

war on talent & skills mismatch - job market trends around the globe

Randstad Workmonitor Global Press Report Q2 2011

Randstad Holding nv

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summary job market trends (1)

employees start to feel impact of demographic shift

other studies have identified a demographic shift in the US and Europe: increasing demand along with decreasing supply, due to an ageing and/or shrinking labor force.

- the predicted demographic shift and its impact on the careers of employees is starting to become apparent, but not in all countries. In Czech Republic, Germany, Hungary, Luxembourg, New Zealand and Slovakia, less than one third of the employees feel that the larger group of employees retiring will directly impact their career opportunities.

earning 5% more is not a stimulus to work beyond official retirement age

- in Australia, Denmark, India, Japan, Singapore, Slovakia and Turkey, the incentive of earning 5% more doesn't work as a stimulus for employees to work two years beyond their official retirement age. They would also be happy to work two more years without an additional financial benefit.

summary job market trends (2)

war on talent visible for employees

alongside the demographic shifts, a war on talent is said to have emerged and intensified. The war on talent refers to an increasingly competitive landscape for recruiting and retaining talented employees.

- the war on talent is visible. In most countries, around one third of the employees state that the organization for which they work does not succeed in hiring well-qualified staff to fill its vacancies.
- **retaining talented and well-qualified employees** seems to be an issue. In most countries, half or more of the employees have noticed that the majority of their colleagues leaving the company were performing very well. Exceptions are Greece, Japan and the Netherlands. Only a third in these countries state that they relatively often lose well-performing colleagues.

summary job market trends (3)

employees acknowledge mismatch in skills

previous research concluded that Europe misses out on employment opportunities because of skill-mismatch problems. Many employers can't find the right skills to fill job vacancies.

- several employees admit that the requirements of their current job are beyond their abilities. On average a quarter of the employees feels this way. In France, the percentage of employees is especially high: 49%.
- on the other hand, there are employees who would prefer a position with more responsibility, even without an increase in salary. Worldwide, around one third would prefer more responsibility.
- it looks as if organizations who fail to find the right skills to fill job vacancies expect more from their current employees. In most countries, half or more of the employees feel that their career now demands more education and training than ever before. Most organizations take care of providing sufficient education and training for their employees.

mobility, satisfaction & personal motivation (1)

on average, level of confidence has stabilized after a period of growth

- Chinese, Indian and Australian employees are most confident about finding another job. In Spain there has been a large boost in confidence.
- in Switzerland the fear of losing a job has increased significantly in the past 3 months. In Germany, not many employees are very fearful of losing their job; even less fearful than 3 months ago.

Mobility Index remains at 106

- overall no changes have occurred in mobility and job searching in the past 3 months. In comparison to Q1 2010 the Mobility Index has increased from 100 to 106, which means more employees worldwide expect to be employed elsewhere in the upcoming 6 months than they did a year ago.

mobility, satisfaction & personal motivation (2)

unsteady job market in Switzerland

- Swiss employees seem restless. They are more fearful of losing their job and the mobility index of Switzerland has greatly increased (+12!) in the last quarter. More and more Swiss expect to be working somewhere else in the upcoming six months.

Mobility Index India remains the highest

- besides Switzerland, the Mobility Index of Spain, Mexico and Luxembourg have increased. For Poland, Norway, Slovakia, Denmark and Chile, the Mobility Index has declined.

on average no changes in intensity job search

- Swedish employees are most actively looking for a new job (30% compared to 11% worldwide).

mobility, satisfaction & personal motivation (3)

Danish and Mexican employees most satisfied (83%)

- the increase in satisfied Danish employees with their current employer makes Danish employees the most satisfied in Europe.
- compared to 3 months ago, the satisfaction of Chinese employees has grown. Canadian and Indian employees are less satisfied than before.

Italians are the most ambitious employees in Europe (82%)

- in the Scandinavian countries (Denmark, Norway and Sweden), employees are the least focused on getting a promotion. In Poland, fewer employees are focused on getting a promotion than previously.
- outside Europe, the most ambitious employees can be found in Mexico and India. The focus on promotion in India has declined compared to Q1 2011. Employees in Argentina are more focused on getting a promotion than three months ago.

background Randstad Workmonitor (1)

- after successfully introducing the Workmonitor in the Netherlands in 2003 and more recently in Germany, the survey now covers 29 countries around the world. The study encompasses Europe, Asia Pacific and the Americas. The Randstad Workmonitor is published four times a year, making both local and global trends in mobility visible over time.
- the Mobility Index, which tracks employee confidence and captures the likelihood of an employee changing jobs within the next six months, provides a comprehensive understanding of sentiments and trends in the job market. In addition to mobility, employee satisfaction and personal motivation as well as a rotating set of themed questions are part of the survey.

background Randstad Workmonitor (2)

- the study is conducted online among employees aged 18-65, working a minimum of 24 hours a week in a paid job (not self-employed). Minimum sample size is 400 interviews per country. The Survey Sampling International (SSI) panel is used for sampling purposes. The second wave of 2011 was conducted between 2 and 13 May 2011 in the following countries:

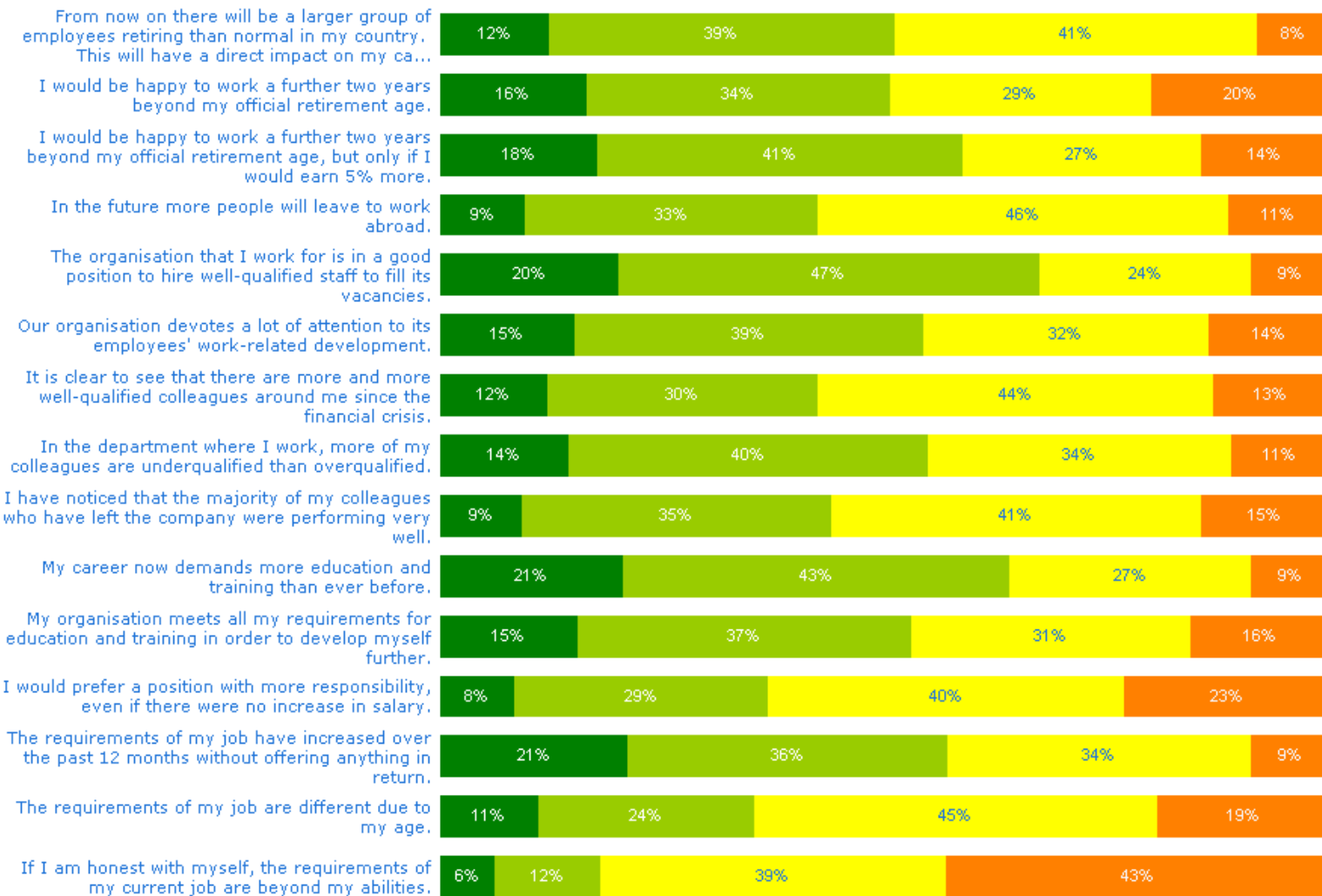
Argentina	China	Greece	Luxembourg	Singapore	The Netherlands
Australia	Czech Republic	Hungary	Mexico	Slovakia	Turkey
Belgium	Denmark	India	New Zealand	Spain	UK
Canada	France	Italy	Norway	Sweden	USA
Chile	Germany	Japan	Poland	Switzerland	

index

- Chapter 1: job market trends
- Chapter 2: mobility
- Chapter 3: satisfaction
- Chapter 4: personal motivation



Press statements



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• Half of the Argentinean employees feel that the demographic shifts will have a direct impact on their career opportunities (51%).

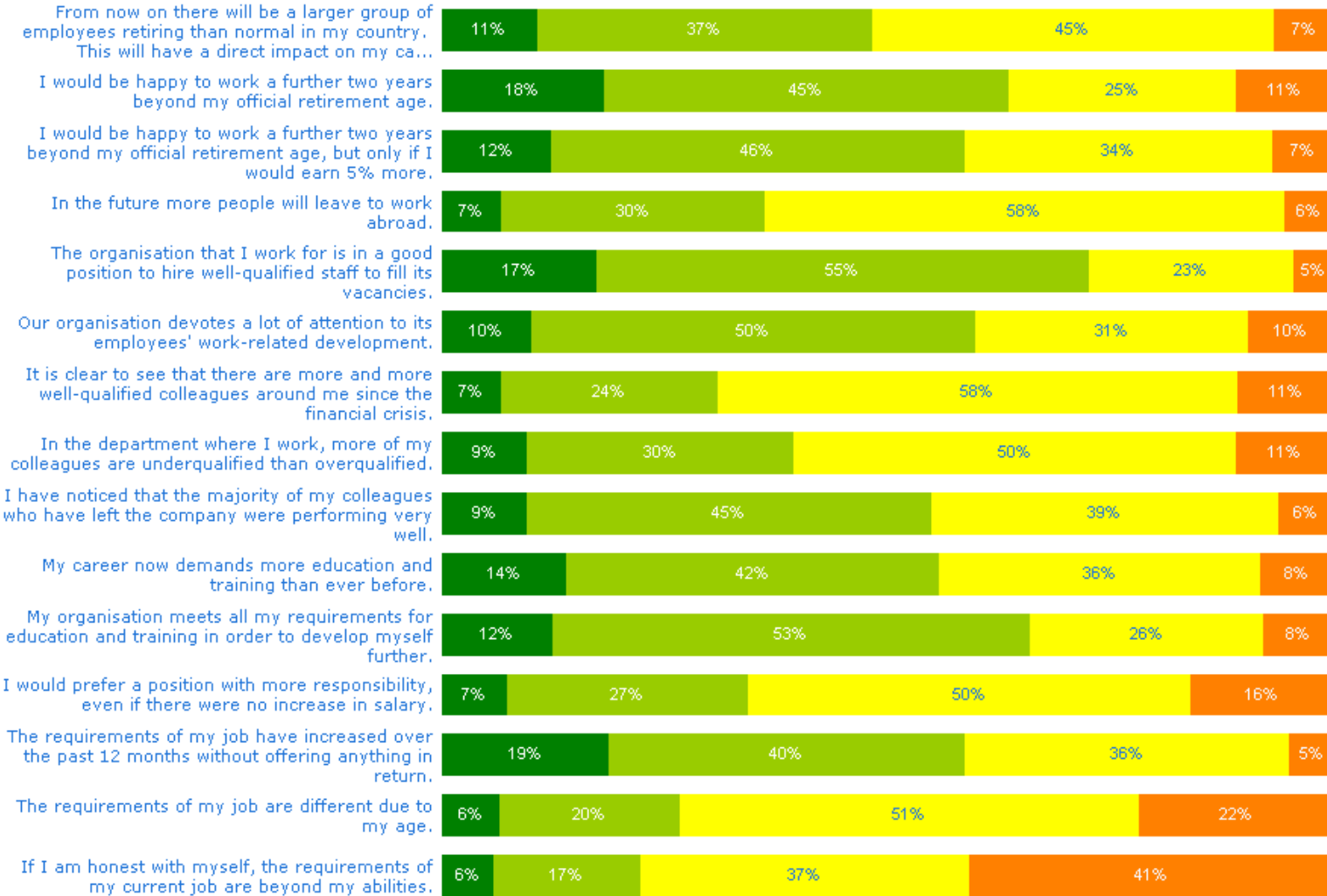
• The same percentage of employees wouldn't mind working two more years beyond their official retirement age (50%).

• If working for a longer period of time comes with financial benefits, an additional 9% of the Argentinean employees would be happy to work two more years beyond their retirement age.

• Finding qualified employees does not seem to be a big problem in Argentina. A minority of the Argentinean employees say that their employer does not succeed in hiring well-qualified staff to fill its vacancies (33%).



Press statements



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- Most Australian employees indicate that the organization that they work for succeeds in hiring well-qualified staff to fill its vacancies (72%).

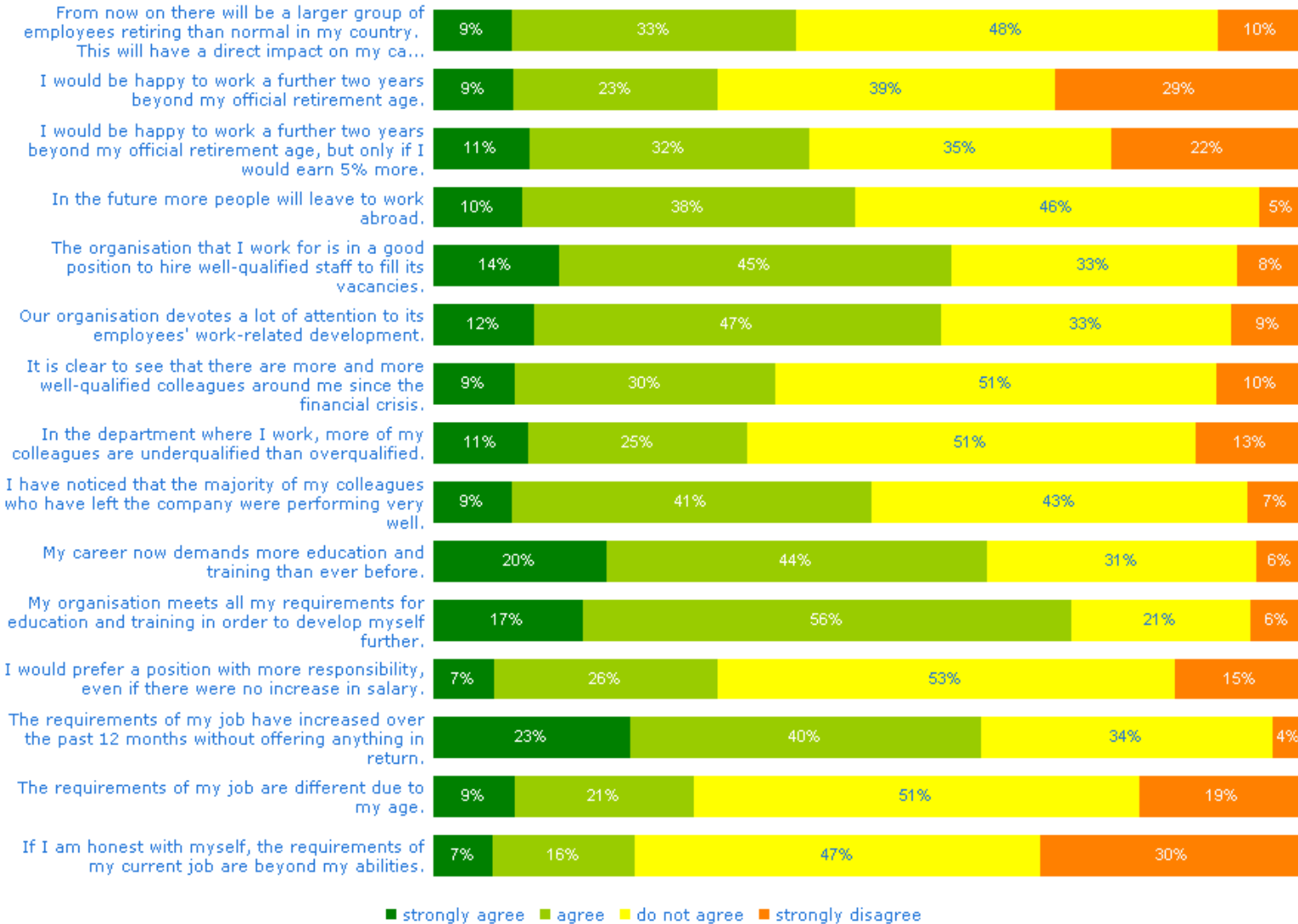
- 59% of the Australian employees indicate that the requirements of their job have increased over the past 12 months without offering additional benefits in return.

- And over half of the Australian employees indicate that their career now demands more education and training than ever before (56%).

- Australians seem to appreciate the efforts of their employer to educate and develop them. According to 65%, their organization meets all their requirements for education and training in order to develop themselves further.



Press statements



- Only 32% of the Belgian employees would be happy to work two more years beyond their official retirement age.

- Even if they earned 5% more, a minority of 43% would be happy to work two more years beyond their retirement age.

