

GLOBAL
FINDINGS

2025 Q3

ManpowerGroup Employment Outlook Survey

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Executive Summary

40,671 employers across 42 countries were asked about their third quarter hiring intentions and the reasoning behind their decisions in the latest edition of the ManpowerGroup Employment Outlook Survey.

24% Global Net Employment Outlook

Calculated by subtracting employers planning reductions vs. those planning to hire*. Weakened by 1 point since the previous quarter and increased by 2 points since Q3 2024.

37% of employers who plan to hire reported that their company is expanding in size, creating more positions.

Highest Global Hiring Demand



Information
Technology

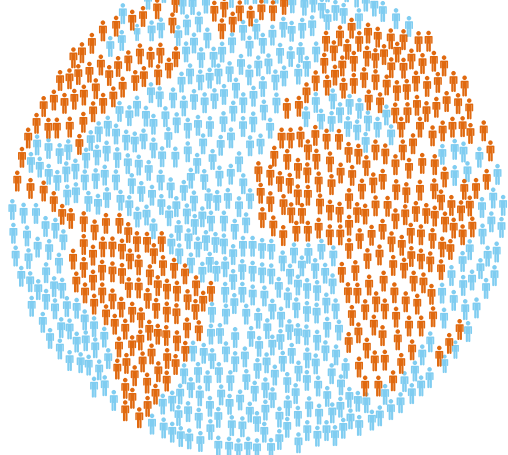


Finance and
Real Estate



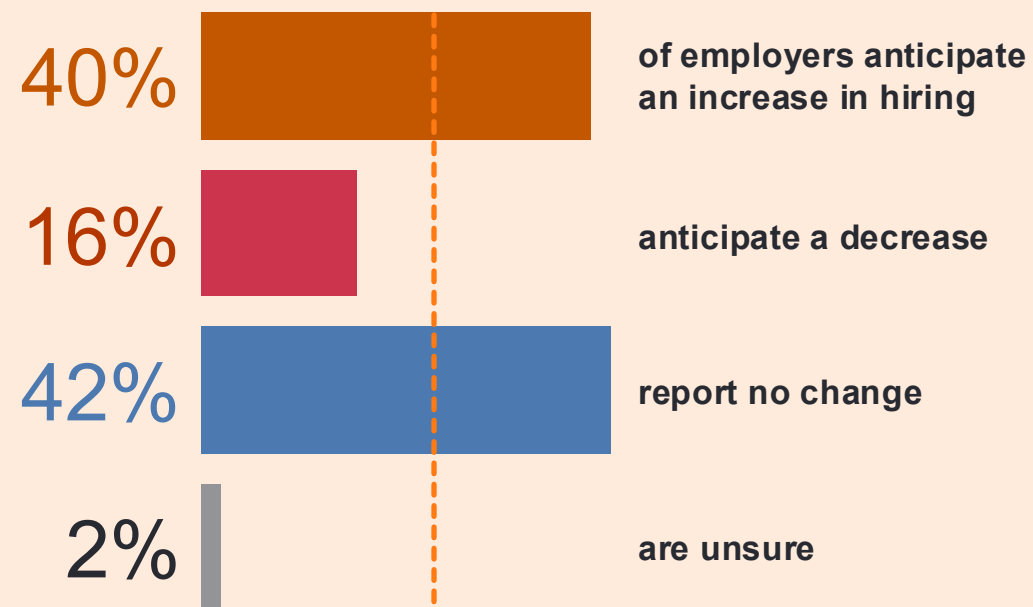
Q3 Employment Outlooks





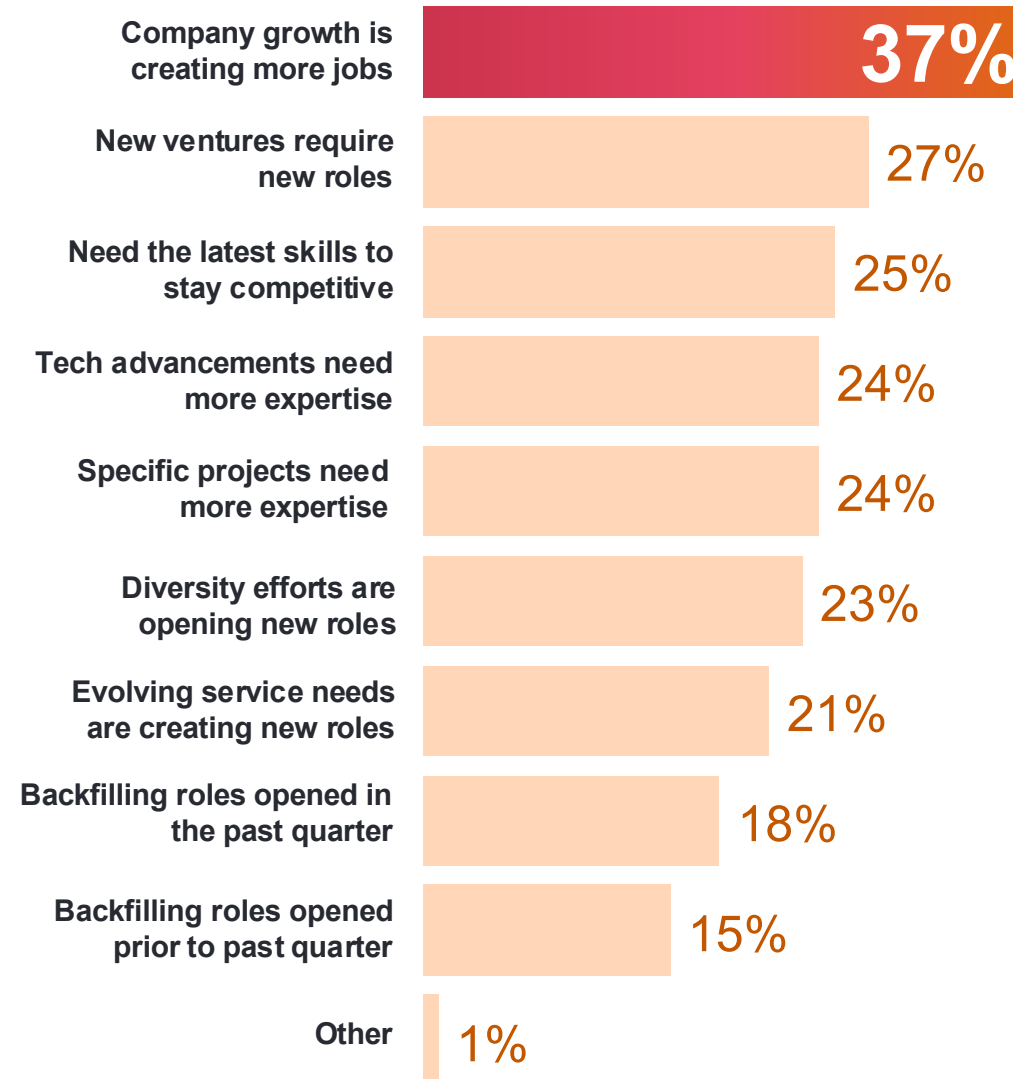
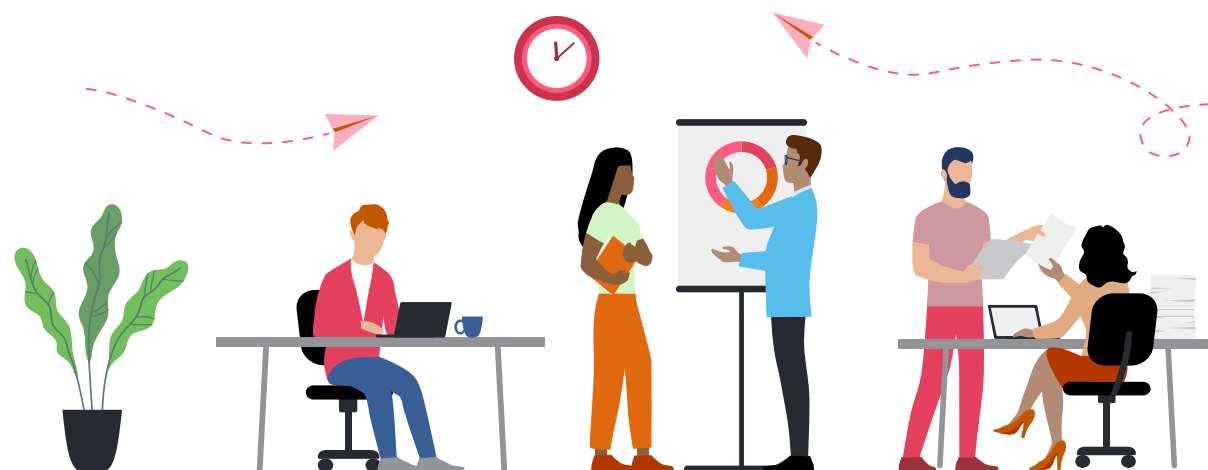
Global Employment Outlook for Q3 2025

