

**Manpower  
Employment  
Outlook Survey  
Finland**

**Q4  
2016**



# Finland Employment Outlook

The Manpower Employment Outlook Survey for the fourth quarter 2016 was conducted by interviewing a representative sample of 621 employers in Finland.

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 2016 as compared to the current quarter?”

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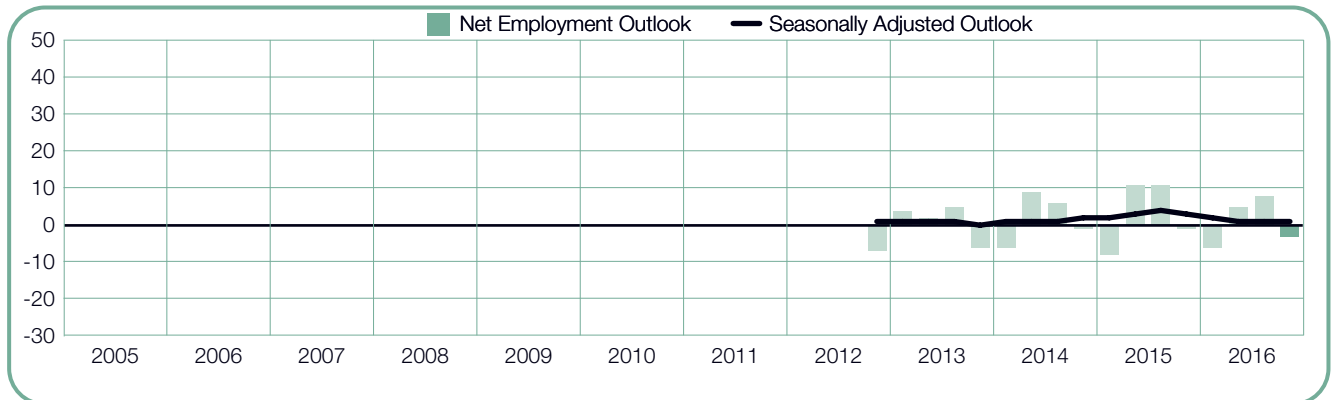
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# Finland Employment Outlook

Finnish employers report subdued hiring intentions for the October-December time frame. While 14% of employers expect to increase staffing levels, 17% anticipate a decrease and 67% forecast no change, resulting in a Net Employment Outlook of -3%.

Following the accumulation of 17 quarters of labor market data, Finland's forecast for the final quarter of 2016 is seasonally adjusted for the first time. Once the data is adjusted to allow for seasonal variation, the outlook stands at +1%. Hiring prospects are unchanged when compared with the previous quarter but decline by 2 percentage points year-over-year.

	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
<b>4th Quarter 2016</b>	<b>14</b>	<b>17</b>	<b>67</b>	<b>2</b>	<b>-3</b>	<b>+1</b>
3rd Quarter 2016	13	5	81	1	+8	+1
2nd Quarter 2016	10	5	82	3	+5	+1
1st Quarter 2016	5	11	83	1	-6	+2
4th Quarter 2015	5	6	85	4	-1	+3



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.

# Organization-Size Comparisons

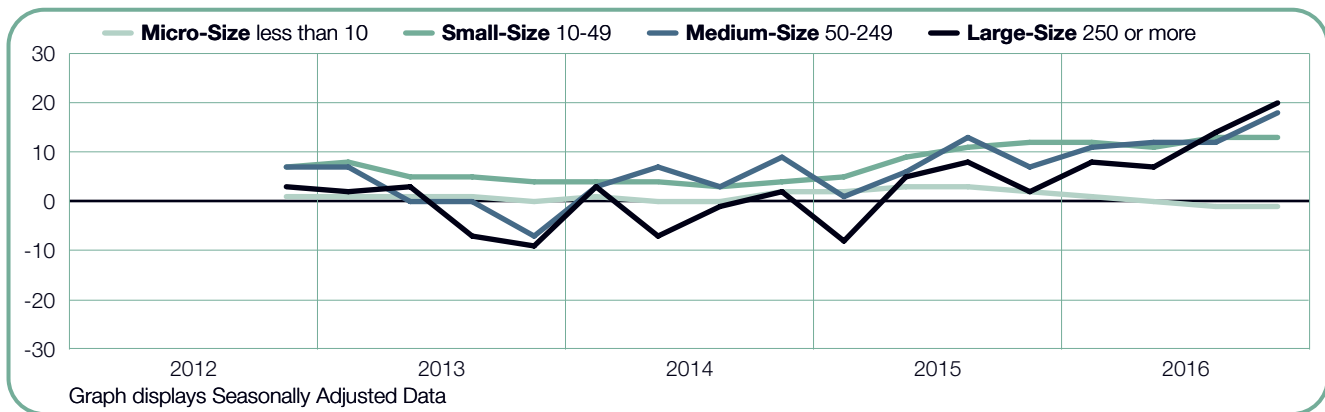
Participating employers are categorized into one of four organization sizes: Micro businesses have less than 10 employees; Small businesses have 10-49 employees; Medium businesses have 50-249 employees; and Large businesses have 250 or more employees.

Payroll gains are anticipated in three of the four organization size categories during the next three months. Large employers report the strongest hiring plans with a Net Employment Outlook of +20%. Elsewhere, steady job gains are forecast by Medium- and Small-size employers, with outlooks of +18% and +13%, respectively. However, Micro employers expect an uncertain hiring climate, reporting an outlook of -1%.

Quarter-over-quarter, outlooks are 6 percentage points stronger in both the Medium- and Large-size employer categories. Meanwhile, Small- and Micro-size employers report no change.

Year-over-year, Large employers report a considerable improvement of 18 percentage points, while the outlook for Medium employers is 11 percentage points stronger. Elsewhere, the outlook for Small firms remains relatively stable and Micro employers report a slight decline of 3 percentage points.

Organisation-Size	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
<b>Micro-Size</b> less than 10	14	18	68	0	-4	-1
<b>Small-Size</b> 10-49	20	11	65	4	9	13
<b>Medium-Size</b> 50-249	22	7	71	0	15	18
<b>Large-Size</b> 250 or more	22	10	67	1	12	20



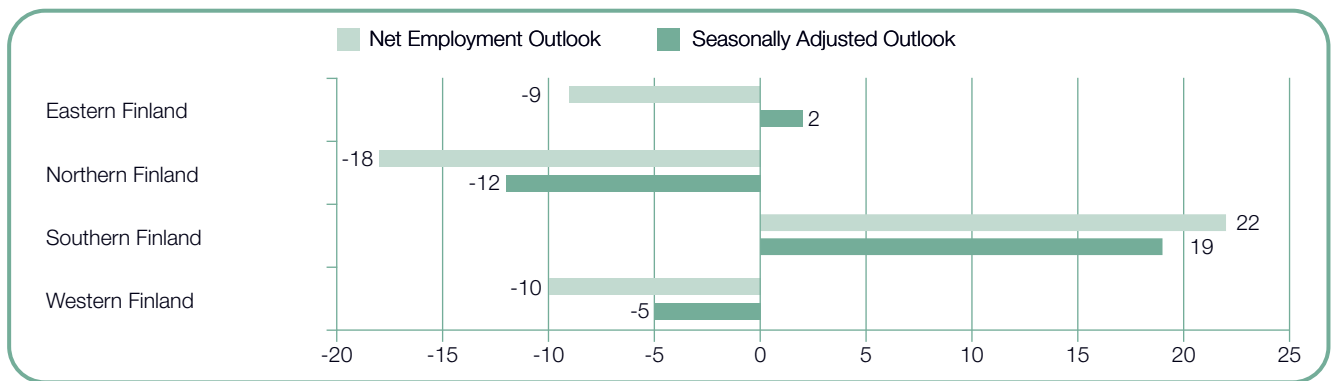
# Regional Comparisons

Payroll gains are forecast in two of the four regions during the upcoming quarter. Southern Finland employers anticipate an upbeat hiring pace, reporting a Net Employment Outlook of +19%, while limited job growth is expected in Eastern Finland, with an outlook of +2%. However, staffing levels are expected to decline in both Northern Finland and Western Finland, where employers report outlooks of -12% and -5%, respectively.

Quarter-over-quarter, hiring intentions improve in two of the four regions. Eastern Finland employers report the most noteworthy increase of 7 percentage points,

while the outlook for Southern Finland is 4 percentage points stronger. Meanwhile, Western Finland employers report a considerable decline of 9 percentage points. The outlook for Northern Finland remains relatively stable.

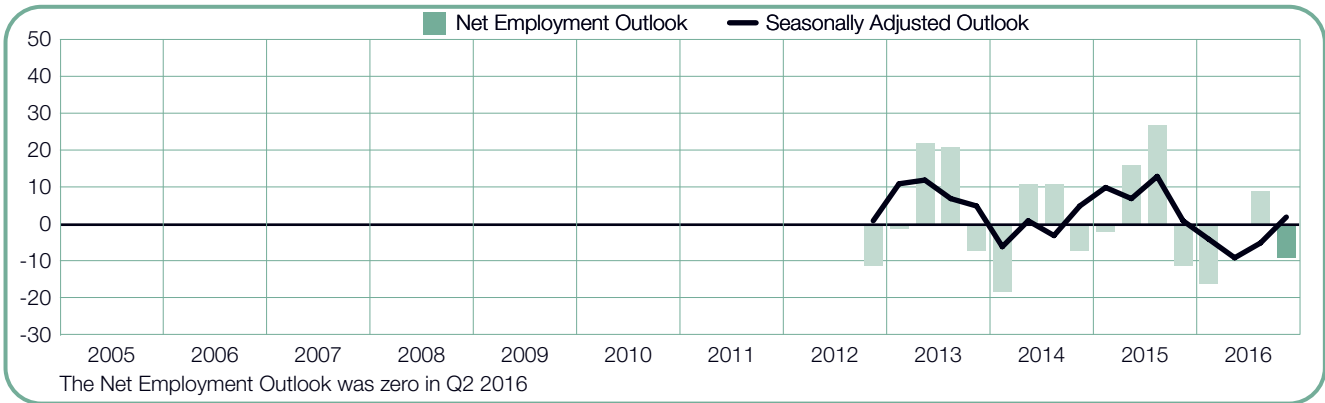
When compared with Quarter 4 2015, Northern Finland employers report a considerable decline of 16 percentage points, and hiring prospects are 5 percentage points weaker in Western Finland. Elsewhere, a considerable improvement of 14 percentage points is reported in Southern Finland, while the outlook for Eastern Finland remains relatively stable.



-9 (+2)%

## Eastern Finland

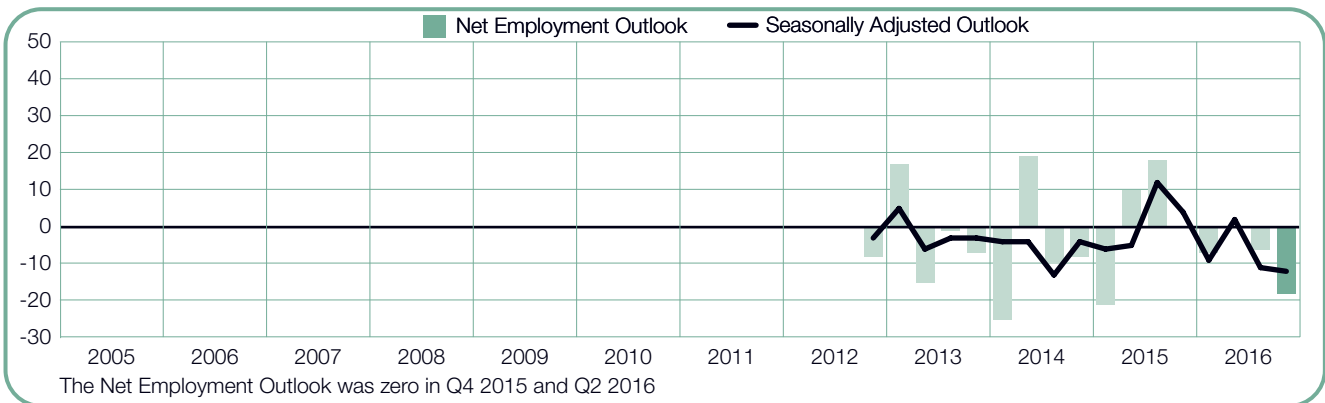
Slow-paced workforce gains are anticipated in Quarter 4 2016, with employers reporting a Net Employment Outlook of +2%. Hiring plans are 7 percentage points stronger when compared with Quarter 3 2016, while remaining relatively stable year-over-year.



-18 (-12)%

## Northern Finland

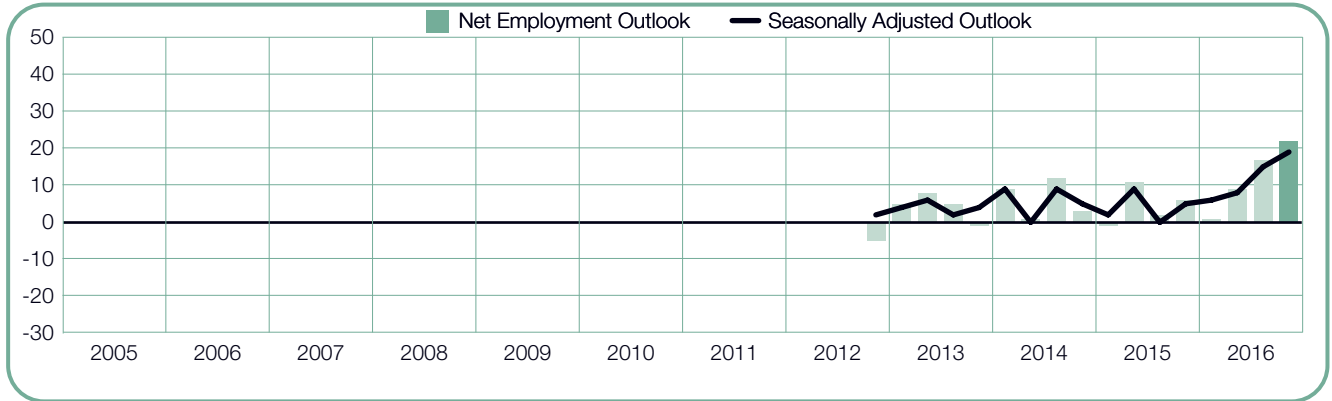
Reporting a gloomy Net Employment Outlook for Quarter 4 2016 of -12%, employers forecast the weakest hiring pace for two years. Hiring prospects remain relatively stable when compared with the previous quarter but are 16 percentage points weaker year-over-year.



