

Norge

2025 Q3

ManpowerGroup Employment Outlook Survey

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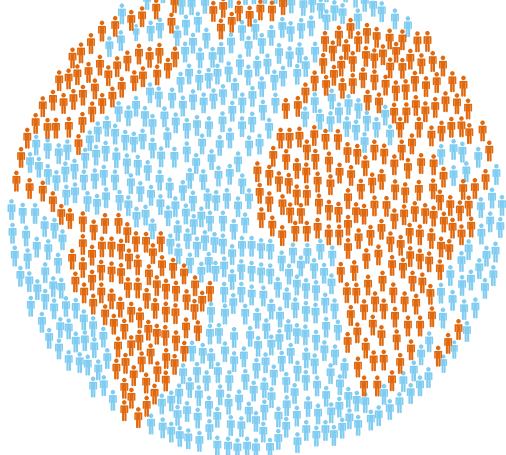




Et landsrepresentativt utvalg på 787 bedriftsledere har fått følgende spørsmål:

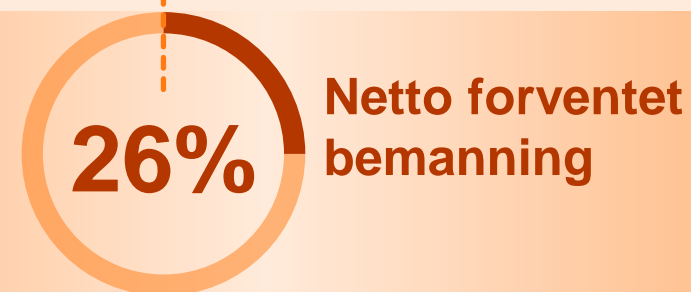
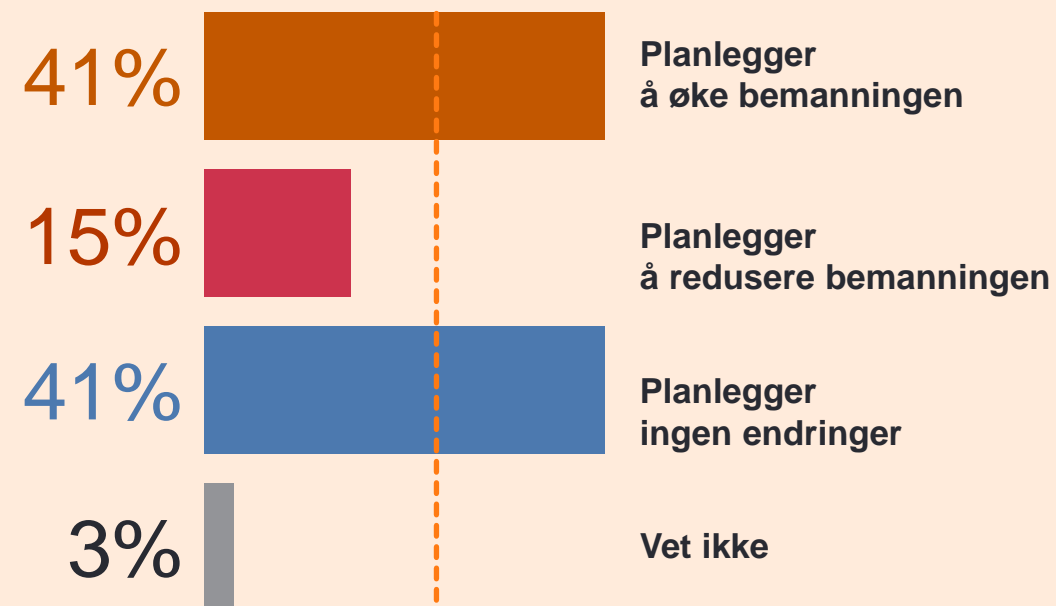
Hvilken endring i totalt antall ansatte forventer du i din bedrift i neste kvartal sammenlignet med inneværende kvartal?

- Økning
- Nedgang
- Ingen endring
- Vet ikke



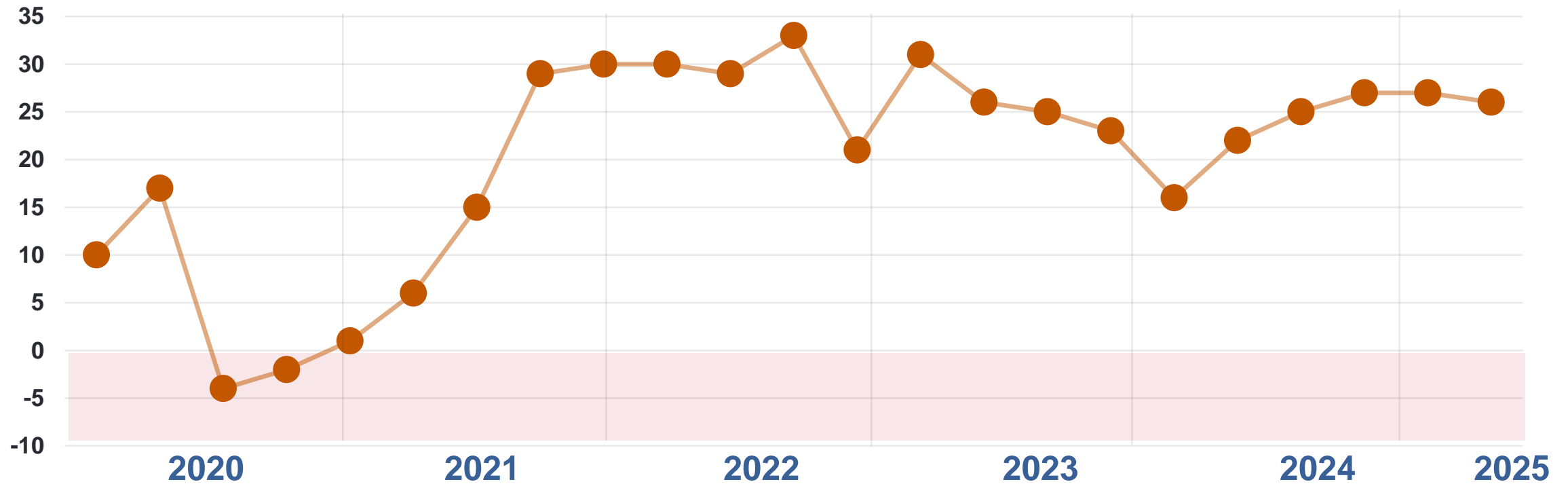
MEOS for Q3 2025

Siden 2003 har vi spurt et representativt utvalg norske virksomheter om hva slags ansettelsesplaner de har for kvartalet vi går inn i. Våre målinger har vist seg å stemme godt med hva som faktisk skjer – for tredje kvartal i 2025 ender barometeret på + 26 % (sesongjustert).



