Quarterly Market Report
Global Contingent Workforce
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This report is intended to provide an overview of general business information relative to global employment conditions and considerations. It should not be interpreted as legal advice. Please consult with legal counsel to ensure that you are in compliance with all applicable laws.
Executive Summary
Q4’ 15 Global Trends Overview

• **APAC:** Labor shortages continue in China, Japan and Singapore. Labor cost increases in China are causing companies to look to India as an alternative manufacturing location. Japan’s most powerful business lobby is pushing to reduce regulations that prevent the use of foreign labor.

• **EMEA:** The significant increase of immigration into Europe will do little, if anything, to alleviate the skilled and educated labor shortages being felt across most European nations.

• **Americas:** Latin America and Canada are experiencing skills shortages in many mid/high skilled categories. Mexico’s growing manufacturing sector continues to attract global investment. The United States’ H1-B visa program has come under scrutiny.
Global Corporate and Social Security Tax Rate Trends

**Corporate Tax:** Average Corporate Tax rates have remained relatively unchanged (23.68% vs. 23.64%)

**Social Security:** Global average for corporate social security contributions rose from 15.4% to 17.1% in 2015, with the majority of increases in Europe.
Global 2015 Corporate Tax Rates

Source: KPMG 2015 Global Tax Rate Survey
The European Migration Crisis

• According to the International Organization for Migration more than 750,000 migrants (versus 280,000 in 2014) have arrived in Europe this year although the exact numbers are unclear
  • Eurostat reports that over 700,000 have filed asylum applications
• Tensions continue to rise in Greece, Italy and Hungary as they take on a disproportionate number of refugees
• In an effort to ease tensions, EU ministers voted to relocate 120,000 refugees throughout the EU but for now the plan will only apply to 66,000 who are in Italy and Greece
  • The other 54,000 were to be moved from Hungary, but now this number will be held "in reserve", until the governments decide where they should go
• The UK has opted out of any plans for a quota system the UK will only accept up to 20,000 refugees from Syria over the next five years
The European Migration Crisis – Countries of Origin

- The conflict in Syria remains the biggest driver of migration although violence in Afghanistan and poverty in Kosovo are also leading people to migrate to Europe
- Syria’s civil war has driven the surge in asylum applications from Syrians in Europe
- The vast majority of refugees have fled to neighboring countries such as Turkey, Lebanon and Jordan, and the number of Syrians there far outweighs those who have immigrated to Europe

**Top 10 origins of people applying for asylum in the EU**

*January - October 2015, first-time applications*

- Syria
- Afghanistan
- Kosovo
- Iraq
- Albania
- Pakistan
- Eritrea
- Nigeria
- Serbia
- Ukraine

Source: Eurostat
The European Migration Crisis - Destinations

- In 2014, EU countries offered asylum to 184,665 of the more than 570,000 refugees that applied for asylum

- Germany continues to be the most popular destination for migrants arriving in Europe with 331,000 asylum applications through the end of October
  - More than 800,000 refugees are expected to claim asylum in Germany by the end of the year (4X more than 2014)

- Hungary has moved into second place with 143,070 applications as more migrants make the journey overland through Greece and the Western Balkans
European Refugees are Not Highly Educated or Skilled

- The majority of the refugees entering Europe appear to be poorly educated low-skilled workers although there has not yet been any substantiated background information gathered
  - Local language skill level is also assumed to be very low
- A new report from the Organisation For Economic Co-operation and Development (OECD) has identified three Asian countries – India, the Philippines and China - as countries are producing the most highly educated migrant workers
  - The United Kingdom, Germany and Poland in fourth, fifth and sixth place

**WHERE THEY COME FROM**
Top countries of origin of highly educated migrants living in OECD countries

- [Graph showing the top countries of origin for highly educated migrants, with India, China, and the Philippines leading, followed by Germany, Poland, Russia, Mexico, Korea, and Ukraine.](source: OECD report)
Highly Educated Migrants - Destinations

- The three main destinations for highly educated migrants have not changed over the past decade
- The United States, the United Kingdom and Canada account for 62% of all highly educated immigrants although the United States accounts for 40% versus only 11% each for the United Kingdom and Canada

<table>
<thead>
<tr>
<th>Top 10 Countries</th>
<th>Top 10 Cities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. U.S.</td>
<td>1. London</td>
</tr>
<tr>
<td>4. Germany</td>
<td>4. Sydney</td>
</tr>
<tr>
<td>5. Switzerland</td>
<td>5. Madrid</td>
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<tr>
<td>7. Australia</td>
<td>7. Barcelona</td>
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<td>8. Spain</td>
<td>8. Toronto</td>
</tr>
<tr>
<td>9. Italy</td>
<td>9. Singapore</td>
</tr>
<tr>
<td>10. Sweden</td>
<td>10. Rome</td>
</tr>
</tbody>
</table>
Flexibility in labor law, but these countries require dedicated programs

Flexible legislation and abundant workers enable MSP delivery in these markets – usually leveraged on price

More innovative models not restricted to contingent labor are necessary

An established partner is required in these markets to manage labor legislation and achieve flexibility and efficiency

1 Relative rank calculated based on active regulations related to contractual terms, costs or labor and termination, hiring and firing restrictions, and enforced consequences

2 Relative rank determined by MSP awareness, knowledge, and adoption

Source: TAPFIN 2015 Contingent Workforce Index
Global Parity Tracker:

No Parity Required:
- Australia
- Bahrain
- Belarus
- Bolivia
- Chile
- Costa Rica
- Dominican Rep.
- El Salvador
- Estonia
- Finland
- Germany
- Guatemala
- India
- Israel
- Japan
- Latvia
- Macau
- Monaco
- Morocco
- Philippines
- Puerto Rico
- Russia
- Serbia
- Thailand
- Tunisia
- UAE
- Ukraine
- Austria
- Canada
- Ecuador
- Hong Kong
- Mexico
- Panama
- Paraguay
- Singapore
- USA*

Just Benefit Parity:
- Argentina
- Belgium
- Brazil
- Bulgaria
- China
- Colombia
- Czech Rep.
- Denmark
- Croatia
- Lithuania
- New Zealand
- Romania
- Turkey
- Vietnam
- Austria
- Canada
- Ecuador
- Hong Kong
- Mexico
- Panama
- Paraguay
- Singapore
- USA*

Just Pay Parity:
- Argentina
- Belgium
- Brazil
- Bulgaria
- China
- Colombia
- Czech Rep.
- Denmark
- Croatia
- Lithuania
- New Zealand
- Romania
- Turkey
- Vietnam
- Austria
- Canada
- Ecuador
- Hong Kong
- Mexico
- Panama
- Paraguay
- Singapore
- USA*

Full Pay & Benefit Parity:
- Malaysia
- Netherlands
- Nicaragua
- Norway
- Peru
- Poland
- Portugal
- Slovakia
- Slovenia
- South Africa
- Spain
- Sweden
- Switzerland
- Taiwan
- United Kingdom
- Uruguay
- Venezuela

USA* Full benefit parity is not required but the Healthcare Reform Bill is moving the USA in this direction.
Regional Highlights
Strategic Update on Americas

Latin America

- Latin America continues to experience skills shortages in most advanced professions requiring a higher education level. 32% of Latin American employers use foreign talent to fill open positions with Peru (67%), Argentina (63%), Brazil (63%) and Columbia (57%) reporting above average shortages.

- While Mexico is no longer a low-cost labor production base compared with other developing countries in places such as Asia and Central America, it still is an attractive country for advanced manufacturing dues to its skilled labor, close proximity to the huge United States’ market, an open approach to foreign direct investment and competitive labor rates.

- Spain’s high unemployment rate has resulted in thousands of Spaniards migrating to Peru.

North America

- Canada’s labor market continues to suffer from a skills shortage related to the fact that 40% of Canadian workers do not read well enough to become efficient problem solvers.

- Mexico continues to leverage multiple competitive advantages to attract investment from around the world. Mexico’s close proximity to the United States, its participation in NAFTA and open trade with the United States gives investors from Asia and Europe the opportunity to streamline their supply chains and leverage lower export costs.

- The National Science Foundation’s new report states that immigrants have a growing presence in the United States’ science and engineering workforce. Between 2003 and 2013, the number of U.S. scientists and engineers increased from 21.6 million to 29 million. In that time, the number of immigrants in the field rose from 16% of the total tech workforce (3.4 million) to 18% (5.2 million). 57% of immigrant scientists and engineers hail from Asia, immigrants from the Americas and the Caribbean make up 20% and Europeans make up 16%. India was the leading source nation for immigrant scientists and engineers.
Strategic Update on EMEA

Eastern Europe
• Engineers returning to Poland due to the slowing United Kingdom economy have found jobs as managers for foreign businesses based on their skills, experience and language proficiency. A large percentage of unskilled Polish workers remain in the United Kingdom where the salaries are higher.

• Recognizing the quickly growing need for computer coding skills, coding has been made a mandatory part of the computer course requirement in the Czech Republic, Slovakia, Lithuania and Poland.

• Despite facing severe labor shortages in construction, manufacturing and technology that will be exacerbated in the future by its aging and emigrating populations, Hungary has taken on a strong anti-immigration stance with regard to the recent influx of Syrian immigrants.

Western Europe
• The United Kingdom’s workforce continues to be hurt by the high cost of child care preventing millions of potential workers from participating in the workforce. A study by the Family and Childcare Trust and Parental Choice found that a third of all parents are living in households where one or both parents but in half the cases would like to be working.

• France introduced a new visa package called the French Tech Ticket with the hopes of making Paris the start-up capital of Europe by luring overseas tech start-up talent to France.

• Ireland’s government has created €500,000 a Competitive Start fund that will provide up to €50,000 in equity supports for 10 successful start-ups to start their businesses in areas like internationally-focused manufacturing or internationally-traded services.

• Tel Aviv (Israel) is introducing a start-up visa aimed at entrepreneurs from around the world who plan to work in the city for 24 months on innovative technology projects.
Strategic Update on APAC

Asia Pacific

• In 2015 there will be 27 official national non-working public holidays, all of which are designed to fall on what are otherwise normal working days, in the Philippines. Runners-up are India and Colombia with 18 days each, followed by Thailand, Lebanon and South Korea with 16 days each.

• A November 2015 EF Education First study shows that China is losing ground to other emerging markets including Latin America in the drive to learn English. The study shows China fell 10 places to 47th in a ranking of 70 countries as Latin American countries have kicked off ambitious national initiatives focused on English-language training.

• More multinational manufacturers are considering moves from China to India due to India’s large and inexpensive labor pool and China’s tight labor pool and increasing wages. However the Indian government’s continuing bureaucracy is slowing the migration as it remains difficult to do business with the Indian government and promised infrastructure improvements have not become reality.

• New Zealand recorded its highest net migration gain last year and one in three permanent migrants now come from either China or India. China was the largest permanent migrant source on 17%, followed by India on 16%. The United Kingdom, which used to be New Zealand’s main source country, was third on 11%. India was the largest source country for skilled migrants (21%) followed by the Philippines (13%).

