



# Supply

# Demand

2010 Talent Shortage Survey Results

# Global

Manpower Inc. (NYSE: MAN) surveyed over 35,000 employers across 36 countries and territories during the first quarter of 2010 to determine the impact of talent shortages on today's labor markets. The results of the fifth annual Talent Shortage Survey revealed that 31 percent of employers worldwide are having difficulty filling positions due to the lack of suitable talent available in their markets, which is an increase of one percentage point over last year's survey.

Although the current global economic situation has increased the number of overall job seekers in labor markets worldwide, there is still a notable talent shortage in many countries and industry sectors. So the immediate problem is not the *number* of potential candidates. Rather, it is a *talent mismatch*: There are not enough sufficiently skilled people in the right places at the right times. Simultaneously, employers are seeking ever more specific skill sets and combinations of skills – not just technical capabilities alone, but perhaps in combination with critical thinking skills or other qualities that will help drive the company forward. As a result, the “right” person for a particular job is becoming much harder to find. And the problem shows no signs of easing.

PERCENTAGE OF EMPLOYERS HAVING DIFFICULTY FILLING JOBS DUE TO LACK OF AVAILABLE TALENT



## Difficulty Filling Jobs By Country Most Difficult To Least Difficult

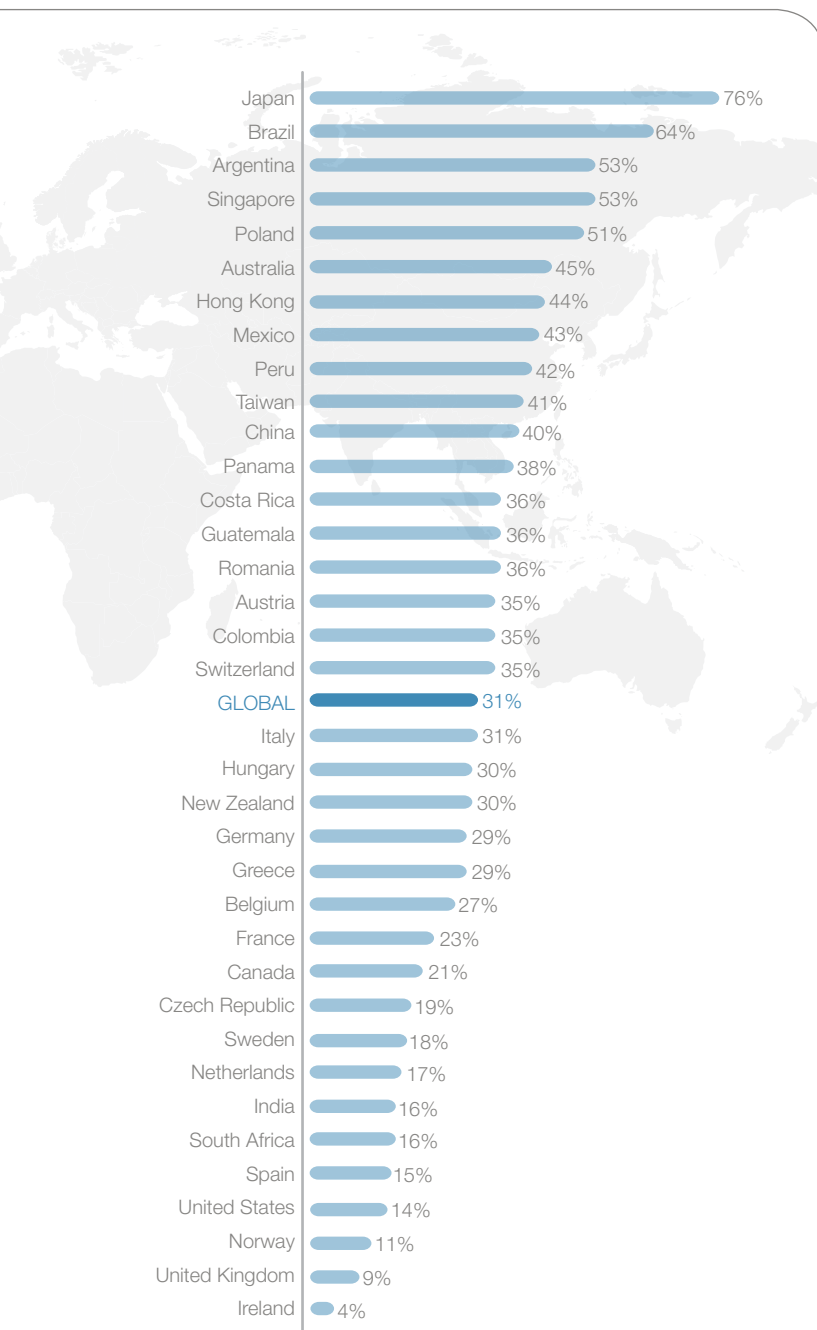
Employers having the most difficulty finding the right people to fill jobs are those in Japan (76%), Brazil (64%), Argentina (53%), Singapore (53%), and Poland (51%). The talent shortage appears to be least problematic in Ireland (4%), the United Kingdom (9%), Norway (11%), the United States (14%) and Spain (15%).

Compared to 2009, employers reporting that talent shortages are considerably less pervasive are those in:

- Romania (down 26 percentage points)
- Taiwan (down 21 percentage points)
- South Africa (down 19 percentage points)

However, employers in other countries appear to be experiencing the reverse, reporting a notable increase in talent shortages, including those in:

- China (up 25 percentage points)
- Japan (up 21 percentage points)
- Guatemala (up 16 percentage points)
- Singapore (up 16 percentage points)



## Global Results

The top 10 jobs that employers are having difficulty filling across the 36 countries and territories surveyed are (ranked in order):

1	Skilled Trades	6	Production Operators
2	Sales Representatives	7	Secretaries, PAs, Administrative Assistants & Office Support Staff
3	Technicians (primarily production/operations, engineering or maintenance)	8	Management/Executives
4	Engineers	9	Drivers
5	Accounting & Finance Staff	10	Laborers

Total number of respondents: 35,650

Employers indicating difficulty filling positions: 31%

Employers indicating no difficulty filling positions: 69%

Margin of error: +/- 0.5%

The top 10 skills categories that appeared in the 2009 worldwide survey results also appear on this year's list. However, some of the individual rankings have changed. As the results show, lack of available talent is not confined to highly skilled knowledge work. Once again, Skilled Trades tops the global list of difficult jobs to fill. Rounding out the top four are Sales Representatives, Technicians and Engineers. Accounting & Finance Staff climbs one spot to the fifth position, while Production Operators (sixth) and the Secretaries, PAs, Administrative Assistants & Office Support Staff category (seventh) each climb two positions. The Laborers category drops three positions to tenth.

