NORSKE RESULTATER

2025 Q4

ManpowerGroup Employment Outlook Survey

Jefferson Wells
ManpowerGroup

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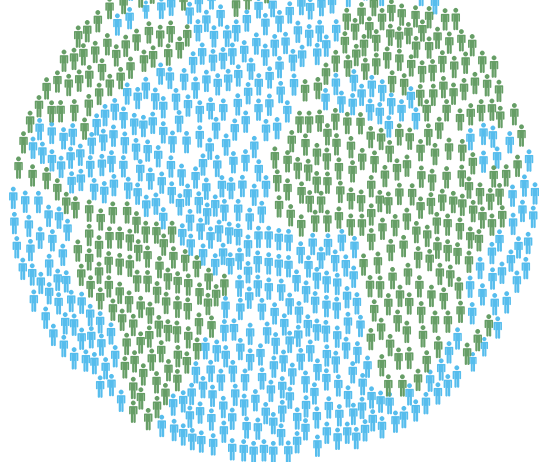ManpowerGroup

Talent Solutions
ManpowerGroup®

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Et landsrepresentativt utvalg på 775 bedriftsledere har fått følgende spørsmål:
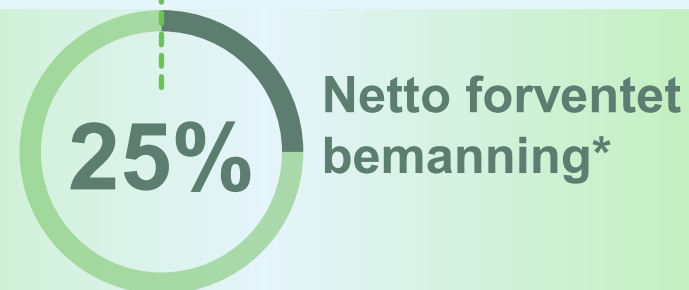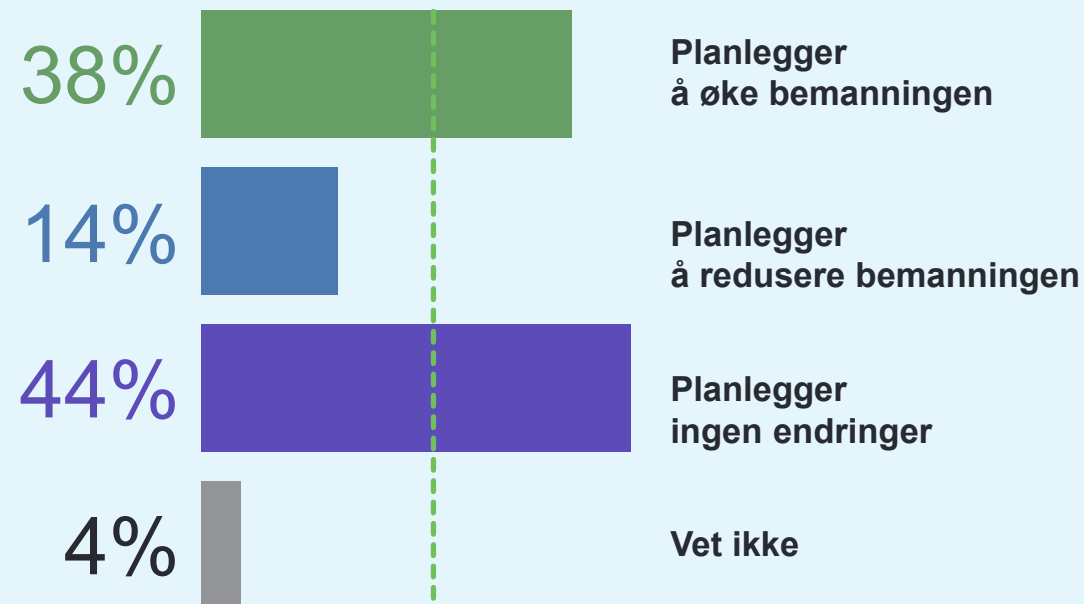
*Hvilken endring i totalt antall ansatte forventer du i din bedrift
i neste kvartal sammenlignet med inneværende kvartal?*

- Økning

- Nedgang

- Ingen endring

- Vet ikke

MEOS for Q4 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 fjerde kvartal i 2025 ender barometeret på + 25 % (sesongjustert).

38% Planlegger å øke bemanningen

14% Planlegger å redusere bemanningen

44% Planlegger ingen endringer

4% Vet ikke

25% Netto forventet bemanning*

* Sesongjustert

Historisk utvikling siden 2020

MEOS er uendret siden forrige kvartal og øker med fire prosentpoeng sammenliknet med for ett år siden
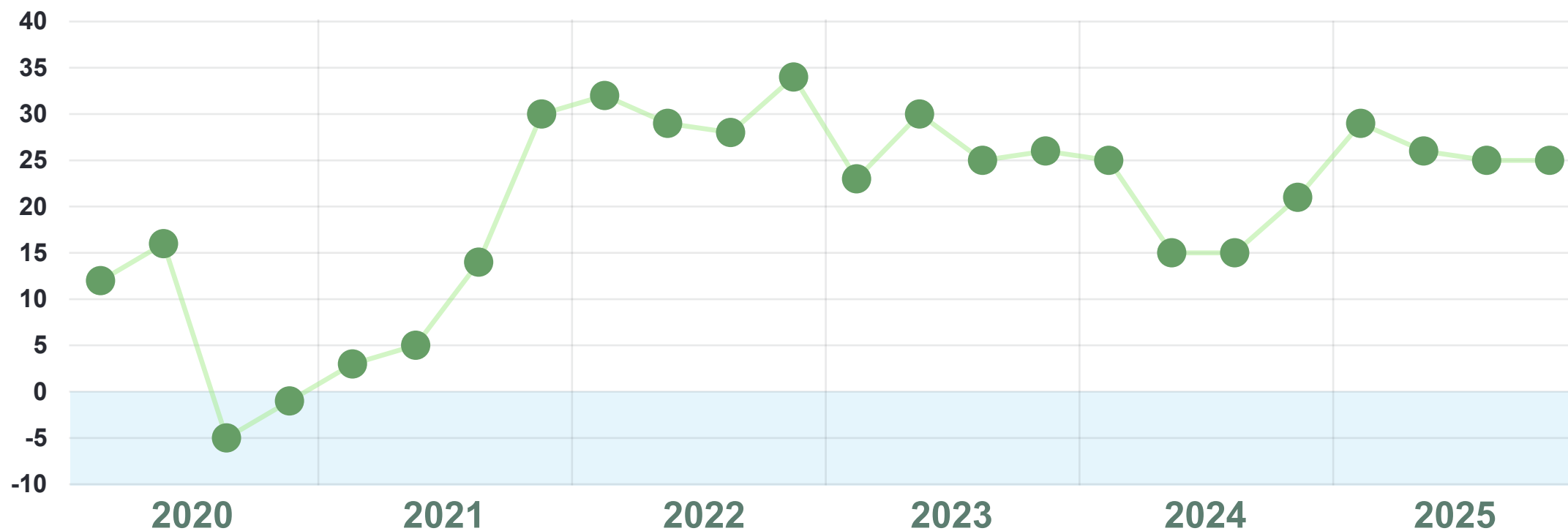
Bakgrunn for bemanningsøkninger