Used internationally as a bellwether of labor market trends, the Net Employment Outlook – calculated by subtracting the percentage of employers who anticipate reductions to staffing levels from those who plan to hire – **stands at 24%.**



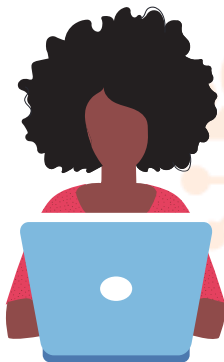
Company Growth Drives Q3 Staffing Increases

Employers globally said **company expansion is the top reason for staffing increases**, decreasing 1p since the previous quarter.



Tech Advancements Continue Powering APAC Job Creation

On average, **24% of employers report expanding their workforce** to meet the demands of technological advancements, with this trend being particularly pronounced among organizations in the Asia-Pacific region.



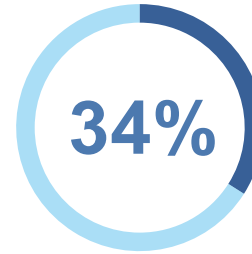
U.K.	51%
India	39%
Brazil	34%
Taiwan	33%
U.A.E.	32%
Hong Kong	31%
Spain	30%
Slovakia	30%
Singapore	30%
China	29%
Poland	28%
France	26%
Canada	26%
Japan	26%
Puerto Rico	26%

Italy	25%
Israel	25%
Norway	25%
The Netherlands	25%
Austria	25%
Global Average	24%
Finland	24%
Belgium	23%
U.S.	23%
Türkiye	23%
Australia	22%
Germany	22%
Ireland	22%
Switzerland	21%

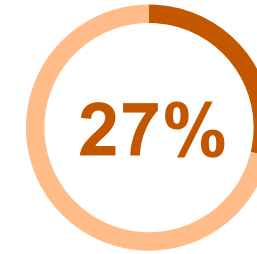
Peru	21%
Mexico	21%
Guatemala	20%
Hungary	20%
Colombia	19%
Costa Rica	18%
Argentina	17%
Sweden	15%
Greece	15%
Portugal	15%
Chile	15%
Romania	13%
Czech Republic	13%
Panama	11%

Economic Challenges Influence Workforce Reductions

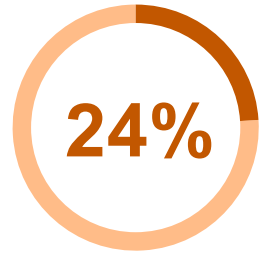
For employers anticipating a staffing decrease in the third quarter, **economic uncertainty is cited as the main challenge**, followed by adapting to market changes.



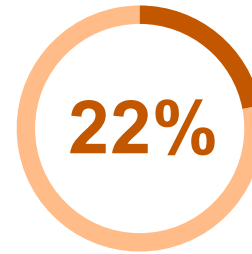
Economic challenges impacting staffing



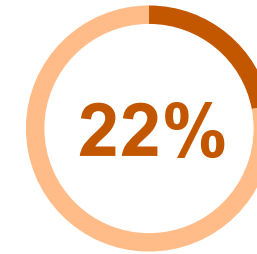
Market shifts lowering job demand



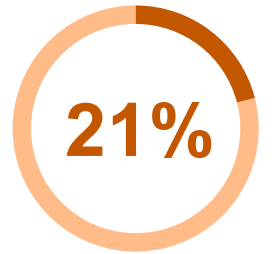
Adjusting to current demand



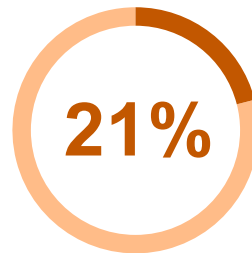
Process improvements are consolidating roles



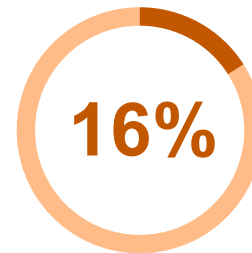
Restructuring or downsizing



Voluntary staff departures, not backfilling



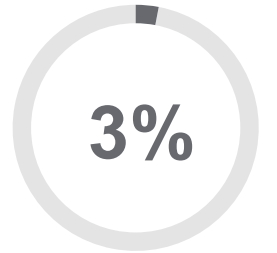
Automation has reduced some roles



Skill changes have reduced certain roles



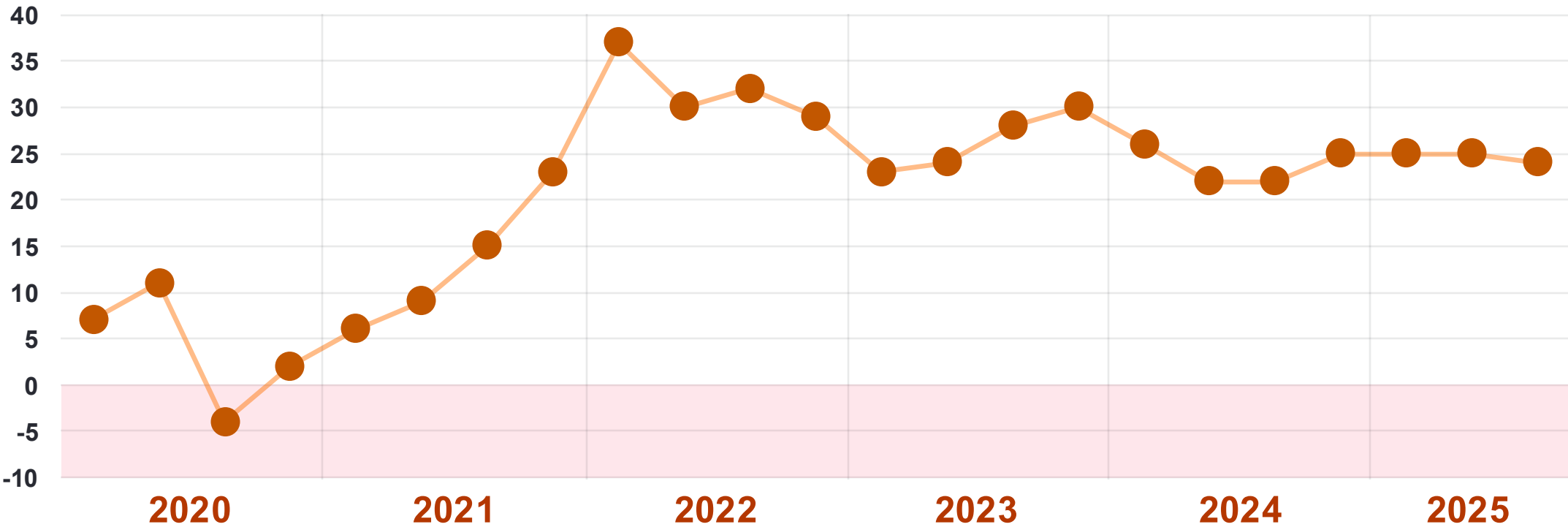
Project-based roles are ending



Other reasons

Changes Over Time

Global Outlooks have decreased by 1 point since the previous quarter and improved when compared to the same time last year, increasing by 2 points.



