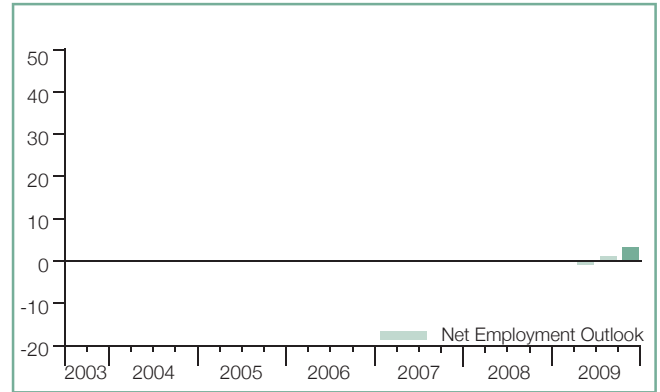
Suzhou employers report some encouraging signs in the local labor market for the upcoming quarter, with a Net Employment Outlook of +6%. Quarter-over-quarter, the Outlook improves by a moderate 5 percentage points.



Note: Data for Suzhou employers begins in Quarter 3 2009.

Tianjin +3%

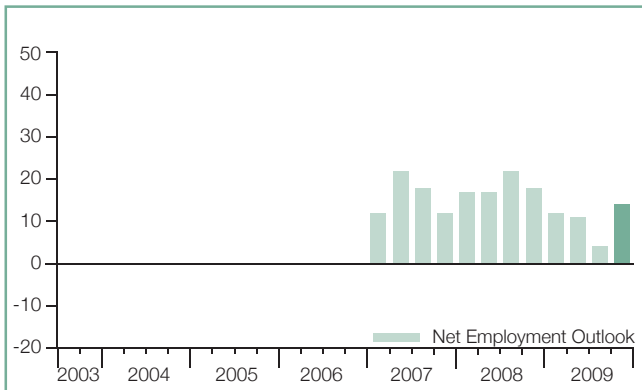
In Tianjin, employers anticipate some modest gains in headcount during Quarter 4 2009, reporting a Net Employment Outlook of +3%. The Outlook has improved by a slight 2 percentage points quarter-over-quarter.



Note: Data for Tianjin employers begins in Quarter 2 2009.

Wuhan +14%

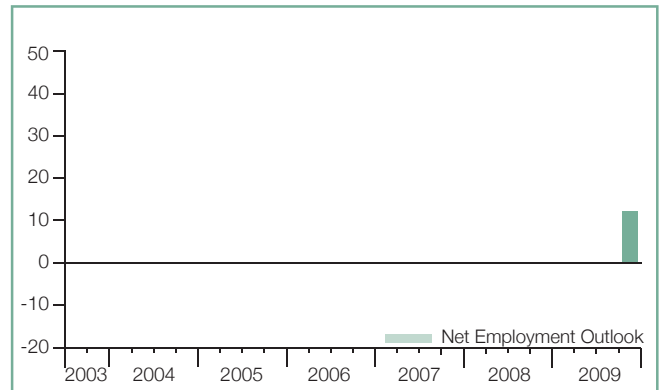
Wuhan employers forecast a favorable hiring climate for Quarter 4 2009, with a Net Employment Outlook of +14%. Quarter-over-quarter, the Outlook strengthens by a considerable 10 percentage points. However, year-over-year, the Outlook is 4 percentage points weaker.



Note: Data for Wuhan employers begins in Quarter 1 2007.

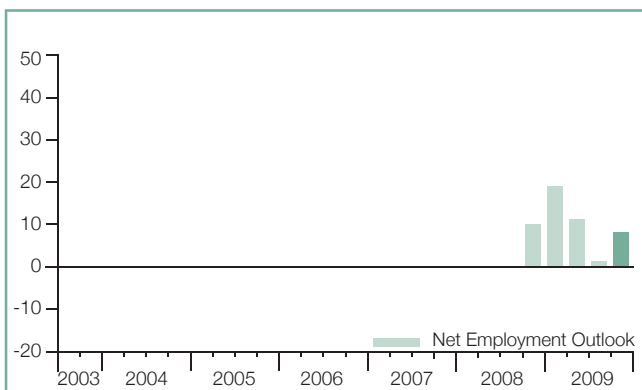
Xiamen +12%

Xiamen is included in the survey for the first time this quarter. Employers in the region report a favorable hiring climate, with a Net Employment Outlook of +12%.



Note: Data for Xiamen employers begins in Quarter 4 2009.

Xi'an +8%



Note: Data for Xi'an employers begins in Quarter 4 2008.

Employers report encouraging signs for job seekers in Xi'an in the upcoming quarter. The Net Employment Outlook stands at +8%, improving by a moderate 7 percentage points quarter-over-quarter. However, year-over-year, the Outlook is a slight 2 percentage points weaker.

Sector Comparisons

Note: All data discussed in the commentary is seasonally adjusted, unless stated otherwise.

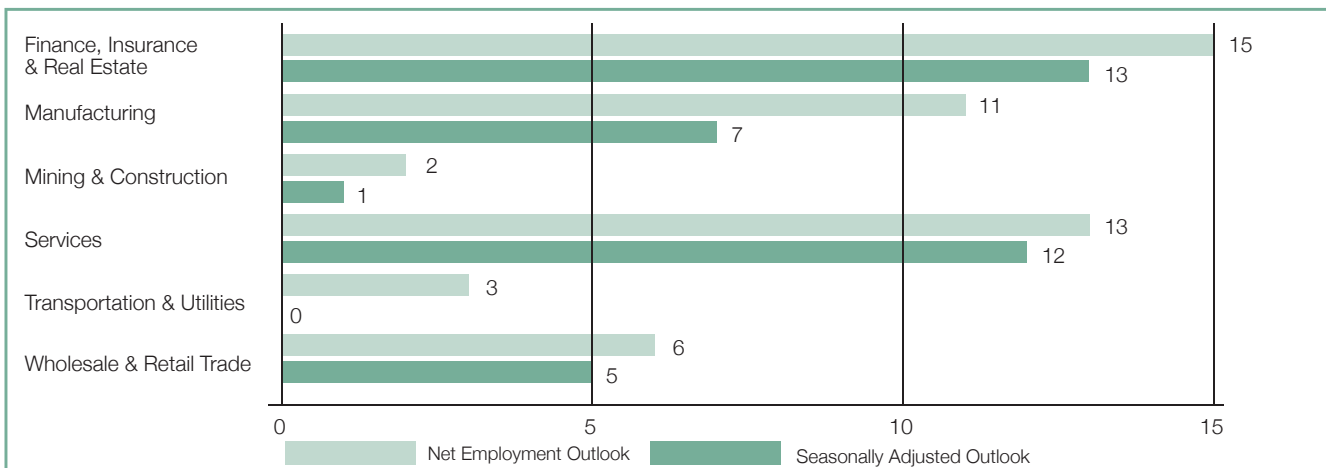
Employers in five of the six industry sectors forecast headcount gains in Quarter 4 2009. The most optimistic predictions are reported by employers in the Finance, Insurance & Real Estate sector, where the Net Employment Outlook is +13%, and the Services sector, where it is +12%. A moderate increase in staffing levels is anticipated in the Manufacturing sector, where employers report an Outlook of +7%, and there is a cautiously optimistic Outlook of +5% for the Wholesale & Retail Trade sector.

