

supply / demand

Talent Shortage and Wage Inflation Survey Global Results



Manpower®
Professional

Talent Shortage and Wage Inflation Survey Results

Manpower Inc. (NYSE: MAN) surveyed nearly 32,000 employers across 26 countries and territories in August. The survey set out to determine the availability of suitable permanent professional candidates in the marketplace, and the impact this is having on salaries/compensation. The survey results revealed that 29 percent of employers worldwide report they would have hired more professional staff over the past six months if candidates with the right skills would have been available.

The survey shows that talent shortages among permanent professionals are particularly acute in the Americas and Asia Pacific. Employers in Peru (46%), Japan (45%) and Mexico (41%) are having the most difficulty finding qualified talent, which is causing wage inflation in these countries. Shortages are far less critical in Europe, with most employers indicating less difficulty finding qualified professional staff.

Global Results

	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
Global Mean	29	66	4	1	25	69	6	0

	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
Americas	%	%	%	%	%	%	%	%
Canada	26	74	0	0	24	76	0	0
Costa Rica	34	65	1	0	21	78	1	0
Mexico	41	58	1	0	25	74	1	0
Peru	46	51	3	0	26	74	1	0
United States	45	46	9	0	38	53	9	0

	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
Asia Pacific								
Australia	32	67	1	0	38	59	3	0
China	31	56	12	1	32	56	10	2
Hong Kong	32	61	4	3	31	63	6	0
India	33	52	15	0	21	62	17	0
Japan	45	42	13	0	21	68	11	0
New Zealand	32	67	1	0	40	55	4	1
Singapore	21	74	4	1	55	38	6	1
Taiwan	22	68	10	0	18	71	11	0

	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
EMEA**								
Austria	23	76	1	0	26	70	4	0
Belgium	15	83	2	0	13	82	5	0
France	12	86	2	0	8	88	4	0
Germany	16	84	0	0	16	79	5	0
Ireland	17	79	3	1	13	84	3	0
Italy	18	81	0	1	16	82	1	1
Netherlands	13	86	1	0	10	84	6	0
Norway	14	82	4	0	24	69	7	0
South Africa	37	60	3	0	33	62	4	1
Spain	23	76	1	0	20	75	5	0
Sweden	16	79	5	0	12	80	8	0
Switzerland	18	78	4	0	11	83	6	0
UK	23	55	3	19	17	77	6	0

* By professional staff we mean those positions such as accountants, engineers, nurses, sales/marketing managers etc. that typically require a university degree.

** EMEA – Europe, Middle East and Africa

Results by Country - Americas

CANADA	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Canada	26	74	0	0	24	76	0	0
Quebec	27	73	0	0	51	49	0	0
Western Canada	27	73	0	0	19	81	0	0
Ontario	23	77	0	0	18	82	0	0
Atlantic Canada	38	62	0	0	32	68	0	0

Total Number of Respondents: 960
Overall Margin of Error: +/- 3.2%

Total Number of Respondents: 960
Overall Margin of Error: +/- 3.2%

COSTA RICA	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Costa Rica	34	65	1	0	21	78	1	0
Commerce	30	69	1	0	16	83	1	0
Construction	40	60	0	0	78	22	0	0
Manufacturing	27	73	0	0	23	77	0	0
Services	39	59	2	0	23	75	2	0
Transportation & Communication	35	65	0	0	72	26	2	0
San Jose	38	62	0	0	22	77	1	0
Alajuela	28	66	6	0	17	81	2	0
Cartago	42	58	0	0	25	73	2	0
Heredia	21	79	0	0	16	84	0	0
Guanacaste	37	63	0	0	21	79	0	0
Puntarenas	32	66	2	0	24	76	0	0
Limon	36	64	0	0	17	81	2	0

Total Number of Respondents: 500
Overall Margin of Error: +/- 4.4%

Total Number of Respondents: 500
Overall Margin of Error: +/- 4.4%

MEXICO	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Mexico	41	58	1	0	25	74	1	0
Agriculture & Fishing	31	69	0	0	22	78	0	0
Commerce	43	55	2	0	26	72	2	0
Construction	43	56	1	0	27	72	1	0
Manufacturing	36	64	0	0	24	75	1	0
Mining & Quarrying	36	64	0	0	24	76	0	0
Services	46	53	1	0	26	72	2	0
Transportation & Communication	44	55	1	0	23	76	1	0
Center	38	61	1	0	24	76	0	0
Mexico City	38	61	1	0	24	75	1	0
North	39	60	1	0	24	74	2	0
Northeast	41	58	1	0	25	73	2	0
Northwest	42	57	1	0	28	70	2	0
Southeast	49	50	1	0	27	71	2	0
Occident/West	42	57	1	0	22	76	2	0