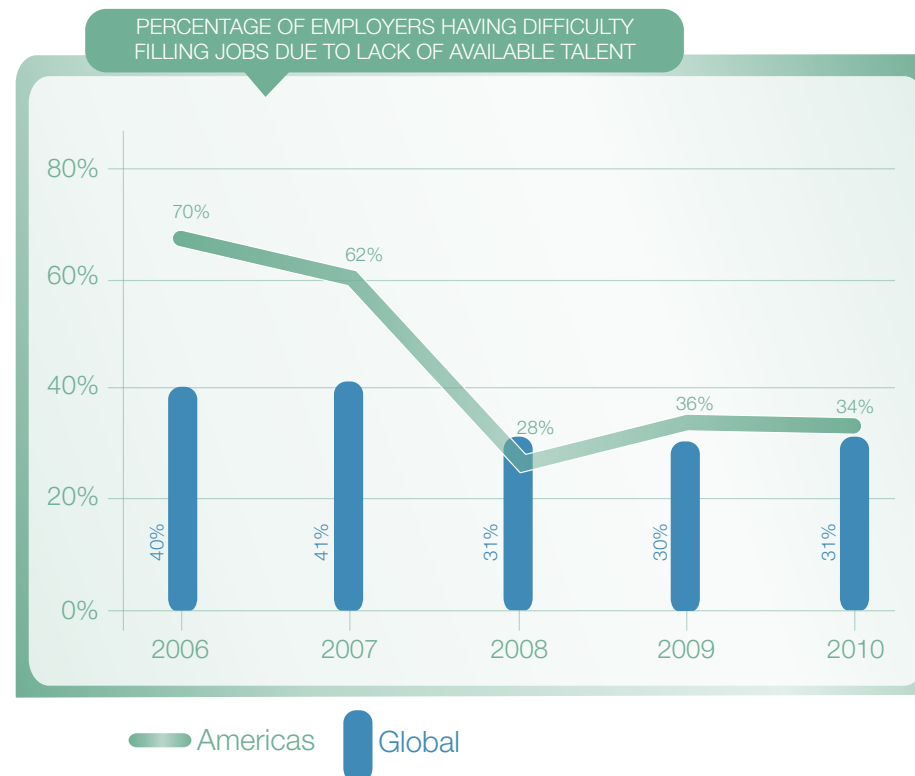
Note that employers often identified other in-demand skills in the survey. If a particular job role does not appear on the list, it should not be assumed that the skill is not also in demand. It simply means that the surveyed employers have identified more pressing needs in other skills categories.

In this survey, Skilled 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 trade jobs are: electricians, bricklayers, carpenters, cabinetmakers, masons, plumbers, welders, etc. Where possible, these jobs are listed in order of highest demand for each country.



## Americas

Nearly 11,000 employers were interviewed in Argentina, Brazil, Canada, Colombia, Costa Rica, Guatemala, Mexico, Panama, Peru and the United States. The survey indicates that 34 percent of the region's employers are having difficulty filling positions due to the lack of suitable talent available in their markets. This is a decrease of two percentage points when compared to the 2009 survey and is three percentage points greater than the global average.





## Americas Results

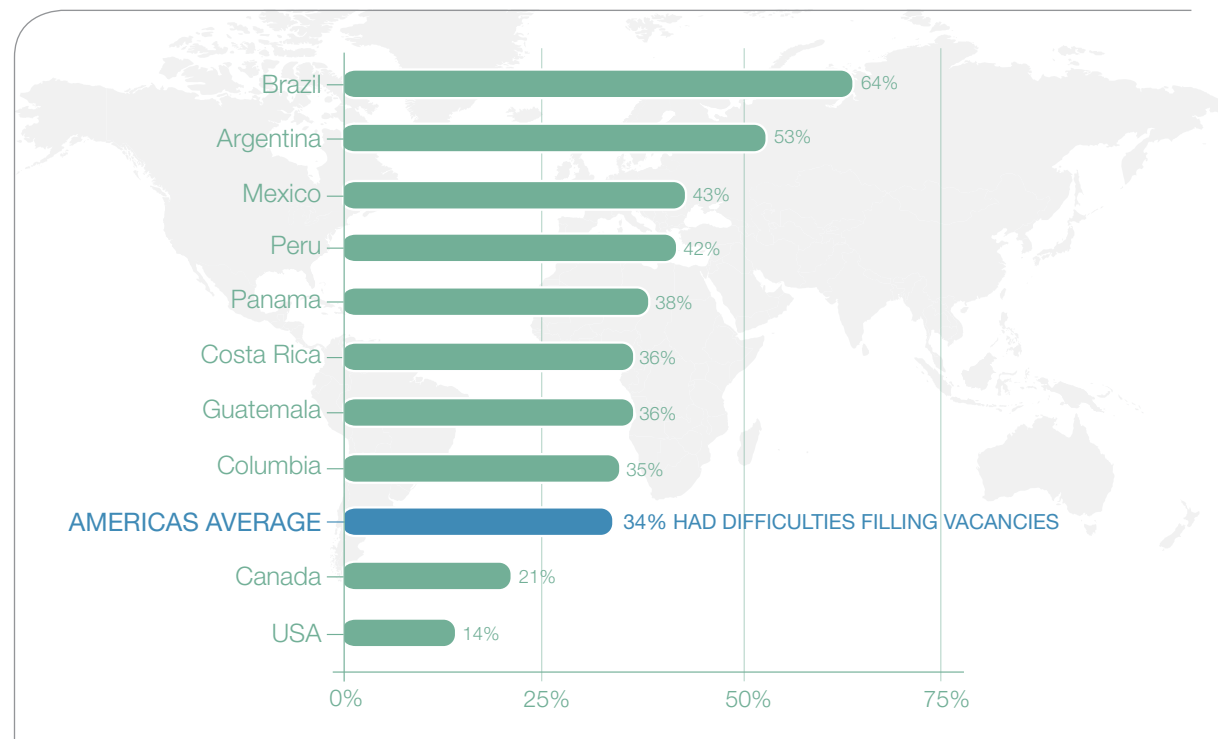
The top 10 jobs that employers are having difficulty filling across the Americas countries surveyed are (ranked in order):