**+22 (+19)%**

## Southern Finland

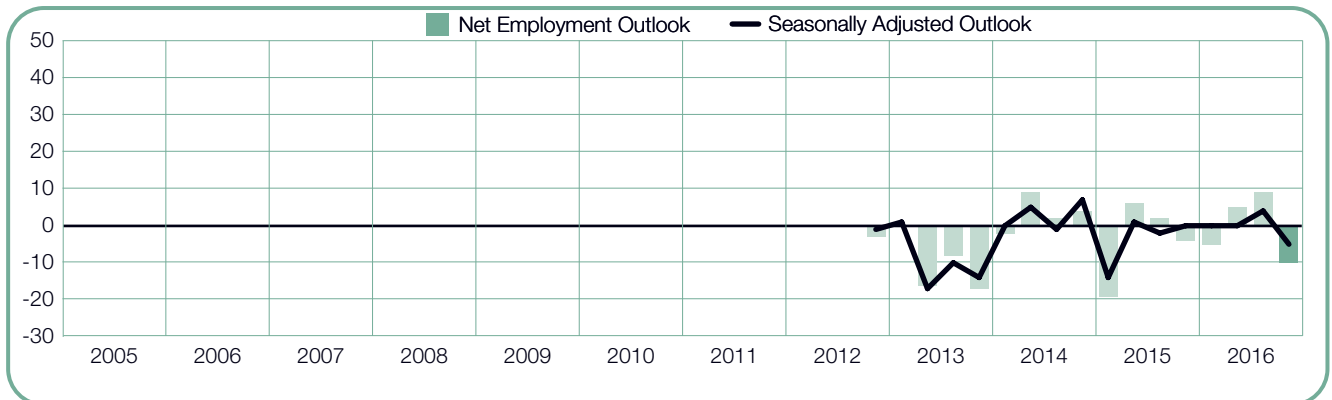
Job seekers can expect the strongest labor market since the survey began in Quarter 4 2012, according to employers who report a Net Employment Outlook of +19% for the next three months. Hiring intentions are 4 percentage points stronger when compared with the previous quarter and improve by 14 percentage points year-over-year.



**-10 (-5)%**

## Western Finland

The labor market is expected to struggle in the October-December period, with employers reporting a Net Employment Outlook of -5%. Hiring intentions weaken both quarter-over-quarter and year-over-year, declining by 9 and 5 percentage points, respectively.



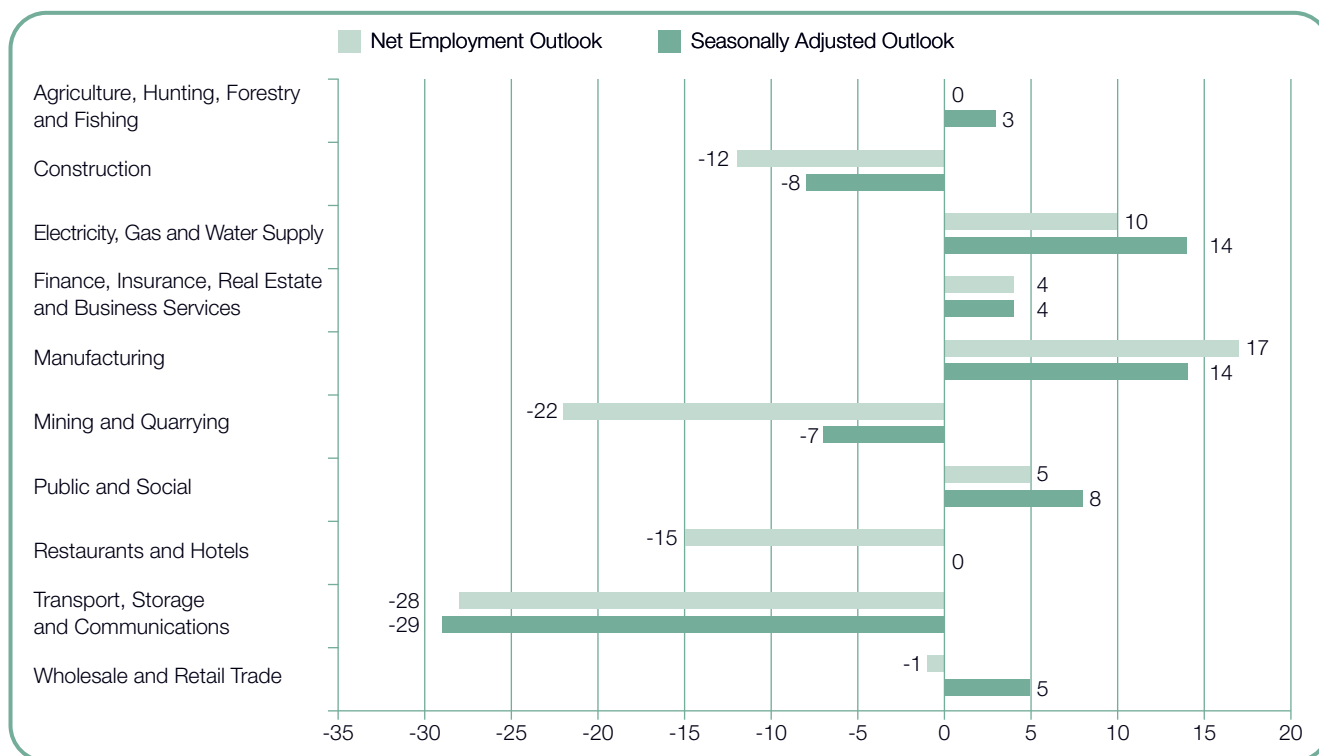
# Sector Comparisons

Employers anticipate workforce gains in six of the 10 industry sectors during the coming quarter. The strongest labor markets are forecast for two sectors with Net Employment Outlooks of +14% – the Electricity, Gas & Water Supply sector and the Manufacturing sector. Moderate payroll growth is expected in the Public & Social sector, with an outlook of +8%, and in the Wholesale & Retail Trade sector, where employers report an outlook of +5%. However, staffing levels are expected to decline in three sectors. Dim hiring prospects are reported for the Transport, Storage & Communication sector, with an outlook of -29%, while weak outlooks of -8% and -7% are reported for the Construction sector and the Mining & Quarrying sector, respectively.

When compared with Quarter 3 2016, outlooks strengthen in five of the 10 industry sectors. The most notable increase of 8 percentage points is reported for the Agriculture, Hunting, Forestry & Fishing sector, while

increases of 5 percentage points are reported in the Electricity, Gas & Water Supply sector and the Wholesale & Retail Trade sector. Meanwhile, hiring plans weaken in five sectors, including the Transport, Storage & Communication sector, where employers report a steep decline of 23 percentage points. Mining & Quarrying sector employers also report considerably weaker hiring prospects with a decrease of 12 percentage points.

Year-over-year, hiring intentions decline in five of the 10 industry sectors. Transport, Storage & Communication sector employers report a considerable decrease of 19 percentage points, while they are 6 percentage points weaker in both the Mining & Quarrying sector and the Restaurants & Hotels sector. Elsewhere, outlooks improve in four sectors, most notably by 13 and 5 percentage points in the Electricity, Gas & Water Supply sector and the Wholesale & Retail Trade sector, respectively.

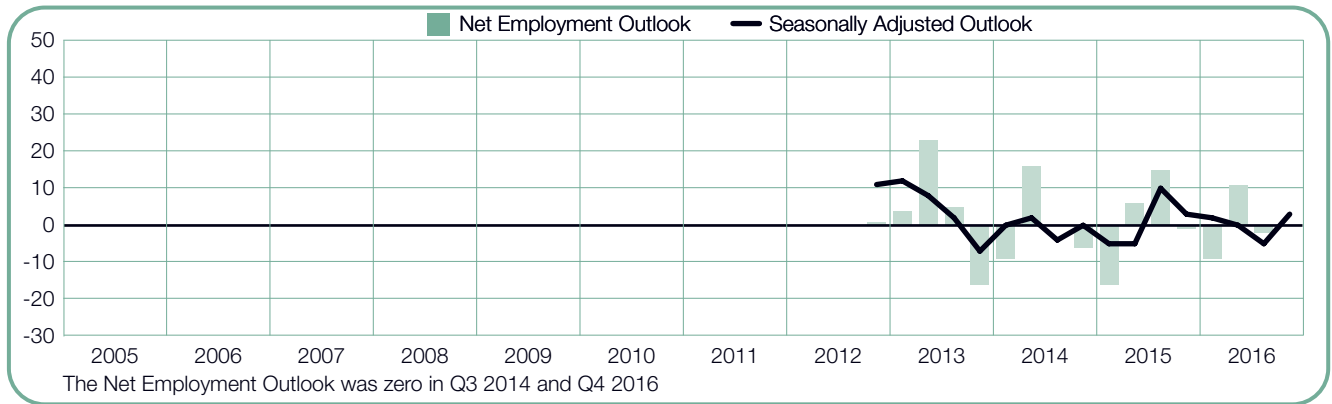




0 (+3)%

## Agriculture, Hunting, Forestry and Fishing

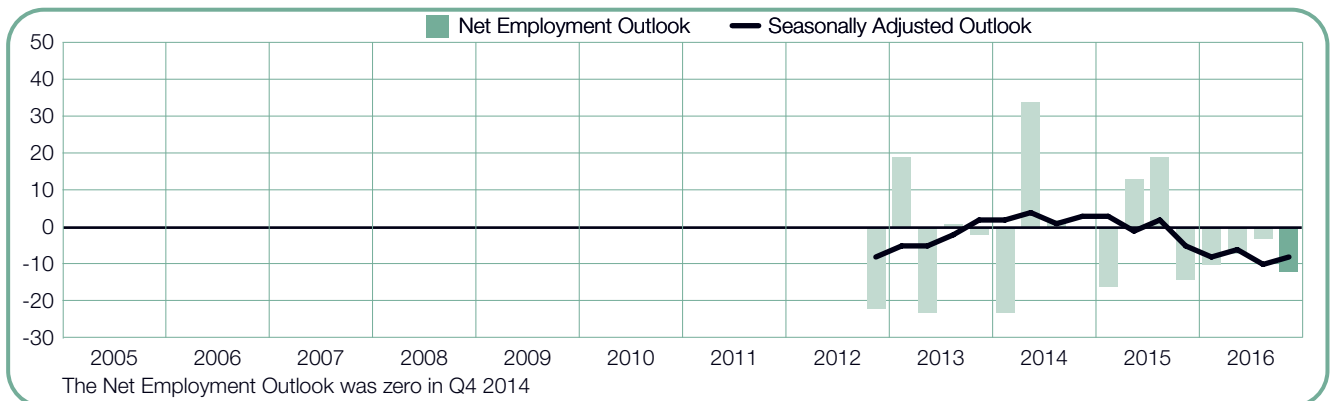
Employers forecast a slight increase in staffing levels during the coming quarter reporting a Net Employment Outlook of +3%. Hiring prospects improve by 8 percentage points when compared with the previous quarter and are unchanged year-over-year.



-12 (-8)%

## Construction

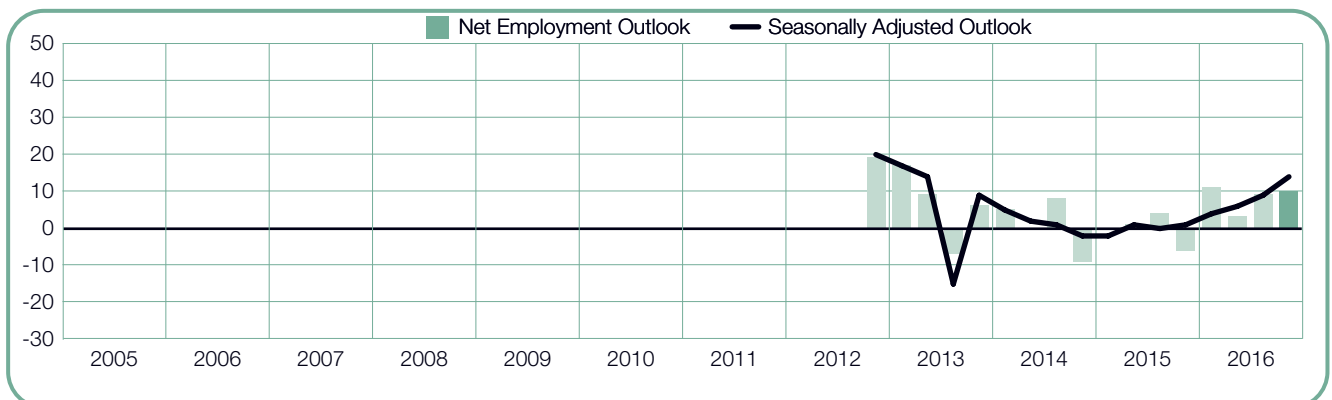
The labor market slump in the sector is expected to continue in Quarter 4 2016, with employers reporting a fifth consecutive negative Net Employment Outlook. Standing at -8%, the outlook is 2 percentage points stronger quarter-over-quarter but declines by 3 percentage points when compared with Quarter 4 2015.



+10 (+14)%

## Electricity, Gas and Water Supply

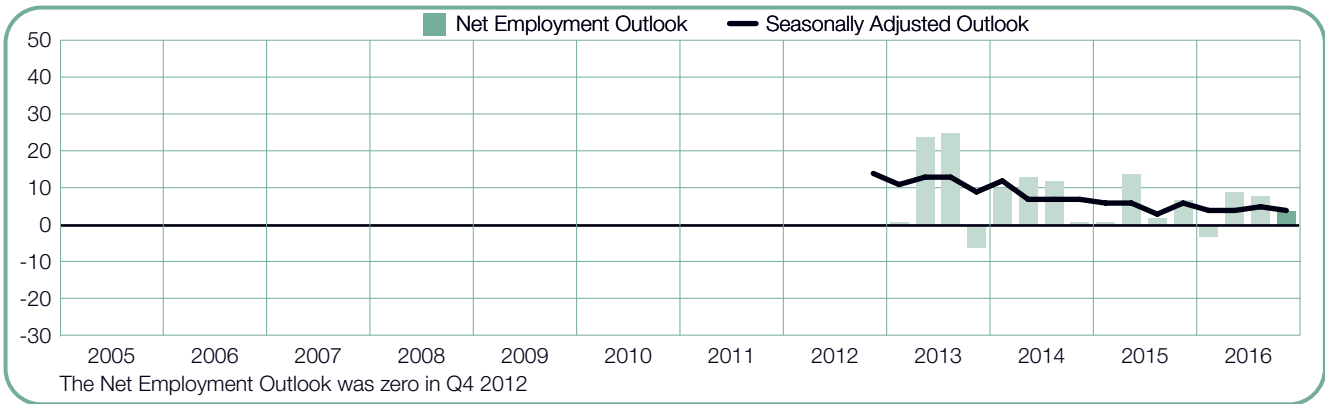
Job seekers can expect to benefit from the strongest labor market since Quarter 2 2013 in the October-December period, according to employers who report a Net Employment Outlook of +14%. Hiring intentions improve by 5 and 13 percentage points quarter-over-quarter and year-over-year, respectively.



