



# 2026 Q3

## ManpowerGroup Employment Outlook Survey

*Norske resultater* →



## Sammendrag

I Norge er 756 arbeidsgivere intervjuet og spurt om hva slags ansettelsesplaner de har inn mot sommeren. 39 % sier de skal øke antall ansatte. 17 % sier de skal redusere. Det gir en netto forventet bemanning på +22.



### Mest optimistiske bransjer:

- Bank, Finans, Forsikring
- Industri og produksjon
- Energi og råvarer



### Minst optimistiske bransjer:

- Rådgivnings- og konsulenttjenester
- Offentlig sektor
- Hotell, restaurant og opplevelser

## Norge

### Størst optimisme:

- Stor-Oslo
- SørVestlandet

### Minst optimisme

- Midt.Norge

## Globalt

Norge er på 16. plass av 42 land som er med i undersøkelsen

### Globalt gjennomsnitt er +26

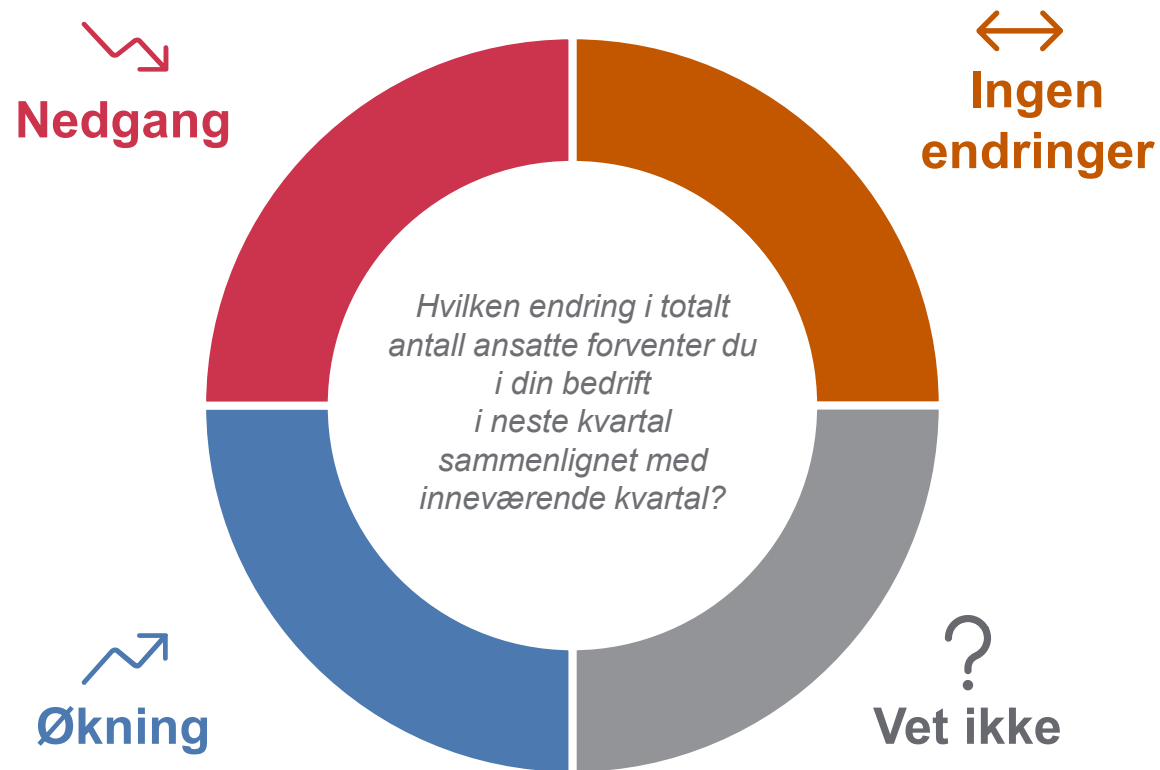
Størst optimisme i India og Puerto Rico og USA.



## Måling av ansettelsesplaner


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. I Norge svarte 756 virksomheter på undersøkelsen