1	Technicians (primarily production/operations, engineering or maintenance)	3	Secretaries, PAs, Administrative Assistants & Office Support Staff	5	Production Operators	8	Engineers
2	Sales Representatives	4	Skilled Trades	6	Laborers	9	Drivers
				7	Accounting & Finance Staff	10	Management/Executives

» Vacancies for Technicians are the most difficult to fill for the third year in succession. After not appearing among the top 10 hard-to-fill positions in the 2009 survey, employers are identifying Driver positions as the ninth most difficult to fill.

## Difficulty Filling Jobs By Country Most Difficult To Least Difficult

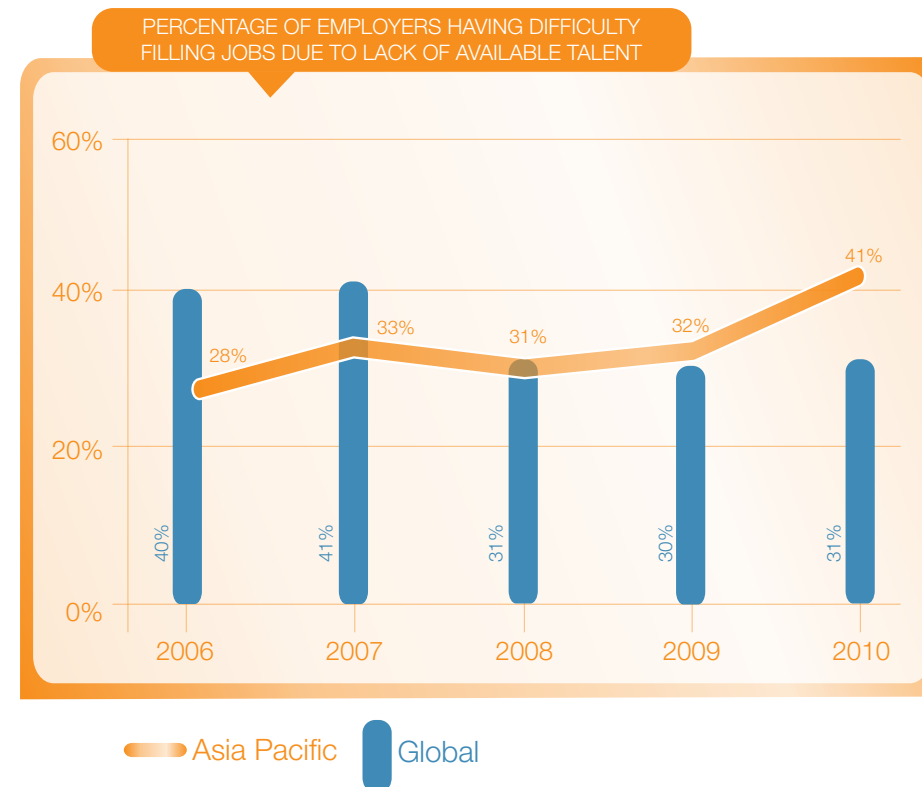
Employers having the most difficulty finding the right talent to fill jobs are those in Brazil (64%), Argentina (53%), Mexico (43%) and Peru (42%). The talent shortage appears to be least problematic in the United States (14%) and Canada (21%).





## Asia Pacific

Nearly 9,000 employers were interviewed in Australia, China, Hong Kong, India, Japan, New Zealand, Singapore and Taiwan. Data shows that 41 percent of the region's employers are having difficulty filling positions due to the lack of suitable talent available in their markets. This is a notable nine percentage point increase when compared to the 2009 survey and is 10 percentage points greater than the global average.





## Asia Pacific Results

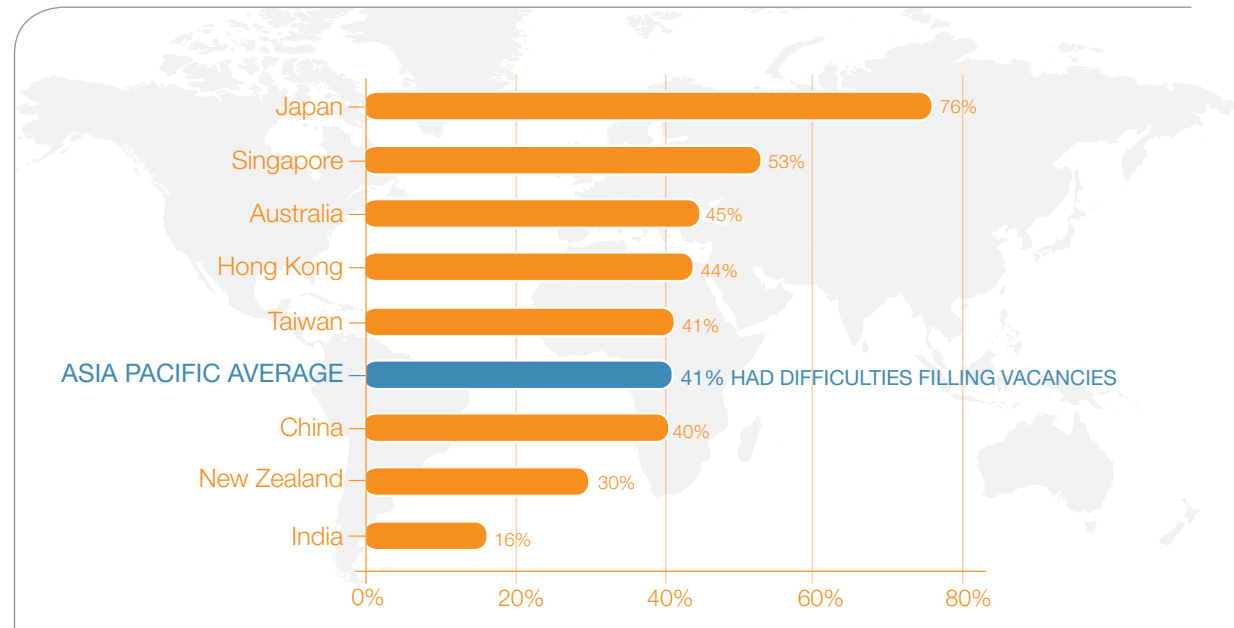
The top 10 jobs that employers are having difficulty filling across the Asia Pacific countries and territories surveyed are (ranked in order):