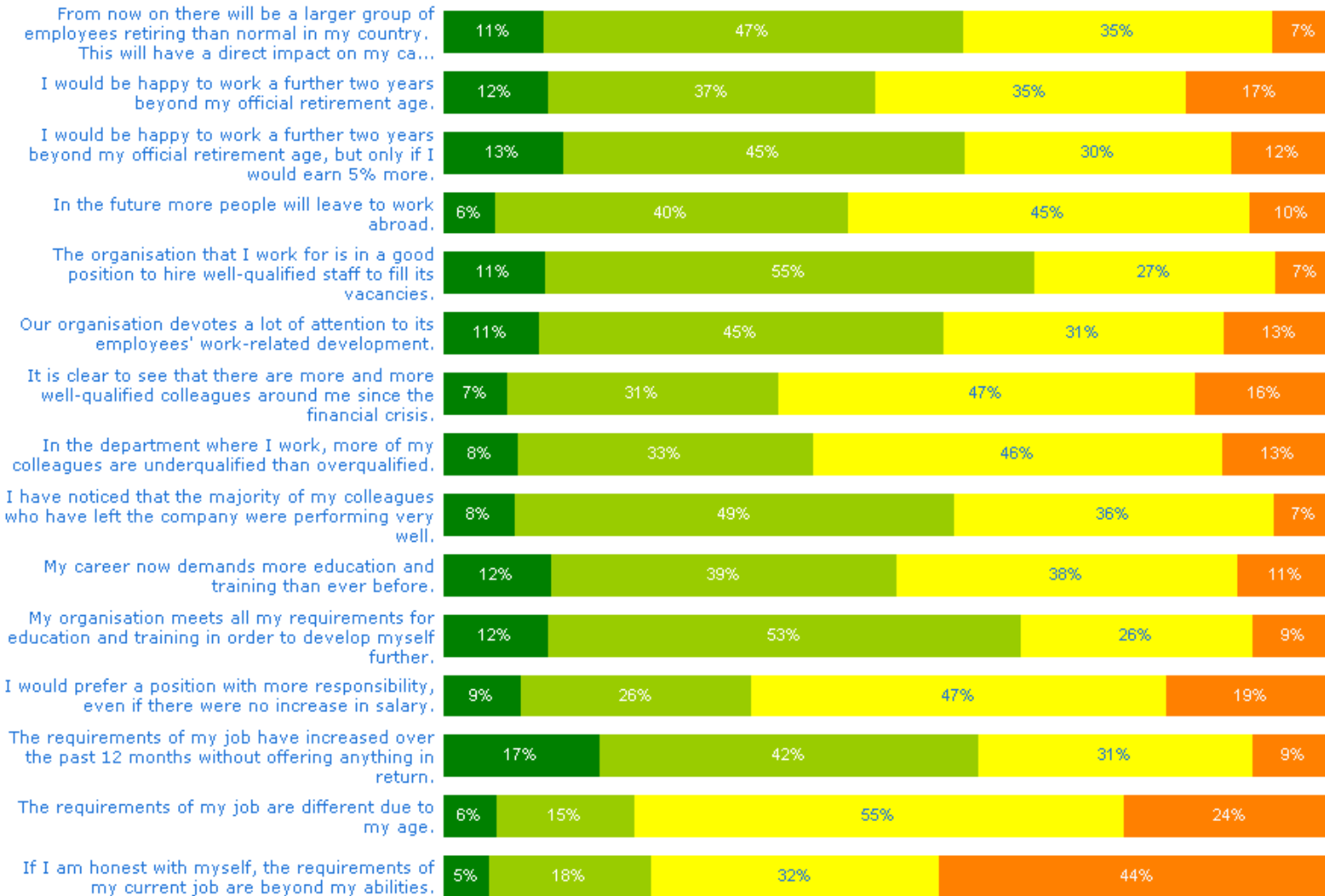
- Four out of ten employees do not feel that their employer succeeds in hiring well-qualified staff to fill its vacancies (41%).

- Belgian employees seem satisfied with the opportunities offered by employers to develop themselves further. 73% indicate that their employer meets all the requirements.

- Two thirds (64%) need development opportunities. Their career now demands more education and training than ever before.



Press statements



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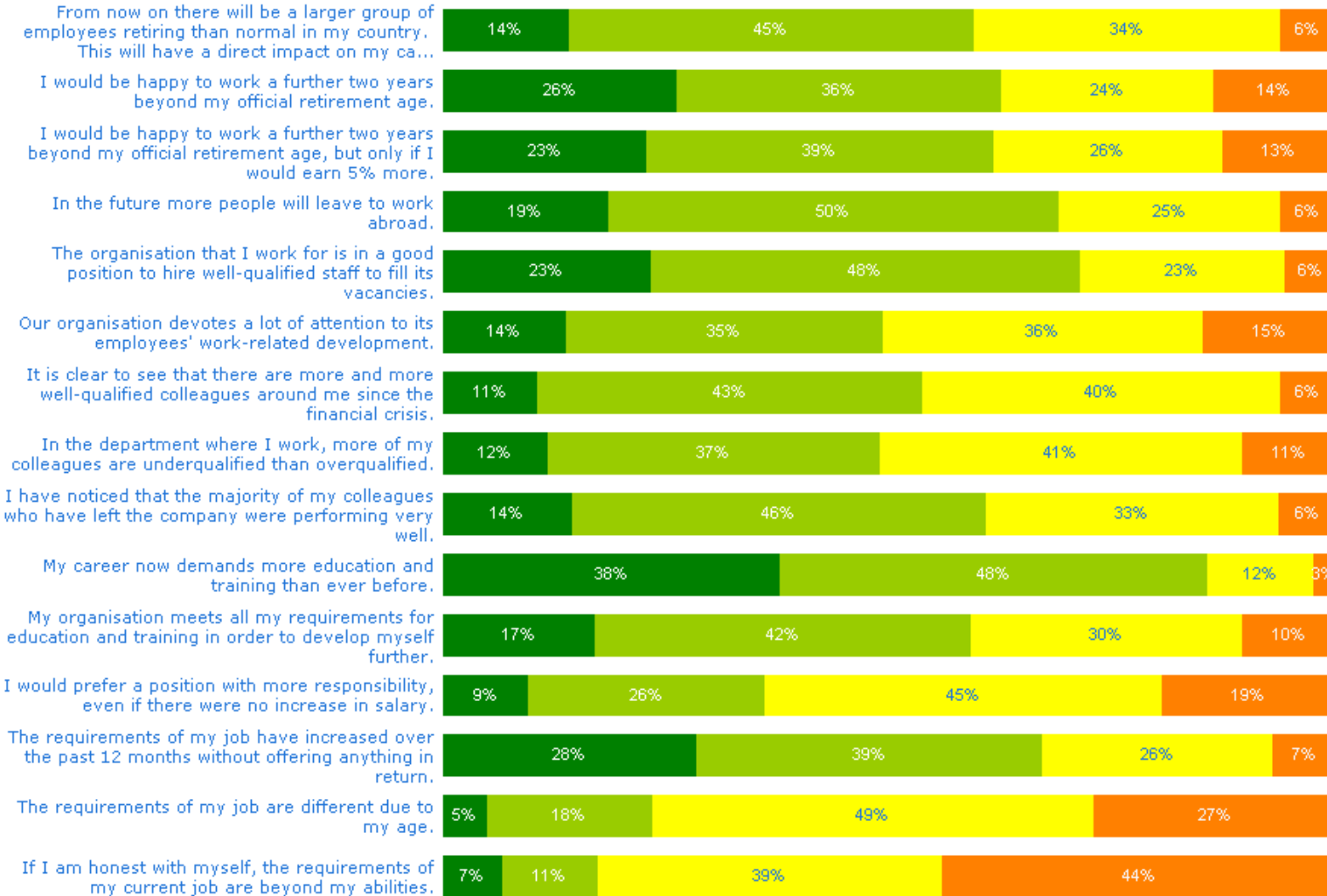
- A majority of the Canadian employees acknowledge that from now on there will be a larger group of employees retiring than normal in Canada, and that this will have a direct impact on their career opportunities (58%).

- The same percentage of employees would be happy to work two more years beyond their official retirement age, but only if they earned 5% more. 49% would work two more years without the financial benefits.

- One third of the employers already have difficulty hiring well-qualified staff to fill their vacancies, according to their employees (34%).



Press statements



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- Many Chilean employees think that more people will leave to work abroad (69%).

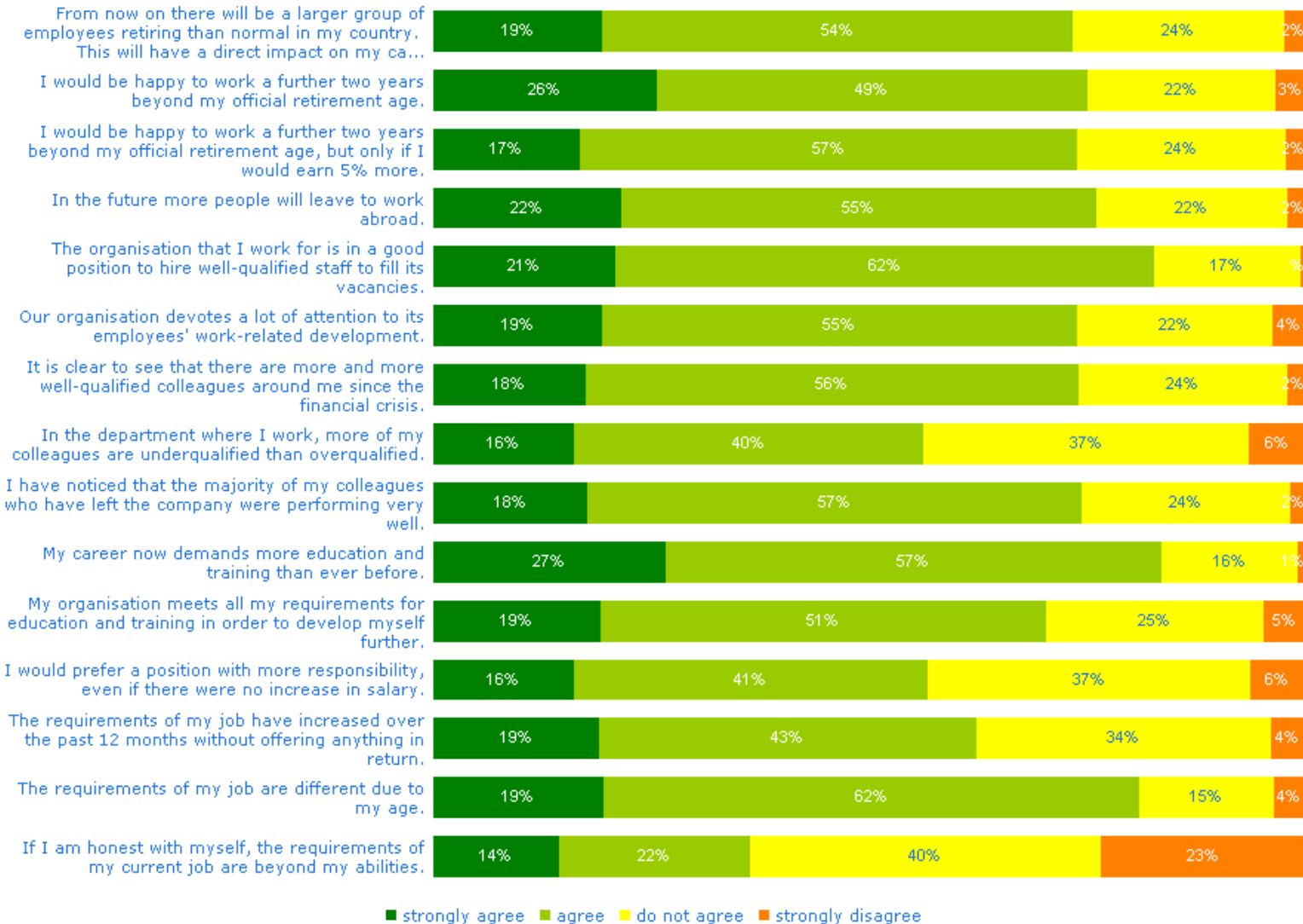
- A vast majority state that their career now demands more education and training than ever before (86%).

- But only 59% of the employees indicate that their organization meets all their requirements for education and training in order to develop themselves further.

- For 18%, this means that the requirements of their current job are beyond their abilities.



Press statements



- The vast majority of the Chinese employees acknowledge that from now on there will be a larger group of employees retiring than normal in China, and that this will have a direct impact on their career opportunities (73%).

- Three-quarters of the Chinese employees wouldn't mind working two more years beyond their official retirement age (75%).

- Even if they earned 5% more, the same percentage of employees (74%) would be happy to work two more years.

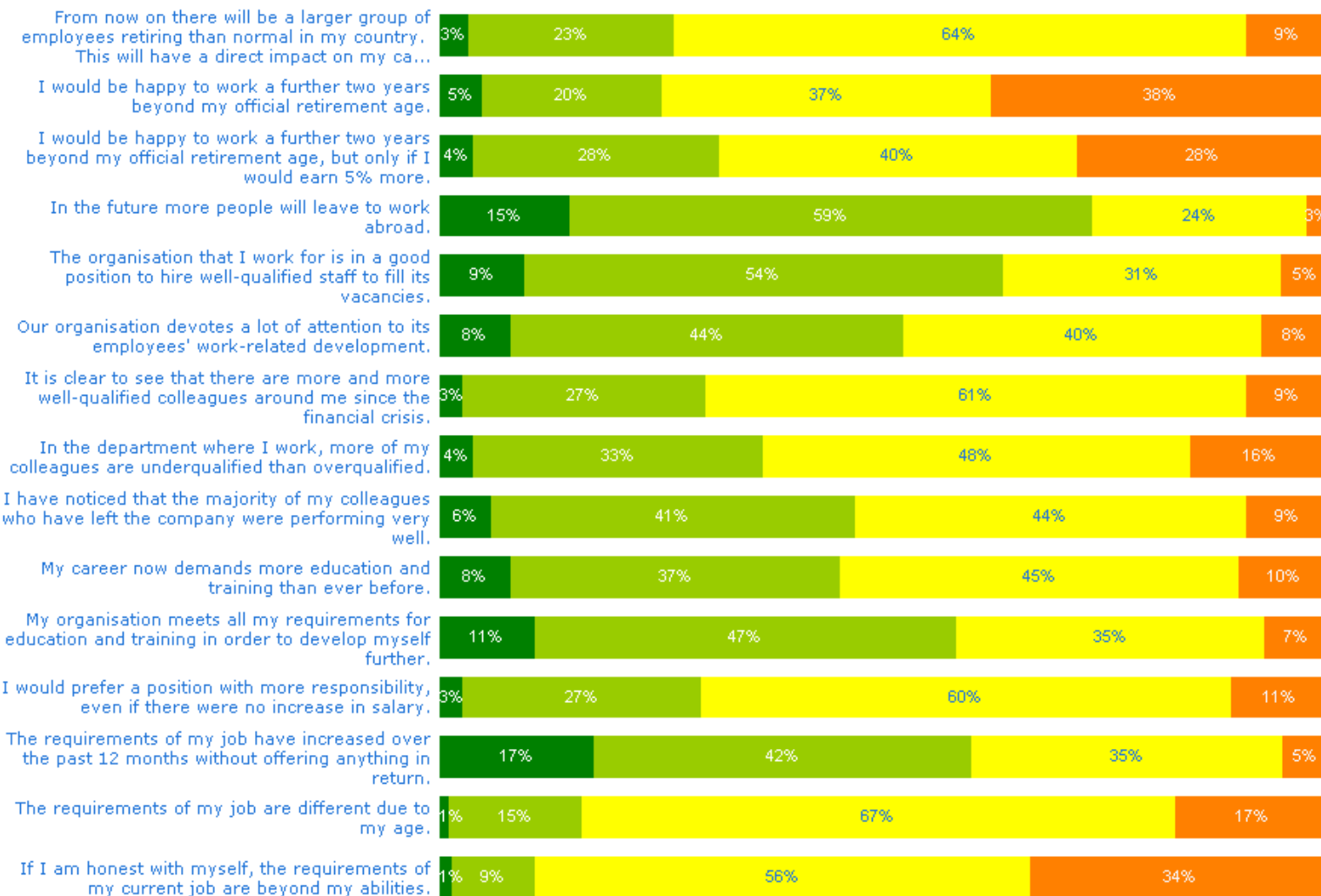
- A majority of the employees believe that more colleagues are under-qualified than over-qualified for their job (56%).

- If employees have to judge themselves, 36% admit that the requirements of their current job are beyond their abilities

Czech Republic



Press statements



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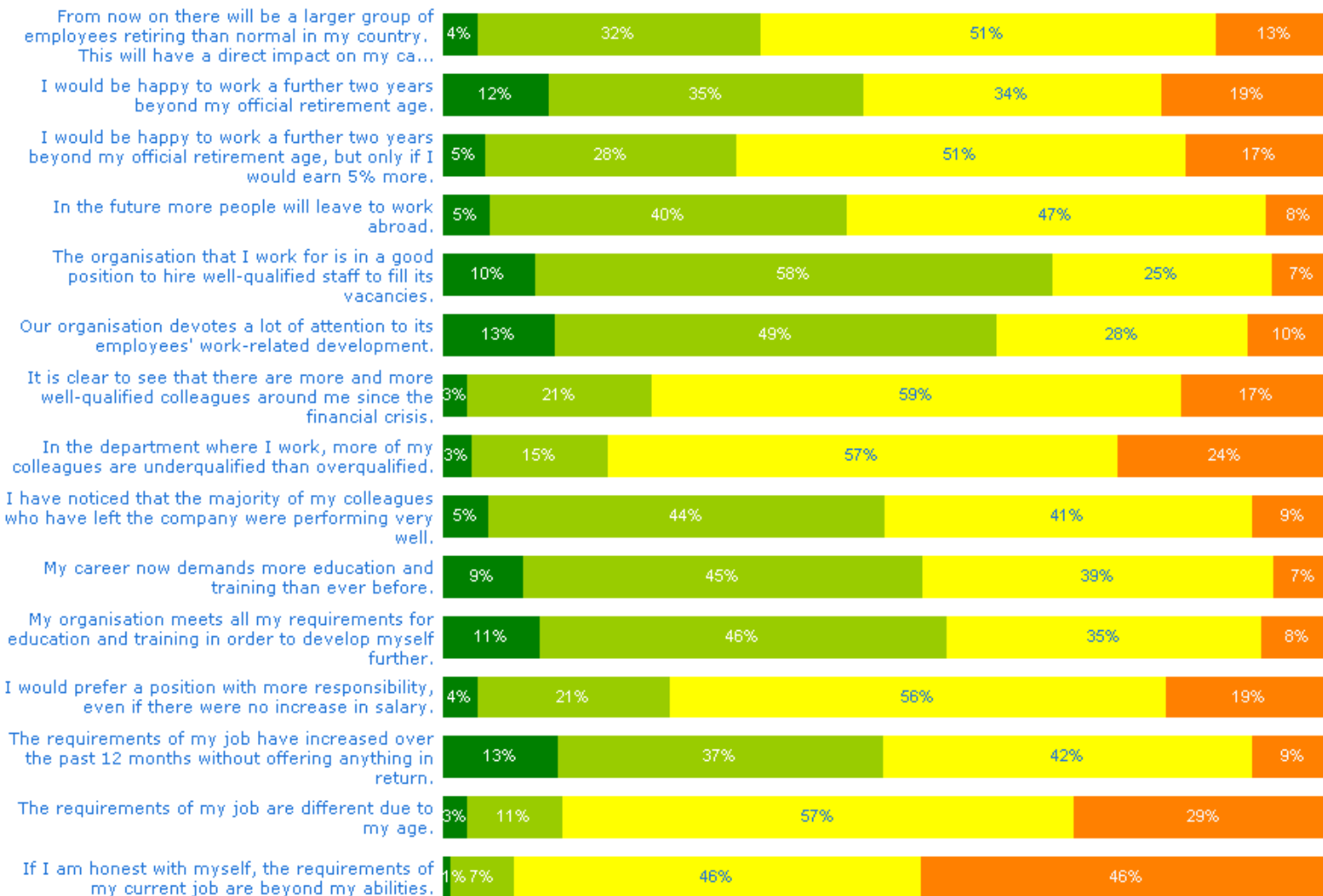
- Few Czech employees indicate that demographic shifts will have a direct impact on their career opportunities (26%).