• Japan’s most powerful business lobby has called on the government to help relieve labor shortages by easing regulations that prevent foreign workers from working in Japan. The regulations cover both lower-skilled occupations such as construction as well as highly-skilled R&D workers.
Detailed Country Analysis
North, South, & Central
Argentina Agriculture 0.60 %

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>19,277,010</td>
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<tr>
<td>Full-Time Employees</td>
<td>15,081,909</td>
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<td>Contingent Workforce</td>
<td>4,195,101</td>
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<tr>
<td>Unemployed Workers</td>
<td>1,272,283</td>
</tr>
</tbody>
</table>

Tertiary Education

- Workforce with Tertiary Education: 14% Argentina, 18% AMERICAS
- Engineering and Science Degrees (% of total): 20% Argentina, 14% AMERICAS

Compensation by Category

- Administrative: 558 Argentina, 1K AMERICAS, 2K United States
- Engineering: 2K Argentina, 3K AMERICAS, 3K United States
- Technology: 1K Argentina, 3K AMERICAS

Additional Cost Considerations

- Overtime Premiums (%): 100 Argentina, 74 AMERICAS, 29 United States
- Employer Taxes (%): 28 Argentina, 18 AMERICAS, 15 United States
- Cost of Doing Business: 23 Argentina, 23 AMERICAS

Regulation

- Notice (in weeks): 4 Argentina, 4 AMERICAS, 4 United States
- Severance (in weeks): 6 Argentina, 6 AMERICAS, 6 United States
Bolivia  Agriculture 29.60%

**Workforce**
- Total Workforce: 5,025,123
- Full-Time Employees: 2,673,176
- Contingent Workforce: 2,351,947
- Unemployed Workers: 315,578

**Compensation by Category**
- Administrative: 560 (Bolivia), 1K (AMERICAS), 1K (United States)
- Engineering: 2K (Bolivia), 3K (AMERICAS)
- Technology: 1K (Bolivia), 3K (AMERICAS)

**Tertiary Education**
- Workforce with Tertiary Education: 23% (Bolivia), 18% (AMERICAS)
- Engineering and Science Degrees (% of total): 16% (Bolivia), 20% (AMERICAS)

**Additional Cost Considerations**
- Overtime Premiums (%): 100 (Bolivia), 74 (AMERICAS), 64 (United States)
- Employer Taxes (%): 19 (Bolivia), 18 (AMERICAS), 23 (United States)
- Cost of Doing Business: 56 (Bolivia), 40 (AMERICAS), 18 (United States)

**Regulation**
- Notice (in weeks): 20 (Bolivia), 20 (AMERICAS), 4 (United States)
- Severance (in weeks): 20 (Bolivia), 20 (AMERICAS), 6 (United States)
Brazil Agriculture 14.50%

Workforce
- Total Workforce: 108,384,636
- Full-Time Employees: 84,849,996
- Contingent Workforce: 23,534,640
- Unemployed Workers: 8,237,232

Compensation by Category

Tertiary Education
- Workforce with Tertiary Education: 12%
- Engineering and Science Degrees (% of total): 18%

Additional Cost Considerations
- Overtime Premiums (%): Brazil = 100, AMERICAS = 74, United States = 40
- Employer Taxes (%): Brazil = 4, AMERICAS = 18, United States = 23
- Cost of Doing Business: Brazil = 4, AMERICAS = 23

Regulation
- Notice (in weeks): Brazil = 5, AMERICAS = 4
- Severance (in weeks): Brazil = 2, AMERICAS = 6
Canada Agriculture 1.80 %

**Workforce**

- **Total Workforce**: 19,374,800
- **Full-Time Employees**: 16,599,941
- **Contingent Workforce**: 2,774,859
- **Unemployed Workers**: 1,356,236

**Tertiary Education**

- **Workforce with Tertiary Education**: 48%
- **Engineering and Science Degrees**: 18%

**Compensation by Category**

- **Administrative**: 3K, 1K
- **Engineering**: 5K
- **Technology**: 4K

**Additional Cost Considerations**

- **Overtime Premiums**: 0, 74
- **Employer Taxes**: 13, 18
- **Cost of Doing Business**: 0, 23

**Regulation**

- **Notice (in weeks)**: 2, 4
- **Severance (in weeks)**: 6
Chile

Agriculture 9.80 %

**Workforce**

- Total Workforce: 8,603,142
- Full-Time Employees: 6,139,064
- Contingent Workforce: 2,464,078
- Unemployed Workers: 550,601

**Tertiary Education**

- Workforce with Tertiary Education: 21%
- Engineering and Science Degrees (% of total): 20%

**Compensation by Category**

- Administrative: 2K
- Engineering: 3K
- Technology: 4K

**Additional Cost Considerations**

- Overtime Premiums (%): 74
- Employer Taxes (%): 4
- Cost of Doing Business: 1

**Regulation**

- Notice (in weeks): 4
- Severance (in weeks): 4
Colombia: Agriculture 16.90% 

**Workforce**
- Total Workforce: 23,900,105
- Full-Time Employees: 12,655,823
- Contingent Workforce: 11,244,282
- Unemployed Workers: 2,151,009

**Tertiary Education**
- Workforce with Tertiary Education: 22%
- Engineering and Science Degrees (% of total): 22%

**Compensation by Category**
- Administrative: Colombia 3K, AMERICAS 1K, United States 1K
- Engineering: Colombia 1K, AMERICAS 1K
- Technology: Colombia 3K, AMERICAS 3K

**Additional Cost Considerations**
- Overtime Premiums (%): Colombia 75, AMERICAS 74
- Employer Taxes (%): Colombia 27, AMERICAS 18
- Cost of Doing Business: Colombia 8, AMERICAS 23

**Regulation**
- Notice (in weeks): Colombia 0, AMERICAS 4
- Severance (in weeks): Colombia 4, AMERICAS 6
Costa Rica  Agriculture 12.70 %

**Workforce**
- Total Workforce 2,278,411
- Full-Time Employees 1,781,478
- Contingent Workforce 496,933
- Unemployed Workers 216,449

**Tertiary Education**
- Workforce with Tertiary Education (21%)
- Engineering and Science Degrees (% of total) 20%

**Compensation by Category**
- Administrative 1K
- Engineering 1K
- Technology 3K

**Additional Cost Considerations**
- Overtime Premiums (%): Costa Rica 100, AMERICAS 74
- Employer Taxes (%): Costa Rica 32, AMERICAS 18, United States 23

**Regulation**
- Notice (in weeks): Costa Rica 4, AMERICAS 4, United States 3
- Severance (in weeks): Costa Rica 4, AMERICAS 4, United States 6
Dominican Republic  Agriculture 14.50 %

**Workforce**

- Total Workforce: 4,635,564
- Full-Time Employees: 2,813,036
- Contingent Workforce: 1,822,528
- Unemployed Workers: 690,699

**Compensation by Category**

- Administrative: 750K, 1K, 2K
- Engineering: 3K, 3K
- Technology: 2K, 2K

**Tertiary Education**

- Workforce with Tertiary Education: 11% (Dominican Republic), 18% (AMERICAS)
- Engineering and Science Degrees (% of total): 20% (Dominican Republic), 35% (AMERICAS)

**Additional Cost Considerations**

- Overtime Premiums (%): 100 (Dominican Republic), 74 (AMERICAS)
- Employer Taxes (%): 19 (Dominican Republic), 18 (AMERICAS)
- Cost of Doing Business: 17 (Dominican Republic), 23 (AMERICAS)

**Regulation**

- Notice (in weeks): 4 (Dominican Republic), 4 (AMERICAS)
- Severance (in weeks): 4 (Dominican Republic), 6 (AMERICAS)
Ecuador  Agriculture 25.30%

**Workforce**
- Total Workforce: 7,554,438
- Full-Time Employees: 3,592,440
- Contingent Workforce: 3,961,998
- Unemployed Workers: 337,683

**Tertiary Education**
- Workforce with Tertiary Education: 12% (Ecuador) 18% (AMERICAS)
- Engineering and Science Degrees (% of total): 13% (Ecuador) 20% (AMERICAS)

**Compensation by Category**
- Administrative: Ecuador 482 1K AMERICAS 2K 3K United States 2K 3K
- Engineering: Ecuador 2K 3K AMERICAS
- Technology: Ecuador 2K 3K AMERICAS

**Additional Cost Considerations**
- Overtime Premiums (%): Ecuador 100% AMERICAS 74%
- Employer Taxes (%): Ecuador 14% AMERICAS 18%
- Cost of Doing Business: Ecuador 24% AMERICAS 23%

**Regulation**
- Notice (in weeks): Ecuador 0 AMERICAS 4 United States 14
- Severance (in weeks): Ecuador 6 AMERICAS
El Salvador  Agriculture 19.60 %

**Workforce**
- Total Workforce: 2,711,630
- Full-Time Employees: 1,528,898
- Contingent Workforce: 1,182,732
- Unemployed Workers: 168,121

**Compensation by Category**
- Administrative: 1K
- Engineering: 3K
- Technology: 1K

**Tertiary Education**
- Workforce with Tertiary Education:
  - El Salvador: 11%
  - AMERICAS: 18%
- Engineering and Science Degrees (% of total):
  - El Salvador: 22%
  - AMERICAS: 20%

**Additional Cost Considerations**
- Overtime Premiums (%):
  - El Salvador: 100
  - AMERICAS: 74
  - United States: 17
- Employer Taxes (%):
  - El Salvador: 17
  - AMERICAS: 18
  - United States: 45
- Cost of Doing Business:
  - El Salvador: 45
  - AMERICAS: 23

**Regulation**
- Notice (in weeks):
  - El Salvador: 0
  - AMERICAS: 4
  - United States: 2
- Severance (in weeks):
  - El Salvador: 4
  - AMERICAS: 6
Guatemala Agriculture 32.70 %

Workforce
- Total Workforce: 6,627,755
- Full-Time Employees: 3,133,251
- Contingent Workforce: 3,494,504
- Unemployed Workers: 192,205

Tertiary Education
- Workforce with Tertiary Education: 18%
- Engineering and Science Degrees (% of total): 20%

Compensation by Category

Additional Cost Considerations
- Overtime Premiums (%): Guatemala 50, AMERICAS 74
- Employers Taxes (%): Guatemala 14, AMERICAS 18
- Cost of Doing Business: Guatemala 26, AMERICAS 23

Regulation
- Notice (in weeks): Guatemala 0, AMERICAS 4
- Severance (in weeks): Guatemala 5, AMERICAS 6
Honduras Agriculture 35.30%

**Workforce**
- Total Workforce: 3,274,863
- Full-Time Employees: 1,592,638
- Contingent Workforce: 1,682,225
- Unemployed Workers: 176,843

**Tertiary Education**
- Workforce with Tertiary Education: 4%
- Engineering and Science Degrees (% of total): 18%, 14%, 20%

**Compensation by Category**
- Administrative: 800K, 1K, 1K
- Engineering: 1K, 3K
- Technology: 1K, 3K

**Additional Cost Considerations**
- Overtime Premiums (%): 100, 74
- Employer Taxes (%): 3, 18
- Cost of Doing Business: 39, 23

**Regulation**
- Notice (in weeks): 4, 4
- Severance (in weeks): 4, 6
Mexico Agriculture 13.80%

**Workforce**

<table>
<thead>
<tr>
<th>Category</th>
<th>Mexico</th>
<th>AMERICAS</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>54,475,981</td>
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<td></td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>37,776,097</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>16,699,884</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>2,451,419</td>
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<td></td>
</tr>
</tbody>
</table>

**Tertiary Education**

- Workforce with Tertiary Education: 15%, 18% for Mexico and AMERICAS, respectively.
- Engineering and Science Degrees: 27% for Mexico, 20% for AMERICAS.

**Compensation by Category**

- Administrative: 2K Mexico, 2K AMERICAS, 1K United States.
- Engineering: 2K Mexico, 2K AMERICAS, 3K United States.
- Technology: 2K Mexico, 2K AMERICAS, 3K United States.