Total Number of Respondents: 4,804
Overall Margin of Error: +/- 1.4%

Total Number of Respondents: 4,804
Overall Margin of Error: +/- 1.4%

PERU	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Peru	46	51	3	0	26	74	1	0
Agriculture & Fishing	31	66	3	0	14	83	3	0
Finance, Insurance & Real Estate	45	53	2	0	28	70	2	0
Manufacturing	51	45	4	0	26	73	1	0
Mining & Construction	50	50	0	0	33	67	0	0
Public Administration/Education	45	55	0	0	33	67	0	0
Services	51	48	1	0	26	74	0	0
Transportation & Utilities	41	54	5	0	23	77	0	0
Wholesale & Retail Trade	41	55	4	0	27	73	0	0
Greater Lima	45	52	3	0	23	77	0	0
North 1	59	41	0	0	24	74	2	0
North 2	64	33	3	0	43	57	0	0
South	37	57	6	0	29	70	1	0
Jungle	41	59	0	0	32	68	0	0
Highlands	43	57	0	0	45	55	0	0

Total Number of Respondents: 623
Overall Margin of Error: +/- 3.9%

Total Number of Respondents: 623
Overall Margin of Error: +/- 3.9%

UNITED STATES	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: USA	45	46	9	0	38	53	9	0
Construction	33	52	15	0	41	57	2	0
Education	38	55	7	0	40	51	9	0
Finance, Insurance & Real Estate	50	41	9	0	26	58	16	0
Manufacturing – Durable	51	41	8	0	40	49	11	0
Manufacturing – Non-Durable	38	51	11	0	33	64	3	0
Public Administration	42	46	12	0	43	51	6	0
Services	49	45	6	0	41	50	9	0
Transportation & Utilities	50	35	15	0	41	47	12	0
Midwest	42	50	8	0	33	57	10	0
Northeast	51	41	8	0	34	57	9	0
South	45	45	10	0	42	50	8	0
West	45	48	7	0	40	50	10	0

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

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

Results by Country – Asia Pacific

AUSTRALIA	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Australia	32	67	1	0	38	59	3	0
Finance, Insurance & Real Estate	38	59	3	0	45	51	4	0
Manufacturing	26	73	1	0	34	63	3	0
Mining & Construction	36	63	1	0	44	52	4	0
Public Administration/Education	41	55	4	0	45	52	3	0
Services	34	64	2	0	39	57	4	0
Transportation & Utilities	36	63	1	0	38	59	3	0
Wholesale & Retail Trade	26	73	1	0	31	64	5	0
Adelaide/South	25	73	2	0	31	62	7	0
Brisbane/Queensland	38	61	1	0	43	53	4	0
Hobart/Tasmania	18	82	0	0	17	80	3	0
Melbourne/Victoria	32	67	1	0	36	61	3	0
Northern Territory	44	54	2	0	37	60	3	0
Perth/WA	44	54	2	0	52	44	4	0
Sydney/NSW	27	71	2	0	38	58	4	0

Total Number of Respondents: 3,312
Overall Margin of Error: +/- 1.7%

Total Number of Respondents: 3,308
Overall Margin of Error: +/- 1.7%

CHINA	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: China	31	56	12	1	32	56	10	2
Finance, Insurance & Real Estate	30	42	27	1	19	71	10	0
Manufacturing	34	56	9	1	36	52	10	2
Mining & Construction	32	58	8	2	37	53	8	2
Services	27	59	11	3	26	60	11	3
Transportation & Utilities	20	55	24	1	31	60	8	1
Wholesale & Retail Trade	24	53	21	2	21	66	11	2
Beijing	31	57	6	6	22	60	12	6
Guangzhou	46	43	10	1	57	33	10	0
Shanghai	26	59	14	1	29	61	9	1