- They think that more people will leave to work abroad in the future (74%).

- For over half of the employees, the requirements of their job have increased over the past 12 months without offering additional benefits in return (59%).



Press statements

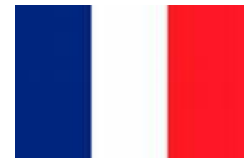


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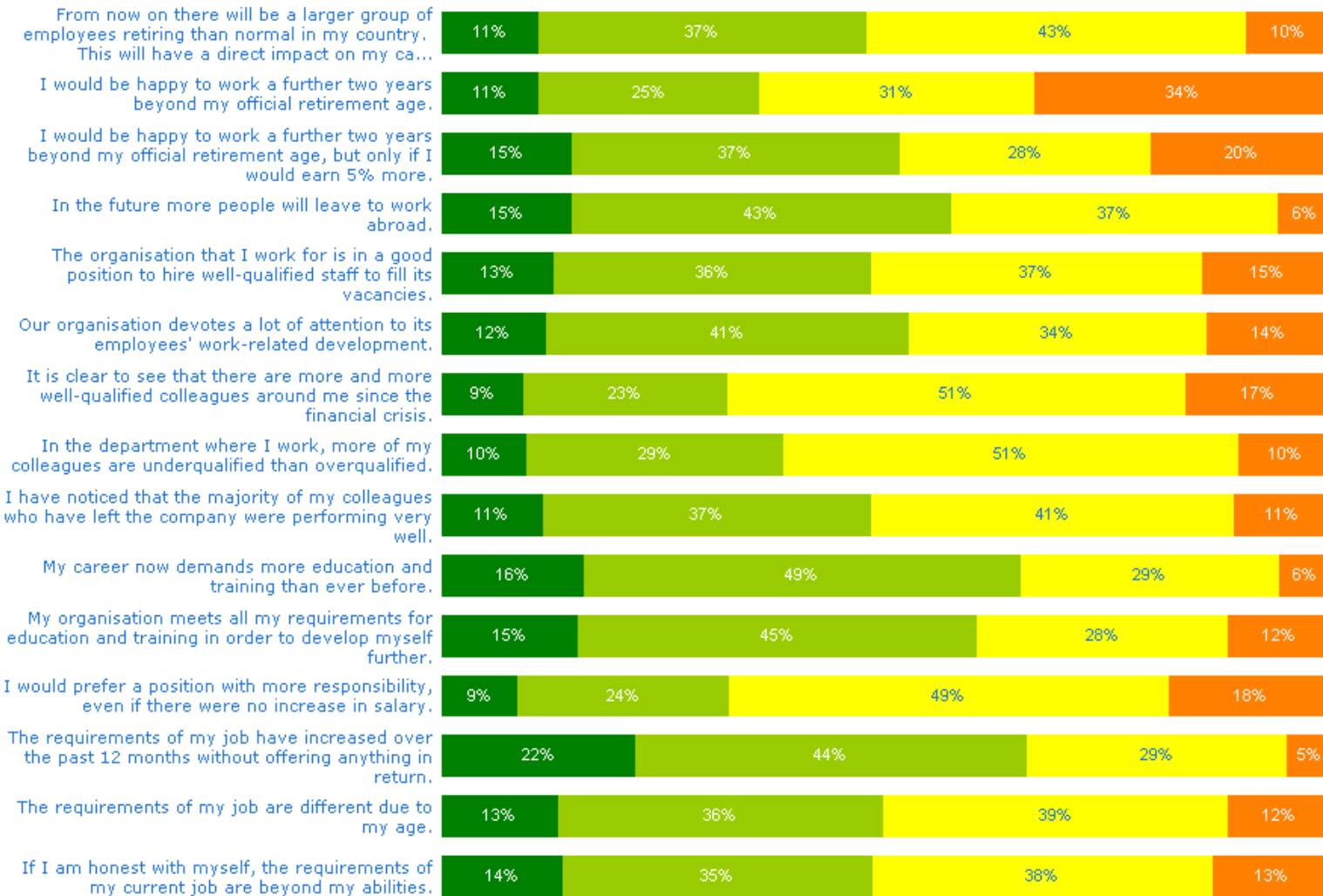
- Most Danish employees indicate that the organization that they work for succeeds in hiring well-qualified staff to fill its vacancies (68%).

- Likewise, a minority of the Danish employees (18%) think that more colleagues are under-qualified than over-qualified for their job.

- And 49% of the Danish employees have noticed that the majority of their colleagues who have left the company were performing very well.



Press statements



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- Almost half of the French employees admit that the requirements of their current job are beyond their abilities (49%).

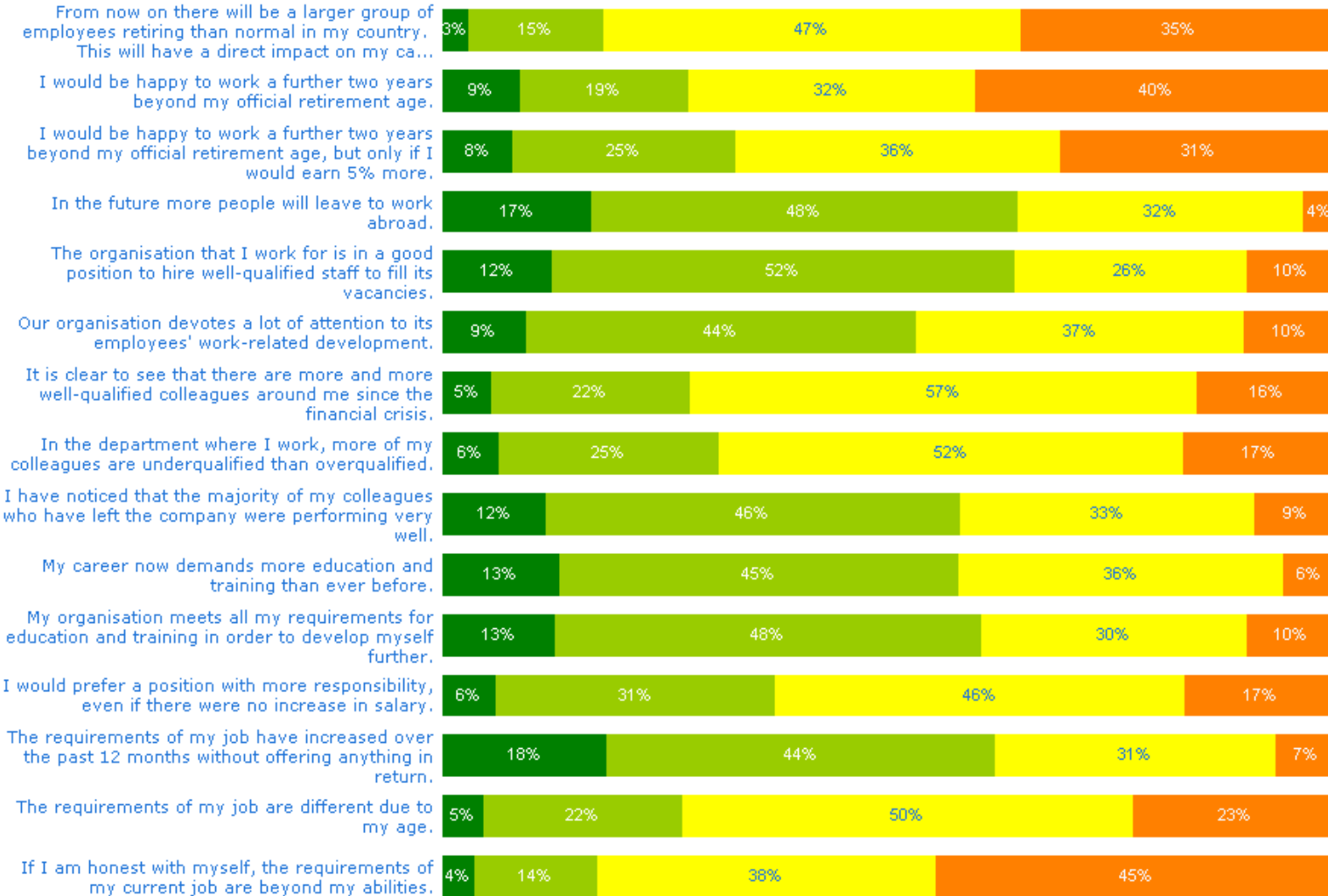
- For 66% of the French employees, the requirements of their job have increased over the past 12 months without offering additional benefits in return.

- However, 33% indicate that they would prefer a position with more responsibility even if there is no increase in salary.

- Half of the employees believe the requirements of their job are affected by their age (49%); the other half do not think this is the case (51%).



Press statements



- Only 18% of the German employees believe that the larger group of employees retiring than normal will have a direct impact on their career opportunities.

- Two thirds believe that in the future more people will leave to work abroad (65%).

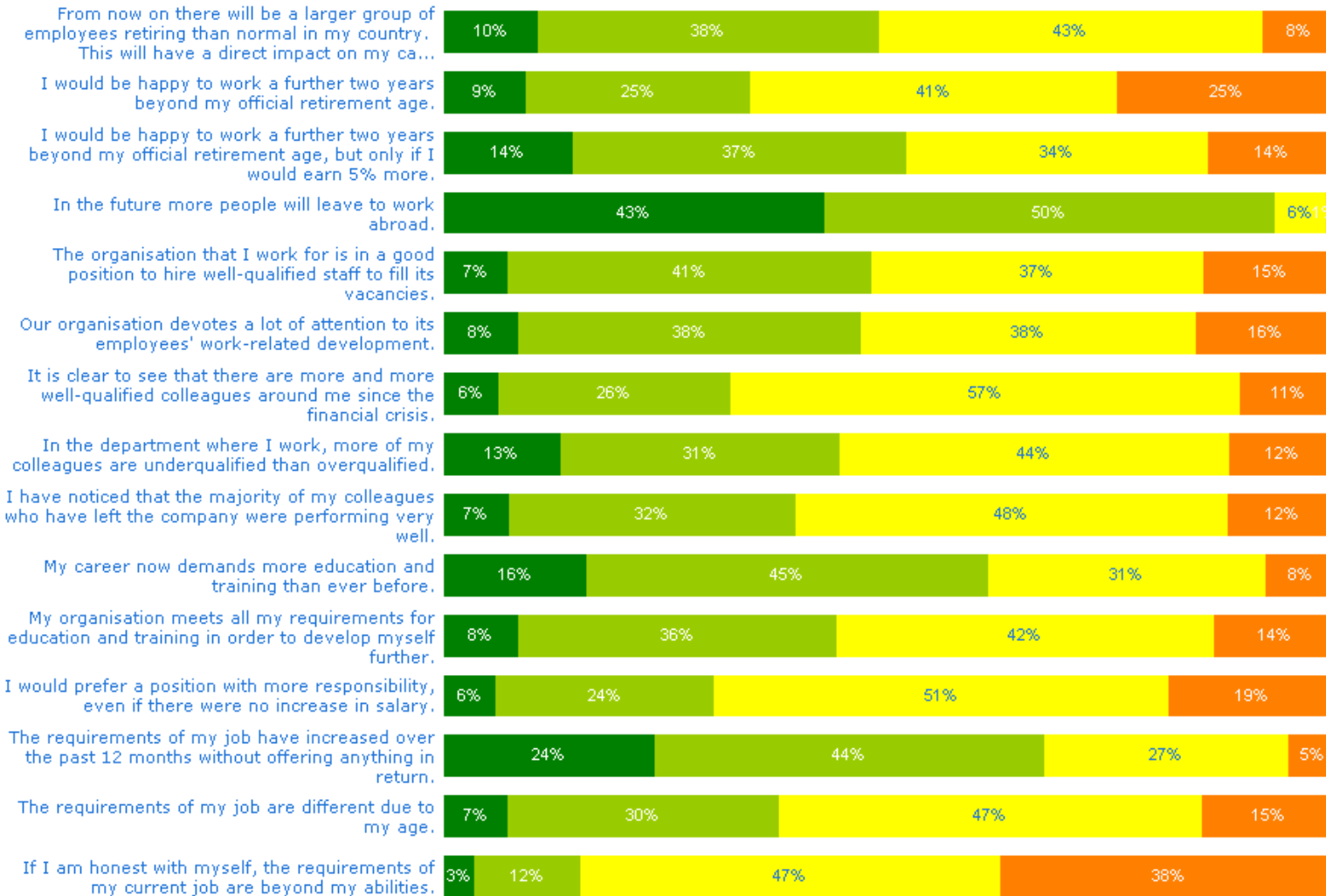
- Most German organizations seem to succeed in hiring well-qualified staff to fill the vacancies. 64% of the German employees state their organization does so.

- Retaining well-qualified staff is not always successful. 58% have noticed that the majority of their colleagues who have left the company were performing very well.

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Press statements



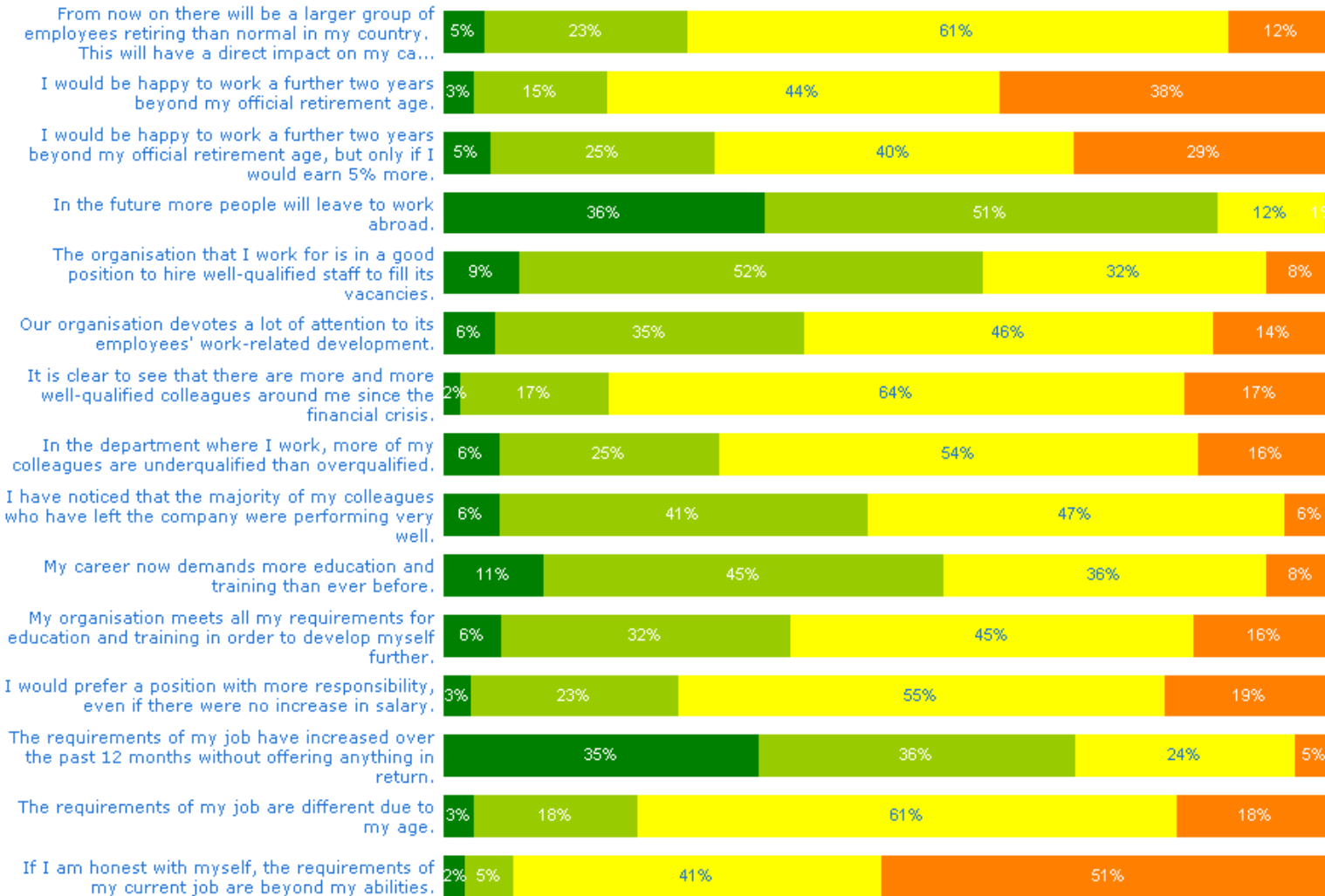
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- The current political and economical climate in Greece seems to be the reason for the high percentage of employees who indicate that in the future more people will leave to work abroad (93%).

- The result cannot be explained purely by the demographic shift. Only 48% state that the larger group of employees retiring than normal in their country will have a direct impact on their career opportunities.



Press statements



- The requirements of 71% of the Hungarian jobs have increased over the past 12 months without offering additional benefits in return.

- This might partially explain why 87% state that in the future more people will leave to work abroad.