Hiring Expectations for July – September by Country

Seasonally Adjusted, Net Employment Outlooks (NEO)

 **48%** U.A.E.
Strongest NEO

 **24%** Global
Average NEO

 **3%** Argentina
Weakest NEO

U.A.E.*	48%	Singapore	24%	Israel	17%
India	42%	Sweden	24%	Italy	16%
Costa Rica	41%	Switzerland	24%	Portugal	16%
Brazil	33%	Australia	21%	Slovakia	16%
The Netherlands	30%	Belgium	20%	Austria	15%
U.S.	30%	Colombia	20%	Japan	15%
Guatemala	29%	Germany	20%	Czech Republic	13%
Ireland	29%	Taiwan	19%	Greece	11%
China	28%	U.K.	19%	Poland	11%
Mexico	28%	Chile	18%	Spain	11%
Canada	26%	Finland	18%	Hong Kong	8%
Norway	26%	Puerto Rico	18%	Romania	6%
Panama	25%	Türkiye	18%	Hungary	5%
Peru	24%	France	17%	Argentina	3%

*The U.A.E. joined in Q3 2025. There is currently no historical data, and the data has not been seasonally adjusted.

Strongest and Weakest Third Quarter Outlooks

With stable outlooks across the regions, **employers in the Asia Pacific (29%) region reported the strongest hiring intentions**, followed by the Americas (27%), and Europe and the Middle East (19%).

Strongest



U.A.E.

48%



India

42%



Costa Rica

41%

Weakest



Argentina

3%



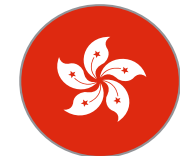
Hungary

5%



Romania

6%



Hong Kong

8%



Year-Over-Year Changes by Country

Seasonally adjusted,
NEO changes by
percentage points (p)



+12p Israel
Most Strengthened Outlook



+2p Global
Global Average Outlook



-10p Switzerland
Most Weakened Outlook

Israel	+13p
India	+12p
Sweden	+12p
Chile	+11p
Puerto Rico	+10p
Australia	+9p
Costa Rica	+7p
Brazil	+6p
Panama	+6p
Czech Republic	+5p
Ireland	+4p
Norway	+4p
Singapore	+4p
Japan	+3p

Romania	+3p
Global Average	+2p
The Netherlands	+2p
Peru	+2p
Türkiye	+2p
Canada	+1p
Taiwan	+1p
Argentina	0p
China	0p
Colombia	0p
Greece	0p
U.S.	0p
Hong Kong	0p
Slovakia	-1p

U.K.	-1p
Italy	-2p
Portugal	-2p
Germany	-3p
Guatemala	-3p
Austria	-4p
Mexico	-4p
Poland	-4p
Spain	-4p
Belgium	-5p
Finland	-5p
France	-7p
Hungary	-9p
Switzerland	-10p

Most Significant Outlook Improvements for Q3

Employers in 20 countries report a stronger hiring outlook compared with the same period last year, weakening in fifteen, and remaining unchanged in six.

Quarter-Over-Quarter Improvements



Costa Rica
+9p



Brazil
+7p

Year-Over-Year Improvements



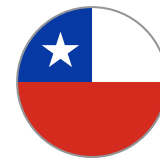
Israel
+13p



India
+12p



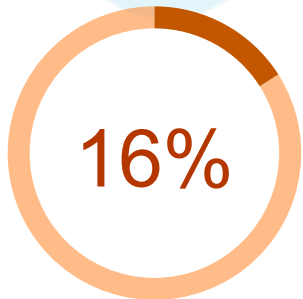
Sweden
+12p



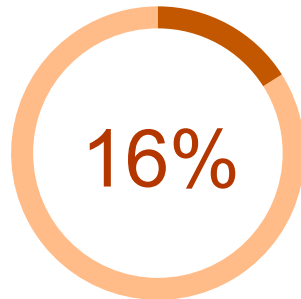
Chile
+11p

Hiring Expectations by Company Size

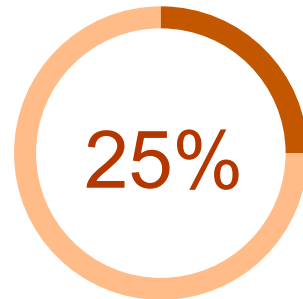
Less than 10
Employees



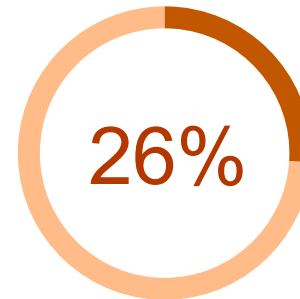
10 - 49
Employees



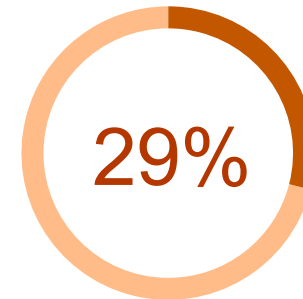
50 - 249
Employees



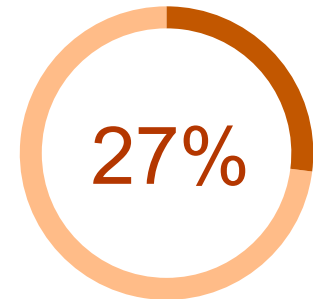
250 - 999
Employees



1,000 - 4,999
Employees

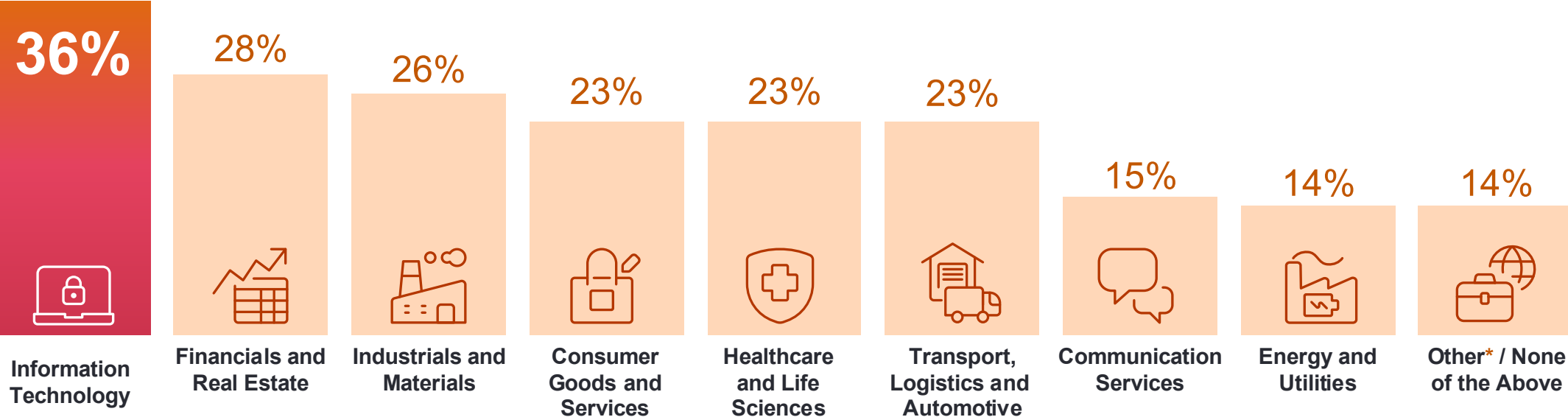


5,000+
Employees



Global Employment Outlooks Across Key Industry Sectors

Businesses in the IT industry reported the brightest outlook, remaining relatively stable (+1p) when compared to the previous quarter and improving since the same time last year (+7p).



