

**ManpowerGroup  
Employment  
Outlook Survey  
Canada**

**Q1  
2017**



ManpowerGroup®

# Canadian Employment Outlook

The ManpowerGroup Employment Outlook Survey for the first quarter 2017 was conducted by interviewing a representative sample of over 1,900 employers in Canada.

All survey participants were asked, “How do you anticipate total employment at your location to change in the three months to the end of March 2017 as compared to the current quarter?”

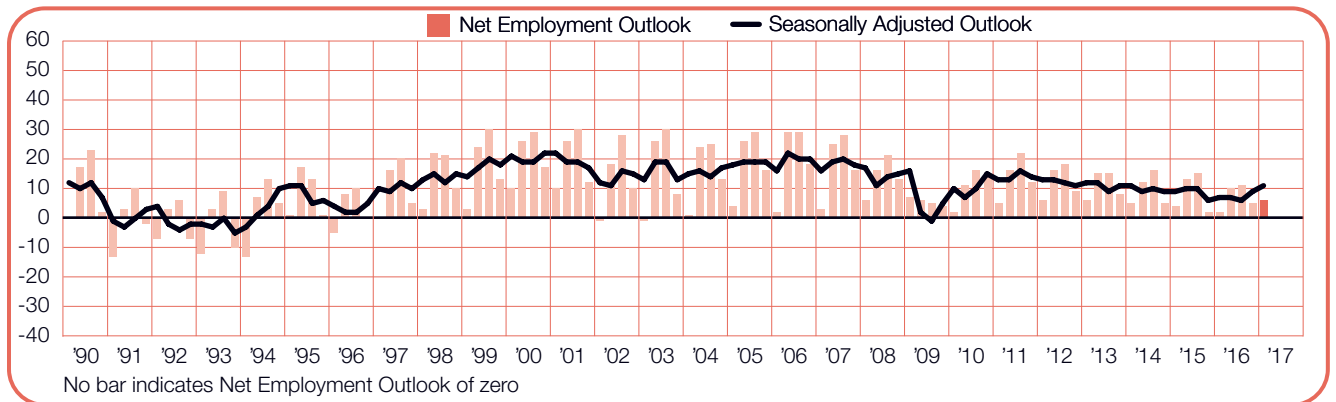
## Contents

---

<b>Canadian Employment Outlook</b>	<b>1</b>
Organization-Size Comparisons	
Regional Comparisons	
Sector Comparisons	
<b>Global Employment Outlook</b>	<b>13</b>
International Comparisons – Americas	
International Comparisons – Asia Pacific	
International Comparisons – EMEA	
<b>About the Survey</b>	<b>29</b>
<b>About ManpowerGroup®</b>	<b>30</b>

# Canadian Employment Outlook

	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
<b>1st Quarter 2017</b>	<b>12</b>	<b>6</b>	<b>79</b>	<b>3</b>	<b>6</b>	<b>11</b>
4th Quarter 2016	14	9	76	1	5	9
3rd Quarter 2016	16	5	78	1	11	6
2nd Quarter 2016	15	5	78	2	10	7
1st Quarter 2016	9	7	81	3	2	7



Canadian employers report moderate hiring intentions for the January-March time frame. With 12% of employers expecting to increase staffing levels, 6% anticipating a decrease and 79% forecasting no change, the Net Employment Outlook is +6%.

Once the data is adjusted to allow for seasonal variation, the outlook stands at +11%. Hiring intentions are the strongest in three years, improving by 2 and 4 percentage points quarter-over-quarter and year-over-year, respectively.

*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.*

*From this point forward, all data discussed in the commentary is seasonally adjusted, unless stated otherwise.*

# Organization-Size Comparisons

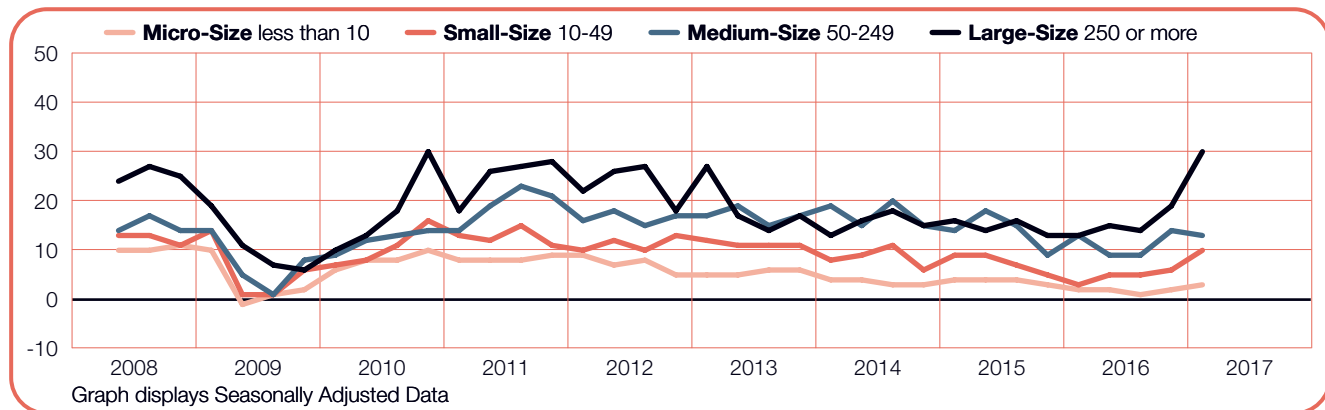
Participating employers are categorized into one of four organization sizes: Micro businesses have less than 10 employees; Small businesses have 10-49 employees; Medium businesses have 50-249 employees; and Large businesses have 250 or more employees.

Job gains are anticipated in all four organization size categories during Quarter 1 2017. Large employers anticipate solid payroll growth with a Net Employment Outlook of +30%, while outlooks stand at +13% and +10% for Medium- and Small-size employers, respectively. The most cautious outlook of +3% is reported by Micro employers.

Quarter-over-quarter, outlooks are 11 and 4 percentage points stronger for Large- and Small-size employers, respectively. Elsewhere, hiring plans remain relatively stable in both the Medium- and Micro-size employer categories.

When compared with Quarter 1 2016, Large employers report an improvement of 17 percentage points and the outlook for Small employers is 7 percentage points stronger. However, Medium employers report no change, while the outlook for Micro firms remains relatively stable.

Organization-Size	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
<b>Micro-Size</b> less than 10	5	4	90	1	1	3
<b>Small-Size</b> 10-49	11	7	81	1	4	10
<b>Medium-Size</b> 50-249	15	8	75	2	7	13
<b>Large-Size</b> 250 or more	26	7	62	5	19	30



# Regional Comparisons

**+1 (+8)%**

## Atlantic Canada

Employers anticipate some hiring opportunities in the first quarter of 2017, reporting a Net Employment Outlook of +8%. Hiring prospects remain relatively stable both quarter-over-quarter and year-over-year.

Staffing levels are forecast to grow in eight of the 10 industry sectors during the next three months. The strongest labour market is anticipated by Manufacturing – Durables sector employers who report a bullish outlook of +42% – the most optimistic since the regional sector analysis was first carried out in Quarter 1 2004. Construction sector employers forecast a brisk hiring pace with an outlook of +33%, while outlooks stand at +10% in Manufacturing – Non-Durables sector, the Transportation & Public Utilities sector and the Wholesale & Retail Trade sector. Services sector employers anticipate some job gains, reporting an outlook of +9%. Meanwhile, employers in the Public Administration sector expect staffing levels to decline, reporting a Net Employment Outlook of -7%.

Quarter-over-quarter, outlooks improve in seven of the 10 industry sectors. Construction sector employers report an increase of 33 percentage points, while improvements of 29 and 24 percentage points are reported in the Manufacturing – Durables sector and the Public Administration sector, respectively. Elsewhere, hiring plans are 9 percentage points stronger in the Education sector and increase by 7 percentage points for the Wholesale & Retail Trade sector. However, hiring prospects weaken in three sectors, most notably by 20 and 6 percentage points in the Transportation & Public Utilities sector and the Finance, Insurance & Real Estate sector, respectively.

When compared with the first quarter of 2016, hiring prospects strengthen in six of the 10 industry sectors. A steep improvement of 30 percentage points is reported in the Construction sector, while Manufacturing – Durables sector employers report an increase of 21 percentage points. Elsewhere, outlooks are 6 and 5 percentage points stronger in the Manufacturing – Non-Durables sector and the Education sector, respectively. Meanwhile, outlooks weaken in four sectors, including the Finance, Insurance & Real Estate sector, where employers report a sharp decline of 27 percentage points, and the Public Administration sector, with a decrease of 19 percentage points.

Job seekers in all seven areas can expect positive hiring activity in the coming quarter, according to employers. The strongest hiring prospects are reported in Cape Breton Area, with an outlook of +12%, and in both Charlottetown and Halifax, where outlooks stand at +11% and +10%, respectively. Meanwhile, St. John's employers report the weakest hiring intentions with an outlook of +4%.

When compared with the previous quarter, hiring plans strengthen in five areas. St. John's employers report the most notable increase of 14 percentage points, while the outlook for Saint John is 8 percentage points stronger. However, outlooks are weaker in two areas, declining by 9 and 6 percentage points in Halifax and Moncton, respectively.

Year-over-year, outlooks improve in four areas, most notably by 10 percentage points in Charlottetown. Elsewhere, hiring intentions weaken in three areas, including Moncton, where employers report a considerable decline of 17 percentage points, and St. John's, with a decrease of 7 percentage points.

	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
<b>All Industries</b>	<b>11</b>	<b>10</b>	<b>79</b>	<b>0</b>	<b>1</b>	<b>8</b>
Construction	14	7	79	0	7	33
Education	6	11	83	0	-5	1
Finance, Insurance & Real Estate	6	6	88	0	0	0
Manufacturing – Durables	40	10	50	0	30	42
Manufacturing – Non-Durables	7	0	93	0	7	10
Mining	13	20	67	0	-7	6
Public Administration	0	9	91	0	-9	-7
Services	11	11	78	0	0	9
Transportation & Public Utilities	13	13	73	1	0	10
Wholesale & Retail Trade	12	9	79	0	3	10

**+7 (+9)%**

## Ontario

Reporting a Net Employment Outlook of +9%, employers forecast a fair hiring climate during the January-March period. Hiring intentions remain relatively stable when compared with the previous quarter and improve by 2 percentage points year-over-year.

Employers in all 10 industry sectors anticipate workforce gains during Quarter 1 2017. Public Administration sector employers report the strongest hiring intentions with an outlook of +17%, while Finance, Insurance & Real Estate sector and Manufacturing – Non-Durables sector employers report upbeat outlooks of +16%. A steady increase in staffing levels is forecast for three sectors with outlooks of +11% – the Manufacturing – Durables sector, the Services sector and the Transportation & Public Utilities sector. In the Wholesale & Retail Trade sector, employers report an outlook of +8%. Meanwhile, the most cautious hiring plans are reported in the Construction sector and the Mining sector, with outlooks of +4%.

Quarter-over-quarter, employers in five of the 10 industry sectors report stronger hiring prospects. The most noteworthy improvements of 21 and 7 percentage points are reported in the Public Administration sector and the Manufacturing – Non-Durables sector, respectively. Elsewhere, outlooks weaken in three sectors, including the Construction sector with a decline of 4 percentage points.

When compared with Quarter 1 2016, outlooks strengthen in seven of the 10 industry sectors. Manufacturing – Non-Durables sector employers report an increase of 14 percentage points while the outlook for the Finance, Insurance & Real Estate sector is 11 percentage points stronger. Elsewhere, increases of 7 and 5 percentage points are reported by employers in the Public Administration sector and the Mining sector, respectively. However, hiring intentions weaken in two sectors, declining by 9 percentage points in the Construction sector and by 6 percentage points in the Transportation & Public Utilities sector.

Staffing levels are expected to increase in 21 of the 24 areas during the coming quarter. The strongest outlook of +21% is reported in Brampton, while outlooks of +20% are reported in both Kitchener/Cambridge Area and Mississauga. Steady payroll gains are also anticipated in Welland/Port Colborne and Ottawa, with outlooks of +18% and +16%, respectively. Meanwhile, employers report subdued hiring prospects in Belleville, with an outlook of -2%, and York Region, where the outlook is -1%, while Barrie employers forecast flat hiring activity with an outlook of 0%.

Quarter-over-quarter, outlooks improve in 11 areas. Fort Erie employers report the most noteworthy increase of 12 percentage points while the outlook for Hamilton is 11 percentage points stronger. Hiring prospects are 9 percentage points stronger in both St. Catharines and Brampton, while the outlook for Niagara Falls increases by 7 percentage points. However, hiring plans weaken in 12 areas, including Cornwall, with a considerable decline of 12 percentage points. Elsewhere, outlooks are 7 percentage points weaker in both Barrie and Peterborough.

Year-over-year, employers in 14 areas report stronger hiring prospects. Hiring plans improve by 16 percentage points in both Hamilton and Niagara Falls, while the outlook for Northumberland County improves by 13 percentage points. Meanwhile, outlooks decline in 8 areas, including Belleville and York Region, with decreases of 13 and 9 percentage points, respectively.

	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
<b>All Industries</b>	<b>13</b>	<b>6</b>	<b>79</b>	<b>2</b>	<b>7</b>	<b>9</b>
Construction	4	9	85	2	-5	4
Education	6	0	94	0	6	6
Finance, Insurance & Real Estate	15	0	82	3	15	16
Manufacturing – Durables	17	6	76	1	11	11
Manufacturing – Non-Durables	21	6	71	2	15	16
Mining	9	16	68	7	-7	4
Public Administration	14	5	81	0	9	17
Services	13	4	82	1	9	11
Transportation & Public Utilities	14	11	72	3	3	11
Wholesale & Retail Trade	13	7	77	3	6	8

**+1 (+10)%**

## Quebec

Job seekers can expect the cautiously optimistic hiring pace to continue in the next three months, according to employers who report a Net Employment Outlook of +10% for the second consecutive quarter. Hiring prospects improve by 5 percentage points year-over-year.

Payrolls are forecast to grow in all 10 industry sectors during the first quarter of 2017. Public Administration sector employers report the strongest hiring plans with an outlook of +23%. Elsewhere, steady hiring activity is expected in the Manufacturing – Durables sector and the Education sector, where outlooks stand at +16% and +13%, respectively, while Construction sector employers report respectable hiring prospects with an outlook of +11%. Employers report cautiously optimistic hiring intentions with outlooks of +10% for the Manufacturing – Non-Durables sector and +9% for the Services sector. The most cautious outlook of +5% is reported by Transportation & Public Utilities sector employers.

When compared with the previous quarter, outlooks weaken in six of the 10 industry sectors. A considerable decline of 14 percentage points is reported in the Finance, Insurance & Real Estate sector, while Services sector employers report a decrease of 10 percentage points. Meanwhile, hiring prospects strengthen in four sectors, including the Manufacturing – Durables sector, where the outlook improves by 20 percentage points. In both the Education sector and the Mining sector, employers report increases of 10 percentage points.

Year-over-year, hiring plans improve in seven of the 10 industry sectors. A sharp increase of 22 percentage points is reported for the Mining sector, while outlooks are 19 and 17 percentage points stronger in the Education sector and the Public Administration sector, respectively. Wholesale & Retail Trade sector employers report an increase of 11 percentage points and the outlook for the Finance, Insurance & Real Estate sector is 8 percentage points stronger. However, hiring prospects weaken in three sectors, including the Transportation & Public Utilities sector and the Services sector, with declines of 12 and 7 percentage points, respectively.

Seasonally adjusted data is available for four of the five areas in Quebec, but figures for Laval (\*) are not seasonally adjusted.

Staffing levels are forecast to grow in four of the five areas during the next three months. Montreal employers report the strongest hiring intentions with an outlook of +15%, while outlooks stand at +11% and +8% in Quebec City and Cantons de L'Est (formerly Sherbrooke), respectively. However, Laval\* employers expect payrolls to decline, reporting an outlook of -7%.