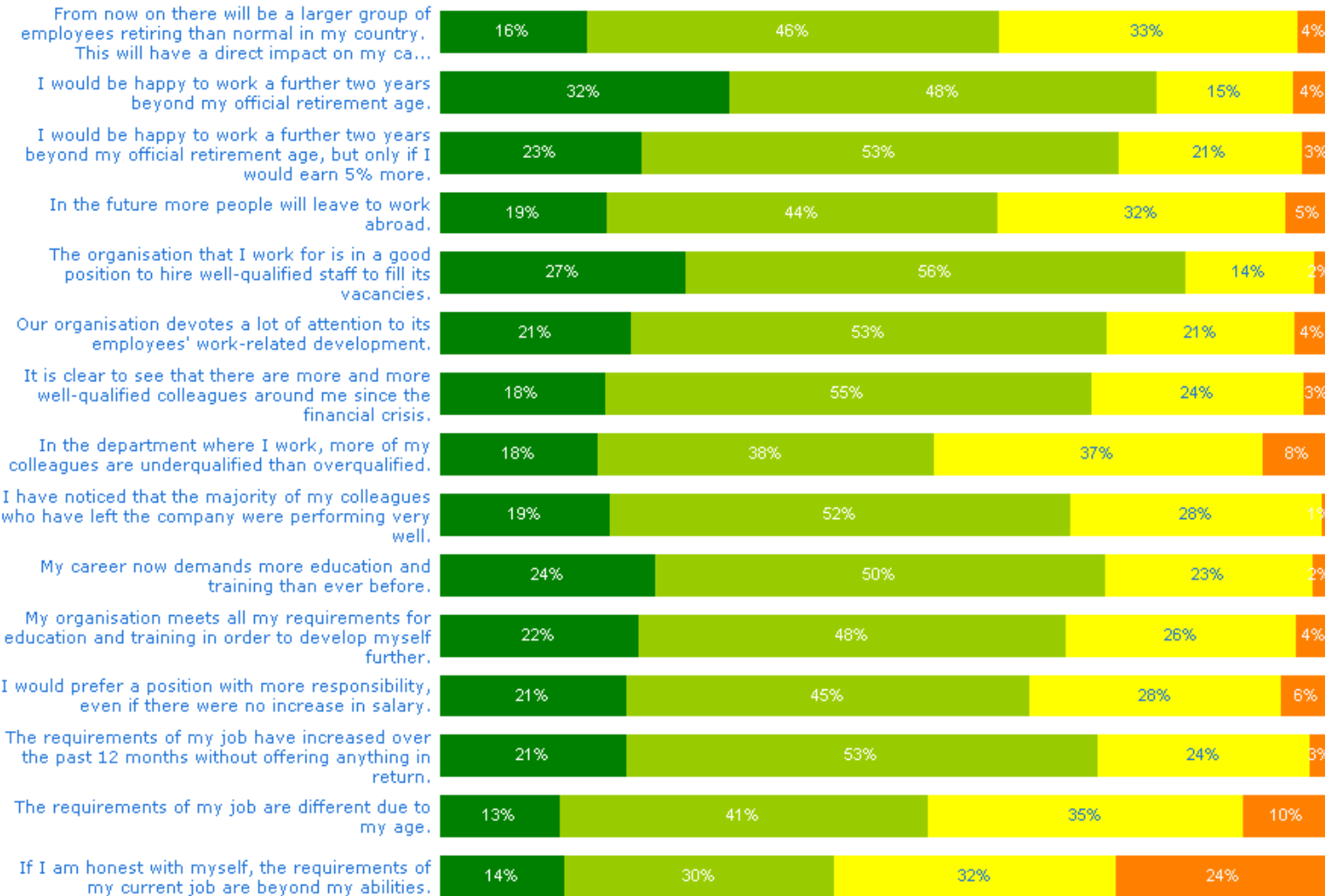
- Also a minority states that their organization devotes a great deal of attention to its employees' development (41%).

- While 56% indicate that their career now demands more education and training than ever before.

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Press statements



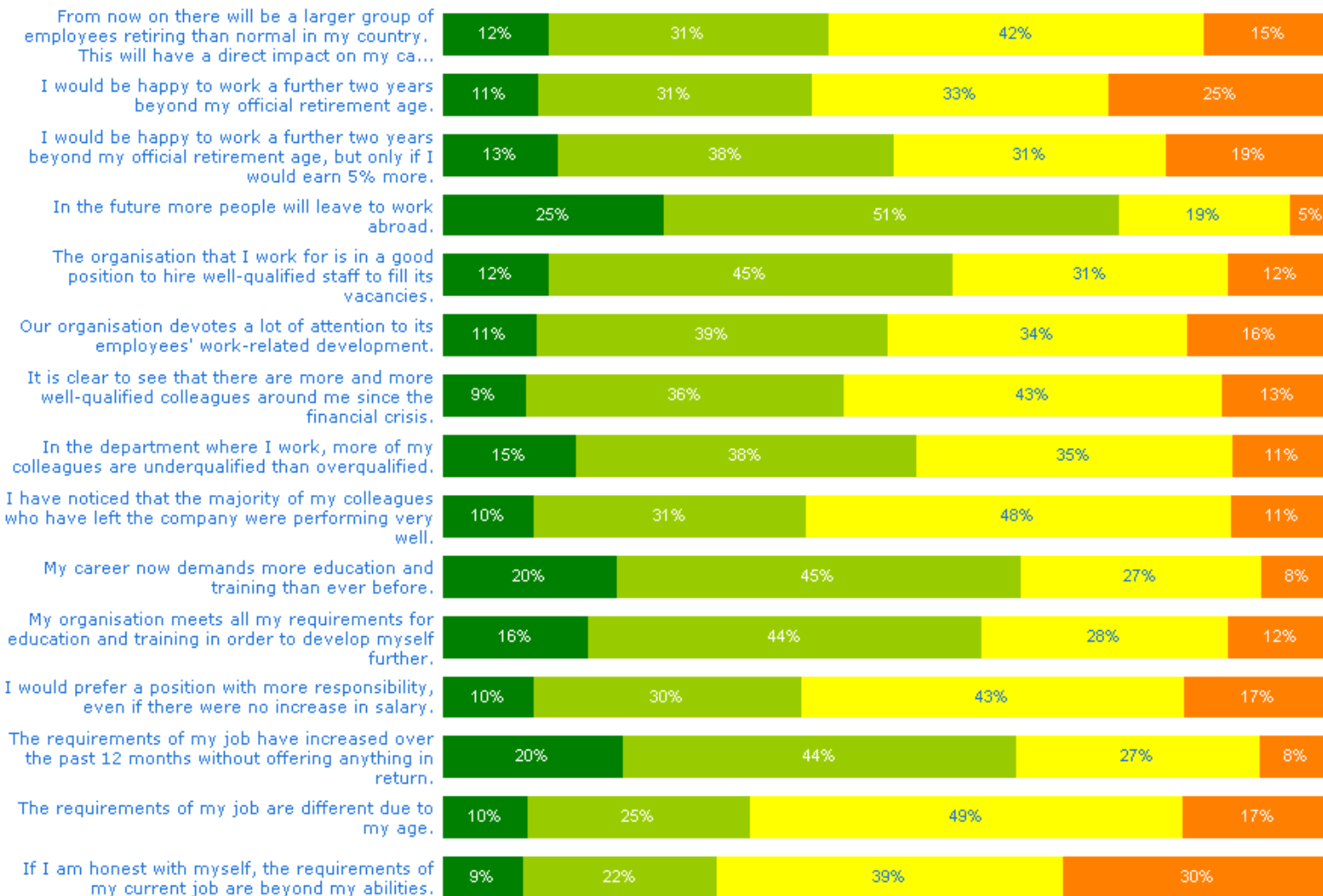
- The organizations of 83% of the Indian employees succeed in hiring well-qualified staff to fill its vacancies.

- But Indian employers also seem to lose well performing employees. 71% of the Indian employees have noticed that the majority of their colleagues who have left the company were performing very well.

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Press statements



- Four out of ten Italian employees think that the larger group of employees retiring than normal will have a direct impact on their own career opportunities (43%).

- Many Italians believe that in the future more people will leave to work abroad (76%).

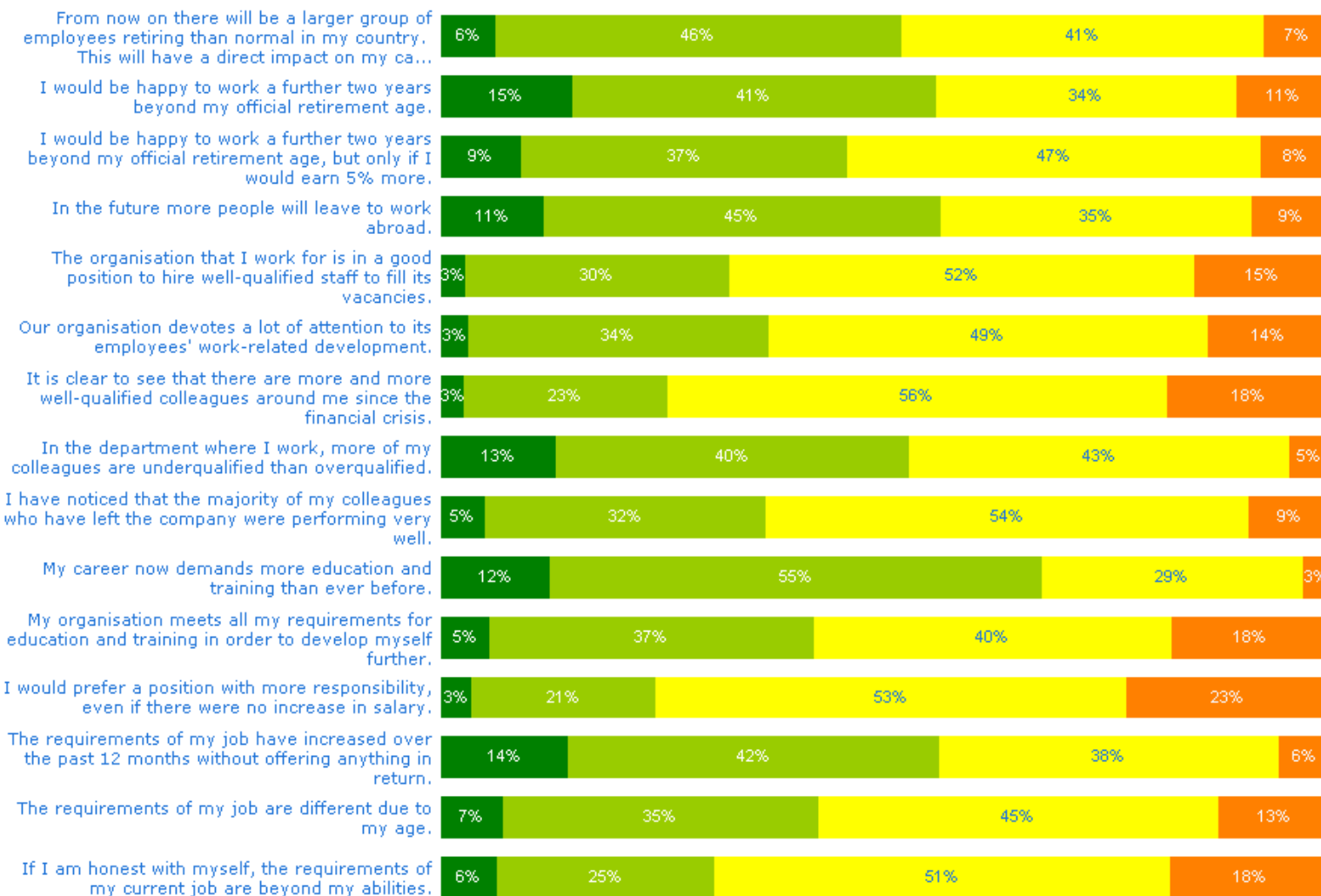
- 40% would prefer a position with more responsibility, even if there was no increase in salary.

- For three out of ten, the requirements of their current job are beyond their abilities (31%).

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Press statements



- Only one third of the organizations seem to succeed in hiring well-qualified staff to fill their vacancies (33% of the employees agree that their own organization succeeds).

- A high percentage of Japanese employees indicate that their career now demands more education and training than ever before (67%).

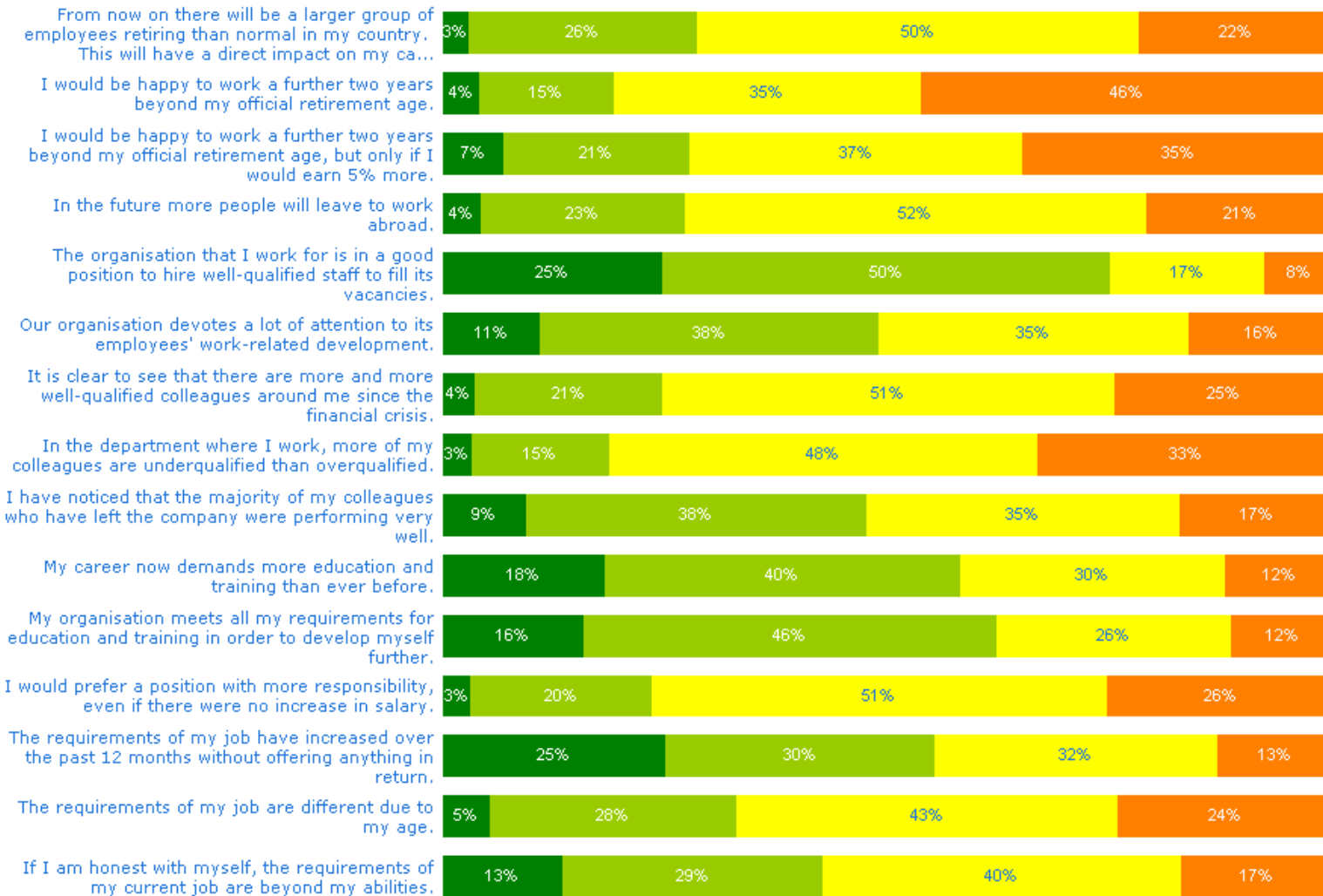
- But for only 42%, their organization meets all the requirements for education and training in order to develop the employees.

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Luxembourg



Press statements



• In Luxembourg, willingness to work beyond their retirement age is low. Only 19% would be happy to work two more years beyond their retirement age.

• 28% would work two more years, only if they earned 5% more.

• Three quarters of the employees in Luxembourg state that the organization that they work for succeeds in hiring well-qualified staff to fill its vacancies.

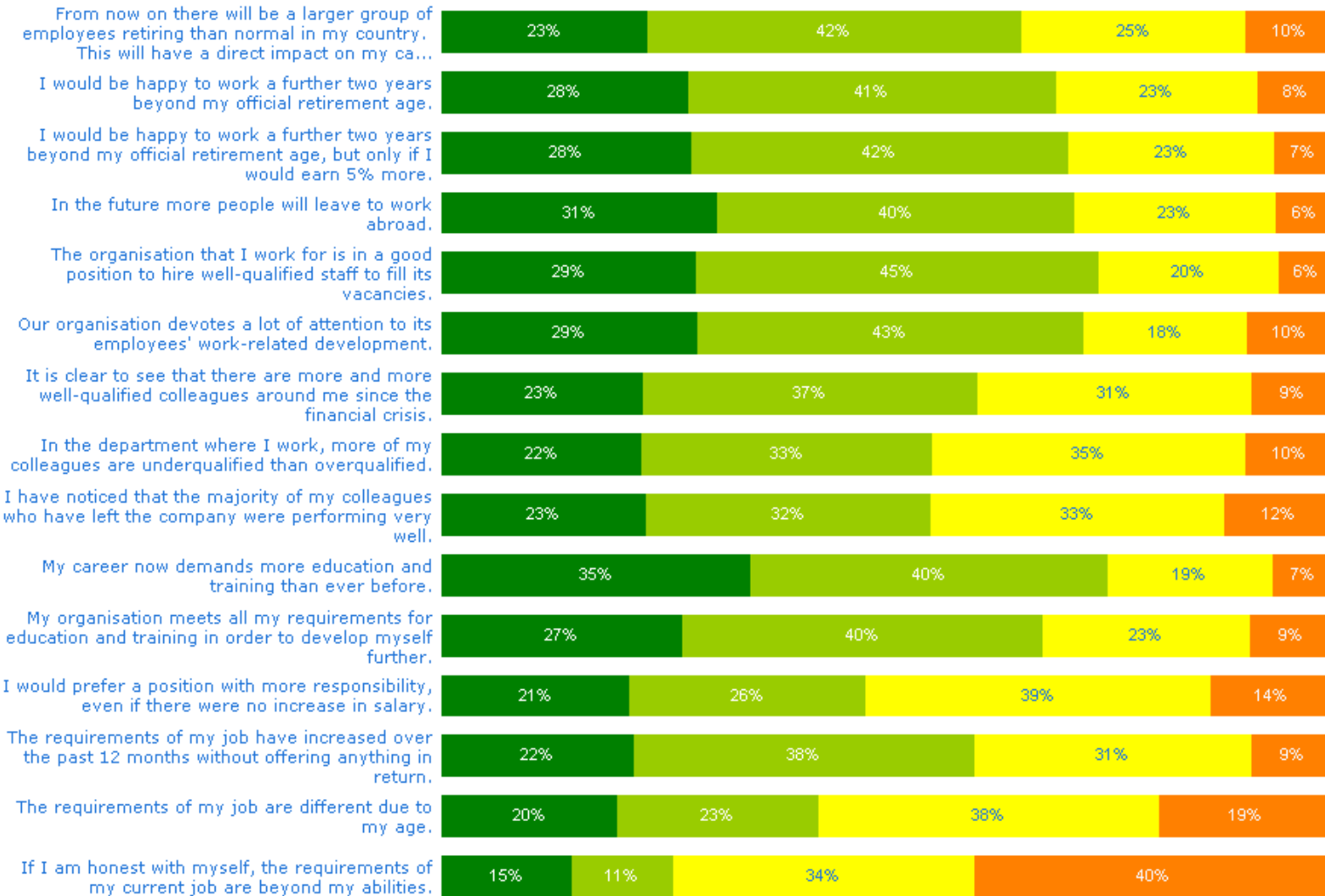
• For one third, the requirements of their job are affected by their age (33%).

• Four out of ten employees admit that the requirements of their current job are beyond their abilities (42%).

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Press statements



• Many Mexicans believe that there will be a larger group of employees retiring than normal in Mexico and that this will have a direct impact on their career opportunities (65%).

• Fortunately seven out of ten employees would be happy to work two more years beyond their official retirement age (69%).

• Despite the fact that organizations succeed in filling vacancies, a large number of employees also state that in the future more people will leave to work abroad (71%).