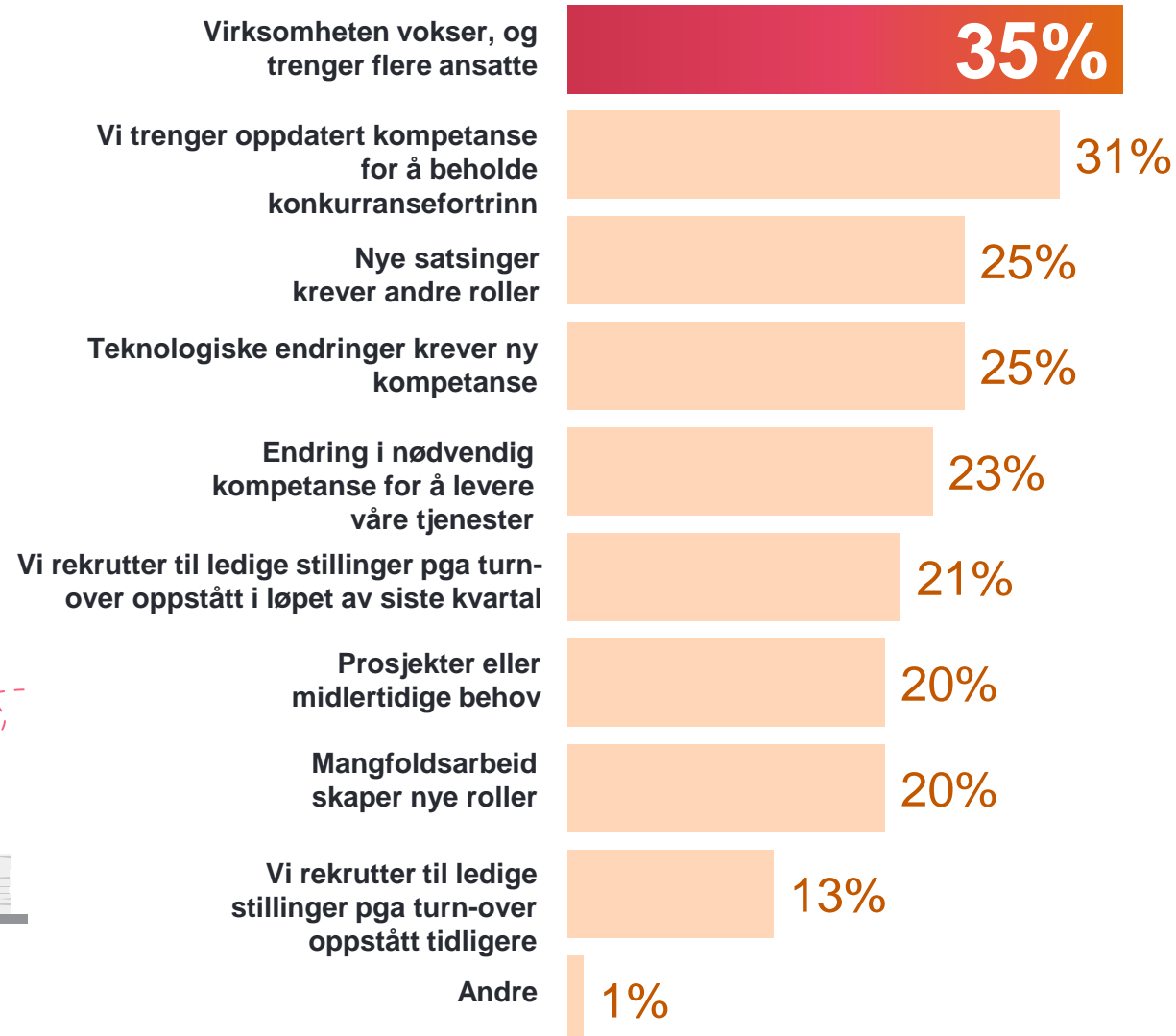
Historisk utvikling siden 2020

MEOS svekker seg med ett prosentpoeng siden forrige kvartal og øker med fire prosentpoeng sammenliknet med for ett år siden



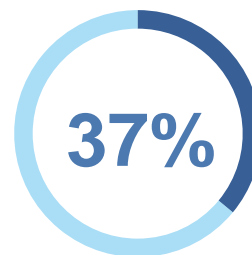
Bakgrunn for bemanningsøkninger

De norske arbeidsgiverne som oppga at de skal ansette flere, fikk spørsmål om hva som var bakgrunnen for økningen

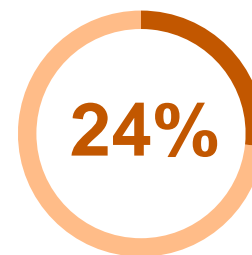


Bakgrunn for bemanningsreduksjoner

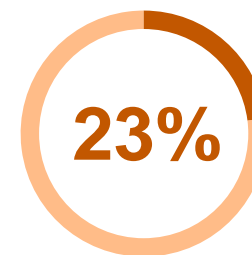
Arbeidsgivere som skal nedbemanne, oppgir omorganisering eller økonomiske utfordringer som hovedgrunn til bemanningsreduksjoner.



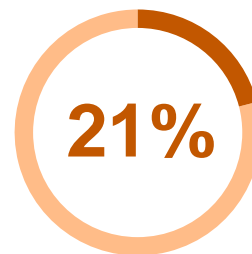
Økonomiske utfordringer



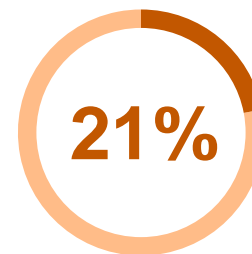
Omorganisering eller nedbemanning



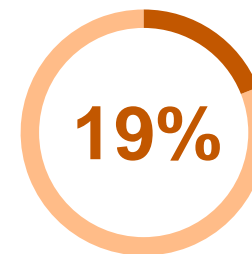
Tilpasning til lavere etterspørsel i markedet



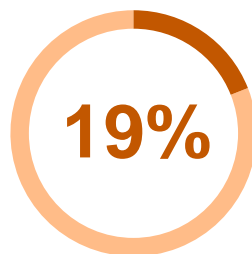
Uønsket turn-over



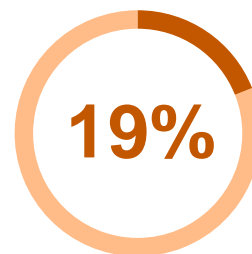
Markedsendringer



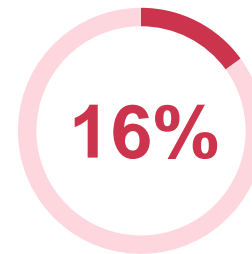
Endret etterspørsel etter kompetanse



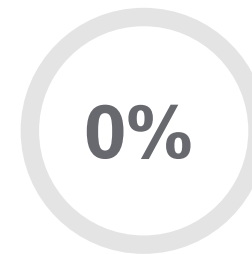
Optimalisering av prosesser og trimming av stab