Total Number of Respondents: 2,618
Overall Margin of Error: +/- 1.9%

Total Number of Respondents: 2,618
Overall Margin of Error: +/- 1.9%

HONG KONG	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Hong Kong	32	61	4	3	31	63	6	0
Finance, Insurance & Real Estate	44	49	4	3	47	47	6	0
Manufacturing	30	62	4	4	36	53	10	1
Mining & Construction	14	82	4	0	18	77	5	0
Services	43	56	1	0	30	65	5	0
Transportation & Utilities	27	71	2	0	25	71	4	0
Wholesale & Retail Trade	26	61	8	5	24	74	2	0

Total Number of Respondents: 388
Overall Margin of Error: +/- 5.0%

Total Number of Respondents: 384
Overall Margin of Error: +/- 5.0%

INDIA	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: India	33	52	15	0	21	62	17	0
Finance, Insurance & Real Estate	37	48	15	0	26	59	15	0
Manufacturing	35	56	9	0	17	73	10	0
Mining & Construction	29	56	15	0	25	59	16	0
Public Administration/Education	24	52	24	0	16	57	27	0
Services	31	47	22	0	24	53	23	0
Transportation & Utilities	35	49	16	0	22	63	15	0
Wholesale & Retail Trade	29	53	18	0	17	64	19	0
North	33	34	33	0	27	40	33	0
East	28	71	1	0	12	87	1	0
South	31	57	12	0	17	70	13	0
West	39	49	12	0	27	60	13	0

Total Number of Respondents: 2,043
Overall Margin of Error: +/- 2.2%

Total Number of Respondents: 2,028
Overall Margin of Error: +/- 2.2%

JAPAN	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Japan	45	42	13	0	21	68	11	0
Finance, Insurance & Real Estate	50	34	16	0	26	64	10	0
Manufacturing	50	39	11	0	17	73	10	0
Mining & Construction	38	52	10	0	10	82	8	0
Public Administration/Education	33	55	12	0	18	67	15	0
Services	51	36	13	0	23	63	14	0
Transportation & Utilities	23	56	21	0	23	67	10	0
Wholesale & Retail Trade	41	48	11	0	23	62	15	0
Nagoya	37	46	17	0	17	70	13	0
Osaka	46	40	14	0	22	62	16	0
Tokyo	50	41	9	0	22	69	9	0

Total Number of Respondents: 908
Overall Margin of Error: +/- 3.3%

Total Number of Respondents: 908
Overall Margin of Error: +/- 3.3%

NEW ZEALAND	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: New Zealand	32	67	1	0	40	55	4	1
Finance, Insurance & Real Estate	32	67	1	0	49	49	2	0
Manufacturing	28	70	1	1	38	58	4	0
Mining & Construction	46	52	1	1	48	49	3	0
Public Administration/Education	35	61	3	1	55	40	5	0
Services	41	59	0	0	43	53	4	0
Transportation & Utilities	23	77	0	0	43	51	6	0
Wholesale & Retail Trade	22	78	0	0	30	66	4	0
Auckland	32	67	0	1	37	61	2	0
Christchurch	27	71	2	0	38	55	7	0
Wellington	36	62	2	0	51	44	5	0

Total Number of Respondents: 852
Overall Margin of Error: +/- 3.4%

Total Number of Respondents: 852
Overall Margin of Error: +/- 3.4%

SINGAPORE	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Singapore	21	74	4	1	55	38	6	1
Finance, Insurance & Real Estate	30	66	4	0	39	58	3	0
Manufacturing	9	84	7	0	66	26	8	0
Mining & Construction	7	90	3	0	69	31	0	0
Public Administration/Education	36	57	7	0	70	23	7	0
Services	25	71	3	1	46	44	10	0
Transportation & Utilities	40	59	1	0	45	51	4	0
Wholesale & Retail Trade	10	86	4	0	62	32	6	0

Total Number of Respondents: 684
Overall Margin of Error: +/- 3.7%

Total Number of Respondents: 684
Overall Margin of Error: +/- 3.7%

TAIWAN	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Taiwan	22	68	10	0	18	71	11	0
Finance, Insurance & Real Estate	18	52	30	0	20	58	22	0
Manufacturing	24	68	8	0	19	70	11	0
Mining & Construction	27	67	6	0	17	80	3	0
Services	27	64	9	0	24	62	14	0
Transportation & Utilities	17	77	6	0	12	82	6	0
Wholesale & Retail Trade	17	75	7	1	11	80	9	0