Quarter-over-quarter, hiring intentions have strengthened in all six industry sectors. A moderate

improvement of 6 percentage points is reported in the Outlook for the Manufacturing sector, and there are 5 percentage point increases in both the Mining & Construction sector and the Transportation & Utilities sector.

Meanwhile, year-over-year comparison reveals weaker hiring intentions in all six industry sectors. In the Transportation & Utilities sector, the Outlook is a considerable 9 percentage points weaker, while in the Finance, Insurance & Real Estate sector it declines by 5 percentage points.

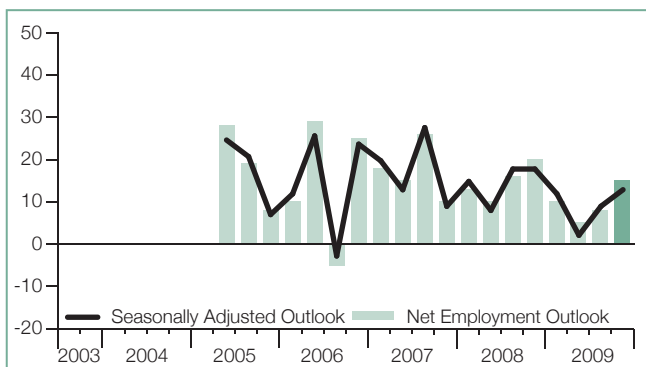
Based on unadjusted survey data, positive hiring activity is forecast for all six industry sectors, with the most upbeat prospects for job seekers in the Finance, Insurance & Real Estate sector and the Services sector. Hiring intentions are stronger across all six sectors quarter-over-quarter, but have weakened in all six year-over-year.



Finance, Insurance & Real Estate +15 (13)%

With a Net Employment Outlook of +13% for Quarter 4 2009, employers forecast an upbeat hiring climate for the sector. Quarter-over-quarter, the Outlook has improved by a slight 4 percentage points, but there has been a moderate 5 percentage point decline when compared to Quarter 4 2008.

Based on unadjusted survey data, employers report favorable hiring prospects for the upcoming quarter. The Outlook is moderately stronger quarter-over-quarter, but is weaker year-over-year.



Manufacturing 11 (7)%

Sector employers report conservative hiring intentions for the upcoming quarter with a Net Employment Outlook of +7%. Quarter-over-quarter, the Outlook improves by a moderate 6 percentage points, but year-over-year, it declines by a slight 3 percentage points.

Based on unadjusted survey data, employers predict steady headcount gains for Quarter 4 2009, with hiring intentions improving considerably quarter-over-quarter. Year-over-year, the Outlook is relatively stable.

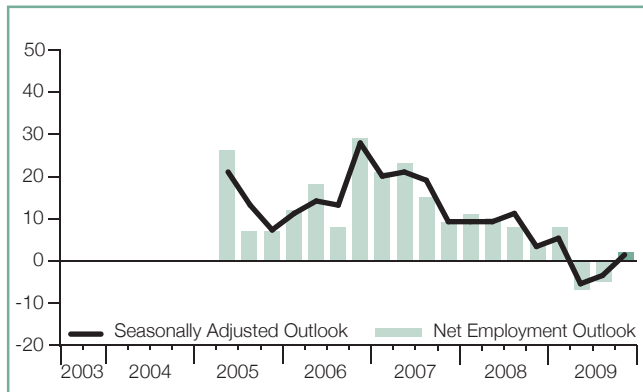


No bar indicates Net Employment Outlook of zero.

Mining & Construction +2 (1)%

Slow-paced hiring activity is anticipated in the sector for Quarter 4 2009, with employers reporting a Net Employment Outlook of +1%. Hiring intentions have strengthened by 5 percentage points quarter-over-quarter, but the Outlook is a slight 2 percentage points weaker year-over-year.

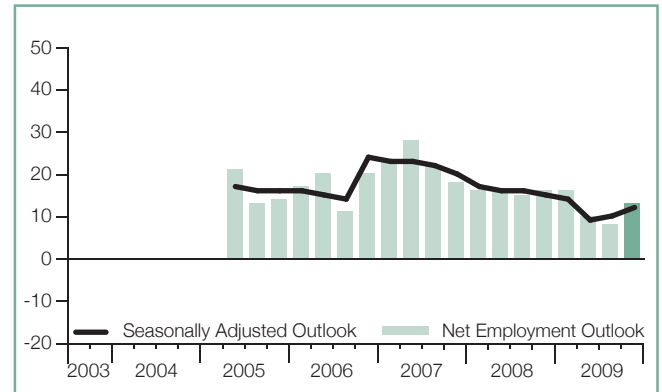
Based on unadjusted survey data, a subdued labor market is predicted. Hiring plans have strengthened moderately quarter-over-quarter, but weakened slightly year-over-year.



Services +13 (12)%

A steady hiring pace is forecast for the sector in Quarter 4 2009. Employers report a positive Net Employment Outlook of +12%. While this reflects a slight 2 percentage point improvement quarter-over-quarter, the Outlook declines by 3 percentage points year-over-year.

Based on unadjusted survey data, employers report favorable hiring prospects for the upcoming quarter. Quarter-over-quarter, hiring intentions have improved moderately, although there is a slight decline in the Outlook year-over-year.



Transportation & Utilities +3 (0)%

Ambiguous hiring activity is predicted for the sector in Quarter 4 2009, with employers reporting a Net Employment Outlook of 0%. While the Outlook improves by a moderate 5 percentage points quarter-over-quarter, there is a considerable 9 percentage point decline when compared to Quarter 4 2008.

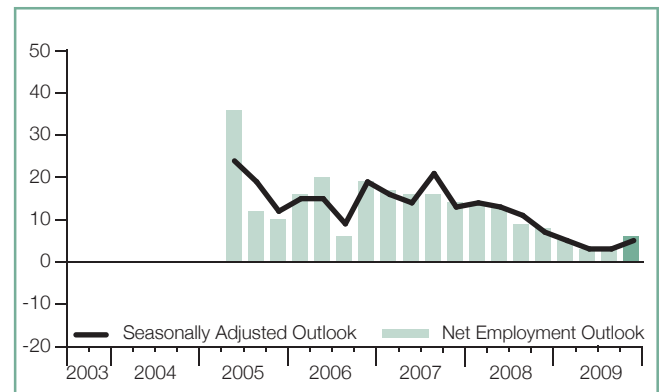
Based on unadjusted survey data, some slight headcount gains are expected, reflecting a moderate quarter-over-quarter improvement in the Outlook. Year-over-year, however, the Outlook has declined.



Wholesale & Retail Trade +6 (5)%

A Net Employment Outlook of +5% indicates that employers expect some modest headcount gains in the sector during Quarter 4 2009. The Outlook has improved by 2 percentage points over the previous quarter, but is 2 percentage points weaker year-over-year.

Based on unadjusted survey data, employers report cautiously optimistic hiring plans. The Outlook improves slightly quarter-over-quarter, but is weaker year-over-year.



Global Employment Outlook

Over 72,000 employers were interviewed across 35 countries and territories to measure anticipated employment trends* between October and December 2009. Manpower surveys employers in Brazil for the first time this quarter, expanding the reach of the Manpower Employment Outlook Survey to four key

labor markets in South America.