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

| Bakgrunn	Prosent
Virksomheten vokser, og trenger flere ansatte	**44%**
Vi trenger oppdatert kompetanse for å beholde konkurransefortrinn	27%
Teknologiske endringer krever ny kompetanse	26%
Nye satsinger krever andre roller	26%
Endring i nødvendig kompetanse for å levere våre tjenester	24%
Prosjekter eller midlertidige behov	22%
Vi rekrutter til ledige stillinger pga turn-over oppstått i løpet av siste kvartal	21%
Vi rekrutterer til ledige stillinger pga turn-over oppstått tidligere	20%
Mangfoldsarbeid skaper nye roller	15%
Andre	0%

Bakgrunn for bemanningsreduksjoner

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

32%
Økonomiske utfordringer
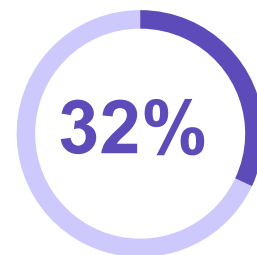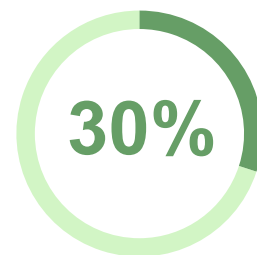
30%
Omorganisering eller nedbemanning
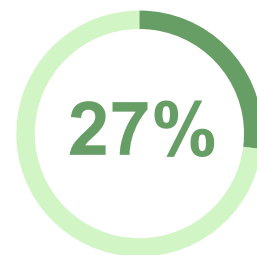
27%
Tilpasning til lavere etterspørsel i markedet

22%
Uønsket turn-over
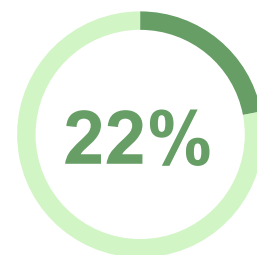
20%
Avslutning av prosjekter
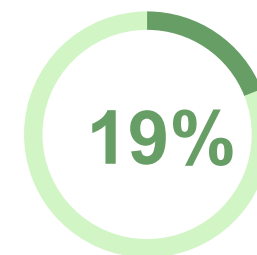
19%
Markedsendringer

17%
Automatisering
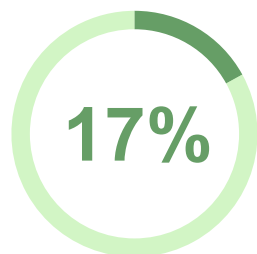
10%
Endret etterspørsel etter kompetanse

10%
Optimalisering av prosesser og trimming av stab

0%
Annet

Bransjeutsikter

Transport og logistikk	**43%**
IT	39%
Finans og eiendom	28%
Industri og produksjon	27%
Forbrukervarer og -tjenester	25%
Energi og infrastruktur	20%
Kommunikasjonstjenester	19%
Annet	17%
Helse og livsstil	14%
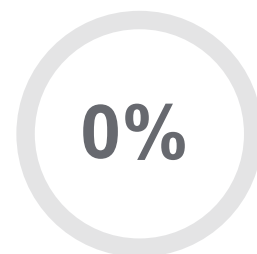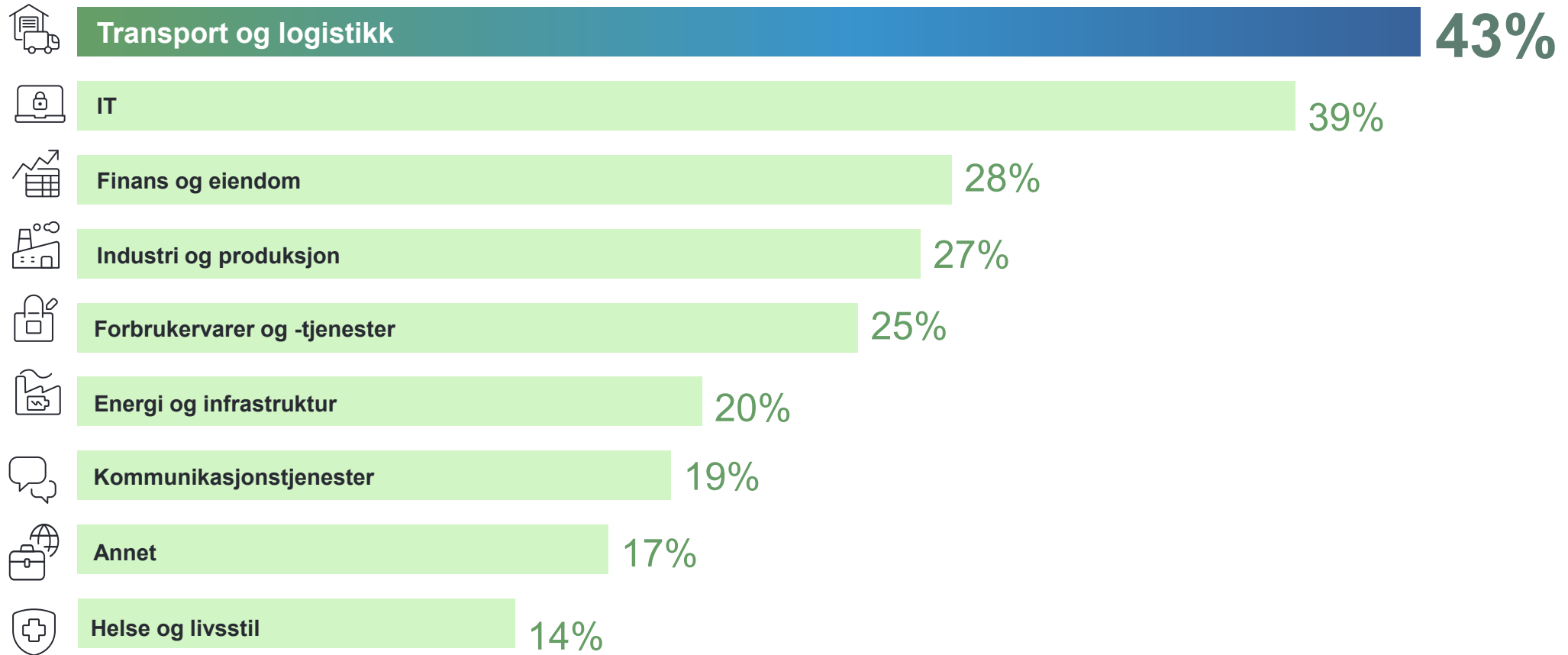
Geografisk