Total Number of Respondents: 880
Overall Margin of Error: +/- 3.3%

Total Number of Respondents: 801
Overall Margin of Error: +/- 3.5%

Results by Country – EMEA

AUSTRIA	Hiring Permanent Professional Staff				Talent Shortages			
	“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”				“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Austria	23	76	1	0	26	70	4	0
Agriculture, Hunting, Forestry & Fishing	27	73	0	0	25	68	7	0
Construction	26	72	2	0	26	68	6	0
Electricity, Gas & Water	29	71	0	0	29	71	0	0
Finance, Insurance, Real Estate & Business Services	26	74	0	0	27	71	2	0
Manufacturing	29	71	0	0	22	75	3	0
Mining & Quarrying	36	62	2	0	18	69	13	0
Public & Social	21	78	1	0	28	71	1	0
Restaurants & Hotels	9	91	0	0	19	77	4	0
Transport, Storage & Communication	30	70	0	0	40	51	9	0
Wholesale & Retail Trade	16	81	3	0	26	69	5	0
Burgenland	6	90	4	0	21	74	5	0
Karnten	36	64	0	0	38	60	1	1
Niederosterreich	33	66	1	0	26	69	5	0
Oberosterreich	33	67	0	0	38	59	3	0
Salzburg	12	88	0	0	27	70	3	0
Steiermark	18	82	0	0	27	72	1	0
Tirol	27	73	0	0	19	81	0	0
Vienna	22	78	0	0	18	75	6	1
Voralberg	18	80	1	1	20	74	6	0
	Total Number of Respondents: 750				Total Number of Respondents: 749			
	Overall Margin of Error: +/- 3.6%				Overall Margin of Error: +/- 3.6%			

BELGIUM	Hiring Permanent Professional Staff				Talent Shortages			
	“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”				“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Belgium	15	83	2	0	13	82	5	0
Agriculture, Hunting, Forestry & Fishing	13	81	6	0	6	81	13	0
Construction	10	88	2	0	13	81	6	0
Electricity, Gas & Water	15	81	4	0	17	83	0	0
Finance, Insurance, Real Estate & Business Services	18	79	3	0	22	73	5	0
Manufacturing	16	82	2	0	11	87	2	0
Mining & Quarrying	10	88	2	0	8	88	4	0
Public & Social	14	85	0	1	15	80	5	0
Restaurants & Hotels	14	81	5	0	14	81	5	0
Transport, Storage & Communication	32	68	0	0	13	82	5	0
Wholesale & Retail Trade	4	92	4	0	5	92	3	0
Brussels	32	67	1	0	23	65	11	1
Flanders	21	78	1	0	19	78	3	0
Wallonia	4	93	3	0	6	90	4	0
	Total Number of Respondents: 814				Total Number of Respondents: 815			
	Overall Margin of Error: +/- 3.4%				Overall Margin of Error: +/- 3.4%			

FRANCE	Hiring Permanent Professional Staff				Talent Shortages			
	“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”				“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: France	12	86	2	0	8	88	4	0
Agriculture, Hunting, Forestry & Fishing	4	89	7	0	4	89	7	0
Construction	15	82	3	0	8	84	8	0
Electricity, Gas & Water	13	87	0	0	0	88	13	0
Finance, Insurance, Real Estate & Business Services	24	75	1	0	9	88	3	0
Manufacturing	3	95	2	0	7	91	2	0
Mining & Quarrying	33	67	0	0	0	100	0	0
Public & Social	10	89	1	0	8	88	4	0
Restaurants & Hotels	11	86	3	0	6	89	6	0
Transport, Storage & Communication	6	87	7	0	11	79	10	0
Wholesale & Retail Trade	13	84	3	0	9	88	3	0
East Centre	16	83	1	0	10	84	5	1
North	10	88	2	0	8	90	2	0
Paris	10	86	4	0	9	89	2	0
South	10	88	2	0	10	86	4	0
West Centre	12	85	3	0	4	90	6	0