1	Sales Representatives	3	Engineers	6	Production Operators	9	IT Staff (primarily programmers/developers)
2	Technicians (primarily production/operations, engineering or maintenance)	4	Skilled Trades	7	Accounting & Finance Staff		
		5	Management/Executives	8	Sales Managers	10	Laborers

» Employers identified vacancies for Sales Representatives as the most difficult to fill for the fifth year in succession. Sales Manager positions and Production Operator positions have become increasingly difficult to fill, the former moving from 13th place in 2008 and 2009 to eighth place in this year's survey, and the latter moving from 10th place in 2008 and 2009 to sixth place in this year's survey.

### Difficulty Filling Jobs By Country Most Difficult To Least Difficult

Employers having the most difficulty finding the right talent to fill jobs are those in Japan (76%), Singapore (53%), Australia (45%) and Hong Kong (44%). The talent shortage appears to be least problematic in India (16%).

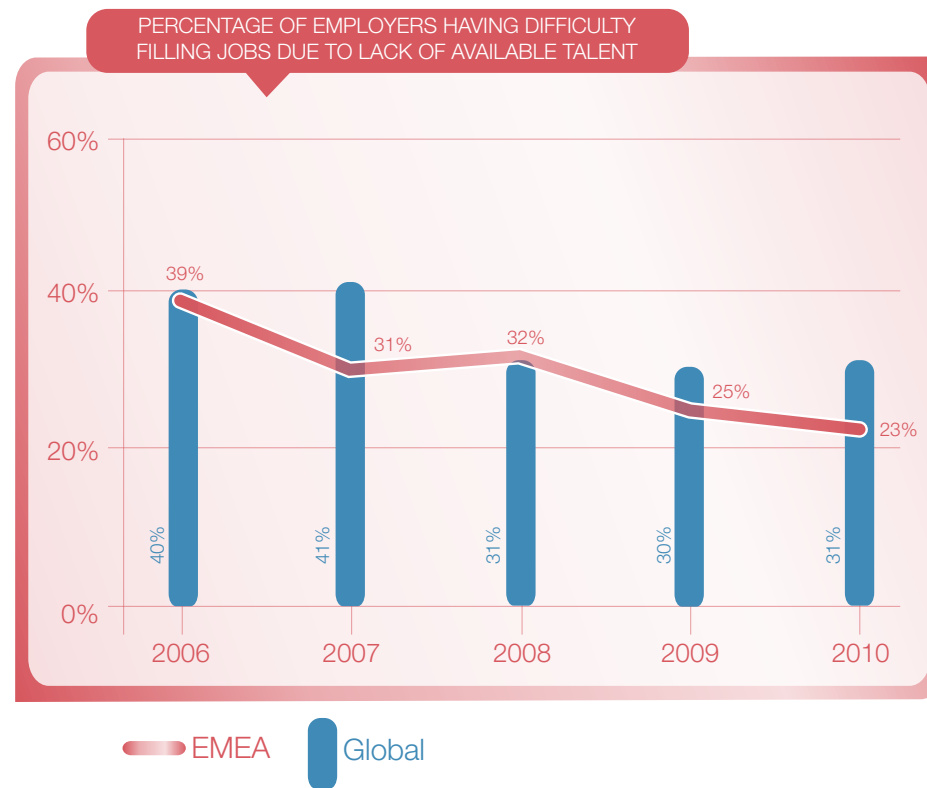






## Europe/Middle East/Africa (EMEA)

Over 15,500 employers were interviewed in Austria, Belgium, the Czech Republic, France, Germany, Greece, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Romania, South Africa, Spain, Sweden, Switzerland and the United Kingdom. The survey indicates that 23 percent of the region's employers are having difficulty filling positions due to the lack of suitable talent available in their markets. This is a two percentage point decline when compared to the 2009 survey and is eight percentage points lower than the global average.