**+4 (+4)%**

## Finance, Insurance, Real Estate and Business Services

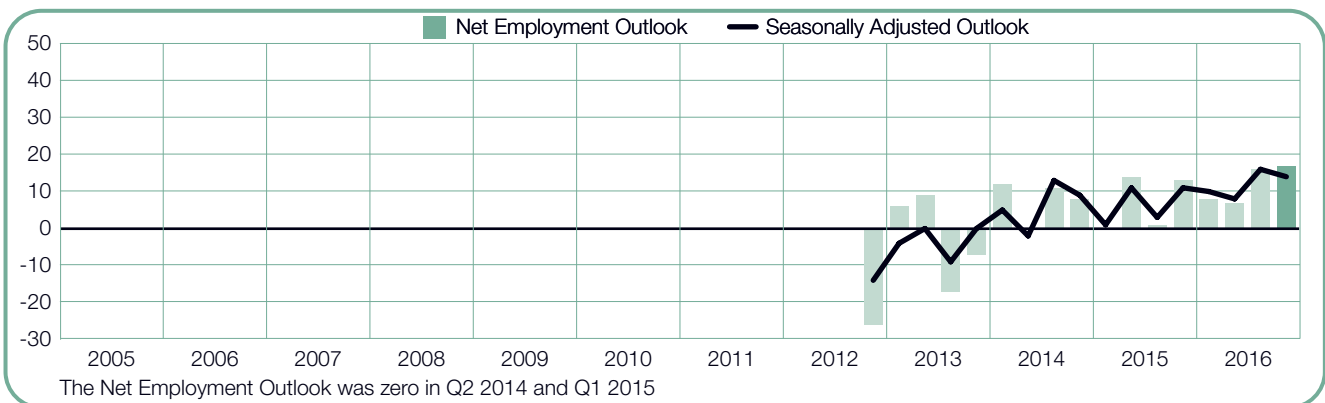
Some payroll gains are forecast for the next three months, with employers reporting a Net Employment Outlook of +4%. The outlook remains relatively stable when compared with the previous quarter but declines by 2 percentage points year-over-year.



**+17 (+14)%**

## Manufacturing

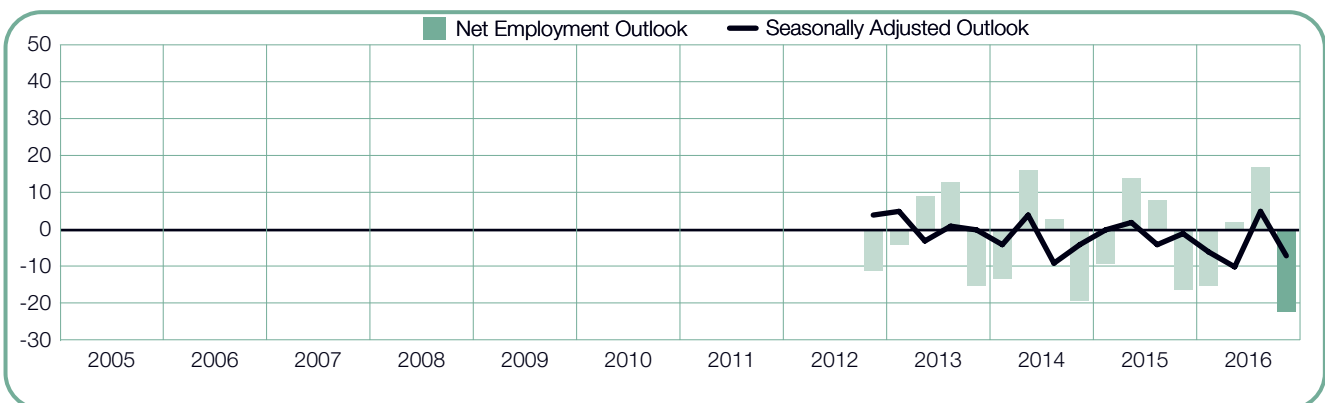
The steady hiring pace is expected to continue during the final quarter of 2016, with employers reporting a Net Employment Outlook of +14%. Hiring plans decline by 2 percentage points quarter-over-quarter but are 3 percentage points stronger year-over-year.



**-22 (-7)%**

## Mining and Quarrying

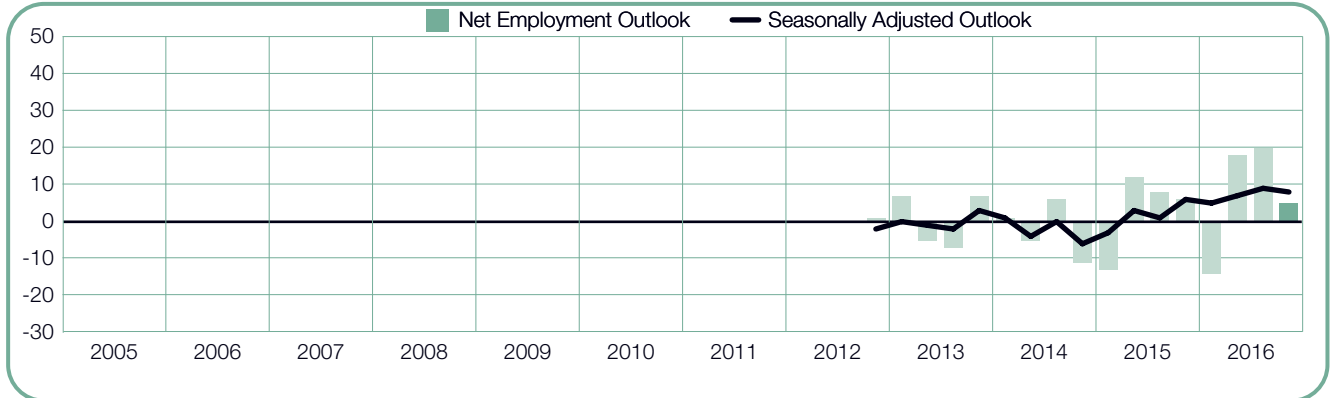
Employers anticipate a weak hiring climate in Quarter 4 2016, reporting a Net Employment Outlook of -7%. Hiring plans decline by 12 percentage points when compared with the previous quarter and are 6 percentage points weaker year-over-year.



**+5 (+8)%**

## Public and Social

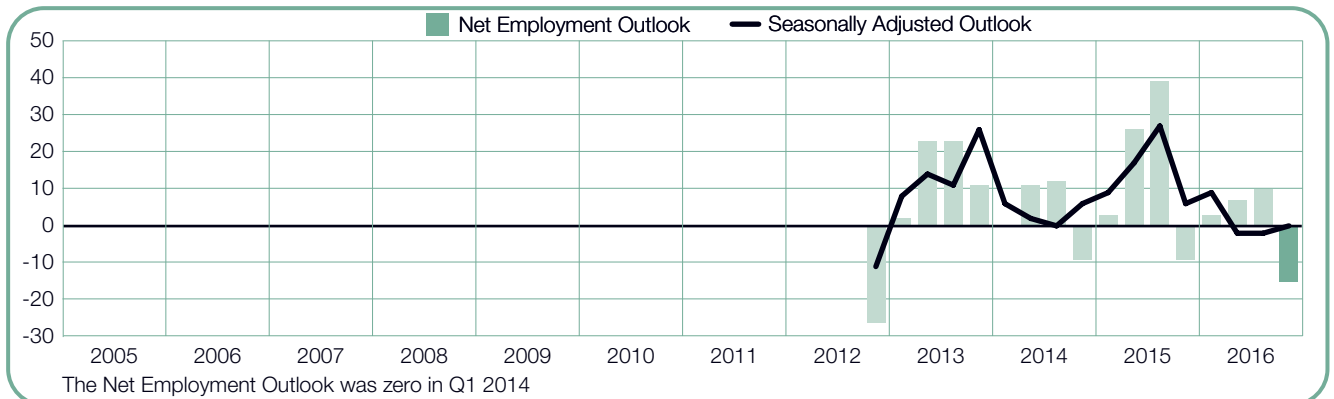
Job seekers can expect the moderate hiring pace to continue in the forthcoming quarter, with employers reporting a Net Employment Outlook of +8%. Hiring prospects remain relatively stable quarter-over-quarter and are 2 percentage points stronger when compared with Quarter 4 2015.



**-15 (0)%**

## Restaurants and Hotels

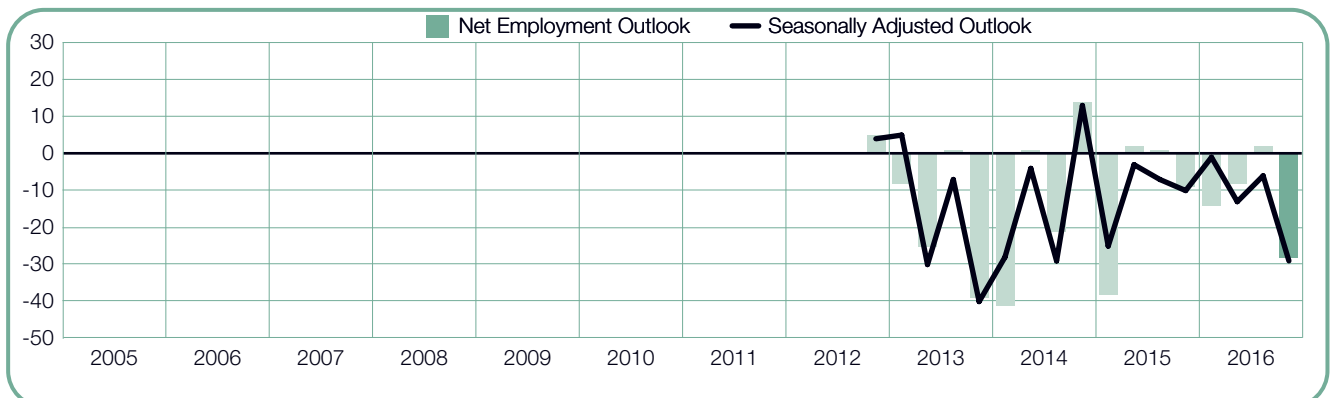
A flat labor market is forecast for the October-December period, with employers reporting a Net Employment Outlook of 0%. The outlook improves by 2 percentage points quarter-over-quarter but declines by 6 percentage points year-over-year.



**-28 (-29)%**

## Transport, Storage and Communication

The weakest hiring climate for two years is anticipated in the coming quarter, with employers reporting a gloomy Net Employment Outlook of -29%. Hiring intentions decline by a steep margin of 23 percentage points when compared with the previous quarter and are 19 percentage points weaker year-over-year.



-1 (+5)%

## Wholesale and Retail Trade

Modest payroll gains are likely in Quarter 4 2016, according to employers who report a Net Employment Outlook of +5%. Hiring intentions are 5 percentage points stronger both quarter-over-quarter and year-over-year.

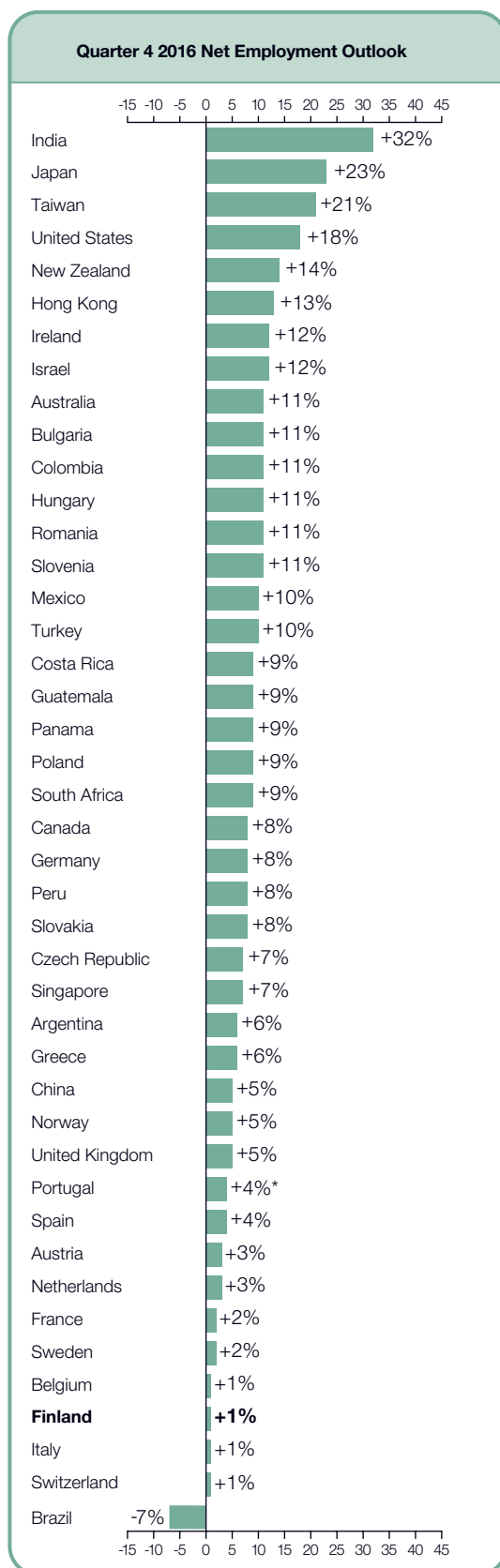


# Global Employment Outlook

	Quarter 4 2016	Qtr on Qtr Change Q3 2016 to Q4 2016	Yr on Yr Change Q4 2015 to Q4 2016
	%		
<b>Americas</b>			
Argentina	4 (6) <sup>1</sup>	3 (4) <sup>1</sup>	0 (0) <sup>1</sup>
Brazil	-9 (-7) <sup>1</sup>	6 (5) <sup>1</sup>	5 (4) <sup>1</sup>
Canada	5 (8) <sup>1</sup>	-6 (2) <sup>1</sup>	3 (2) <sup>1</sup>
Colombia	11 (11) <sup>1</sup>	0 (0) <sup>1</sup>	-2 (-2) <sup>1</sup>
Costa Rica	7 (9) <sup>1</sup>	-2 (-2) <sup>1</sup>	-6 (-5) <sup>1</sup>
Guatemala	10 (9) <sup>1</sup>	-4 (-7) <sup>1</sup>	-3 (-3) <sup>1</sup>
Mexico	10 (10) <sup>1</sup>	-2 (-2) <sup>1</sup>	-3 (-3) <sup>1</sup>
Panama	9 (9) <sup>1</sup>	1 (1) <sup>1</sup>	-2 (-1) <sup>1</sup>
Peru	7 (8) <sup>1</sup>	-1 (0) <sup>1</sup>	0 (0) <sup>1</sup>
United States	16 (18) <sup>1</sup>	-2 (3) <sup>1</sup>	1 (0) <sup>1</sup>