When compared with the previous quarter, hiring intentions decline by 4 percentage points in Laval\* and are 3 percentage points weaker in Monteregie (formerly Granby). Elsewhere, hiring plans remain relatively stable or are unchanged.

Year-over-year, outlooks improve in four of the five areas, most notably by 9 percentage points in Montreal. Hiring plans are 4 percentage points stronger in both Monteregie (formerly Granby) and Quebec City. However, the outlook for Cantons de L'Est (formerly Sherbrooke) declines by 3 percentage points.

	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
<b>All Industries</b>	<b>11</b>	<b>10</b>	<b>77</b>	<b>2</b>	<b>1</b>	<b>10</b>
Construction	5	10	85	0	-5	11
Education	13	0	87	0	13	13
Finance, Insurance & Real Estate	14	14	71	1	0	6
Manufacturing – Durables	11	0	89	0	11	16
Manufacturing – Non-Durables	10	5	85	0	5	10
Mining	19	26	48	7	-7	7
Public Administration	17	0	75	8	17	23
Services	12	12	71	5	0	9
Transportation & Public Utilities	0	8	92	0	-8	5
Wholesale & Retail Trade	9	11	80	0	-2	8

**+8 (+9)%**

## Western Canada

Employers report encouraging signs for job seekers in the first quarter of 2017 with a Net Employment Outlook of +9%. Hiring plans are 2 percentage points stronger when compared with the previous quarter and improve by 4 percentage points year-over-year.

Staffing levels are expected to increase in nine of the 10 industry sectors during the January-March period. Public Administration sector employers report the most optimistic hiring intentions with an outlook of +18%. Steady hiring activity is also anticipated in the Transportation & Public Utilities sector and the Education sector, with outlooks of +16% and +15%, respectively. Finance, Insurance & Real Estate sector employers report respectable hiring plans with an outlook of +14% while the outlook for the Services sector is +11%. Elsewhere, the outlook of +4% reported in the Mining sector is the first positive forecast in two years. However, Wholesale & Retail Trade sector employers report the weakest hiring intentions in more than seven years, also with an outlook of +4%. The least optimistic outlook in the region stands at 0% in the Construction sector.

Quarter-over-quarter, hiring intentions weaken in five of the 10 industry sectors. The most noteworthy decreases of 9 and 8 percentage points are reported in the Finance, Insurance & Real Estate sector and the Transportation & Public Utilities sector, respectively, while Education sector employers report a decline of 6 percentage points. Meanwhile, outlooks improve in four sectors, including the Mining sector and the Public Administration sector, where employers report increases of 9 and 6 percentage points, respectively.

When compared with Quarter 1 2016, outlooks strengthen in eight of the 10 industry sectors. Mining sector employers report a considerable increase of 17 percentage points and the outlook for the Education sector is 10 percentage points stronger. Elsewhere, outlooks improve by 8 percentage points in the Public Administration sector and by 6 percentage points in the Transportation & Public Utilities sector. However, employers in two sectors report weaker hiring prospects. The outlook for the Wholesale & Retail Trade sector declines by 10 percentage points while Construction sector employers report a decline of 9 percentage points.

Employers in 10 of the 11 areas anticipate an increase in staffing levels during Quarter 1 2017. The strongest hiring prospects are reported in Victoria & Capital Regional District, with an outlook of +24%, and in two areas with outlooks of +17% – Burnaby-Coquitlam and Red Deer. Saskatoon employers forecast a steady hiring pace with an outlook of +15% and the outlook for Vancouver stands at +13%. However, Edmonton employers expect a decline in staffing levels, reporting an outlook of -3%.

When compared with the previous quarter, hiring prospects improve in five areas, including Red Deer and Burnaby-Coquitlam, with increases of 17 and 11 percentage points, respectively. Employers in both Saskatoon and Victoria & Capital Regional District report improvements of 9 percentage points. Meanwhile, outlooks decline in three areas, most notably by 3 percentage points in Richmond-Delta.

Year-over-year, outlooks strengthen in eight areas. Red Deer report a considerable improvement of 19 percentage points, while the outlook for Victoria & Capital Regional District is 17 percentage points stronger. Elsewhere, outlooks increase by 10 percentage points stronger in both Burnaby-Coquitlam and Richmond-Delta. However, hiring plans weaken in two areas, including Surrey where employers report a decline of 17 percentage points.

	Increase	Decrease	No Change	Don't Know	Net Employment Outlook	Seasonally Adjusted
	%	%	%	%	%	%
<b>All Industries</b>	<b>12</b>	<b>4</b>	<b>81</b>	<b>3</b>	<b>8</b>	<b>9</b>
Construction	11	18	70	1	-7	0
Education	14	0	83	3	14	15
Finance, Insurance & Real Estate	11	3	83	3	8	14
Manufacturing – Durables	3	3	92	2	0	5
Manufacturing – Non-Durables	3	3	92	2	0	7
Mining	10	4	83	3	6	4
Public Administration	28	0	69	3	28	18
Services	12	2	83	3	10	11
Transportation & Public Utilities	13	7	76	4	6	16
Wholesale & Retail Trade	10	6	80	4	4	4



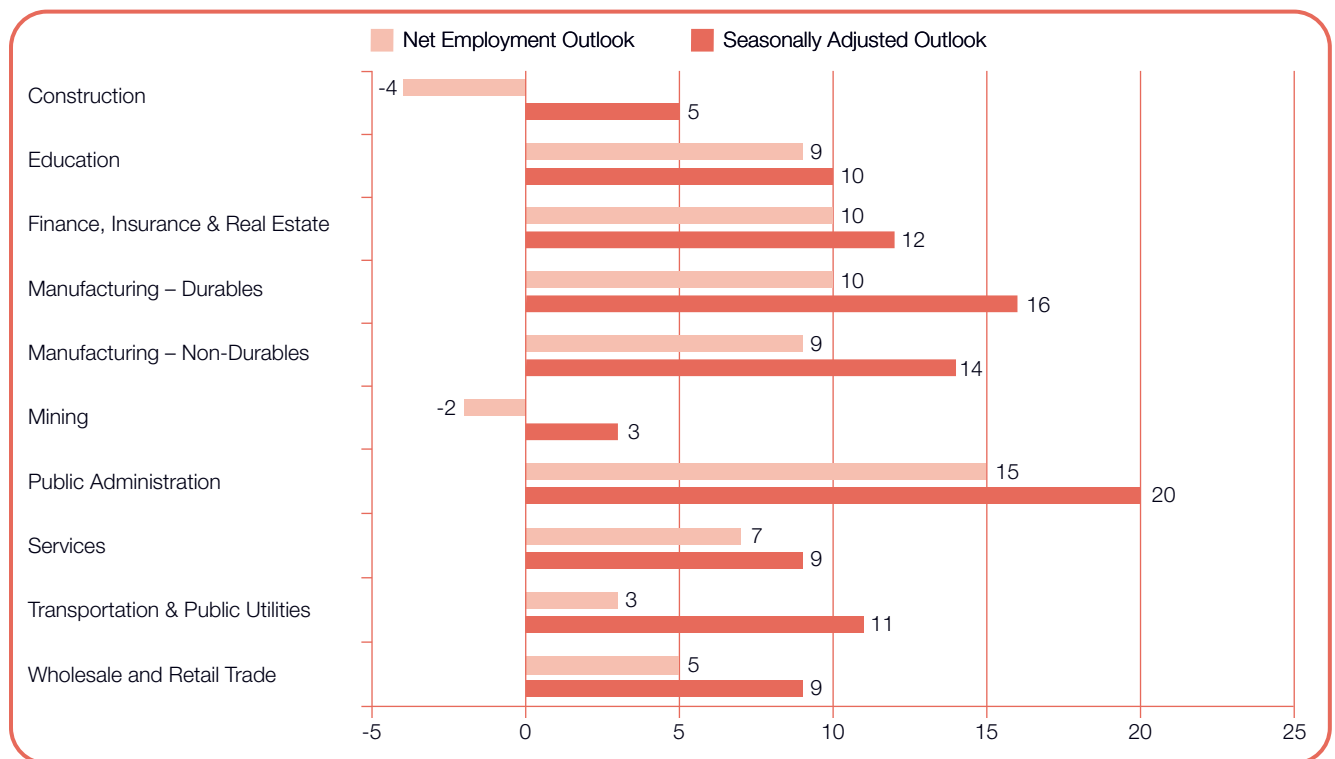
# Sector Comparisons

Employers in all 10 industry sectors expect to increase staffing levels during the coming quarter. The strongest labour market is anticipated by Public Administration sector employers who report a Net Employment Outlook of +20%. Steady payroll gains are forecast for the Manufacturing – Durables sector, with an outlook of +16%, and for the Manufacturing – Non-Durables sector, where the outlook is +14%. Elsewhere, Transportation & Public Utilities sector employers report a respectable outlook of +11%, while the outlook for the Education sector stands at +10%. Employers in two sectors report cautiously optimistic hiring plans with outlooks of +9% – the Services sector and the Wholesale & Retail Trade sector. Meanwhile, Mining sector employers report the most cautious hiring intentions with an outlook of +3%.

Quarter-over-quarter, hiring prospects improve in six of the 10 industry sectors, most notably by 19 percentage points in the Public Administration sector. Manufacturing – Durables sector employers report an increase of

7 percentage points and outlooks are 5 percentage points stronger for both the Manufacturing – Non-Durables sector and the Mining sector. However, hiring plans weaken in four sectors, including the Finance, Insurance & Real Estate sector and the Transportation & Public Utilities sector, where outlooks decline by 5 percentage points.

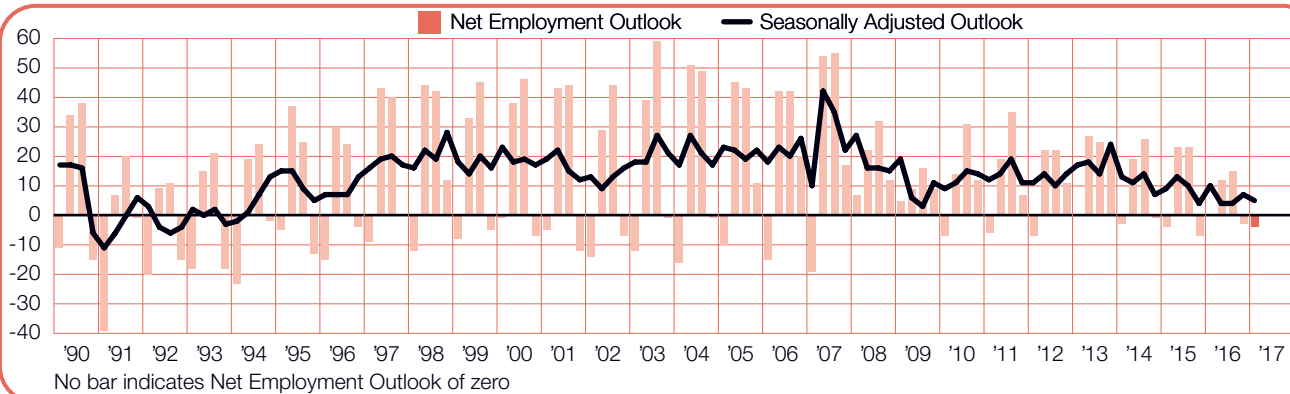
Employers in seven of the 10 industry sectors report stronger hiring intentions when compared with Quarter 1 2016. The outlook for the Mining sector improves by 12 percentage points while increases of 11 percentage points are reported in both the Manufacturing – Non-Durables sector and the Public Administration sector. Elsewhere, Education sector employers report an improvement of 8 percentage points and the outlook for the Manufacturing – Durables sector is 6 percentage points stronger. Meanwhile, hiring intentions weaken in two sectors, declining by 5 and 3 percentage points in the Construction sector and the Transportation & Public Utilities sector, respectively.



-4 (+5)%

## Construction

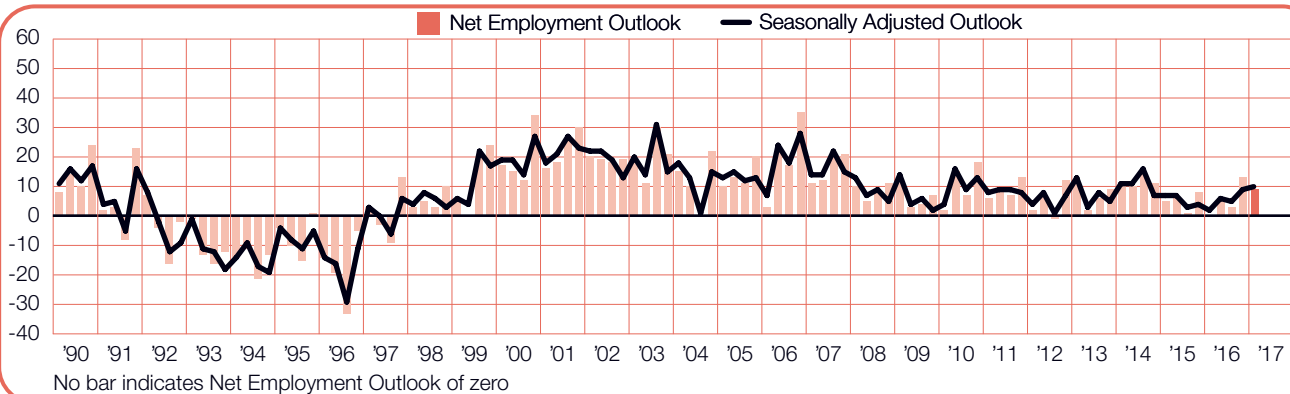
Job seekers can expect a moderate hiring pace in the coming quarter, according to employers who report a Net Employment Outlook of +5%. However, hiring intentions are 2 percentage points weaker when compared with the previous quarter and decline by 5 percentage points year-over-year.



+9 (+10)%

## Education

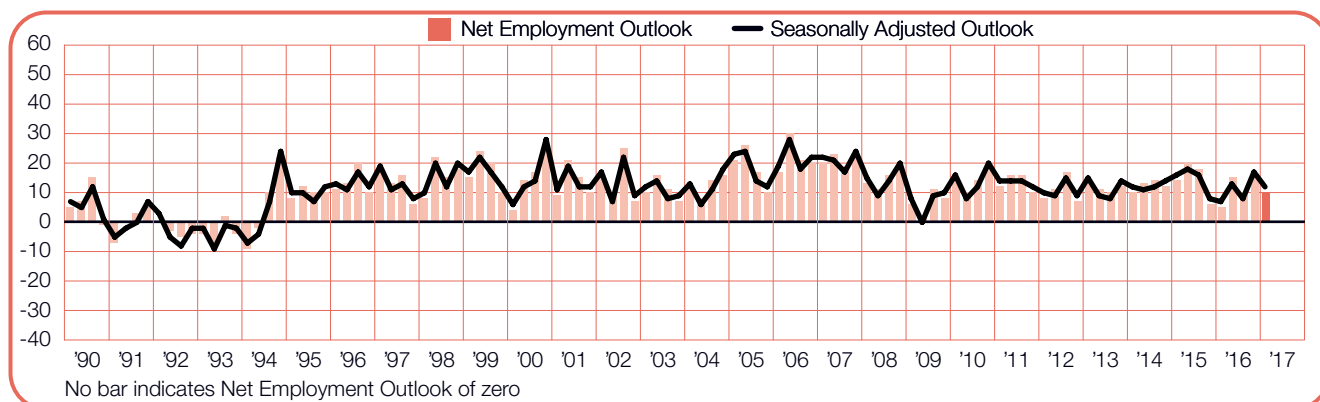
Employers anticipate the strongest labour market since Quarter 3 2014 in the next three months, reporting a Net Employment Outlook of +10%. Hiring plans remain relatively stable quarter-over-quarter and improve by 8 percentage points year-over-year.