Optimisme i alle regioner -
høyest bemanningsforventninger
i Stor-Oslo og i Nord-Norge
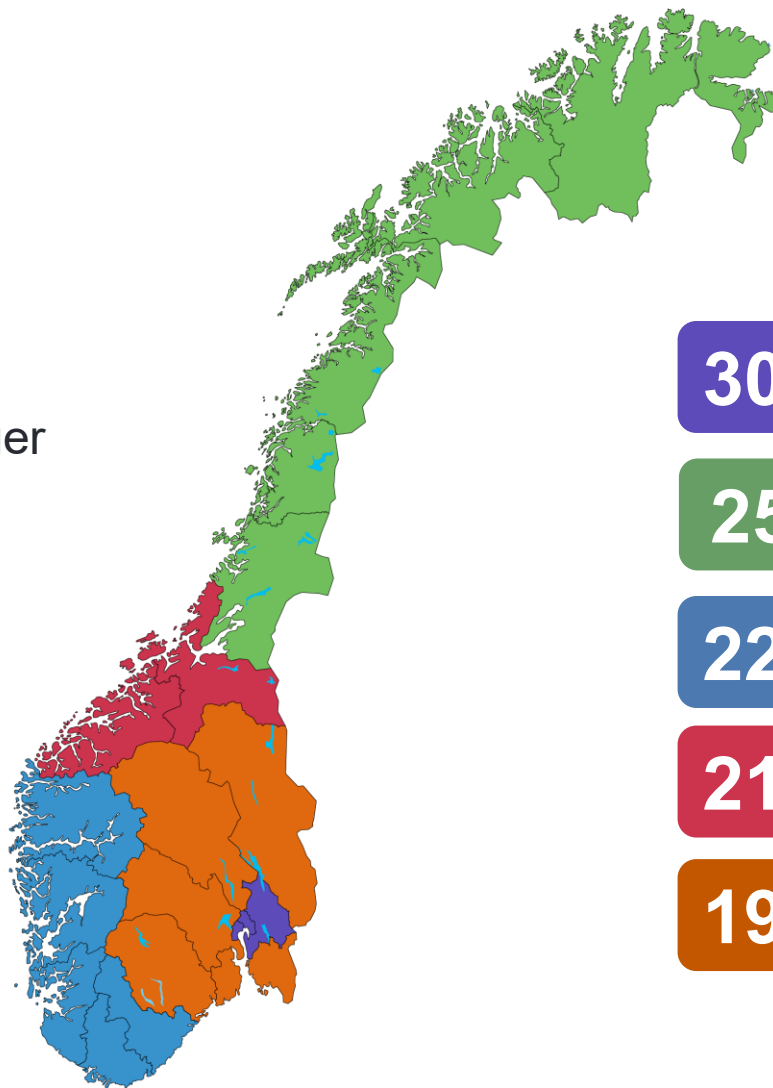
30 % Stor-Oslo

25 % Nord Norge

22 % Sørvest

21 % Midt-Norge

19 % Østlandet

Bedriftsstørrelse

Mindre enn 10 ansatte	**10 - 49** ansatte	**50 - 249** ansatte	**250 - 999** ansatte	**1,000 - 4,999** ansatte	**5,000+** ansatte
17%	26%	30%	30%	29%	19%
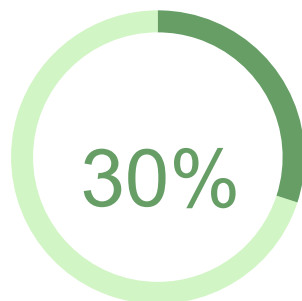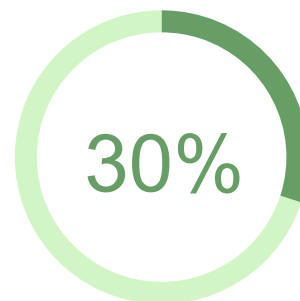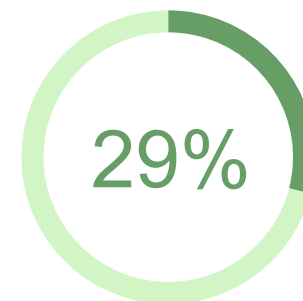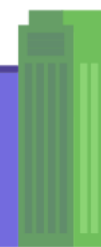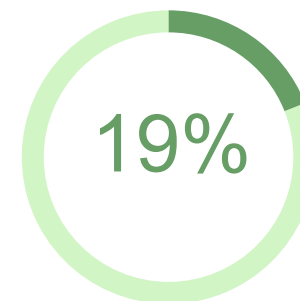
Globale utsikter

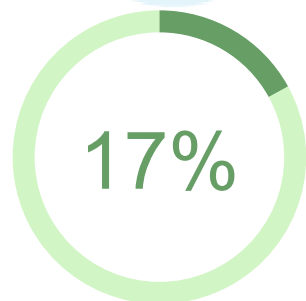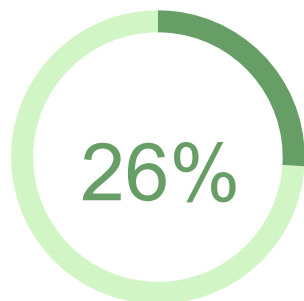|					
Forente arabiske emirater	**45%**	Australia	24%	Taiwan	16%
India	40%	Panama	24%	Østerrike	15%
Brasil	36%	Canada	22%	Tsjekkia	15%
Costa Rica	35%	Chile	21%	Finland	14%
Kina	34%	Singapore	20%	Portugal	14%
Irland	29%	Belgia	18%	Slovakia	14%
Guatemala	28%	Israel	18%	Frankrike	13%
Nederland	28%	Italia	18%	Japan	12%
USA	28%	Tyrkia	18%	Stor-Britannia	11%
Mexico	27%	Tyskland	17%	Polen	10%
Sverige	26%	Spania	17%	Romania	9%
Sveits	26%	Colombia	16%	Ungarn	8%
Norge	25%	Hellas	16%	Hong Kong	6%
Peru	25%	Puerto Rico	16%	**Argentina**	**5%**