## EMEA Results

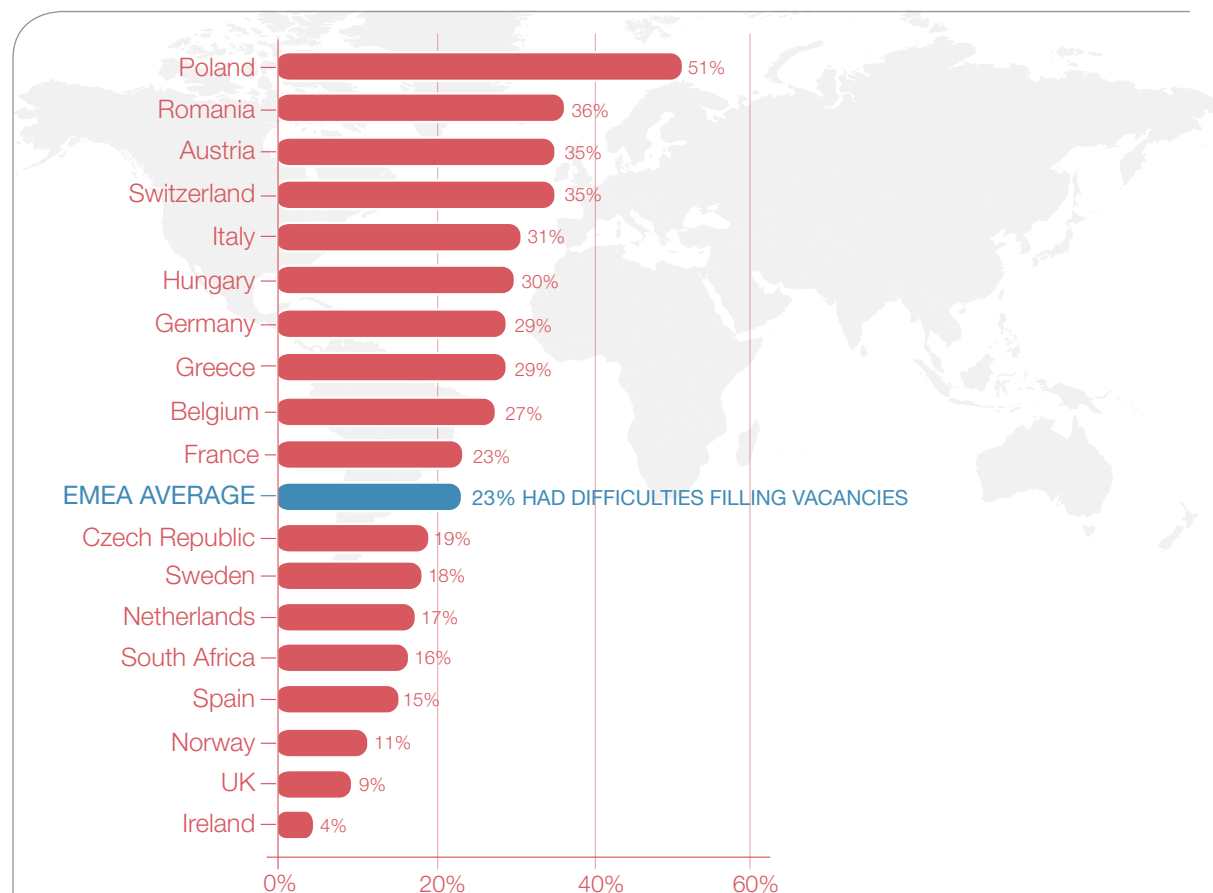
The top 10 jobs that employers are having difficulty filling across the EMEA countries surveyed are (ranked in order):

1	Skilled Trades	3	Technicians (primarily production/operations, engineering or maintenance)	6	Engineers	9	IT Staff
2	Sales Representatives	4	Drivers	7	Chefs/Cooks	10	Doctors & other Non-Nursing Health Professionals
		5	Accounting & Finance Staff	8	Secretaries, PAs, Administrative & Office Support Staff		

» Employers named Skilled Trades as the most difficult positions to fill for the fourth year in succession. Chefs/Cooks and Doctors & other Non-Nursing Health Professionals both moved up to the top ten this year (from 13th and 19th most difficult to fill in 2009, respectively), while Laborers, Management/Executives and Mechanics fell off the top 10 list.

### Difficulty Filling Jobs By Country Most Difficult To Least Difficult

European employers having the most difficulty finding the right talent to fill jobs are those in Poland (51%), Romania (36%), Austria (35%) and Switzerland (35%). The talent shortage appears to be least problematic in Ireland (4%), the United Kingdom (9%) and Norway (11%).



## The Talent Mismatch

It should be noted that a variety of factors contribute to these survey results, such as demographic shifts, social customs, education and entrepreneurial practices. Each of these factors can combine to make the talent challenge somewhat different for each nation and region. But one thing is universal – the underlying reasons for talent shortages are here to stay.

Once economic recovery takes hold worldwide, the talent mismatch that is evident today will be even harder for organizations to overcome. Furthermore, the skill sets that organizations are requiring are becoming ever more specific and refined, thus making finding the perfect candidate even more difficult. For example, organizations in need of accountants often require accountants with even more specialized skill sets, such as forensic accountants, accountants specializing in troubled debt restructuring or those familiar with International Financial Reporting Standards.

It is imperative, therefore, that employers recalibrate their mindsets to consider candidates who may not have all of the specific skills a job requires. This is especially true for systemic shortages of in-demand roles: Employers cannot address these shortages one hire at a time.

They must refine job descriptions and candidate evaluations to identify people with “teachable fit” based on adjacent skills rather than traditional fit. At the same time, they must also commit to reskilling and upskilling employees, new hires and even potential candidates by partnering with governments and other stakeholders.



## 2010 - 2006 Comparison Data

	DIFFICULTY FILLING					NO DIFFICULTY FILLING				
	2010 (%)	2009 (%)	2008 (%)	2007 (%)	2006 (%)	2010 (%)	2009 (%)	2008 (%)	2007 (%)	2006 (%)
GLOBAL	31	30	31	41	40	69	70	69	59	60
AMERICAS	34	36	28	62	70	66	64	72	38	30
Argentina	53	40	36	41	*	47	60	64	59	*
Brazil	64	*	*	*	*	36	*	*	*	*
Canada	21	24	31	36	66	79	76	69	64	34
Columbia	35	39	*	*	*	65	61	*	*	*
Costa Rica	36	48	34	93	*	64	52	66	7	*
Guatemala	36	20	23	*	*	64	80	77	*	*
Mexico	43	44	28	82	78	57	56	72	18	22
Panama	38	*	*	*	*	62	*	*	*	*
Peru	42	56	28	52	*	58	44	72	48	*
United States	14	19	22	41	44	86	81	78	59	56
ASIA PACIFIC	41	32	31	33	28	59	68	69	67	72
Australia	45	49	52	61	32	55	51	48	39	68
China	40	15	15	19	24	60	85	85	81	76
Hong Kong	44	37	61	49	31	56	63	39	51	69
India	16	20	12	9	13	84	80	88	91	87
Japan	76	55	63	61	58	24	45	37	39	42
New Zealand	30	39	47	62	25	70	61	53	38	75
Singapore	53	37	57	57	47	47	63	43	43	53
Taiwan	41	62	51	52	53	59	38	49	48	47