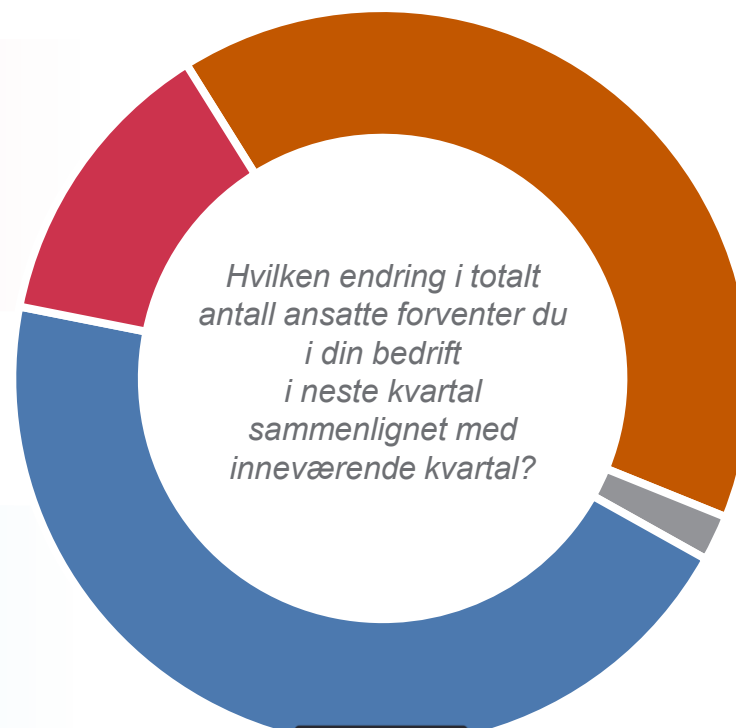
# Arbeidsgiverne svarer

 **17%** planlegger å redusere antall ansatte.

**43%** planlegger ikke å gjøre endringer i antall ansatte. 

 **39%** planlegger å øke antall ansatte.

**1%** vet ikke 





# Netto forventet bemanning i Q2 2026

Metoden som brukes for å regne ut netto forventet bemanning er å trekke fra den prosentandelen som skal redusere antall ansatte, fra dem som sier de skal oppbemanne. Det tallet blir deretter sesongjustert.

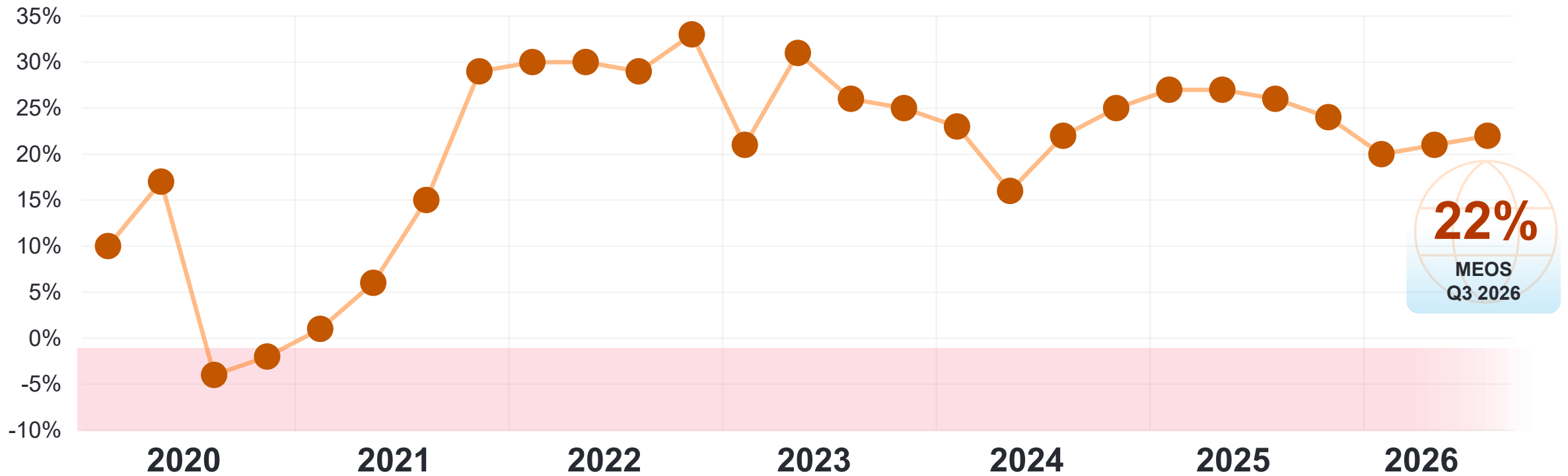
MEOS for tredje kvartal ender på +22 sesongjustert.





# Historisk utvikling siden 2020

MEOS øker med ett prosentpoeng sammenliknet med forrige kvartal og faller med 4 prosentpoeng sammenliknet med for ett år siden