**+10 (+12)%**

## Finance, Insurance & Real Estate

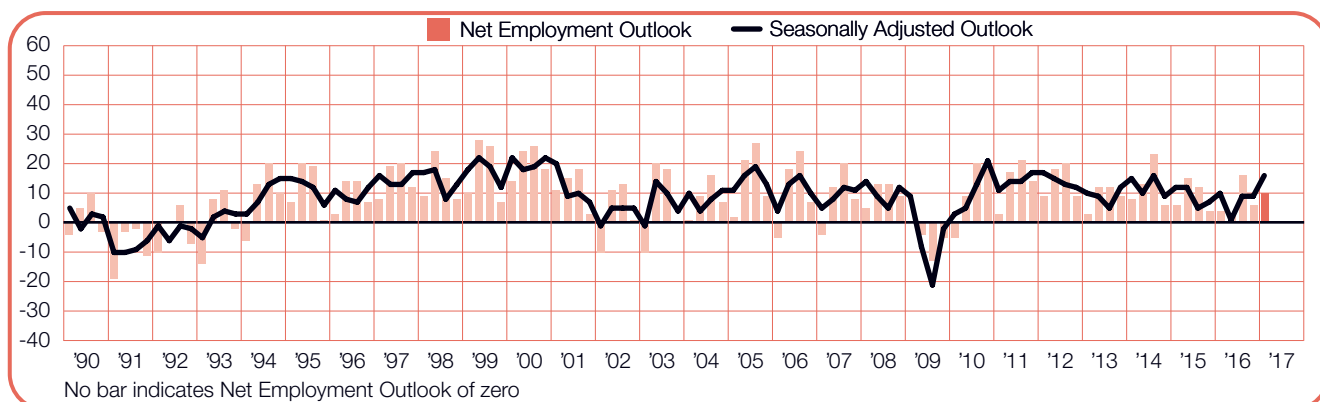
Respectable payroll gains are forecast for the first quarter of 2017 with employers reporting a Net Employment Outlook of +12%. Hiring prospects decline by 5 percentage points when compared with the previous quarter but are 5 percentage points stronger year-over-year.



**+10 (+16)%**

## Manufacturing – Durable Goods

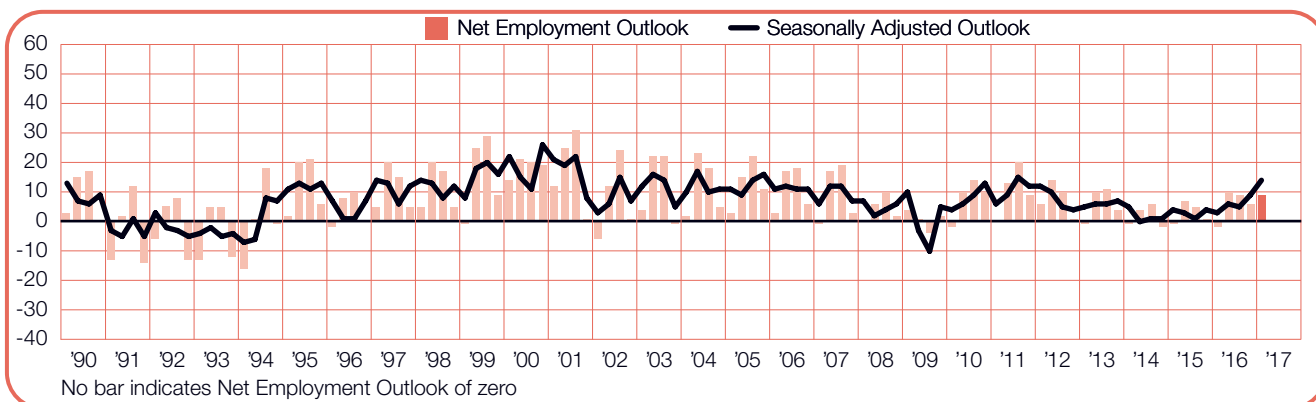
Reporting a Net Employment Outlook of +16%, employers expect a favourable hiring climate in the coming quarter. The outlook is the strongest in more than two years, improving by 7 and 6 percentage points quarter-over-quarter and year-over-year, respectively.



**+9 (+14)%**

## Manufacturing – Non-Durable Goods

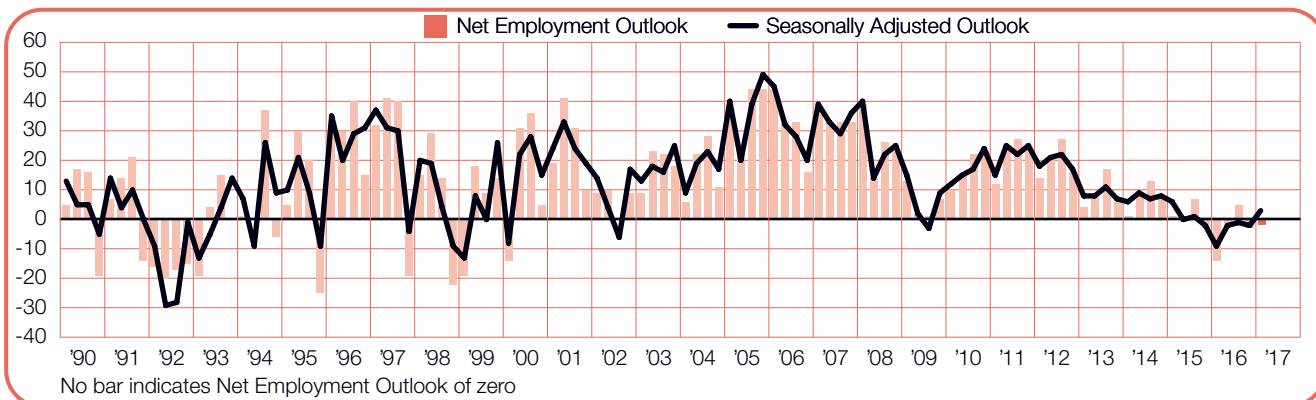
Job seekers can expect to benefit from the strongest labour market since Quarter 3 2011 in the January-March time frame, according to employers who report a Net Employment Outlook of +14%. Hiring plans improve by 5 percentage points quarter-over-quarter and are 11 percentage points stronger when compared with Quarter 1 2016.



**-2 (+3)%**

## Mining

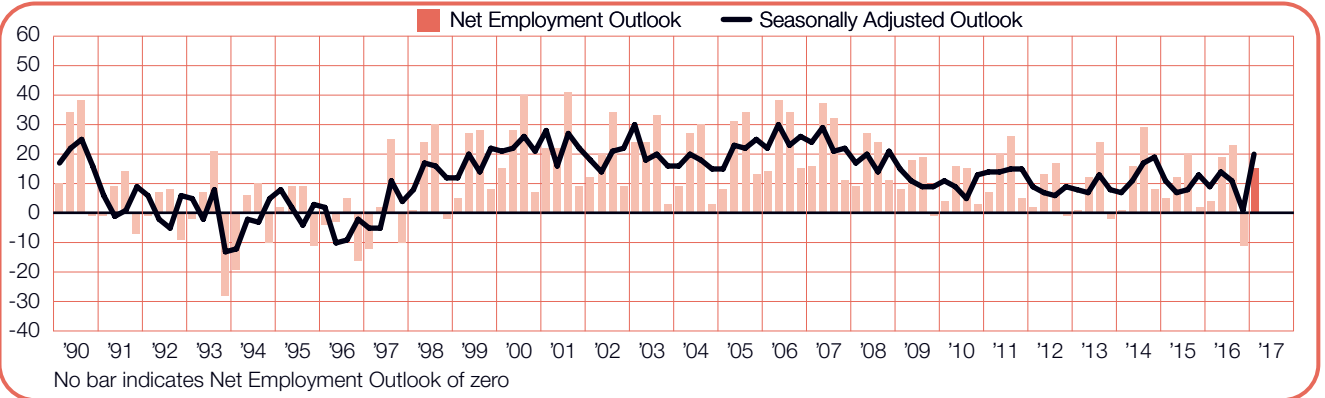
A slight increase in staffing levels is anticipated during the next three months, with employers reporting a Net Employment Outlook of +3%. The outlook is the first positive forecast in six quarters, improving by 5 and 12 percentage points quarter-over-quarter and year-over-year, respectively.



**+15 (+20)%**

## Public Administration

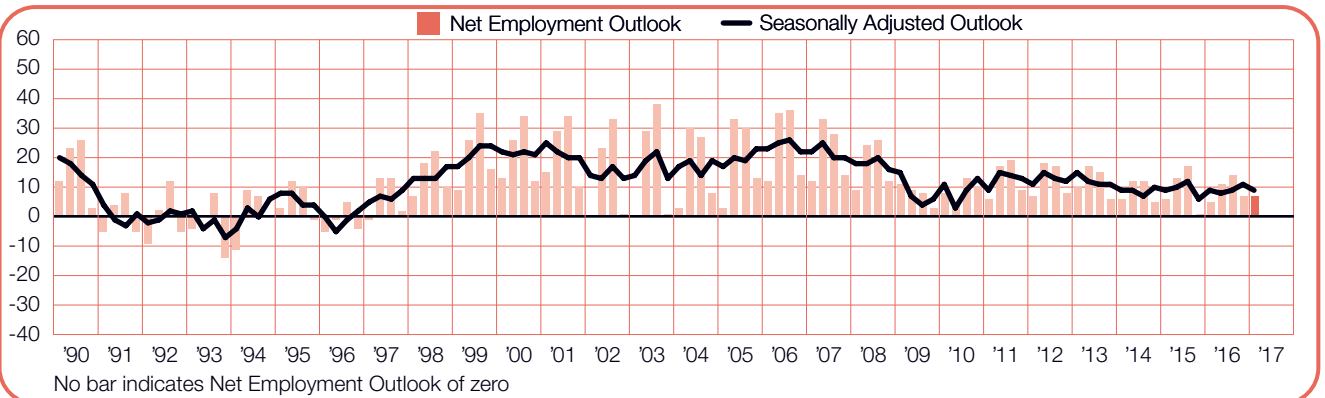
Employers report the strongest hiring prospects in eight years with a Net Employment Outlook of +20% for the coming quarter. The outlook is 19 percentage points stronger when compared with the previous quarter and improves by 11 percentage points year-over-year.



**+7 (+9)%**

## Services

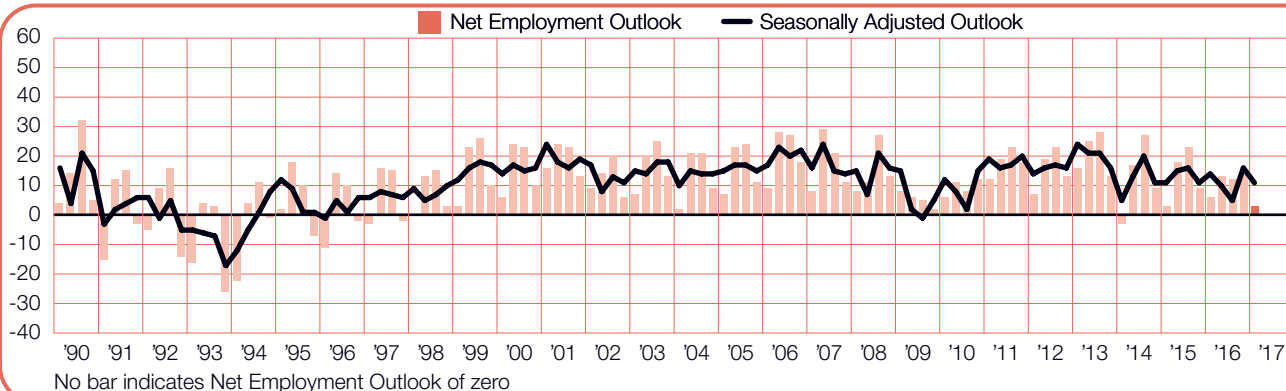
Some hiring opportunities are expected in the January-March time frame, with employers reporting a cautiously optimistic Net Employment Outlook of +9%. Hiring intentions decline by 2 percentage points quarter-over-quarter but are unchanged year-over-year.



**+3 (+11)%**

## Transportation & Public Utilities

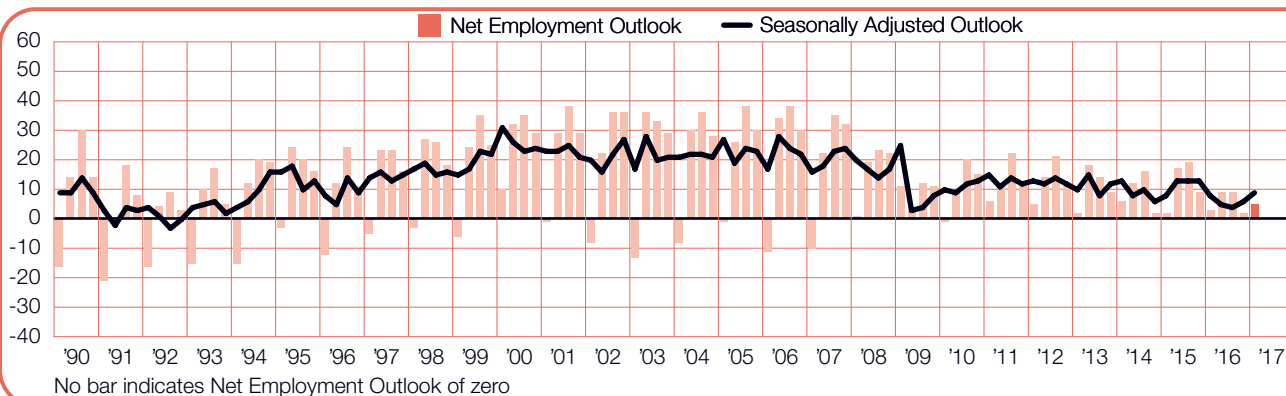
With a Net Employment Outlook of +11%, employers forecast a steady hiring pace in the next three months. However, hiring plans decline by 5 percentage points quarter-over-quarter and are 3 percentage points weaker year-over-year.



**+5 (+9)%**

## Wholesale & Retail Trade

Job seekers can expect a fair hiring climate in the first quarter of 2017, according to employers who report a Net Employment Outlook of +9%. Hiring prospects are 3 percentage points stronger when compared with the previous quarter and remain relatively stable year-over-year.