Automatisering



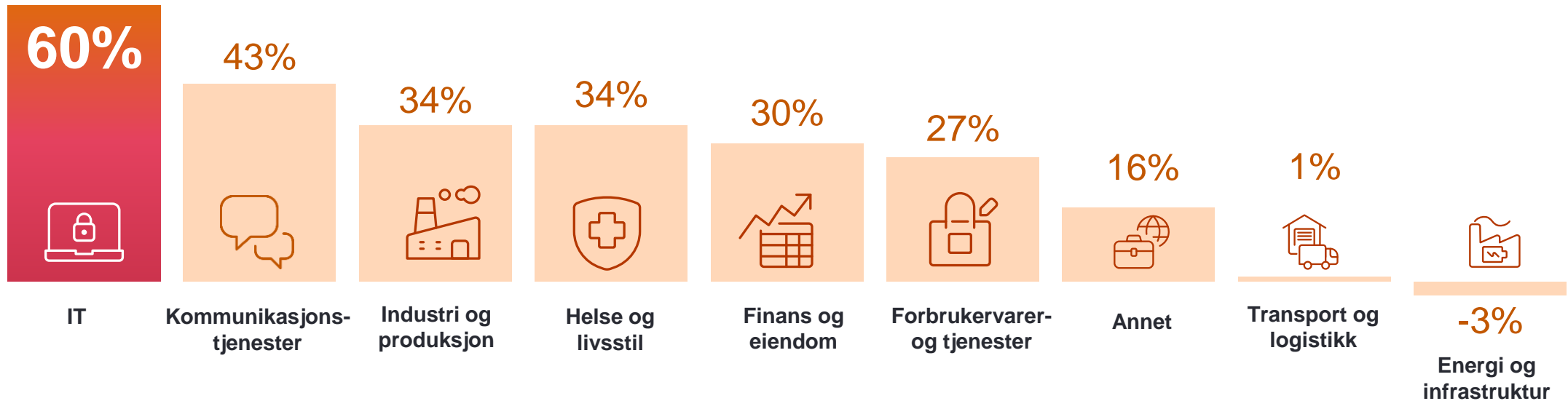
Avslutning av prosjekter



Annet

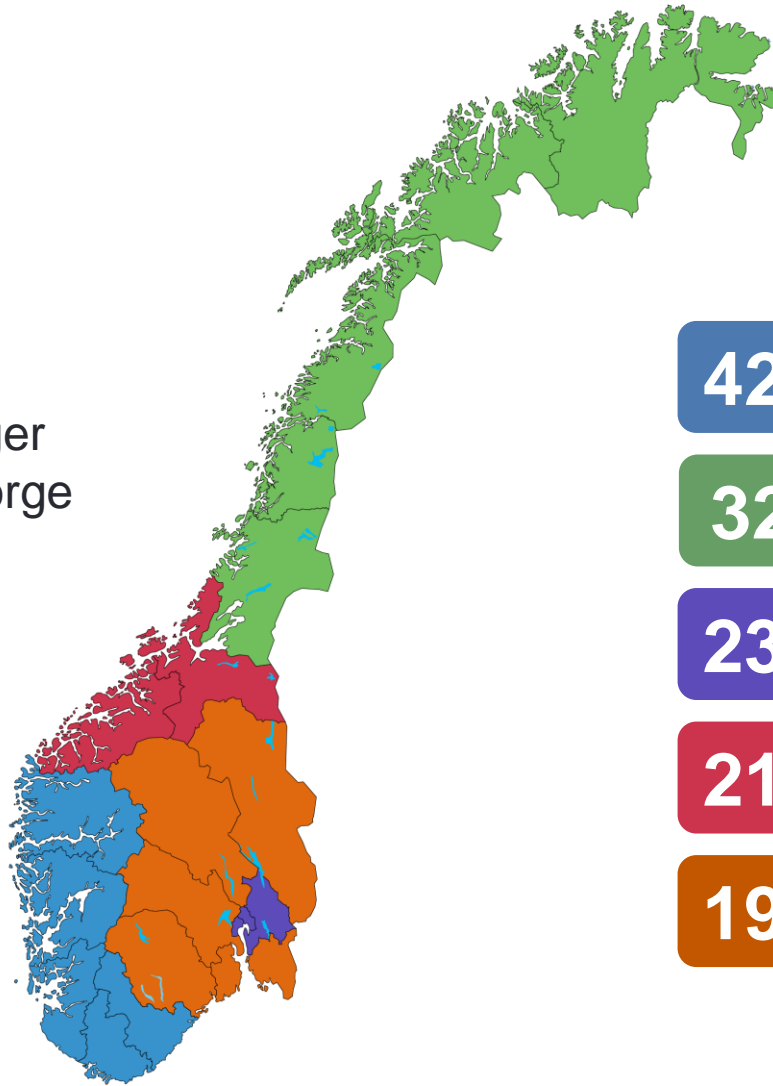
Bransjeutsikter

IT og kommunikasjonstjenester er bransjene med de mest positive arbeidsgiverne, mens det er små forventninger til nyansettelser innen transport og logistikk og energi-bransjen



Geografisk

Optimisme i alle regioner -
høyest bemanningsforventninger
på sørvest-landet og i Nord-Norge



42 % Sørvest

32 % Nord Norge

23 % Stor-Oslo

21 % Midt-Norge

19 % Østlandet

Globale utsikter i Q3

Forente arabiske emirater.*	48%	Singapore	24%	Israel	17%
India	42%	Sverige	24%	Italia	16%
Costa Rica	41%	Sveits	24%	Portugal	16%
Brasil	33%	Australia	21%	Slovakia	16%
Nederland	30%	Belgia	20%	Østerrike	15%
USA	30%	Colombia	20%	Japan	15%
Guatemala	29%	Tyskland	20%	Tsjekkia	13%
Irland	29%	Taiwan	19%	Hellas	11%
Kina	28%	Stor-Britannia	19%	Polen	11%
Mexico	28%	Chile	18%	Spania	11%
Canada	26%	Finland	18%	Hong Kong	8%
Norge	26%	Puerto Rico	18%	Romania	6%
Panama	25%	Tyrkia	18%	Ungarn	5%
Peru	24%	Frankrike	17%	Argentina	3%



*De forente arabiske emirater ble med i undersøkelsen Q3 2025. Foreløpig finnes ingen historiske data, og dataene har ikke blitt sesongjustert.