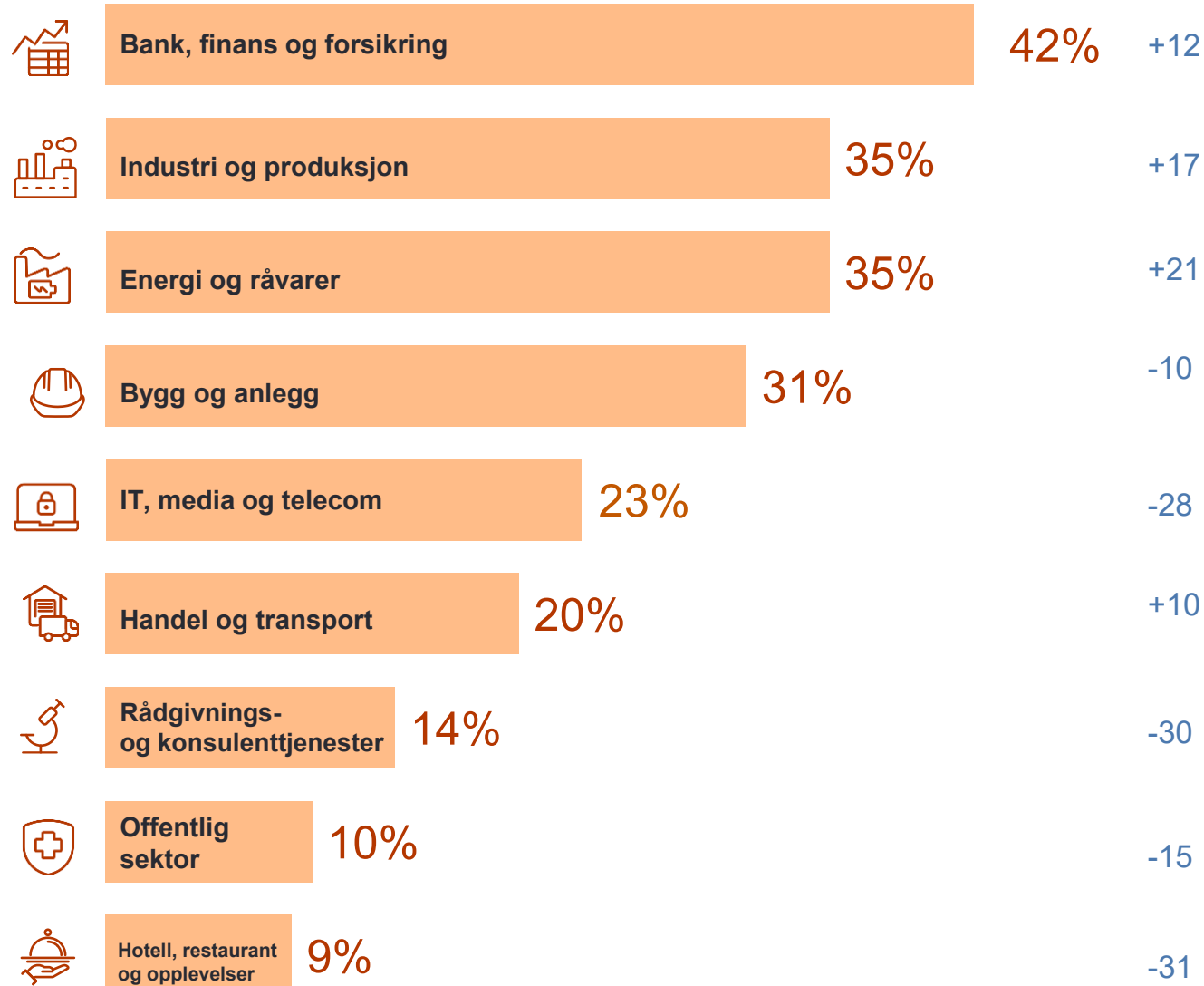
Endring fra samme tid i fjor



## Bransjeutsikter

Optimismen er størst i bank, finans og forsikring

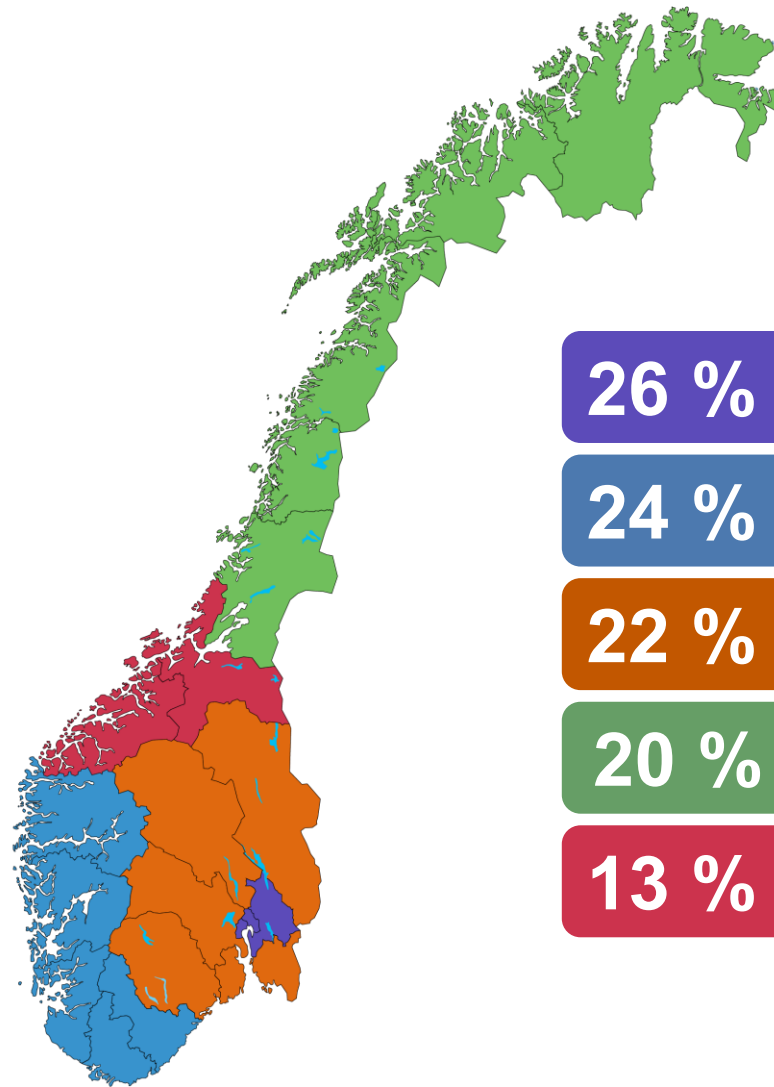
Det er lavest forventninger i offentlig sektor og innen hotell, restaurant og opplevelser





# Geografisk

Optimisme i alle regioner -  
høyest bemanningsforventninger  
i Stor-Oslo og på Sørvestlandet

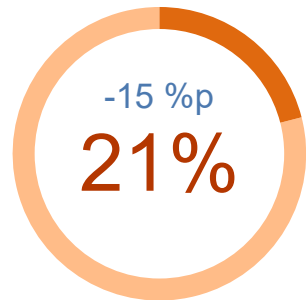




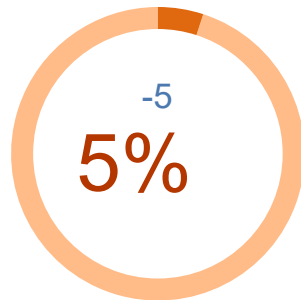
# Bedriftsstørrelse

Det er høyest optimisme hos de største arbeidsgiverne. Det er de aller største arbeidsgiverne som har mest økning sammenliknet med samme tid for ett år siden.