*Government or Public Service; Not for Profit/NGO/Charity/Religious organization; Other Industry; Other Transport, Logistics & Automobiles Sub-Industry; Educational Institutions; Agriculture & Fishing



Employment Outlooks Across Europe and the Middle East

Hiring expectations remain the lowest in Europe and the Middle East (19%), weakening by one point since Q2 2025 and unchanged year-over-year.

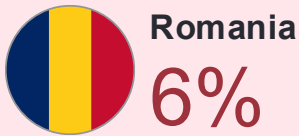
Outlooks vary across the region with employers most keen to hire in the U.A.E., The Netherlands, and Ireland.

The strongest Outlook globally for the Transport, Logistics, and Automotive (64%), Energy and Utilities (57%), Consumer Goods and Services (50%) industry verticals were reported by employers in the U.A.E. Highest hiring intentions in the IT industry are reported by employers in Norway (60%), and Communication Services in the Czech Republic (57%).

Strongest Hiring Intentions



Weakest Hiring Intentions



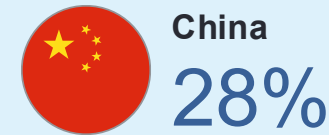
Employment Outlooks Across the Asia Pacific

Hiring managers across the Asia-Pacific countries anticipate the strongest regional Outlook (29%), decreasing when compared to the previous quarter and increasing since the same time last year by 1 and 6 points, respectively

India, China, and Singapore, continue to report the strongest Outlooks in the region. The most cautious Outlooks were reported by employers in Hong Kong and Japan.

The strongest Outlook globally for the Financials and Real Estate industry vertical was reported by employers in India (43%).

Strongest Hiring Intentions



Weakest Hiring Intentions





Employment Outlooks Across the Americas

Employers across North, Central, and South America reported a regional Q3 Outlook of 27%, with hiring intentions weakening 7 points since the previous quarter.

Employers in the Costa Rica and Brazil reported the strongest hiring intentions across the Americas. Weakest Outlooks were reported in Argentina, Chile, and Puerto Rico.

The strongest Outlooks globally for both the Healthcare and Life Sciences and Industrials and Materials industry verticals were reported by employers in Costa Rica (62% and 47%, respectively).

Strongest Hiring Intentions



Costa Rica
41%



Brazil
33%

Weakest Hiring Intentions



Argentina
3%



Chile
18%



Puerto Rico
18%

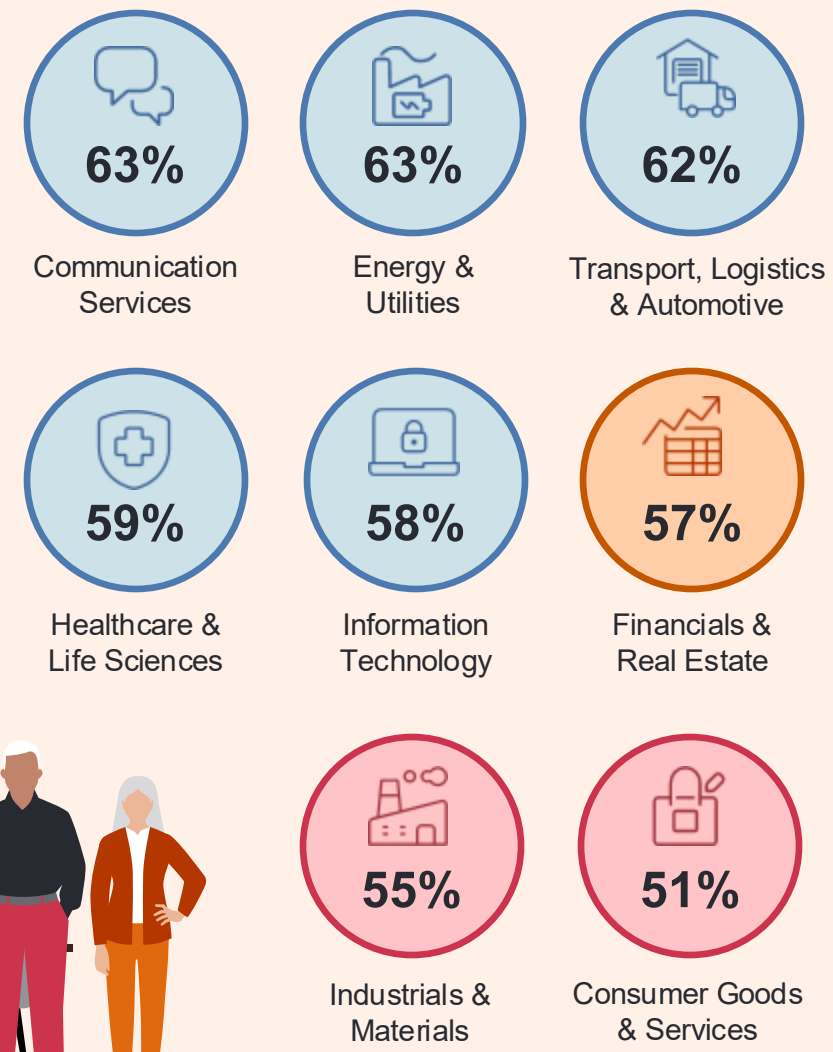
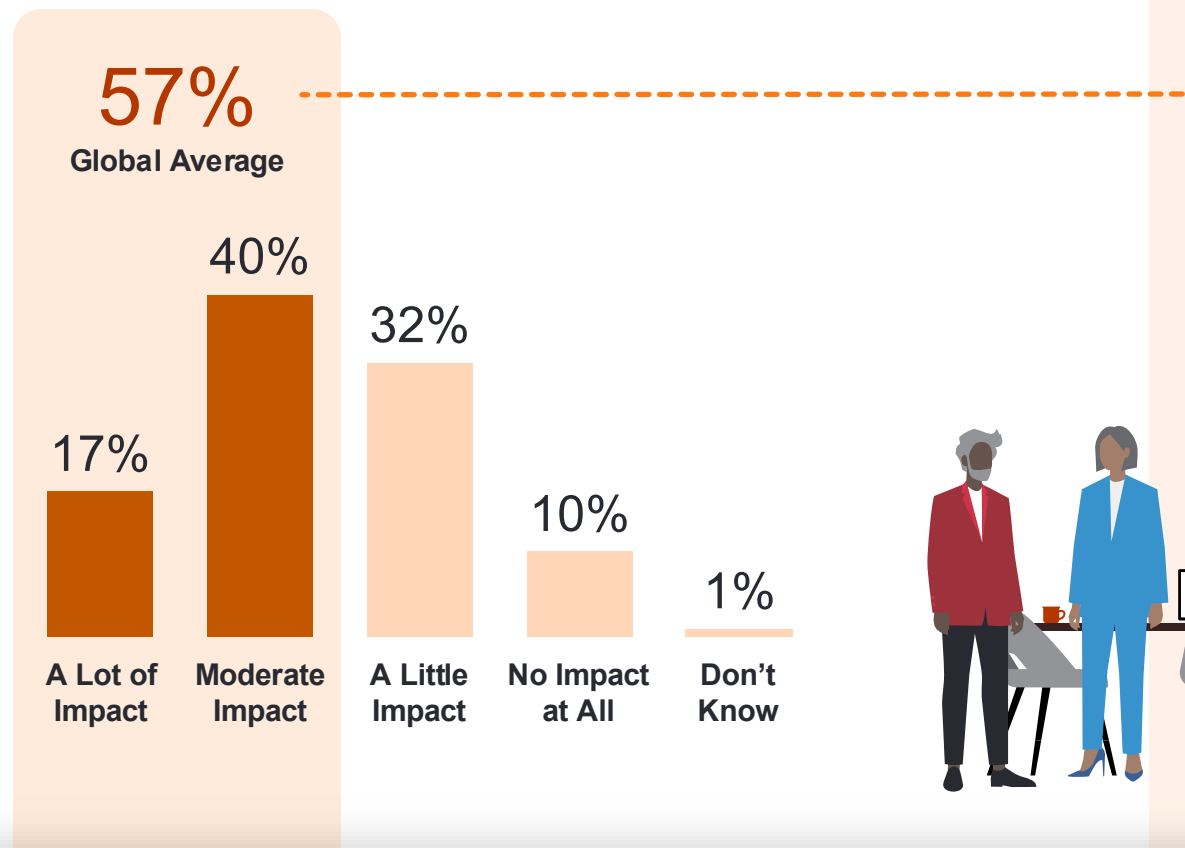