🌍 23%
Globalt gjennomsnitt

År-over-år-endringer per land

Chile	**+13p**
Sverige	+12p
Australia	+10p
Israel	+10p
Kina	+7p
Brasil	+6p
India	+6p
Tsjekkia	+4p
Tyrkia	+4p
Panama	+3p
Puerto Rico	+3p
Argentina	+1p
Østerrike	+0p
Irland	+0p

Taiwan	+0p
Costa Rica	-1p
Hong Kong	-1p
Japan	-1p
Norge	-1p
Peru	-1p
Globalt	**-2p**
Hellas	-2p
Guatemala	-2p
Italia	-2p
Mexico	-2p
Romania	-2p
Nederland	-2p
Spania	-3p

Colombia	-5p
Tyskland	-5p
Slovakia	-5p
USA	-5p
Canada	-6p
Polen	-6p
Portugal	-6p
Belgia	-7p
Sveits	-7p
Frankrike	-8p
Finland	-9p
Ungarn	-9p
Singapore	-9p
Stor-Britannia	-17p

-2p
Globalt gjennomsnitt

Workforce Trends

(globale trender)

Top Global Talent Acquisition Challenges

Attracting qualified candidates — **46%**

Filling complex technical roles — 29%

Improving candidate experience (e.g., prompt follow-up) — 26%

Managing a high volume of applications — 25%

Learning the latest AI recruiter tools — 23%

Reducing time-to-hire — 22%

Candidate usage of AI tools — 22%

Limited resources — 20%

None — 4%

Employers Worldwide Rate Their Hiring Process

While nearly half said that their biggest challenge is attracting qualified candidates, **the majority of employers feel confident** their hiring process is effective at selecting the right people for the right roles.

19%	48%	28%	4%	11%
Excellent	**Good**	**Fair**	**Poor**	**Very Poor**

67%
of employers feel confident their hiring process is effective at selecting the right people for the right roles.
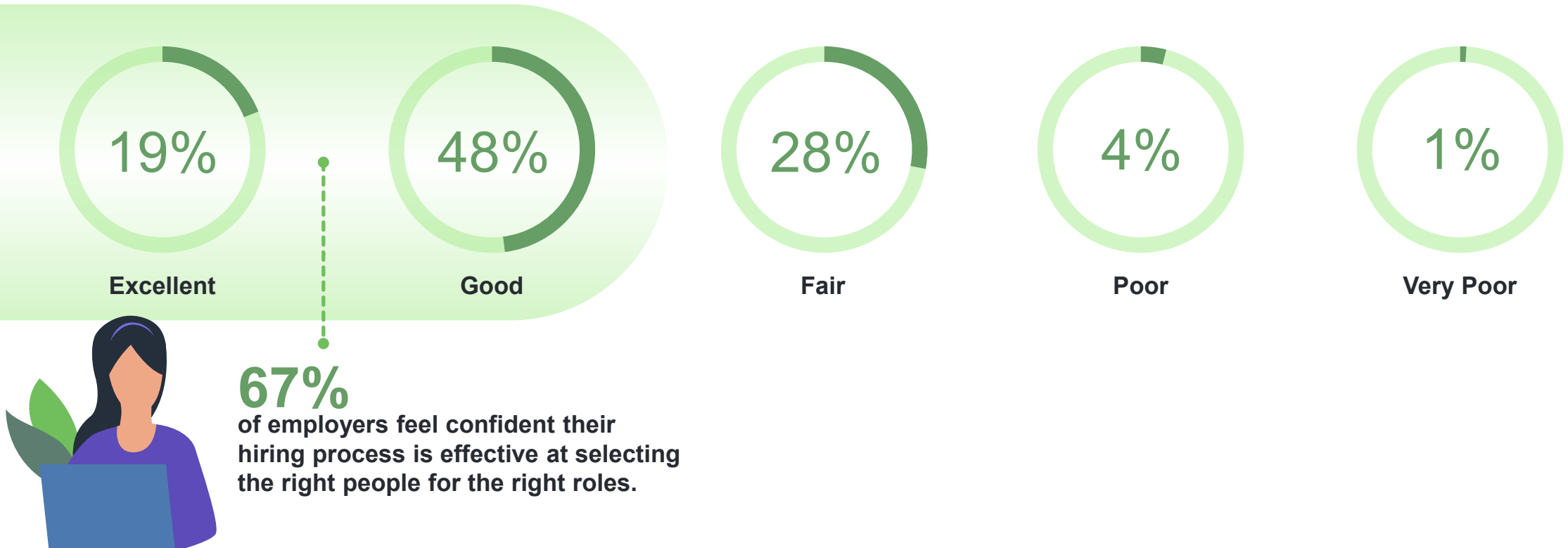
Evolving Workforce Strategies to Meet the Moment

Temporary workers are nearly catching up to full-time employees for handling specialized short-term tasks and surge support. Permanent workers are needed for administrative tasks, customer service, and operational support.

