

supply / demand

Talent Shortage Survey 2007 Global Results



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2007 Talent Shortage Survey Results

Manpower Inc. (NYSE: MAN) surveyed nearly 37,000 employers across 27 countries and territories in late January to determine the extent to which talent shortages are impacting today's labor markets. The survey results revealed that 41 percent of employers worldwide are having difficulty filling positions due to the lack of suitable talent available in their markets, which is 1 percentage point stronger compared to last year's survey.

Employers having the most difficulty finding the right people to fill jobs are those in Costa Rica (93%), Mexico (82%), New Zealand (62%), Australia (61%) and Japan (61%). The talent shortage appears to be least problematic in India (9%) Ireland (17%), Netherlands (17%) and China (19%).

Global Results

The top 10 jobs that employers are having difficulty filling across the 27 countries and territories surveyed are (ranked in order):

1. Sales Representatives
2. Skilled Manual Trades
3. Technicians (primarily production/operations, engineering or maintenance)
4. Engineers
5. Accounting & Finance Staff
6. Laborers
7. Production Operators
8. Drivers
9. Management/Executives
10. Machinists/Machine Operators

Total Number of Respondents: 36,629

Employers indicating difficulty filling positions: 41%

Employers indicating no difficulty filling positions: 59%

Margin of error: +/- 3.9%



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Year-Over-Year Comparison

	2007 - Difficulty Filling Positions (%)	2006 - Difficulty Filling Positions (%)	Year-Over-Year Change (%)	2007 - No Difficulty Filling Positions (%)	2006 - No Difficulty Filling Positions (%)	Year-Over-Year Change (%)
Global	41	40	1	59	60	-1
Americas	62	70	-8	38	30	8
Argentina	41	*	*	59	*	*
Canada	36	66	-30	64	34	30
Costa Rica	93	*	*	7	*	*
Mexico	82	78	4	18	22	-4
Peru	52	*	*	48	*	*
United States	41	44	-3	59	56	3
Asia Pacific	33	28	5	67	72	-5
Australia	61	32	29	39	68	-29
China	19	24	-5	81	76	5
Hong Kong	49	31	18	51	69	-18
India	9	13	-4	91	87	4
Japan	61	58	3	39	42	-3
New Zealand	62	25	37	38	75	-37
Singapore	57	47	10	43	53	-10
Taiwan	52	53	-1	48	47	1
EMEA	31	39	-8	69	61	8
Austria	33	31	2	67	69	-2
Belgium	36	42	-6	64	58	6
France	40	30	10	60	70	-10
Germany	27	53	-26	73	47	26
Ireland	17	32	-15	83	68	15
Italy	23	32	-9	77	68	9
Netherlands	17	30	-13	83	70	13
Norway	35	26	9	65	74	-9
South Africa	39	*	*	61	*	*
Spain	33	57	-24	67	43	24
Sweden	32	29	3	68	71	-3
Switzerland	37	48	-11	63	52	11
UK	34	42	-8	66	58	8

Note: The margin of error varies from country to country. Please refer to the country results below for detailed information.



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2007 Results by Country

AMERICAS

Argentina

1. Technicians
2. Management/Executives
3. Skilled Manual Trades (primarily electricians, welders or masons)
4. Sales Managers
5. Engineers
6. Drivers
7. Administrative Assistants & PAs
8. Sales Representatives
9. Mechanics
10. Customer Service Representatives/Customer Support

Total Number of Respondents: 781
Employers indicating difficulty filling positions: 41%
Employers indicating no difficulty filling positions: 59%
Margin of error: +/- 3.6%

Canada

1. Skilled Manual Trades
2. Sales Representatives
3. Customer Service Representatives/Customer Support
4. Laborers
5. Drivers
6. Mechanics
7. Machinists/Machine Operators
8. Engineers
9. Management/Executives
10. Cleaners & Domestic Staff

Total Number of Respondents: 1,703
Employers indicating difficulty filling positions: 36%
Employers indicating no difficulty filling positions: 64%
Margin of error: +/- 2.4%