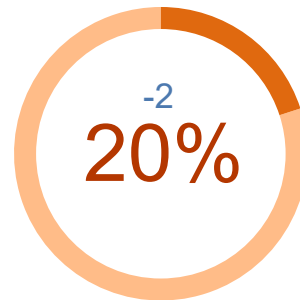
**Mindre enn 10**  
ansatte



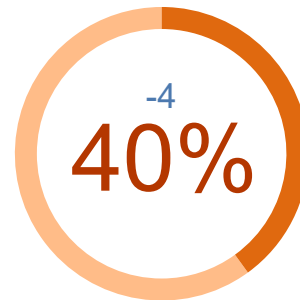
**10 - 49**  
ansatte



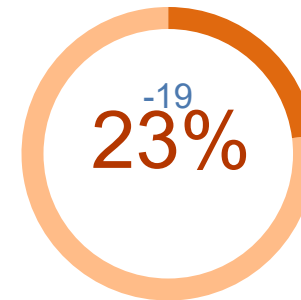
**50 - 249**  
ansatte



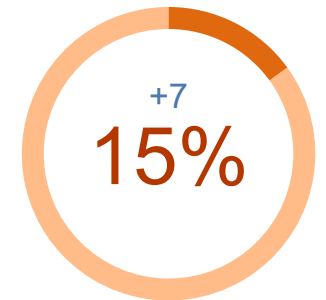
**250 - 999**  
ansatte



**1,000 - 4,999**  
ansatte



**5,000+**  
ansatte





# Globale forventninger



Arbeidsgivere i **India** og **Puerto Rico** med sterkest forventninger

Norge på 16. plass av 42 land

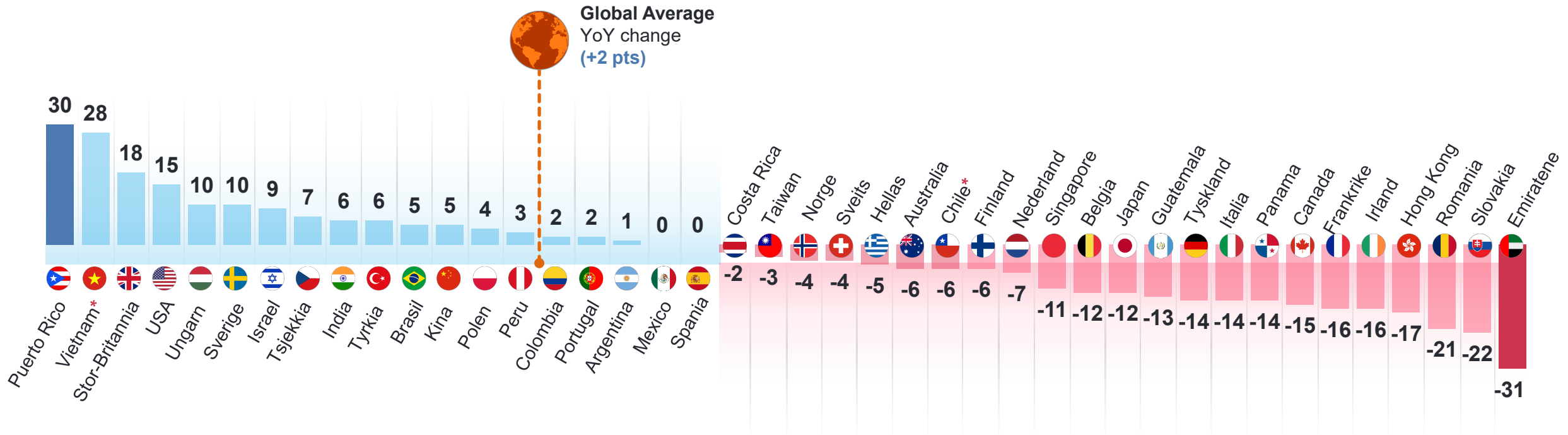
**26%**  
Globalt gjennomsnitt 

<b>India</b>	<b>48%</b>	Colombia	22%	Irland	12%
<b>Puerto Rico</b>	<b>48%</b>	Norge	22%	Panama	11%
USA	45%	Tsjekkia	20%	Spania	11%
Brasil	37%	Sveits	19%	Finland	10%
Stor-Britannia	37%	Portugal	18%	Belgia	8%
Costa Rica	36%	Taiwan	17%	Hellas	7%
Sverige	34%	Emiratene*	17%	Argentina	6%
Kina	33%	Guatemala	16%	Tyskland	6%
Mexico	28%	Polen	16%	Japan	5%
Vietnam*	28%	Australia	15%	Frankrike	3%
Peru	27%	Ungarn	15%	Italia	3%
Israel	26%	Singapore	13%	Slovakia	-6%
Tyrkia	24%	Canada	12%	Hong Kong	-9%
Nederland	23%	Chile*	12%	<b>Romania</b>	<b>-12%</b>

\*Resultatene fra Chile, Emiratene og Vietnam er ikke sesongjustert pga manglende historiske data



# År-over-år endringer per land



\*The NEOs for Chile, the U.A.E., and Vietnam are currently unadjusted and will be seasonally adjusted after sixteen quarters of data.