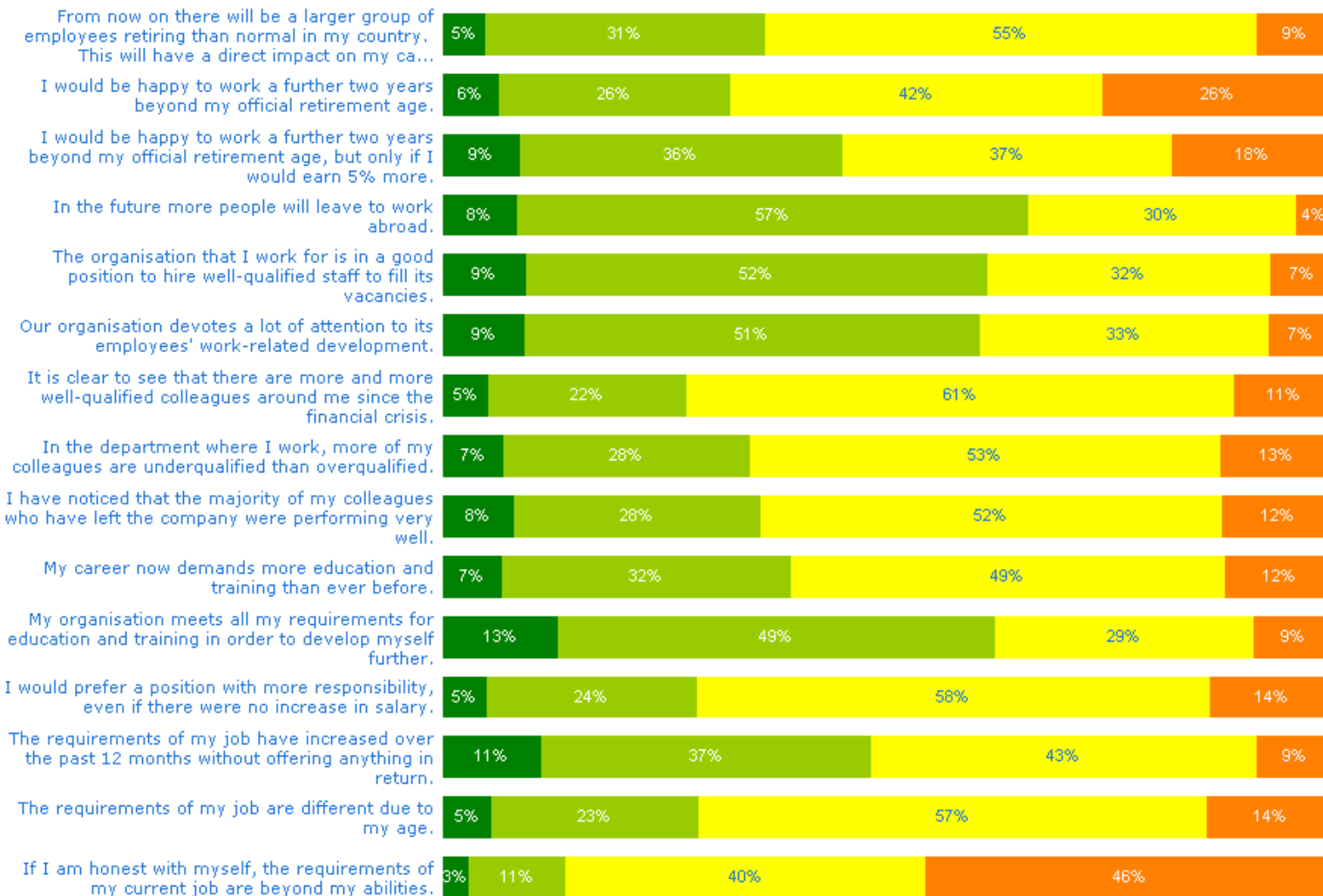
• Many Mexicans state that their career now demands more education and training than ever before (75%).

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Netherlands



Press statements



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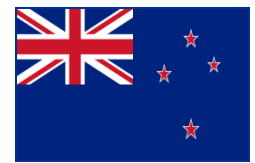
• For 48% of the Dutch employees, the requirements of their job have increased over the past 12 months.

• And four out of ten state that their career now demands more education and training than ever before (39%).

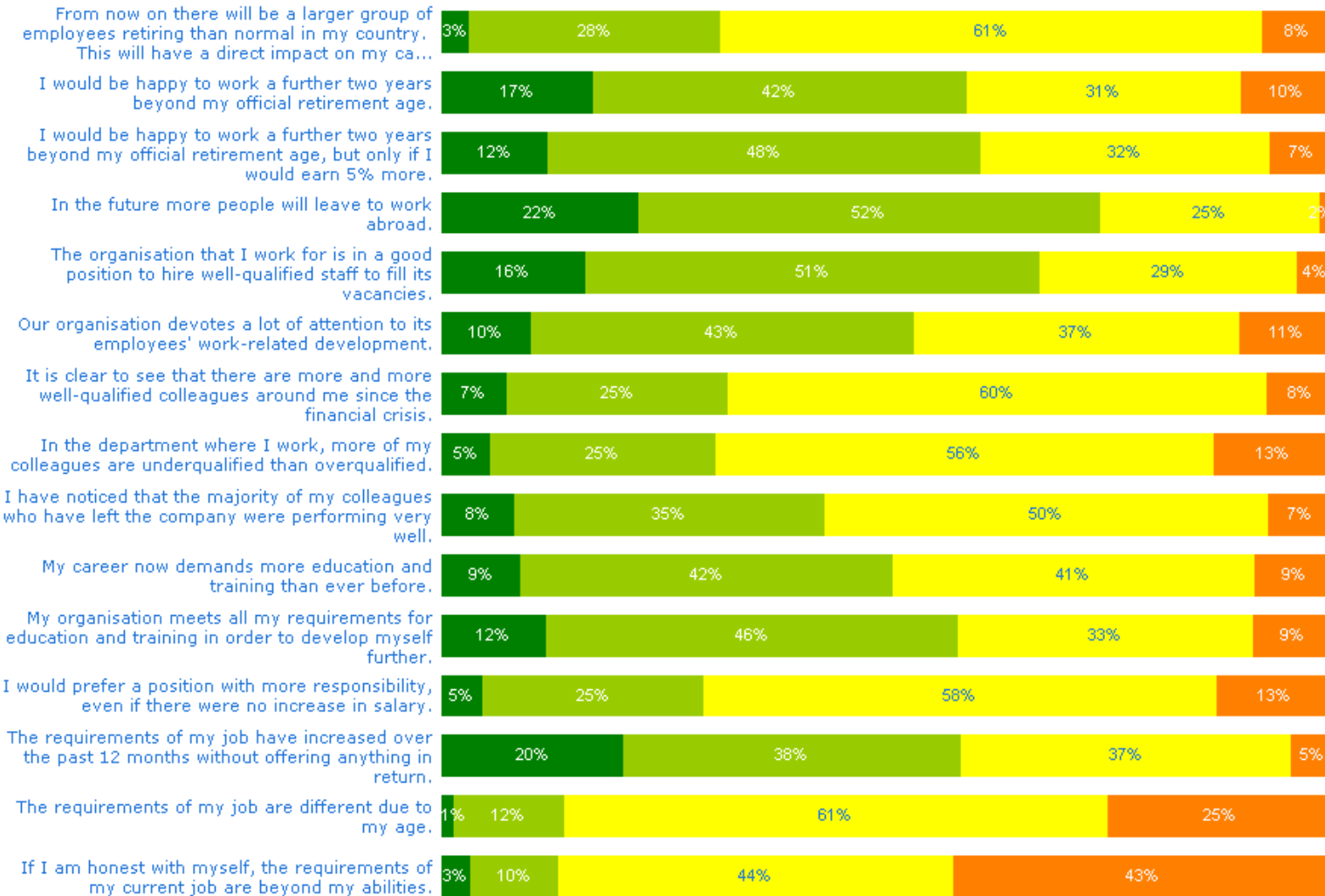
• Dutch employers seem to meet the needs of their employees. Many organizations invest a great deal in their employees' development (60%).

• And 62% of the organizations meet all the requirements for education and training in order to develop employees.

New Zealand



Press statements



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- Not many New Zealanders think that the larger group of employees retiring than normal will have a direct impact on their career opportunities (31%).

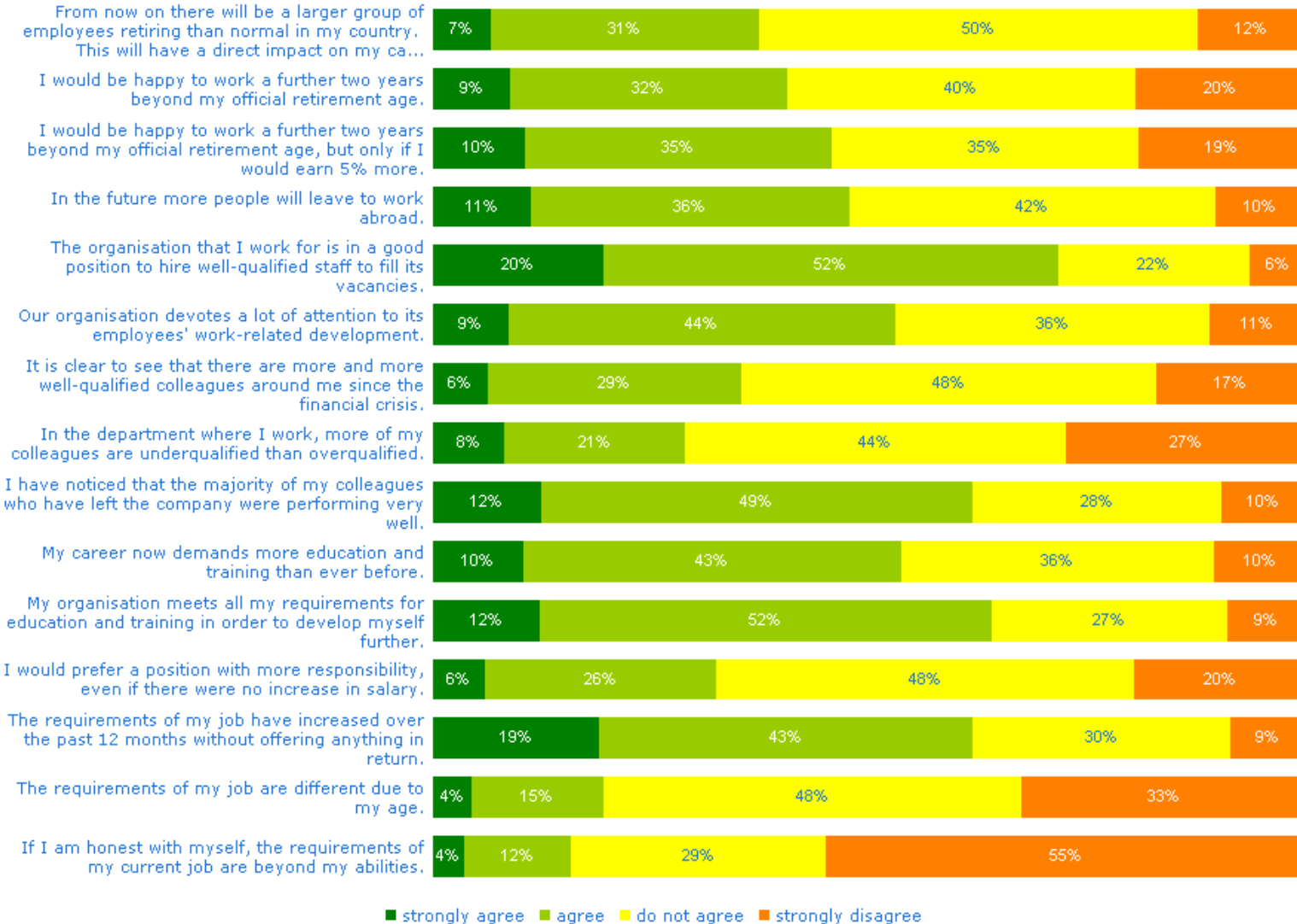
- Nevertheless, a majority of them would be happy to work two more years beyond their official retirement age (59%).

- 67% state that the organization that they work for succeeds in hiring well-qualified staff to fill its vacancies.

- Few New Zealanders feel that the requirements of their current job are beyond their abilities (13%).



Press statements



- Three quarters of the Norwegian employees indicate that their employer succeeds in hiring well-qualified staff to fill its vacancies (72%).

- But not all qualified personnel can be retained. 61% have noticed that the majority of their colleagues who have left the company were performing very well.

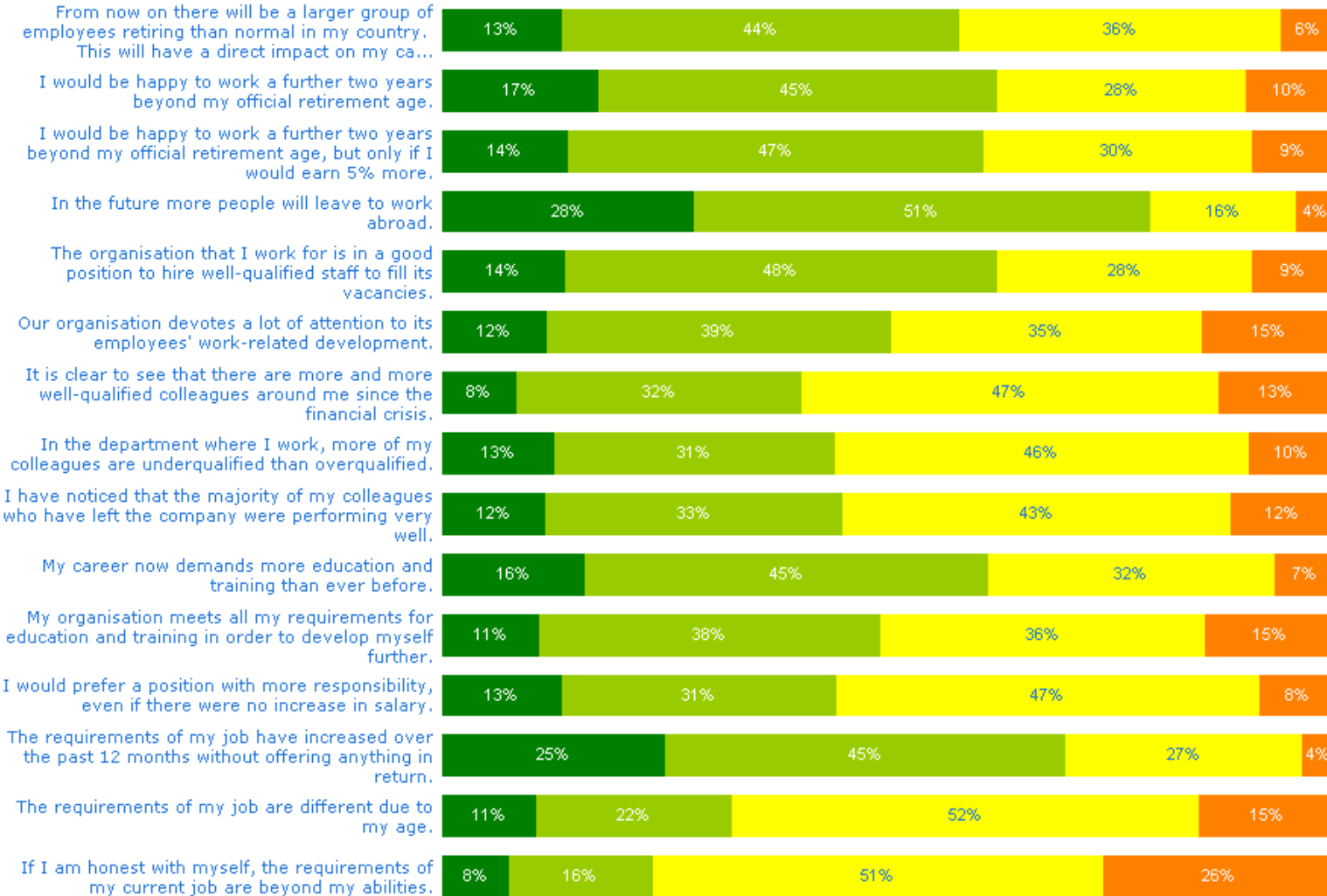
- The careers of 53% of the Norwegian employees now demand more education and training than ever before.

- Also for 62%, the requirements of the job have increased over the past 12 months.

- Luckily 64% of the employees feel that their organization meets all their requirements for education and training in order to develop themselves further.



Press statements



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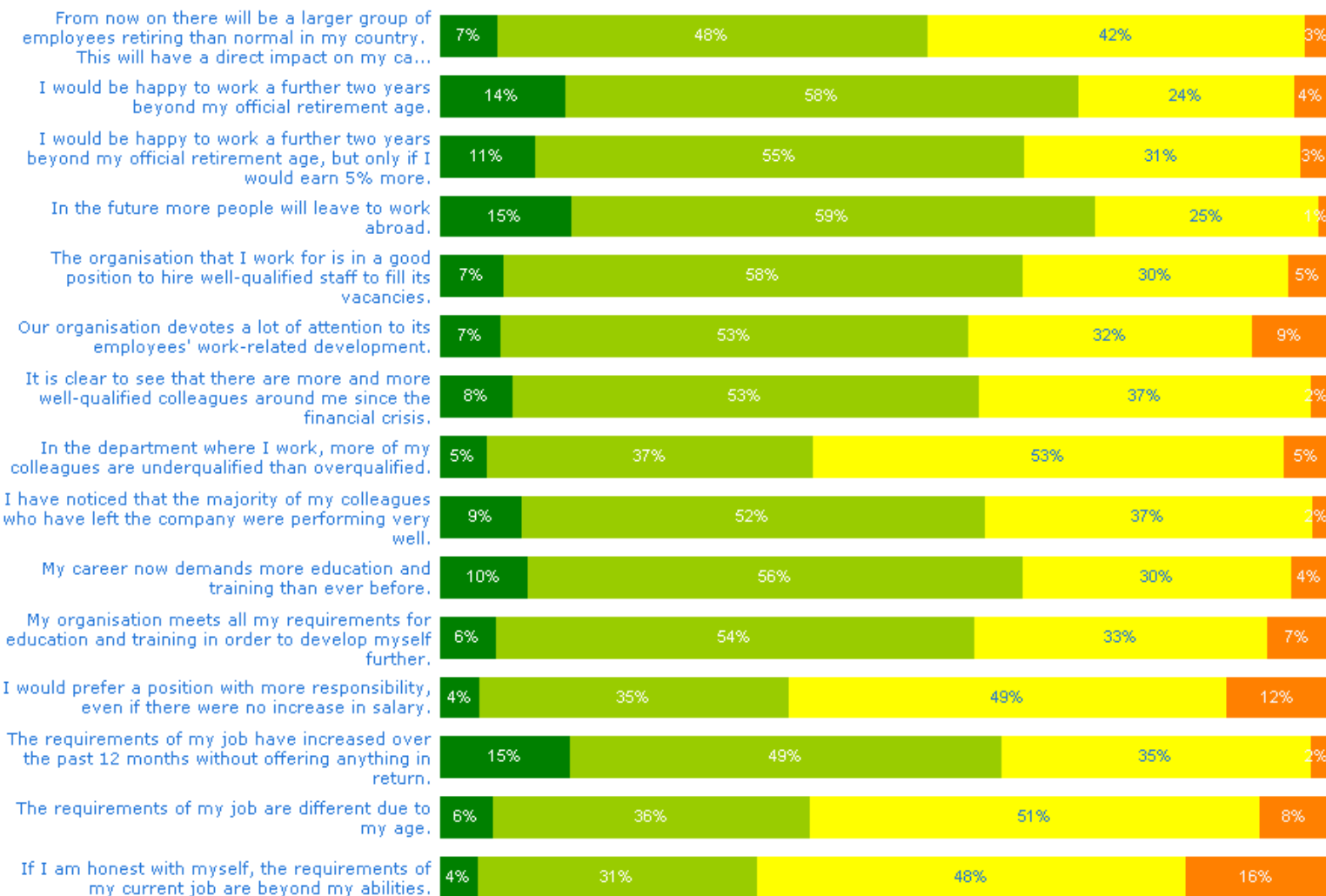
- Eight out of ten Polish employees believe that in the future more people will leave to work abroad (79%).