**Additional Cost Considerations**

- Overtime Premiums (%): 25% for Mexico, 74% for AMERICAS, 16% for United States.
- Employer Taxes (%): 26% for Mexico, 26% for AMERICAS, 18% for United States.
- Cost of Doing Business: 19% for Mexico, 23% for AMERICAS, 23% for United States.

**Regulation**

- Notice (in weeks): 0 for Mexico, 4 for AMERICAS, 6 for United States.
- Severance (in weeks): 15 for Mexico, 6 for AMERICAS.
Nicaragua Agriculture 32.20 %

**Workforce**
- Total Workforce: 2,598,729
- Full-Time Employees: 1,290,841
- Contingent Workforce: 1,307,888
- Unemployed Workers: 176,714

**Compensation by Category**
- Administrative: Nicaragua 451, AMERICAS 1K
- Engineering: Nicaragua 3K, AMERICAS 3K
- Technology: Nicaragua 2K, AMERICAS 3K

**Tertiary Education**
- Workforce with Tertiary Education: 6%
- Engineering and Science Degrees (% of total): 18%
- Nicaragua: 20%
- AMERICAS: 33%

**Additional Cost Considerations**
- Overtime Premiums (%): Nicaragua 100, AMERICAS 74, United States 74
- Employer Taxes (%): Nicaragua 20, AMERICAS 18, United States 23
- Cost of Doing Business: Nicaragua 74, AMERICAS 74

**Regulation**
- Notice (in weeks): Nicaragua 0, AMERICAS 4, United States 4
- Severance (in weeks): Nicaragua 4, AMERICAS 6
Panama  Agriculture 16.70 %

**Workforce**
- Total Workforce: 1,799,354
- Full-Time Employees: 1,225,675
- Contingent Workforce: 573,679
- Unemployed Workers: 44,984

**Compensation by Category**

**Tertiary Education**
- Workforce with Tertiary Education: 21% (Panama), 18% (AMERICAS)
- Engineering and Science Degrees (% of total): 22% (Panama), 20% (AMERICAS)

**Additional Cost Considerations**
- Overtime Premiums (%): 74% (Panama), 50% (AMERICAS)
- Employer Taxes (%): 18% (Panama), 20% (AMERICAS)
- Cost of Doing Business: 6% (Panama), 23% (AMERICAS)

**Regulation**
- Notice (in weeks): Panama 0, AMERICAS 4
- Severance (in weeks): Panama 3, AMERICAS 6
Paraguay

Agriculture 23.40%

<table>
<thead>
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<th>Workforce</th>
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<tr>
<td>Total Workforce</td>
<td>3,113,976</td>
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<tr>
<td>Full-Time Employees</td>
<td>1,716,523</td>
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<td>Contingent Workforce</td>
<td>1,415,453</td>
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<tr>
<td>Unemployed Workers</td>
<td>225,502</td>
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**Tertiary Education**

- Workforce with Tertiary Education: 18% (Paraguay), 10% (AMERICAS)
- Engineering and Science Degrees (% of total): 20% (Paraguay), 20% (AMERICAS)

**Compensation by Category**

- Administrative: Paraguay $3K, AMERICAS $3K, United States $3K
- Engineering: Paraguay $1K, AMERICAS $3K, United States $3K
- Technology: Paraguay $3K, AMERICAS $3K, United States $3K

**Additional Cost Considerations**

- Overtime Premiums (%): Paraguay 40, AMERICAS 23, United States 74
- Employer Taxes (%): Paraguay 19, AMERICAS 18, United States 100
- Cost of Doing Business: Paraguay 23, AMERICAS 20, United States 40

**Regulation**

- Notice (in weeks): Paraguay 8, AMERICAS 4, United States 6
- Severance (in weeks): Paraguay 2, AMERICAS 23, United States 2
Peru

Agriculture 24.60%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
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</thead>
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<td>Total Workforce</td>
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<td>Full-Time Employees</td>
<td>10,831,824</td>
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<tr>
<td>Contingent Workforce</td>
<td>5,834,162</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,066,623</td>
</tr>
</tbody>
</table>

Tertiary Education

- Workforce with Tertiary Education: 21%
- Engineering and Science Degrees (% of total): 25%
- 20% of workers have Tertiary Education

Compensation by Category

- Administrative: Peru - 291, AMERICAS - 2K, United States - 3K
- Engineering: Peru - 2K, AMERICAS - 3K, United States - 3K
- Technology: Peru - 2K

Additional Cost Considerations

- Overtime Premiums (%): Peru - 100, AMERICAS - 74, United States - 11
- Employer Taxes (%): Peru - 18, AMERICAS - 18, United States - 18
- Cost of Doing Business: Peru - 9, AMERICAS - 23

Regulation

- Notice (in weeks): Peru - 0, AMERICAS - 4, United States - 4
- Severance (in weeks): Peru - 3, AMERICAS - 6, United States - 6
Puerto Rico Agriculture 1.60 %

**Workforce**
- Total Workforce: 1,233,192
- Full-Time Employees: 1,062,745
- Contingent Workforce: 170,447
- Unemployed Workers: 140,584

**Tertiary Education**
- Workforce with Tertiary Education: 31%
- Engineering and Science Degrees (% of total): 22% (Puerto Rico), 20% (AMERICAS)

**Compensation by Category**

<table>
<thead>
<tr>
<th>Category</th>
<th>Puerto Rico</th>
<th>AMERICAS</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>2K</td>
<td>1K</td>
<td>3K</td>
</tr>
<tr>
<td>Engineering</td>
<td>5K</td>
<td>1</td>
<td>3K</td>
</tr>
<tr>
<td>Technology</td>
<td>4K</td>
<td>3K</td>
<td>3K</td>
</tr>
</tbody>
</table>

**Additional Cost Considerations**

<table>
<thead>
<tr>
<th>Cost Consideration</th>
<th>Puerto Rico</th>
<th>AMERICAS</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime Premiums (%)</td>
<td>100</td>
<td>74</td>
<td>1</td>
</tr>
<tr>
<td>Employer Taxes (%)</td>
<td>14</td>
<td>18</td>
<td>1</td>
</tr>
<tr>
<td>Cost of Doing Business (%)</td>
<td>23</td>
<td>23</td>
<td>23</td>
</tr>
</tbody>
</table>

**Regulation**

<table>
<thead>
<tr>
<th>Regulation Type</th>
<th>Puerto Rico</th>
<th>AMERICAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notice (in weeks)</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Severance (in weeks)</td>
<td>0</td>
<td>6</td>
</tr>
</tbody>
</table>
United States

**Workforce**
- Total Workforce: 157,028,000
- Full-Time Employees: 147,629,874
- Contingent Workforce: 9,398,126
- Unemployed Workers: 7,851,400

**Tertiary Education**
- Workforce with Tertiary Education: 42%
- Engineering and Science Degrees (% of total): 18% (United States), 16% (AMERICAS)

**Compensation by Category**
- Administrative: United States 3K, AMERICAS 1K, United States 1K
- Engineering: United States 7K, AMERICAS 3K, United States 3K
- Technology: United States 7K, AMERICAS 3K

**Additional Cost Considerations**
- Overtime Premiums (%): United States 0, AMERICAS 74
- Employer Taxes (%): United States 0, AMERICAS 18
- Cost of Doing Business (in weeks): United States 1, AMERICAS 23

**Regulation**
- Notice (in weeks): United States 0, AMERICAS 4
- Severance (in weeks): United States 0, AMERICAS 6

**Agriculture 1.50 %**
Uruguay: Agriculture 9.30%

**Workforce**
- Total Workforce: 1,750,387
- Full-Time Employees: 1,317,201
- Contingent Workforce: 433,186
- Unemployed Workers: 140,031

**Tertiary Education**
- Workforce with Tertiary Education: 12%, 18%
- Engineering and Science Degrees (% of total): 16%, 20%

**Compensation by Category**

- Administrative: Uruguay (405), AMERICAS (1K), United States (2K)
- Engineering: Uruguay (2K), AMERICAS (3K), United States (662)
- Technology: Uruguay (3K), AMERICAS (3K)

**Additional Cost Considerations**
- Overtime Premiums (%): Uruguay (100), AMERICAS (74), United States (16, 18)
- Employer Taxes (%): Uruguay (23), AMERICAS (23)
- Cost of Doing Business (%): Uruguay (5), AMERICAS (6)

**Regulation**
- Notice (in weeks): Uruguay (0), AMERICAS (4), United States (5)
- Severance (in weeks): Uruguay (4), AMERICAS (6)
**Venezuela** Agriculture 7.40 %

### Workforce

- **Total Workforce**: 14,050,186
- **Full-Time Employees**: 8,770,576
- **Contingent Workforce**: 5,279,610
- **Unemployed Workers**: 1,109,965

### Tertiary Education

- **Workforce with Tertiary Education**: 24% (Venezuela), 18% (AMERICAS)
- **Engineering and Science Degrees (% of total)**: 27% (Venezuela), 20% (AMERICAS)

### Compensation by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Venezuela</th>
<th>AMERICAS</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>899</td>
<td>1K</td>
<td>3K</td>
</tr>
<tr>
<td>Engineering</td>
<td>6K</td>
<td>3K</td>
<td>3K</td>
</tr>
<tr>
<td>Technology</td>
<td>3K</td>
<td>3K</td>
<td>3K</td>
</tr>
</tbody>
</table>

### Additional Cost Considerations

- **Overtime Premiums (%)**: 50% (Venezuela), 74% (AMERICAS)
- **Employer Taxes (%)**: 18% (Venezuela), 18% (AMERICAS)
- **Cost of Doing Business**: 50 (Venezuela), 23 (AMERICAS)

### Regulation

- **Notice (in weeks)**: 20 (Venezuela), 20 (AMERICAS)
- **Severance (in weeks)**: 20 (Venezuela), 6 (AMERICAS)
Detailed Country Analysis
Europe, Middle East, & Africa
Austria

Agriculture 4.70%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Workforce</th>
<th>Full-Time Employees</th>
<th>Contingent Workforce</th>
<th>Unemployed Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,382,300</td>
<td>3,858,164</td>
<td>524,136</td>
<td>381,260</td>
</tr>
</tbody>
</table>

Tertiary Education

- Workforce with Tertiary Education: 19% (Austria) vs. 26% (EMEA)
- Engineering and Science Degrees (% of total): 25% (Austria) vs. 23% (EMEA)

Compensation by Category

- Administrative
- Engineering
- Technology

Additional Cost Considerations

- Overtime Premiums (%): 100% (Austria) vs. 47% (EMEA) vs. 2% (United States)
- Employer Taxes (%): 34% (Austria) vs. 26% (EMEA) vs. 4% (United States)
- Cost of Doing Business

Regulation

- Notice (in weeks): 2 weeks (Austria) vs. 5 weeks (EMEA)
- Severance (in weeks): 2 weeks (Austria) vs. 2 weeks (EMEA)
Bahrain Agriculture 1.10%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>749,775</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>726,670</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>23,105</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>27,742</td>
</tr>
</tbody>
</table>

Compensation by Category

- Administrative: 2K, 3K, 4K
- Engineering: 4K, 3K
- Technology: 2K, 3K

Tertiary Education

- Workforce with Tertiary Education: 11% Bahrain, 18% EMEA
- Engineering and Science Degrees (% of total): 26% Bahrain, 23% EMEA

Additional Cost Considerations

- Overtime Premiums (%): Bahrain 50, EMEA 47, United States 26
- Employer Taxes (%): Bahrain 14, EMEA 26, United States 1
- Cost of Doing Business: Bahrain 4, EMEA 5, United States 1

Regulation

- Notice (in weeks): Bahrain 4, EMEA 5, United States 0
- Severance (in weeks): Bahrain 2, EMEA 32