Total Number of Respondents: 1,009
Overall Margin of Error: +/- 3.1%

Total Number of Respondents: 1,009
Overall Margin of Error: +/- 3.1%

GERMANY	Hiring Permanent Professional Staff				Talent Shortages			
	“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”				“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Germany	16	84	0	0	16	79	5	0
Agriculture, Hunting, Forestry & Fishing	16	80	4	0	20	76	4	0
Construction	21	79	0	0	21	74	5	0
Electricity, Gas & Water	14	86	0	0	14	86	0	0
Finance, Insurance, Real Estate & Business Services	17	81	2	0	12	80	8	0
Manufacturing	20	80	0	0	19	77	4	0
Mining & Quarrying	19	80	1	0	12	84	4	0
Public & Social	8	92	0	0	10	85	5	0
Transport, Storage & Communication	19	81	0	0	25	72	2	1
Wholesale, Retail, Restaurants & Hotels	18	81	0	1	20	77	3	0
Berlin	20	80	0	0	6	86	7	1
East	15	85	0	0	17	81	2	0
Frankfurt	15	85	0	0	18	76	6	0
Munich	20	77	2	1	22	70	8	0
North	19	80	1	0	16	82	2	0
Ruhr	15	85	0	0	12	85	3	0
South	15	85	0	0	18	78	4	0
West	12	88	0	0	16	79	5	0

Total Number of Respondents: 998
Overall Margin of Error: +/- 3.1%

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

IRELAND	Hiring Permanent Professional Staff				Talent Shortages			
	“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”				“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Ireland	17	79	3	1	13	84	3	0
Agriculture, Hunting, Forestry & Fishing	44	56	0	0	13	87	0	0
Community, Social & Personal	4	95	1	0	7	91	2	0
Construction	19	79	2	0	19	76	5	0
Finance, Insurance, Real Estate & Business Services	14	82	3	1	18	76	6	0
Manufacturing	19	78	3	0	20	76	4	0
Mining & Quarrying	29	68	2	1	22	73	5	0
Pharmaceutical	23	67	10	0	17	71	12	0
Restaurants & Hotels	32	57	11	0	22	59	19	0
Transportation, Storage & Communication	23	73	4	0	15	77	8	0
Wholesale & Retail Trade	13	82	5	0	9	91	0	0
Connaught	32	67	1	0	16	81	3	0
Dublin	17	80	3	0	10	87	3	0
Leinster	17	83	0	0	11	87	2	0
Munster	12	81	7	0	7	90	3	0
Ulster	9	86	5	0	23	70	7	0

Total Number of Respondents: 632
Overall Margin of Error: +/- 3.9%

Total Number of Respondents: 632
Overall Margin of Error: +/- 3.9%

ITALY	Hiring Permanent Professional Staff				Talent Shortages			
	“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”				“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Italy	18	81	0	1	16	82	1	1
Agriculture, Hunting, Forestry & Fishing	12	88	0	0	10	88	2	0
Construction	13	85	1	1	16	82	1	1
Electricity, Gas & Water	17	83	0	0	17	83	0	0
Finance, Insurance, Real Estate & Business Services	20	78	2	0	10	89	1	0
Manufacturing	15	85	0	0	16	84	0	0
Mining & Quarrying	11	84	5	0	7	89	4	0
Public & Social	20	79	0	1	21	76	3	0
Restaurants & Hotels	15	85	0	0	17	83	0	0
Transport, Storage & Communication	23	77	0	0	19	79	2	0
Wholesale & Retail Trade	21	78	1	0	16	84	0	0
Middle Italy	13	86	1	0	16	84	0	0
North East	21	79	0	0	20	79	0	1
North West	14	85	0	1	10	88	2	0
South/Islands	24	76	0	0	19	79	2	0

Total Number of Respondents: 1,005
Overall Margin of Error: +/- 3.1%

Total Number of Respondents: 1,007
Overall Margin of Error: +/- 3.1%

NETHERLANDS	Hiring Permanent Professional Staff				Talent Shortages			
	<i>"Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?"</i>				<i>"Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?"</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Netherlands	13	86	1	0	10	84	6	0
Agriculture, Hunting, Forestry & Fishing	8	92	0	0	4	93	3	0
Construction	15	85	0	0	15	85	0	0
Electricity, Gas & Water	30	70	0	0	14	80	6	0
Finance, Insurance, Real Estate & Business Services	18	80	2	0	19	77	4	0
Manufacturing	20	80	0	0	4	93	3	0
Mining & Quarrying	29	69	2	0	14	82	4	0
Pubic & Social	5	95	0	0	9	77	14	0
Transportation, Storage & Communication	21	79	0	0	7	88	5	0
Wholesale, Retail, Restaurants & Hotels	15	83	2	0	2	98	0	0
East	13	85	2	0	8	76	16	0
North	10	90	0	0	15	83	2	0
South	18	82	0	0	11	89	0	0
West	13	86	1	0	8	89	3	0