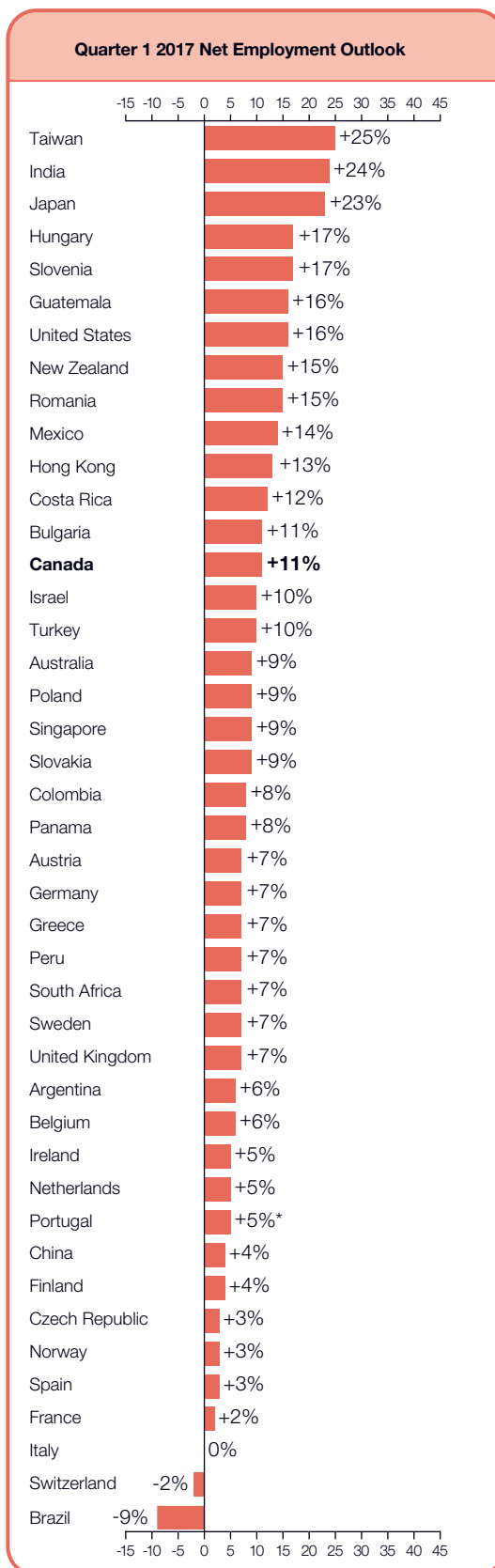


# Global Employment Outlook

	Quarter 1 2017	Qtr on Qtr Change Q4 2016 to Q1 2017	Yr on Yr Change Q1 2016 to Q1 2017
	%		
<b>Americas</b>			
Argentina	7 (6) <sup>1</sup>	3 (0) <sup>1</sup>	-1 (-1) <sup>1</sup>
Brazil	-8 (-9) <sup>1</sup>	1 (-1) <sup>1</sup>	2 (2) <sup>1</sup>
<b>Canada</b>	<b>6 (11)<sup>1</sup></b>	<b>1 (2)<sup>1</sup></b>	<b>4 (4)<sup>1</sup></b>
Colombia	6 (8) <sup>1</sup>	-5 (-2) <sup>1</sup>	-4 (-4) <sup>1</sup>
Costa Rica	16 (12) <sup>1</sup>	9 (3) <sup>1</sup>	0 (-3) <sup>1</sup>
Guatemala	16 (16) <sup>1</sup>	6 (7) <sup>1</sup>	1 (1) <sup>1</sup>
Mexico	12 (14) <sup>1</sup>	2 (4) <sup>1</sup>	1 (1) <sup>1</sup>
Panama	8 (8) <sup>1</sup>	-1 (0) <sup>1</sup>	-3 (-5) <sup>1</sup>
Peru	7 (7) <sup>1</sup>	0 (-1) <sup>1</sup>	-1 (-1) <sup>1</sup>
United States	13 (16) <sup>1</sup>	-3 (-2) <sup>1</sup>	-1 (-1) <sup>1</sup>

<b>Asia Pacific</b>			
Australia	8 (9) <sup>1</sup>	-4 (-2) <sup>1</sup>	0 (0) <sup>1</sup>
China	4 (4) <sup>1</sup>	-1 (-1) <sup>1</sup>	-3 (-3) <sup>1</sup>
Hong Kong	13 (13) <sup>1</sup>	0 (1) <sup>1</sup>	-2 (-2) <sup>1</sup>
India	21 (24) <sup>1</sup>	-10 (-7) <sup>1</sup>	-19 (-19) <sup>1</sup>
Japan	22 (23) <sup>1</sup>	2 (0) <sup>1</sup>	1 (0) <sup>1</sup>
New Zealand	15 (15) <sup>1</sup>	0 (0) <sup>1</sup>	4 (4) <sup>1</sup>
Singapore	8 (9) <sup>1</sup>	0 (1) <sup>1</sup>	-1 (-1) <sup>1</sup>
Taiwan	20 (25) <sup>1</sup>	-2 (4) <sup>1</sup>	-1 (-2) <sup>1</sup>

<b>EMEA<sup>†</sup></b>			
Austria	3 (7) <sup>1</sup>	0 (4) <sup>1</sup>	3 (3) <sup>1</sup>
Belgium	6 (6) <sup>1</sup>	5 (5) <sup>1</sup>	5 (5) <sup>1</sup>
Bulgaria	7 (11) <sup>1</sup>	1 (0) <sup>1</sup>	2 (0) <sup>1</sup>
Czech Republic	1 (3) <sup>1</sup>	-6 (-4) <sup>1</sup>	1 (1) <sup>1</sup>
Finland	1 (4) <sup>1</sup>	4 (2) <sup>1</sup>	7 (2) <sup>1</sup>
France	1 (2) <sup>1</sup>	-1 (0) <sup>1</sup>	3 (3) <sup>1</sup>
Germany	4 (7) <sup>1</sup>	-5 (-1) <sup>1</sup>	4 (4) <sup>1</sup>
Greece	2 (7) <sup>1</sup>	2 (1) <sup>1</sup>	2 (2) <sup>1</sup>
Hungary	15 (17) <sup>1</sup>	5 (5) <sup>1</sup>	6 (6) <sup>1</sup>
Ireland	4 (5) <sup>1</sup>	-5 (-6) <sup>1</sup>	-3 (-3) <sup>1</sup>
Israel	7 (10) <sup>1</sup>	-4 (-1) <sup>1</sup>	2 (2) <sup>1</sup>
Italy	-2 (0) <sup>1</sup>	0 (-1) <sup>1</sup>	-1 (-1) <sup>1</sup>
Netherlands	5 (5) <sup>1</sup>	2 (2) <sup>1</sup>	2 (2) <sup>1</sup>
Norway	3 (3) <sup>1</sup>	-1 (-1) <sup>1</sup>	-1 (-1) <sup>1</sup>
Poland	4 (9) <sup>1</sup>	-4 (-1) <sup>1</sup>	-1 (-1) <sup>1</sup>
Portugal	5	1	-
Romania	6 (15) <sup>1</sup>	0 (3) <sup>1</sup>	5 (5) <sup>1</sup>
Slovakia	7 (9) <sup>1</sup>	1 (1) <sup>1</sup>	-3 (-3) <sup>1</sup>
Slovenia	13 (17) <sup>1</sup>	5 (5) <sup>1</sup>	13 (13) <sup>1</sup>
South Africa	8 (7) <sup>1</sup>	-1 (-1) <sup>1</sup>	1 (2) <sup>1</sup>
Spain	1 (3) <sup>1</sup>	-1 (-1) <sup>1</sup>	0 (0) <sup>1</sup>
Sweden	6 (7) <sup>1</sup>	5 (5) <sup>1</sup>	2 (2) <sup>1</sup>
Switzerland	-3 (-2) <sup>1</sup>	-4 (-3) <sup>1</sup>	-3 (-3) <sup>1</sup>
Turkey	5 (10) <sup>1</sup>	-1 (0) <sup>1</sup>	-6 (-6) <sup>1</sup>
UK	6 (7) <sup>1</sup>	2 (2) <sup>1</sup>	1 (1) <sup>1</sup>



<sup>†</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.

---

## 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 labour market activity\* in Quarter 1 2017. All participants were asked, "How do you anticipate total employment at your location to change in the three months to the end of March 2017 as compared to the current quarter?"

The research from ManpowerGroup indicates job seekers across the globe will likely find some opportunities through the first three months of 2017. Hiring activity is expected to continue in the majority of the world's labour markets and most outlooks remain relatively stable or improve from three months ago and last year at this time. Altogether, employers in 40 of 43 countries and territories intend to add to their payrolls by varying degrees at the start of 2017, and the survey reveals few signs that uncertainty associated with the Brexit vote or the U.S. election will result in any significant labour market volatility. Instead, employers appear content to keep a watchful eye on marketplace conditions and adjust workforce levels according to their business needs.

Overall, forecasts are mixed in comparison to the Quarter 4 2016 and Quarter 1 2016 surveys. Hiring plans improve in 19 of 43 countries and territories when compared quarter-over-quarter, decline in 17, and are unchanged in seven. Outlooks strengthen in 20 countries and territories year-over-year, weaken in 18, and are unchanged in four. First-quarter hiring confidence is strongest in Taiwan, India, Japan, Hungary and Slovenia. The weakest forecasts are reported in Brazil, Switzerland and Italy.

Job gains are expected in nine of the 10 countries surveyed in the Americas. Hiring confidence strengthens in four countries, declines in four, and is unchanged in two when compared to the final three months of 2016. Year-over-year, hiring prospects improve in four countries but weaken in the remaining six. The strongest first-quarter hiring plans are reported in both Guatemala and the United States, while employers in Brazil expect payrolls to shrink for the eighth consecutive quarter and report the weakest hiring plans across the region as well as across the globe.

Employers expect staffing levels to increase by varying degrees in 23 of 25 countries in the Europe, Middle East & Africa (EMEA) region. When compared quarter-over-quarter, hiring plans improve in 12 countries, weaken in 10 and are unchanged in three. In a year-over-year comparison, outlooks improve in 15 countries, decline in seven and are unchanged in two.\*\* The region's most optimistic first-quarter hiring plans are reported in Hungary and Slovenia with employers in both countries expecting the strongest labour market activity since the surveys were launched in their respective countries. Conversely, the weakest employer sentiment is reported in Switzerland where the outlook slips into negative territory for the first time in two years and in Italy where labour market activity is expected to be flat in the first three months of the year.

Employers in all eight Asia Pacific countries and territories expect workforce gains in the January-March time frame. When first-quarter forecasts are compared with the final three months of 2016, hiring plans strengthen in three countries/territories, weaken in three and are unchanged in two. In a year-over-year comparison hiring is expected to accelerate only in New Zealand, slow in five other countries/territories and remain unchanged in two. Taiwanese employers expect the strongest hiring pace in the region as well as across the globe. Meanwhile, Chinese employers report the region's most cautious 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 ManpowerGroup Employment Outlook Survey will be released on 14 March 2017 and will detail expected labour market activity for the second quarter of 2017.

\* Commentary is based on seasonally adjusted data where available. Data is not seasonally adjusted for Portugal.

\*\* Portugal joined the survey in Quarter 3 2016 and has no year-over-year trend data to compare at this point.



---

# International Comparisons – Americas

ManpowerGroup interviewed over 23,000 employers from 10 countries throughout North, Central and South America for the Quarter 1 2017 survey. First-quarter payrolls are expected to grow in all countries except Brazil.

The region's most optimistic hiring plans are reported in Guatemala and the U.S. with approximately one of every five employers in both countries expecting to add to their payrolls in the January-March time frame. Employer confidence in the U.S. is strongest in the Leisure & Hospitality sector with upbeat forecasts also reported in the Wholesale & Retail Trade and Transportation & Utilities sectors. In Guatemala one of every four employers surveyed in the Manufacturing sector plans to hire, boosting that sector's forecast to its most optimistic level since early 2010.

Opportunities for Canadian job seekers are expected to be the strongest in three years. Public Administration sector employers report the first quarter's most active hiring plans and the forecast climbs to its most optimistic level since Quarter 4 2008. Increasingly favourable forecasts are also reported in both the Durable and Non-Durable Manufacturing sectors as the weak Canadian dollar is expected to boost U.S. demand for manufactured output.

In Mexico, employer confidence remains upbeat with workforce gains expected in all industry sectors and regions. The strongest hiring intentions are reported in both the Transport & Communications sector and the Manufacturing sector where anticipated job gains are boosted in large part by automotive industry hiring plans.

Meanwhile, the hiring pace in Costa Rica is expected to remain steady through the first three months of the

year with upbeat forecasts reported in most industry sectors and regions. Outlooks are also positive across Panama's industry sectors, but hiring is expected to be moderately slower in comparison to year-ago levels.

Colombia's employers anticipate some opportunities for job seekers in the next three months. However, the outlook dips for the third consecutive quarter to its least optimistic level since Quarter 3 2009, weighed down by the weakest Services sector forecast reported since the survey was launched in Quarter 4 2008 and the gloomiest Mining sector forecast since this sector began reporting separately in 2013.

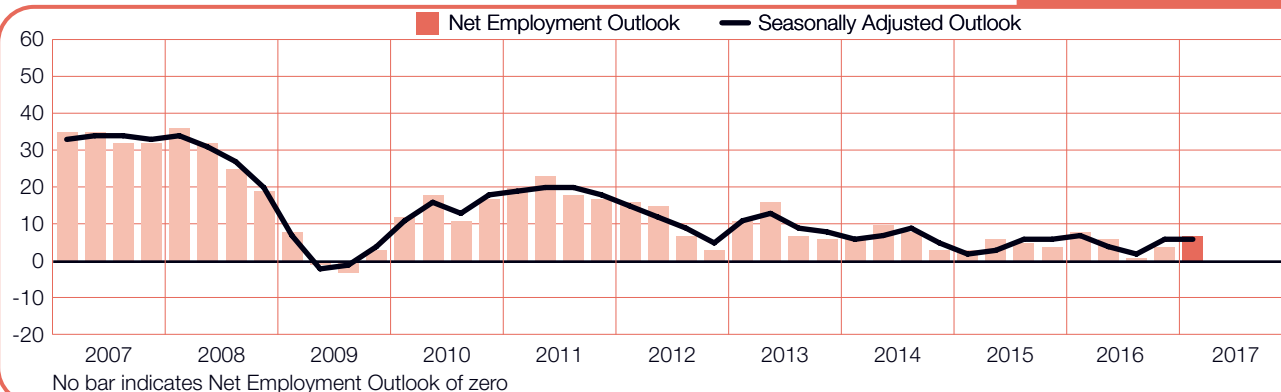
Hiring plans are uniformly positive across Peru's industry sectors and regions. However, despite sharp year-over-year gains in the Construction and Mining sectors, overall hiring activity is expected to be little changed when compared to the prior quarter and last year at this time.

High inflation continues to temper employer confidence in Argentina. But the overall forecast remains cautiously optimistic with payrolls expected to grow in most industry sectors and regions. The Agriculture sector forecast is the strongest in more than five years following four consecutive quarters of growth and expectations of a record grain harvest.

Once again Brazilian employers report the weakest hiring plans across the region, as well as across the globe, and the forecast remains mired in negative territory for the eighth consecutive quarter. Prospects for job seekers in the Construction sector remain dim, and the Services sector forecast grows more negative following steep quarter-over-quarter and year-over-year declines.