- Seven out of ten employees (70%) indicate that the requirements of their job have increased over the past 12 months (without offering additional benefits in return).

- Not all employees with increased requirements have suitable development possibilities. Only 49% of the employees state that their organization meets all their requirements for proper education and training.



Press statements

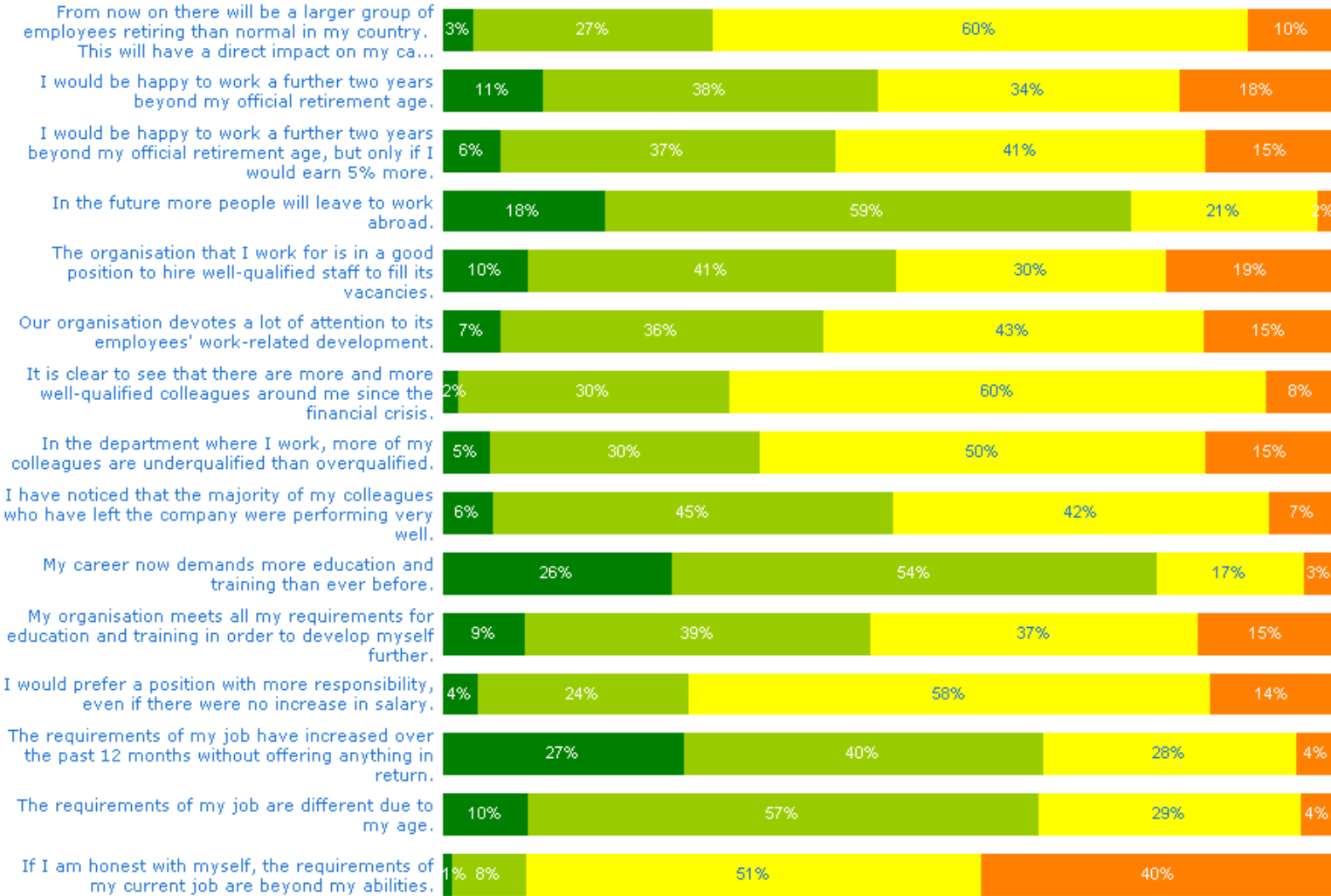


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- Singapore employees would be happier working two more years beyond their official retirement age without financial benefits (72%) than with financial benefits (66%).
- For a majority of the employees, it is clear that there are more and more well-qualified colleagues around them since the financial crisis (61%).
- Four out of ten would prefer a position with more responsibility, even if there was no increase in salary (39%).
- One third admit the requirements of their current job are beyond their abilities (35%).



Press statements



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- Only three out of ten Slovakian employees think that the larger group of employees retiring than normal will have a direct impact on their career opportunities (30%).

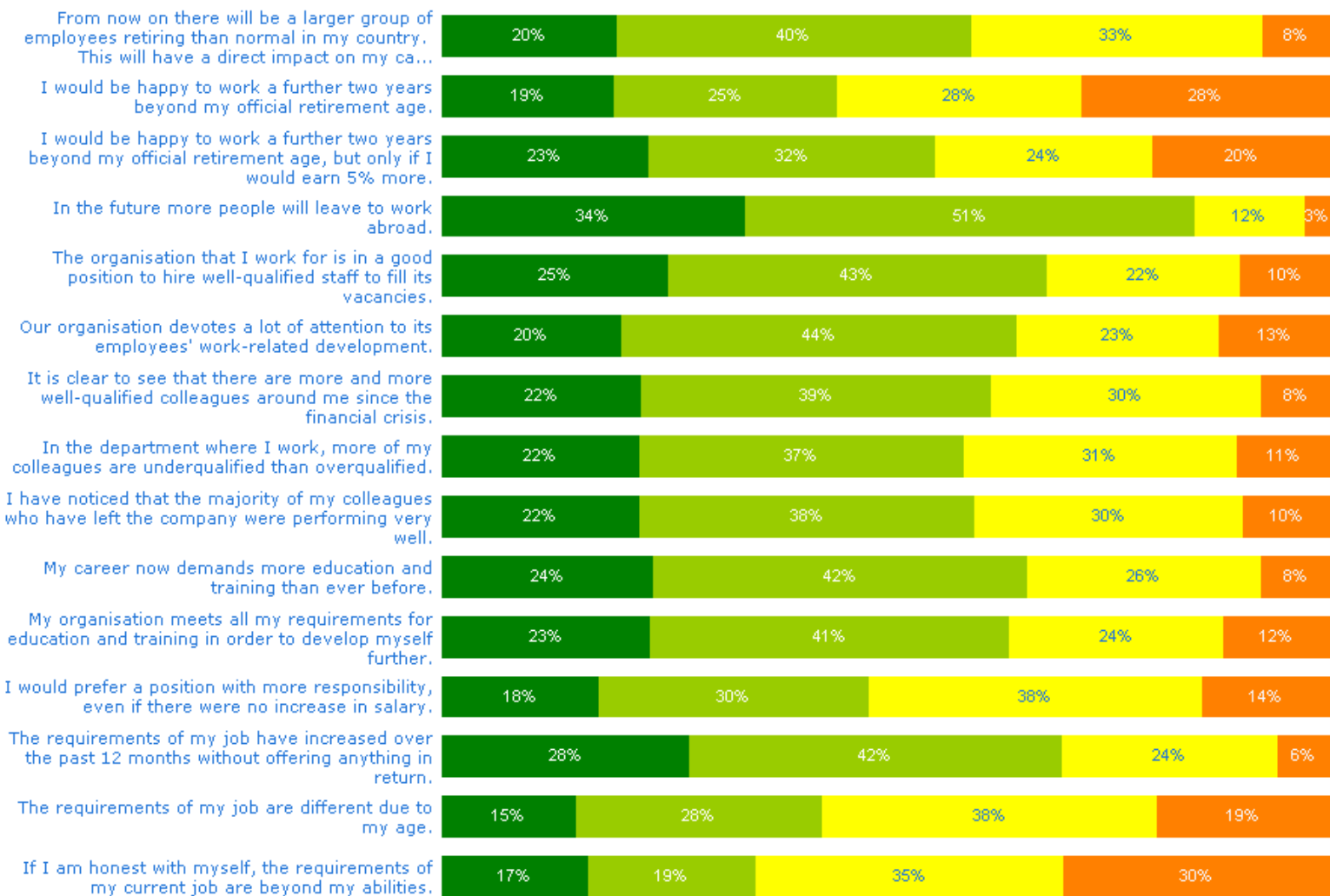
- Nevertheless, a vast majority predicts that in the future more people will leave to work abroad (77%).

- Many Slovakian employees state that their career now demands more education and training than ever before (80%).

- But only 48% feel that their organization meets all their requirements for education and training in order to develop themselves further.



Press statements



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- Many Spanish employees predict that in the future more people will leave to work abroad (85%).

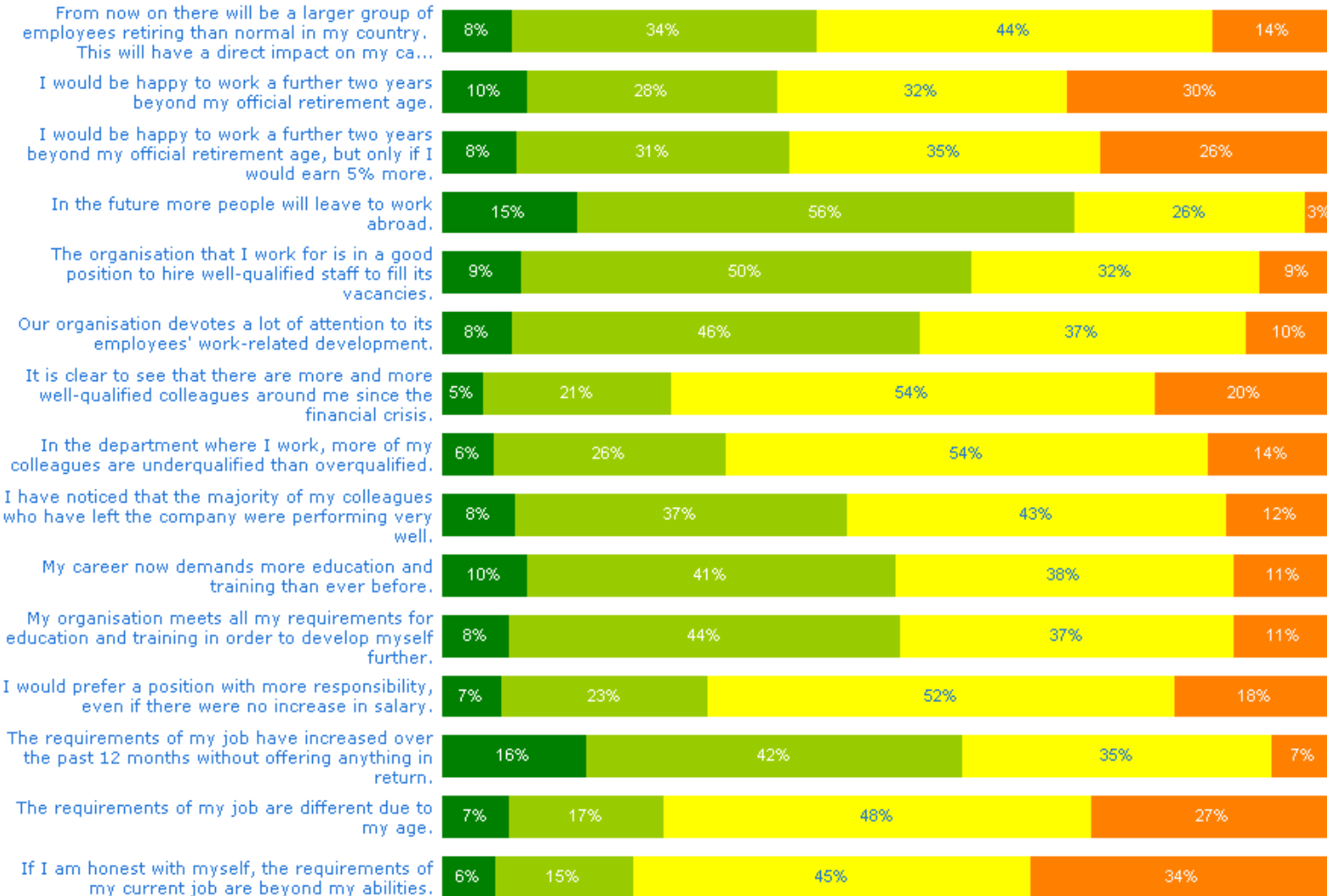
- For 61% of the employees, it is clear that there are more and more well-qualified colleagues around them since the financial crisis.

- But in the department where they work, 59% also indicate that more of their colleagues are under-qualified than over-qualified for their job.

- One third admits to being under-qualified (36%). The requirements of their current job are beyond their abilities.



Press statements

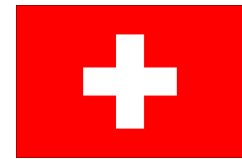


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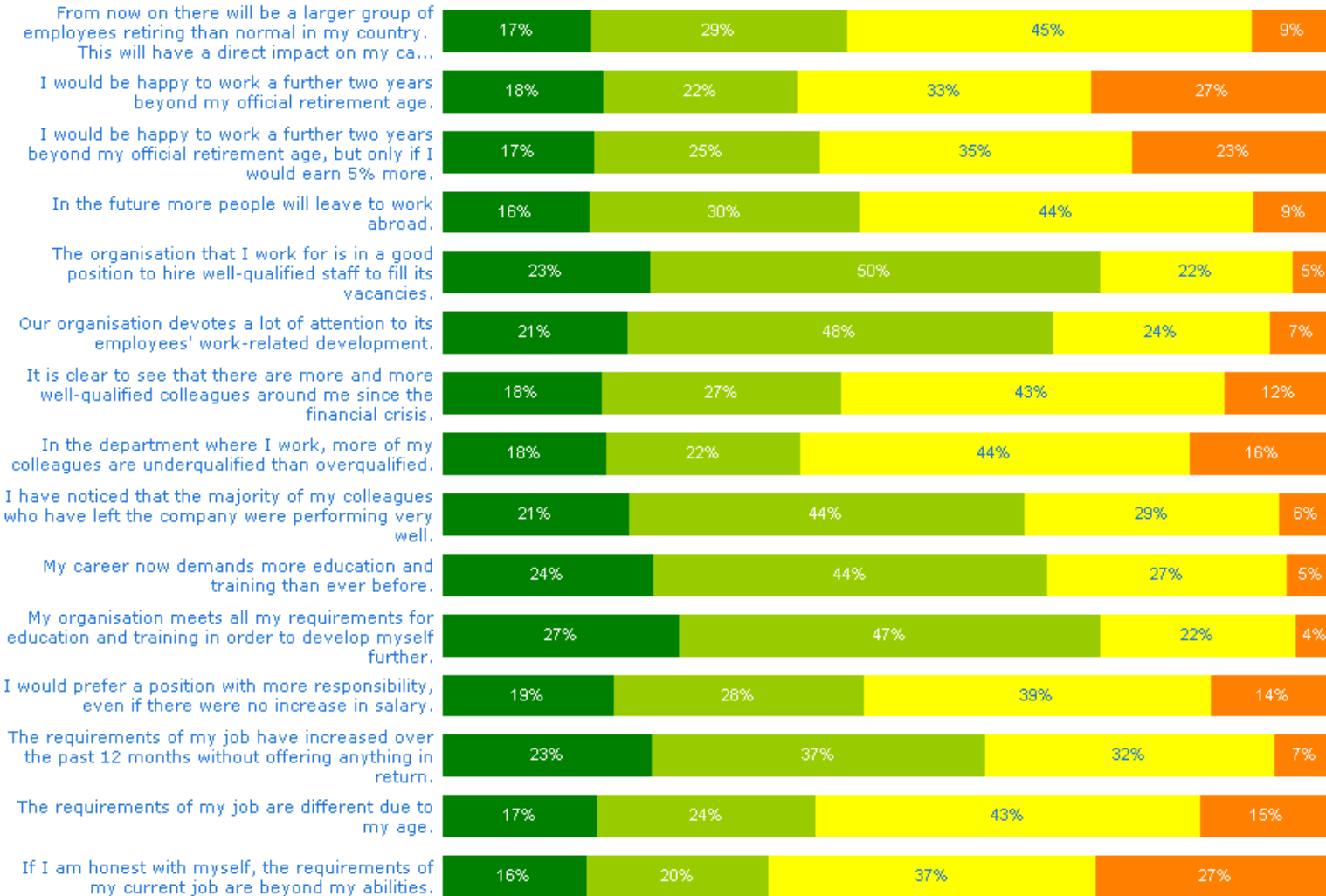
- Six out of ten Swedish employees state that their employer succeeds in hiring well-qualified staff to fill its vacancies (59%).

- One quarter of the Swedish employees notice that there are more and more well-qualified colleagues around them since the financial crisis (26%).

- Also a minority states that in the department where they work, more of their colleagues are under-qualified than over-qualified for their job (32%).



Press statements



- Three quarters of the Swiss employees indicate that the organization that they work for succeeds in hiring well-qualified staff to fill its vacancies (73%).

- Seven out of ten also state that their organization invests a great deal in its employees' development (69%).