<b>Asia Pacific</b>			
Australia	12 (11) <sup>1</sup>	5 (2) <sup>1</sup>	5 (5) <sup>1</sup>
China	5 (5) <sup>1</sup>	3 (3) <sup>1</sup>	0 (0) <sup>1</sup>
Hong Kong	13 (13) <sup>1</sup>	0 (1) <sup>1</sup>	-3 (-2) <sup>1</sup>
India	31 (32) <sup>1</sup>	-5 (-3) <sup>1</sup>	-9 (-10) <sup>1</sup>
Japan	20 (23) <sup>1</sup>	0 (1) <sup>1</sup>	1 (1) <sup>1</sup>
New Zealand	15 (14) <sup>1</sup>	4 (2) <sup>1</sup>	3 (2) <sup>1</sup>
Singapore	8 (7) <sup>1</sup>	-2 (-2) <sup>1</sup>	-5 (-5) <sup>1</sup>
Taiwan	22 (21) <sup>1</sup>	0 (2) <sup>1</sup>	-13 (-13) <sup>1</sup>

<b>EMEA†</b>			
Austria	3 (3) <sup>1</sup>	-3 (-1) <sup>1</sup>	2 (2) <sup>1</sup>
Belgium	1 (1) <sup>1</sup>	0 (0) <sup>1</sup>	-1 (-1) <sup>1</sup>
Bulgaria	6 (11) <sup>1</sup>	-8 (1) <sup>1</sup>	1 (1) <sup>1</sup>
Czech Republic	7 (7) <sup>1</sup>	1 (3) <sup>1</sup>	6 (6) <sup>1</sup>
<b>Finland</b>	<b>-3 (1)<sup>1</sup></b>	<b>-11 (0)<sup>1</sup></b>	<b>-2 (-2)<sup>1</sup></b>
France	2 (2) <sup>1</sup>	-1 (0) <sup>1</sup>	4 (4) <sup>1</sup>
Germany	9 (8) <sup>1</sup>	4 (4) <sup>1</sup>	3 (3) <sup>1</sup>
Greece	0 (6) <sup>1</sup>	-12 (0) <sup>1</sup>	13 (13) <sup>1</sup>
Hungary	10 (11) <sup>1</sup>	-4 (-2) <sup>1</sup>	0 (0) <sup>1</sup>
Ireland	9 (12) <sup>1</sup>	-2 (3) <sup>1</sup>	7 (7) <sup>1</sup>
Israel	11 (12) <sup>1</sup>	2 (4) <sup>1</sup>	3 (3) <sup>1</sup>
Italy	-2 (1) <sup>1</sup>	-5 (1) <sup>1</sup>	5 (5) <sup>1</sup>
Netherlands	3 (3) <sup>1</sup>	0 (0) <sup>1</sup>	2 (2) <sup>1</sup>
Norway	4 (5) <sup>1</sup>	0 (1) <sup>1</sup>	3 (3) <sup>1</sup>
Poland	8 (9) <sup>1</sup>	-5 (0) <sup>1</sup>	2 (2) <sup>1</sup>
Portugal	4	-6	-
Romania	6 (11) <sup>1</sup>	-16 (-3) <sup>1</sup>	-2 (-2) <sup>1</sup>
Slovakia	6 (8) <sup>1</sup>	-7 (-1) <sup>1</sup>	-1 (-1) <sup>1</sup>
Slovenia	8 (11) <sup>1</sup>	-1 (5) <sup>1</sup>	5 (5) <sup>1</sup>
South Africa	9 (9) <sup>1</sup>	3 (2) <sup>1</sup>	3 (3) <sup>1</sup>
Spain	2 (4) <sup>1</sup>	-1 (3) <sup>1</sup>	1 (1) <sup>1</sup>
Sweden	1 (2) <sup>1</sup>	-6 (-4) <sup>1</sup>	-4 (-4) <sup>1</sup>
Switzerland	1 (1) <sup>1</sup>	2 (1) <sup>1</sup>	1 (1) <sup>1</sup>
Turkey	6 (10) <sup>1</sup>	-4 (4) <sup>1</sup>	-5 (-5) <sup>1</sup>
UK	4 (5) <sup>1</sup>	-3 (0) <sup>1</sup>	0 (0) <sup>1</sup>



†EMEA – Europe, Middle East and Africa.

\* Indicates unadjusted data.

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.

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## The Manpower Employment Outlook Survey is ManpowerGroup's quarterly index of employer hiring confidence.

ManpowerGroup interviewed nearly 59,000 employers across 43 countries and territories to forecast labor market activity\* in Quarter 4 2016. All participants were asked, "How do you anticipate total employment at your location to change in the three months to the end of December 2016 as compared to the current quarter?"

Staffing levels are expected to grow by varying degrees in 42 of 43 countries and territories through the end of the year. Only employers in Brazil expect payrolls to decline in the October-December time frame. Uncertainty associated with the slowdown of the global economy, the Brexit referendum and continued financial market volatility appears to have had little impact on employer hiring confidence. Slightly more than half of the forecasts strengthen by varying margins when compared to results reported three months ago, with hiring plans improving in 23 of 43 countries and territories, remaining unchanged in nine, and declining in 11. Outlooks improve in 21 countries and territories when compared with Quarter 4 2015, are unchanged in six, and decline in 15. Hiring confidence is strongest in India, Japan, Taiwan and the United States, while employers in Brazil, Belgium, Finland, Italy and Switzerland report the weakest hiring plans.

In the Americas region, fourth-quarter workforce gains are expected in nine of 10 countries. However, employer confidence is mixed when compared to prior reports with forecasts improving by varying margins in five countries in comparison to the July-September period, declining in three and remaining unchanged in two. When compared to Quarter 4 2015, forecasts weaken in five countries, strengthen in two, and are unchanged in three. Employers in the United States, Colombia and Mexico report the region's most optimistic fourth-quarter hiring plans, while opportunities for job seekers are expected to be weakest in Brazil.

Employers in all 25 countries in the Europe, Middle East & Africa (EMEA) region expect some level of staffing level growth over the next three months. In a quarter-over-quarter comparison, forecasts improve in 12 countries, weaken in six and are unchanged in seven. When compared year-over-year, job prospects are expected to improve in 16 countries, decline in six and remain unchanged in two. Employers in Ireland and Israel report the region's strongest fourth-quarter hiring plans, while the weakest outlooks are reported in Belgium, Finland, Italy and Switzerland. As was the case in the third-quarter report, employers in each of the EMEA region's 25 countries expect varying degrees of positive hiring activity.

Job gains are expected in all eight countries and territories surveyed in the Asia Pacific region. Hiring plans improve in six countries & territories in comparison to Quarter 3 2016 and decline in only two. However, fourth-quarter forecasts weaken in four countries and territories when compared year-over-year, improve in three and are unchanged in one. For the fifth consecutive quarter, employers in India report the most optimistic regional and global hiring plans. China's forecast improves slightly from three months ago, but employers here again report the region's weakest fourth-quarter hiring plans.

Full survey results for each of the 43 countries and territories included in this quarter's survey, plus regional and global comparisons, can be found at

[www.manpowergroup.com/meos](http://www.manpowergroup.com/meos)

The next Manpower Employment Outlook Survey will be released on 13 December 2016 and will detail expected labor market activity for the first quarter of 2017.

\* Commentary is based on seasonally adjusted data where available. Finland's data is seasonally adjusted for the first time in the Quarter 4 2016 report. Data for Portugal is not seasonally adjusted, but will be once 17 quarters of Portuguese data are accumulated. Portugal joined the survey in Quarter 3 2016 and has no year-over-year trend data to compare at this point.

# International Comparisons – EMEA

Interviews with more than 20,000 employers in the Europe, Middle East and Africa (EMEA) region indicate at least some payroll growth across all 25 countries in the last three months of the year. Outlooks improve in 12 countries in comparison to the prior quarter, decline in six and are unchanged in seven. Forecasts strengthen in 16 countries in a year-over-year comparison, decline in six, and are unchanged in two\*. The strongest fourth-quarter forecasts are reported in Ireland and Israel, while the most cautious hiring plans are reported by employers in Belgium, Finland, Italy and Switzerland.

Ireland's outlook has climbed for two consecutive quarters to its strongest level since Quarter 2 2007 with the most active hiring activity expected in the Electricity, Gas & Water and the Restaurants & Hotels sectors. Employers in the Wholesale & Retail and Public & Social sectors also report their strongest forecasts since before the recession. Israeli employers report positive forecasts in all industry sectors and regions, and hiring plans in the Restaurants & Hotels and the Mining & Quarrying sectors match the strongest forecasts yet reported.

Employers in the United Kingdom may be adopting a wait-and-see approach in the aftermath of the Brexit vote, and the referendum's result appears to have had little effect on their fourth-quarter hiring plans. Nearly nine out of 10 employers intend to keep their current payrolls intact through the end of the year, and the cautiously optimistic forecast is unchanged in both quarter-over-quarter and year-over-year comparisons.

German employers report their most optimistic outlook since Quarter 1 2013. Opportunities for job seekers improve in most sectors and regions in both

quarter-over-quarter and year-over-year comparisons. This includes the Manufacturing sector where hiring sentiment has improved steadily for four consecutive quarters and the forecast is now the strongest in two years.

Hiring activity in France is expected to remain subdued but positive. Confidence continues to grow among Manufacturing sector employers where reported sales increases in aerospace and defense may have helped boost the outlook for three consecutive quarters to its strongest level since Quarter 2 2013.

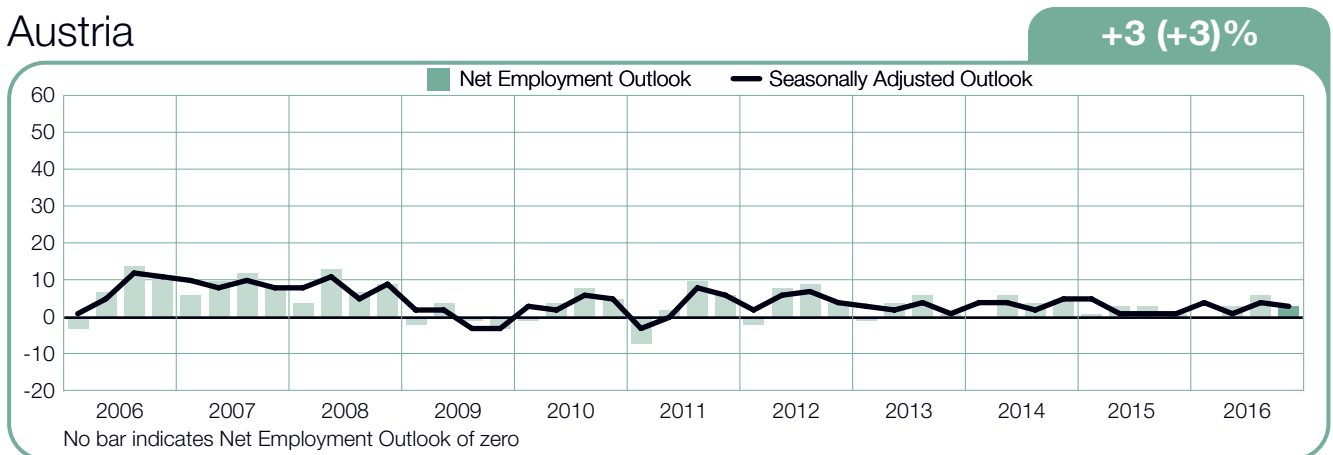
The pessimism that dominated Spain's forecasts from 2008 to the start of 2014 is giving way to more consistent expressions of optimism. Spain's forecast has now been positive for eight consecutive quarters with employers in eight of 10 industry sectors expecting to add to their payrolls in the final three months of 2016.

Elsewhere across the region, a steady fourth-quarter hiring pace is expected in Bulgaria, Hungary, Romania, Slovenia and Turkey. The outlook in Greece remains cautiously optimistic with favorable forecasts reported in the Agriculture and Finance & Business Services sectors. Outlooks are similarly modest in the Czech Republic and Slovakia.

Among the Nordic countries surveyed, employers in Norway anticipate some opportunities for job seekers, despite the continuing weakness reported in the Manufacturing sector. Hiring activity is expected to be strongest in the Manufacturing sector in Finland and in the Finance & Business Services sector in Sweden.

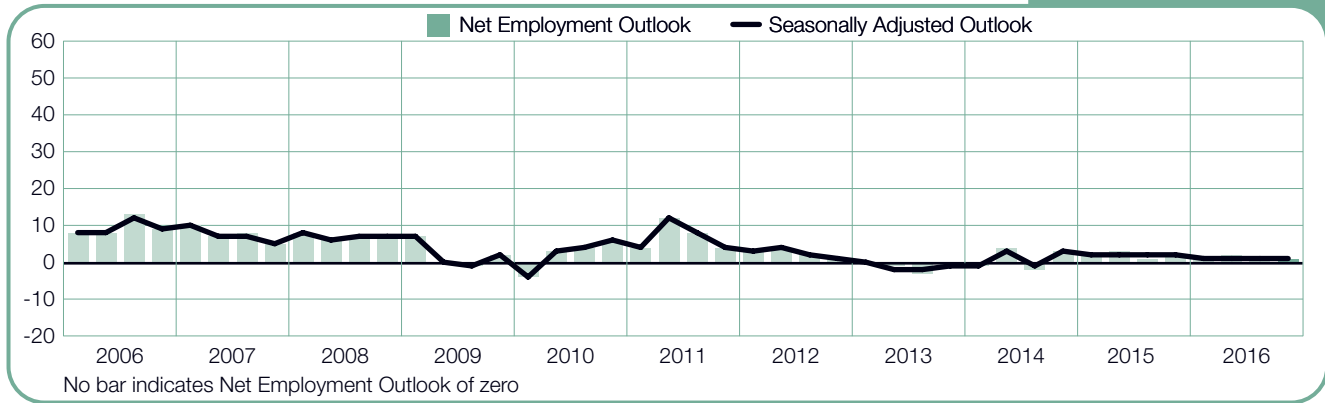
\* Portugal joined the survey in Quarter 3 2016 and has no year-over-year trend data to compare at this point. Finland's data is seasonally adjusted for the first time in the Quarter 4 2016 report.