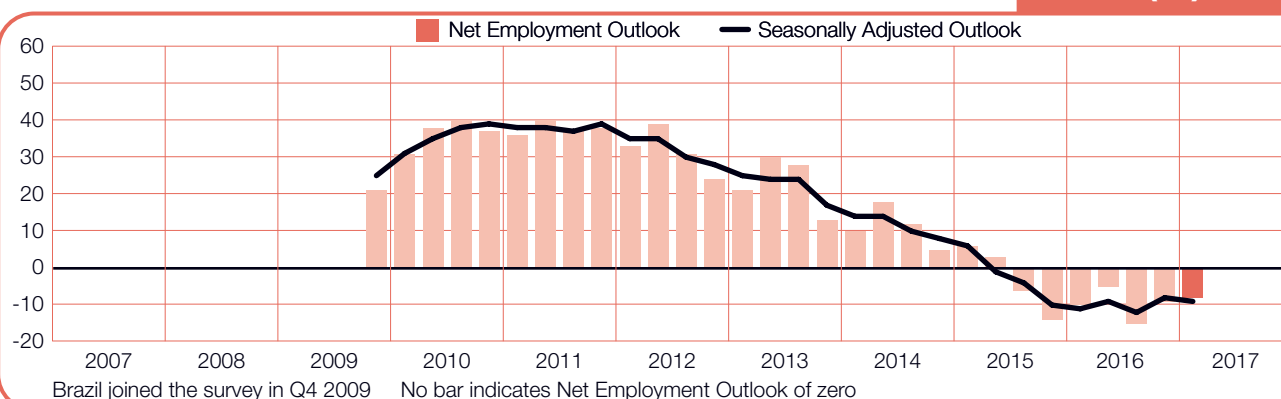
## Argentina

**+7 (+6)%**



## Brazil

**-8 (-9)%**



## Canada

**+6 (+11)%**



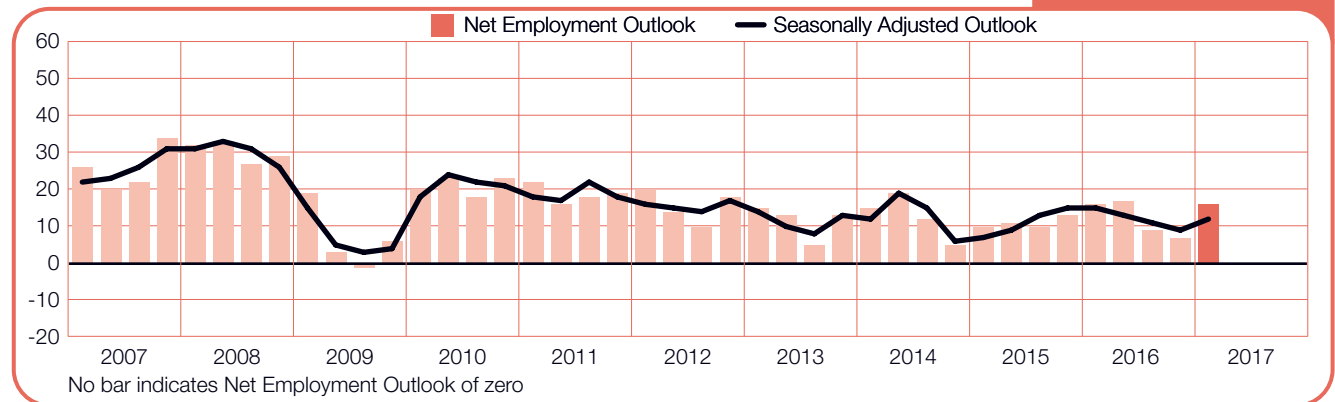
## Colombia

**+6 (+8)%**



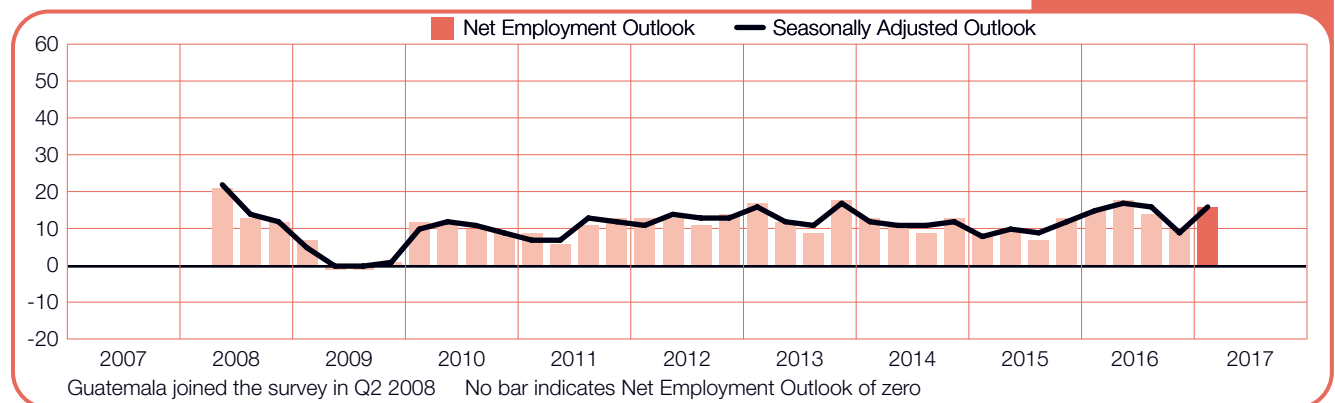
## Costa Rica

**+16 (+12)%**



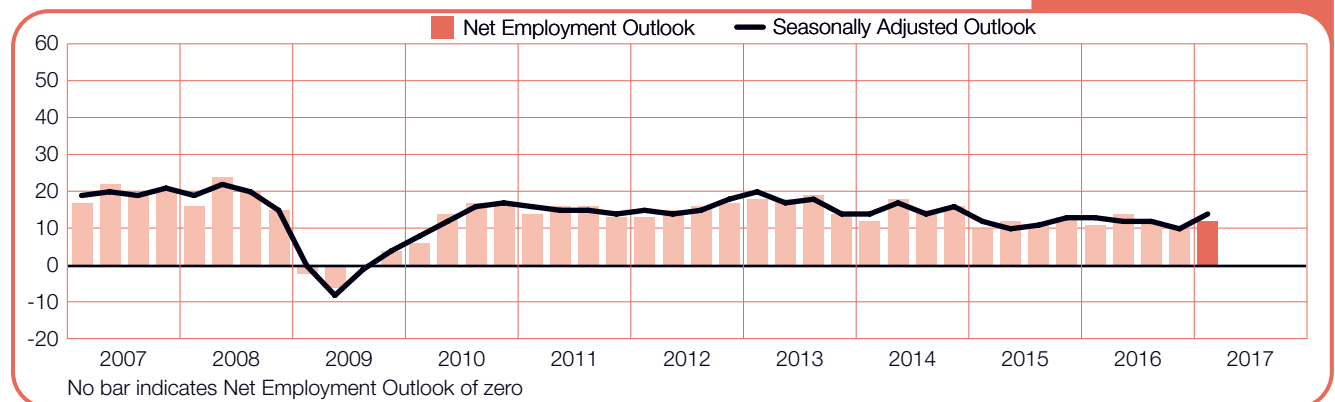
## Guatemala

**+16 (+16)%**



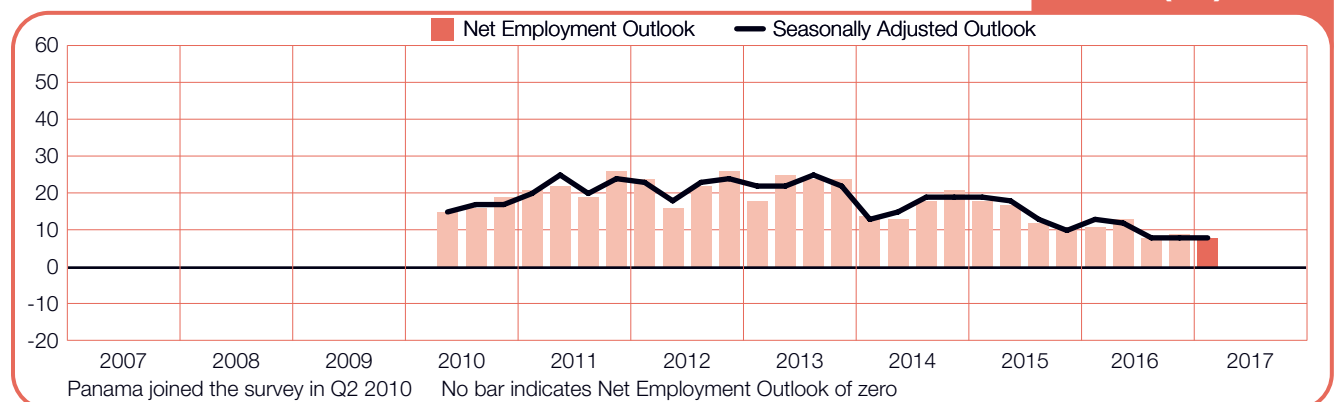
## Mexico

**+12 (+14)%**



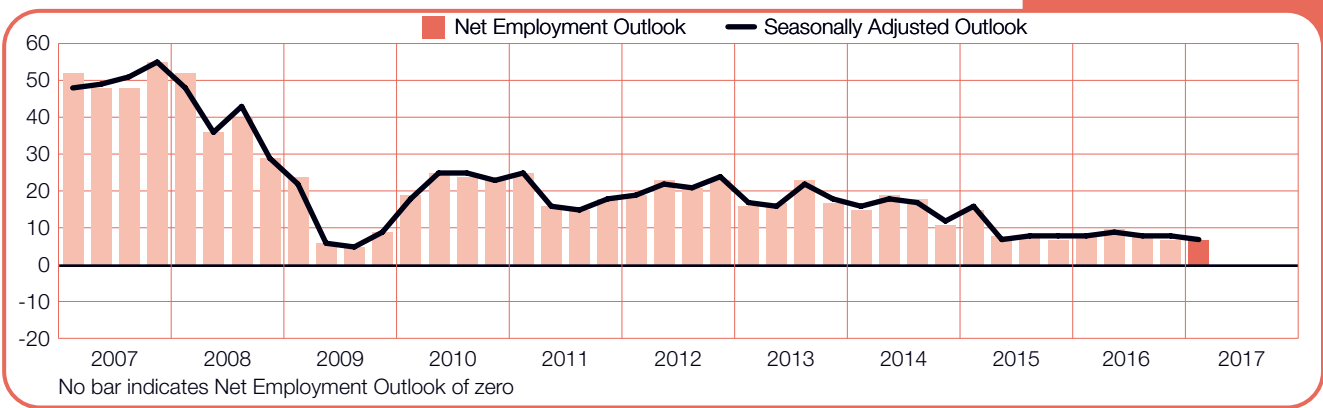
## Panama

**+8 (+8)%**



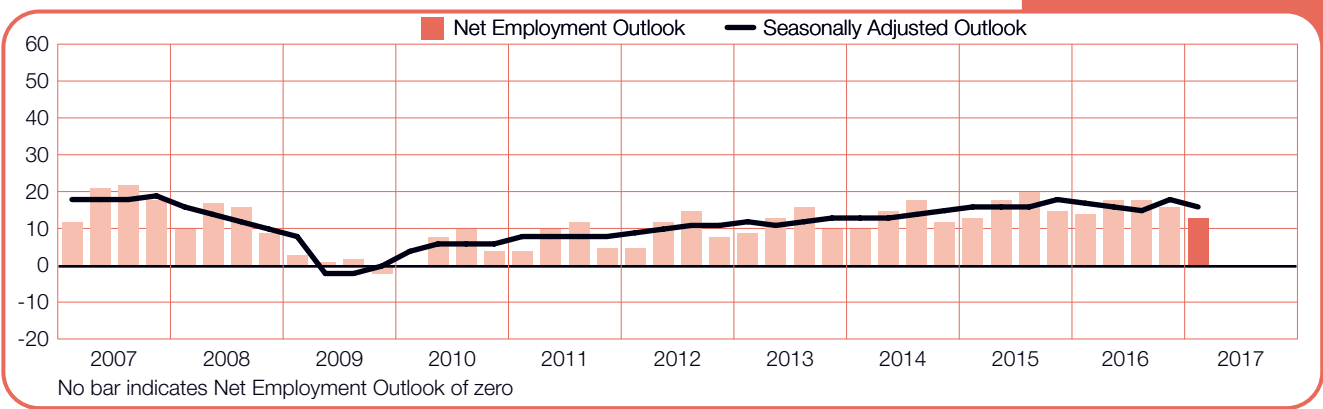
# Peru

+7 (+7)%



# United States of America

+13 (+16)%



---

# International Comparisons – Asia Pacific

Nearly 15,000 employers were interviewed in the Asia Pacific region. Employers in each of the eight countries and territories intend to add to their workforces through the first three months of the year, although hiring expectations vary widely.

Taiwan's employers report the region's strongest first-quarter hiring intentions as well as the most optimistic outlook among the survey's 43 participating countries and territories. Buoyed by expectations of continued export growth and improving private consumption figures, one of every four Taiwanese employers expect to add to their workforces in the January-March time frame.

India's hiring pace is expected to slow for the fourth consecutive quarter, and employer optimism dips to its least optimistic level since Quarter 3 2013. However, more than one in five Indian employers tell us they intend to add to their payrolls through the next three months. As a result, India's hiring pace is expected to be stronger than all countries and territories participating in the survey except Taiwan. Employers predict solid levels of job growth in each of India's seven industry sectors, with particular emphasis on knowledge workers across virtually every industry sector.

Opportunities for job seekers in Japan remain strong, and a quarter of all employers anticipate adding to their payrolls in the January-March time frame. However, securing the talent they need continues to prove an elusive goal for most employers in Japan. As ManpowerGroup's recent Talent Shortage Survey reveals, employers remain challenged by a shrinking pool of available talent and few prospects that a solution to the shortage will be found soon.

Employers in China remain cautiously optimistic with some payroll growth forecast in all industry sectors and regions. However, nearly two thirds of survey respondents replied with "Don't Know" when asked to share their hiring plans for the January-March time frame. This uncertainty may signal an expanding effort to maintain workforce flexibility and adjust payrolls as needed as the country continues its transition to a more services-oriented economy.

Australia's efforts to emphasize non-mining sectors of the economy appear to be maintaining traction. Employers across all sectors and regions expect varying degrees of payroll gains, with the most opportunities for job seekers expected in the Services and Finance, Insurance & Real Estate sectors.

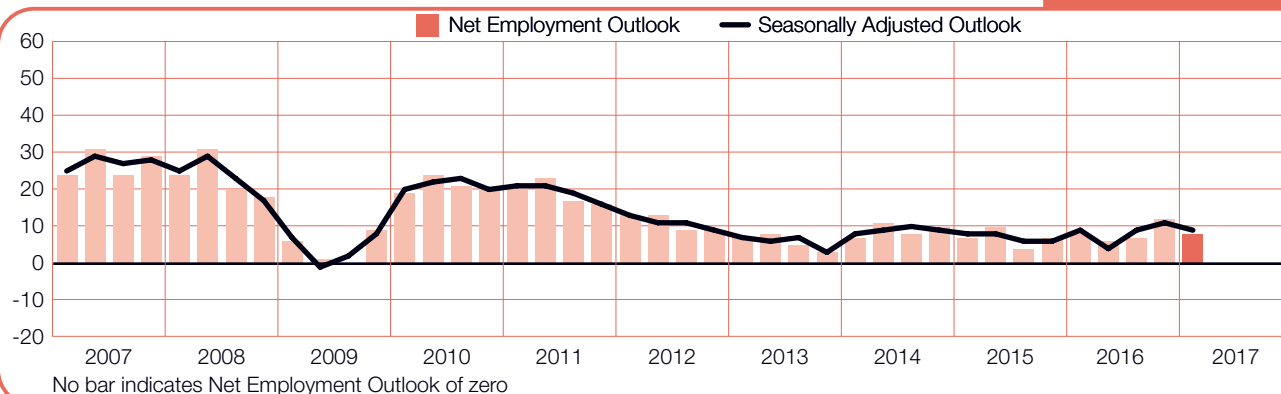
Employer hiring plans are also uniformly positive in New Zealand. The forecast indicates that the most active labour markets will be in the Transportation & Utilities and Mining & Construction sectors.

Elsewhere, the hiring climate in Hong Kong is expected to remain favourable despite an overall slowdown in retail and tourism activity. Services sector employers report the first quarter's strongest outlook, with steady hiring also expected in the Mining & Construction sector where a quarter of the employers surveyed say they intend to add to payrolls in the January-March period.

Employers in most of Singapore's industry sectors expect varying degrees of job growth. The exception is the Wholesale & Retail Trade sector where the outlook has gradually declined for four consecutive quarters and employers report their first negative forecast since the 2009 recession.