EMEA continued on page 12

## 2010 - 2006 Comparison Data

	DIFFICULTY FILLING					NO DIFFICULTY FILLING				
	2010 (%)	2009 (%)	2008 (%)	2007 (%)	2006 (%)	2010 (%)	2009 (%)	2008 (%)	2007 (%)	2006 (%)
EMEA	23	25	32	31	39	77	75	68	69	61
Austria	35	28	44	33	31	65	72	56	67	69
Belgium	27	19	26	36	42	73	81	74	64	58
Czech Republic	19	17	37	*	*	81	83	63	*	*
France	23	18	31	40	30	77	82	69	60	70
Germany	29	35	34	27	53	71	65	66	73	47
Greece	29	37	47	*	*	71	63	53	*	*
Hungary	30	*	*	*	*	70	*	*	*	*
Ireland	4	5	14	17	32	96	95	86	83	68
Italy	31	26	18	23	32	69	74	82	77	68
Netherlands	17	19	15	17	30	83	81	85	83	70
Norway	11	19	40	35	26	89	81	60	65	74
Poland	51	48	49	*	*	49	52	51	*	*
Romania	36	62	73	*	*	64	38	27	*	*
South Africa	16	35	38	39	*	84	65	62	61	*
Spain	15	8	27	33	57	85	92	73	67	43
Sweden	18	29	39	32	29	82	71	61	68	71
Switzerland	35	36	36	37	48	65	64	64	63	52
United Kingdom	9	11	12	34	42	91	89	88	66	58

Note: The margin of error varies from country to country. Please refer to the country results on the preceding page and above for detailed information.

# 2010 Results By Country

## Americas

### → Argentina

1. Technicians
2. Secretaries, PAs, Administrative Assistants & Office Support Staff
3. Laborers
4. Sales Representatives
5. Engineers
6. IT Staff
7. Management/Executives
8. Accounting & Finance Staff
9. Drivers
10. Skilled Trades

Total Number of Respondents: 803  
 Employers indicating difficulty filling positions: 53%  
 Employers indicating no difficulty filling positions: 47%  
 Margin of error: +/- 3.5%

### → Canada

1. Skilled Trades
2. Sales Representatives
3. Technicians
4. Drivers
5. Secretaries, PAs, Administrative Assistants & Office Support Staff
6. Engineers
7. Chefs/Cooks
8. Mechanics
9. Nurses
10. Teachers

Total Number of Respondents: 1,916  
 Employers indicating difficulty filling positions: 21%  
 Employers indicating no difficulty filling positions: 79%  
 Margin of error: +/- 2.2%

### → Costa Rica

1. Technicians
2. Sales Representatives
3. Production Operators
4. Secretaries, PAs, Administrative Assistants & Office Support Staff
5. Skilled Trades
6. Accounting & Finance Staff
7. Laborers
8. Receptionists
9. Customer Service Representatives & Customer Support Staff
10. Mechanics

Total Number of Respondents: 620  
 Employers indicating difficulty filling positions: 36%  
 Employers indicating no difficulty filling positions: 64%  
 Margin of error: +/- 3.9%

### → Brazil

1. Technicians
2. Skilled Trades
3. Production Operators
4. Secretaries, PAs, Administrative Assistants & Office Support Staff
5. Laborers
6. Engineers
7. Drivers
8. Accounting & Finance Staff
9. IT Staff
10. Sales Representatives

Total Number of Respondents: 850  
 Employers indicating difficulty filling positions: 64%  
 Employers indicating no difficulty filling positions: 36%  
 Margin of error: +/- 3.4%

### → Colombia

1. Technicians
2. Sales Representatives
3. Secretaries, PAs, Administrative Assistants & Office Support Staff
4. Management/Executives
5. Accounting & Finance Staff
6. Production Operators
7. Engineers
8. Skilled Trades
9. Laborers
10. Sales Managers

Total Number of Respondents: 751  
 Employers indicating difficulty filling positions: 35%  
 Employers indicating no difficulty filling positions: 65%  
 Margin of error: +/- 3.6%

### → Guatemala

1. Sales Representatives
2. Secretaries, PAs, Administrative Assistants & Office Support Staff
3. Technicians
4. Production Operators
5. Accounting & Finance Staff
6. Management/Executives
7. Skilled Trades
8. Drivers
9. Laborers
10. Receptionists

Total Number of Respondents: 620  
 Employers indicating difficulty filling positions: 36%  
 Employers indicating no difficulty filling positions: 64%  
 Margin of error: +/- 3.9%

# 2010 Results By Country

## Americas - continued

### → Mexico

1. Sales Representatives
2. Production Operators
3. Secretaries, PAs, Administrative Assistants & Office Support Staff
4. Technicians
5. Laborers
6. Accounting & Finance Staff
7. Engineers
8. Sales Managers
9. Receptionists
10. Supervisors

Total Number of Respondents: 2,007

Employers indicating difficulty filling positions: 43%

Employers indicating no difficulty filling positions: 57%

Margin of error: +/- 2.2%

### → Peru

1. Technicians
2. Customer Service Representatives & Customer Support Staff
3. Secretaries, PAs, Administrative Assistants & Office Support Staff
4. Laborers
5. Production Operators
6. Management/Executives
7. Receptionists
8. Accounting & Finance Staff
9. Teachers
10. Skilled Trades

Total Number of Respondents: 706

Employers indicating difficulty filling positions: 42%

Employers indicating no difficulty filling positions: 58%

Margin of error: +/- 3.7%

### → Panama

1. Technicians
2. Sales Representatives
3. Secretaries, PAs, Administrative Assistants & Office Support Staff
4. Accounting & Finance Staff
5. Skilled Trades
6. Production Operators
7. Engineers
8. Laborers
9. Mechanics
10. Customer Service Representatives & Customer Support Staff

Total Number of Respondents: 624

Employers indicating difficulty filling positions: 38%

Employers indicating no difficulty filling positions: 62%

Margin of error: +/- 3.9%

### → United States

1. Skilled Trades
2. Sales Representatives
3. Nurses
4. Technicians
5. Drivers
6. Restaurant & Hotel Staff
7. Management/Executives
8. Engineers
9. Doctors & other Non-Nursing Professionals
10. Customer Service Representatives & Customer Support Staff

Total Number of Respondents: 2,000

Employers indicating difficulty filling positions: 14%

Employers indicating no difficulty filling positions: 86%

Margin of error: +/- 2.2%

# 2010 Results By Country

## Asia Pacific

### → Australia

1. Skilled Trades
2. Sales Representatives
3. Engineers
4. Management/Executives
5. Mechanics
6. Technicians
7. Accounting & Finance Staff
8. Nurses
9. Secretaries, PAs, Administrative Assistants & Office Support Staff
10. Drivers