## Austria



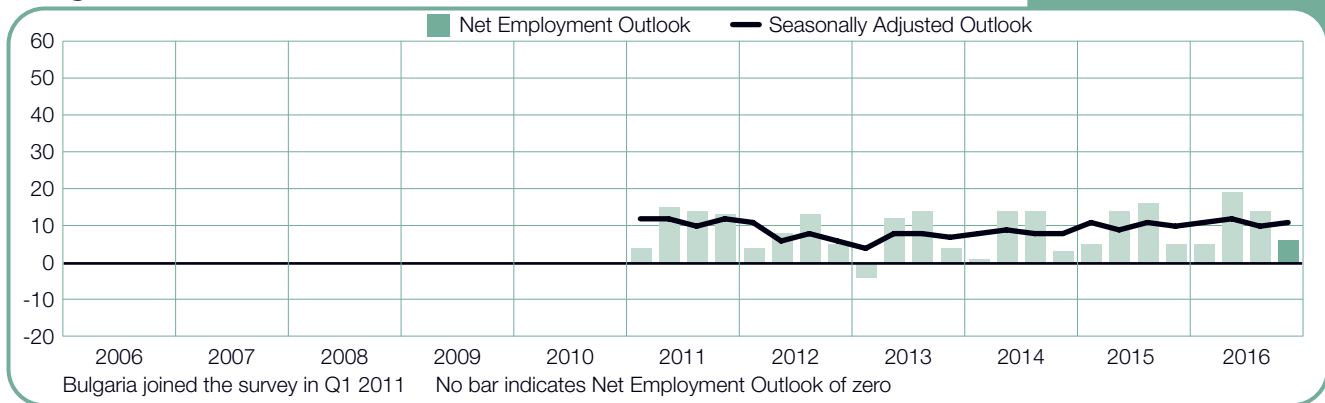
## Belgium

+1 (+1)%



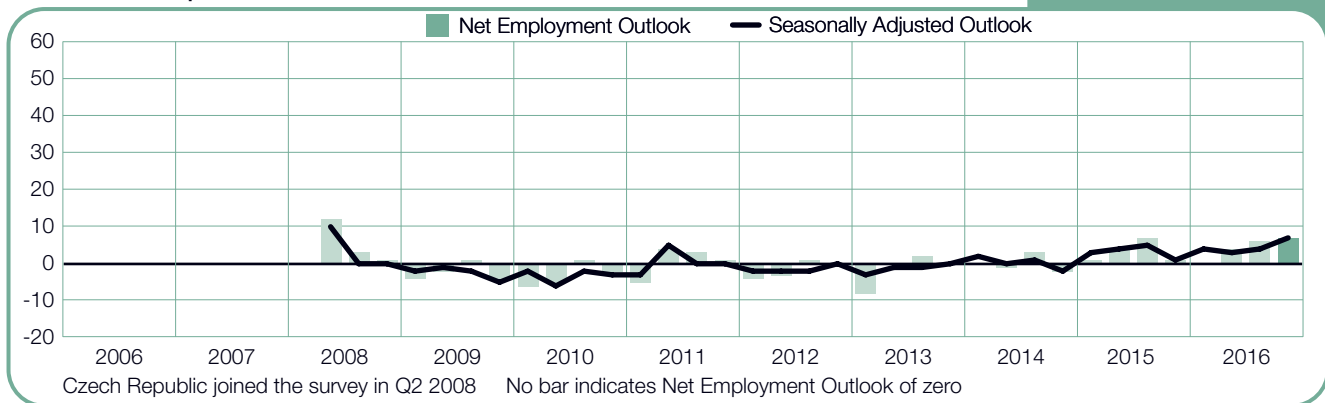
## Bulgaria

+6 (+11)%



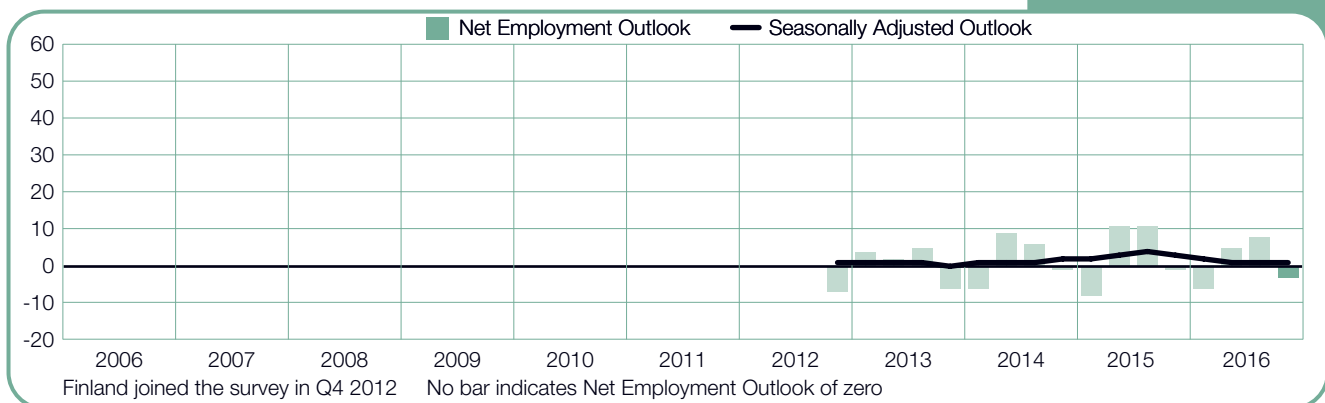
## Czech Republic

+7 (+7)%



## Finland

-3 (+1)%





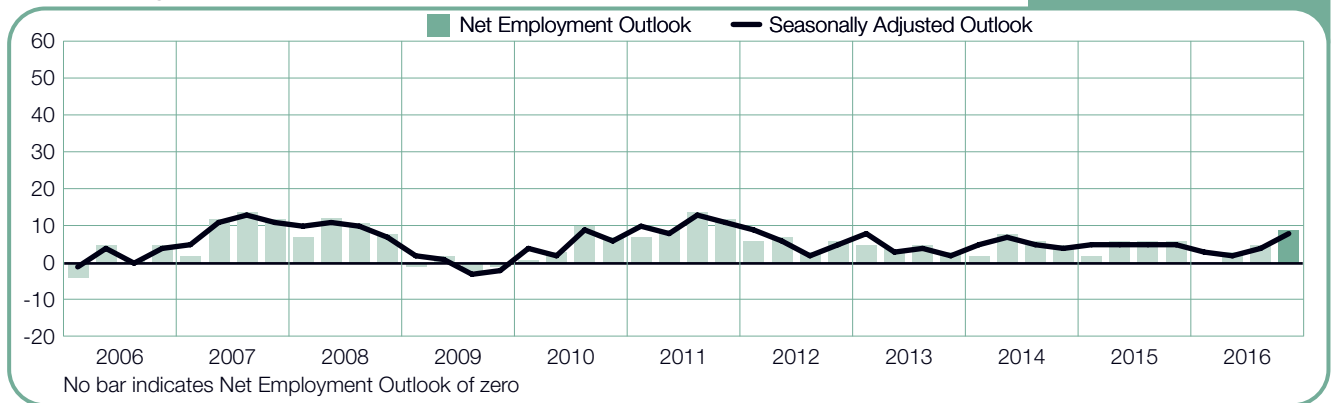
## France

+2 (+2)%



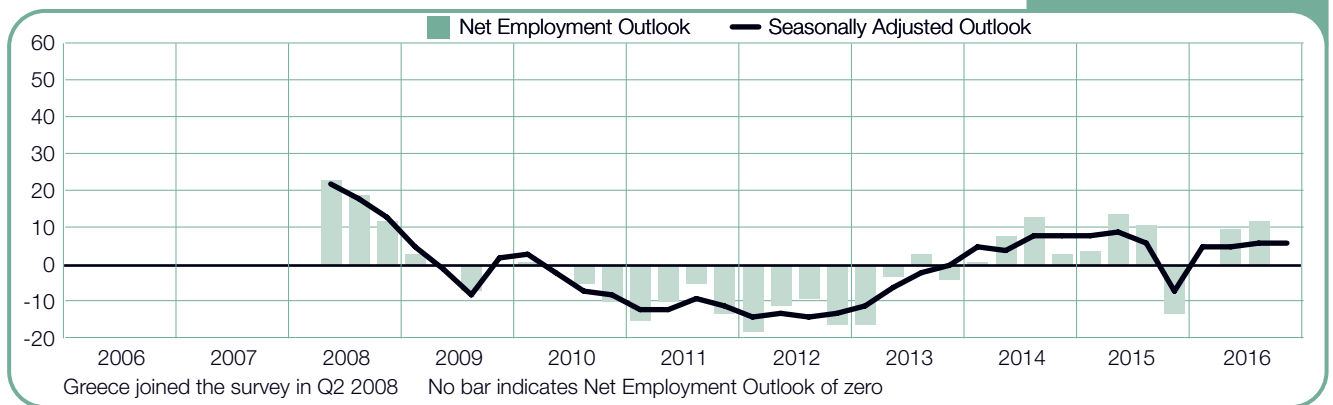
## Germany

+9 (+8)%



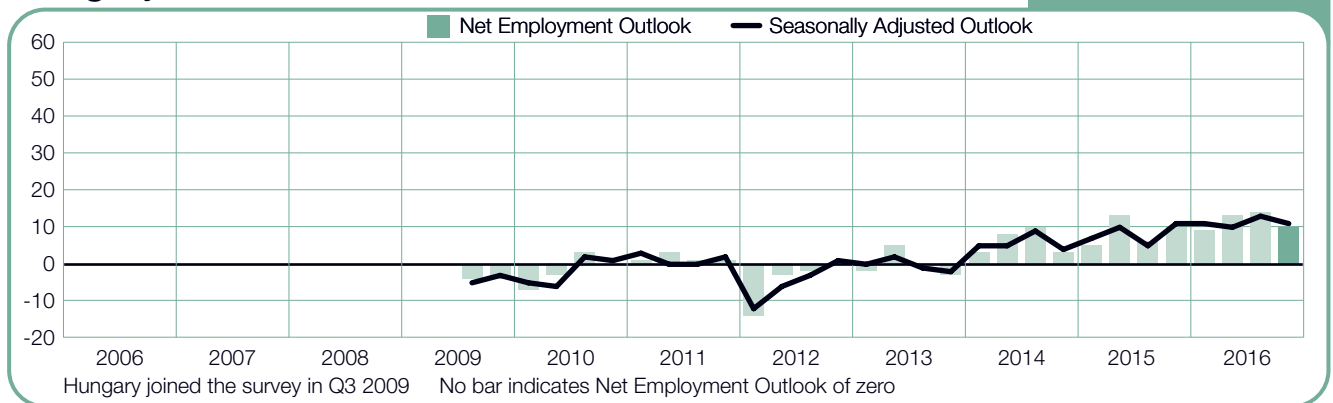
## Greece

0 (+6)%



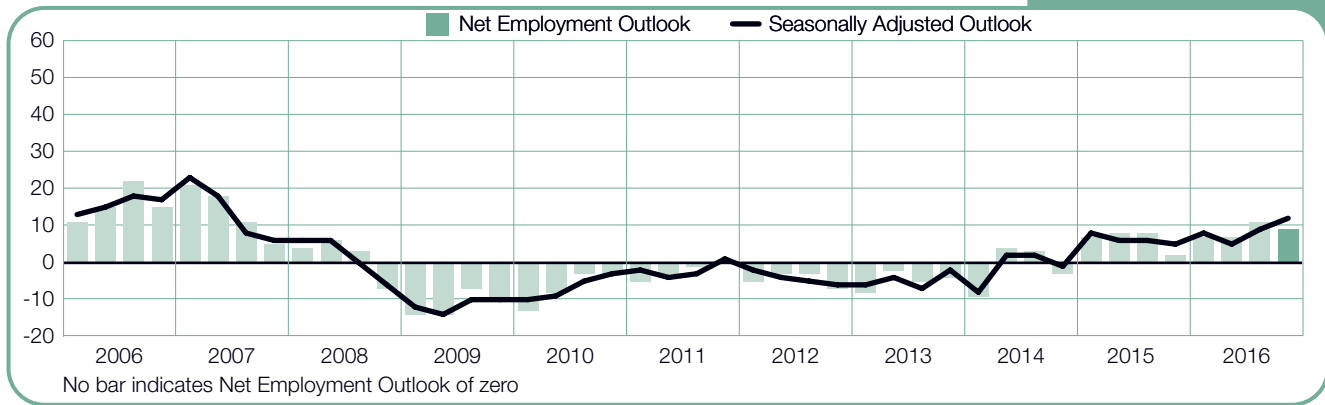
## Hungary

+10 (+11)%



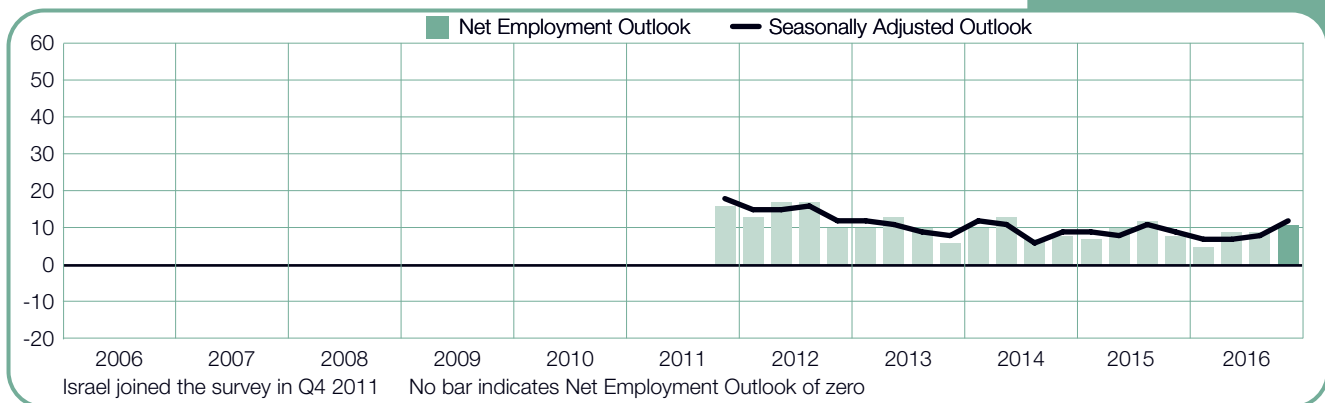
## Ireland

+9 (+12)%



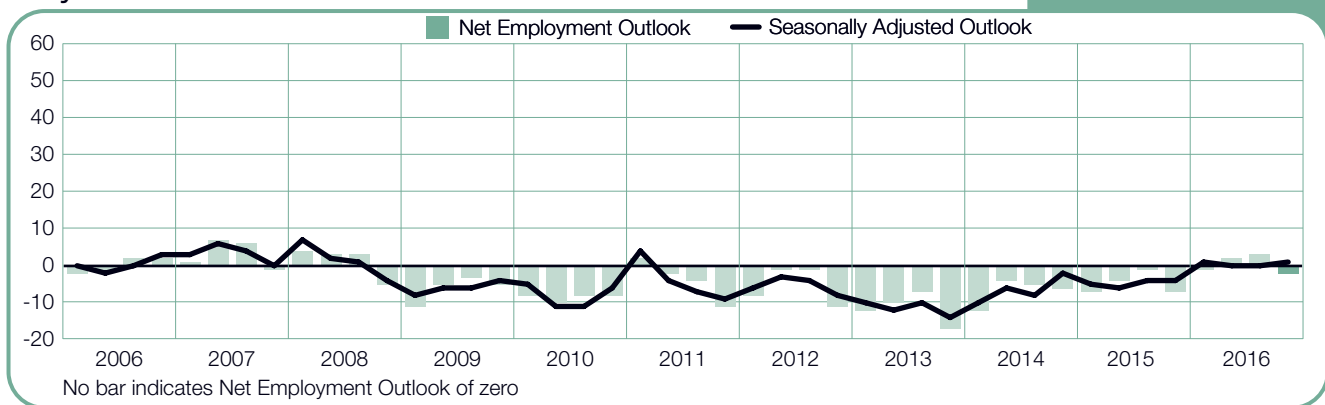
## Israel

+11 (+12)%



## Italy

-2 (+1)%



## Netherlands

+3 (+3)%



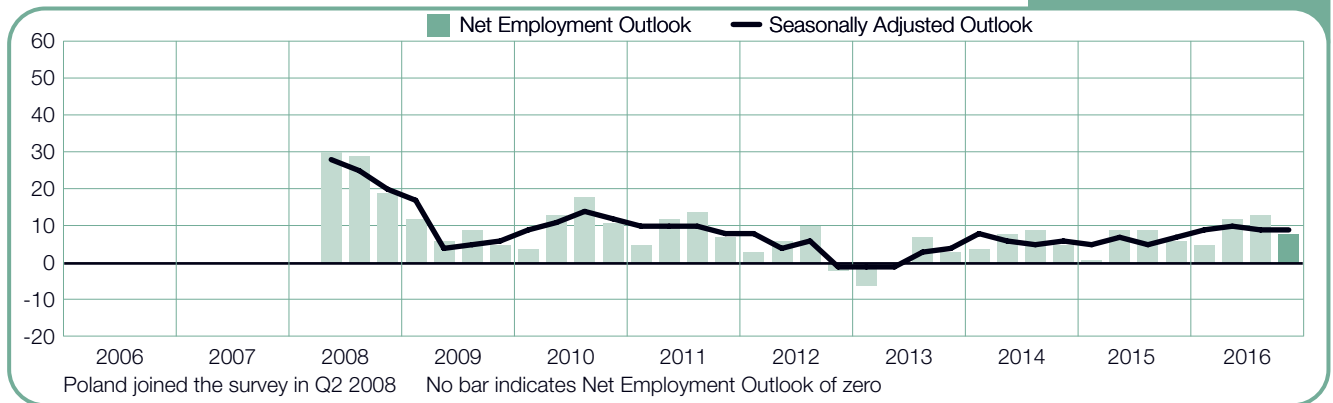
## Norway

+4 (+5)%



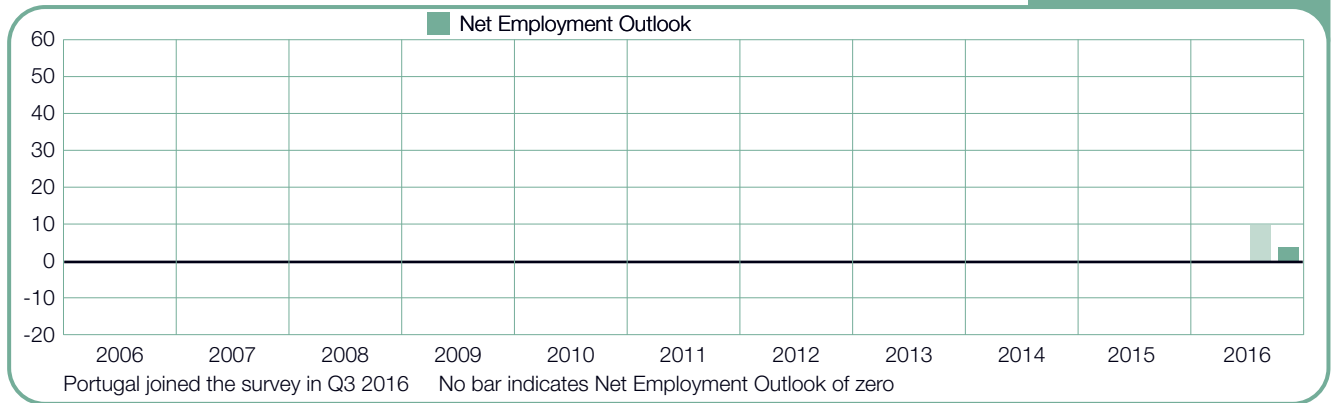
## Poland

+8 (+9)%



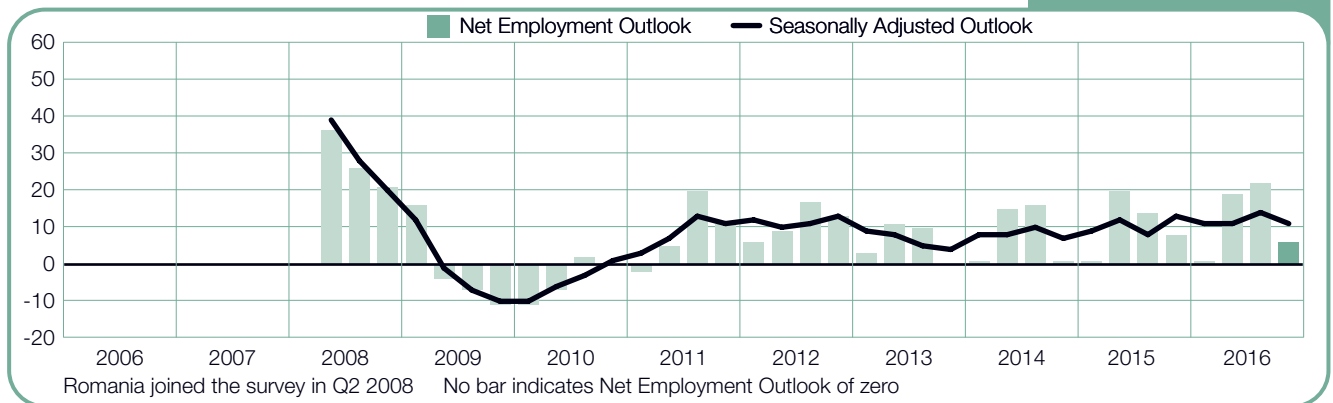
## Portugal

+4%



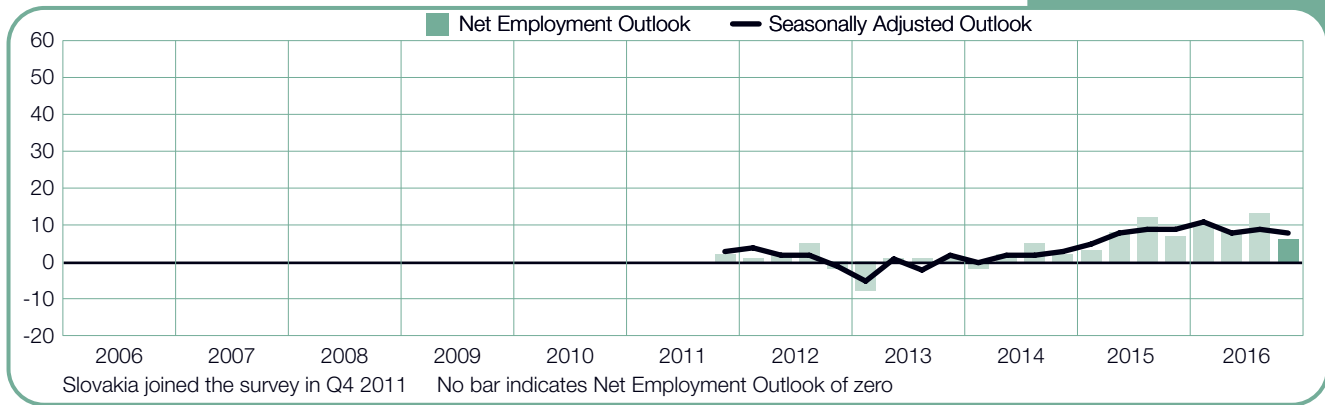
## Romania

+6 (+11)%



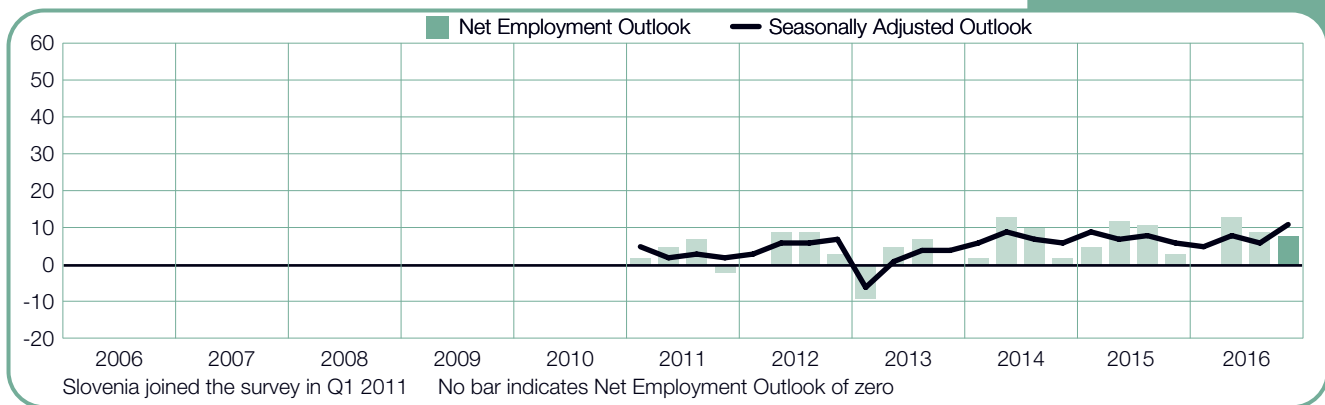
## Slovakia

+6 (+8)%