Costa Rica

1. Accounting & Finance Staff
2. Production Operators
3. Laborers
4. Sales Representatives
5. Customer Service Representatives
6. Skilled Manual Trades
7. Machinist/Machine Operators
8. Technicians
9. Chefs/Cooks
10. Mechanics

Total Number of Respondents: 620
Employers indicating difficulty filling positions: 93%
Employers indicating no difficulty filling positions: 7%
Margin of error: +/- 3.9%

Mexico

1. Production Operators
2. Laborers
3. Accounting & Finance Staff
4. Machinist/Machine Operators
5. Technicians
6. Sales Representatives
7. Drivers
8. Engineers
9. Skilled Manual Trades
10. Cleaners & Domestic Staff

Total Number of Respondents: 4,804
Employers indicating difficulty filling positions: 82%
Employers indicating no difficulty filling positions: 18%
Margin of error: +/- 1.4%

Peru

1. Sales Representatives, Communications, Marketing, Public Relations & Human Resource
2. Production Operators
3. Management/Executives
4. Administrative Assistants & PAs
5. Insurance & Banking Staff
6. Engineers
7. Accountants
8. Client Services Personnel
9. Skilled Manual Trades
10. Technicians (primarily production/operations, engineering or maintenance)

Total Number of Respondents: 713
Employers indicating difficulty filling positions: 52%
Employers indicating no difficulty filling positions: 48%
Margin of error: +/- 3.7%

United States

1. Sales Representatives
2. Teachers
3. Mechanics
4. Technicians
5. Management
6. Truck Drivers - Freight
7. Drivers - Delivery
8. Accountants
9. Laborers
10. Machine Operators

Total Number of Respondents: 2,407
Employers indicating difficulty filling positions: 41%
Employers indicating no difficulty filling positions: 59%
Margin of error: +/- 2.0%



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ASIA PACIFIC

Australia

1. Skilled Manual Trades (primarily electricians, boiler makers or welders)
2. Engineers
3. Sales Representatives
4. Accounting & Finance Staff
5. Laborers
6. Management/Executives
7. Drivers
8. Machinists/Machine Operators
9. Technicians
10. Administrative Assistants & PAs

Total Number of Respondents: 2,486
Employers indicating difficulty filling positions: 61%
Employers indicating no difficulty filling positions: 39%
Margin of error: +/- 2.0%

China

1. Technicians
2. Laborers
3. Sales Representatives
4. Management/Executives
5. Engineers
6. Customer Service Representatives/Customer Support
7. Researchers (R&D)
8. Sales Managers
9. Supervisors
10. Designers

Total Number of Respondents: 2,649
Employers indicating difficulty filling positions: 19%
Employers indicating no difficulty filling positions: 81%
Margin of error: +/- 1.9%

Hong Kong

1. Sales Representatives
2. Management/Executives
3. Administrative Assistants & PAs
4. Buying & Procurement Staff
5. Engineers
6. Accounting & Finance Staff
7. Technicians (primarily production/operations, engineering/technical or sales)
8. Customer Service Representatives/Customer Support
9. IT Staff
10. Sales Managers

Total Number of Respondents: 758
Employers indicating difficulty filling positions: 49%
Employers indicating no difficulty filling positions: 51%
Margin of error: +/- 3.6%

India

1. Engineers
2. IT Staff
3. Technicians
4. Sales Representatives
5. Teachers
6. Marketing Staff
7. Management/Executives
8. Skilled Manual Trades
9. Accounting & Finance Staff
10. Receptionists/Front Office Staff

Total Number of Respondents: 4,858
Employers indicating difficulty filling positions: 9%
Employers indicating no difficulty filling positions: 91%
Margin of error: +/- 1.5%

Japan

1. Sales Representatives
2. Administrative Assistants & PAs
3. Engineers
4. IT Staff
5. Technicians
6. Skilled Manual Trades
7. Production Operators
8. Laborers
9. Teachers
10. Sales Managers

Total Number of Respondents: 870
Employers indicating difficulty filling positions: 61%
Employers indicating no difficulty filling positions: 39%
Margin of error: +/- 3.3%

New Zealand

1. Sales Representatives
2. Engineers
3. Management/Executives
4. Technicians
5. Accounting & Finance Staff
6. Laborers
7. Skilled Manual Trades (primarily printers/finishers, flooring installers or unspecified skilled trades)
8. Machinists/Machine Operators
9. IT Staff (primarily software developers/engineers)
10. Production Operators