Employers in 17 of the 35 countries and territories Manpower surveys expect to add to their workforces in Quarter 4 2009. Where quarter-over-quarter comparisons are available, Outlooks improve in 20 of 34 countries

Americas	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
	Quarter 4 2008	Quarter 3 2009	Quarter 4 2009	Q3 2009 to Q4 2009	Q4 2008 to Q4 2009
	%	%	%		
Argentina	19	-3	3	6	-16
Brazil	-	-	21	-	-
Canada	13 (14) ¹	5 (-3) ¹	4 (5) ¹	-1 (8) ¹	-9 (-9) ¹
Colombia	22	-2	13	15	-9
Costa Rica	29	-1	6	7	-23
Guatemala	12	-1	1	2	-11
Mexico	15 (10) ¹	0 (-3) ¹	4 (-5) ¹	4 (-2) ¹	-11 (-15) ¹
Peru	29	5	9	4	-20
United States	9 (9) ¹	2 (-2) ¹	-2 (-3) ¹	-4 (-1) ¹	-11 (-12) ¹

Asia Pacific	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
	Quarter 4 2008	Quarter 3 2009	Quarter 4 2009	Q3 2009 to Q4 2009	Q4 2008 to Q4 2009
	%	%	%		
Australia	18 (16) ¹	0 (2) ¹	9 (7) ¹	9 (5) ¹	-9 (-9) ¹
China	11 (9)¹	2 (3)¹	11 (8)¹	9 (5)¹	0 (-1)¹
Hong Kong	15 (14) ¹	0 (-3) ¹	4 (3) ¹	4 (6) ¹	-11 (-11) ¹
India	48 (39) ¹	23 (19) ¹	34 (25) ¹	11 (6) ¹	-14 (-14) ¹
Japan	8 (10) ¹	-9 (-6) ¹	-4 (-6) ¹	5 (0) ¹	-12 (-16) ¹
New Zealand	9 (8) ¹	-6 (-5) ¹	1 (-1) ¹	7 (4) ¹	-8 (-9) ¹
Singapore	16 (10) ¹	5 (5) ¹	14 (6) ¹	9 (1) ¹	-2 (-4) ¹
Taiwan	17 (13) ¹	12 (5) ¹	17 (5) ¹	5 (0) ¹	0 (-8) ¹

EMEA*	Net Employment Outlook			Qtr on Qtr Change	Yr on Yr Change
	Quarter 4 2008	Quarter 3 2009	Quarter 4 2009	Q3 2009 to Q4 2009	Q4 2008 to Q4 2009
	%	%	%		
Austria	9 (9) ¹	-1 (-2) ¹	-3 (-3) ¹	-2 (-1) ¹	-12 (-12) ¹
Belgium	7 (6) ¹	-1 (-1) ¹	2 (0) ¹	3 (1) ¹	-5 (-6) ¹
Czech Republic	1	1	-4	-5	-5
France	3 (2) ¹	-3 (-4) ¹	0 (-1) ¹	3 (3) ¹	-3 (-3) ¹
Germany	8 (7) ¹	-2 (-4) ¹	-1 (-2) ¹	1 (2) ¹	-9 (-9) ¹
Greece	12	-7	0	7	-12
Hungary	-	-4	-4	0	-
Ireland	-7 (-5) ¹	-7 (-11) ¹	-10 (-8) ¹	-3 (3) ¹	-3 (-3) ¹
Italy	-5 (-3) ¹	-3 (-6) ¹	-5 (-3) ¹	-2 (3) ¹	0 (0) ¹
Netherlands	11 (9) ¹	-1 (0) ¹	2 (0) ¹	3 (0) ¹	-9 (-9) ¹
Norway	8 (10) ¹	15 (10) ¹	1 (3) ¹	-14 (-7) ¹	-7 (-7) ¹
Poland	19	9	5	-4	-14
Romania	21	-7	-11	-4	-32
South Africa	17	2	1	-1	-16
Spain	-9 (-6) ¹	-5 (-8) ¹	-11 (-8) ¹	-6 (0) ¹	-2 (-2) ¹
Sweden	9 (9) ¹	1 (-2) ¹	3 (3) ¹	2 (5) ¹	-6 (-6) ¹
Switzerland	5 (5) ¹	-1 (2) ¹	-3 (-3) ¹	-2 (-5) ¹	-8 (-8) ¹
UK	-1 (-2) ¹	-4 (-6) ¹	0 (-2) ¹	4 (4) ¹	1 (0) 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.

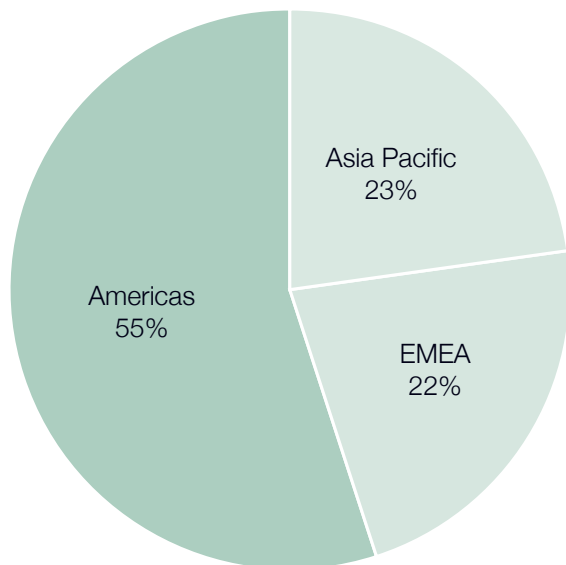
and territories indicating an easing in the pattern of layoffs prevalent in the past several quarters. Where year-over-year comparisons can be made, hiring expectations are weaker in 31 of 33 countries and territories surveyed. Employers in 15 countries and territories are forecasting negative Outlooks, while those in 10 countries and territories are reporting the weakest hiring plans since the surveys were established there by Manpower.

Employment prospects are most favorable in India, Brazil, Colombia, Peru, China, Australia, Singapore, Costa Rica, Canada, Taiwan and Poland. Employer hiring expectations are weakest in Romania, Spain, Ireland, Japan and Mexico.

On a regional basis, employment prospects remain mixed. However, there are indications that the stabilization of labor markets first noted in Quarter 3 2009 is continuing with Outlooks improving in nearly two thirds of the countries and territories surveyed. In the Asia Pacific region, job prospects improve quarter-over-quarter in six of the eight countries and territories surveyed. In the Europe, Middle East & Africa (EMEA) region, Outlooks improve from three months ago in eight of 18 countries. In the Americas, employers report improving prospects for job seekers in six of the nine countries surveyed with only employers in Mexico and the United States reporting negative hiring intentions in the next three months.

* Commentary is based on seasonally adjusted data where available.

Survey Respondents by Region



Research for the Quarter 4 2009 Manpower Employment Outlook Survey involved surveying over 72,000 human resource directors and senior hiring managers from public and private organizations worldwide: 55% of the respondents came from nine countries in the Americas; 22% from 18 countries in EMEA; and 23% from eight countries and territories across Asia Pacific.