2015 CWI Rankings (out of 75)

- Availability: 13
- Productivity: 24
- Global: 58
- Cost: 35

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Belarus  Agriculture 9.60%

**Workforce**

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>4,482,659</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>3,769,020</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>713,639</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>22,413</td>
</tr>
</tbody>
</table>

**Tertiary Education**

- Workforce with Tertiary Education: 50% (Belarus), 26% (EMEA)
- Engineering and Science Degrees (% of total): 27% (Belarus), 23% (EMEA)

**Compensation by Category**

- Administrative: 144K (Belarus), 2K (EMEA), 477K (United States)
- Engineering: 962K (Belarus), 3K (EMEA), 3K (United States)
- Technology: 2K (Belarus), 3K (EMEA), 3K (United States)

**Additional Cost Considerations**

- Overtime Premiums (%): 100% (Belarus), 47% (EMEA), 26% (United States)
- Employer Taxes (%): 1% (Belarus), 4% (EMEA), 2% (United States)
- Cost of Doing Business: 4 (Belarus), 1 (EMEA), 13 (United States)

**Regulation**

- Notice (in weeks): 9 (Belarus), 5 (EMEA), 2 (United States)
- Severance (in weeks): 13 (Belarus), 2 (EMEA)

2015 CWI Rankings (out of 75)

- Availability: 25 (Belarus), 62 (EMEA), 25 (Global)
- Productivity: 32 (Belarus), 32 (EMEA), 32 (Global)
- Cost: 22 (Belarus), 14 (EMEA), 22 (Global)
Belgium: Agriculture 1.40%

**Workforce**
- Total Workforce: 4,928,700
- Full-Time Employees: 4,249,215
- Contingent Workforce: 679,485
- Unemployed Workers: 428,797

**Tertiary Education**
- Workforce with Tertiary Education: 31% (Belgium), 26% (EMEA)
- Engineering and Science Degrees (% of total): 16% (Belgium), 23% (EMEA)

**Compensation by Category**
- Administrative: 3K (Belgium), 4K (EMEA), 3K (United States)
- Engineering: 2K (Belgium), 4K (EMEA), 3K (United States)
- Technology: 3K (Belgium), 3K (EMEA), 3K (United States)

**Additional Cost Considerations**
- Overtime Premiums (%): 100 (Belgium), 47 (EMEA), 51 (United States)
- Employer Taxes (%): 26 (Belgium), 26 (EMEA), 5 (United States)
- Cost of Doing Business:
  - Belgium: 4 (Belgium), 5 (EMEA)
  - EMEA: 4 (Belgium), 4 (EMEA)
  - United States: 2 (Belgium), 2 (EMEA)

**Regulation**
- Notice (in weeks): 8 (Belgium), 5 (EMEA)
- Severance (in weeks): 0 (Belgium), 2 (EMEA)

2015 CWI Rankings (out of 75)
- Availability: 48
- Productivity: 61
- Global: 57
- Cost: 75
- Regulation: 10
Bulgaria Agriculture 6.70%

**Workforce**

- **Total Workforce**: 3,342,100
- **Full-Time Employees**: 2,974,910
- **Contingent Workforce**: 367,190
- **Unemployed Workers**: 307,473

**Tertiary Education**

- Workforce with Tertiary Education: 23% (Bulgaria), 26% (EMEA)
- Engineering and Science Degrees (% of total): 22% (Bulgaria), 23% (EMEA)

**Compensation by Category**

- Administrative: Bulgaria 441, EMEA 2K, United States 1K
- Engineering: Bulgaria 3K, EMEA 3K
- Technology: Bulgaria 2K, EMEA 1K

**Additional Cost Considerations**

- Overtime Premiums (%): Bulgaria 0, EMEA 47, United States 1
- Employer Taxes (%): Bulgaria 20, EMEA 26, United States 4
- Cost of Doing Business: Bulgaria 1, EMEA 4

**Regulation**

- Notice (in weeks): Bulgaria 4, EMEA 5, United States 2
- Severance (in weeks): Bulgaria 4, EMEA 5

2015 CWI Rankings (out of 75)

- Availability: 60
- Productivity: 71
- Global: 45
- Cost: 12
- Regulation: 39
Croatia Agriculture 10.80%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Workforce</th>
<th>Full-Time Employees</th>
<th>Contingent Workforce</th>
<th>Unemployed Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,896,200</td>
<td>1,638,779</td>
<td>257,421</td>
<td>307,184</td>
</tr>
</tbody>
</table>

Compensation by Category

- Administrative: Croatia: 634, EMEA: 2K, United States: 3K
- Engineering: Croatia: 1K, EMEA: 1K, United States: 3K

Tertiary Education

<table>
<thead>
<tr>
<th>Workforce with Tertiary Education</th>
<th>Engineering and Science Degrees (% of total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Croatia 18%</td>
<td>Croatia 26%</td>
</tr>
<tr>
<td>EMEA 24%</td>
<td>EMEA 23%</td>
</tr>
</tbody>
</table>

Additional Cost Considerations

- Overtime Premiums (%): Croatia 35, EMEA 47, United States 47
- Employer Taxes (%): Croatia 17, EMEA 26, United States 26
- Cost of Doing Business: Croatia 4, EMEA 4, United States 4

Regulation

- Notice (in weeks): Croatia 4, EMEA 5, United States 4
- Severance (in weeks): Croatia 2, EMEA 2
Czech Republic

Agriculture 3.00%

**Workforce**
- Total Workforce: 5,306,100
- Full-Time Employees: 4,432,318
- Contingent Workforce: 873,782
- Unemployed Workers: 313,060

**Tertiary Education**
- Workforce with Tertiary Education: 29%
- Engineering and Science Degrees (% of total): 26% (Czech Republic), 22% (EMEA)
- Czech Republic: 18%
- EMEA: 23%

**Compensation by Category**
- Administrative: 1K (Czech Republic), 2K (EMEA), 3K (United States)
- Engineering: 2K (Czech Republic), 3K (EMEA)
- Technology: 3K (Czech Republic), 2K (EMEA)

**Additional Cost Considerations**
- Overtime Premiums (%): 10% (Czech Republic), 47% (EMEA), 38% (United States)
- Employer Taxes (%): 26% (Czech Republic), 26% (EMEA)
- Cost of Doing Business: 8% (Czech Republic), 4% (EMEA)

**Regulation**
- Notice (in weeks): 9 (Czech Republic), 5 (EMEA), 2 (United States)
- Severance (in weeks): 9 (Czech Republic), 9 (EMEA)

2015 CWI Rankings (out of 75)
- Availability: 51
- Productivity: 53
- Global: 33
- Cost: 29
- Regulation: 25

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Denmark

Agriculture 2.50%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>2,921,000</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>2,681,349</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>239,651</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>134,366</td>
</tr>
</tbody>
</table>

Tertiary Education

- Workforce with Tertiary Education: 33%
- Engineering and Science Degrees (% of total): 26% and 21% respectively

Compensation by Category

- Administrative: 4K
- Engineering: 6K
- Technology: 6K

Additional Cost Considerations

- Overtime Premiums (%): Denmark 47%, EMEA 0%, United States 3%
- Employer Taxes (%): Denmark 3%, EMEA 26%, United States 0
- Cost of Doing Business: Denmark 0, EMEA 4

Regulation

- Notice (in weeks): Denmark 0, EMEA 5
- Severance (in weeks): Denmark 2, EMEA 0

2015 CWI Rankings (out of 75)

- Availability: 11
- Productivity: 65
- Global: 20
- Cost: 70
- Regulation: 2
### Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>684,600</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>625,071</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>59,529</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>44,499</td>
</tr>
</tbody>
</table>

### Tertiary Education

- Workforce with Tertiary Education: 37% in Estonia, 26% in EMEA
- Engineering and Science Degrees (% of total): 22% in Estonia, 23% in EMEA

### Compensation by Category

- Administrative: Estonia 1K, EMEA 2K, United States 3K
- Engineering: Estonia 1K, EMEA 3K, United States 1K
- Technology: Estonia 1K

### Additional Cost Considerations

- Overtime Premiums (%): Estonia 0, EMEA 47, United States 47
- Employer Taxes (%): Estonia 39, EMEA 26
- Cost of Doing Business: Estonia 1, EMEA 4

### Regulation

- Notice (in weeks): Estonia 4, EMEA 5
- Severance (in weeks): Estonia 4, EMEA 2

### 2015 CWI Rankings

- Availability: Estonia 18, EMEA (out of 75)
- Productivity: Estonia 45, EMEA
- Global: Estonia 17, EMEA
- Cost: Estonia 10, EMEA
- Regulation: Estonia 36, EMEA
Finland

Agriculture 4.10 %

**Workforce**

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Workforce</th>
<th>Full-Time Employees</th>
<th>Contingent Workforce</th>
<th>Unemployed Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,757,300</td>
<td>2,398,652</td>
<td>358,648</td>
<td>231,613</td>
</tr>
</tbody>
</table>

**Tertiary Education**

- Workforce with Tertiary Education: 33% (Finland) vs. 26% (EMEA)
- Engineering and Science Degrees: 28% (Finland) vs. 23% (EMEA)

**Compensation by Category**

- Administrative: Finland 2K, EMEA 4K, United States 3K
- Engineering: Finland 4K, EMEA 3K
- Technology: Finland 2K, EMEA 4K, United States 3K

**Additional Cost Considerations**

- Overtime Premiums (%): Finland 100, EMEA 47, United States 24
- Employer Taxes (%): Finland 26, EMEA 26, United States 26
- Cost of Doing Business: Finland 1, EMEA 4

**Regulation**

- Notice (in weeks): Finland 4, EMEA 5
- Severance (in weeks): Finland 0, EMEA 2

2015 CWI Rankings (out of 75)

- Availability: 15
- Productivity: 59
- Global: 58
- Cost: 69

- Regulation: 45
France Agriculture 3.10%

**Workforce**

- Total Workforce: 29,371,900
- Full-Time Employees: 26,342,042
- Contingent Workforce: 3,029,858
- Unemployed Workers: 3,025,306

**Tertiary Education**

- Workforce with Tertiary Education: 26% (France) 26% (EMEA)
- Engineering and Science Degrees (% of total): 25% (France) 23% (EMEA)

**Compensation by Category**

- Administrative: France 2K, EMEA 4K, United States 5K
- Engineering: France 2K, EMEA 4K, United States 3K
- Technology: France 3K, EMEA 5K

**Additional Cost Considerations**

- Overtime Premiums (%): France 20%, EMEA 47%, United States 52%
- Employer Taxes (%): France 26%, EMEA 1%
- Cost of Doing Business: France 4, EMEA 5, United States 0

**Regulation**

- Notice (in weeks): France 4, EMEA 5, United States 1
- Severance (in weeks): France 1, EMEA 2

**2015 CWI Rankings (out of 75)**

- Availability: France 26, EMEA 26, Global: 26
- Productivity: France 75, EMEA 74, Global: 74
- Cost: France 68, EMEA 68
Germany

Agriculture 1.40%

**Workforce**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>41,897,100</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>37,575,833</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>4,321,267</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,885,370</td>
</tr>
</tbody>
</table>

**Tertiary Education**

<table>
<thead>
<tr>
<th>Education Type</th>
<th>Germany</th>
<th>EMEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering and Science Degrees (%)</td>
<td>27%</td>
<td>23%</td>
</tr>
<tr>
<td>Workforce with Tertiary Education (%)</td>
<td>26%</td>
<td>26%</td>
</tr>
</tbody>
</table>