Total Number of Respondents: 621
Employers indicating difficulty filling positions: 62%
Employers indicating no difficulty filling positions: 38%
Margin of error: +/- 3.9%



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ASIA PACIFIC - continued

Singapore

1. Sales Representatives
2. Engineers
3. Accounting & Finance Staff
4. Sales Managers
5. Administrative Assistants & PAs
6. Technicians
7. Customer Service Representatives/Customer Support
8. Marketing & Public Relations Staff
9. Skilled Manual Trades
10. Management/Executives

Total Number of Respondents: 854
Employers indicating difficulty filling positions: 57%
Employers indicating no difficulty filling positions: 43%
Margin of error: +/- 3.4%

Taiwan

1. Sales Representatives
2. Engineers
3. Researchers (R&D)
4. IT Managers/Project Managers
5. Management/Executives
6. IT Staff
7. Designers
8. Sales Managers
9. Mechanics
10. Doctors & Other Non-Nursing Health Professionals

Total Number of Respondents: 648
Employers indicating difficulty filling positions: 52%
Employers indicating no difficulty filling positions: 48%
Margin of error: +/- 3.8%

EUROPE, MIDDLE EAST & AFRICA (EMEA)

Austria

1. Skilled Manual Trades (primarily electricians, carpenters or welders)
2. Technicians
3. Drivers
4. Accounting & Finance Staff
5. Restaurants & Hotels Staff
6. Customer Service Representatives/Customer Support
7. IT Staff
8. Mechanics
9. Sales Representatives
10. Chefs/Cooks

Total Number of Respondents: 754
 Employers indicating difficulty filling positions: 33%
 Employers indicating no difficulty filling positions: 67%
 Margin of error: +/- 3.6

Belgium

1. Skilled Manual Trades (primarily electricians, welders or masons)
2. Technicians
3. Drivers
4. Sales Representatives
5. Laborers
6. Restaurants & Hotels Staff
7. Accounting & Finance Staff
8. Engineers
9. Chefs/Cooks
10. Administrative Assistants & PAs

Total Number of Respondents: 778
 Employers indicating difficulty filling positions: 36%
 Employers indicating no difficulty filling positions: 64%
 Margin of error: +/- 3.6%

France

1. Skilled Manual Trades (primarily masons, electricians or carpenters)
2. Drivers
3. Technicians
4. Chefs/Cooks
5. Sales Representatives
6. Laborers
7. Restaurants & Hotels Staff
8. Administrative Assistants & PAs
9. Doctors & Other Non-Nursing Health Professionals
10. Engineers

Total Number of Respondents: 1,010
 Employers indicating difficulty filling positions: 40%
 Employers indicating no difficulty filling positions: 60%
 Margin of error: +/- 3.1%

Germany

1. Skilled Manual Trades (primarily electricians, welders or carpenters)
2. Engineers
3. IT Staff
4. Technicians
5. Sales Representatives
6. Mechanics
7. Drivers
8. Restaurants & Hotel Staff
9. Customer Service Representatives/Customer Support
10. Administrative Assistants & PAs

Total Number of Respondents: 1,007
 Employers indicating difficulty filling positions: 27%
 Employers indicating no difficulty filling positions: 73%
 Margin of error: +/- 3.1%

Ireland

1. Sales Representatives
2. Engineers
3. Management/Executives
4. Skilled Manual Trades
5. IT Staff
6. Accounting & Finance Staff
7. Laborers
8. Administrative Assistants & PAs
9. Nurses
10. Production Operators

Total Number of Respondents: 665
 Employers indicating difficulty filling positions: 17%
 Employers indicating no difficulty filling positions: 83%
 Margin of error: +/- 3.9%

Italy

1. Skilled Manual Trades (primarily carpenters, electricians or bricklayers)
2. Technicians
3. Drivers
4. Administrative Assistants & PAs
5. Restaurants & Hotels Staff
6. Chefs/Cooks
7. Management/Executives
8. IT Staff
9. Accounting & Finance Staff
10. Nurses