International Comparisons — Americas

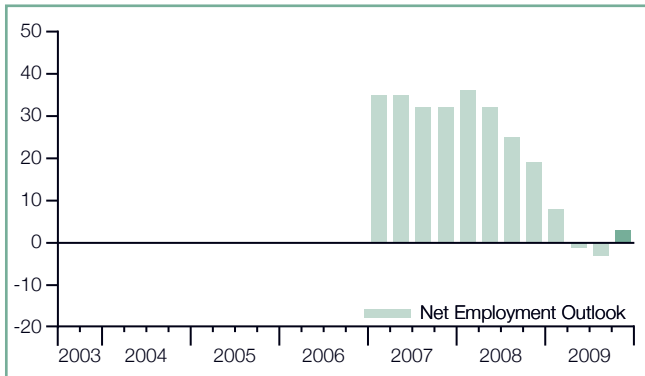
Over 39,000 interviews were conducted across Argentina, Brazil, Canada, Colombia, Costa Rica, Guatemala, Mexico, Peru and the United States to measure employment prospects for Quarter 4 2009.

Positive Net Employment Outlooks are reported in seven of the nine countries surveyed. Compared to three months ago, the hiring pace is expected to improve in every country except Mexico and the United States, where employer hiring plans are at their weakest since Manpower established the survey in these countries. Where year-over-year data is

available, the hiring pace is expected to be slower in all eight countries.

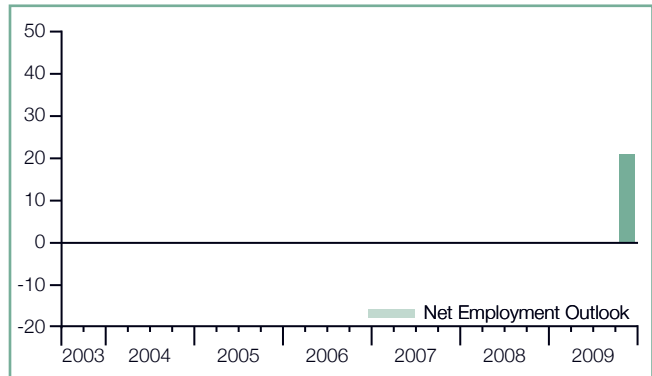
Employers in Brazil are forecasting the strongest hiring pace, with much of the optimism fueled by robust predictions in the Services industry sector. Employers in Peru, Colombia and Costa Rica also report positive hiring intentions. Employer optimism in Canada returns the Outlook to positive territory after the previous quarter's disappointing forecast, with the Construction and Finance, Insurance & Real Estate sectors holding the most promise for job seekers. Despite weak fourth-quarter hiring intentions in Mexico and the United States, approximately seven out of 10 employers in both countries indicate they will make no changes to current payrolls in the next three months, suggesting more stability in the quarter ahead.

Argentina



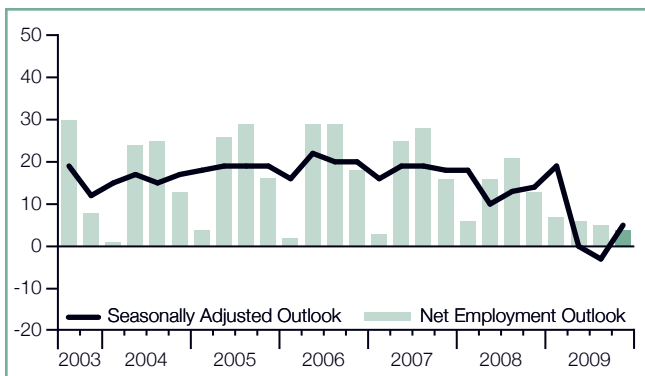
Argentina joined the survey in Q1 2007.

Brazil

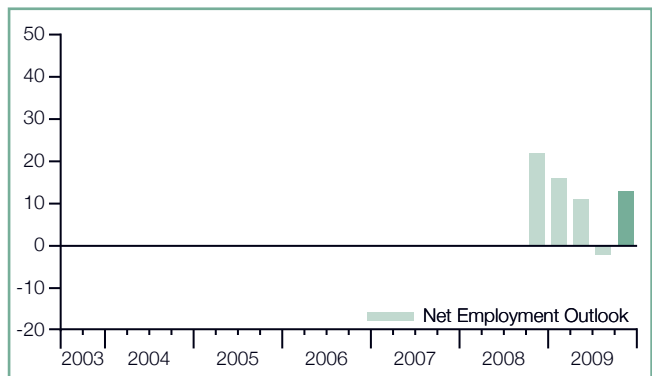


Brazil joined the survey in Q4 2009.

Canada



Colombia



Colombia joined the survey in Q4 2008.

International Comparisons — Asia Pacific

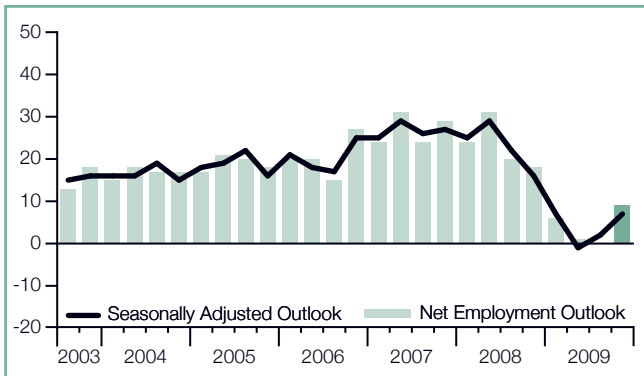
Over 16,500 interviews were conducted across the Asia Pacific region to measure anticipated hiring activity between October and December 2009.

Employer confidence is improving in most labor markets. Employers report positive hiring intentions in six of the eight countries and territories surveyed, although hiring activity is expected to be slower than historical patterns across the region. Hiring intentions improve or remain unchanged in all countries and territories compared to three months ago, with

encouraging improvements reported by employers in Hong Kong, India, Australia and China. The year-over-year hiring pace, however, is expected to remain weaker throughout the region, with employers in Japan reporting their least optimistic forecast since the survey began there, and employers in India and Hong Kong also report notable declines.

Although their hiring expectations are considerably more conservative compared to one year ago, employers in India remain the most optimistic in the region with a brisk hiring pace forecast in the Public Administration/Education and Wholesale & Retail Trade industry sectors. Elsewhere, hiring expectations in China are moderately stronger with Outlooks from all industry sectors improving from three months ago.

Australia



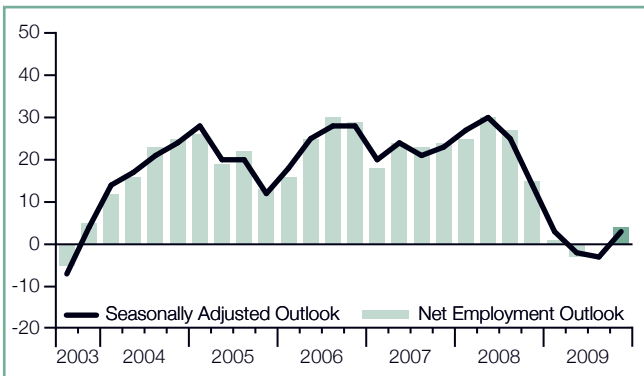
No bar indicates Net Employment Outlook of zero.