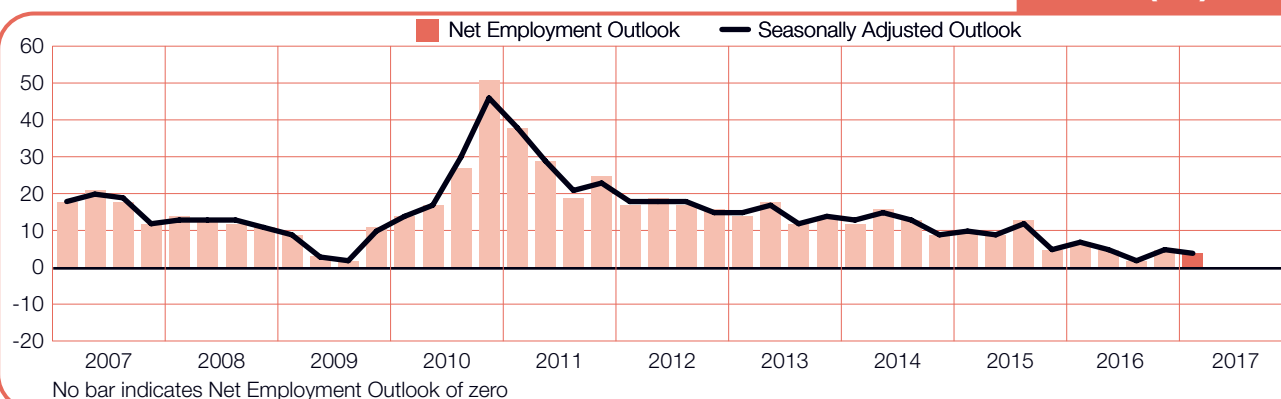
## Australia

**+8 (+9)%**



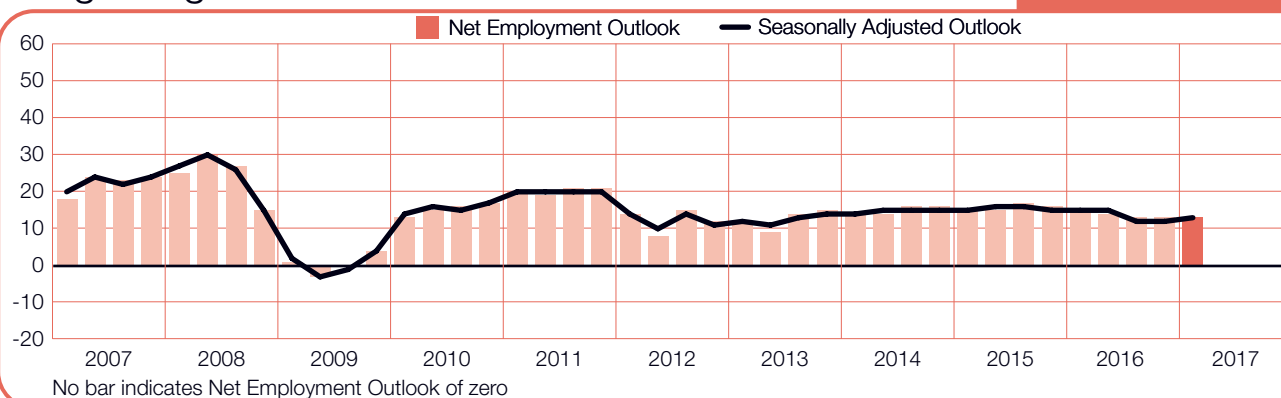
## China

**+4 (+4)%**



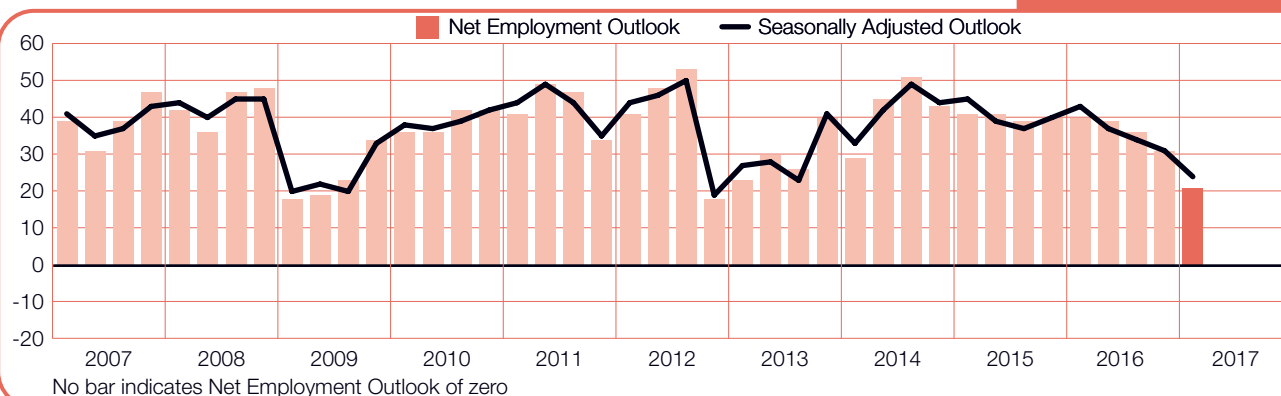
## Hong Kong

**+13 (+13)%**



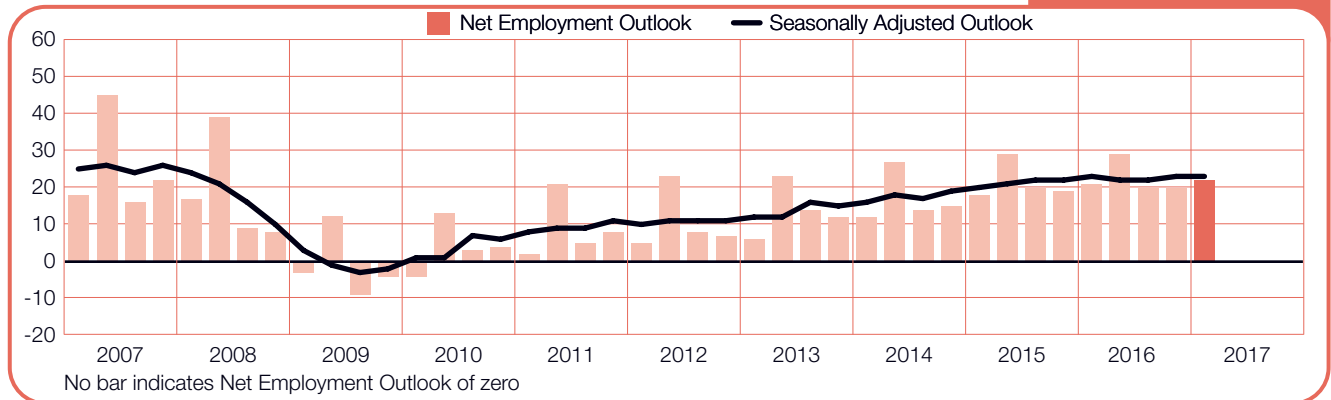
## India

**+21 (+24)%**



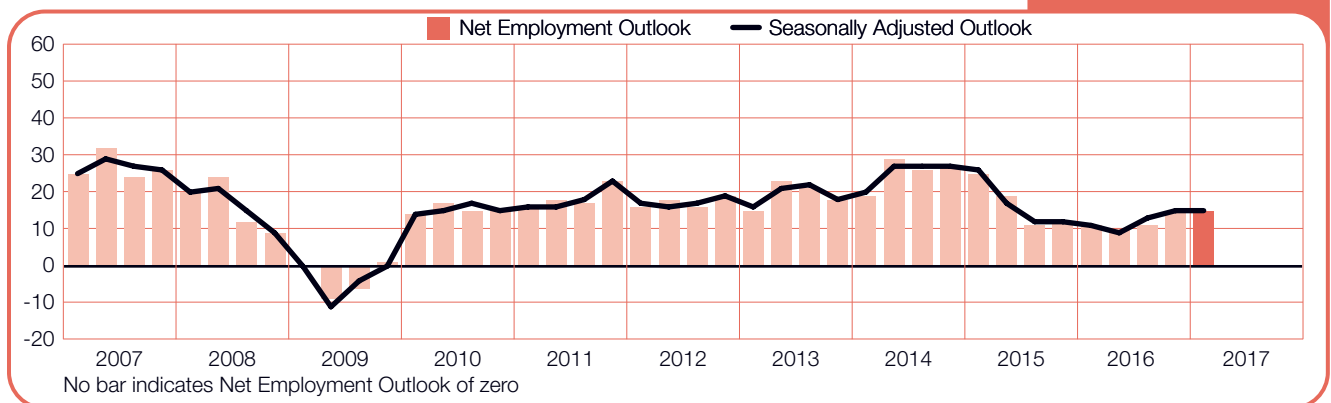
## Japan

**+22 (+23)%**



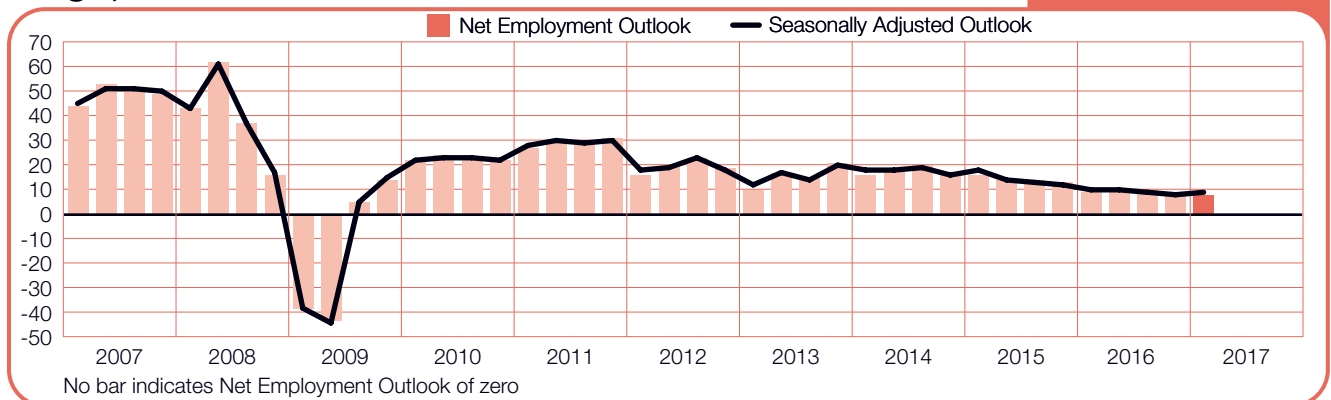
## New Zealand

**+15 (+15)%**



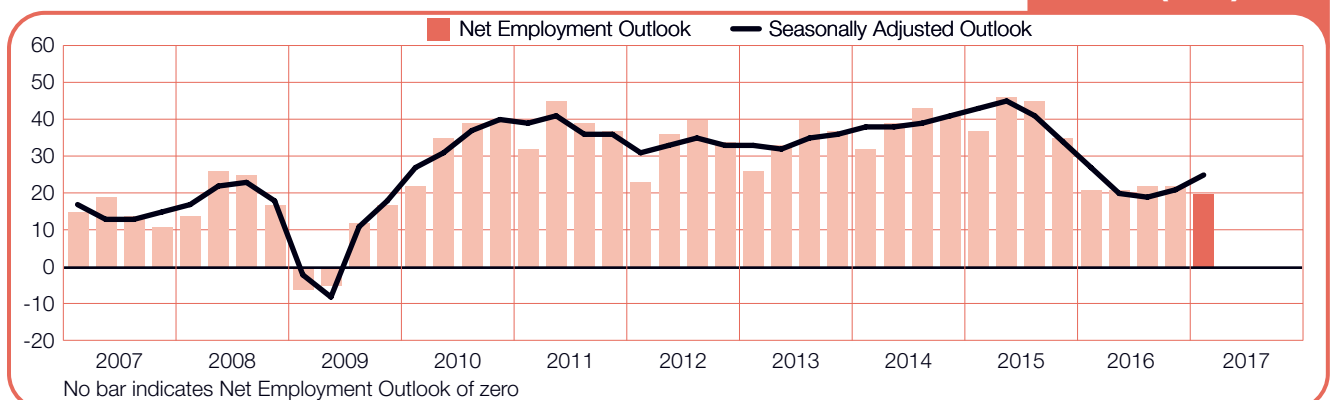
## Singapore

**+8 (+9)%**



## Taiwan

**+20 (+25)%**



# International Comparisons – EMEA

ManpowerGroup interviewed nearly 21,000 employers in 25 countries in the Europe, Middle East and Africa (EMEA) region. Some level of job growth is expected in all of the countries during the January-March time frame except in Italy and Switzerland.

Employers in Hungary and Slovenia report the strongest first-quarter forecasts, and hiring intentions in both countries are the most optimistic reported since their respective surveys were launched. Hungary's upbeat outlook is fuelled by unprecedented optimism in both the Construction and Wholesale & Retail Trade sectors. Similarly, Slovenia's forecast is underpinned by the most optimistic forecasts reported to date in five of the country's 10 industry sectors, with the Construction and Wholesale & Retail Trade sector outlooks also included among the five.

Job seekers will likely find similarly favourable first-quarter hiring opportunities in both Romania and Bulgaria. Romania's outlook is the strongest since Quarter 4 2008, with most hiring activity expected in the Manufacturing and Wholesale & Retail Trade sectors where approximately three of every 10 employers say they intend to add to their payrolls. Bulgaria's forecast is highlighted by the strongest outlooks reported in the Finance, Insurance & Real Estate, Manufacturing, and Wholesale & Retail Trade sectors since the survey began.

Noteworthy advances in employer confidence are also evident in Belgium with the strongest forecast reported since Quarter 3 2011. The outlook is buoyed, in large part, by the most optimistic hiring intentions reported in more than five years in the Finance & Business Services sector.

Similarly, Austrian forecasts in both the Manufacturing and Agriculture sectors are the strongest since Quarter 4 2008, and help boost the country's overall outlook to a level last reported in Quarter 3 2012.

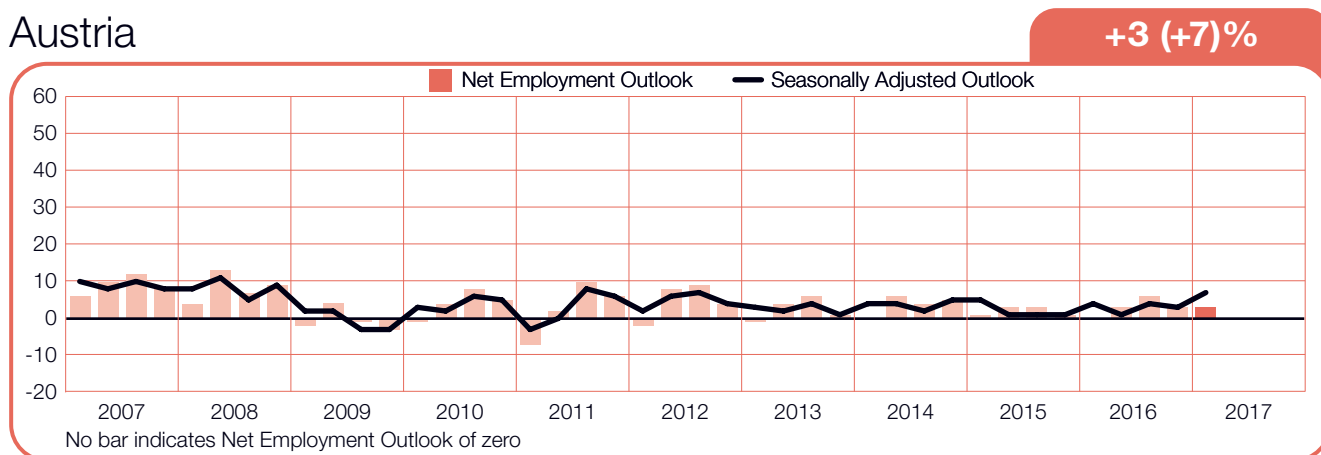
Employer confidence is trending in the opposite direction in Ireland. The outlook grows more conservative as forecasts soften in most industry sectors and regions in both quarter-over-quarter and year-over-year comparisons.

Elsewhere, workforce gains are expected to be modest. Employers in the United Kingdom remain resilient following the Brexit referendum, with hiring plans actually improving slightly from the prior quarter and remaining relatively stable when compared to last year at this time.