Total Number of Respondents: 2,221

Employers indicating difficulty filling positions: 45%

Employers indicating no difficulty filling positions: 55%

Margin of error: +/- 2.1%

### → Hong Kong

1. Sales Representatives
2. Engineers
3. Management/Executives
4. Technicians
5. Customer Service Representatives & Customer Support Staff
6. Accounting & Finance Staff
7. IT Staff
8. Marketing & Public Relations Staff
9. Secretaries, PAs, Administrative Assistants & Office Support Staff
10. Supervisors

Total Number of Respondents: 434

Employers indicating difficulty filling positions: 44%

Employers indicating no difficulty filling positions: 56%

Margin of error: +/- 4.7%

### → Japan

1. Sales Representatives
2. Technicians
3. Sales Managers
4. Accounting & Finance Staff
5. Engineers
6. IT Staff
7. Supervisors
8. IT Managers/Project Managers
9. Doctors & other Non-Nursing Health Professionals
10. Researchers (R&D)

Total Number of Respondents: 1,044

Employers indicating difficulty filling positions: 76%

Employers indicating no difficulty filling positions: 24%

Margin of error: +/- 3.0%

### → China

1. Production Operators
2. Technicians
3. Management/Executives
4. Laborers
5. Sales Representatives
6. Skilled Trades
7. Restaurants & Hotel Staff
8. Engineers
9. IT Staff
10. Sales Managers

Total Number of Respondents: 1,384

Employers indicating difficulty filling positions: 40%

Employers indicating no difficulty filling positions: 60%

Margin of error: +/- 2.6%

### → India

1. Skilled Trades
2. Cleaners & Domestic Staff
3. Accounting & Finance Staff
4. Doctors & other Non-Nursing Health Professionals
5. Sales Representatives
6. Insurance Staff
7. Technicians
8. Customer Service Representatives & Customer Support Staff
9. Drivers
10. Quality Controllers

Total Number of Respondents: 1,698

Employers indicating difficulty filling positions: 16%

Employers indicating no difficulty filling positions: 84%

Margin of error: +/- 2.4%

### → New Zealand

1. Engineers
2. Management/Executives
3. Sales Representatives
4. Skilled Trades
5. IT Staff
6. Technicians
7. Laborers
8. Sales Managers
9. Accounting & Finance Staff
10. Customer Service Representatives & Customer Support Staff

Total Number of Respondents: 576

Employers indicating difficulty filling positions: 30%

Employers indicating no difficulty filling positions: 70%

Margin of error: +/- 4.1%



# 2010 Results By Country

## Asia Pacific - continued

### → Singapore

1. Sales Representatives
2. Engineers
3. Production Operators
4. Teachers
5. Customer Service Representatives & Customer Support Staff
6. Drivers
7. Management/Executives
8. IT Staff
9. Sales Managers
10. Skilled Trades

Total Number of Respondents: 703

Employers indicating difficulty filling positions: 53%

Employers indicating no difficulty filling positions: 47%

Margin of error: +/- 3.7%

### → Taiwan

1. Sales Representatives
2. Engineers
3. Management/Executives
4. Technicians
5. Researchers (R&D)
6. Production Operators
7. Skilled Trades
8. Accounting & Finance Staff
9. Quality Controllers
10. Sales Managers

Total Number of Respondents: 937

Employers indicating difficulty filling positions: 41%

Employers indicating no difficulty filling positions: 59%

Margin of error: +/- 3.2%

# 2010 Results By Country

## Europe, Middle East & Africa (EMEA)

### → Austria

1. Skilled Trades
2. Sales Representatives
3. Technicians
4. Drivers
5. IT Staff
6. Doctors & other Non-Nursing Health Professionals
7. Cleaners & Domestic Staff
8. Chefs/Cooks
9. Mechanics
10. Sales Managers

Total Number of Respondents: 751  
 Employers indicating difficulty filling positions: 35%  
 Employers indicating no difficulty filling positions: 65%  
 Margin of error: +/- 3.6%

### → Czech Republic

1. Skilled Trades
2. Sales Representatives
3. Chefs/Cooks
4. Doctors & other Non-Nursing Health Professionals
5. Drivers
6. IT Staff
7. Customer Service Representatives & Customer Support Staff
8. Receptionists
9. Secretaries, PAs, Administrative Assistants & Office Support Staff
10. Management/Executives

Total Number of Respondents: 750  
 Employers indicating difficulty filling positions: 19%  
 Employers indicating no difficulty filling positions: 81%  
 Margin of error: +/- 3.6%

### → Germany

1. Skilled Trades
2. Doctors & other Non-Nursing Health Professionals
3. IT Staff
4. Engineers
5. Drivers
6. Sales Representatives
7. Nurses
8. Technicians
9. Management/Executives
10. Accounting & Finance Staff

Total Number of Respondents: 1,017  
 Employers indicating difficulty filling positions: 29%  
 Employers indicating no difficulty filling positions: 71%  
 Margin of error: +/- 3.1%

### → Belgium

1. Skilled Trades
2. Accounting & Finance Staff
3. Secretaries, PAs, Administrative Assistants & Office Support Staff
4. Technicians
5. Sales Representatives
6. Drivers
7. Production Operators
8. Laborers
9. Chefs/Cooks
10. Mechanics

Total Number of Respondents: 750  
 Employers indicating difficulty filling positions: 27%  
 Employers indicating no difficulty filling positions: 73%  
 Margin of error: +/- 3.6%

### → France

1. Skilled Trades
2. Chefs/Cooks
3. Sales Representatives
4. Drivers
5. Machinists/Machine Operators
6. Technicians
7. Nurses
8. Secretaries, PAs, Administrative Assistants & Office Support Staff
9. IT Staff
10. Engineers

Total Number of Respondents: 1,001  
 Employers indicating difficulty filling positions: 23%  
 Employers indicating no difficulty filling positions: 77%  
 Margin of error: +/- 3.1%