China



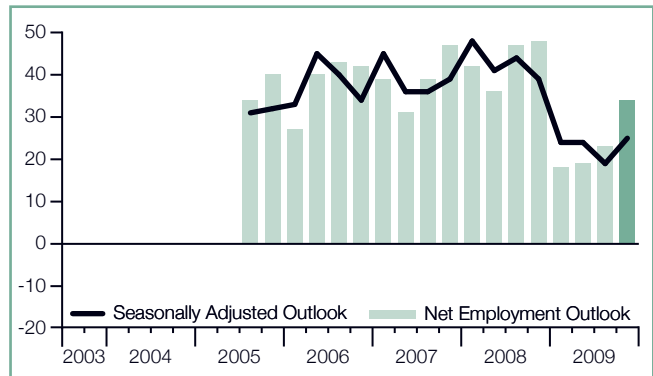
China joined the survey in Q2 2005.

Hong Kong



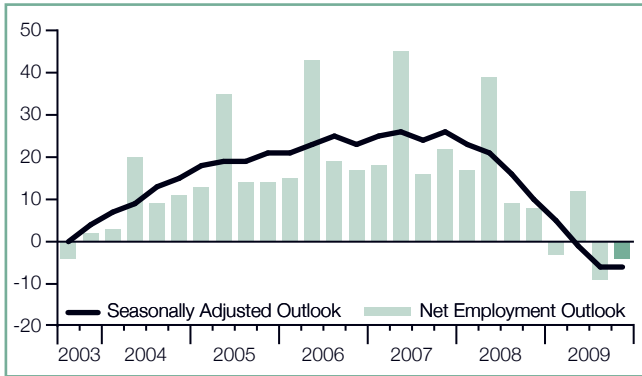
No bar indicates Net Employment Outlook of zero.

India

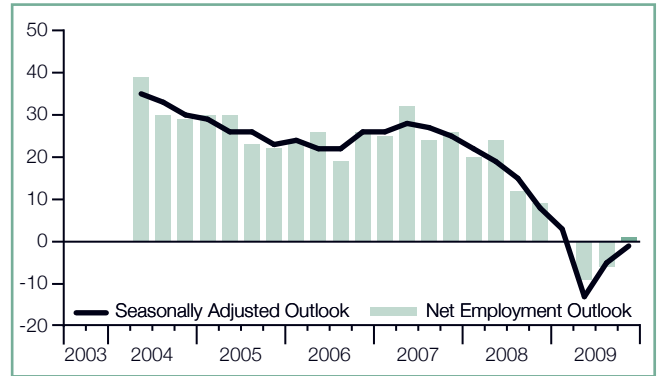


India joined the survey in Q3 2005.

Japan

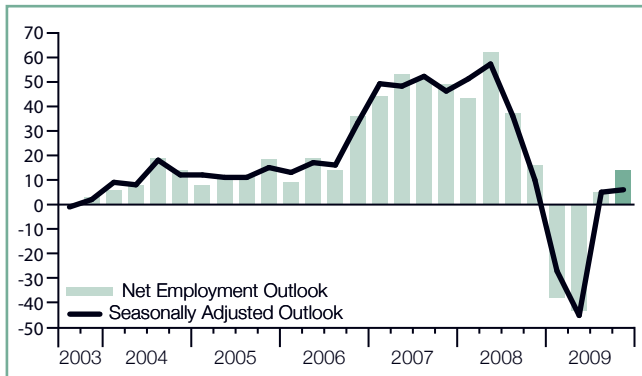


New Zealand



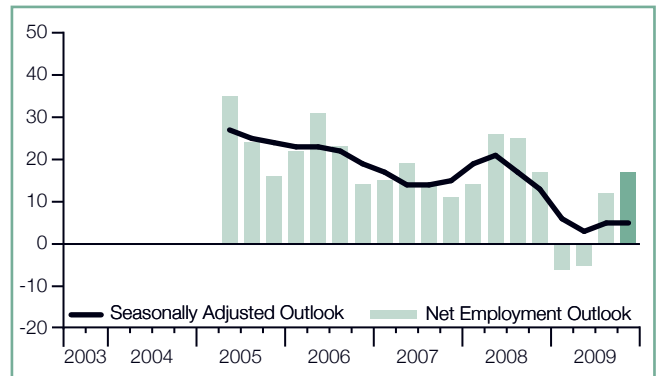
New Zealand joined the survey in Q2 2004.
No bar indicates Net Employment Outlook of zero.

Singapore



No bar indicates Net Employment Outlook of zero.

Taiwan



Taiwan joined the survey in Q2 2005.

International Comparisons — EMEA

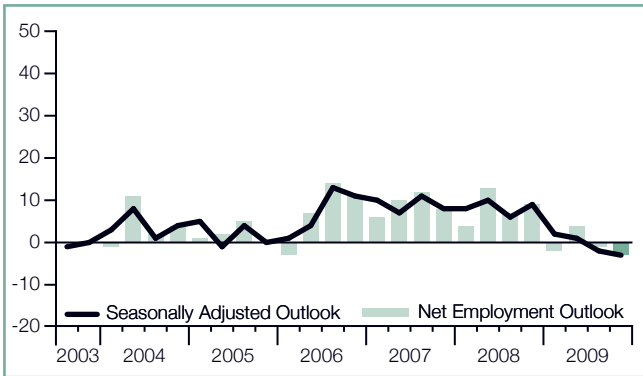
Nearly 16,000 interviews were conducted with employers across 18 countries to measure anticipated employment trends for Quarter 4 2009.

In general, hiring is expected to remain sluggish in the Europe, Middle East and Africa (EMEA) region, with only employers in Norway, Poland, Sweden and South Africa reporting positive, but modest fourth-quarter hiring activity. Where quarter-over-quarter comparisons can be made, the forecasts improve in eight of 18 countries.

Where year-over-year comparisons are possible, 15 of 18 countries expect to slow the pace of hiring. Across the region, job seekers in the Manufacturing industry sector will continue to encounter a difficult market, particularly in Germany, where sector employers continue to lower their hiring expectations, reporting declines for the sixth consecutive quarter.

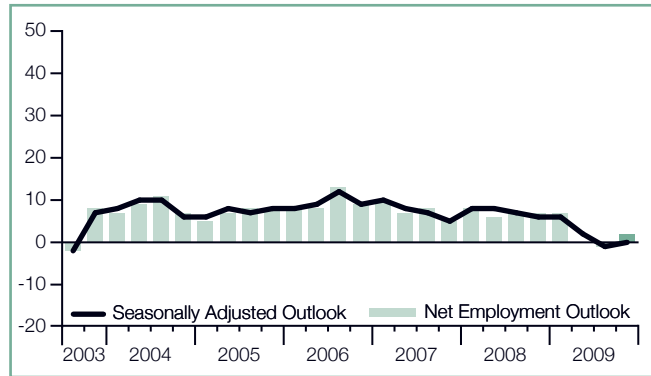
Employers in Poland, Norway and Sweden are forecasting the most favorable hiring activity, while employers in Romania, Ireland and Spain are the least optimistic about adding employees in the quarter ahead. Notably, employers in Austria, the Czech Republic, the Netherlands, Poland, Romania, South Africa and Switzerland report their least optimistic hiring plans since the surveys were launched in these countries.