**Compensation by Category**

<table>
<thead>
<tr>
<th>Category</th>
<th>Germany</th>
<th>EMEA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>2K</td>
<td>3K</td>
<td>2K</td>
</tr>
<tr>
<td>Engineering</td>
<td>4K</td>
<td>3K</td>
<td>4K</td>
</tr>
<tr>
<td>Technology</td>
<td>3K</td>
<td>4K</td>
<td>3K</td>
</tr>
</tbody>
</table>

**Additional Cost Considerations**

<table>
<thead>
<tr>
<th>Cost Type</th>
<th>Germany</th>
<th>EMEA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime Premiums (%)</td>
<td>0</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>Employer Taxes (%)</td>
<td>21</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Cost of Doing Business</td>
<td>9</td>
<td>4</td>
<td></td>
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</table>

**Regulation**

<table>
<thead>
<tr>
<th>Type</th>
<th>Germany</th>
<th>EMEA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notice (in weeks)</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Severance (in weeks)</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
Greece

Agriculture 13.70%

**Workforce**
- Total Workforce: 4,805,700
- Full-Time Employees: 3,536,826
- Contingent Workforce: 1,268,874
- Unemployed Workers: 1,200,944

**Tertiary Education**
- Workforce with Tertiary Education: 20% Greece, 26% EMEA
- Engineering and Science Degrees (% of total): 29% Greece, 23% EMEA

**Compensation by Category**
- Administrative: 1K Greece, 2K EMEA, 2K United States
- Engineering: 2K Greece, 2K EMEA, 3K United States
- Technology: 3K Greece, 2K EMEA, 3K United States

**Additional Cost Considerations**
- Overtime Premiums (%): 75 Greece, 47 EMEA, 31 United States
- Employer Taxes (%): 31 Greece, 26 EMEA, 2 United States
- Cost of Doing Business: 4 Greece, 2 EMEA, 4 United States

**Regulation**
- Notice (in weeks): 0 Greece, 5 EMEA, 2 United States
- Severance (in weeks): 9 Greece, 2 EMEA

2015 CWI Rankings (out of 75)
- Availability: 31 Greece, 65 EMEA
- Productivity: 63 Greece, 65 EMEA
- Global: 58 Greek, 55 EMEA
- Cost: 58 Greece, 55 EMEA

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Hungary

Agriculture 4.90%

**Workforce**

- Total Workforce: 4,511,100
- Full-Time Employees: 4,046,637
- Contingent Workforce: 464,463
- Unemployed Workers: 288,710

**Tertiary Education**

- Workforce with Tertiary Education:
  - Hungary: 21%
  - EMEA: 26%
- Engineering and Science Degrees (% of total):
  - Hungary: 17%
  - EMEA: 23%

**Compensation by Category**

- Administrative: Hungary 2K, EMEA 2K, United States 3K
- Engineering: Hungary 1K, EMEA 3K
- Technology: Hungary 2K, EMEA 3K

**Additional Cost Considerations**

- Overtime Premiums (%):
  - Hungary: 50%
  - EMEA: 47%
  - United States: 34%
- Employer Taxes (%):
  - Hungary: 26%
  - EMEA: 26%
  - United States: 8%
- Cost of Doing Business:
  - Hungary: 4%
  - EMEA: 5%

**Regulation**

- Notice (in weeks):
  - Hungary: 4
  - EMEA: 5
  - United States: 0
- Severance (in weeks):
  - Hungary: 2
  - EMEA: 2

---

ManpowerGroup Solutions TAPFIN | QMR 4th Quarter, 2015 | ManpowerGroup Proprietary & Confidential
Ireland: Agriculture 5.70%

Workforce:
- Total Workforce: 2,169,900
- Full-Time Employees: 1,825,483
- Contingent Workforce: 344,417
- Unemployed Workers: 201,801

Tertiary Education:
- Workforce with Tertiary Education: 30%
- Engineering and Science Degrees (% of total): 26% and 24%

Compensation by Category:
- Administrative: 4K Ireland, 3K EMEA, 2K United States
- Engineering: 4K Ireland, 3K EMEA
- Technology: 4K Ireland, 3K EMEA

Additional Cost Considerations:
- Overtime Premiums (%): 0 Ireland, 47 EMEA, 12 United States
- Employer Taxes (%): 12 EMEA, 26 United States
- Cost of Doing Business: 0 Ireland, 4 EMEA, 5 United States

Regulation:
- Notice (in weeks): 1 Ireland, 5 EMEA, 2 United States
- Severance (in weeks): 0 Ireland, 0 EMEA, 2 United States
Israel

Agriculture 1.30%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Workforce</th>
<th>Full-Time Employees</th>
<th>Contingent Workforce</th>
<th>Unemployed Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,696,036</td>
<td>3,261,101</td>
<td>434,935</td>
<td>188,498</td>
</tr>
</tbody>
</table>

Compensation by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Israel</th>
<th>EMEA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>1K</td>
<td>2K</td>
<td>5K</td>
</tr>
<tr>
<td>Engineering</td>
<td>3K</td>
<td>3K</td>
<td>5K</td>
</tr>
<tr>
<td>Technology</td>
<td>5K</td>
<td>5K</td>
<td>5K</td>
</tr>
</tbody>
</table>

Tertiary Education

<table>
<thead>
<tr>
<th>Workforce with Tertiary Education</th>
<th>Engineering and Science Degrees (% of total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>44%</td>
<td>26%</td>
</tr>
<tr>
<td>28%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Additional Cost Considerations

<table>
<thead>
<tr>
<th>Overtime Premiums (%)</th>
<th>Employer Taxes (%)</th>
<th>Cost of Doing Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>47</td>
<td>6</td>
</tr>
<tr>
<td>47</td>
<td>26</td>
<td>4</td>
</tr>
<tr>
<td>47</td>
<td>26</td>
<td>4</td>
</tr>
</tbody>
</table>

Regulation

<table>
<thead>
<tr>
<th>Notice (in weeks)</th>
<th>Severance (in weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>
Italy Agriculture 3.60 %

**Workforce**

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>25,598,300</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>20,066,763</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>5,531,537</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>3,020,599</td>
</tr>
</tbody>
</table>

**Compensation by Category**

- Administrative
- Engineering
- Technology

**Tertiary Education**

- Workforce with Tertiary Education (13% Italy, 26% EMEA, 20% EMEA, 23% EMEA)
- Engineering and Science Degrees (% of total)

**Additional Cost Considerations**

- Overtime Premiums (%)
- Employer Taxes (%)
- Cost of Doing Business

**Regulation**

- Notice (in weeks): 3 (Italy), 5 (EMEA)
- Severance (in weeks): 0 (Italy), 2 (EMEA)

**2015 CWI Rankings (out of 75)**

- Availability: 56
- Productivity: 66
- Global: 67
- Cost: 67
- Regulation: 41
Kazakhstan Agriculture 24.20%

Workforce
- Total Workforce: 9,197,976
- Full-Time Employees: 6,521,310
- Contingent Workforce: 2,676,666
- Unemployed Workers: 450,701

Tertiary Education
- Workforce with Tertiary Education: 25% in Kazakhstan, 26% in EMEA
- Engineering and Science Degrees (% of total): 23% in Kazakhstan, 23% in EMEA

Compensation by Category

Additional Cost Considerations
- Overtime Premiums (%): 2K in Kazakhstan, 2K in EMEA, 3K in United States
- Employer Taxes (%): 1K in Kazakhstan, 1K in EMEA, 3K in United States
- Cost of Doing Business: 47 in Kazakhstan, 26 in EMEA, 4 in United States

Regulation
- Notice (in weeks): 4 in Kazakhstan, 5 in EMEA
- Severance (in weeks): 4 in Kazakhstan, 2 in EMEA

2015 CWI Rankings (out of 75)
- Availability: 32
- Productivity: 69
- Global: 29
- Cost: 37
- Regulation: 18
Latvia Agriculture 8.10%

Workforce

- Total Workforce: 995,300
- Full-Time Employees: 888,466
- Contingent Workforce: 106,834
- Unemployed Workers: 97,539

Compensation by Category

- Administrative: Latvia 5K, EMEA 2K, United States 3K
- Engineering: Latvia 2K, EMEA 2K, United States 3K
- Technology: Latvia 2K

Tertiary Education

- Workforce with Tertiary Education: Latvia 29%, EMEA 26%
- Engineering and Science Degrees (% of total): Latvia 19%, EMEA 23%

2015 CWI Rankings (out of 75)

- Availability: Latvia 29, EMEA 43, Global 43
- Productivity: Latvia 51, EMEA 56, Global 56
- Regulation: Latvia 4, EMEA 2

Additional Cost Considerations

- Overtime Premiums (%): Latvia 47, EMEA 27, United States 26
- Employer Taxes (%): Latvia 4, EMEA 4
- Cost of Doing Business: Latvia 4, EMEA 4

Regulation

- Notice (in weeks): Latvia 4, EMEA 5
- Severance (in weeks): Latvia 4, EMEA 2
Lithuania  Agriculture 8.40 %

**Workforce**
- Total Workforce: 1,474,300
- Full-Time Employees: 1,307,520
- Contingent Workforce: 166,780
- Unemployed Workers: 140,059

**Tertiary Education**
- Workforce with Tertiary Education: 30%
- Engineering and Science Degrees (% of total): 26%
- Lithuania: 22%
- EMEA: 23%

**Compensation by Category**
- Administrative: 770
- Engineering: 3K
- Technology: 1K

**Additional Cost Considerations**
- Overtime Premiums (%): 100
- Employer Taxes (%): 47
- Cost of Doing Business: 35

**Regulation**
- Notice (in weeks): 9
- Severance (in weeks): 9
Luxembourg Agriculture 1.60 %

**Workforce**

- Total Workforce: 276,600
- Full-Time Employees: 249,761
- Contingent Workforce: 26,839
- Unemployed Workers: 18,532

**Tertiary Education**

- Workforce with Tertiary Education: 39%
- Engineering and Science Degrees (% of total): 26%
- Luxembourg: 15%
- EMEA: 23%

**Compensation by Category**

- Administrative: 4K, 2K
- Engineering: 6K, 3K
- Technology: 5K, 3K

**Additional Cost Considerations**

- Overtime Premiums (%): 70, 47
- Employer Taxes (%): 16, 26
- Cost of Doing Business: 2, 4

**Regulation**

- Notice (in weeks): 9, 5
- Severance (in weeks): 0, 2
Morocco  Agriculture 39.40 %

Workforce

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>12,255,617</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>6,018,096</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>6,237,521</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,176,539</td>
</tr>
</tbody>
</table>

Compensation by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Morocco</th>
<th>EMEA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>1K</td>
<td>3K</td>
<td>3K</td>
</tr>
<tr>
<td>Engineering</td>
<td>2K</td>
<td>3K</td>
<td>3K</td>
</tr>
<tr>
<td>Technology</td>
<td>1K</td>
<td>3K</td>
<td>3K</td>
</tr>
</tbody>
</table>

Tertiary Education

<table>
<thead>
<tr>
<th>Workforce with Tertiary Education</th>
<th>Morocco</th>
<th>EMEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering Degrees (% of total)</td>
<td>9%</td>
<td>26%</td>
</tr>
<tr>
<td>Science Degrees (% of total)</td>
<td>35%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Additional Cost Considerations

<table>
<thead>
<tr>
<th></th>
<th>Morocco</th>
<th>EMEA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime Premiums (%)</td>
<td>47</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Employer Taxes (%)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cost of Doing Business</td>
<td>9</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Regulation

<table>
<thead>
<tr>
<th></th>
<th>Morocco</th>
<th>EMEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notice (in weeks)</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Severance (in weeks)</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