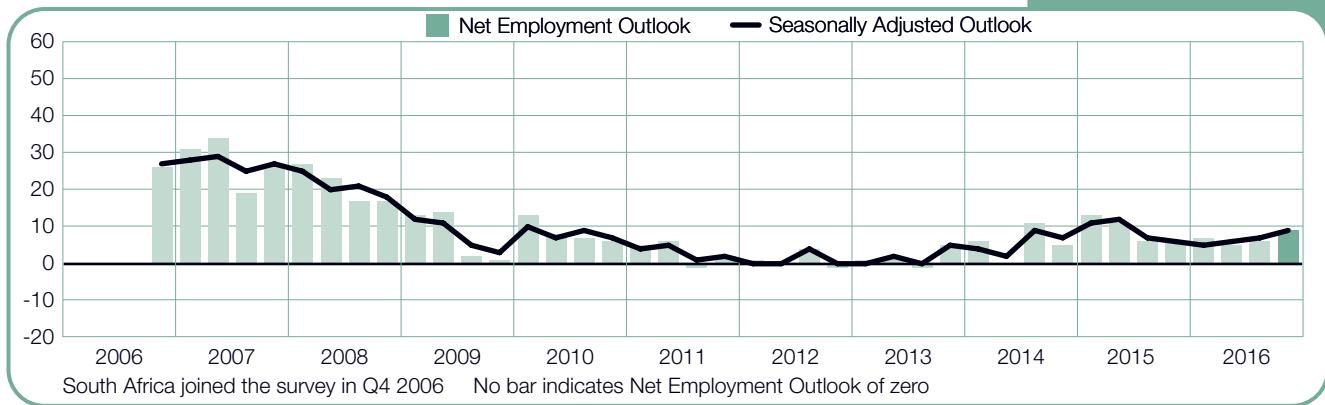
## Slovenia

+8 (+11)%



## South Africa

+9 (+9)%



## Spain

+2 (+4)%



## Sweden

+1 (+2)%



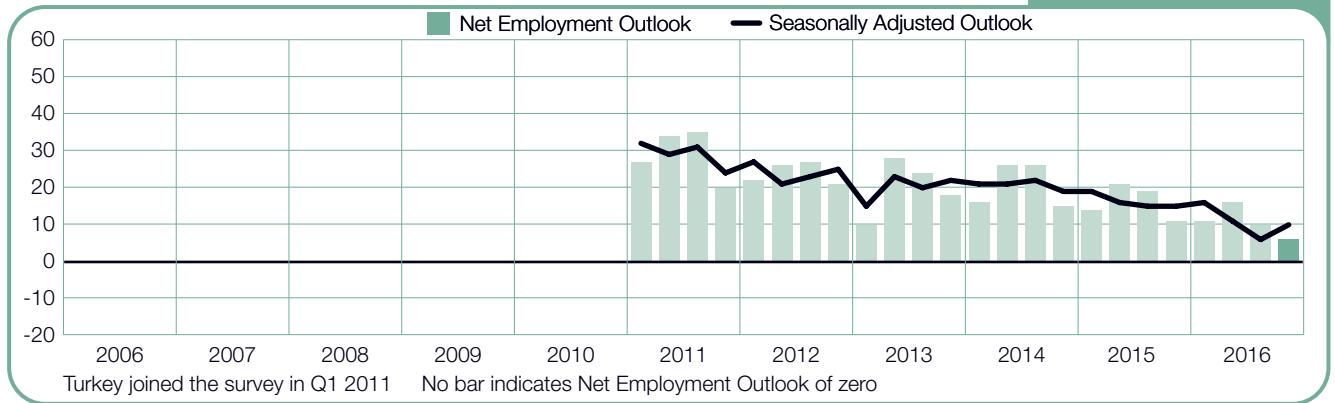
## Switzerland

+1 (+1)%



## Turkey

+6 (+10)%



## United Kingdom

+4 (+5)%



# International Comparisons – Americas

The fourth-quarter survey included interviews with more than 23,000 employers from 10 countries across North, Central and South America. Payrolls are expected to increase by varying degrees in all countries except Brazil where, despite improving moderately from three months ago, employers report negative hiring intentions for the seventh consecutive quarter. Employer confidence elsewhere across the region is mixed in comparison with prior reports. Outlooks improve in five countries when compared to the prior quarter, decline in three and are unchanged in two. When compared to last year at this time, forecasts improve in only two countries, decline in five and are unchanged in three.