**MEOS for fjerde kvartal 2026 kommer:**

**8. september**

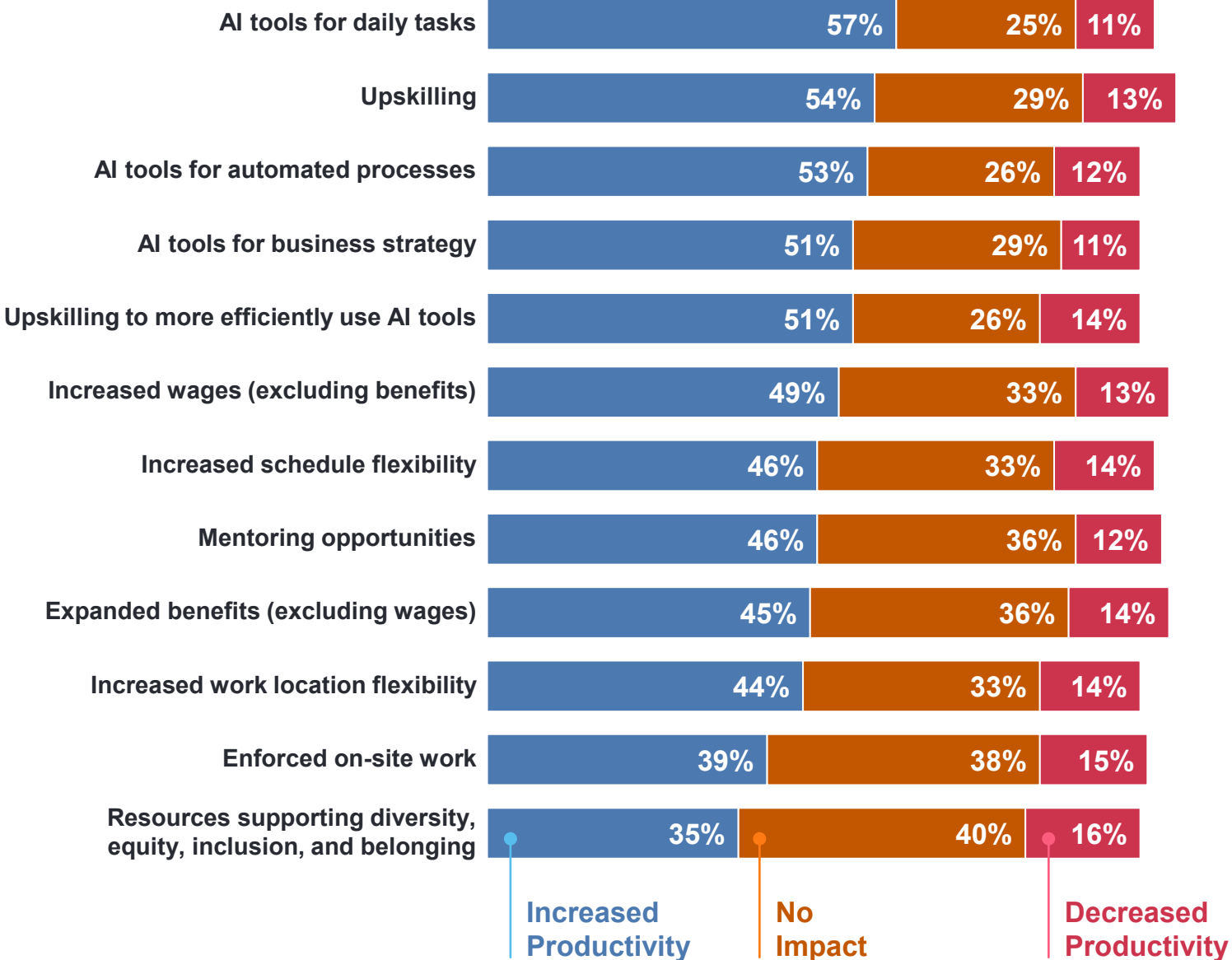


# Workforce Trends



# Employers Rank Sources of Workforce Productivity Gains

When asked to identify key drivers of productivity growth over the past year, over half of employers cited **AI tools** and **upskilling**, including both general and AI-specific training.



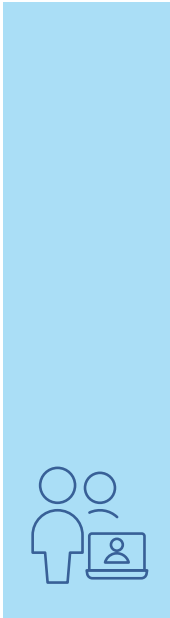


# Employers Value Human Touch + AI to Optimize Hiring Process

A person reviewing resumes is still the most valuable resource for hiring, above AI and automated tools.

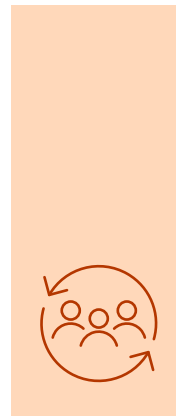


57%



Professional resume reviewer

48%



Automated status-updates

46%



AI-assisted job descriptions

44%



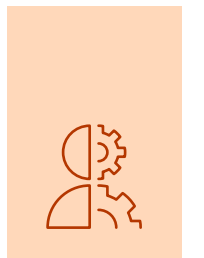
AI resume screening & candidate sourcing

43%



AI career development tools

41%



AI role matching with human oversight

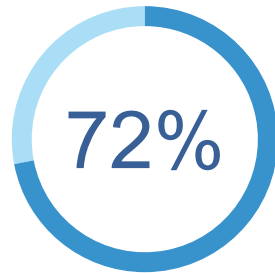
AI Solutions

Percentage of respondents who said the services or innovations were “extremely” or “very” valuable regarding hiring in their organization.