Austria



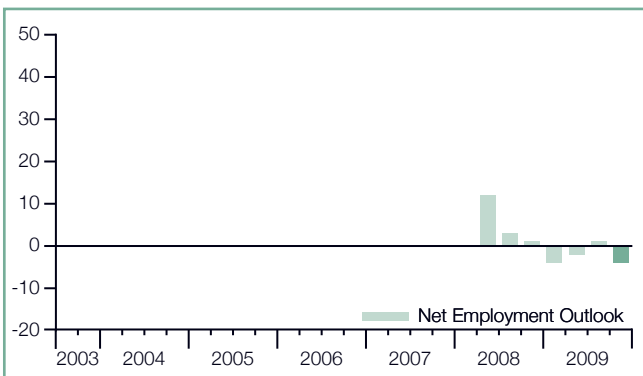
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Belgium



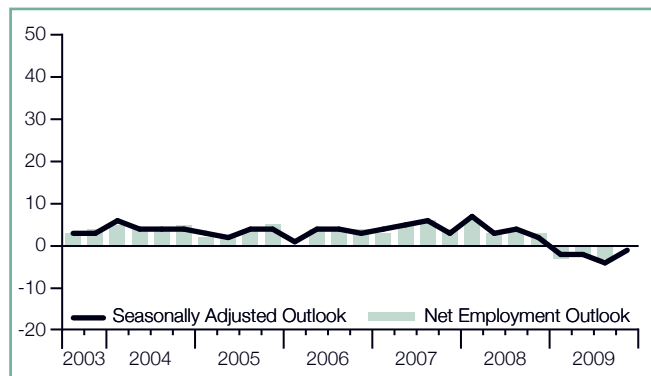
No bar indicates Net Employment Outlook of zero.

Czech Republic



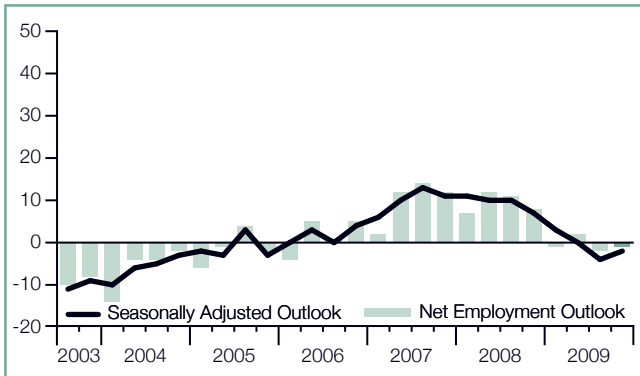
Czech Republic joined the survey in Q2 2008.

France

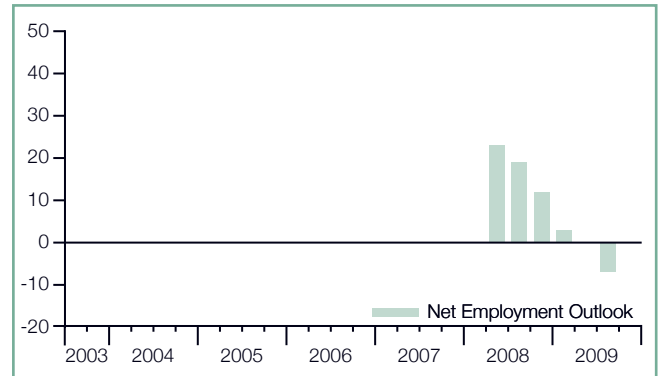


No bar indicates Net Employment Outlook of zero.

Germany

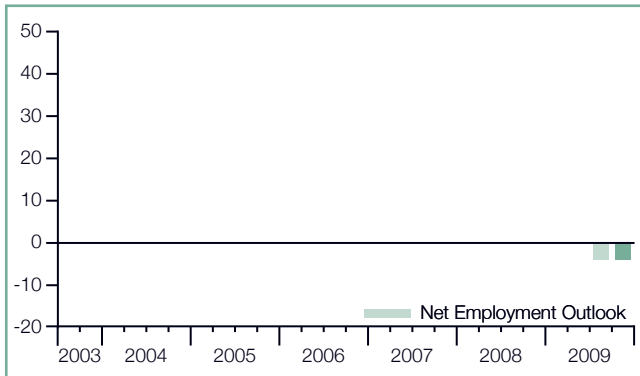


Greece



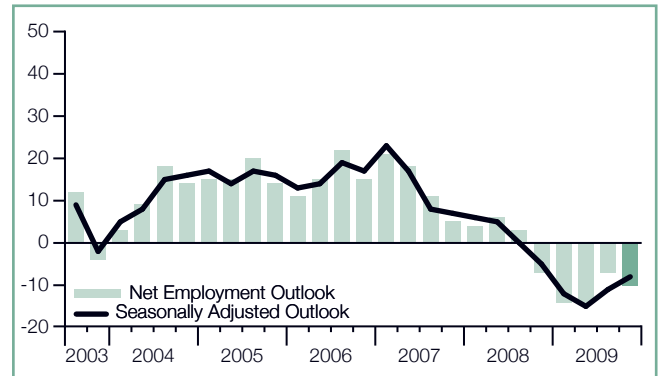
Greece joined the survey in Q2 2008.
No bar indicates Net Employment Outlook of zero.

Hungary

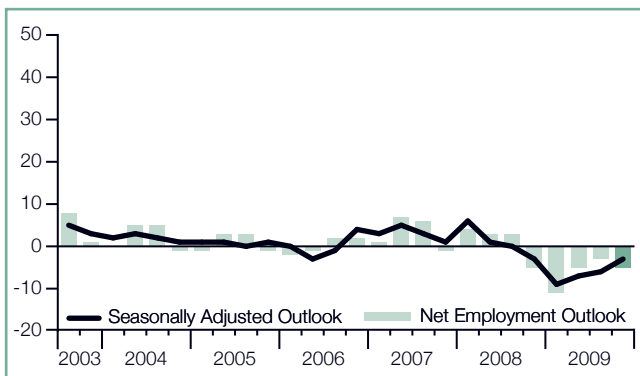


Hungary joined the survey in Q3 2009.