År-over-år-endringer per land

Israel	+13p
India	+12p
Sverige	+12p
Chile	+11p
Puerto Rico	+10p
Australia	+9p
Costa Rica	+7p
Brasil	+6p
Panama	+6p
Tsjekkia	+5p
Irland	+4p
Norge	+4p
Singapore	+4p
Japan	+3p

Romania	+3p
Globalt gjennomsnitt	+2p
Nederland	+2p
Peru	+2p
Tyrkia	+2p
Canada	+1p
Taiwan	+1p
Argentina	0p
Kina	0p
Colombia	0p
Hellas	0p
USA	0p
Hong Kong	0p
Slovakia	-1p

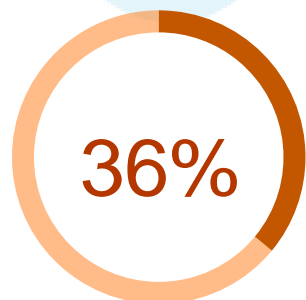
Stor-Britannia	-1p
Italia	-2p
Portugal	-2p
Tysklans	-3p
Guatemala	-3p
Østerrike	-4p
Mexico	-4p
Polen	-4p
Spania	-4p
Belgia	-5p
Finland	-5p
Frankrike	-7p
Ungarn	-9p
Sveits	-10p



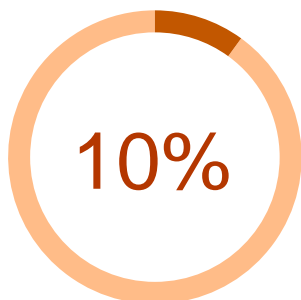
+2p Globalt
gjennomsnitt

Bedriftsstørrelse

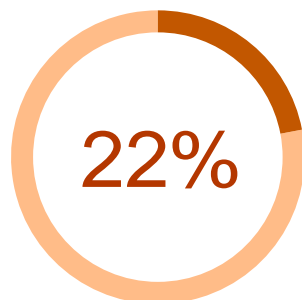
Mindre enn 10
ansatte



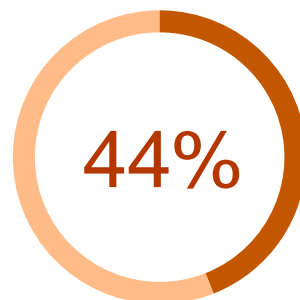
10 - 49
ansatte



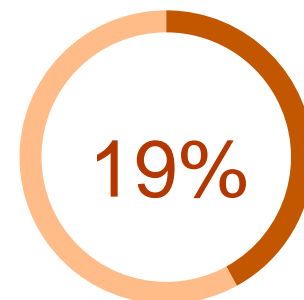
50 - 249
ansatte



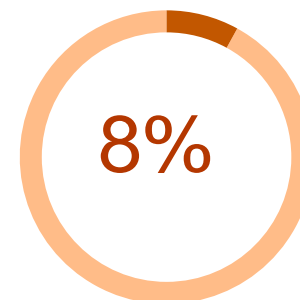
250 - 999
ansatte



1,000 - 4,999
ansatte



5,000+
ansatte



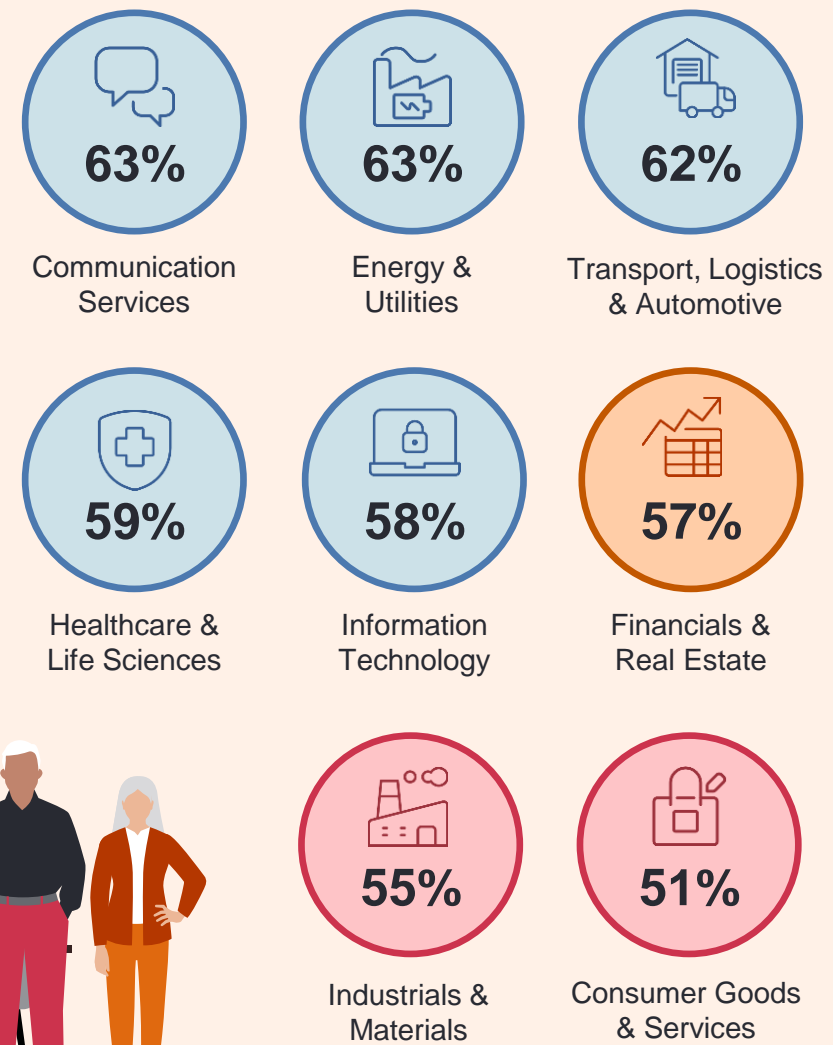
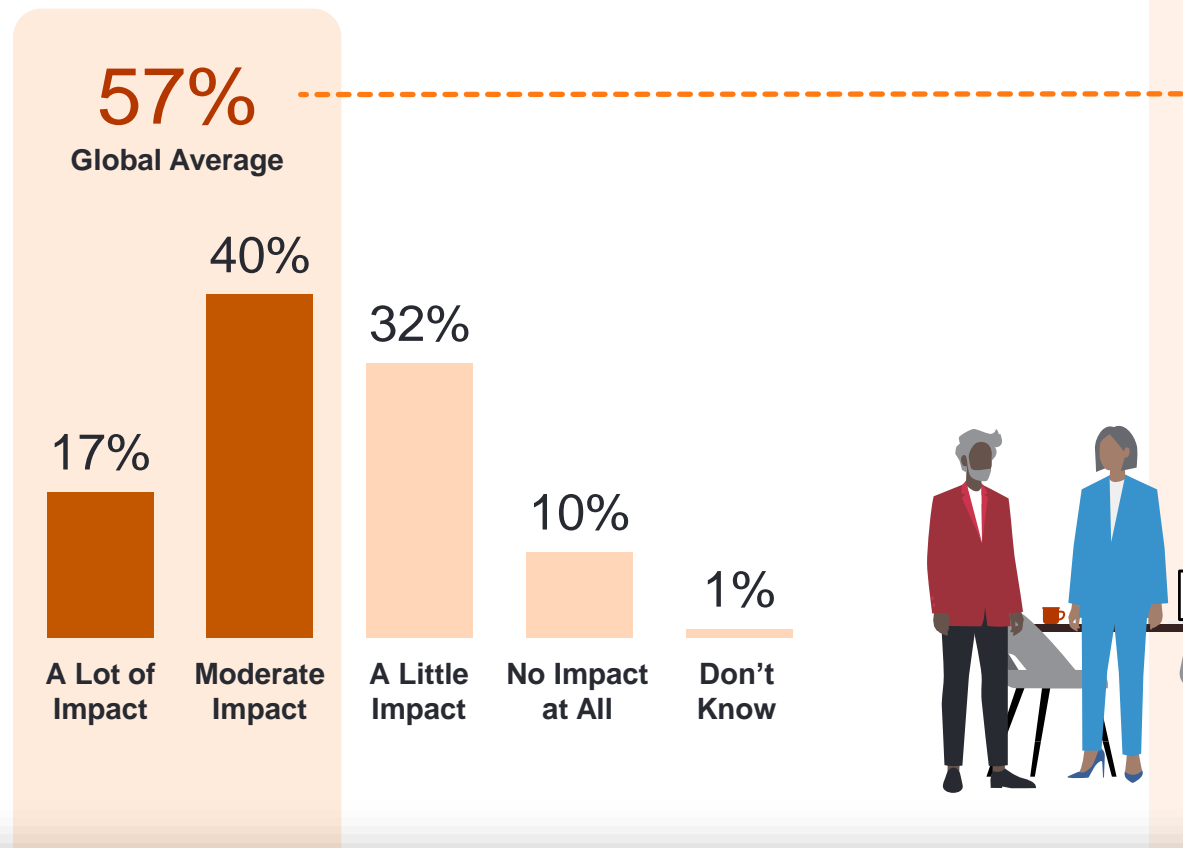


