

Appendix A

Pivot Tables Usa (Managers)

Internally Sector	Employees		Total	Total %
	<= 300 employees	> 300 employees		
Private sector	40	100	140	57,85
Public Sector	27	75	102	42,15
Total	67	175	242	
Total %	27,69	72,31		

Word of Mouth/employee referrals Sector	Employees		Total	Total %
	<= 300 employees	> 300 employees		
Private sector	39	87	126	62,38
Public Sector	19	57	76	37,62
Total	58	144	202	
Total %	28,71	71,29		

Vacancies in news papers Sector	Employees		Total	Total %
	0	> 300 employees		
Private sector	13	39	52	63,41
Public Sector	8	22	30	36,59
Total	21	61	82	
Total %	25,61	74,39		

Vacancy page on company website Sector	Employees		Total	Total %
	<= 300 employees	> 300 employees		
Private sector	48	99	147	61,51
Public sector	20	72	92	38,49
Total	68	171	239	
Total %	28,45	71,55		

Vacancies on commercial job website Sector	Employees		Total	Total %
	<= 300 employees	> 300 employees		
Private sector	51	103	154	65,53
Public Sector	16	65	81	34,47
Total	67	168	235	
Total %	28,51	71,49		

Social Media Sector	Employees		Total	Total %
	<= 300 employees	> 300 employees		
Private sector	23	62	85	66,41
Public Sector	7	36	43	33,59
Total	30	98	128	
Total %	23,44	76,56		

Speculative applications/walk-ins Sector	Employees		Total	Total %
	<= 300 employees	> 300 employees		
Private sector	3		3	75,00
Public Sector		1	1	25,00
Total	3	1	4	
Total %	75,00	25,00		

Career Fairs Sector	Employees		Total	Total %
	<= 300 employees	> 300 employees		
Private sector	13	40	53	55,79
Public Sector	10	32	42	44,21
Total	23	72	95	
Total %	24,21	75,79		

Recruitment agencies/consultancies/ executive search Sector	Employees		Total	Total %
	<= 300 employees	> 300 employees		
Private sector	32	83	115	70,99
Public Sector	9	38	47	29,01
Total	41	121	162	
Total %	25,31	74,69		

Job centres		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	11	21	32	57,14	
Public Sector	5	19	24	42,86	
Total	16	40	56		
Total %	28,57	71,43			

Trainee program		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	6	10	16	57,14	
Public Sector	3	9	12	42,86	
Total	9	19	28		
Total %	32,14	67,86			

Pivot Tables Usa (Professionals)

Internally		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	44	93	137	58,05	
Public Sector	27	72	99	41,95	
Total	71	165	236		
Total %	30,08	69,92			

Word of Mouth/employee referrals		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	45	95	140	64,22	
Public Sector	18	60	78	35,78	
Total	63	155	218		
Total %	28,90	71,10			

Vacancies in news papers		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	15	39	54	62,07	
Public Sector	7	26	33	37,93	
Total	22	65	87		
Total %	25,29	74,71			

Vacancy page on company website		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	50	104	154	62,35	
Public Sector	21	72	93	37,65	
Total	71	176	247		
Total %	28,74	71,26			

Vacancies on commercial job website		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	52	107	159	65,98	
Public Sector	15	67	82	34,02	
Total	67	174	241		
Total %	27,80	72,20			

Social Media		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	22	65	87	65,91	
Public Sector	6	39	45	34,09	
Total	28	104	132		
Total %	21,21	78,79			

Speculative applications/walk-ins		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	3	4	7	63,64	
Public Sector	1	3	4	36,36	
Total	4	7	11		
Total %	36,36	63,64			

Career Fairs		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	20	63	83	56,85	
Public Sector	14	49	63	43,15	
Total	34	112	146		
Total %	23,29	76,71			

Recruitment agencies/ consultancies/ executive search		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	23	64	87	70,73	
Public Sector	6	30	36	29,27	
Total	29	94	123		
Total %	23,58	76,42			

Job centres		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	12	6	18	28,13	
Public Sector	25	21	46	71,88	
Total	37	27	64		
Total %	57,81	42,19			

Trainee program		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	10	25	35	46,67	
Public Sector	11	29	40	53,33	
Total	21	54	75		
Total %	28,00	72,00			

Pivot Tables Usa (Clericals)

Internally		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	47	97	144	60,50	
Public Sector	23	71	94	39,50	
Total	70	168	238		
Total %	29,41	70,59			