Ireland

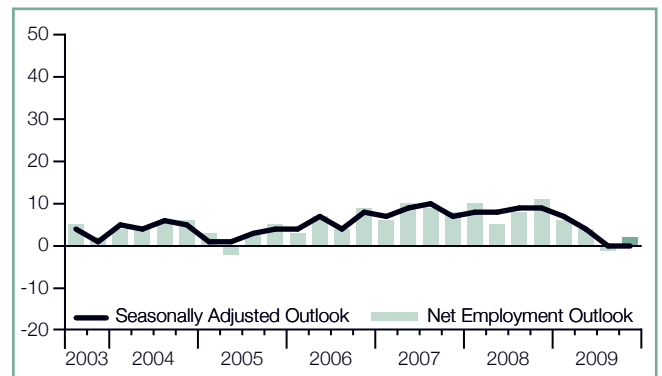


Italy

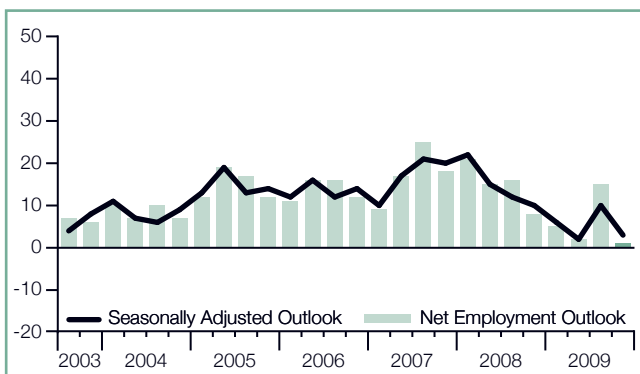


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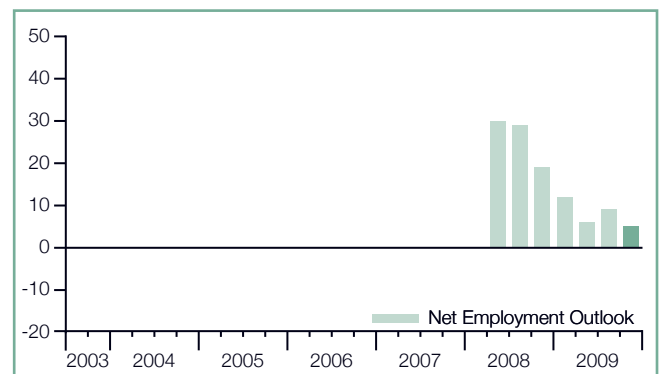
Netherlands



Norway



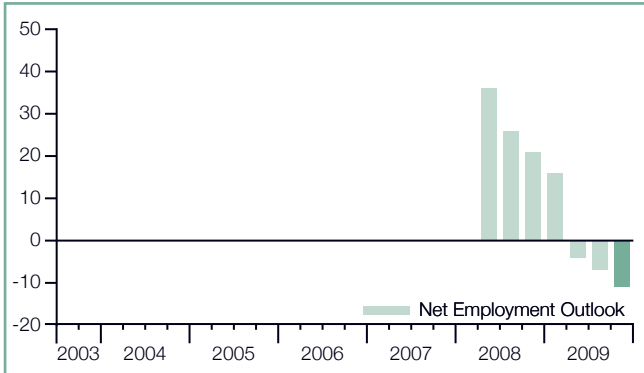
Poland



Poland joined the survey in Q2 2008.

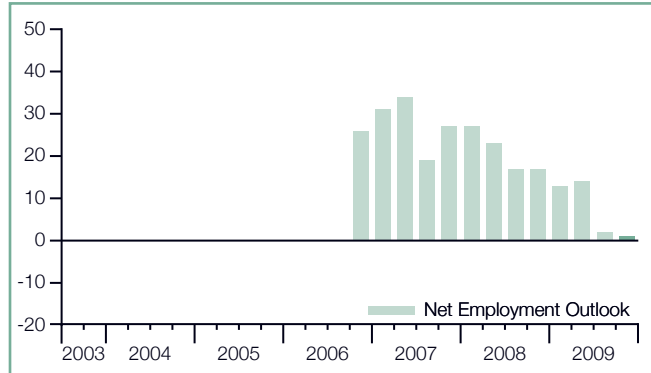
Manpower Employment Outlook Survey China

Romania



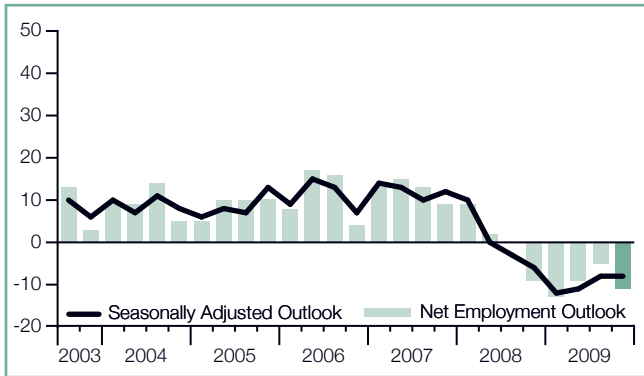
Romania joined the survey in Q2 2008.

South Africa



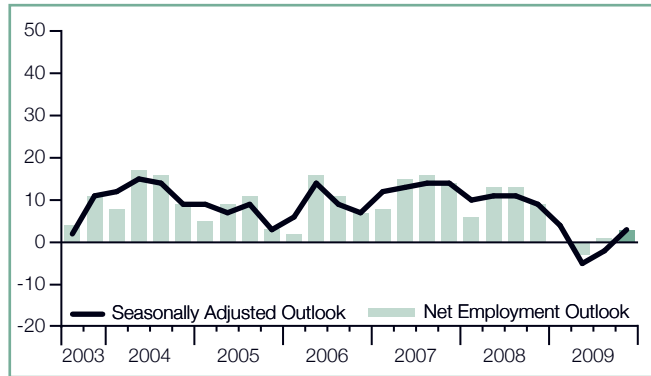
South Africa joined the survey in Q4 2006.

Spain



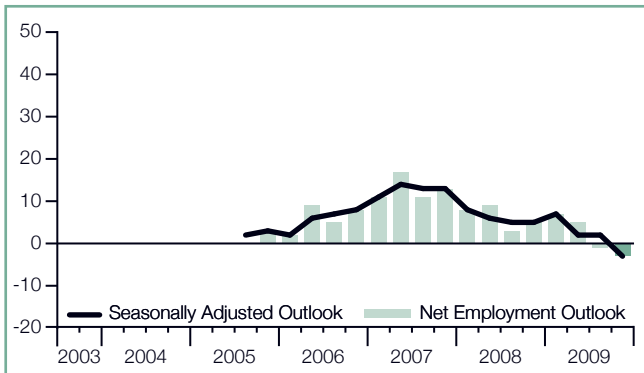
No bar indicates Net Employment Outlook of zero.

Sweden



No bar indicates Net Employment Outlook of zero.

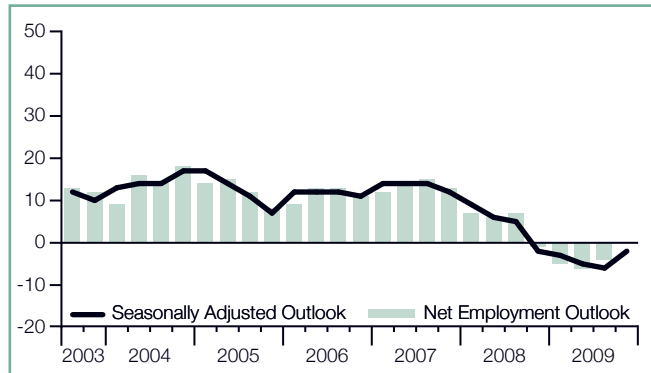
Switzerland



Switzerland joined the survey in Q3 2005.

No bar indicates Net Employment Outlook of zero.

UK



No bar indicates Net Employment Outlook of zero.

About the Survey

The Manpower Employment Outlook Survey is conducted quarterly to measure employers' intentions to increase or decrease the number of employees in their workforce 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 over 72,000 public and private employers across 35 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 35 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%.

In China, the national survey is conducted by external surveyors and includes 4,216 employers across Beijing, Chengdu, Guangzhou, Shanghai, Shenzhen, Wuhan, Xiamen, Chongqing, Dalian, Xi'an, Qingdao, Tianjin, Suzhou and Hangzhou. With this number of interviews, the margin of error for the survey is +/- 1.5%.