Permanent Full-time Employees

Task	Currently Using	Planning to Use
Administrative Tasks	54%	23%
Customer Service	51%	23%
Operational Support	45%	24%
Seasonal or Surge Support	30%	21%
Specialized Short-Term Tasks	32%	21%
Training and Upskilling	42%	23%

■ Currently Using ■ Planning to Use

Temporary or Contract Workers

Task	Currently Using	Planning to Use
Administrative Tasks	15%	12%
Customer Service	17%	13%
Operational Support	18%	13%
Seasonal or Surge Support	28%	20%
Specialized Short-Term Tasks	26%	18%
Training and Upskilling	17%	13%

■ Currently Using ■ Planning to Use

Work-Life Balance Tops the List of Effective Retention Strategies

Category	Percentage
Work-life balance and workload	**39%**
Work schedule flexibility	34%
Employee recognition	33%
Training opportunities	27%
Work location flexibility	26%
Leadership behavior	24%
Stimulating work tasks	21%
Technology tools	20%
None of the above	3%
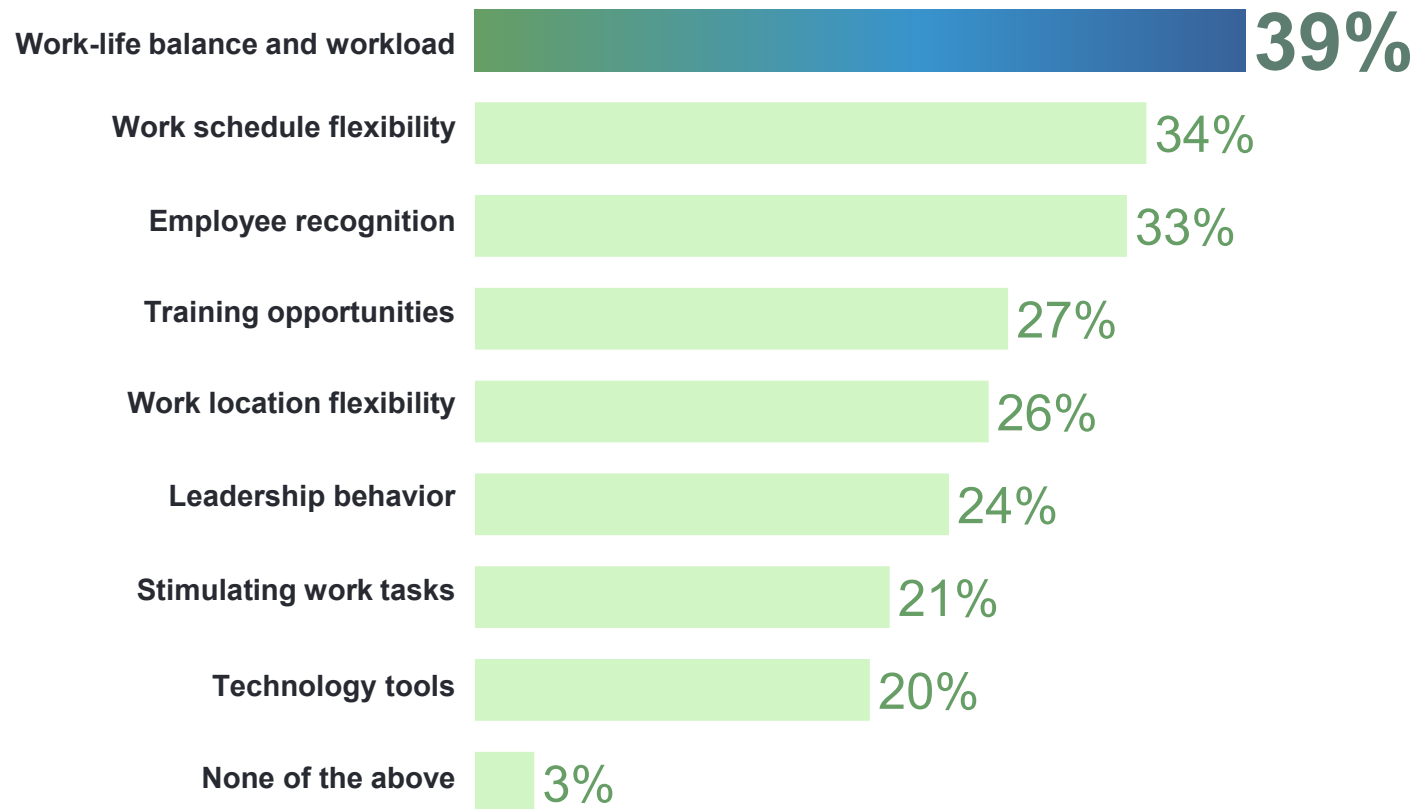
Work-life balance and workload are especially true in these industries:

44%
Healthcare & Life Sciences
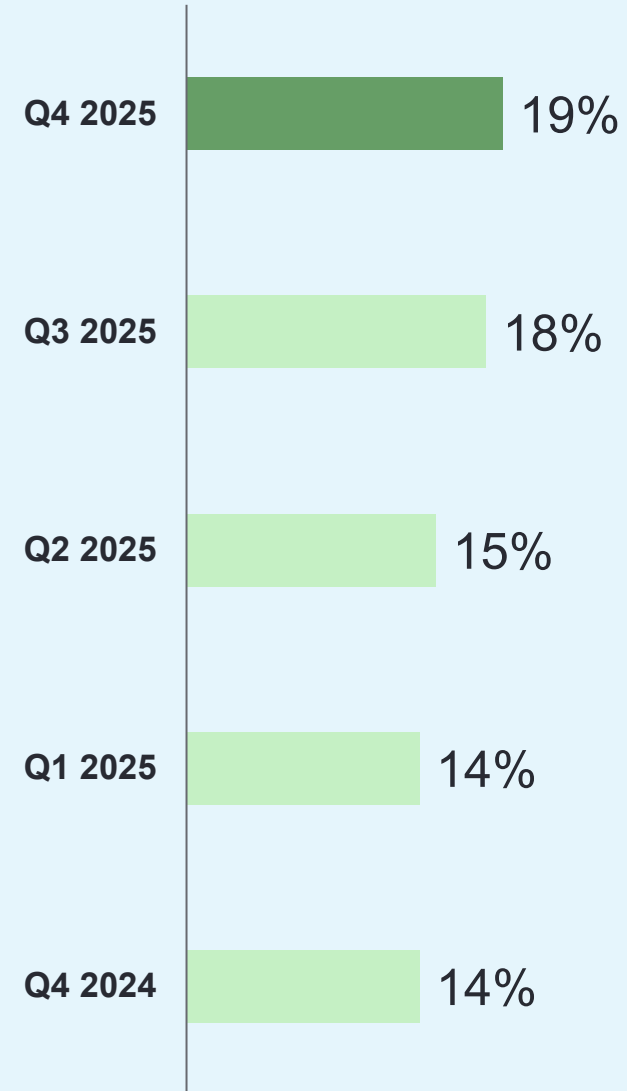
41%
Information Technology