Workforce Trends (Globale trender)



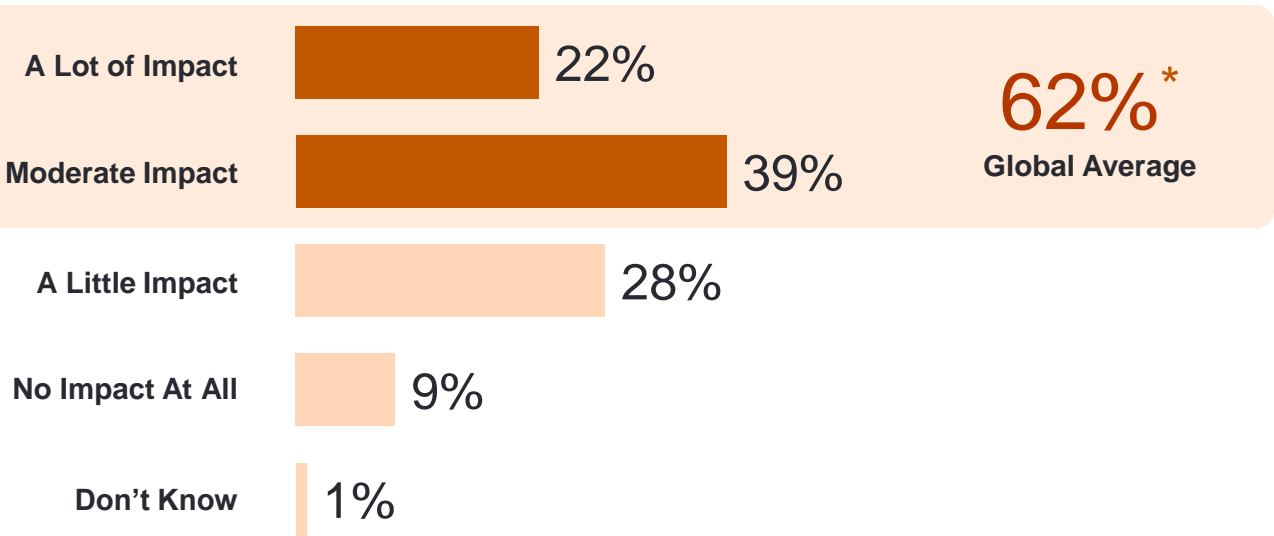
Bracing for the Boomer Impact

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 **over 6 in 10 companies**.