Some level of payroll growth is expected across all industry sectors in Germany, with the most opportunities expected in the Finance & Business Services sector. The survey indicates the hiring pace in France will be more subdued, but job growth is anticipated in most industry sectors, particularly in the Transport, Storage & Communications sector where the outlook climbs considerably from both the prior quarter and last year at this time.

Employer hiring confidence is decidedly more muted in Italy and Switzerland. Italy's outlook is relatively stable in comparison to the prior quarter and last year at this time, but hiring intentions are negative in six of 10 industry sectors and two of four regions. The Swiss forecast drifts again into negative territory for the first time in two years, dipping slightly in both quarter-over-quarter and year-over-year comparisons.

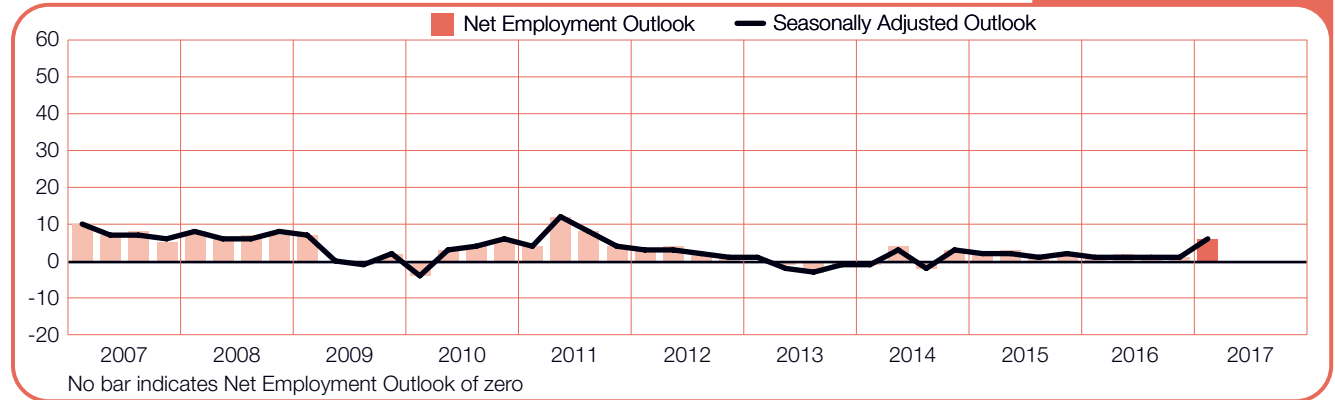
## Austria





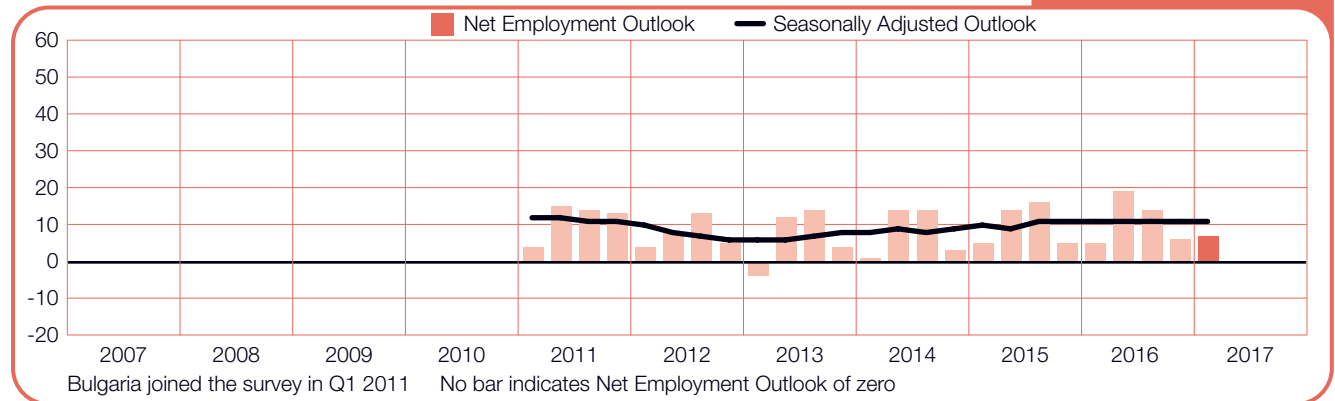
## Belgium

**+6 (+6)%**



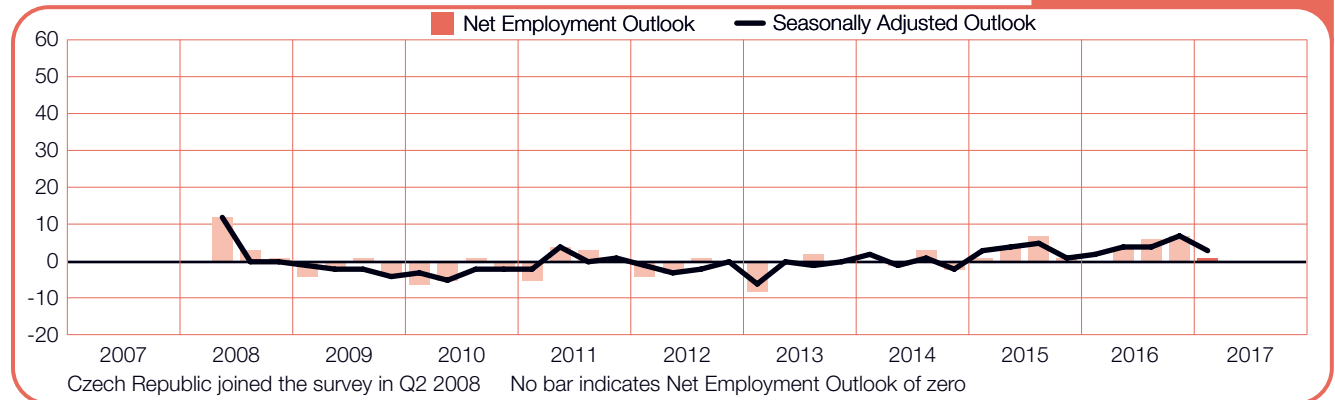
## Bulgaria

**+7 (+11)%**



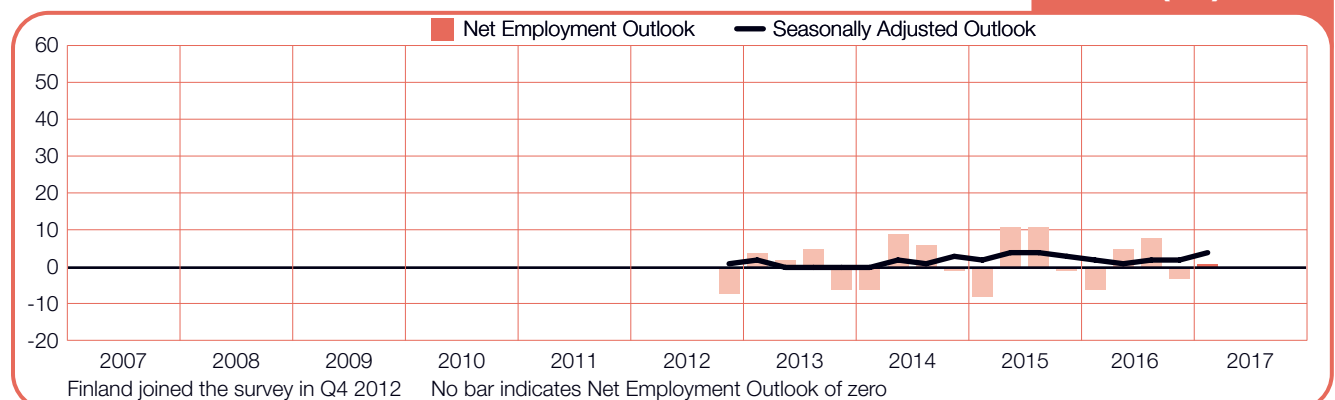
## Czech Republic

**+1 (+3)%**



## Finland

**+1 (+4)%**



## France

**+1 (+2)%**



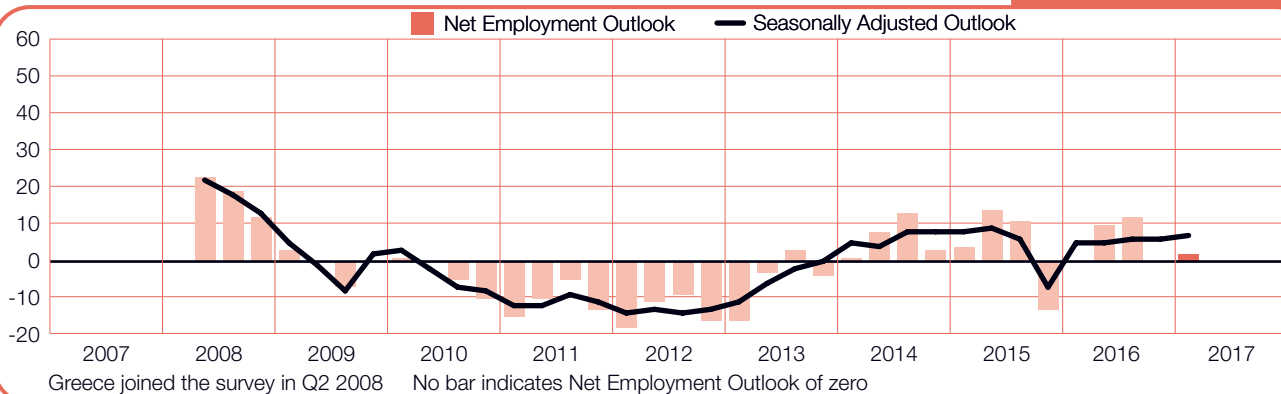
## Germany

**+4 (+7)%**



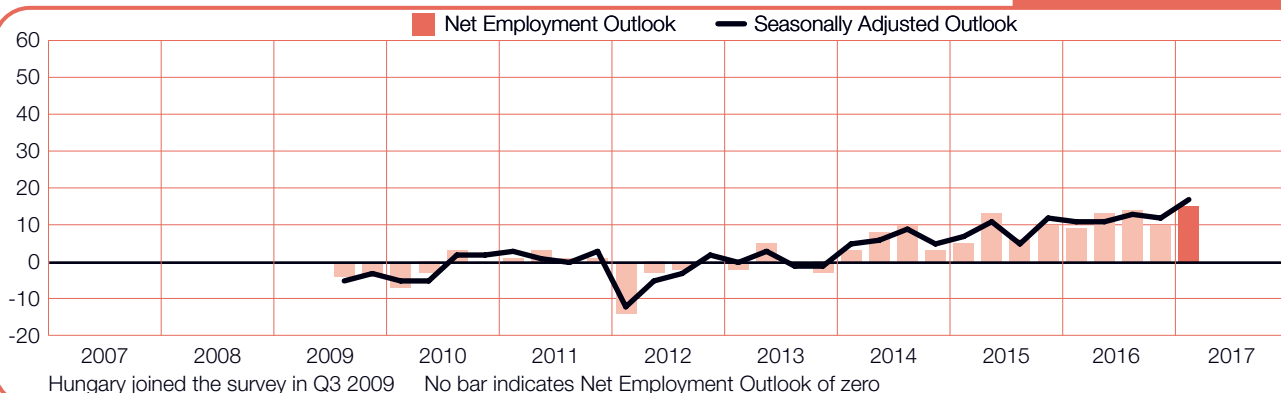
## Greece

**+2 (+7)%**



## Hungary

**+15 (+17)%**



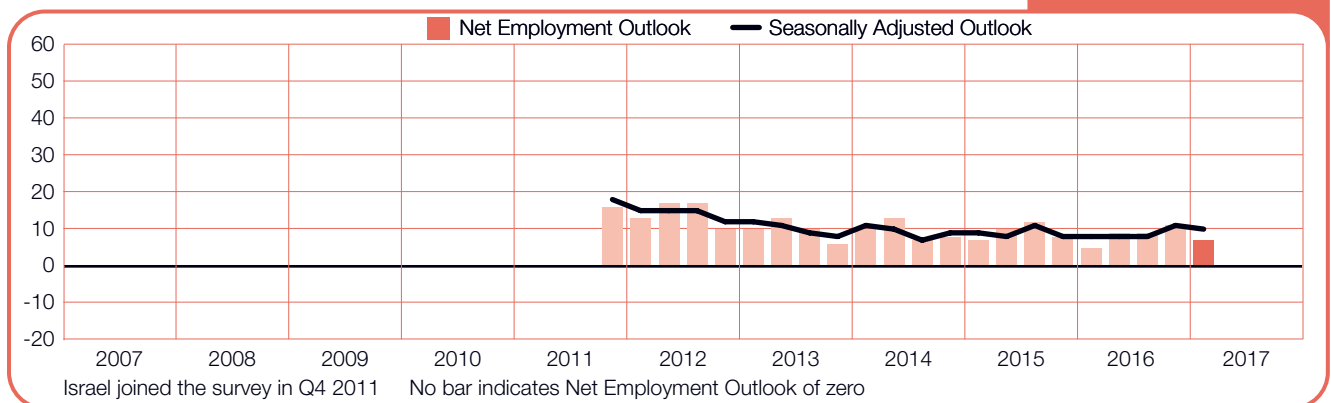
## Ireland

**+4 (+5)%**



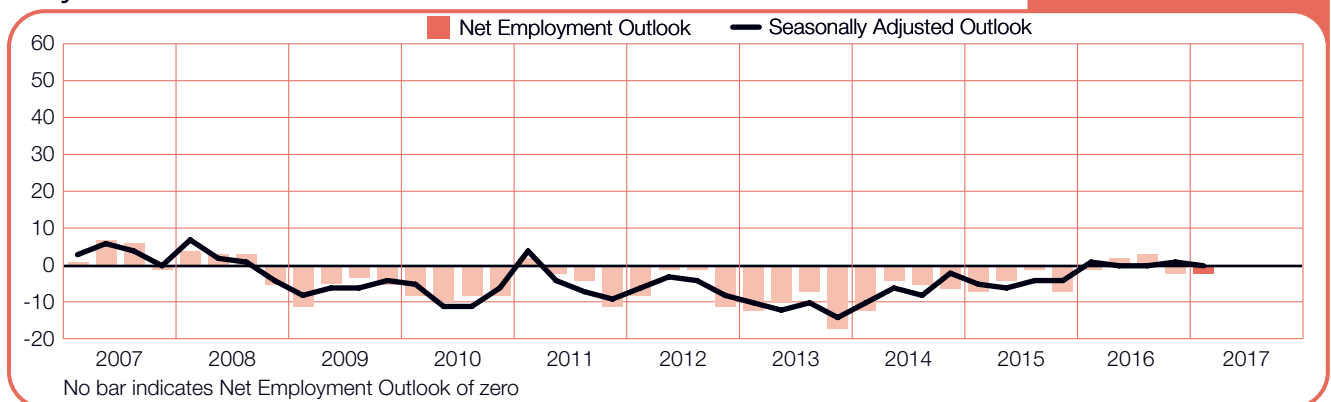
## Israel

**+7 (+10)%**



## Italy

**-2 (0)%**



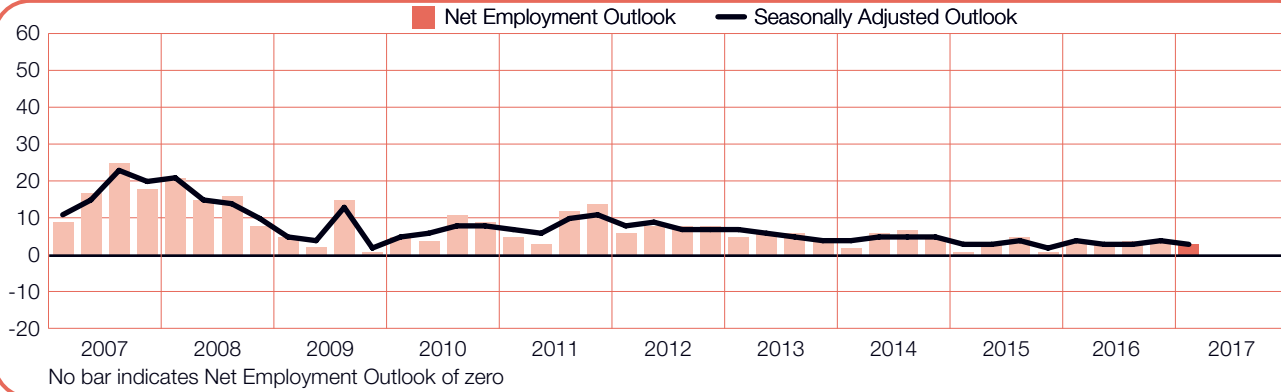
## Netherlands

**+5 (+5)%**



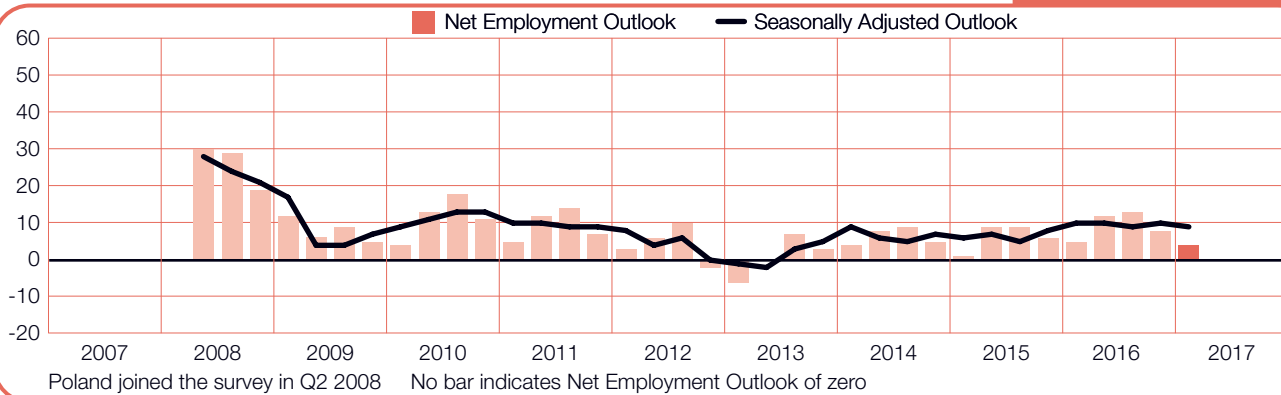
## Norway

**+3 (+3)%**



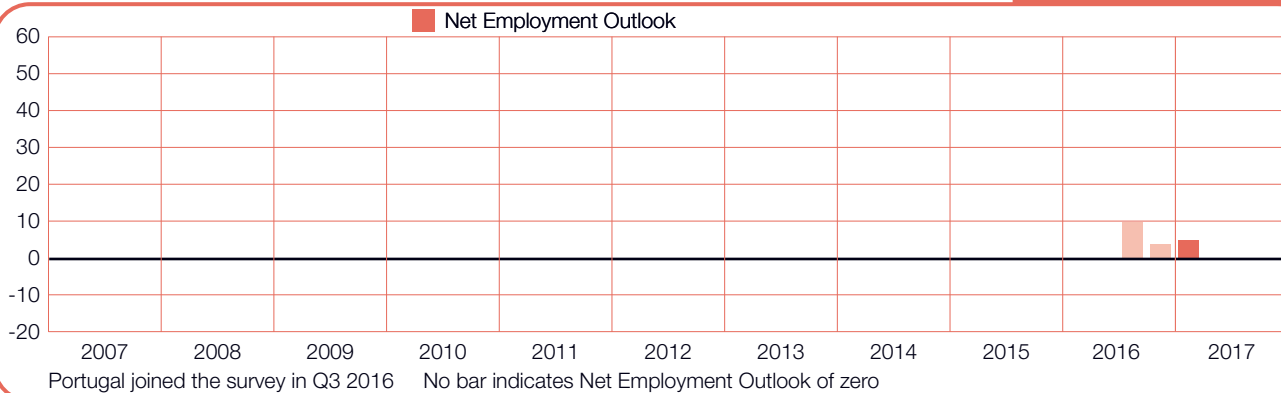
## Poland

**+4 (+9)%**



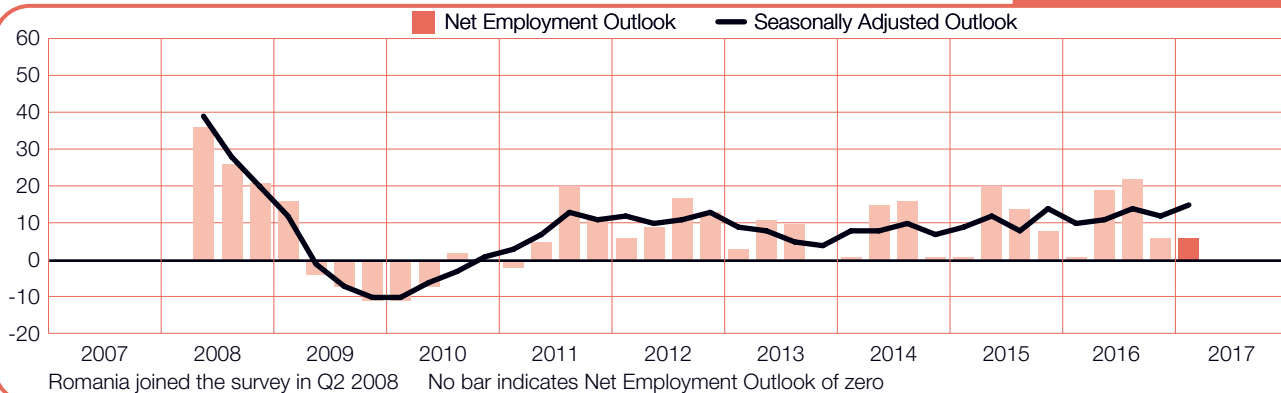