Hiring plans are strongest in the United States, led once again by optimism in the Leisure & Hospitality sector where a third of all employers plan to add to their payrolls in the last three months of the year. Employers in both the Wholesale & Retail Trade and Transportation & Utilities sectors are anticipating a similarly solid fourth-quarter hiring pace.

Opportunities for job seekers are also expected to remain favorable in Colombia despite the uncertainty associated with ongoing tax policy reform and soaring interest rates. The forecast is buoyed by strong Services sector hiring intentions, as well as upbeat outlooks reported by employers in the Agriculture, the Finance, Insurance & Real Estate and the Manufacturing sectors.

Canada's outlook improves slightly from both three months ago and last year at this time. The strongest hiring plans are reported in the Finance, Insurance & Real Estate sector where employers anticipate considerable quarter-over-quarter and year-over-year

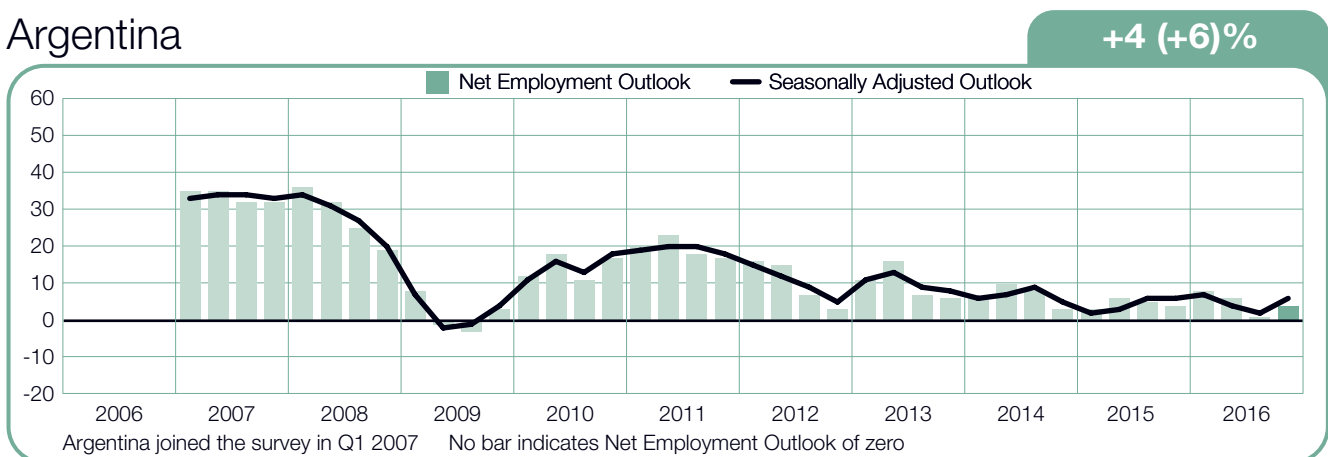
gains. Steady fourth-quarter payroll growth is also expected in the Transportation & Public Utilities and the Services sectors.

Hiring activity is also expected to remain active in Mexico despite slight declines from three months ago and Quarter 4 2015. Outlooks are positive across all industry sectors and regions with the best opportunities for job seekers expected to be in the Commerce sector as well as the Manufacturing sector where automobile production continues to keep employer confidence upbeat.

In Central America, forecasts are cautiously optimistic. Employer hiring plans are positive across all industry sectors in Costa Rica, Guatemala and Panama. Job seekers are expected to find the most opportunities in the Transport & Communication sector in both Costa Rica and Guatemala. Meanwhile, Panamanian employers in both the Construction and the Services sectors report the most active labor market forecasts through the end of the year.

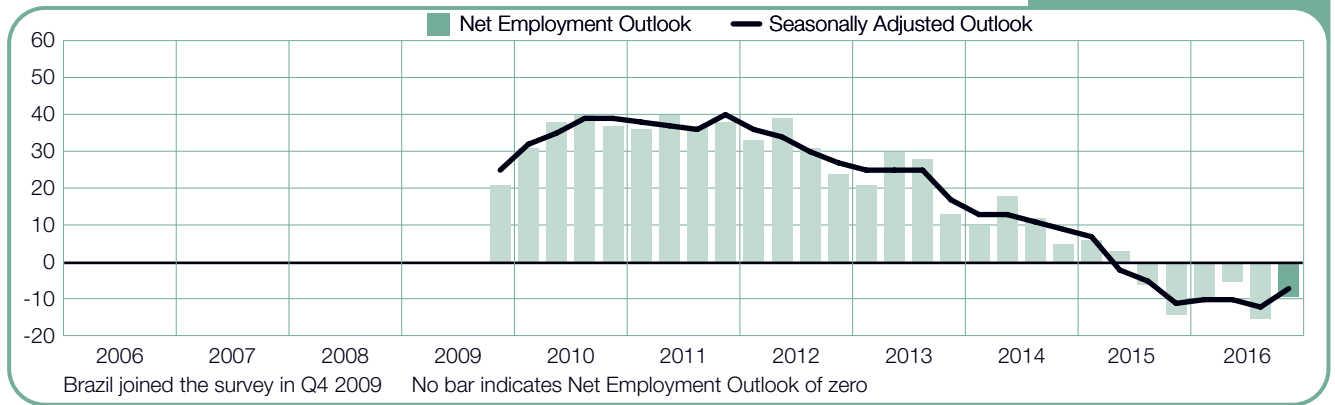
Further south, employer hiring plans remain cautiously optimistic in Peru, with the strongest job growth expected in the Agriculture & Fishing and Construction sectors. Employers in Argentina also forecast some payroll gains in the quarter ahead with positive outlooks reported in all sectors except Mining. The outlook for Brazil remains negative, but improves marginally from the prior quarter and from last year at this time, and may at last signal the end of the steady decline that started in Quarter 1 2012. Considerable quarter-over-quarter gains in employer confidence are also reported in Brazil's Services, Public Administration/Education and Manufacturing sectors.