Word of Mouth/employee referrals		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	52	109	161	66,80	
Public Sector	19	61	80	33,20	
Total	71	170	241		
Total %	29,46	70,54			

Vacancies in news papers		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	22	55	77	71,90	
Public Sector	6	28	34	28,10	
Total	28	93	121		
Total %	23,14	76,86			

Vacancy page on company website		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	51	108	159	64,11	
Public Sector	18	71	89	35,89	
Total	69	179	248		
Total %	27,82	72,18			

Vacancies on commercial job website		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	46	100	146	69,86	
Public Sector	12	51	63	30,14	
Total	58	151	209		
Total %	27,75	72,25			

Social Media		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	22	56	78	69,64	
Public Sector	4	30	34	30,36	
Total	26	86	112		
Total %	23,21	76,79			

Speculative applications/walk-ins		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	6	5	11	57,89	
Public Sector	4	4	8	42,11	
Total	10	9	19		
Total %	52,63	47,37			

Career Fairs		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	20	81	101	62,35	
Public Sector	13	48	61	37,65	
Total	33	129	162		
Total %	20,37	79,63			

Recruitment agencies/consultancies/ executive search		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	11	20	31	67,99	
Public Sector	6	9	15	32,61	
Total	17	29	46		
Total %	36,96	63,04			

Job centres		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	20	54	74	68,52	
Public Sector	6	28	34	31,48	
Total	26	82	108		
Total %	24,07	75,93			

Trainee program		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private Sector	8	29	37	48,05	
Public Sector	8	32	40	51,95	
Total	16	61	77		
Total %	20,78	79,22			

Pivot Tables Europe (Managers)

Internally		Employees		Total	Total (%)
Sector	<= 300 employees	> 300 employees			
Private sector	528	778	1306	75,67	
Public sector	142	278	420	24,33	
Total	670	1056	1726		
Total (%)	38,82	61,18			

Word of Mouth/employee referrals		Employees		Total	Total (%)
Sector	<= 300 employees	> 300 employees			
Private sector	350	477	827	80,06	
Public sector	61	145	206	19,94	
Total	411	622	1033		
Total %	39,79	60,21			

Vacancies in news papers (Manager)		Employees		Total	Total (%)
Sector	<= 300 employees	> 300 employees			
Private sector	259	397	656	65,47	
Public sector	111	235	346	34,53	
Total	370	632	1002		
Total %	36,93	63,07			

Vacancy page on company website		Employees		Total	Total (%)
Sector	<= 300 employees	> 300 employees			
Private sector	377	563	940	68,97	
Public sector	141	282	423	31,03	
Total	518	845	1363		
Total (%)	38,00	62,00			

Vacancies on commercial job website		Employees		Total	Total (%)
Sector	<= 300 employees	> 300 employees			
Private sector	380	517	897	77,66	
Public sector	74	184	258	22,34	
Total	454	701	1155		
Total %	39,31	60,69			

Social Media		Employees		Total	Total (%)
Sector	<= 300 employees	> 300 employees			
Private sector	165	251	416	81,73	
Public sector	24	69	93	18,27	
Total	189	320	509		
Total %	37,13	62,87			

Speculative applications/walk-ins		Employees		Total	Total (%)
Sector	<= 300 employees	> 300 employees			
Private sector	139	283	422	84,91	
Public sector	17	58	75	15,09	
Total	156	341	497		
Total %	31,39	68,61			

Career Fairs		Employees		Total	Total (%)
Sector	<= 300 employees	> 300 employees			
Private sector	81	166	247	87,90	
Public sector	7	27	34	12,10	
Total	88	193	281		
Total %	31,32	68,68			

Recruitment agencies/ consultancies/ executive search		Employees		Total	Total (%)
Sector	<= 300 employees	> 300 employees			
Private sector	366	575	941	85,24	
Public sector	40	123	163	14,76	
Total	406	698	1104		
Total %	36,78	63,22			

Job centres		Employees		Total	Total (%)
Sector	<= 300 employees	> 300 employees			
Private sector	82	111	193	57,78	
Public sector	44	97	141	42,22	
Total	126	208	334		
Total %	37,72	62,28			

Trainee program		Employees		Total	Total (%)
sector	<= 300 employees	> 300 employees			
Private sector	49	135	184	81,78	
Public sector	8	33	41	18,22	
Total	57	168	225		
Total %	25,33	74,67			