Outlooks by Industry Vertical

Communication Services

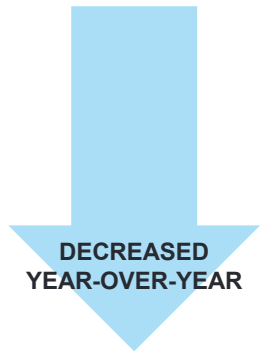**Net Employment Outlook:**

19%

INCREASED YEAR-OVER-YEAR

Quarter	Outlook
Q4 2025	19%
Q3 2025	18%
Q2 2025	15%
Q1 2025	14%
Q4 2024	14%

Consumer Goods and Services

Net Employment Outlook:
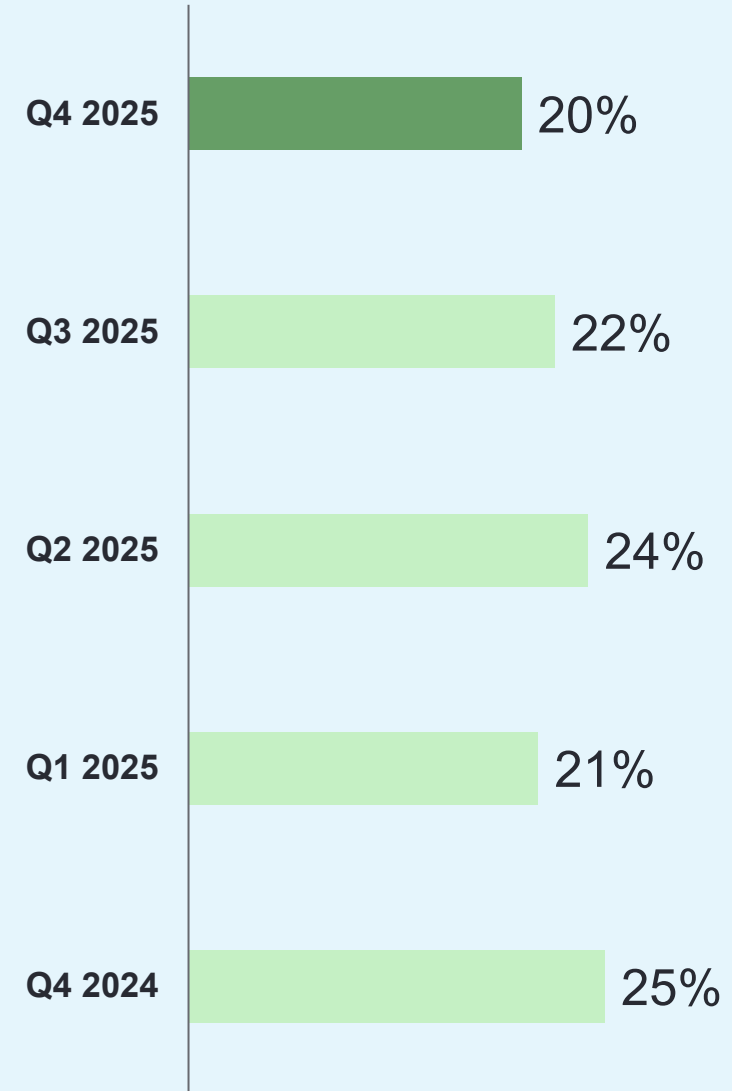
20%

DECREASED YEAR-OVER-YEAR

Q4 2025	20%
Q3 2025	22%
Q2 2025	24%
Q1 2025	21%
Q4 2024	25%

Energy & Utilities

Net Employment Outlook:

20%

INCREASED YEAR-OVER-YEAR

Quarter	Value
Q4 2025	20%
Q3 2025	14%
Q2 2025	14%
Q1 2025	10%
Q4 2024	8%

Financials & Real Estate

Net Employment Outlook:
29%

DECREASED
YEAR-OVER-YEAR

Quarter	Outlook
Q4 2025	29%
Q3 2025	29%
Q2 2025	32%
Q1 2025	32%
Q4 2024	31%
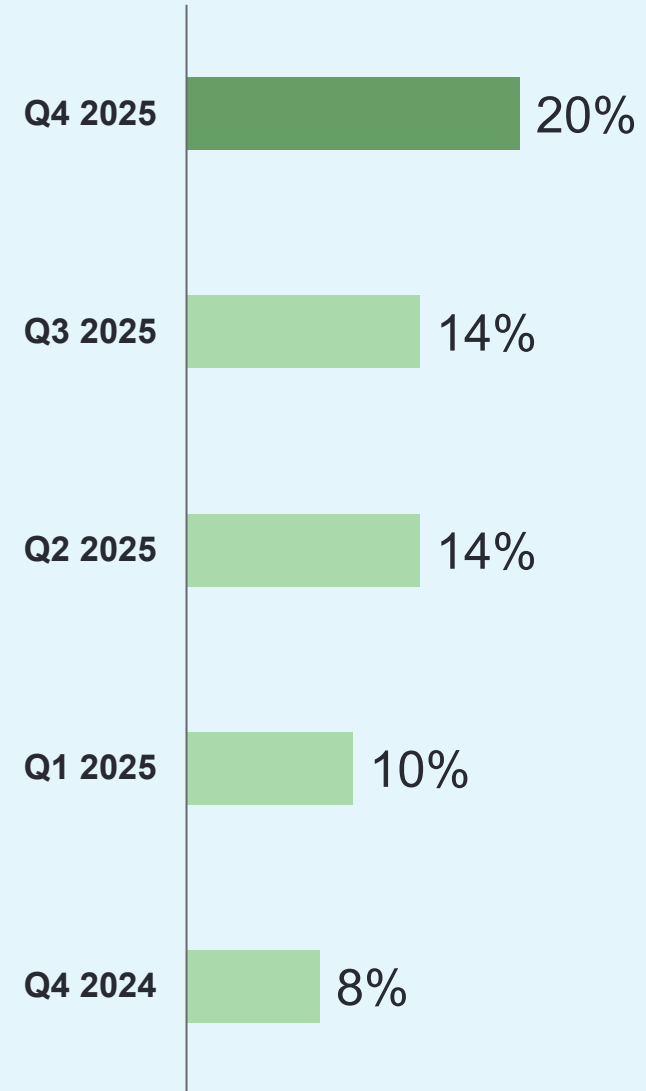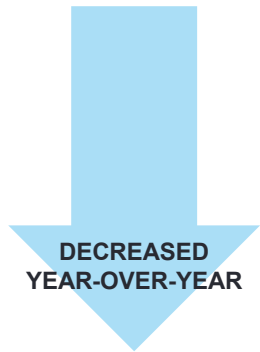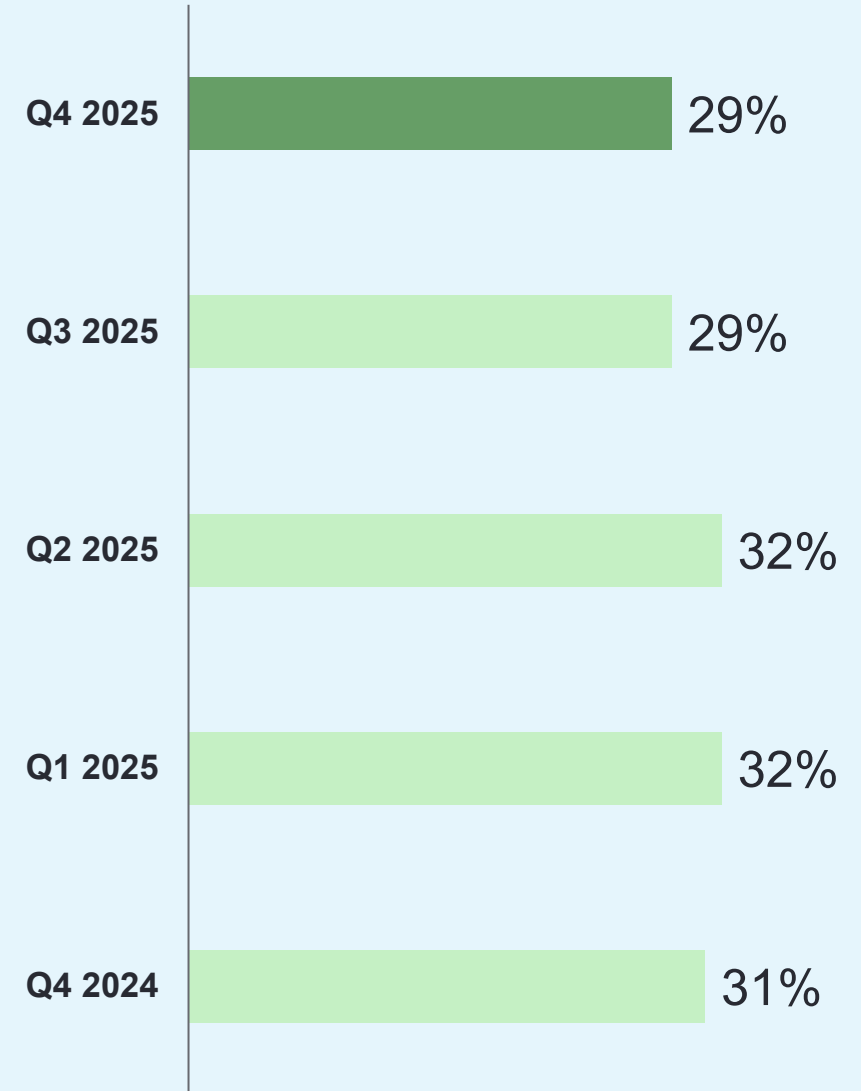
Healthcare & Life Sciences

Net Employment Outlook:

20%

DECREASED YEAR-OVER-YEAR

Quarter	Outlook
Q4 2025	20%
Q3 2025	23%
Q2 2025	28%
Q1 2025	26%
Q4 2024	27%
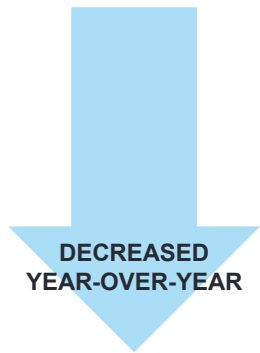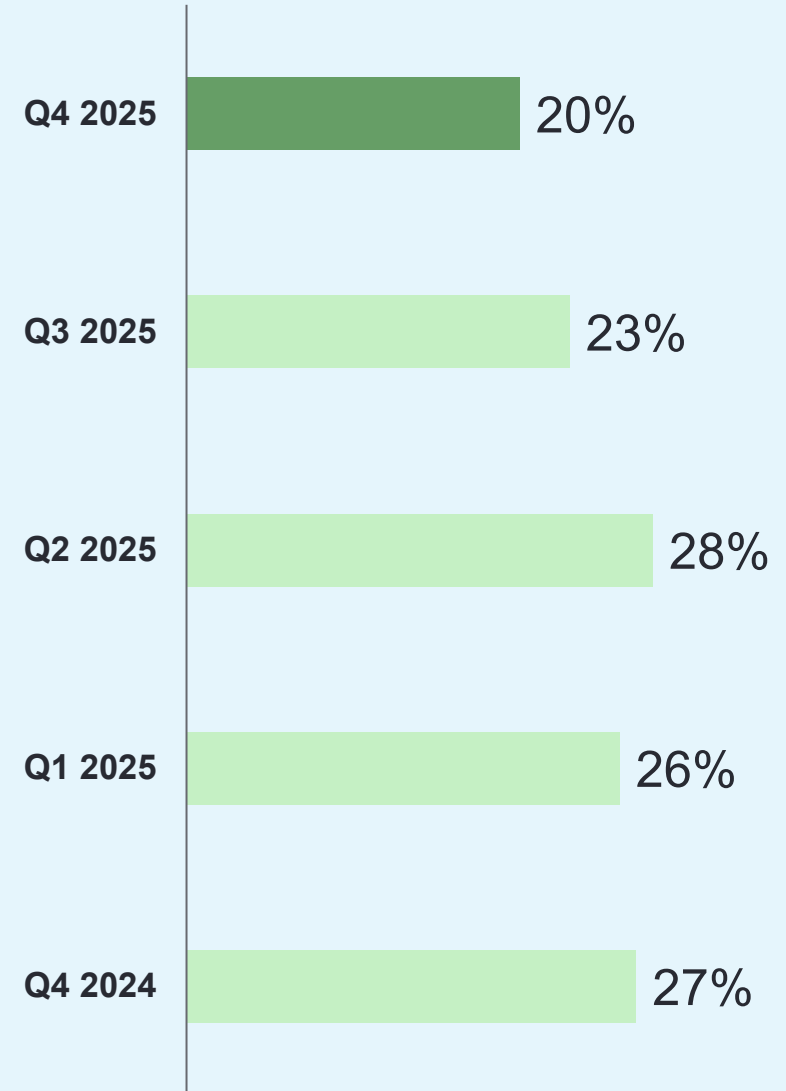
Industrials & Materials