## Portugal

**+5%**



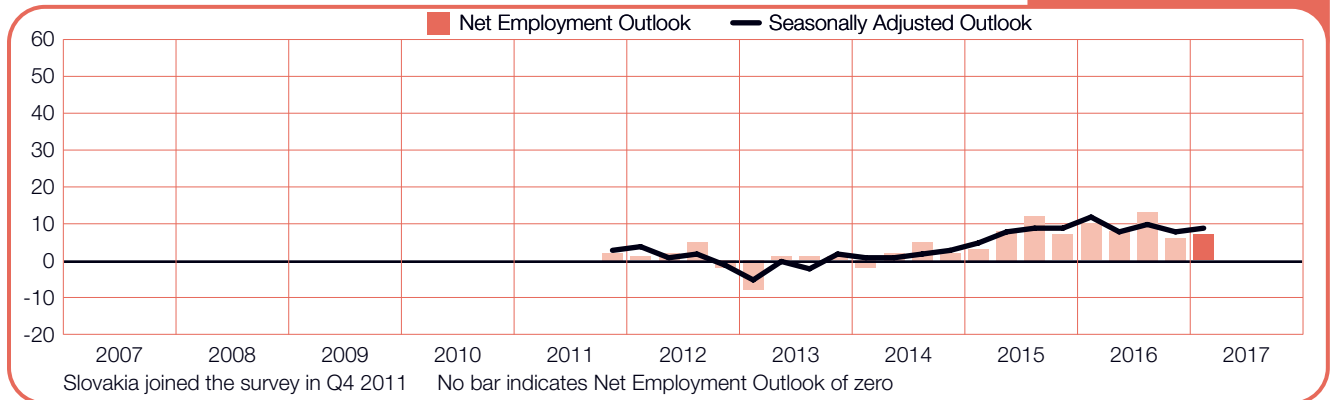
## Romania

**+6 (+15)%**



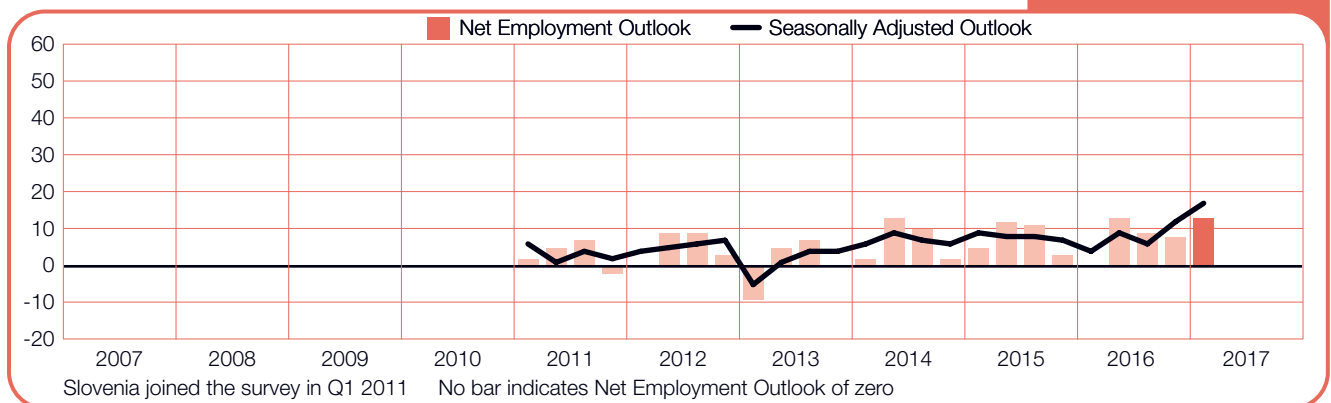
## Slovakia

**+7 (+9)%**



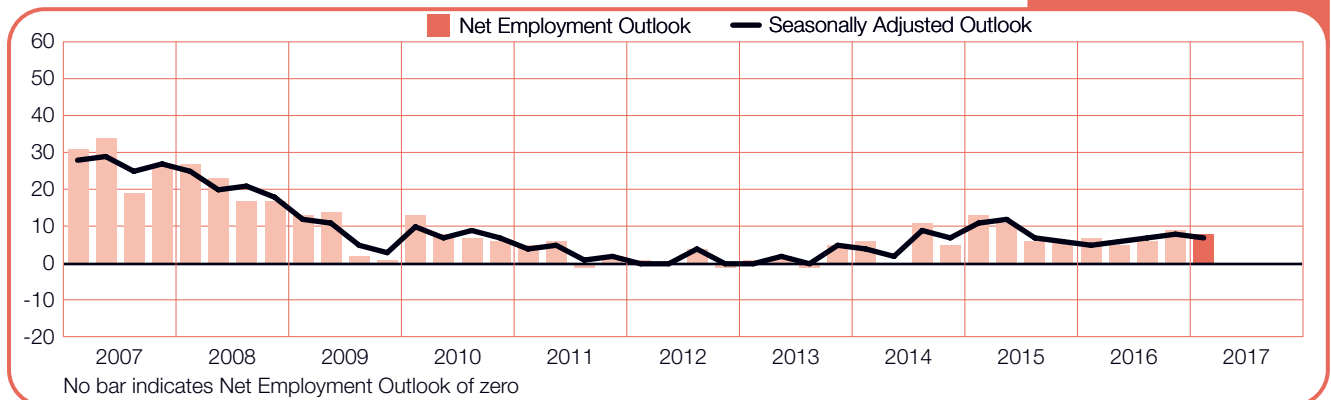
## Slovenia

**+13 (+17)%**



## South Africa

**+8 (+7)%**



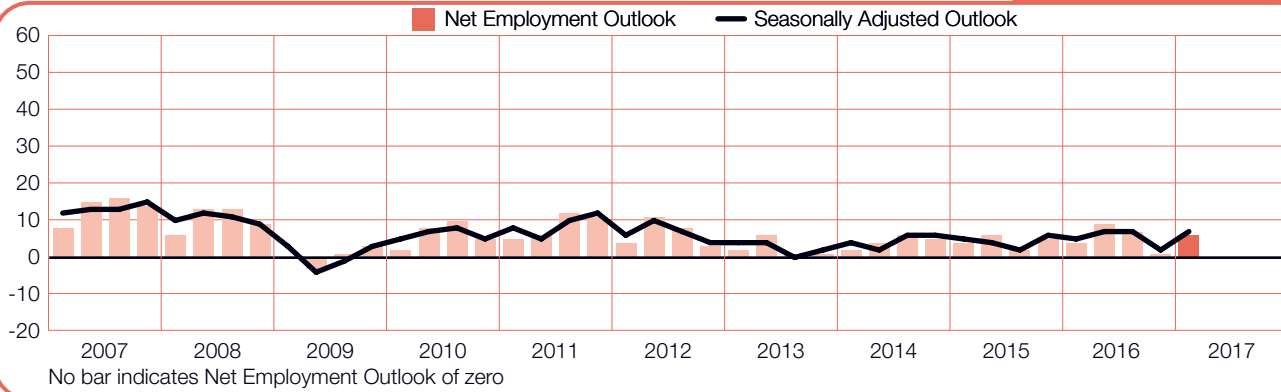
## Spain

**+1 (+3)%**



## Sweden

+6 (+7)%



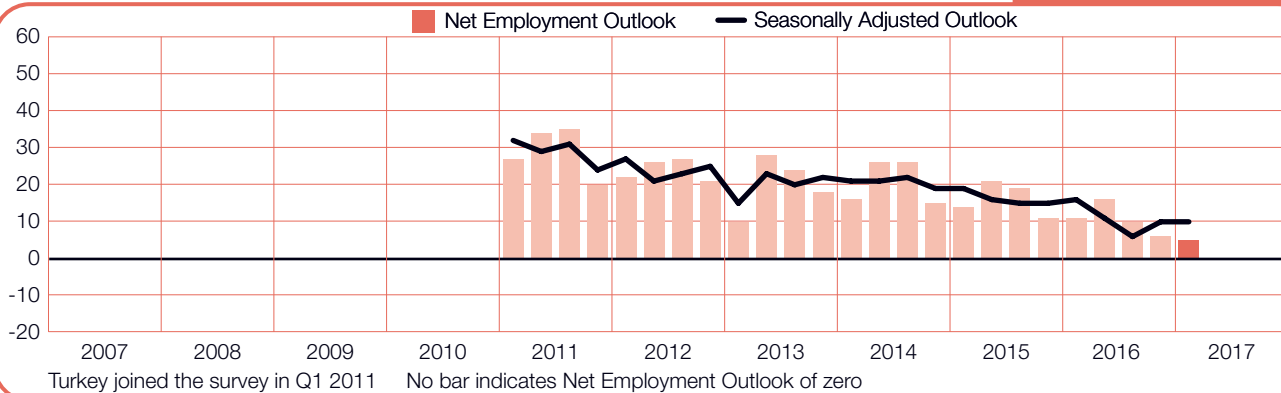
## Switzerland

-3 (-2)%



## Turkey

+5 (+10)%



## United Kingdom

+6 (+7)%



---

# About the ManpowerGroup Employment Outlook Survey

The ManpowerGroup 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 ManpowerGroup Employment Outlook Survey:

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

**Projective:** The ManpowerGroup 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 1 2017 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 March 2017 as compared to the current quarter?"

## Methodology

The ManpowerGroup 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%.

The margin of error for the Canadian survey is +/- 2.2%.

## 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.

---

# 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).

## About ManpowerGroup Canada

With nearly 30 offices strategically located across the country, ManpowerGroup Canada's staffing services include administrative, industrial, skilled trades and contact centre personnel as well as the assignment of contract professionals in information technology, scientific, finance, engineering, telecommunications and other professional areas under the Experis brand. More information can be found on the following websites, [manpower.ca](http://manpower.ca) and [experis.ca](http://experis.ca)

Manpower, 4950 Yonge Street, Suite 700, Toronto, Ontario, M2N 6K1  
Tel: 416 225 4455  
[www.manpower.ca](http://www.manpower.ca)