Workforce Trends



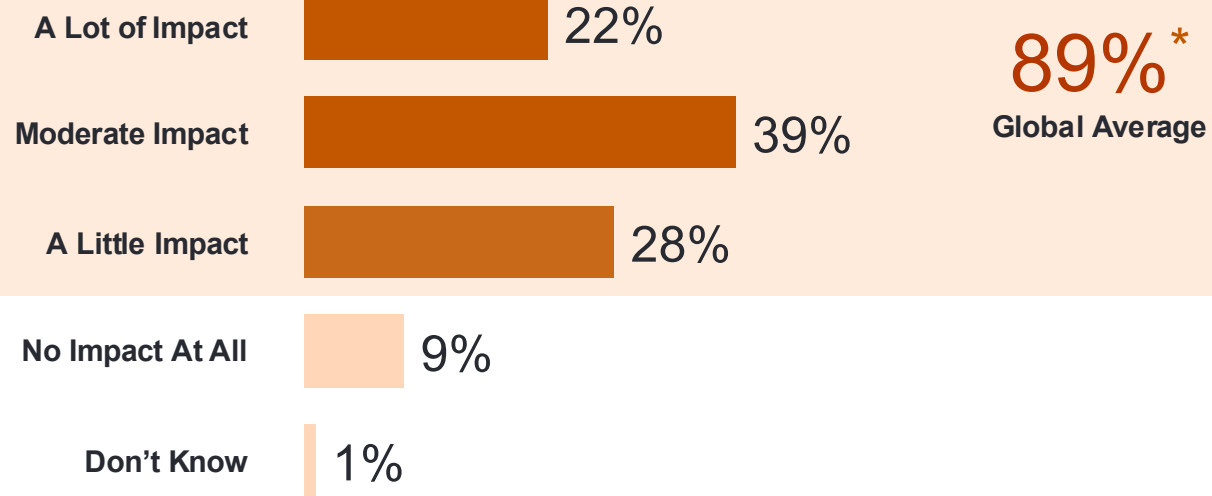
Bracing for the Boomer Impact

Nearly 6 in 10 (57%) companies are future-proofing their **HR strategy** for an exiting workforce.



Hiring in the Face of Trade Uncertainty

Global trade uncertainty is shaping hiring decisions for nearly **9 in 10** companies.



*Due to rounding of decimal numbers, the percentages add to 89% instead of 90%



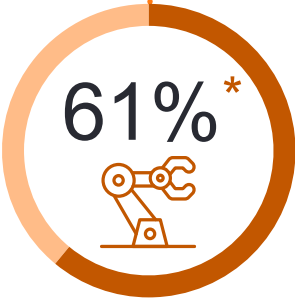
Volatility Hotspots

Global trade uncertainty is especially impacting hiring decisions for employers in the **Communication Services & IT**

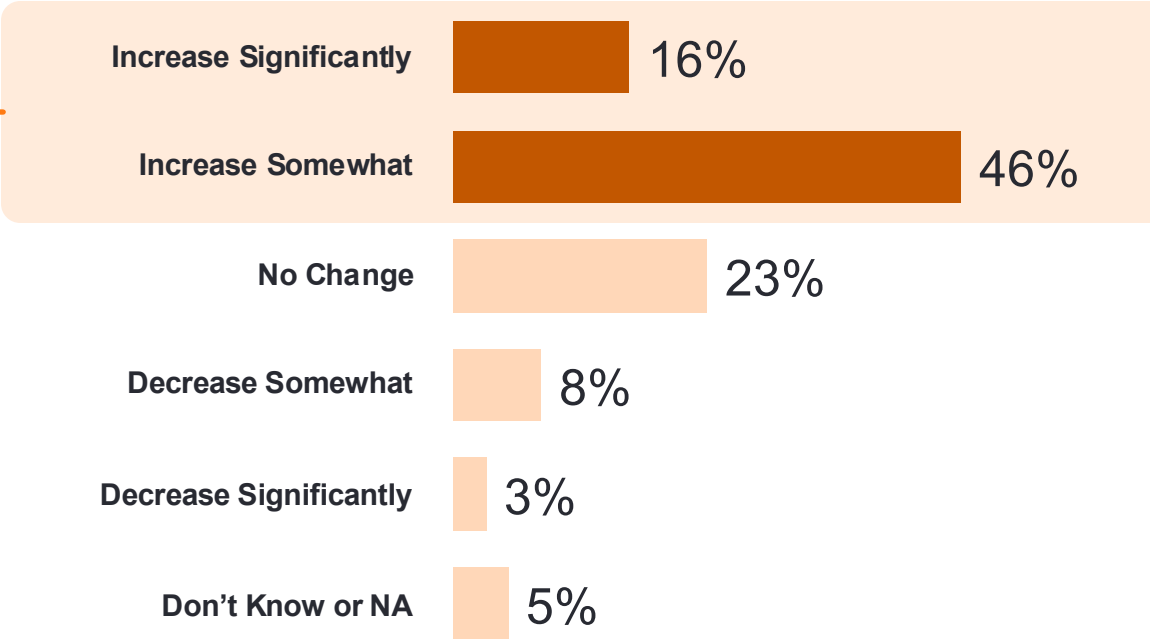


Employers Increase Investment in Automation

A growing number of companies have **focused on automation to handle repetitive tasks**, with 61% reporting increased investment.