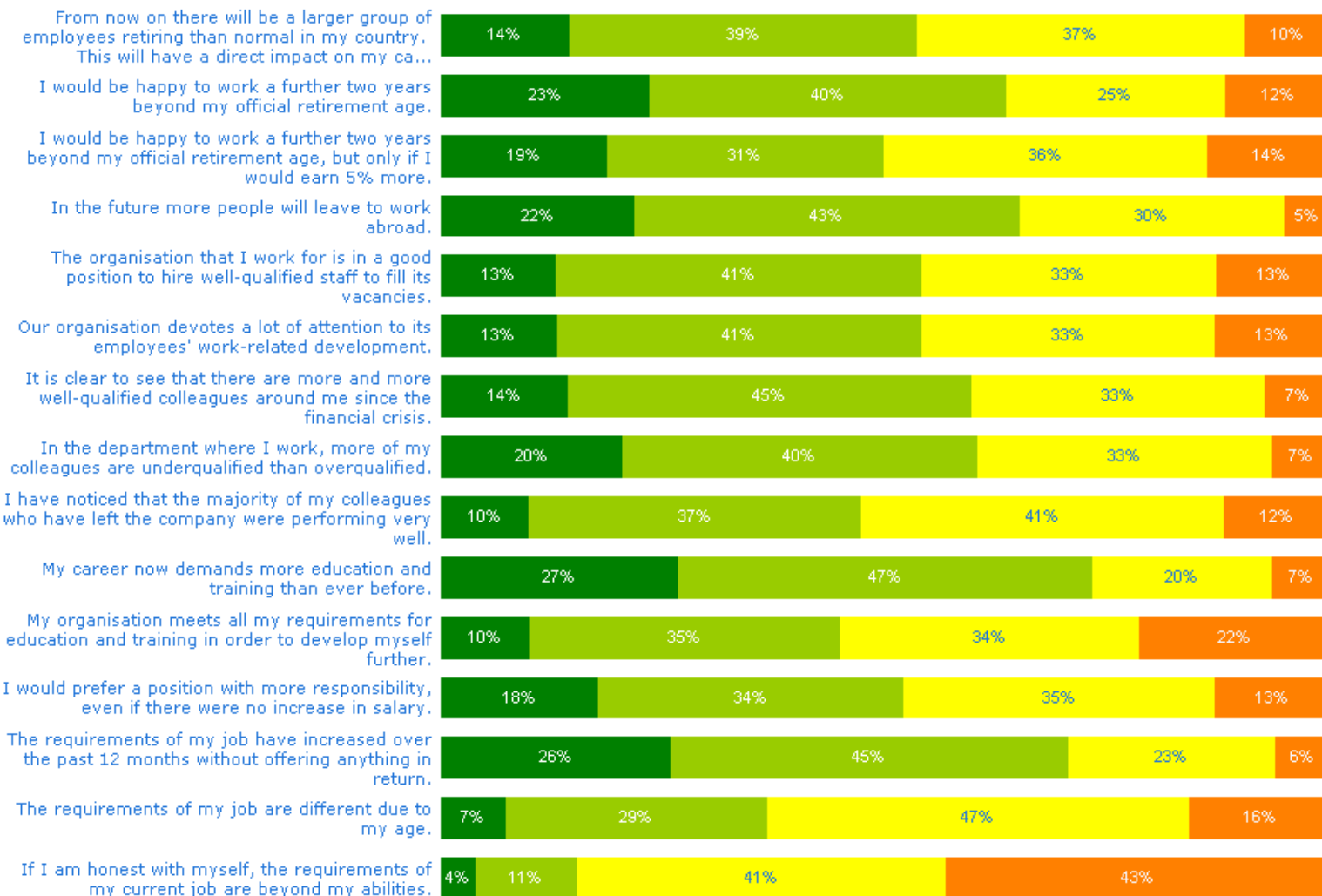
- 68% state that their career now demands more education and training than ever before.

- Organizations seem to meet these demands. 74% of the Swiss indicate their organization meets all their requirements for education and training in order to develop themselves further.

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Press statements



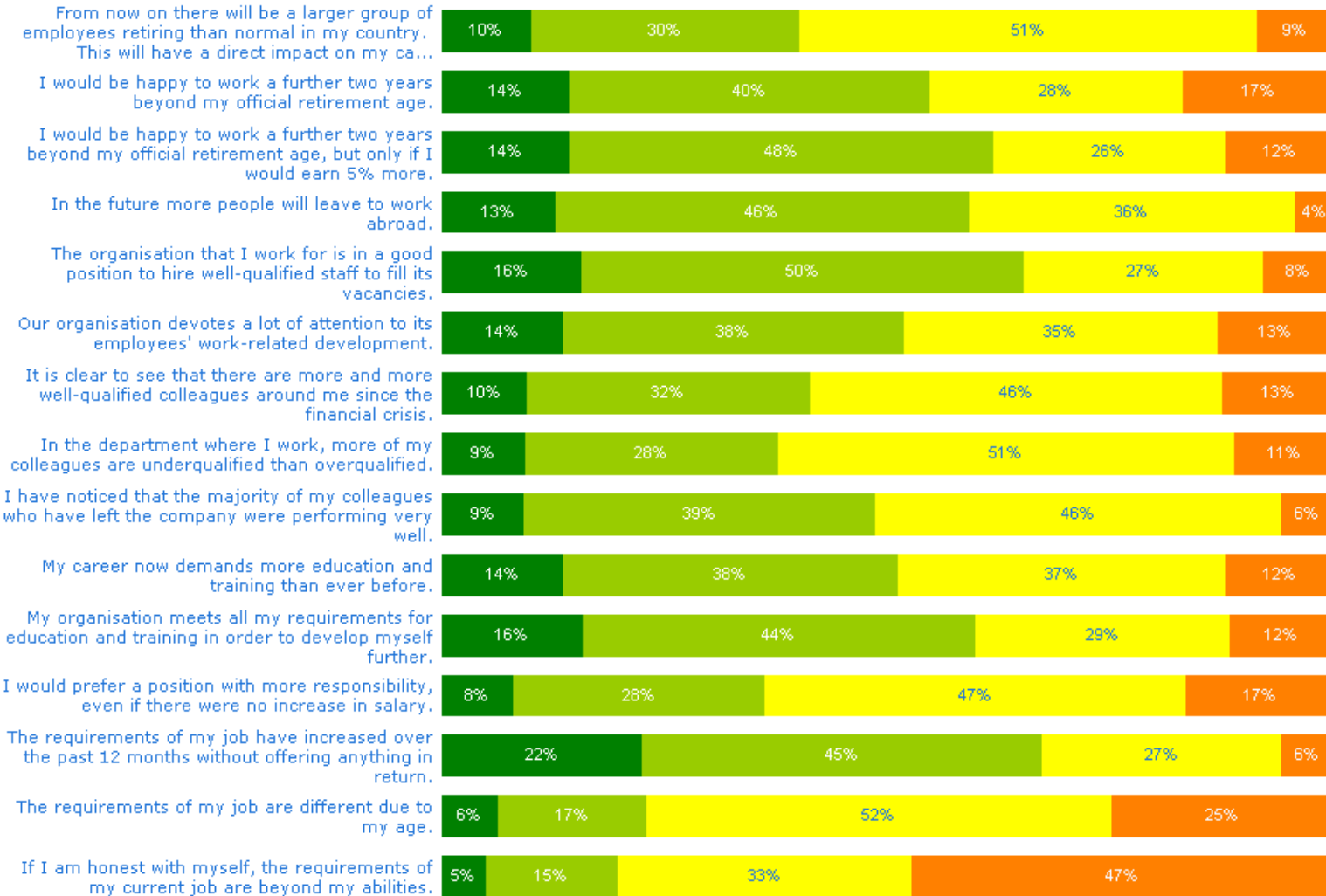
- Turkish employees would rather work two more years beyond their official retirement age, without financial benefits (63%) than with financial benefits (50%).

- A majority of 52% would prefer a position with more responsibility, even if there was no increase in salary.

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Press statements

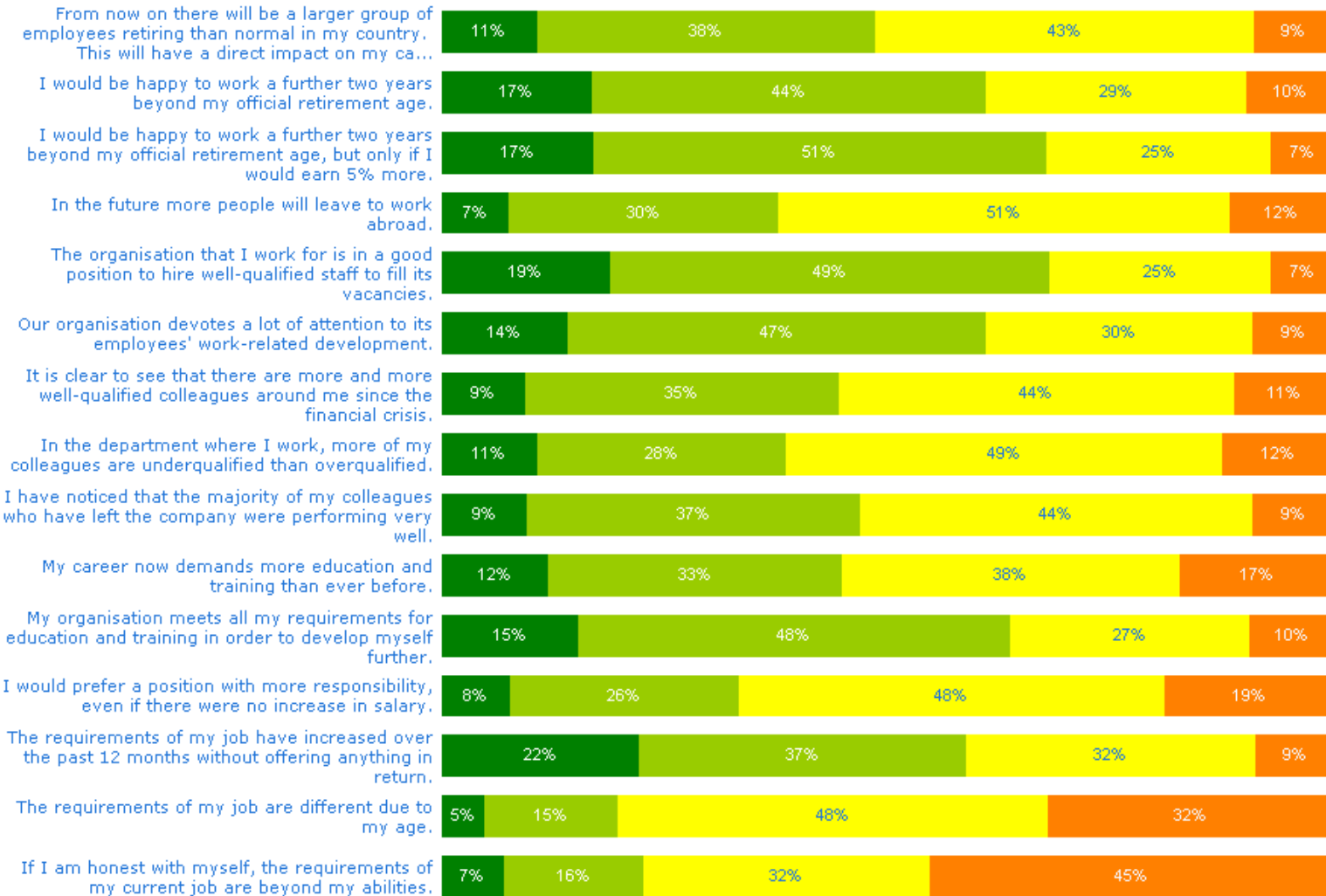


- British employees would be more willing to work two more years beyond their official retirement age if they earned 5% more (62%) than if they didn't earn more (54%).
- One third would prefer a position with more responsibility, even if there was no increase in salary (36%).

■ strongly agree ■ agree ■ do not agree ■ strongly disagree



Press statements



- Nearly seven out of ten American employees see that the organization that they work for succeeds in hiring well-qualified staff to fill its vacancies (68%).

- 63% indicate that their organization meets all their requirements for education and training in order to develop themselves further.

- Education and training seems necessary, considering that for 59% of the employees the requirements of their job have increased without offering additional benefits in return.

- A quarter of the American employees admits the requirements of their current job are beyond their abilities (23%).

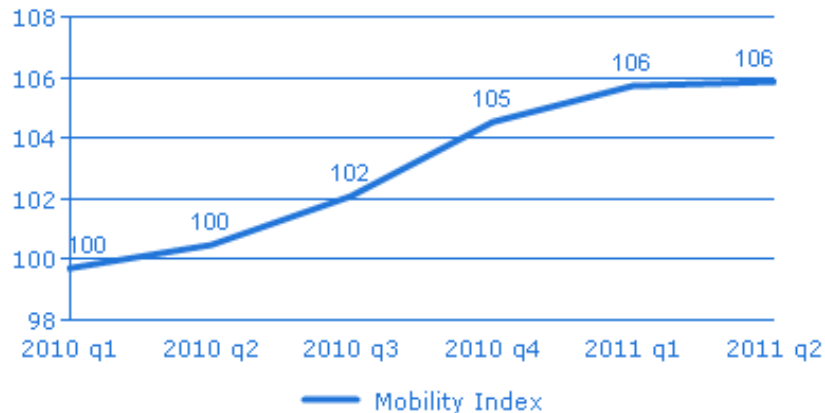
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index

- Chapter 1: job market trends
- **Chapter 2: mobility**
- Chapter 3: satisfaction
- Chapter 4: personal motivation

Mobility Index stable at 106

Mobility index



Changes	↑	↓
Chile		5
Denmark		5
Luxembourg	6	
Mexico	7	
Norway		7
Poland		9
Slovakia		6
Spain	7	
Switzerland	12	

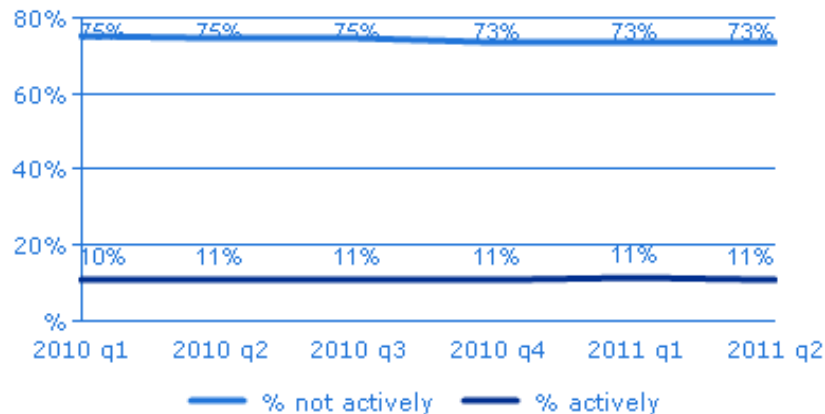
Question:

• Do you think you will be doing *the same or comparable work for a different employer* within the next 6 months?

or

• Do you think you will be doing *different work for a different employer* within the next 6 months?

Looking for a new job



Changes	↑	↓
Canada		7%*
Chile	7%*	
China	8%*	5%**
France		5%*
India	7%*	6%**
Italy		10%*

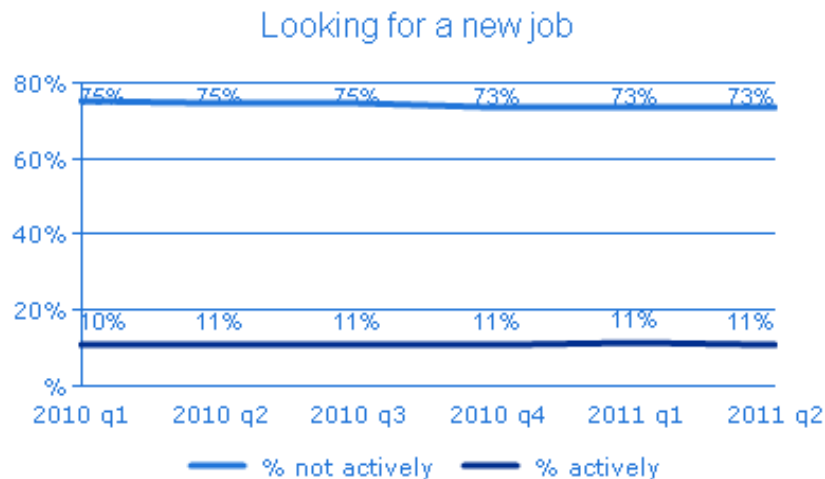
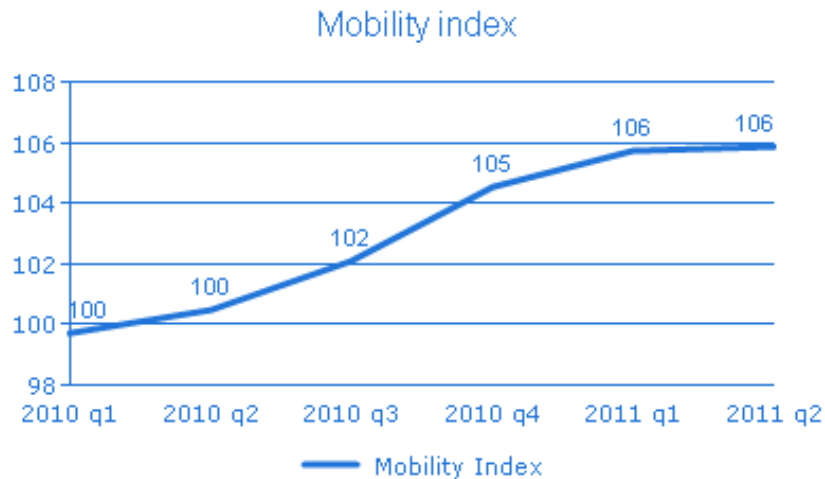
Question:

• To what extent are you currently looking for another job?

• * change in the first category

•** change in the 2nd category

sharp increase Mobility Index Switzerland



In general, no changes have occurred in mobility and job searching in the past 3 months.

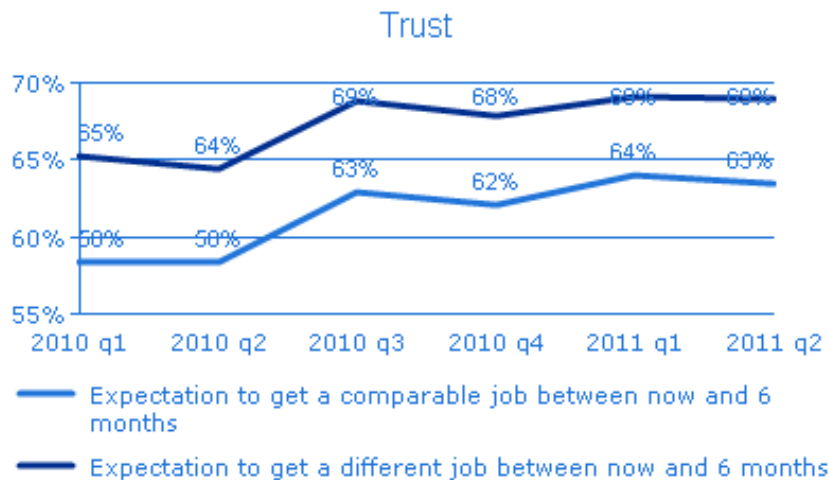
At country level, mobility in Switzerland (+12!), Spain, Mexico and Luxembourg has increased. In Poland, Norway, Slovakia, Denmark and Chile, the job market seems to be less active than in Q1 2011.

Swedish employees are most actively looking for a new job (30% actively in comparison to 11% worldwide).

In China and India, around the same number of employees are looking for another job, but less actively than 3 months ago.