Total Number of Respondents: 763
Overall Margin of Error: +/- 3.5%

Total Number of Respondents: 763
Overall Margin of Error: +/- 3.5%

NORWAY	Hiring Permanent Professional Staff				Talent Shortages			
	<i>"Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?"</i>				<i>"Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?"</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Norway	14	82	4	0	24	69	7	0
Agriculture, Hunting, Forestry & Fishing	7	86	7	0	13	77	10	0
Construction	30	58	12	0	40	49	11	0
Electricity, Gas & Water	25	75	0	0	40	60	0	0
Finance, Insurance, Real Estate & Business Services	23	72	4	1	31	57	11	1
Manufacturing	9	88	3	0	29	68	3	0
Mining & Quarrying	25	75	0	0	22	67	11	0
Pubic & Social	9	88	3	0	20	76	4	0
Transportation, Storage & Communication	24	73	3	0	26	69	5	0
Wholesale, Retail, Restaurants & Hotels	12	85	3	0	18	67	14	1
Eastern	13	80	7	0	20	72	8	0
Greater Oslo	9	88	3	0	26	69	5	0
Mid	19	79	2	0	28	60	12	0
Northern	17	78	4	1	18	76	6	0
South/West	13	83	3	1	29	68	3	0

Total Number of Respondents: 756
Overall Margin of Error: +/- 3.6%

Total Number of Respondents: 756
Overall Margin of Error: +/- 3.6%

SOUTH AFRICA	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: South Africa	37	60	3	0	33	62	4	1
Agriculture, Hunting, Forestry & Fishing	42	58	0	0	29	67	4	0
Construction	48	51	1	0	44	50	6	0
Finance, Insurance, Real Estate & Business Services	40	55	5	0	33	60	6	1
Manufacturing	36	62	1	1	33	62	5	0
Mining & Quarrying	32	65	3	0	36	63	1	0
Public & Social	41	51	7	1	47	50	3	0
Restaurants & Hotels	35	62	3	0	20	75	4	1
Transport, Storage & Communication	35	64	1	0	37	58	5	0
Wholesale, Retail, Restaurants & Hotels	33	62	5	0	23	72	5	0
Eastern Cape	36	62	1	1	30	67	3	0
Gauteng	39	57	3	1	38	58	4	0
Kwazulu Natal	36	61	3	0	25	69	6	0
Western Cape	34	61	4	1	21	74	5	0

Total Number of Respondents: 782
Overall Margin of Error: +/- 3.5%

Total Number of Respondents: 782
Overall Margin of Error: +/- 3.5%

SPAIN	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Spain	23	76	1	0	20	75	5	0
Agriculture, Hunting, Forestry & Fishing	22	74	4	0	17	74	9	0
Construction	35	61	4	0	30	67	3	0
Electricity, Gas & Water	20	80	0	0	20	80	0	0
Finance, Insurance, Real Estate & Business Services	19	81	0	0	10	85	5	0
Manufacturing	18	81	1	0	16	82	2	0
Mining & Quarrying	33	67	0	0	13	84	3	0
Public & Social	24	75	0	1	19	75	6	0
Restaurants & Hotels	38	62	0	0	33	59	8	0
Transportation, Storage & Communication	23	75	2	0	18	79	3	0
Wholesale & Retail Trade	16	84	0	0	25	71	4	0
Centre	26	74	0	0	16	78	5	1
East	20	79	0	1	16	79	5	0
North	23	76	1	0	20	75	5	0
North East	26	72	2	0	19	78	3	0
North West	23	76	1	0	16	75	9	0
South	22	75	3	0	35	63	2	0