## Argentina



# Brazil

-9 (-7)%



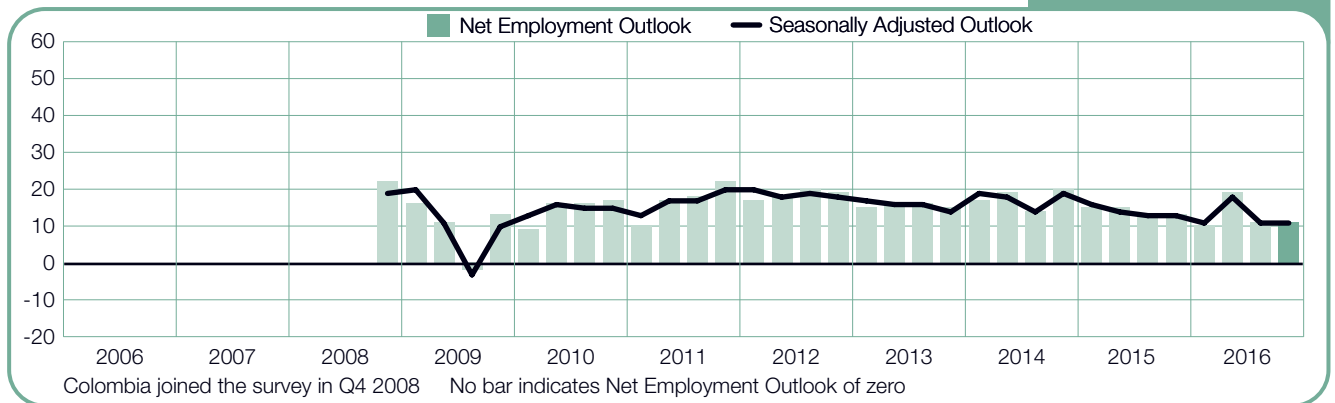
# Canada

+5 (+8)%



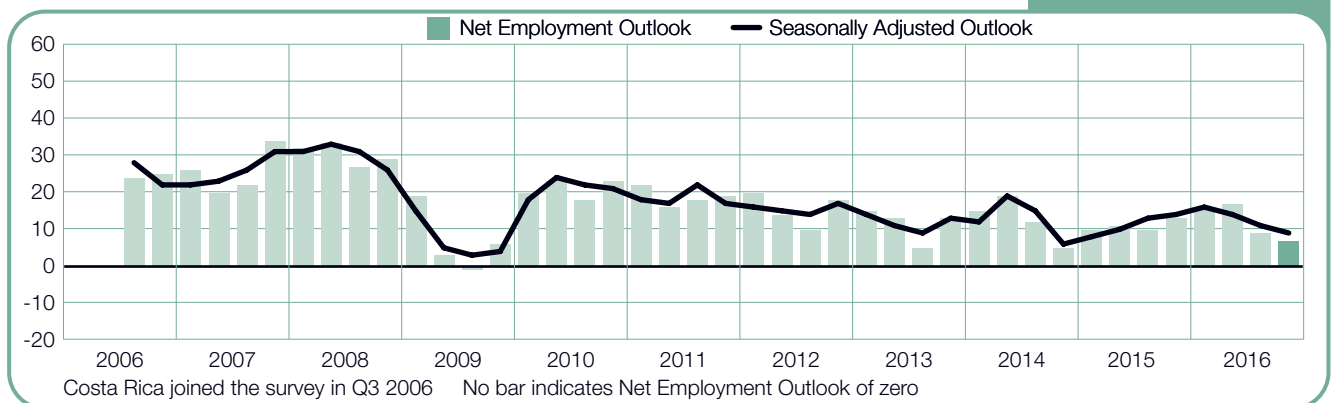
# Colombia

+11 (+11)%



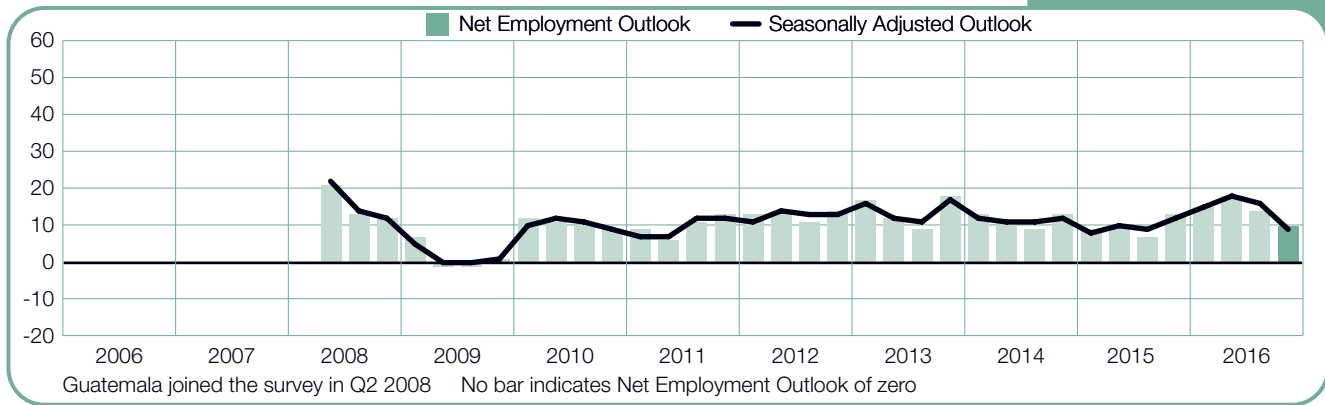
# Costa Rica

+7 (+9)%



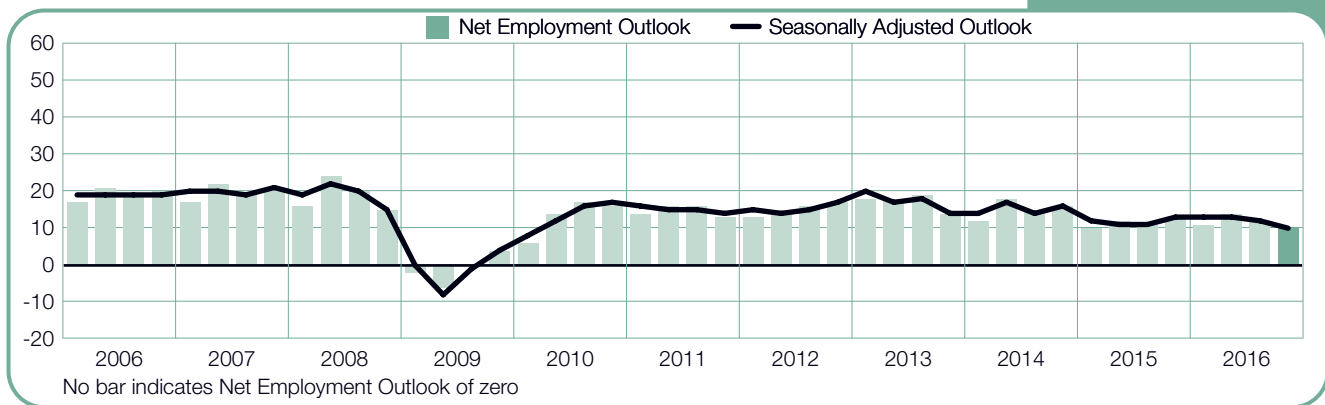
## Guatemala

+10 (+9)%



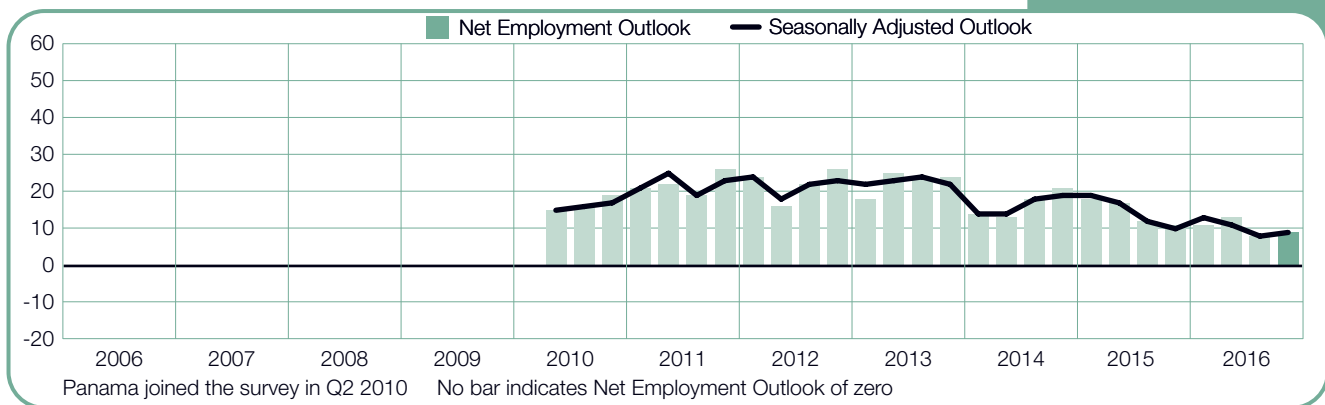
## Mexico

+10 (+10)%



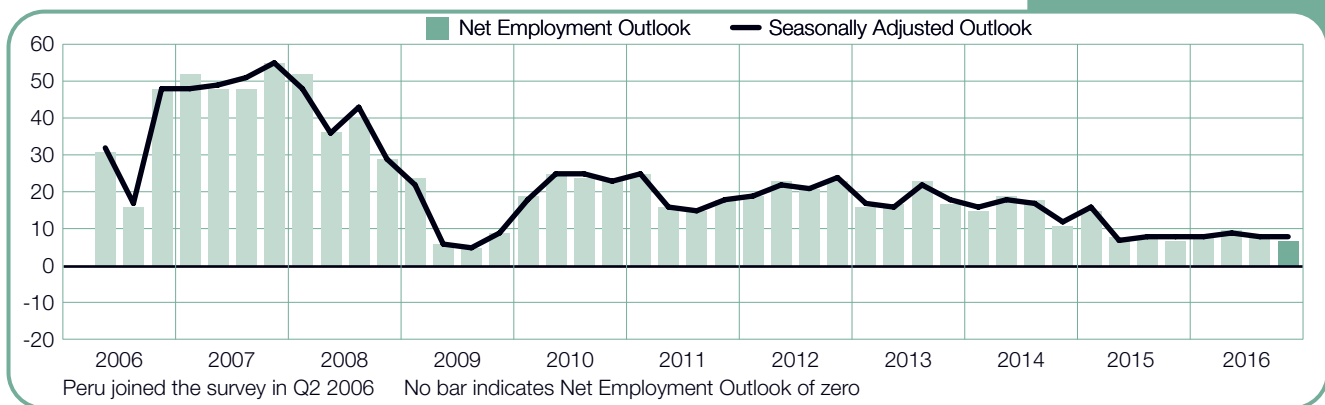
## Panama

+9 (+9)%



## Peru

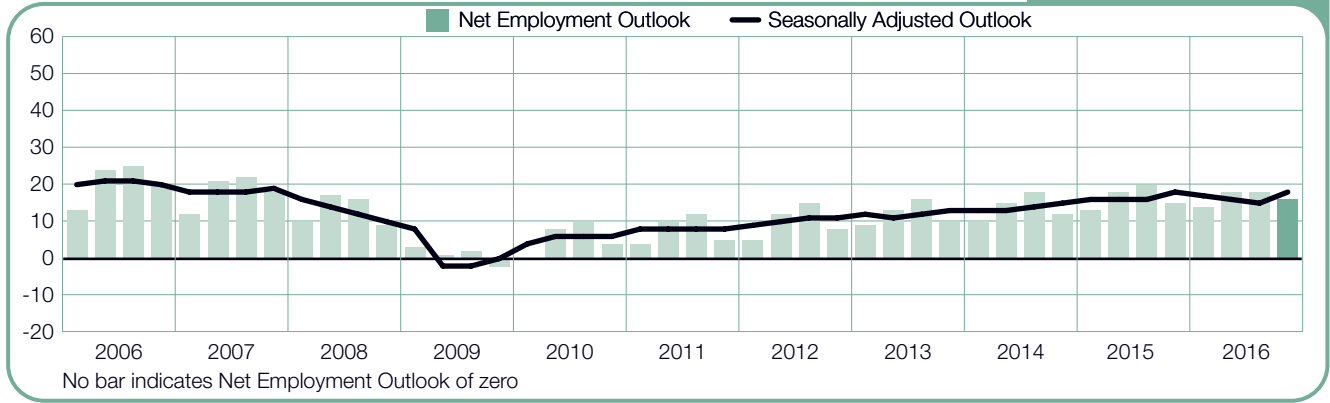
+7 (+8)%





# United States of America

**+16 (+18)%**



# International Comparisons – Asia Pacific

The survey of over 15,000 employers in the Asia Pacific region reveals expected payroll growth in each of the eight countries and territories. Outlooks strengthen by varying margins in six of the eight quarter-over-quarter and dip in two. In a year-over-year comparison, forecasts are stronger in only three countries and territories, decline in four and are unchanged in one. The region's strongest fourth-quarter hiring plans are reported in India and Japan, while employers in China and Singapore report the weakest.

For the fifth consecutive quarter, employers in India report the most optimistic hiring intentions among the survey's 43 participating countries and territories. While overall employer confidence weakens marginally in both quarter-over-quarter and year-over-year comparisons, the hiring pace is expected to remain brisk with more than three of every 10 employers indicating they will add to their payrolls in the October-December time frame. Job seekers can expect the most opportunities in the Services and the Wholesale & Retail Trade sectors.

Talent demand in Japan is expected to remain strong as employers continue to struggle with the commensurate challenges of the country's aging demographic and shrinking labor pool. An active hiring pace is expected in most industry sectors and all regions, especially in the Mining & Construction sector where employer confidence may be fueled by ongoing preparation in advance of the 2020 Olympic Games.

Taiwanese employers anticipate an active hiring pace through the last three months of the year. The strongest forecast is in the Manufacturing sector where more than three out of 10 employers indicate they will add

to fourth-quarter payrolls. Employers in the Finance, Insurance & Real Estate and the Wholesale and Retail Trade sectors expect similarly active job growth.

There are signs of a slight rebound in China as the country continues structural adjustments to de-emphasize its reliance on heavy industry. Fourth-quarter forecasts are uniformly positive and improve by varying margins from three months ago in all industry sectors and all but one region. Hiring plans are strongest in the Services sector.

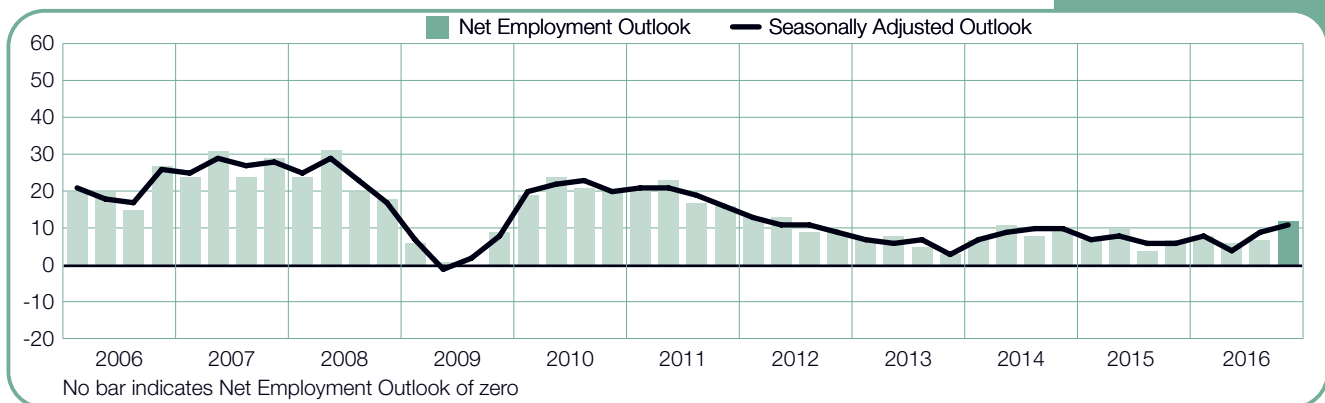
Australia's forecast is also signaling a rebound in employer hiring sentiment. Positive forecasts are reported across all industry sectors and regions, and indicate that efforts to minimize the country's reliance on mining and related support activities may be gaining momentum. Outlooks are strongest in the Transportation & Utilities, the Finance & Business Services, and the Services sectors.

The hiring pace in New Zealand is expected to remain steady as demand for new residential construction continues to boost employer confidence in the Mining & Construction sector. Opportunities for job seekers in the Wholesale & Retail Trade and the Services sector are also expected to remain favorable for the final three months of 2016.

Meanwhile, employer hiring sentiment in Singapore dips for the seventh consecutive quarter to its weakest level since Quarter 3 2009. The forecast remains upbeat in the Finance, Insurance & Real Estate sector, but employers in the Mining & Construction sector report their first negative outlook since 2009.

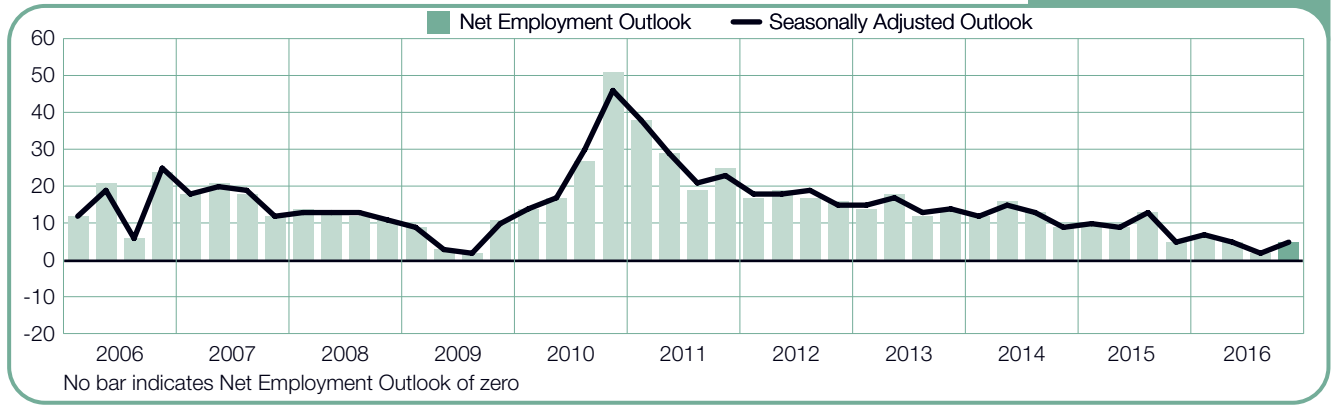
## Australia

**+12 (+11)%**



# China

+5 (+5)%



# Hong Kong

+13 (+13)%



# India

+31 (+32)%



# Japan

+20 (+23)%



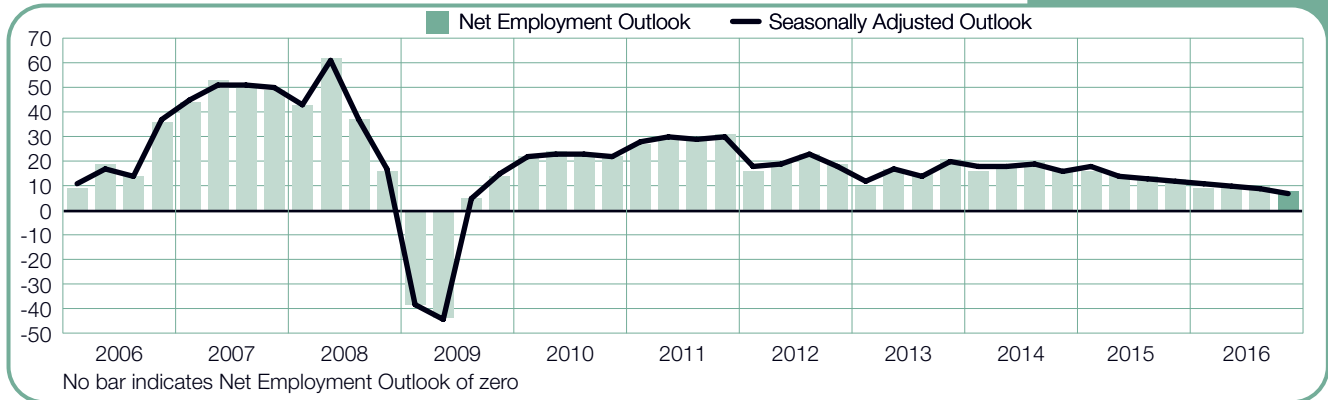
## New Zealand

+15 (+14)%



## Singapore

+8 (+7)%



## Taiwan

+22 (+21)%



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# 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. ManpowerGroup's comprehensive forecast of employer hiring plans has been running for more than 50 years and is one of the most trusted surveys of employment activity in the world. Various factors underpin the success of the Manpower Employment Outlook Survey:

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

**Projective:** The Manpower Employment Outlook Survey is the most extensive, forward-looking employment survey in the world, asking employers to forecast employment over the next quarter. In contrast, other surveys and studies focus on retrospective data to report on what occurred in the past.

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

**Robust:** The survey is based on interviews with nearly 59,000 public and private employers across 43 countries and territories to measure anticipated employment trends each quarter. This sample allows for analysis to be performed across specific sectors and regions to provide more detailed information.

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

For the Quarter 4 2016 research, 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 2016 as compared to the current quarter?"

## Methodology

The Manpower Employment Outlook Survey is conducted using a validated methodology, in accordance with the highest standards in market research. The survey has been structured to be representative of each national economy. The margin of error for all national, regional and global data is not greater than +/- 3.9%.

## Net Employment Outlook

Throughout this report, we use the term "Net Employment Outlook." This figure is derived by taking the percentage of employers anticipating an increase in hiring activity and subtracting from this the percentage of employers expecting to see a decrease in employment at their location in the next quarter. The result of this calculation is the Net Employment Outlook. Net Employment Outlooks for countries and territories that have accumulated at least 17 quarters of data are reported in a seasonally adjusted format unless otherwise stated.

Seasonal adjustments have been applied to the data for all participating countries except Portugal. ManpowerGroup intends to add seasonal adjustments to the Portuguese data in the future, as more historical data is compiled. Note that in Quarter 2 2008, ManpowerGroup adopted the TRAMO-SEATS method of seasonal adjustment for data.

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# About ManpowerGroup

ManpowerGroup® (NYSE: MAN) is the world's workforce expert, creating innovative workforce solutions for nearly 70 years. As workforce experts, we connect more than 600,000 people to meaningful work across a wide range of skills and industries every day. Through our ManpowerGroup family of brands – Manpower®, Experis®, Right Management® and ManpowerGroup® Solutions – we help more than 400,000 clients in 80 countries and territories address their critical talent needs, providing comprehensive solutions to resource, manage and develop talent. In 2016, ManpowerGroup was named one of the World's Most Ethical Companies for the sixth consecutive year and one of Fortune's Most Admired Companies, confirming our position as the most trusted and admired brand in the industry. See how ManpowerGroup makes powering the world of work humanly possible: [www.manpowergroup.com](http://www.manpowergroup.com).



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