2015 CWI Rankings (out of 75)

- Availability: 75
- Productivity: 52
- Global: 64
- Cost: 4
- Regulation: 73
Netherlands
Agriculture 2.20 %

Workforce

- Total Workforce: 8,939,900
- Full-Time Employees: 7,531,794
- Contingent Workforce: 1,408,106
- Unemployed Workers: 607,913

Tertiary Education

- Workforce with Tertiary Education: 29%
- Engineering and Science Degrees (% of total): 26%
- Workforce with Tertiary Education (Netherlands): 14%
- Workforce with Tertiary Education (EMEA): 23%

Compensation by Category

- Administrative: Netherlands 2K, EMEA 3K, United States 3K
- Engineering: Netherlands 5K, EMEA 5K, United States 5K
- Technology: Netherlands 3K, EMEA 3K, United States 2K

Additional Cost Considerations

- Overtime Premiums (%): Netherlands 0, EMEA 47, United States 26
- Employer Taxes (%): Netherlands 18, EMEA 26, United States 5
- Cost of Doing Business: Netherlands 5, EMEA 4

Regulation

- Notice (in weeks): Netherlands 4, EMEA 5, United States 0
- Severance (in weeks): Netherlands 2, EMEA 4
Norway Agriculture 2.20 %

**Workforce**

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>2,773,700</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>2,588,472</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>185,228</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>127,590</td>
</tr>
</tbody>
</table>

**Tertiary Education**

- Workforce with Tertiary Education: 31% (Norway), 26% (EMEA)
- Engineering and Science Degrees (% of total): 17% (Norway), 23% (EMEA)

**Compensation by Category**

- Administrative: 4K (Norway), 5K (EMEA), 2K (United States)
- Engineering: 3K (Norway), 3K (EMEA), 3K (United States)
- Technology: 7K (Norway), 5K (EMEA), 2K (United States)

**Additional Cost Considerations**

- Overtime Premiums (%): 0 (Norway), 16 (EMEA), 47 (United States)
- Employer Taxes (%): 1 (Norway), 4 (EMEA), 26 (United States)
- Cost of Doing Business: 1 (Norway), 4 (EMEA), 4 (United States)

**Regulation**

- Notice (in weeks): 4 (Norway), 5 (EMEA)
- Severance (in weeks): 0 (Norway), 2 (EMEA)
Poland Agriculture 12.00 %

Workforce

- Total Workforce: 17,266,900
- Full-Time Employees: 13,942,124
- Contingent Workforce: 3,324,776
- Unemployed Workers: 1,657,622

Compensation by Category

- White Collar: 31%
- Blue Collar: 69%

Tertiary Education

- Workforce with Tertiary Education: 23%, 26%
- Engineering and Science Degrees (% of total): 17%, 23%

Additional Cost Considerations

- Overtime Premiums (%): 100, 47
- Employer Taxes (%): 25, 26
- Cost of Doing Business: 13, 4

Regulation

- Notice (in weeks): 4, 5
- Severance (in weeks): 4, 2
Portugal

Agriculture 10.50 %

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Portugal</th>
<th>EMEA</th>
<th>EMEAB</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Employees</td>
<td>4,344,318</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>856,882</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>618,943</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Workforce</td>
<td>5,201,200</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Compensation by Category

- Administrative: Portugal 1K, EMEA 2K, EMEAB 2K, United States 3K
- Engineering: Portugal 2K, EMEA 3K, EMEAB 2K, United States 2K
- Technology: Portugal 2K, EMEA 3K, EMEAB 2K, United States 3K

Tertiary Education

- Workforce with Tertiary Education: Portugal 15%, EMEA 26%
- Engineering and Science Degrees (% of total): Portugal 25%, EMEA 23%

Additional Cost Considerations

- Overtime Premiums (%): Portugal 50, EMEA 47, EMEAB 27, United States 26
- Employer Taxes (%): Portugal 2, EMEA 4
- Cost of Doing Business: Portugal 2, EMEA 4

Regulation

- Notice (in weeks): Portugal 4, EMEA 5, EMEAB 5
- Severance (in weeks): Portugal 2, EMEA 2, EMEAB 2

2015 CWI Rankings (out of 75)

- Availability: Portugal 65, EMEA 48, EMEAB 56
- Productivity: Portugal 48, EMEA 56
- Cost: Portugal 47, EMEA 47

- Regulation: Portugal 49, EMEA 50
Romania  Agriculture 28.70 %

**Workforce**
- Total Workforce: 9,289,300
- Full-Time Employees: 6,700,669
- Contingent Workforce: 2,588,631
- Unemployed Workers: 631,672

**Compensation by Category**

- Administrative
  - Romania: 1K
  - EMEA: 1K
  - United States: 2K

- Engineering
  - Romania: 1K
  - EMEA: 3K
  - United States: 3K

- Technology
  - Romania: 1K
  - EMEA: 3K

**Tertiary Education**

- Workforce with Tertiary Education: 14% (Romania) 26% (EMEA)
- Engineering and Science Degrees (% of total): 20% (Romania) 23% (EMEA)

**Additional Cost Considerations**

- Overtime Premiums (%): Romania 100, EMEA 47, United States 47
- Employer Taxes (%): Romania 32, EMEA 26, United States 26
- Cost of Doing Business: Romania 2, EMEA 4, United States 4

**Regulation**

- Notice (in weeks): Romania 4, EMEA 5, United States 0
- Severance (in weeks): Romania 2, EMEA 2
Russia Agriculture 9.70%

Workforce

- Total Workforce: 76,886,470
- Full-Time Employees: 71,419,842
- Contingent Workforce: 5,466,628
- Unemployed Workers: 3,998,096

Compensation by Category

- Administrative: Russia 1K, EMEA 2K, United States 3K
- Engineering: Russia 2K, EMEA 3K, United States 1K
- Technology: Russia 3K, EMEA 2K, United States 1K

Tertiary Education

- Workforce with Tertiary Education: Russia 60%, EMEA 26%, Total 28%
- Engineering and Science Degrees (% of total): Russia 23%, EMEA 77%

Additional Cost Considerations

- Overtime Premiums (%): Russia 100, EMEA 47, United States 35
- Employer Taxes (%): Russia 26, EMEA 26, United States 26
- Cost of Doing Business: Russia 1, EMEA 4

Regulation

- Notice (in weeks): Russia 9, EMEA 5, United States 9
- Severance (in weeks): Russia 9, EMEA 2
Serbia

Agriculture 21.30%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>3,128,463</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>2,296,279</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>832,184</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>559,995</td>
</tr>
</tbody>
</table>

Compensation by Category

- Administrative: 422 (Serbia), 2K (EMEA), 700 (United States)
- Engineering:    700 (Serbia), 2K (EMEA), 3K (United States)
- Technology:     1K (Serbia), 3K (EMEA), 700 (United States)

Tertiary Education

- Workforce with Tertiary Education: 18% (Serbia), 26% (EMEA)
- Engineering and Science Degrees (% of total): 25% (Serbia), 23% (EMEA)

Additional Cost Considerations

- Overtime Premiums (%): 26 (Serbia), 47 (EMEA)
- Employer Taxes (%): 20 (Serbia), 26 (EMEA)
- Cost of Doing Business: 7 (Serbia), 4 (EMEA)

Regulation

- Notice (in weeks): 0 (Serbia), 5 (EMEA)
- Severance (in weeks): 1 (Serbia), 2 (EMEA)

2015 CWI Rankings (out of 75)

- Availability: 68 (Serbia), 60 (EMEA), 59 (Global)
- Productivity: 68 (Serbia), 60 (EMEA), 59 (Global)
- Cost: 7 (Serbia), 60 (EMEA), 59 (Global)
Slovakia Agriculture 3.30 %

**Workforce**
- Total Workforce: 2,722,600
- Full-Time Employees: 2,353,530
- Contingent Workforce: 369,070
- Unemployed Workers: 310,376

**Compensation by Category**

<table>
<thead>
<tr>
<th>Category</th>
<th>Slovakia</th>
<th>EMEA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>1K</td>
<td>2K</td>
<td>3K</td>
</tr>
<tr>
<td>Engineering</td>
<td>2K</td>
<td>2K</td>
<td>3K</td>
</tr>
<tr>
<td>Technology</td>
<td>2K</td>
<td>3K</td>
<td></td>
</tr>
</tbody>
</table>

**Tertiary Education**

- Workforce with Tertiary Education: 18% (Slovakia), 26% (EMEA)
- Engineering and Science Degrees (% of total): 21% (Slovakia), 23% (EMEA)

**Additional Cost Considerations**

- Overtime Premiums (%): 47% (Slovakia), 40% (EMEA), 26% (United States)
- Employer Taxes (%): 0% (Slovakia), 2% (EMEA), 4% (United States)
- Cost of Doing Business: 2% (Slovakia), 4% (EMEA), 9% (United States)

**Regulation**

- Notice (in weeks): 9 (Slovakia), 5 (EMEA), 0 (United States)
- Severance (in weeks): 2 (Slovakia), 0 (EMEA)
Slovenia

Agriculture 8.50%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>1,017,100</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>860,111</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>156,989</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>120,018</td>
</tr>
</tbody>
</table>

Compensation by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Slovenia</th>
<th>EMEA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>2K</td>
<td>2K</td>
<td>3K</td>
<td>1K</td>
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<tr>
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<td>2K</td>
</tr>
<tr>
<td>1K</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tertiary Education

- Workforce with Tertiary Education: 25%
- Engineering and Science Degrees (% of total): 26%

<table>
<thead>
<tr>
<th>Category</th>
<th>Slovenia</th>
<th>EMEA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>22%</td>
<td>21%</td>
<td>23%</td>
<td>24%</td>
</tr>
<tr>
<td>25%</td>
<td>23%</td>
<td>24%</td>
<td>25%</td>
</tr>
<tr>
<td>26%</td>
<td>25%</td>
<td>24%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Additional Cost Considerations

- Overtime Premiums (%): 50% (Slovenia), 47% (EMEA), 18% (United States)
- Employer Taxes (%): 26% (Slovenia), 26% (EMEA), 4% (United States)
- Cost of Doing Business: 0% (Slovenia), 4% (EMEA), 2% (United States)

Regulation

- Notice (in weeks): 4 (Slovenia), 5 (EMEA)
- Severance (in weeks): 1 (Slovenia), 2 (EMEA)
South Africa

**Agriculture 5.10 %**

### Workforce
- Total Workforce: 21,246,000
- Full-Time Employees: 19,014,214
- Contingent Workforce: 2,231,786
- Unemployed Workers: 5,417,730

### Workforce with Tertiary Education
- 6% of total workforce have a tertiary education
- 26% of total workforce have an engineering or science degree

### Tertiary Education
- Tertiary workforce: 21%
- Engineering and science degrees: 23%

### Compensation by Category
- Administrative: 920, 3K, 2K
- Engineering: 3K, 3K, 2K
- Technology: 2K, 3K

### Additional Cost Considerations
- Overtime Premiums (%): South Africa 47, EMEA 47, United States 100
- Employer Taxes (%): South Africa 0, EMEA 26, United States 4
- Cost of Doing Business: South Africa 0, EMEA 4, United States 4

### Regulation
- Notice (in weeks): South Africa 4, EMEA 5
- Severance (in weeks): South Africa 1, EMEA 2
Spain

Agriculture 4.30%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>23,015,500</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>19,858,998</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>3,156,502</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>4,874,683</td>
</tr>
</tbody>
</table>

Tertiary Education

- Workforce with Tertiary Education: 27%
- Engineering and Science Degrees (% of total): 26%