Total Number of Respondents: 1,072
Overall Margin of Error: +/- 3.0%

Total Number of Respondents: 1,073
Overall Margin of Error: +/- 3.0%

SWEDEN	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Sweden	16	79	5	0	12	80	8	0
Agriculture, Hunting, Forestry & Fishing	9	86	5	0	13	81	6	0
Construction	21	79	0	0	13	82	5	0
Electricity, Gas & Water	17	83	0	0	13	82	5	0
Finance, Insurance, Real Estate & Business Services	14	84	2	0	1	90	9	0
Manufacturing	22	78	0	0	18	81	1	0
Mining & Quarrying	29	69	2	0	13	84	2	1
Pubic & Social	14	75	10	1	11	75	14	0
Restaurants & Hotels	24	71	5	0	29	71	0	0
Transportation, Storage & Communication	10	86	4	0	6	88	6	0
Wholesale & Retail Trade	14	82	4	0	13	81	5	1
Norra Svergie & Mellansvergie	19	81	0	0	20	78	2	0
Ovriga Gotaland	8	78	14	0	5	78	17	0
Skanes Lan	15	78	7	0	12	74	14	0
Stocholms Lan & Uppsala Lan	17	77	6	0	9	82	9	0
Vastra Gotalands Lan	18	81	1	0	10	88	2	0

Total Number of Respondents: 756
Overall Margin of Error: +/- 3.6%

Total Number of Respondents: 756
Overall Margin of Error: +/- 3.6%

SWITZERLAND	Hiring Permanent Professional Staff				Talent Shortages			
	<i>“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”</i>				<i>“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”</i>			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: Switzerland	18	78	4	0	11	83	6	0
Agriculture, Hunting, Forestry & Fishing	25	75	0	0	19	81	0	0
Construction	38	62	0	0	18	82	0	0
Electricity, Gas & Water	23	77	0	0	20	80	0	0
Finance, Insurance, Real Estate & Business Services	11	85	4	0	11	87	2	0
Manufacturing	20	80	0	0	18	82	0	0
Mining & Quarrying	5	95	0	0	8	85	7	0
Pubic & Social	17	74	9	0	5	76	19	0
Restaurants & Hotels	14	80	6	0	23	75	2	0
Transportation, Storage & Communication	12	82	6	0	8	86	6	0
Wholesale & Retail Trade	16	77	7	0	1	95	4	0
Espace Mittelland	28	69	3	0	15	79	6	0
Nordwestschweiz	0	97	3	0	9	72	19	0
Ostschweiz	16	69	15	0	6	86	8	0
Region Lémanique	19	76	4	1	10	85	5	0
Ticino	8	92	0	0	2	98	0	0
Zentralschweiz	28	72	0	0	8	92	0	0
Zürich	10	88	2	0	24	68	8	0

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

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

UNITED KINGDOM	Hiring Permanent Professional Staff				Talent Shortages			
	“Would your organization have hired more permanent professional staff* over the past 6 months if it could have found more candidates with the right skills?”				“Are talent shortages causing your organization to pay higher salaries/compensation for professional* positions as compared to a year ago?”			
	Yes	No	Don't Know	Does Not Apply	Yes	No	Don't Know	Does Not Apply
	%	%	%	%	%	%	%	%
National Total: UK	23	55	3	19	17	77	6	0
Agriculture, Forestry & Fishing	12	59	0	29	22	78	0	0
Community, Social & Personal	19	53	10	18	14	79	7	0
Construction	20	61	2	17	24	68	8	0
Electricity, Gas & Water	28	50	4	18	28	64	8	0
Finance, Insurance, Real Estate & Business Services	37	45	2	16	28	67	5	0
Manufacturing	18	61	2	19	14	80	6	0
Mining & Quarrying	12	65	7	16	18	72	10	0
Transport, Storage & Communication	16	52	3	29	20	74	6	0
Wholesale & Retail Trade	15	62	2	21	7	87	6	0
East Anglia	13	62	3	22	7	88	5	0
East Midlands	19	68	0	13	11	88	1	0
London	31	55	1	13	22	75	3	0
North East	44	40	4	12	9	78	13	0
North West	14	71	0	15	17	82	1	0
Northern Ireland	27	52	4	17	21	75	4	0
Scotland	15	62	1	22	24	75	0	1
South East	21	48	7	24	15	79	5	1
South West	18	64	3	15	25	63	12	0
Wales	23	41	5	31	17	70	13	0
West Midlands	17	53	2	28	7	83	10	0
Yorkshire & Humberside	37	50	7	6	22	72	6	0

Total Number of Respondents: 2,125
Overall Margin of Error: +/- 2.1%

Total Number of Respondents: 1,795
Overall Margin of Error: +/- 2.3%