### → Greece

1. Sales Representatives
2. Technicians
3. Secretaries, PAs, Administrative Assistants & Office Support Staff
4. Accounting & Finance Staff
5. Management/Executives
6. IT Staff
7. Laborers
8. Mechanics
9. Skilled Trades
10. Customer Service Representatives & Customer Support Staff

Total Number of Respondents: 750  
 Employers indicating difficulty filling positions: 29%  
 Employers indicating no difficulty filling positions: 71%  
 Margin of error: +/- 3.6%

# 2010 Results By Country

## Europe, Middle East & Africa (EMEA) - continued

### → Hungary

1. Skilled Trades
2. Engineers
3. Drivers
4. Machinists/Machine Operators
5. Mechanics
6. Doctors & other Non-Nursing Health Professionals
7. IT Staff
8. Sales Representatives
9. Chefs/Cooks
10. Accounting & Finance Staff

Total Number of Respondents: 753

Employers indicating difficulty filling positions: 30%

Employers indicating no difficulty filling positions: 70%

Margin of error: +/- 3.6%

### → Italy

1. Skilled Trades
2. Secretaries, PAs, Administrative Assistants & Office Support Staff
3. Technicians
4. Drivers
5. Accounting & Finance Staff
6. Chefs/Cooks
7. Quality Controllers
8. Machinists/Machine Operators
9. Production Operators
10. Designers

Total Number of Respondents: 1,000

Employers indicating difficulty filling positions: 31%

Employers indicating no difficulty filling positions: 69%

Margin of error: +/- 3.1%

### → Norway

1. Drivers
2. Chefs/Cooks
3. Accounting & Finance Staff
4. Sales Representatives
5. Skilled Trades
6. Technicians
7. Researchers (R&D)
8. Laborers
9. Legal Staff
10. Mechanics

Total Number of Respondents: 750

Employers indicating difficulty filling positions: 11%

Employers indicating no difficulty filling positions: 89%

Margin of error: +/- 3.6%

### → Ireland

1. Sales Representatives
2. Skilled Trades
3. Sales Managers
4. Nurses
5. Customer Service Representatives & Customer Support Staff
6. Secretaries, PAs, Administrative Assistants & Office Support Staff
7. Chefs/Cooks
8. Engineers
9. Drivers
10. Technicians

Total Number of Respondents: 629

Employers indicating difficulty filling positions: 4%

Employers indicating no difficulty filling positions: 96%

Margin of error: +/- 3.9%

### → Netherlands

1. Laborers
2. Management/Executives
3. Drivers
4. IT Staff
5. Technicians
6. Skilled Trades
7. Secretaries, PAs, Administrative Assistants & Office Support Staff
8. Designers
9. Production Operators
10. Machinists/Machine Operators

Total Number of Respondents: 750

Employers indicating difficulty filling positions: 17%

Employers indicating no difficulty filling positions: 83%

Margin of error: +/- 3.6%

### → Poland

1. Skilled Trades
2. Project Managers
3. Chefs/Cooks
4. Drivers
5. Secretaries, PAs, Administrative Assistants & Office Support Staff
6. Restaurant & Hotel Staff
7. Accounting & Finance Staff
8. Engineers
9. IT Staff
10. Receptionists

Total Number of Respondents: 750

Employers indicating difficulty filling positions: 51%

Employers indicating no difficulty filling positions: 49%

Margin of error: +/- 3.6%

# 2010 Results By Country

## Europe, Middle East & Africa (EMEA) - continued

### → Romania

1. Engineers
2. Skilled Trades
3. Sales Representatives
4. Drivers
5. Management/Executives
6. Production Operators
7. Laborers
8. IT Staff
9. Restaurants & Hotel Staff
10. Accounting & Finance Staff

Total Number of Respondents: 750

Employers indicating difficulty filling positions: 36%

Employers indicating no difficulty filling positions: 64%

Margin of error: +/- 3.6%

### → Spain

1. Technicians
2. Sales Representatives
3. Laborers
4. Secretaries, PAs, Administrative Assistants & Office Support Staff
5. Skilled Trades
6. Mechanics
7. Engineers
8. Restaurants & Hotel Staff
9. IT Managers/Project Managers
10. Management/Executives

Total Number of Respondents: 1,000

Employers indicating difficulty filling positions: 15%

Employers indicating no difficulty filling positions: 85%

Margin of error: +/- 3.1%

### → Switzerland

1. Skilled Trades
2. Accounting & Finance Staff
3. Doctors & other Non-Nursing Health Professionals
4. Legal Staff
5. Technicians
6. Engineers
7. Secretaries, PAs, Administrative Assistants & Office Support Staff
8. IT Manager/Project Managers
9. Restaurants & Hotel Staff
10. Customer Service Representatives & Customer Support Staff

Total Number of Respondents: 750

Employers indicating difficulty filling positions: 35%

Employers indicating no difficulty filling positions: 65%

Margin of error: +/- 3.6%

### → South Africa

1. Skilled Trades
2. Engineers
3. Management/Executives
4. Sales Representatives
5. Teachers
6. Chefs/Cooks
7. Insurance Staff
8. Secretaries, PAs, Administrative Assistants & Office Support Staff
9. Drivers
10. Accounting & Finance Staff

Total Number of Respondents: 753

Employers indicating difficulty filling positions: 16%

Employers indicating no difficulty filling positions: 84%

Margin of error: +/- 3.6%

### → Sweden

1. Skilled Trades
2. Drivers
3. Sales Representatives
4. Engineers
5. Technicians
6. Teachers
7. Secretaries, PAs, Administrative Assistants & Office Support Staff
8. Project Managers
9. IT Staff
10. Chefs/Cooks

Total Number of Respondents: 750

Employers indicating difficulty filling positions: 18%

Employers indicating no difficulty filling positions: 82%

Margin of error: +/- 3.6%

### → United Kingdom

1. Accounting & Finance Staff
2. Chefs/Cooks
3. Engineers
4. Drivers
5. Nurses
6. Technicians
7. Sales Representatives
8. Production Operators
9. Restaurants & Hotel Staff
10. Marketing & Public Relations Staff

Total Number of Respondents: 2,102

Employers indicating difficulty filling positions: 9%

Employers indicating no difficulty filling positions: 91%

Margin of error: +/- 2.1%



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