Compensation by Category

- Administrative
- Engineering
- Technology

Additional Cost Considerations

- Overtime Premiums (%): 0%
- Employer Taxes (%): 47%
- Cost of Doing Business: 36%

Regulation

- Notice (in weeks): 2
- Severance (in weeks): 3

2015 CWI Rankings (out of 75)

- Availability: 40
- Productivity: 55
- Global: 68
- Cost: 50
- Regulation: 65
Swedish Agriculture 2.00%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>5,274,700</td>
</tr>
<tr>
<td>Full-Time Employees</td>
<td>4,772,728</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>501,972</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>353,405</td>
</tr>
</tbody>
</table>

Tertiary Education

- Workforce with Tertiary Education: 30% Sweden, 26% EMEA
- Engineering and Science Degrees: 27% Sweden, 23% EMEA

Compensation by Category

- Administrative: Sweden 3K, EMEA 4K, United States 2K
- Engineering: Sweden 4K, EMEA 3K, United States 3K
- Technology: Sweden 4K, EMEA 3K, United States 3K

Additional Cost Considerations

- Overtime Premiums: Sweden 47%, EMEA 36%, United States 26%
- Employer Taxes: Sweden 1%, EMEA 4%
- Cost of Doing Business: Sweden 0 weeks, EMEA 5 weeks, United States 2 weeks

Regulation

- Notice (in weeks): Sweden 4 weeks, EMEA 5 weeks
- Severance (in weeks): Sweden 0 weeks, EMEA 2 weeks
Switzerland Agriculture 3.60 %

**Workforce**
- Total Workforce: 4,789,300
- Full-Time Employees: 4,140,925
- Contingent Workforce: 648,375
- Unemployed Workers: 158,047

**Tertiary Education**
- Workforce with Tertiary Education: 35% in Switzerland, 26% in EMEA
- Engineering and Science Degrees (% of total): 21% in Switzerland, 23% in EMEA

**Compensation by Category**
- Administrative: Switzerland = 7K, EMEA = 7K, United States = 2K
- Engineering: Switzerland = 9K, EMEA = 3K
- Technology: Switzerland = 3K, EMEA = 3K

**Additional Cost Considerations**
- Overtime Premiums (%): Switzerland = 0, EMEA = 18, United States = 47
- Employer Taxes (%): Switzerland = 26, EMEA = 26
- Cost of Doing Business: Switzerland = 4, EMEA = 2

**Regulation**
- Notice (in weeks): Switzerland = 9, EMEA = 5, United States = 0
- Severance (in weeks): Switzerland = 2, EMEA = 0
Tunisia Agriculture 15.30 %

Workforce

- Total Workforce: 3,978,063
- Full-Time Employees: 2,959,297
- Contingent Workforce: 1,018,766
- Unemployed Workers: 604,666

Compensation by Category

- Administrative: 765 (Tunisia), 2K (EMEA), 1K (United States)
- Engineering: 2K (Tunisia), 3K (EMEA), 1K (United States)
- Technology: 3K (Tunisia), 3K (EMEA), 1K (United States)

Tertiary Education

- Workforce with Tertiary Education: 13% (Tunisia), 26% (EMEA)
- Engineering and Science Degrees (% of total): 42% (Tunisia), 23% (EMEA)

Additional Cost Considerations

- Overtime Premiums (%): 100 (Tunisia), 47 (EMEA)
- Employer Taxes (%): 25 (Tunisia), 26 (EMEA)
- Cost of Doing Business: 4 (Tunisia), 4 (EMEA)

Regulation

- Notice (in weeks):
  - Tunisia: 4
  - EMEA: 5
  - United States: 2
- Severance (in weeks):
  - Tunisia: 2
  - EMEA: 2
  - United States: 2
Turkey

Agriculture 22.90 %

Workforce

- Total Workforce: 29,850,100
- Full-Time Employees: 20,776,446
- Contingent Workforce: 9,073,654
- Unemployed Workers: 2,925,310

Tertiary Education

- Workforce with Tertiary Education: 14% in Turkey, 26% in EMEA
- Engineering and Science Degrees (% of total): 21% in Turkey, 23% in EMEA

Compensation by Category

- Administrative: 1K Turkey, 2K EMEA, 2K United States
- Engineering: 3K Turkey, 3K EMEA, 3K United States
- Technology: 3K Turkey, 3K EMEA, 3K United States

Additional Cost Considerations

- Overtime Premiums (%): 100 Turkey, 47 EMEA, 47 United States
- Employer Taxes (%): 47 Turkey, 26 EMEA, 26 United States
- Cost of Doing Business: 16 Turkey, 4 EMEA, 4 United States

Regulation

- Notice (in weeks): 4 Turkey, 5 EMEA, 5 United States
- Severance (in weeks): 4 Turkey, 2 EMEA, 2 United States
Ukraine Agriculture 20.00 %

**Workforce**
- Total Workforce: 23,134,525
- Full-Time Employees: 19,140,025
- Contingent Workforce: 3,994,500
- Unemployed Workers: 2,220,914

**Tertiary Education**
- Workforce with Tertiary Education: 38%
- Engineering and Science Degrees (% of total): 26% (Ukraine), 23% (EMEA)

**Compensation by Category**
- Administrative: Ukraine 278, EMEA 691, United States 634
- Engineering: Ukraine 2K, EMEA 3K, United States 3K
- Technology: Ukraine 2K, EMEA 3K, United States 3K

**Additional Cost Considerations**
- Overtime Premiums (%): Ukraine 100, EMEA 47, United States 43
- Employer Taxes (%): Ukraine 47, EMEA 43, United States 47
- Cost of Doing Business: Ukraine 26, EMEA 26, United States 26

**Regulation**
- Notice (in weeks): Ukraine 9, EMEA 5, United States 4
- Severance (in weeks): Ukraine 9, EMEA 5, United States 2
United Arab Emirates

Agriculture 3.80%

**Workforce**
- Total Workforce: 6,232,093
- Full-Time Employees: 5,977,151
- Contingent Workforce: 254,942
- Unemployed Workers: 162,034

**Tertiary Education**
- Workforce with Tertiary Education: 18% United Arab Emirates, 26% EMEA
- Engineering and Science Degrees (% of total): 26% United Arab Emirates, 23% EMEA

**Compensation by Category**
- Administrative: United Arab Emirates 2K, EMEA 5K, United States 3K
- Engineering: United Arab Emirates 5K, EMEA 3K, United States 5K
- Technology: United Arab Emirates 3K, EMEA 5K, United States 2K

**Additional Cost Considerations**
- Overtime Premiums (%): United Arab Emirates 50, EMEA 47, United States 50
- Employer Taxes (%): United Arab Emirates 14, EMEA 26, United States 26
- Cost of Doing Business: United Arab Emirates 6, EMEA 4, United States 4

**Regulation**
- Notice (in weeks): United Arab Emirates 4, EMEA 5, United States 0
- Severance (in weeks): United Arab Emirates 4, EMEA 2, United States 0

**2015 CWI Rankings (out of 75)**
- Availability: 53
- Productivity: 8
- Global: 14
- Cost: 36
- Regulation: 17
United Kingdom

Agriculture 1.10%

Workforce
- Total Workforce: 32,648,500
- Full-Time Employees: 27,948,944
- Contingent Workforce: 4,699,556
- Unemployed Workers: 1,730,371

Compensation by Category
- Administrative: 2K United Kingdom, 3K EMEA, 3K United States
- Engineering: 5K United Kingdom, 3K EMEA, 3K United States
- Technology: 7K United Kingdom, 3K EMEA, 3K United States

Tertiary Education
- Workforce with Tertiary Education: 31% United Kingdom, 26% EMEA
- Engineering and Science Degrees (% of total): 22% United Kingdom, 23% EMEA

Additional Cost Considerations
- Overtime Premiums (%): United Kingdom 47, EMEA 11, United States 26
- Employer Taxes (%): United Kingdom 0, EMEA 4, United States 0
- Cost of Doing Business: United Kingdom 0, EMEA 4, United States 2

Regulation
- Notice (in weeks): United Kingdom 1, EMEA 5, United States 2
- Severance (in weeks): United Kingdom 0, EMEA 2, United States 0

2015 CWI Rankings (out of 75)
- Availability: 7
- Productivity: 30
- Global: 15
- Cost: 52
- Regulation: 23
Detailed Country Analysis
Asia Pacific
Australia Agriculture 1.60%

Workforce
- Total Workforce: 12,542,400
- Full-Time Employees: 11,354,158
- Contingent Workforce: 1,188,242
- Unemployed Workers: 777,629

Tertiary Education
- Workforce with Tertiary Education: 37%
- Engineering and Science Degrees (% of total): 23%
- (Australia) 16%, (APAC) 25%

Compensation by Category
- Administrative: Australia 2K, APAC 3K, United States 3K
- Engineering: Australia 6K, APAC 6K, United States 6K
- Technology: Australia 4K

Additional Cost Considerations
- Overtime Premiums (%): Australia 100, APAC 44, United States 21
- Employer Taxes (%): Australia 16, APAC 16, United States 16
- Cost of Doing Business: Australia 1, APAC 6

Regulation
- Notice (in weeks): Australia 1, APAC 3
- Severance (in weeks): Australia 4, APAC 3

Graphs and charts illustrating various data points related to the Australian workforce and additional cost considerations.
China

Agriculture 31.40%

**Workforce**

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>801,790,592</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Employees</td>
<td>647,926,977</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>153,863,615</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>32,472,519</td>
</tr>
</tbody>
</table>

**Tertiary Education**

- Workforce with Tertiary Education: 9% (China), 23% (APAC), 31% (Global), 25% (APAC)
- Engineering and Science Degrees (% of total): 31% (China), 25% (APAC)

**Compensation by Category**

- Administrative: 1K (China), 2K (APAC), 3K (United States)
- Engineering: 5K (China), 4K (APAC), 4K (United States)
- Technology: 4K (China), 4K (APAC)

**Additional Cost Considerations**

- Overtime Premiums (%): 100 (China), 44 (APAC), 49 (United States)
- Employer Taxes (%): 49 (China), 16 (APAC), 1 (United States)
- Cost of Doing Business: 6 (China), 6 (APAC), 6 (United States)

**Regulation**

- Notice (in weeks): 4 (China), 3 (APAC), 4 (United States)
- Severance (in weeks): 4 (China), 3 (APAC), 3 (United States)
Hong Kong Agriculture 0.20 %

Workforce
- Total Workforce 3,932,100
- Full-Time Employees 3,544,261
- Contingent Workforce 387,839
- Unemployed Workers 129,759

Tertiary Education
- Workforce with Tertiary Education 19% 23%
- Engineering and Science Degrees 35% 25%

Compensation by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Hong Kong</th>
<th>APAC</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>2K</td>
<td>2K</td>
<td>3K</td>
</tr>
<tr>
<td>Engineering</td>
<td>7K</td>
<td>7K</td>
<td>7K</td>
</tr>
<tr>
<td>Technology</td>
<td>4K</td>
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<td></td>
</tr>
</tbody>
</table>

Additional Cost Considerations

<table>
<thead>
<tr>
<th>Cost Component</th>
<th>Hong Kong</th>
<th>APAC</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime Premiums (%)</td>
<td>44</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Employer Taxes (%)</td>
<td>0</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td>Cost of Doing Business</td>
<td>1</td>
<td>6</td>
<td>4</td>
</tr>
</tbody>
</table>

Regulation

<table>
<thead>
<tr>
<th>Notice (in weeks)</th>
<th>Hong Kong</th>
<th>APAC</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Severance (in weeks)</td>
<td></td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>