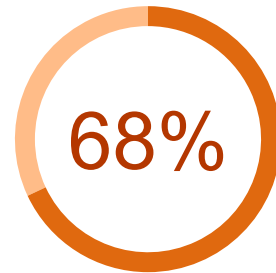


# Employers Share Most Valuable Soft Skills

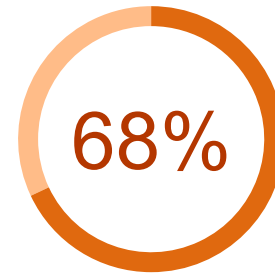
For this coming quarter, employers reported they are most willing to pay a premium for **communication, collaboration, and teamwork skills**.



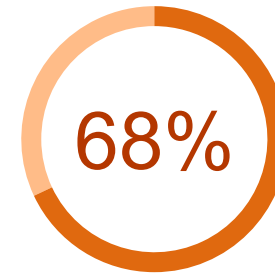
Communication



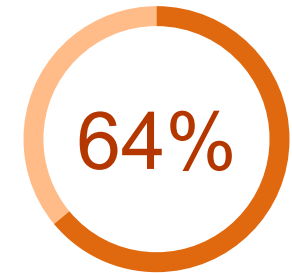
Problem-solving



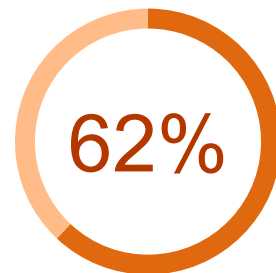
Strong work ethic



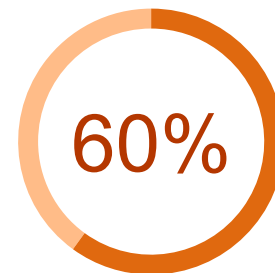
Adaptability



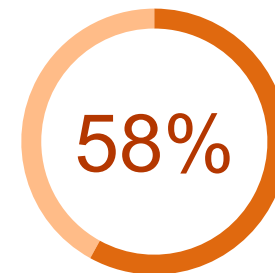
Time management



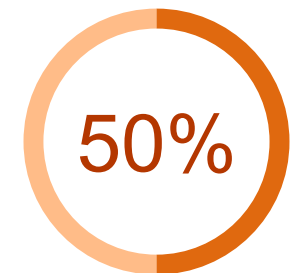
Leadership



Mentoring



Digital literacy



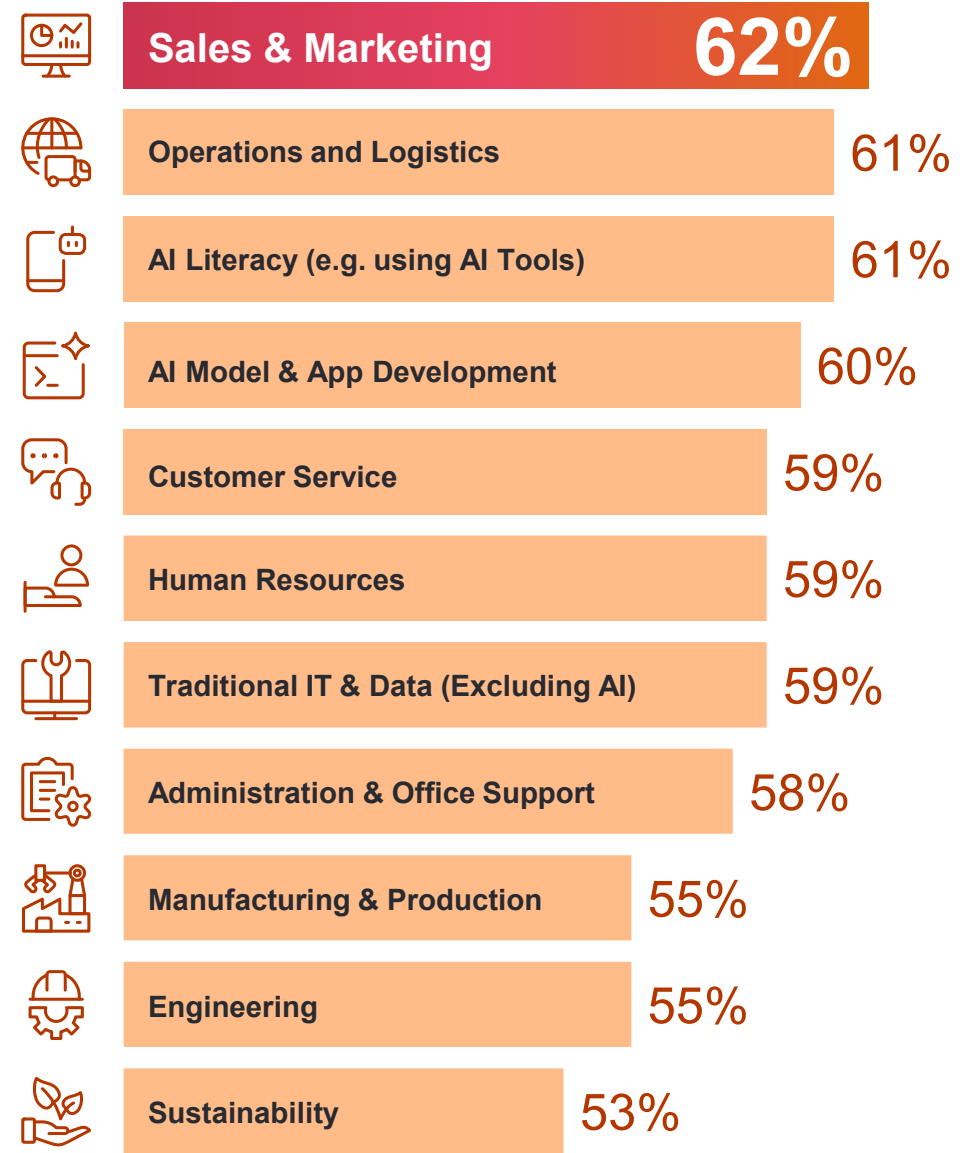
Cultural inclusion





# Employers Share Most Valuable Technical Skills

Among technical skills, employers were most willing to pay a premium for **sales and marketing expertise** to drive growth.





# 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 Q3 2026 survey is based on interviews with 40,592 public and private employers across 42 countries to measure anticipated employment changes and trends. 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 its information from a single question (Q3 2026 example): “How do you anticipate total employment at your location to change in the three months to the end of September 2026 as compared to the current quarter?”

**Survey Methodology** – The data for the third quarter was collected between April 1-30, 2026. The findings reflect employer sentiment at the time of data collection and may not capture the potential impact of subsequent events. The size of organizations and sectors are standardized across all countries 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, 2025, 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.

# Industry Sectors Defined

Beginning with the Q1 2026 survey, the industry sectors have been updated to align with the North American Industry Classification System (NAICS). Historical data has been reclassified and will still be available as defined below.

**Construction & Real Estate:** Construction; Real Estate; Building Products; Construction & Engineering; Trading Companies & Distributors; Other Industrials Sub-Industry; Construction Materials; Real Estate Management & Development; Construction of Buildings; Heavy and Civil Engineering Construction; Specialty Trade Contractors; Rental and Leasing Services; and Lessors of Nonfinancial Intangible Assets.

**Finance and Insurance:** Banking, Finance and Insurance; Banks; Thrifts & Mortgage Finance; Diversified Financial Services; Consumer Finance; Capital Markets; Mortgage Real Estate Investment Trusts; Insurance; Equity Real Estate Investment Trusts; Other Financials & Real Estate Sub-Industry; Monetary Authorities-Central Bank; Credit Intermediation and Related Activities; Securities, Commodity Contracts, and Other Financial Investments and Related Activities; Insurance Carriers and Related Activities; Funds, Trusts, and Other Financial Vehicles.