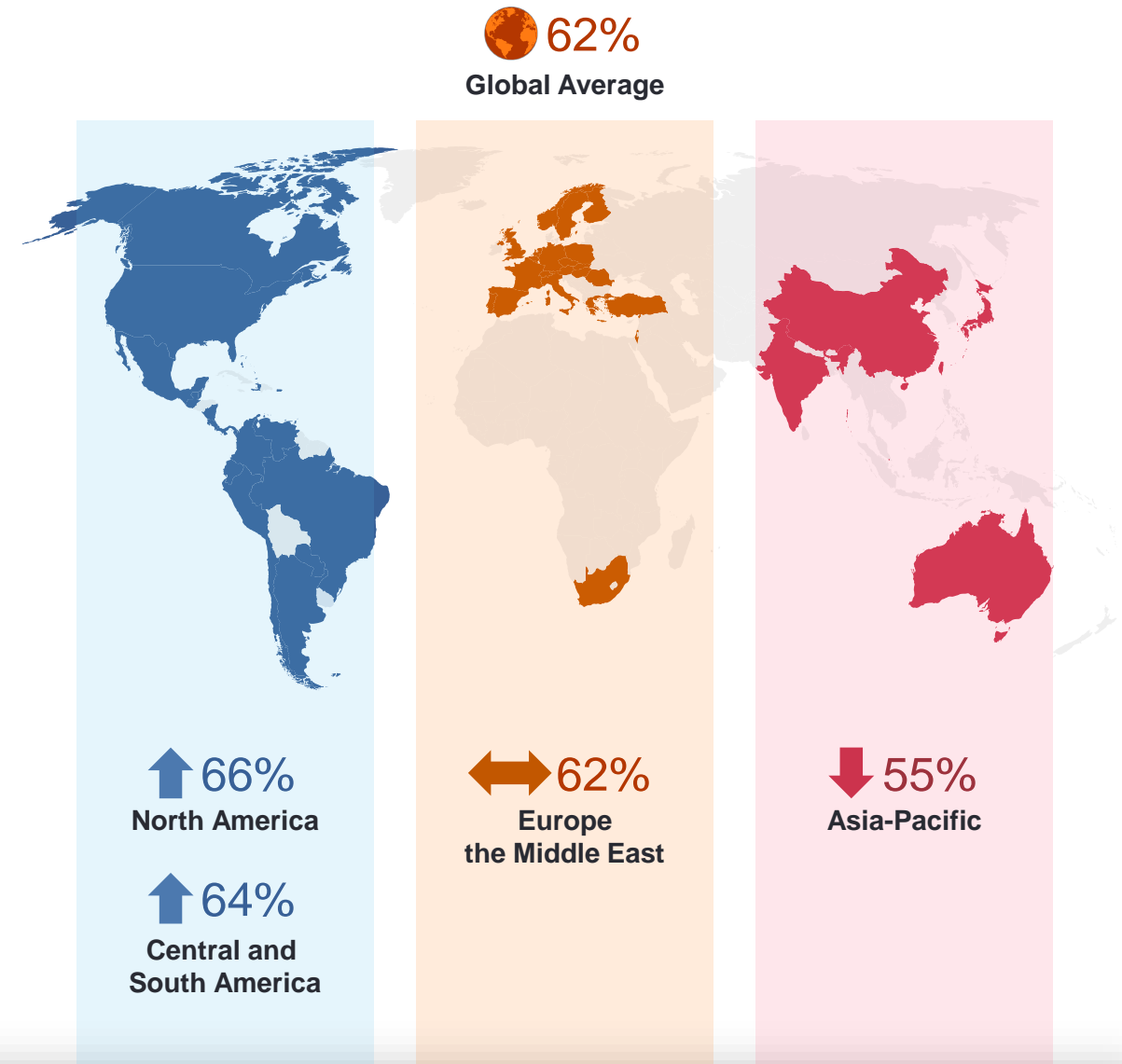
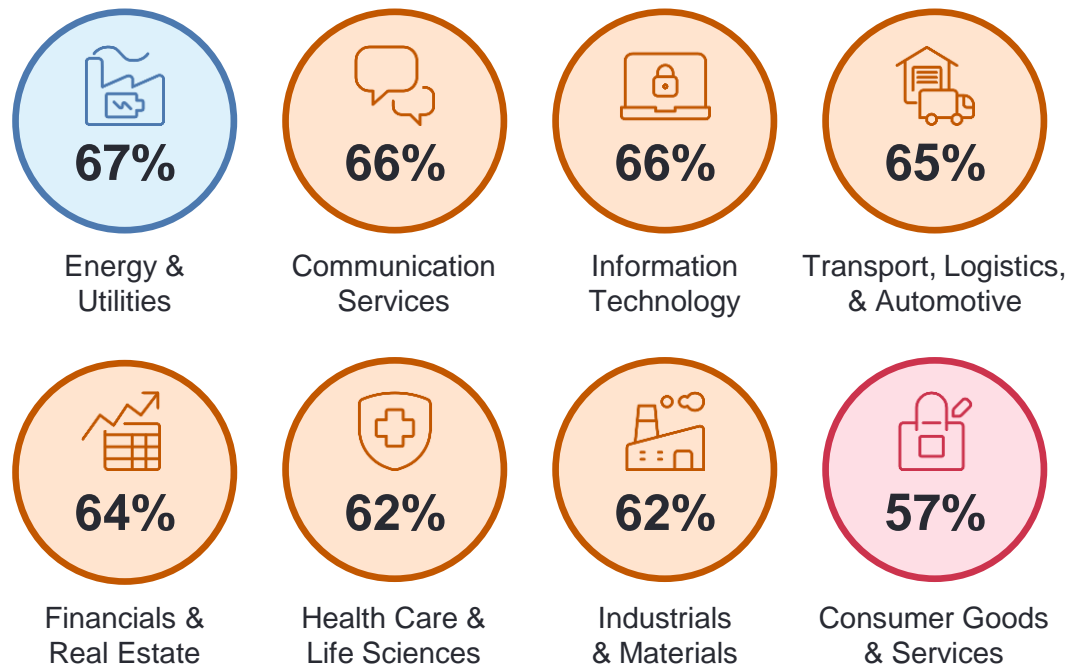


*Due to rounding of decimal numbers, the percentages add to 62% instead of 61%



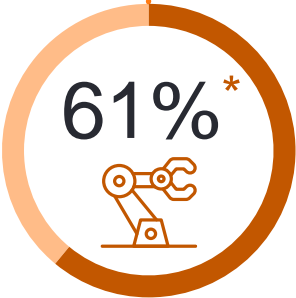
Volatility Hotspots

Global trade uncertainty is especially impacting hiring decisions in for employers in **North America** and **across the Energy and Utilities industry**.