2015 CWI Rankings (out of 75)
- Availability: 34
- Productivity: 5
- Global: 4
- Cost: 15
- Regulation: 8
India: Agriculture 47.20%

Workforce:
- Total Workforce: 487,882,088
- Full-Time Employees: 404,366,432
- Contingent Workforce: 83,515,656
- Unemployed Workers: 23,906,222

Tertiary Education:
- Workforce with Tertiary Education: 23%
- Engineering and Science Degrees (% of total): 25%

Compensation by Category:
- Administrative: 223 (India), 2K (APAC), 670 (United States)
- Engineering: 3K (India), 519 (APAC)
- Technology: 4K (India)

Additional Cost Considerations:
- Overtime Premiums (%): 0 (India), 44 (APAC), 21 (United States)
- Employer Taxes (%): 16 (India), 16 (APAC)
- Cost of Doing Business: 6 (India), 12 (APAC)

Regulation:
- Notice (in weeks): 4 (India), 3 (APAC), 0 (United States)
- Severance (in weeks): 2 (India), 3 (APAC)
Japan Agriculture 3.50 %

Workforce
- Total Workforce: 66,480,000
- Full-Time Employees: 58,902,078
- Contingent Workforce: 7,577,922
- Unemployed Workers: 2,260,320

Tertiary Education
- Workforce with Tertiary Education: 30%
- Engineering and Science Degrees (% of total): 20%
- Japan: 30%, APAC: 20%

Compensation by Category
- Administrative: 3K, 3K, 4K
- Engineering: 3K, 3K, 3K
- Technology: 2K, 3K, 2K

Additional Cost Considerations
- Overtime Premiums (%): 35, 44
- Employer Taxes (%): 18, 16
- Cost of Doing Business: 8, 6

Regulation
- Notice (in weeks): 4, 3
- Severance (in weeks): 0, 3

2015 CWI Rankings (out of 75)
- Availability: 57
- Productivity: 31
- Global: 18
- Cost: 31
- Regulation: 19
Korea

Agriculture 6.10 %

**Workforce**
- Total Workforce: 26,073,006
- Full-Time Employees: 19,625,256
- Contingent Workforce: 6,447,750
- Unemployed Workers: 886,482

**Tertiary Education**
- Workforce with Tertiary Education: 35%
- Engineering and Science Degrees (% of total): 31% (Korea) 25% (APAC)

**Compensation by Category**
- Administrative: 3K (Korea), 2K (APAC)
- Engineering: 5K (Korea), 3K (APAC)
- Technology: 5K (Korea), 4K (APAC)

**Additional Cost Considerations**
- Overtime Premiums (%): 50 (Korea), 44 (APAC)
- Employer Taxes (%): 14 (Korea), 16 (APAC)
- Cost of Doing Business: 15 (Korea), 6 (APAC)

**Regulation**
- Notice (in weeks): 4 (Korea), 3 (APAC)
- Severance (in weeks): 4 (Korea), 3 (APAC)
Macau Agriculture 0.00 %

**Workforce**
- Total Workforce: 354,890
- Full-Time Employees: 331,912
- Contingent Workforce: 22,978
- Unemployed Workers: 6,743

**Tertiary Education**
- Workforce with Tertiary Education: 17% (Macau), 23% (APAC)
- Engineering and Science Degrees (% of total): 5% (Macau), 25% (APAC)

**Compensation by Category**
- Administrative: 1K (Macau), 2K (APAC), 3K (United States)
- Engineering: 3K (Macau), 4K (APAC)
- Technology: 5K (Macau)

**Additional Cost Considerations**
- Overtime Premiums (%): 100 (Macau), 44 (APAC), 4 (United States)
- Employer Taxes (%): 16 (Macau), 6 (APAC)
- Cost of Doing Business: 1 (Macau), 2 (APAC), 3 (United States)

**Regulation**
- Notice (in weeks): 2 (Macau), 3 (APAC)
- Severance (in weeks): 1 (Macau), 3 (APAC)
Malaysia

Agriculture 12.70%

**Workforce**
- Total Workforce: 13,931,600
- Full-Time Employees: 10,411,809
- Contingent Workforce: 3,519,791
- Unemployed Workers: 445,811

**Tertiary Education**
- Workforce with Tertiary Education: 21% in Malaysia, 23% in APAC
- Engineering and Science Degrees (% of total): 31% in Malaysia, 25% in APAC

**Compensation by Category**

<table>
<thead>
<tr>
<th>Category</th>
<th>Malaysia</th>
<th>APAC</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>892</td>
<td>2K</td>
<td>2K</td>
</tr>
<tr>
<td>Engineering</td>
<td>2K</td>
<td>3K</td>
<td>4K</td>
</tr>
<tr>
<td>Technology</td>
<td>2K</td>
<td>2K</td>
<td>2K</td>
</tr>
</tbody>
</table>

**Additional Cost Considerations**

<table>
<thead>
<tr>
<th>Cost Type</th>
<th>Malaysia</th>
<th>APAC</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime Premiums (%)</td>
<td>0</td>
<td>44</td>
<td>2</td>
</tr>
<tr>
<td>Employer Taxes (%)</td>
<td>16</td>
<td>16</td>
<td>7</td>
</tr>
<tr>
<td>Cost of Doing Business (%)</td>
<td>7</td>
<td>6</td>
<td>2</td>
</tr>
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</table>

**Regulation**

<table>
<thead>
<tr>
<th>Type</th>
<th>Malaysia</th>
<th>APAC</th>
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</thead>
<tbody>
<tr>
<td>Notice (in weeks)</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Severance (in weeks)</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
New Zealand Agriculture 6.40%

**Workforce**
- Total Workforce: 2,498,000
- Full-Time Employees: 2,136,390
- Contingent Workforce: 361,610
- Unemployed Workers: 149,880

**Tertiary Education**
- Workforce with Tertiary Education: 35%
- Engineering and Science Degrees (% of total): 23%
- New Zealand: 19%
- APAC: 25%

**Compensation by Category**
- Administrative: New Zealand 3K, APAC 5K, United States 7K
- Engineering: New Zealand 2K, APAC 3K, United States 4K
- Technology: New Zealand 3K, APAC 4K

**Additional Cost Considerations**
- Overtime Premiums (%): New Zealand 0, APAC 44, United States 0
- Employer Taxes (%): New Zealand 3, APAC 16, United States 0
- Cost of Doing Business: New Zealand 0, APAC 6, United States 3

**Regulation**
- Notice (in weeks): New Zealand 0, APAC 3, United States 3
- Severance (in weeks): New Zealand 0, APAC 3, United States 3
Philippines: Agriculture 31.00%

**Workforce**
- Total Workforce: 41,900,000
- Full-Time Employees: 25,485,047
- Contingent Workforce: 16,414,954
- Unemployed Workers: 2,723,500

**Tertiary Education**
- Workforce with Tertiary Education: 27%
- Engineering and Science Degrees (% of total): 23%

**Compensation by Category**
- Administrative: Philippines 450, APAC 870, United States 3K
- Engineering: Philippines 870, APAC 1K
- Technology: Philippines 2K, APAC 4K

**Additional Cost Considerations**
- Overtime Premiums (%): Philippines 30, APAC 44
- Employer Taxes (%): Philippines 8, APAC 16, United States 17
- Cost of Doing Business: Philippines 6, APAC 6

**Regulation**
- Notice (in weeks): Philippines 4, APAC 3, United States 3
- Severance (in weeks): Philippines 4, APAC 3
Singapore Agriculture 1.10%

Workforce
- Total Workforce: 3,700,000
- Full-Time Employees: 3,159,726
- Contingent Workforce: 540,274
- Unemployed Workers: 74,000

Compensation by Category
- Administrative: 2K (Singapore), 2K (APAC)
- Engineering: 4K (Singapore), 3K (APAC)
- Technology: 5K (Singapore)

Tertiary Education
- Workforce with Tertiary Education: 41% (Singapore), 23% (APAC)
- Engineering and Science Degrees (% of total): 47% (Singapore), 25% (APAC)

Additional Cost Considerations
- Overtime Premiums (%): 100 (Singapore), 44 (APAC), 16 (United States)
- Employer Taxes (%): 15, 16 (Singapore), 16 (United States)
- Cost of Doing Business: 1, 6 (Singapore), 6 (United States)

Regulation
- Notice (in weeks): 1 (Singapore), 0 (APAC)
- Severance (in weeks): 3 (Singapore), 3 (APAC)
Taiwan

Agriculture 5.00%

**Workforce**
- **Total Workforce**: 11,661,000
- **Full-Time Employees**: 9,282,562
- **Contingent Workforce**: 2,378,438
- **Unemployed Workers**: 441,952

**Compensation by Category**
- Administrative: 2K (Taiwan), 2K (APAC), 2K (United States)
- Engineering: 3K (Taiwan), 3K (APAC), 4K (United States)
- Technology: 4K (Taiwan), 3K (APAC), 3K (United States)

**Tertiary Education**
- Workforce with Tertiary Education: 27% (Taiwan), 23% (APAC)
- Engineering and Science Degrees (% of total): 25% (Taiwan), 25% (APAC)

**Additional Cost Considerations**
- Overtime Premiums (%): Taiwan 100, APAC 44
- Employer Taxes (%): Taiwan 18, APAC 16
- Cost of Doing Business: Taiwan 9, APAC 6

**Regulation**
- Notice (in weeks): Taiwan 3, APAC 3
- Severance (in weeks): Taiwan 2, APAC 3
Thailand Agriculture 39.60 %

Workforce

- Total Workforce: 38,087,800
- Full-Time Employees: 15,946,905
- Contingent Workforce: 22,140,895
- Unemployed Workers: 304,702

Tertiary Education

- Workforce with Tertiary Education: 23% (Thailand), 20% (APAC)
- Engineering and Science Degrees (% of total): 25% (Thailand), 25% (APAC)

Compensation by Category

- Administrative: 8K (Thailand), 1K (APAC), 2K (United States)
- Engineering: 6K (Thailand), 3K (APAC), 3K (United States)
- Technology: 4K (Thailand), 3K (APAC), 4K (United States)

Additional Cost Considerations

- Overtime Premiums (%): 44 (Thailand), 0 (APAC), 4 (United States)
- Employer Taxes (%): 16 (Thailand), 4 (APAC), 16 (United States)
- Cost of Doing Business: 7 (Thailand), 6 (APAC), 6 (United States)

Regulation

- Notice (in weeks): 4 (Thailand), 3 (APAC), 4 (United States)
- Severance (in weeks): 15 (Thailand), 3 (APAC), 3 (United States)
Vietnam Agriculture: 46.80%

**Workforce**

- Total Workforce: 53,443,678
- Full-Time Employees: 19,420,749
- Contingent Workforce: 34,022,929
- Unemployed Workers: 1,261,271

**Tertiary Education**

![Graph showing Workforce with Tertiary Education and Engineering and Science Degrees (% of total)]

**Compensation by Category**

- Administrative: Vietnam: 565, APAC: 2, United States: 2,570
- Engineering: Vietnam: 770, APAC: 3, United States: 4,068
- Technology: Vietnam: 948, APAC: 4

**Additional Cost Considerations**

- Overtime Premiums (%): Vietnam: 44, APAC: 2, United States: 0
- Employer Taxes (%): Vietnam: 24, APAC: 16, United States: 5
- Cost of Doing Business: Vietnam: 6, APAC: 5

**Regulation**

- Notice (in weeks): Vietnam: 0, APAC: 3
- Severance (in weeks): Vietnam: 9, APAC: 3