Total Number of Respondents: 1,004
 Employers indicating difficulty filling positions: 23%
 Employers indicating no difficulty filling positions: 77%
 Margin of error: +/- 3.1%

EUROPE, MIDDLE EAST & AFRICA (EMEA) – continued

Netherlands

1. Technicians
2. Skilled Manual Trades (primarily carpenters, roofers, plasterers, welders or masons)
3. Drivers
4. Management/Executives
5. Accounting & Finance Staff
6. Administrative Assistants & PAs
7. Chefs/Cooks
8. Production Operators
9. Engineers
10. Sales Managers

Total Number of Respondents: 770
 Employers indicating difficulty filling positions: 17%
 Employers indicating no difficulty filling positions: 83%
 Margin of error: +/- 3.5%

Norway

1. Engineers
2. Skilled Manual Trades (primarily plumbers, electricians or carpenters)
3. Sales Representatives
4. IT Staff
5. Laborers
6. Drivers
7. Chefs/Cooks
8. Accounting & Finance Staff
9. Mechanics
10. Technicians

Total Number of Respondents: 755
 Employers indicating difficulty filling positions: 35%
 Employers indicating no difficulty filling positions: 65%
 Margin of error: +/- 3.6%

South Africa

1. Engineers
2. Skilled Manual Trades (primarily electricians, welders or carpenters)
3. Technicians
4. Accounting & Finance Staff
5. Management/Executives
6. Teachers
7. Sales Representatives
8. Insurance Staff (primarily qualified brokers or clerks)
9. IT Staff
10. Restaurants & Hotels Staff

Total Number of Respondents: 784
 Employers indicating difficulty filling positions: 39%
 Employers indicating no difficulty filling positions: 61%
 Margin of error: +/- 3.5%

Spain

1. Skilled Manual Trades (primarily electricians, welders, plumbers, bricklayers or carpenters)
2. Technicians
3. Chefs/Cooks
4. Administrative Assistants & PAs
5. Sales Representatives
6. Laborers
7. Drivers
8. Mechanics
9. Production Operators
10. Engineers

Total Number of Respondents: 1,020
 Employers indicating difficulty filling positions: 33%
 Employers indicating no difficulty filling positions: 67%
 Margin of error: +/- 3.0%

Sweden

1. Skilled Manual Trades (primarily electricians plumbers or welders)
2. Technicians
3. Sales Representatives
4. Drivers
5. Chefs/Cooks
6. Engineers
7. IT Staff
8. Laborers
9. Restaurants & Hotels Staff
10. Machinist/Machine Operators

Total Number of Respondents: 752
 Employers indicating difficulty filling positions: 32%
 Employers indicating no difficulty filling positions: 68%
 Margin of error: +/- 3.6%

Switzerland

1. Skilled Manual Trades (primarily electricians, masons or carpenters)
2. Engineers
3. Administrative Assistants & PAs
4. Technicians
5. Restaurants & Hotels Staff
6. Management/Executives
7. Sales Representatives
8. Nurses
9. Doctors & Other Non-Nursing Health Professions
10. Customer Service Representatives/Customer Support

Total Number of Respondents: 753
 Employers indicating difficulty filling positions: 37%
 Employers indicating no difficulty filling positions: 63%
 Margin of error: +/- 3.6%



EUROPE, MIDDLE EAST & AFRICA (EMEA) – continued

United Kingdom

1. Skilled Manual Trades
2. Administrative Assistants & PAs
3. Engineers
4. Sales Representatives
5. Management/Executives
6. Laborers
7. Accounting & Finance Staff
8. Chefs/Cooks
9. Machinists/Machine Operators
10. Supervisors

Total Number of Respondents: 1,805

Employers indicating difficulty filling positions: 34%

Employers indicating no difficulty filling positions: 66%

Margin of error: +/- 2.4%

* In this survey, Skilled Manual Trades refers to a broad range of job titles that require workers to possess specialized skills, traditionally learned over a period of time as an apprentice. Examples of skilled trades jobs are: electricians, bricklayers, carpenters, cabinetmakers, masons, plumbers, welders, etc. Where possible, these jobs are listed in order of highest demand for each country.