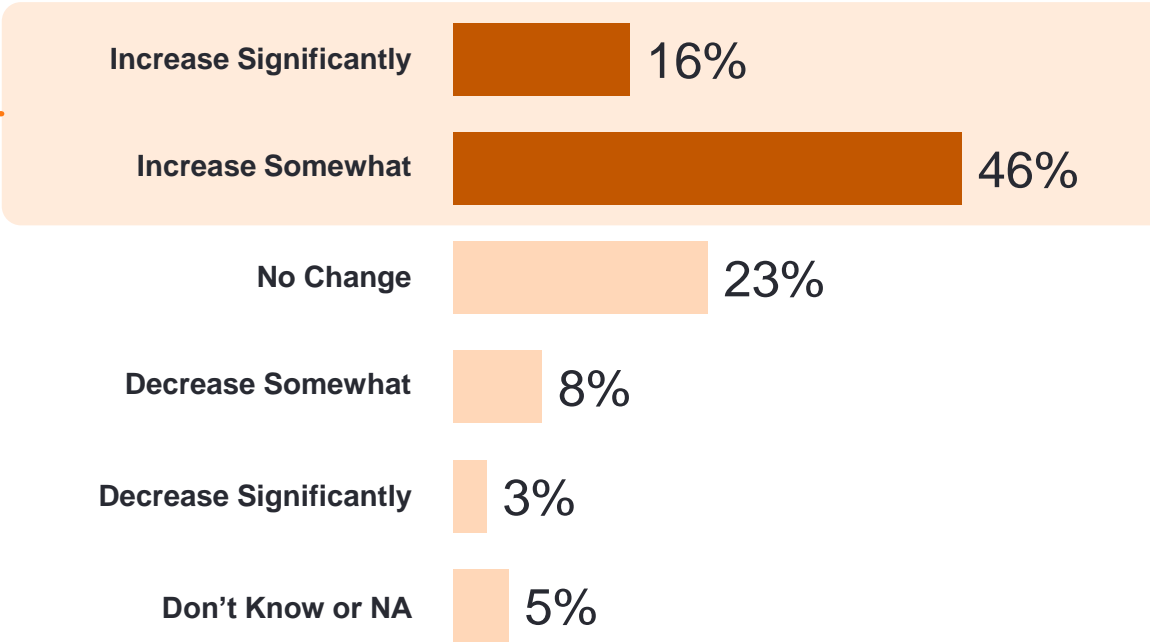


Employers Increase Investment in Automation

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



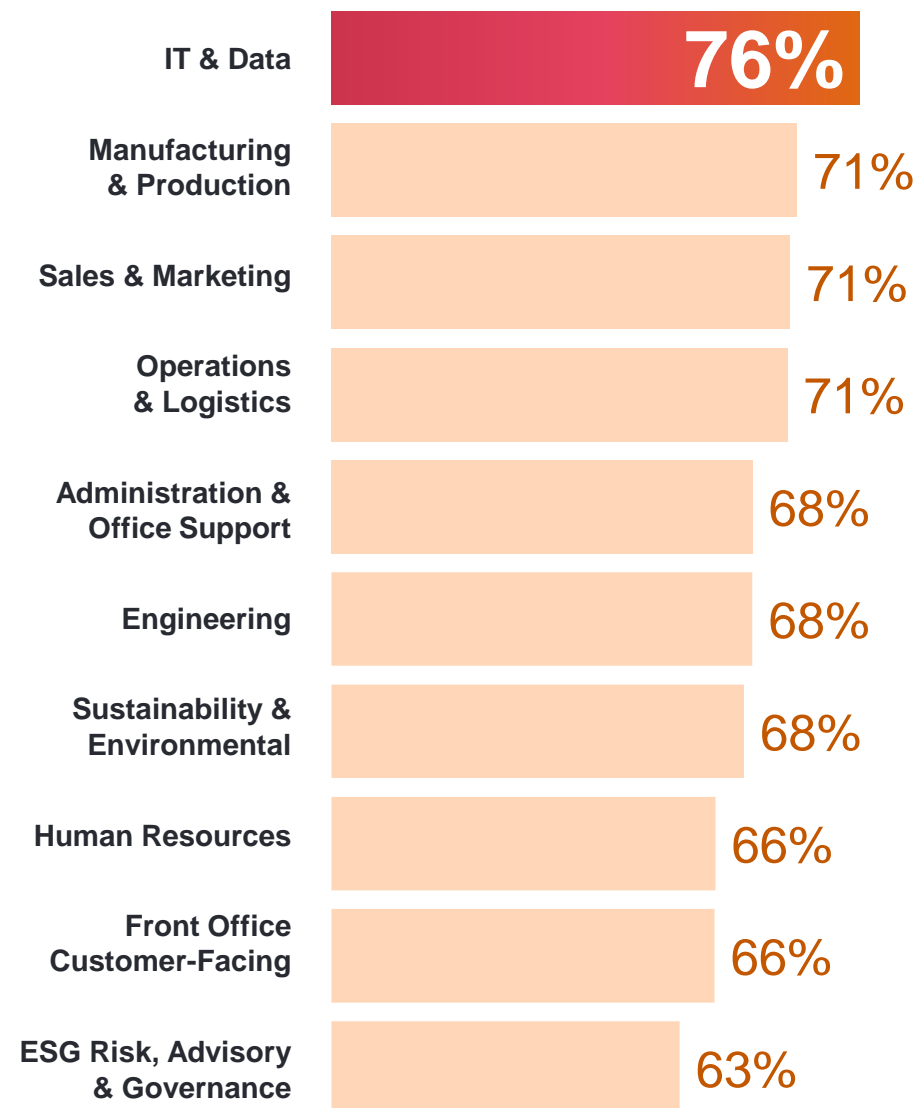
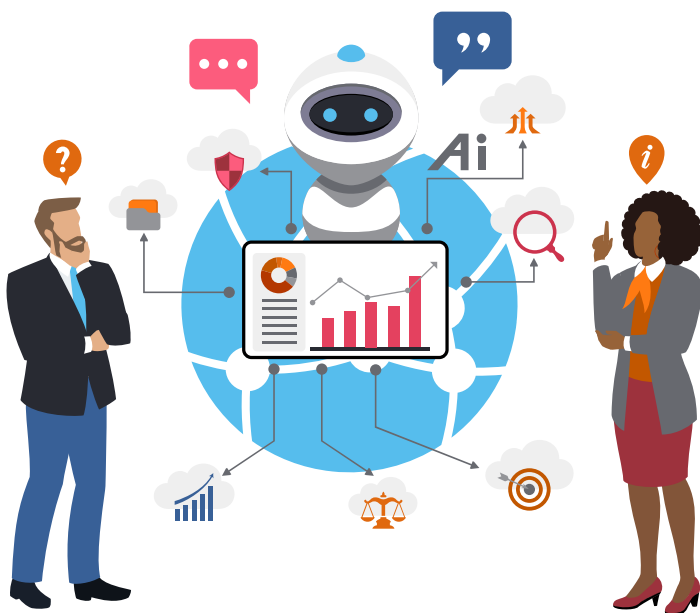
of companies are **increasing investment in task or process automation**



*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.





Communication Services

Net Employment Outlook:

15%

INCREASED
YEAR-OVER-YEAR

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

Q3 2025 23%

Q2 2025 24%

Q1 2025 20%

Q4 2024 25%

Q3 2024 22%



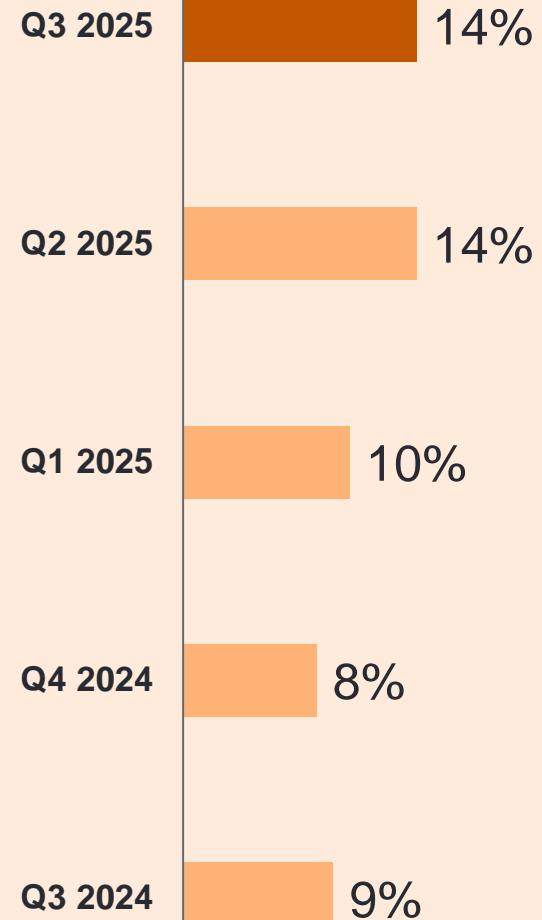
Energy & Utilities



INCREASED
YEAR-OVER-YEAR

Net Employment Outlook:

14%



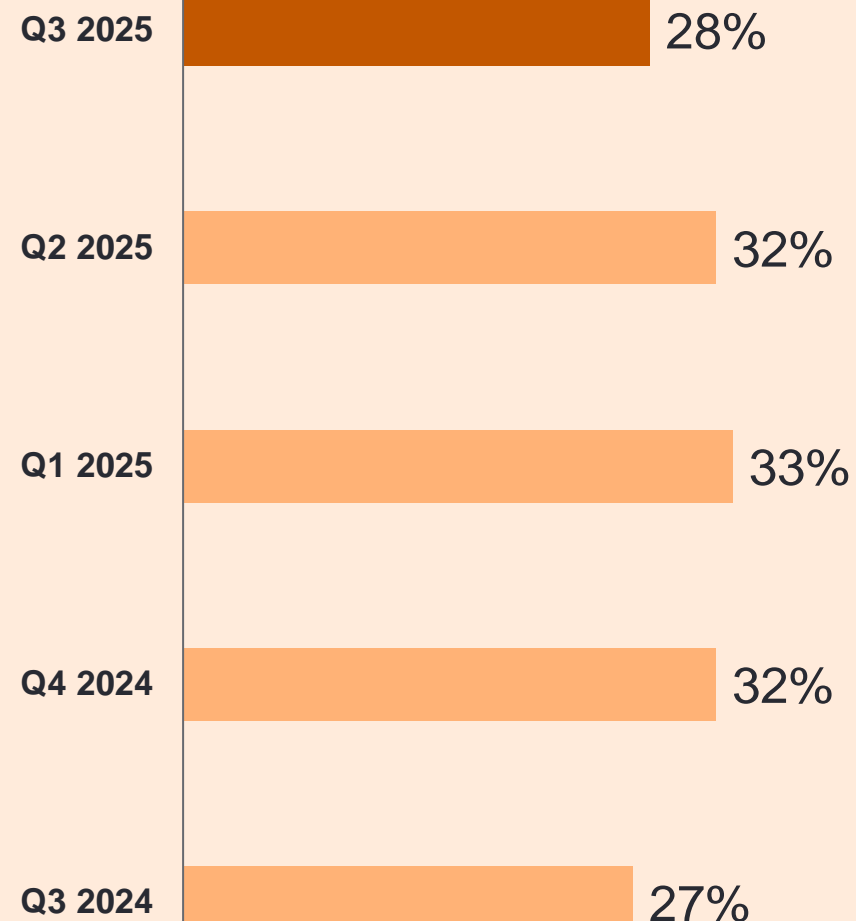


Financials & Real Estate

Net Employment Outlook:

28%

STABLE
YEAR-OVER-YEAR





Healthcare & Life Sciences



DECREASED
YEAR-OVER-YEAR

Net Employment Outlook:

23%

Q3 2025

23%

Q2 2025

28%

Q1 2025

27%

Q4 2024

26%

Q3 2024

27%

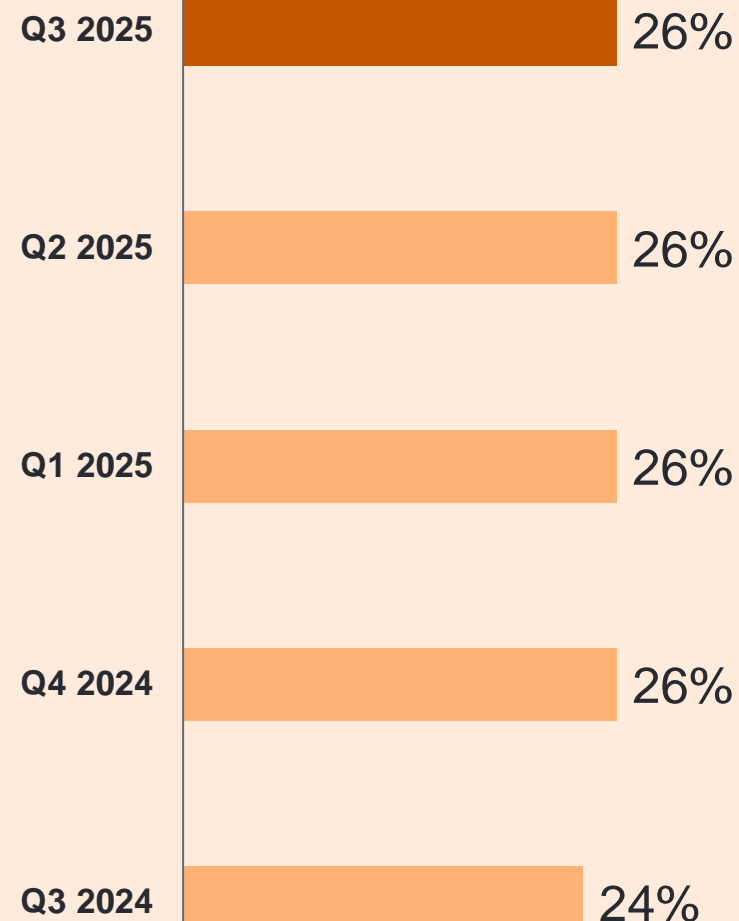


Industrials & Materials

Net Employment Outlook:

26%

INCREASED
YEAR-OVER-YEAR





Information Technology



Net Employment Outlook:

36%

Q3 2025

36%

Q2 2025

35%

Q1 2025

37%

Q4 2024

35%

Q3 2024

29%

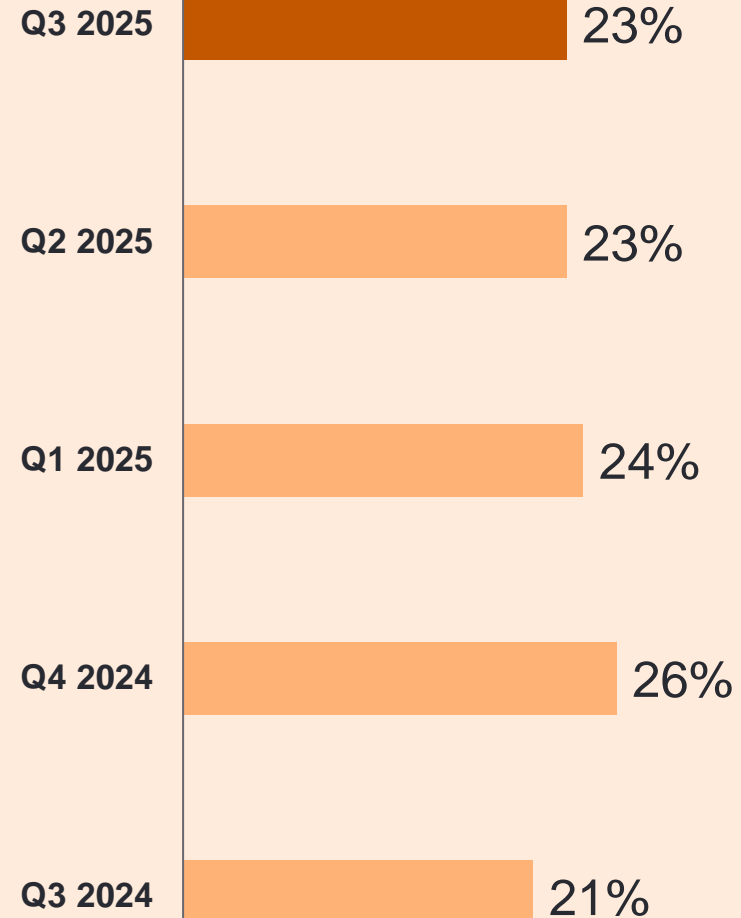


Transport, Logistics & Automotive



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



**Workforce
Consulting &
Analytics**



**Workforce
Management**



**Talent
Resourcing**



**Career
Management**



**Career
Transition**



**Top Talent
Attraction**



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