Pivot Tables Europe (Professionals)

Internally		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	534	782	1316	75,59	
Public sector	139	286	425	24,41	
Total	673	1068	1741		
Total %	38,66	61,34			

Word of Mouth/employee referrals		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	514	648	1162	80,64	
Public sector	102	177	279	19,36	
Total	616	825	1441		
Total %	42,75	57,25			

Vacancies in news papers		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	322	507	829	69,03	
Public sector	126	246	372	30,97	
Total	448	753	1201		
Total %	37,30	62,70			

Vacancy page on company website		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	488	743	1231	71,32	
Public sector	183	312	495	28,68	
Total	671	1055	1726		
Total %	38,88	61,12			

Vacancies on commercial job website		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	479	688	1167	80,04	
Public sector	94	197	291	19,96	
Total	573	885	1458		
Total %	39,30	60,70			

Social media		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	231	369	600	82,08	
Public sector	37	94	131	17,92	
Total	268	463	731		
Total %	36,66	63,34			

Speculative applications/walk-ins		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	309	538	847	81,91	
Public sector	58	129	187	18,09	
Total	367	667	1034		
Total %	35,49	64,51			

Career Fairs		Employees			
Sector	<= 300 employees	> 300 employees	Total	Total %	
Private sector	169	395	564	82,94	
Public sector	31	85	116	17,06	
Total	200	480	680		
Total %	29,41	70,59			

Recruitment agencies/ consultancies/ executive search		Employees			
Sector	<= 300 employees	> 300 employees	Total	Total %	
Private sector	284	397	681	87,53	
Public sector	19	78	97	12,47	
Total	303	475	778		
Total %	38,95	61,05			

Job centres		Employees			
Sector	<= 300 employees	> 300 employees	Total	Total %	
Private sector	151	270	421	65,78	
Public sector	81	138	219	34,22	
Total	232	408	640		
Total %	36,25	63,75			

Trainee program		Employees			
Sector	<= 300 employees	> 300 employees	Total	Total %	
Private sector	213	391	604	78,85	
Public sector	51	111	162	21,15	
Total	264	502	766		
Total %	34,46	65,54			

Pivot Tables Europe (Clericals)

Internally		Employees			
Sector	<= 300 employees	> 300 employees	Total	Total %	
Private sector	513	719	1232	74,98	
Public sector	185	276	461	25,02	
Total	698	995	1693		
Total %	39,44	60,56			

Word of Mouth/employee referrals		Employees			
Sector	<= 300 employees	> 300 employees	Total	Total %	
Private sector	567	716	1283	81,55	
Public sector	107	183	290	18,44	
Total	674	899	1573		

Vacancies in news papers		Employees			
Sector	<= 300 employees	1	Total	Total %	
Private sector	341	493	834	72,21	
Public sector	115	206	321	27,79	
Total	456	699	1155		
Total %	39,48	60,52			

Vacancy page on company website		Employees			
Sector	<= 300 employees	> 300 employees	Total	Total %	
Private sector	495	735	1230	72,40	
Public sector	161	308	469	27,60	
Total	656	1043	1699		
Total %	38,51	61,39			

Vacancies on commercial job website		Employees			
Sector	<= 300 employees	> 300 employees	Total	Total %	
Private sector	445	622	1067	80,41	
Public sector	88	172	260	19,59	
Total	533	794	1327		
Total %	40,17	59,83			

Social media		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	211	307	518	84,50	
Public sector	25	70	95	15,50	
Total	236	377	613		
Total %	38,50	61,50			

Speculative applications/walk-ins		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	374	569	943	83,01	
Public sector	51	142	193	16,99	
Total	425	711	1136		
Total %	37,41	62,59			

Career Fairs		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	150	364	514	84,12	
Public sector	15	82	97	15,88	
Total	165	446	611		
Total %	27,00	73,00			

Recruitment agencies/ consultancies/ executive search		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	140	210	350	85,57	
Public sector	17	42	59	14,43	
Total	157	252	409		
Total %	38,39	61,61			

Job centres		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	338	540	878	71,56	
Public sector	120	229	349	28,44	
Total	458	769	1227		
Total %	37,33	62,67			

Trainee program		Employees		Total	Total %
Sector	<= 300 employees	> 300 employees			
Private sector	256	459	715	77,38	
Public sector	66	143	209	22,62	
Total	322	602	924		
Total %	34,85	65,15			