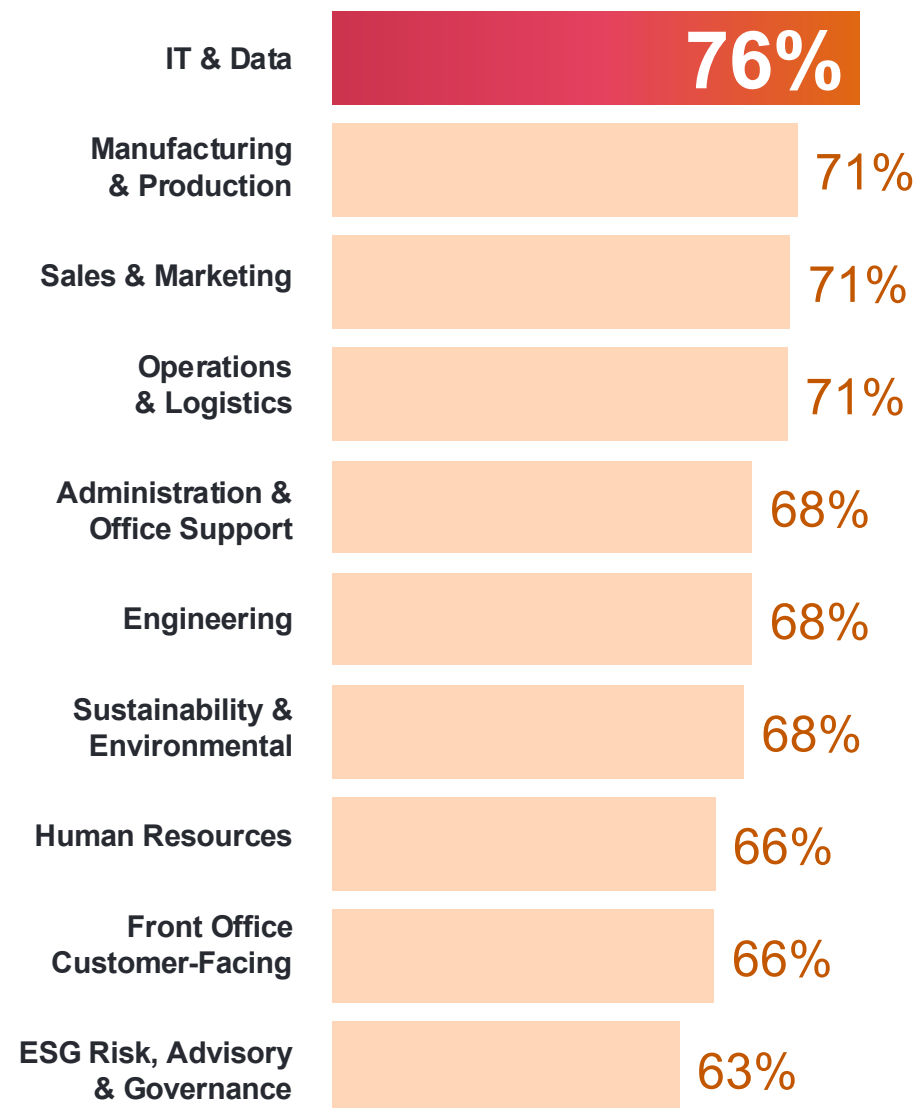
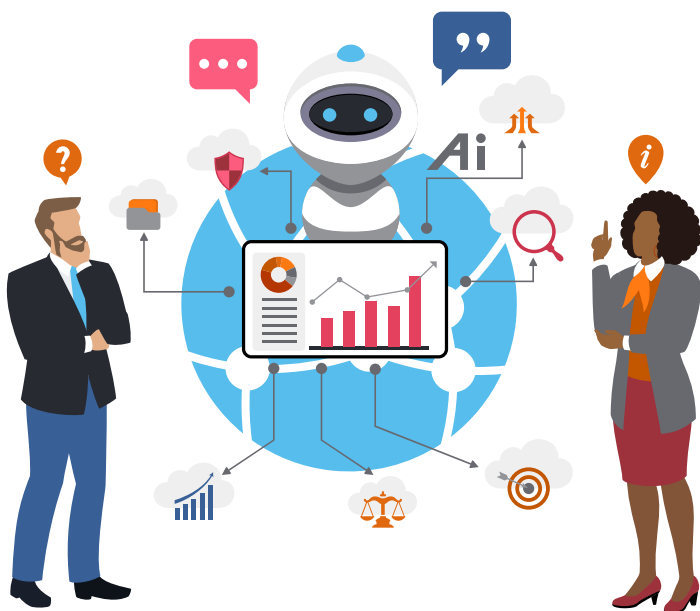
of companies are **increasing investment in task or process automation**



*Due to rounding of decimal numbers, the percentages add to 61% instead of 62%

Shifting Skills, Shifting Strategies

Most employers (76%) are **expecting automation to bring the biggest changes** to IT and data-focused roles over the next five years.





Outlooks by Industry Vertical





Communication Services



Net Employment Outlook:

15%

Q3 2025 15%

Q2 2025 15%

Q1 2025 14%

Q4 2024 16%

Q3 2024 11%

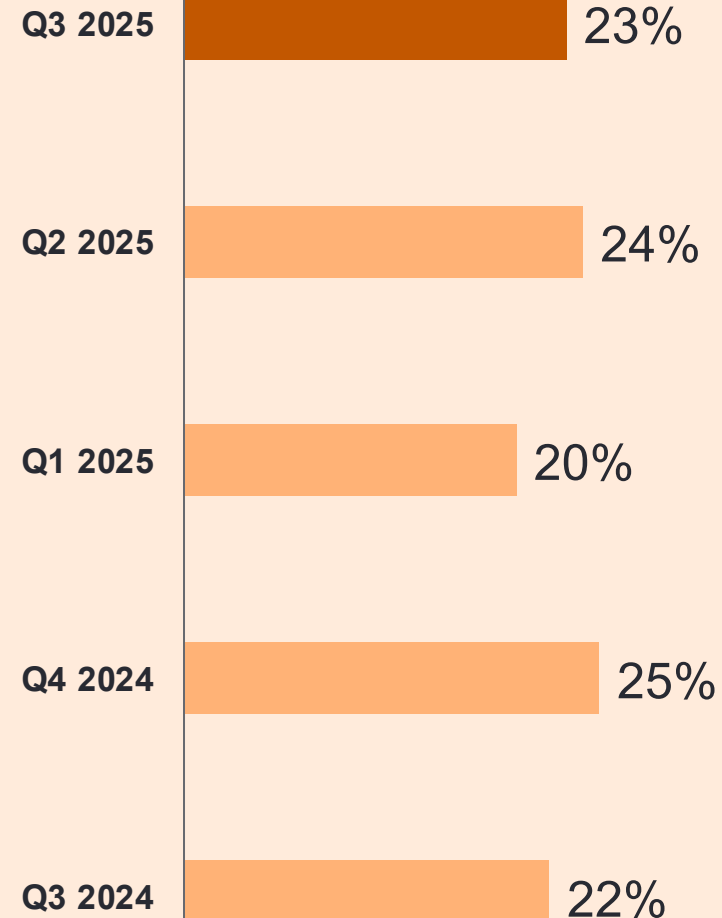


Consumer Goods and Services

Net Employment Outlook:

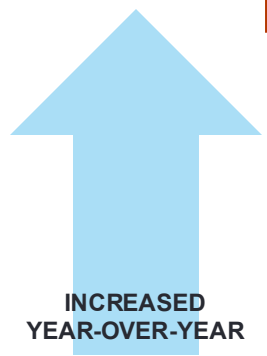
23%

STABLE
YEAR-OVER-YEAR





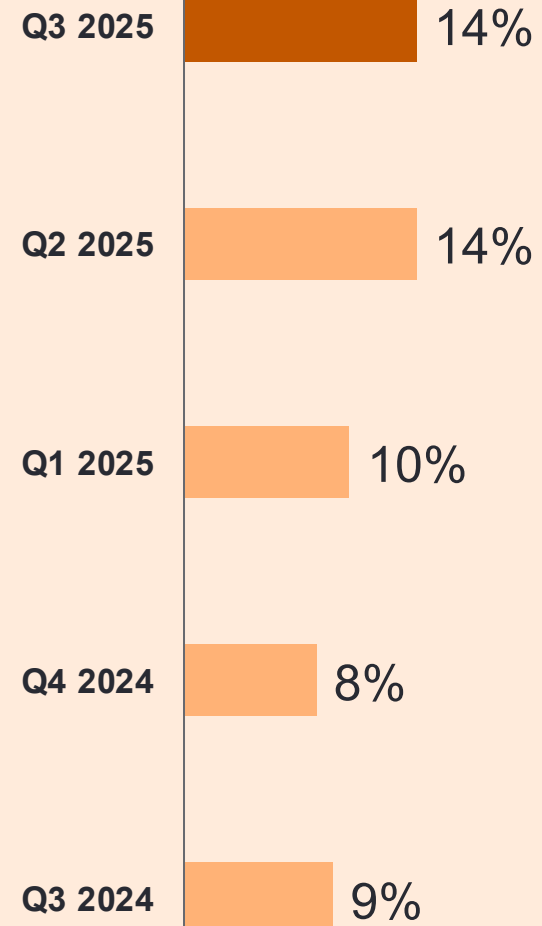
Energy & Utilities



INCREASED
YEAR-OVER-YEAR

Net Employment Outlook:

14%



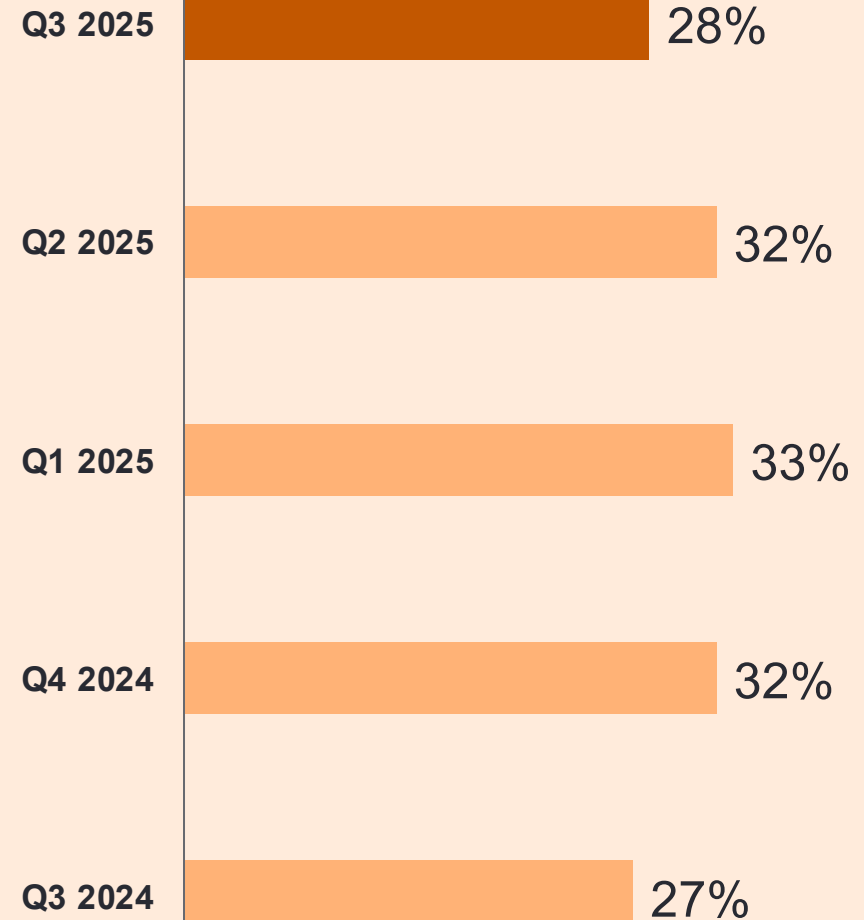


Financials & Real Estate

Net Employment Outlook:

28%

STABLE
YEAR-OVER-YEAR



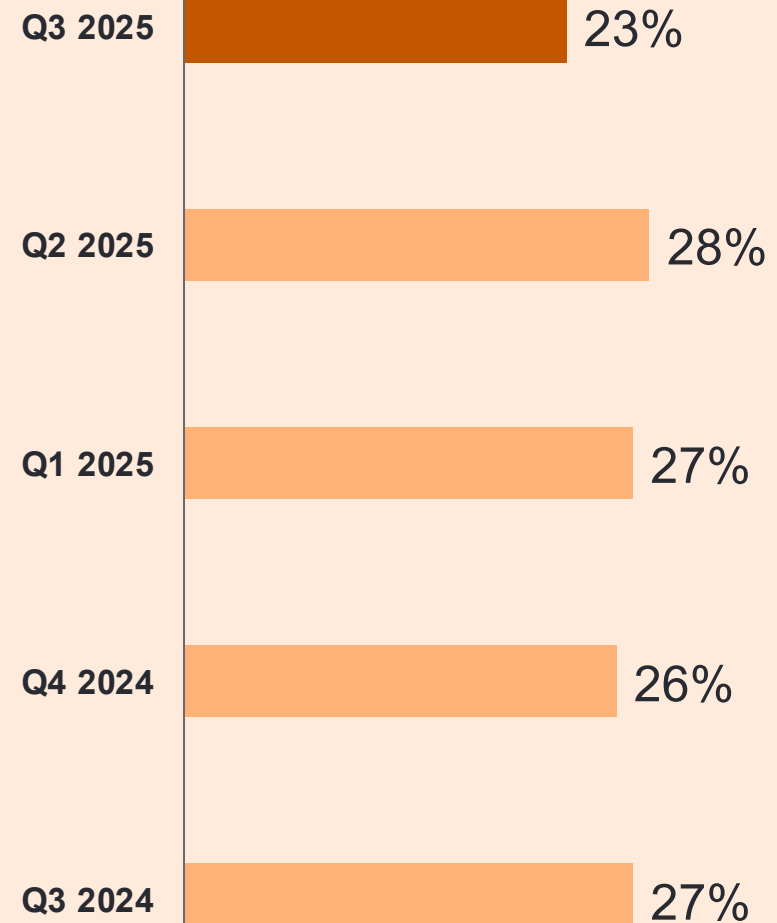


Healthcare & Life Sciences

Net Employment Outlook:

23%

DECREASED
YEAR-OVER-YEAR

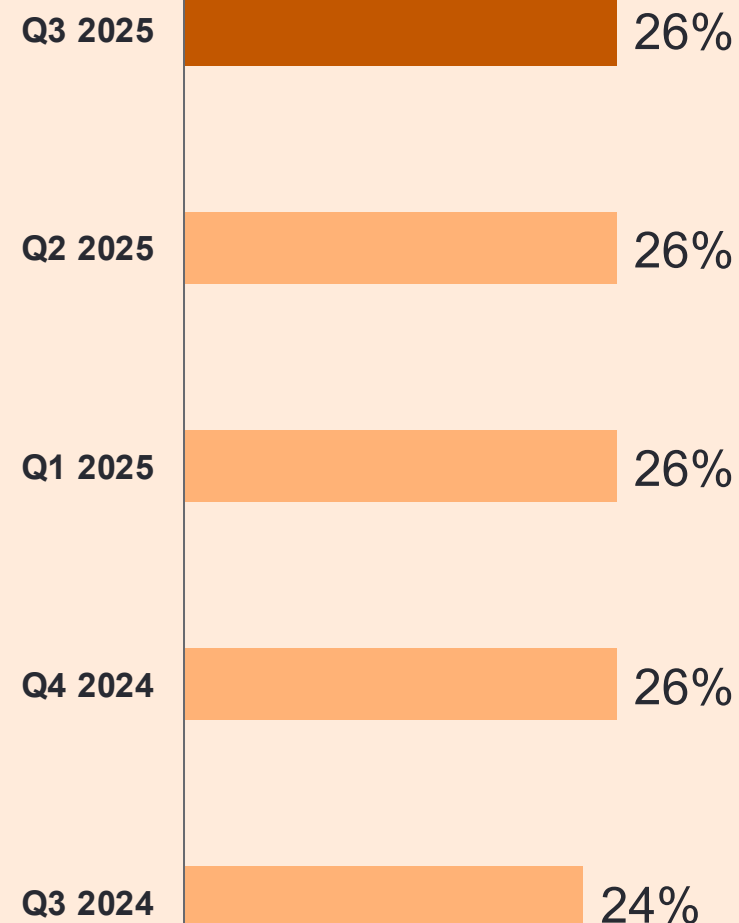




Industrials & Materials

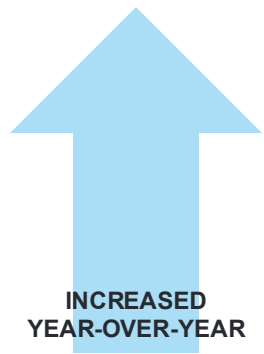
Net Employment Outlook:
26%

INCREASED
YEAR-OVER-YEAR



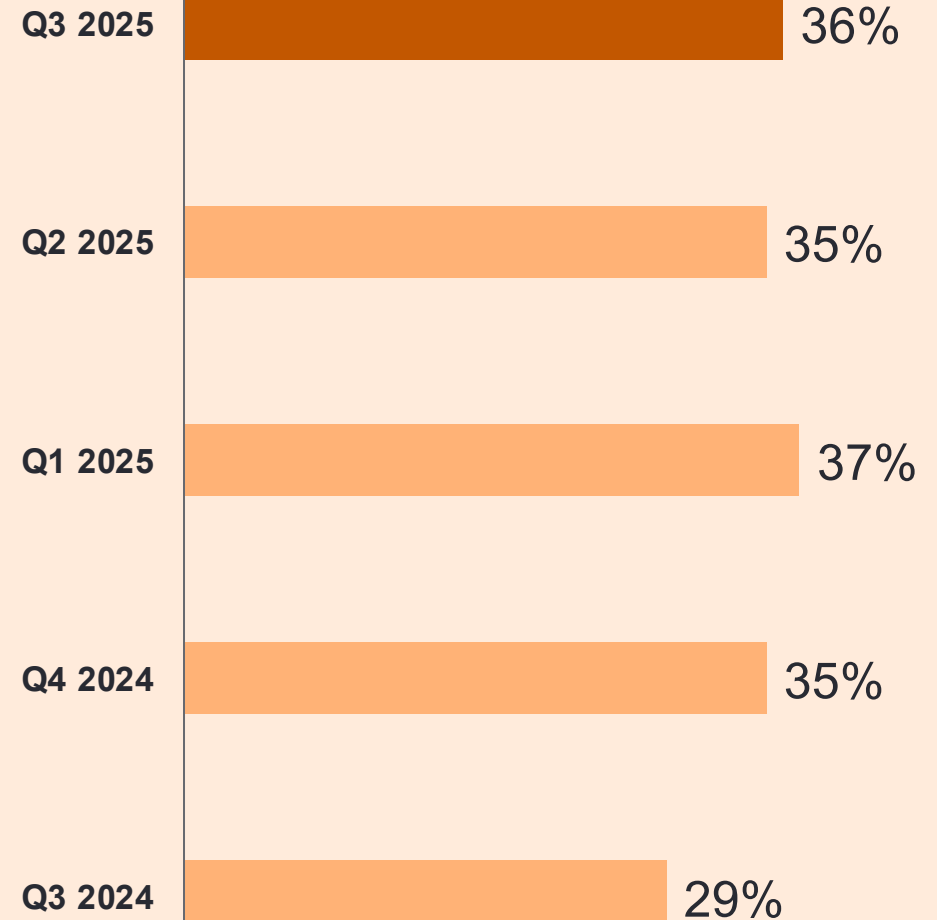


Information Technology



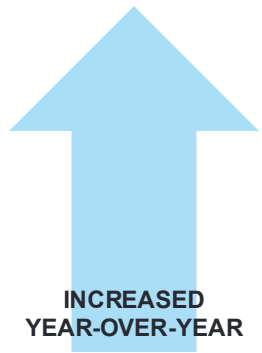
Net Employment Outlook:

36%



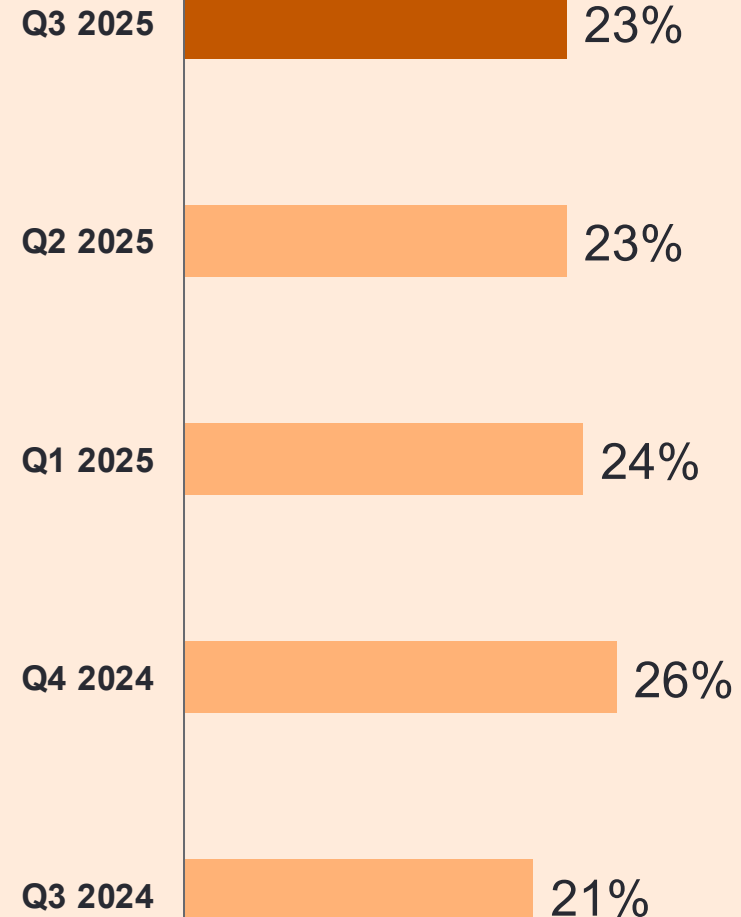


Transport, Logistics & Automotive



Net Employment Outlook:

23%





About the Survey





About the Survey

The ManpowerGroup Employment Outlook Survey is the most comprehensive, forward-looking employment survey of its kind, used globally as a key economic indicator. The Net Employment Outlook is derived by taking the percentage of employers anticipating an increase in hiring activity and subtracting from this the percentage of employers expecting a decrease in hiring activity. Running since 1962, various factors underpin the success of the Survey:

Unique — It is unparalleled in its size, scope, longevity and area of focus. The ManpowerGroup Employment Outlook Survey is the most extensive, forward-looking employment survey in the world, asking employers to forecast employment over the next quarter. In contrast, other surveys and studies focus on retrospective data to report on what occurred in the past.

Independent — The survey is conducted with a representative sample of employers from throughout the countries and territories in which it is conducted. The survey participants are not derived from ManpowerGroup's customer base.

Robust — The survey is based on interviews with 40,671 public and private employers across 42 countries to measure anticipated employment trends each quarter. This sample allows for analysis to be performed across specific sectors and regions to provide more detailed information.

Focused — For more than six decades the survey has derived all of its information from a single question (Q3 example): "How do you anticipate total employment at your location to change in the three months to the end of September 2025 as compared to the current quarter?"

Survey Methodology — Survey responses were collected from April 1-30, 2025. Size of organization and sector are standardized across all countries and territories to allow international comparisons.

Forward-Looking Statements —

This report contains forward-looking statements, including statements regarding labor demand in certain regions, countries and industries, and economic uncertainty. Actual events or results may differ materially from those contained in the forward-looking statements, due to risks, uncertainties and assumptions. These factors include those found in the Company's reports filed with the U.S. Securities and Exchange Commission (SEC), including the information under the heading "Risk Factors" in its Annual Report on Form 10-K for the year ended December 31, 2024, whose information is incorporated herein by reference. ManpowerGroup disclaims any obligation to update any forward-looking or other statements in this release, except as required by law.



Frequently Asked Questions

What is meant by Net Employment Outlook (NEO)?

The Net Employment Outlook is derived by taking the percentage of employers anticipating an increase in hiring activity and subtracting from this the percentage of employers that expect to see a decrease in employment at their location in the next quarter. A positive Net Employment Outlook figure means that, on balance, there are more employers who expect to add to their headcount in the following three months than those who intend to reduce staff.

What is Seasonal Adjustment and why is it used in the ManpowerGroup Employment Outlook Survey?

Seasonal adjustment is a statistical process that allows the Survey data to be presented without the impact of hiring fluctuations that normally occur through the course of the year, usually as a result of various external factors, such changes in weather, traditional production cycles, and public holidays. Seasonal adjustment has the effect of flattening peaks and smoothing troughs in the data to better illustrate underlying employment trends and provide a more accurate representation of the ManpowerGroup Employment Outlook Survey results.

How are companies selected for the survey?

Employers are selected based on the types of companies and organizations they represent. We want to ensure that our panel is representative of each participating country's national labor market, so each country's panel is built in proportion to that country's overall distribution of industry sectors and organization sizes.

Who do you interview in each company?

The person we select to interview will be someone with a good overview of staffing levels and hiring intentions within their organization. Normally this will be the head of HR or an HR manager. However, in smaller organizations, that person may be a general manager or even the CEO.

ManpowerGroup Solutions Across the Entire HR Life Cycle



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Consulting &
Analytics**



**Workforce
Management**



**Talent
Resourcing**



**Career
Management**



**Career
Transition**



**Top Talent
Attraction**



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