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 December 2009 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 expecting to see a decrease in employment at their location in the next quarter. The result of this calculation is the Net Employment Outlook.

Seasonal Adjustment

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

History of the Survey

- 1962** First generation of the Manpower Employment Outlook Survey launched in the United States and Canada.
- 1966** Manpower's United Kingdom operation launches the equivalent of the United States survey, naming the report the Quarterly Survey of Employment Prospects. The survey adopts the same forward looking research format as the United States survey and is the first of its kind in Europe.
- 1976** Second generation of Manpower's Employment Outlook Survey launched in the United States and Canada. Research methodology is updated to evolve with advancements in the field of market research.

- 2002** Manpower United Kingdom's Quarterly Survey of Employment Prospects is updated to adopt an enhanced research methodology. Manpower's operations in Mexico and Ireland launch the survey in their respective countries.
- 2003** Third generation of the Manpower Employment Outlook Survey is launched, expanding the program to a total of 18 countries worldwide: Australia, Austria, Belgium, Canada, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Netherlands, Norway, Singapore, Spain, Sweden, 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 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 Hungary launches the survey in the third quarter, and Manpower Brazil joins the survey in the fourth 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. Founded in 1948, Manpower 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 4,100 offices in 82 countries and territories enables the company to meet the needs of its 400,000 clients per year, including small and medium size enterprises in all industry sectors, as well as the world's largest multinational corporations. The focus of Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction across their total workforce, enabling clients to concentrate on their core business activities. Manpower Inc. operates under five brands: Manpower, Manpower Professional, Elan, Jefferson Wells and Right Management. More information on Manpower Inc. is available at www.manpower.com.

About Manpower Inc. in Mainland China

Manpower Inc. first entered mainland China market in 1994. Today, Manpower has nearly 400 recruiters operating nationally in 19 cities across mainland China.

We offer a wide array of employment services, specializing in various practices including Accounting & Finance, Engineering & Manufacturing, Human Resources, Information Technology, Office, Sales & Marketing, and Supply Chain. Through Manpower brand, we provide permanent recruitment, temporary staffing and managed services. To meet clients' needs for middle to senior level candidates, we provide customized employment services under Manpower Professional brand. We have more than 3,500 clients in Mainland China, comprising of local and multinational companies.

Through our subsidiary, Right Management, we provide organizational consulting services and leadership development training services. In 1996, Right Management established offices in mainland China. In addition, through Manpower Caden, Manpower China is cooperating with the Chinese government since 2005 to support the country's rapidly evolving labor market by providing consulting services to governments and related organizations about labor market development, vocational training and employment services.

For more information about Manpower and its operations in mainland China, please visit: www.manpower.com.cn.

Strategies to Fight Talent Crunch

Manpower does more than just recruiting and staffing. We are a thought leader in the employment industry. We publish a number of white papers and other reports each year, delving into the current labor market issues, especially the talent shortage.

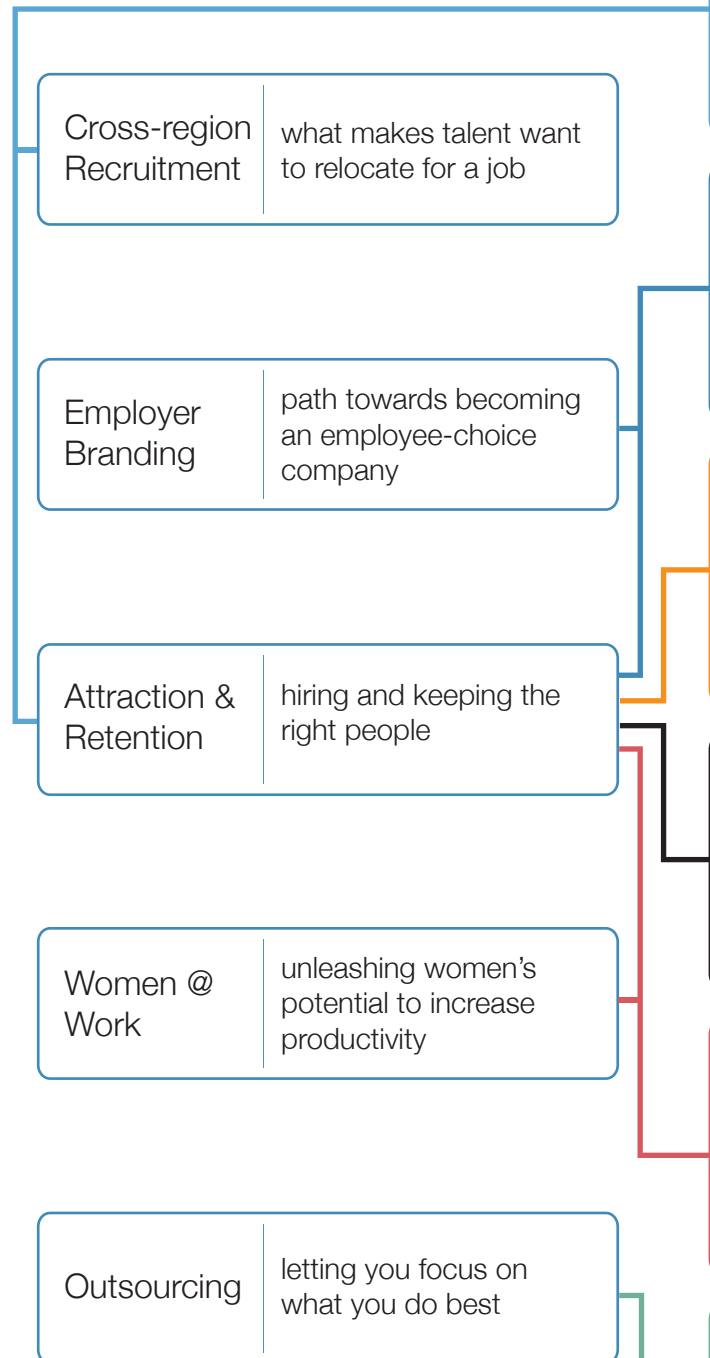
This graph depicts **Strategies to Fight Talent Crunch** by linking the strategic elements to the white papers which provide the solutions and explanation of each element.

For more information about how we can help you, please contact one of our expert consultants, or visit www.manpower.com.cn



Manpower®

Strategic elements



Solutions



Strategic elements



Expansion Success Factor: Cross-city Talent Relocation




The Global Talent Crunch: Why Employer Branding Matters Now



The China Talent Paradox



China Employee Engagement & Retention Survey



The Underworked Solution: Women & The Talent Crunch



An Imperative Change: The Emergence of Flexible Employment in China

Corporate Culture | culture that attracts, engages and keeps the right people

Succession Planning | growing the right people as future leaders

HR Disposition | talent mapping for effective people management

Workforce Optimization | vital elements that a company should view as an integrated solution

Flexibility | better response to business needs

Manpower China Headquarters:
36/F, Xin Mei Union Square,
No. 999, Pudong Road (S), Shanghai, China 200120
Tel: (86 - 21) 5878 2618 Fax: (86 - 21) 5878 2661
www.manpower.com.cn