**Hospitality:** Leisure Facilities, Gaming & Casinos; Accommodation, Restaurants, Hotels, Resorts & Cruise Lines; Arts, Entertainment, and Recreation; Accommodation and Food Services

**Information:** Software; Communications Equipment; Technology Hardware, Storage & Peripherals; Other IT Sub-Industry; Diversified Telecommunication Services; Wireless Telecommunication Services; Media and Publishing; Entertainment; Interactive Media & Services; Other Communication Sub-Industry; Motion Picture and Sound Recording Industries; Newspaper, Periodical, Book, and Directory Publishers; Software Publishers; Broadcasting and Content Providers; Telecommunications; Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services; Web Search Portals, Libraries, Archives, and Other Information Services.

**Manufacturing:** Manufacturing; Aerospace & Defense; Electrical Equipment; Machinery; Chemicals; Other Materials Sub-Industry; Electronic Equipment, Instruments & Components; Semiconductors & Semiconductor Equipment; Industrials Manufacturing; Energy & Utilities Manufacturing; Materials Manufacturing; Transportation Manufacturing; Consumer Goods & Services Manufacturing; Health Care & Life Sciences Manufacturing; IT Manufacturing; Communication Services Manufacturing; Other Manufacturing; Food Manufacturing; Beverage and Tobacco Product Manufacturing; Textile Mills; Textile Product Mills; Apparel Manufacturing; Leather and Allied Product Manufacturing; Wood Product Manufacturing; Paper Manufacturing; Printing and Related Support Activities; Petroleum and Coal Products Manufacturing; Basic Chemical Manufacturing; Resin, Synthetic Rubber, and Artificial and Synthetic Fibers and Filaments Manufacturing; Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing; Pharmaceutical and Medicine Manufacturing; Paint, Coating, and Adhesive Manufacturing; Soap, Cleaning Compound, and Toilet Preparation Manufacturing; Other Chemical Product and Preparation Manufacturing; Plastics and Rubber Products Manufacturing; Nonmetallic Mineral Product Manufacturing; Primary Metal Manufacturing; Fabricated Metal Product Manufacturing; Machinery Manufacturing; Computer and Peripheral Equipment Manufacturing; Communications Equipment Manufacturing; Audio and Video Equipment Manufacturing; Semiconductor and Other Electronic Component Manufacturing; Navigational, Measuring, Electromedical, and Control Instruments Manufacturing; Manufacturing and Reproducing Magnetic and Optical Media; Electrical Equipment, Appliance, and Component Manufacturing; Motor Vehicle Manufacturing; Motor Vehicle Body and Trailer Manufacturing; Motor Vehicle Parts Manufacturing; Aerospace Product and Parts Manufacturing; Railroad Rolling Stock Manufacturing; Ship and Boat Building; Other Transportation Equipment Manufacturing; Furniture and Related Product Manufacturing; Miscellaneous Manufacturing.