In Canada, France and Italy, fewer employees are looking for another job.

confidence is stabilizing



Changes	↑	↓
Belgium	7%*	
Canada		7%*
Greece		10%*
India	4%* 12%**	
Italy	7%**	
Netherlands		5%*
Spain	13%* 11%**	
UK		9%**
US	4%**	

Question:

- Suppose you had to look for a new job now with a different employer. Do you think you could get similar work with a different employer within the next 6 months?

- And do you think you could get other work with a different employer between now and 6 months?

Changes	↑	↓
Argentina		6%**
Belgium	5%*	
Denmark		4%*
France	3%*	
Germany		4%* 5%**
India		11%*
Italy	4%*	
Japan		4%*
Luxembourg	4%*	
Netherlands	5%**	
Norway		5%*
Switzerland	9%*	

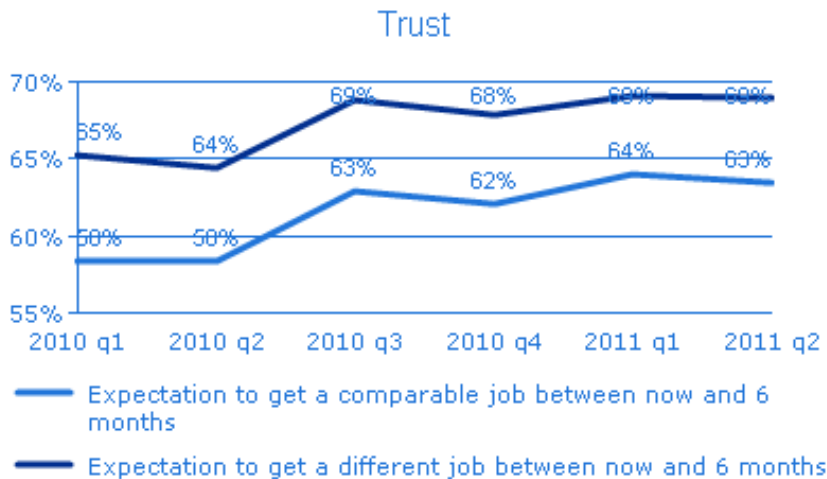
Question:

- How great do you feel the chances are that you will lose your job or that your contract will not be extended within the next 6 months?

- * change in the first category

- ** change in the 2nd category

some fear of job loss, but confidence in finding a new job remains stable



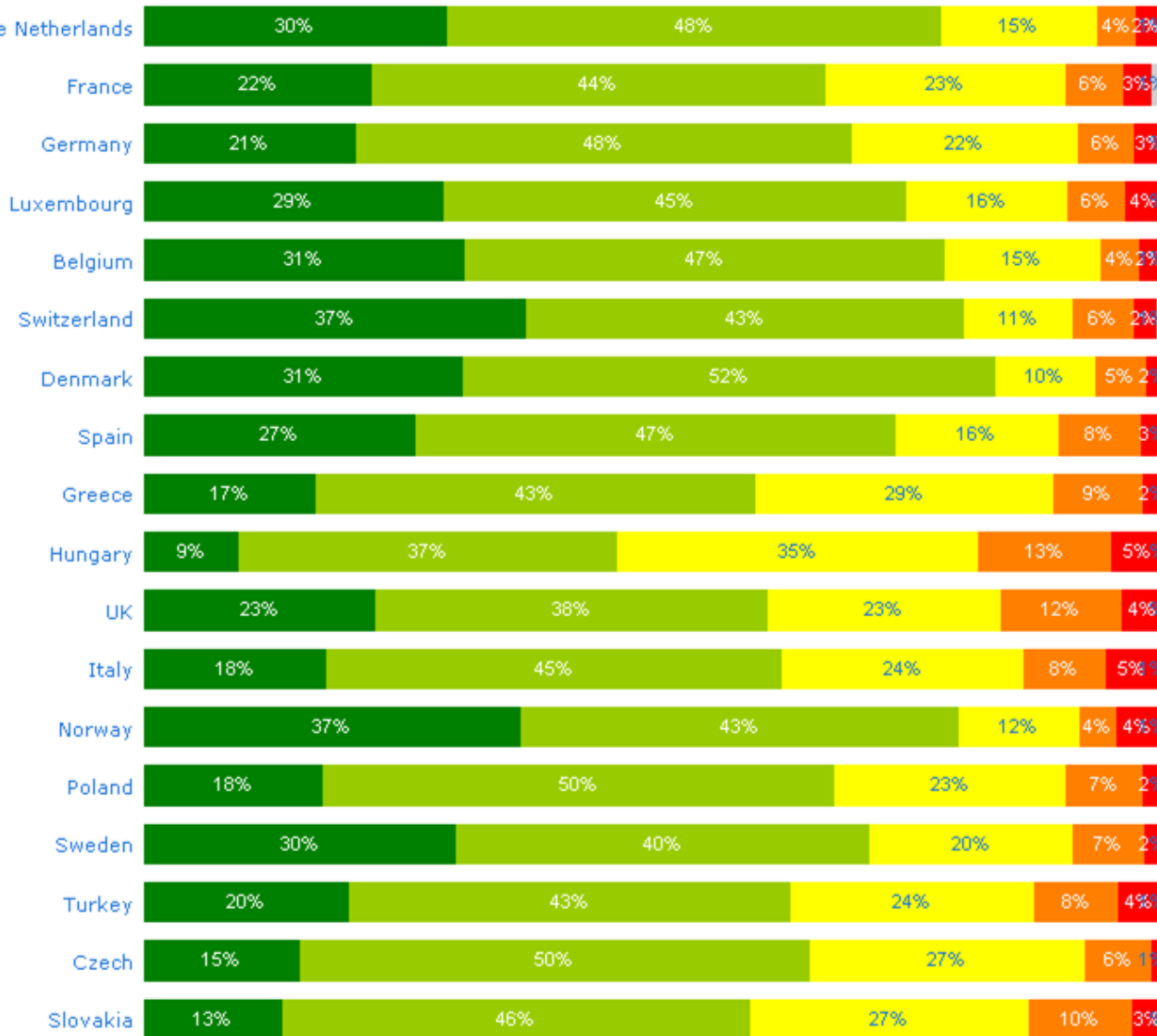
In general, the level of confidence has stabilized, after a period of growth. Chinese, Indian and Australian employees are most confident about finding another job (comparable or different). In India, confidence has also increased in the past 3 months. In Spain too, there has been a boost in confidence. The level of confidence in finding a comparable job is lowest in Greece, Hungary and Japan.

Employees in Switzerland, Spain, India and Greece are most fearful of losing their job. In Switzerland too, fear has increased significantly in the past 3 months. Especially in New Zealand and Germany, not many employees are very fearful of losing their job. German employees are now less fearful than 3 months ago.

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- Chapter 1: job market trends
- Chapter 2: mobility
- **Chapter 3: satisfaction**
- Chapter 4: personal motivation

satisfaction Europe



■ very satisfied ■ satisfied
■ not satisfied, but not dissatisfied either ■ dissatisfied
■ very dissatisfied ■ dont know

The increased satisfaction among Danish employees with their current employer, makes Danish employees the most satisfied in Europe.

Switzerland and Norway have the most employees who are *very* satisfied.

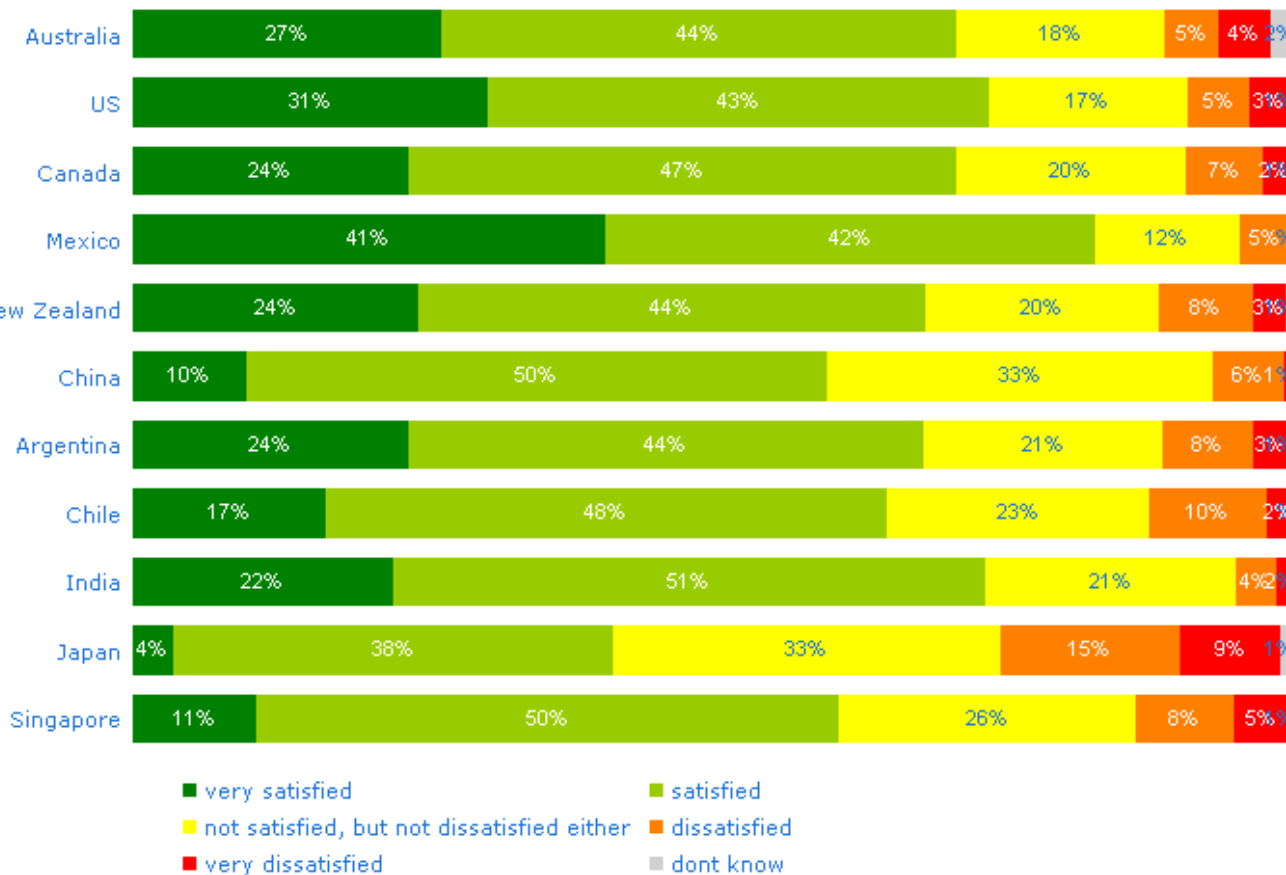
↑ = more often (very) satisfied compared to Q1 2011

↓ = less often (very) satisfied compared to Q1 2011

Question: How satisfied are you in general working for your current employer?

satisfaction world excl. Europe

Satisfaction



In Mexico, the number of (very) satisfied employees is relatively high.

Compared to 3 months ago, the satisfaction of Chinese employees has increased. Canadian and Indian employees are less satisfied.

↑ = more often (very) satisfied compared to Q1 2011

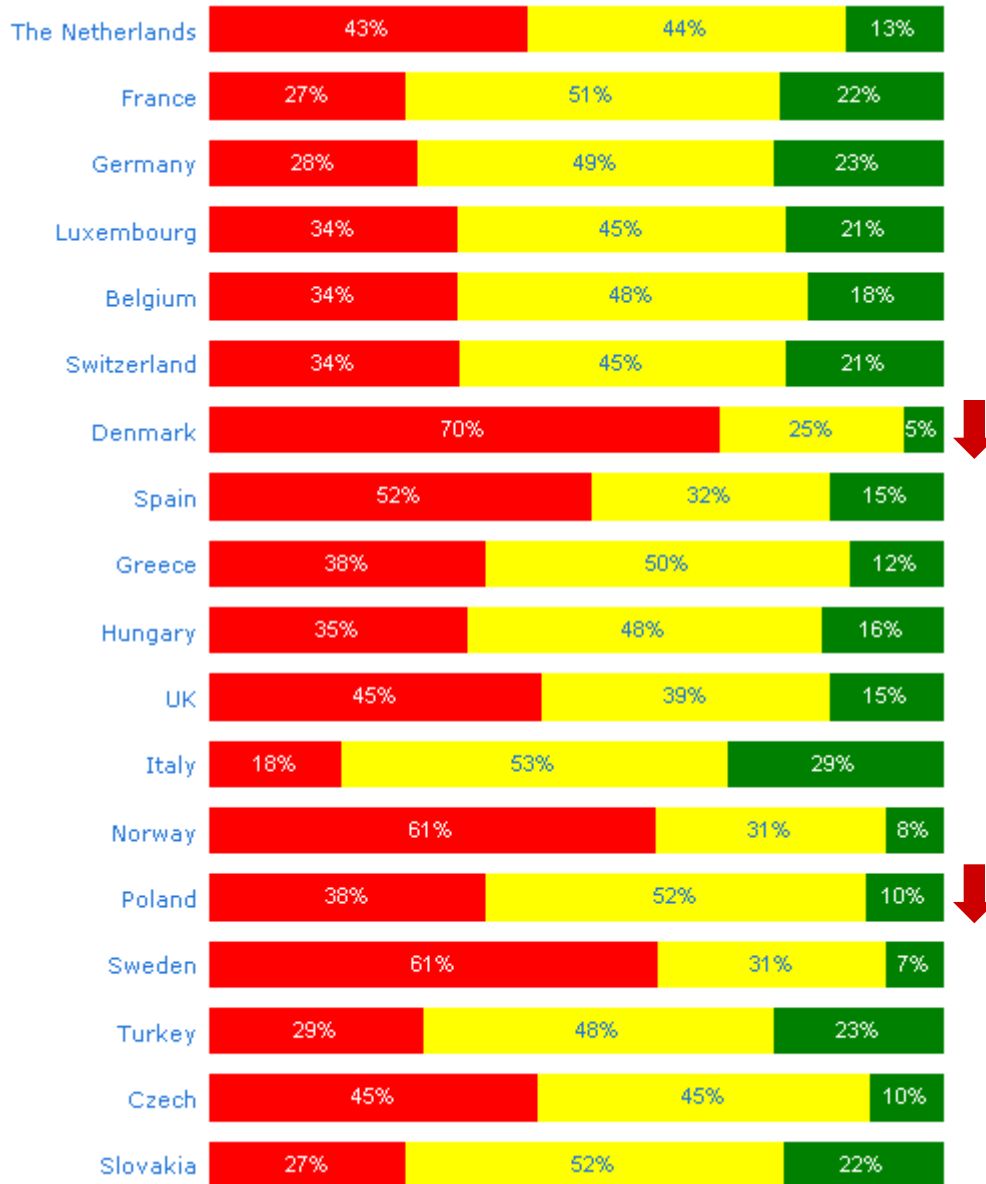
↓ = less often (very) satisfied compared to Q1 2011

Question: How satisfied are you in general working for your current employer?

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personal motivation Europe (1)



In the Scandinavian countries (Denmark, Norway and Sweden), employees are the least focused on getting a promotion. The focus of Danish employees has also declined over the last 3 months.

In Poland too, fewer employees are focused on getting a promotion.

As before, the most ambitious employees in Europe can be found in Italy.

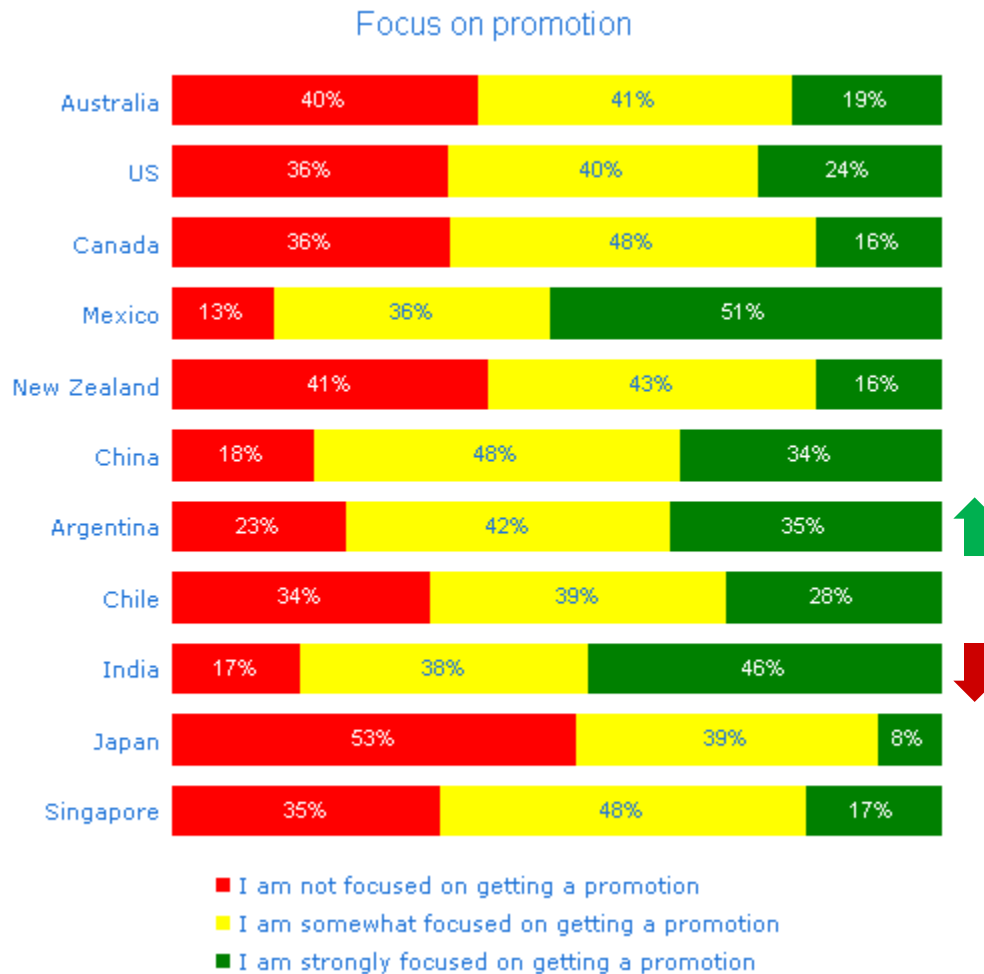
↑ = more focused on promotion compared to Q1 2011

↓ = less focused on promotion compared to Q1 2011

Question: To what extent are you focused on getting a promotion?

- I am not focused on getting a promotion
- I am somewhat focused on getting a promotion
- I am strongly focused on getting a promotion

personal motivation excl. Europe (2)



Outside Europe, the most ambitious employees can be found in Mexico and India. In India, the focus on promotion has declined compared to Q1 2011.

Employees in Argentina are more focused on getting a promotion than three months ago.

↑ = more focused on promotion compared to Q1 2011

↓ = less focused on promotion compared to Q1 2011

Question: To what extent are you focused on getting a promotion?

more information

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