# Industry Sectors Defined Continued

**Professional, Scientific & Technical Services:** Professional, Scientific and Technical Activities; Commercial Services & Supplies; Professional Services; Specialized Consumer Services; IT Services; Administrative and Support Services; Legal Services; Accounting, Tax Preparation, Bookkeeping, and Payroll Services; Architectural, Engineering, and Related Services; Specialized Design Services; Computer Systems Design and Related Services; Management, Scientific, and Technical Consulting Services; Scientific Research and Development Services; Advertising, Public Relations, and Related Services; Other Professional, Scientific, and Technical Services; Management of Companies and Enterprises.

**Public Sector, Health & Social Services:** Education; Human Health and Social Work; Government (National or Local) or Public Service; Education Services; Health Care Equipment & Supplies; Health Care Providers & Services; Health Care Technology; Biotechnology; Pharmaceuticals; Life Sciences Tools & Services; Other Health Care & Life Sciences Sub-Industry; Not for Profit / Charity / Religious Organization; Educational Institutions; Educational Services; Health Care and Social Assistance; Other Services (except Public Administration); Public Administration.

**Trade & Logistics:** Wholesale and Retail Trade; Repair of Vehicles; Containers & Packaging; Paper & Forest Products; Air Freight & Logistics; Airlines; Marine; Road & Rail; Transportation Infrastructure; Auto Components; Automobiles; Other Transport, Logistics & Automobiles Sub-Industry; Household Durables; Leisure Products; Textiles, Apparel & Luxury Goods; Distributors; Online & Direct Marketing Retail; Multiline Retail (Department Stores, etc.); Specialty Retail (Apparel, Technology, etc.); Other Consumer Discretionary Goods & Services Sub-Industry; Food & Staples Retailing; Beverages; Food Products; Tobacco; Household Products; Personal Products; Other Consumer Staples Sub-Industry; Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers; Furniture and Home Furnishing Merchant Wholesalers; Lumber and Other Construction Materials Merchant Wholesalers; Professional and Commercial Equipment and Supplies Merchant Wholesalers; Metal and Mineral (except Petroleum) Merchant Wholesalers; Household Appliances and Electrical and Electronic Goods Merchant Wholesalers; Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers; Machinery, Equipment, and Supplies Merchant Wholesalers; Miscellaneous Durable Goods Merchant Wholesalers; Paper and Paper Product Merchant Wholesalers; Drugs and Druggists' Sundries Merchant Wholesalers; Apparel, Piece Goods, and Notions Merchant Wholesalers; Grocery and Related Product Merchant Wholesalers; Farm Product Raw Material Merchant Wholesalers; Chemical and Allied Products Merchant Wholesalers; Petroleum and Petroleum Products Merchant Wholesalers; Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers; Miscellaneous Nondurable Goods Merchant Wholesalers; Wholesale Trade Agents and Brokers; Motor Vehicle and Parts Dealers; Building Material and Garden Equipment and Supplies Dealers; Food and Beverage Retailers; Furniture, Home Furnishings, Electronics, and Appliance Retailers; General Merchandise Retailers; Health and Personal Care Retailers; Gasoline Stations and Fuel Dealers; Clothing, Clothing Accessories, Shoe, and Jewelry Retailers; Sporting Goods, Hobby, Musical Instrument, Book, and Miscellaneous Retailers; Air Transportation; Rail Transportation; Water Transportation; Truck Transportation; Transit and Ground Passenger Transportation; Pipeline Transportation; Scenic and Sightseeing Transportation; Support Activities for Transportation; Postal Service; Couriers and Messengers; Warehousing and Storage.

**Utilities & Natural Resources:** Mining and Quarrying; Electricity, Gas and Air Conditioning Supply; Water Supply; Sewerage, Waste Management and Remediation Activities; Energy Equipment & Services; Oil, Gas & Consumable Fuels; Electric Utilities; Gas Utilities; Multi-Utilities; Water Utilities; Waste Remediation; Independent Power and Renewable Electricity Producers; Other Energy and Utilities Sub-Industry; Metals & Mining; Agriculture and Fishing; Agriculture, Forestry, Fishing and Hunting; Oil and Gas Extraction; Mining (except Oil and Gas); Support Activities for Mining; Utilities; Waste Management and Remediation Services.

# ManpowerGroup Solutions Across the Entire HR Lifecycle



Workforce Consulting  
and Analytics



Workforce  
Management



Talent  
Resourcing



Career  
Management



Career  
Transition



Top Talent  
Attraction



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# Appendix

Do not Include in the Report.

# Country Flag Icons

Argentina 	Australia 	Belgium 	Brazil 	Canada 	Chile 	China 
Colombia 	Costa Rica 	Czech Republic 	Finland 	France 	Germany 	Global Average 
Greece 	Guatemala 	Hong Kong 	Hungary 	India 	Ireland 	Israel 
Italy 	Japan 	Mexico 	Norway 	Panama 	Peru 	Poland 
Portugal 	Puerto Rico 	Romania 	Singapore 	Slovakia 	Spain 	Sweden 
Switzerland 	Taiwan 	The Netherlands 	Türkiye 	U.K. 	U.S. 	U.A.E. 
Vietnam 						