Net Employment Outlook:

21%

DECREASED YEAR-OVER-YEAR

Q4 2025	21%
Q3 2025	25%
Q2 2025	26%
Q1 2025	26%
Q4 2024	26%
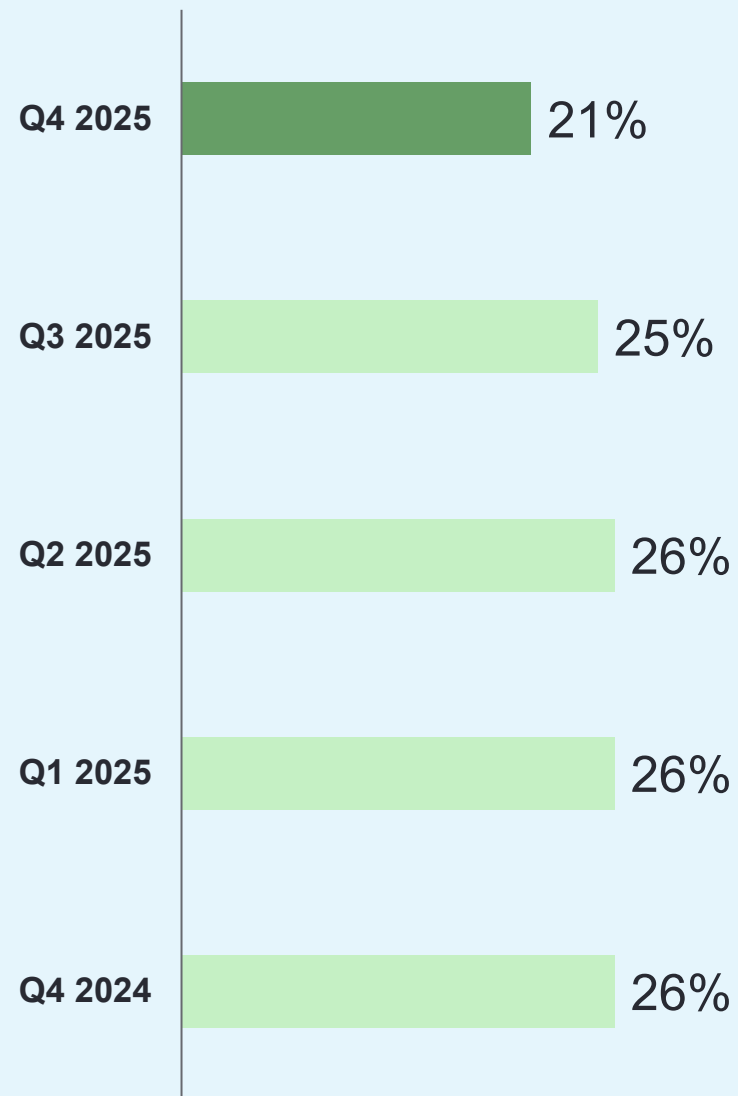
Information Technology

Net Employment Outlook:

STABLE YEAR-OVER-YEAR

36%

Quarter	Value
Q4 2025	36%
Q3 2025	38%
Q2 2025	37%
Q1 2025	37%
Q4 2024	36%
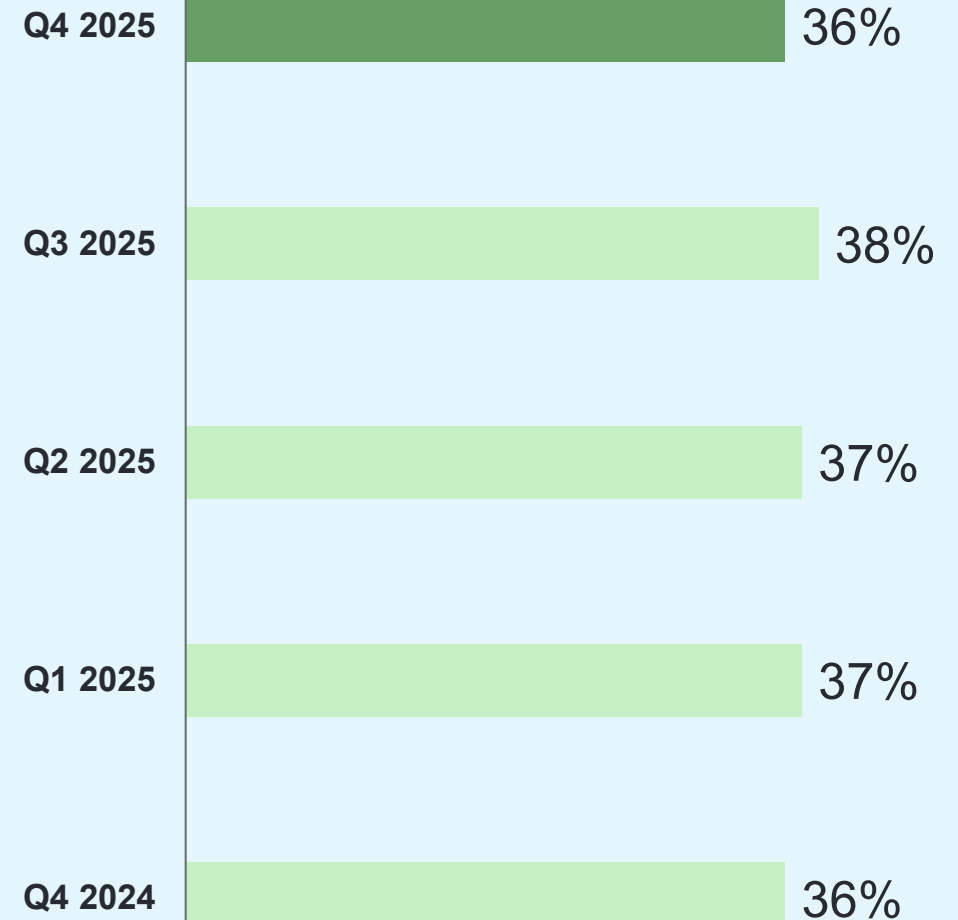
Transport, Logistics & Automotive

Net Employment Outlook:

24%

DECREASED YEAR-OVER-YEAR

Quarter	Outlook
Q4 2025	24%
Q3 2025	23%
Q2 2025	23%
Q1 2025	24%
Q4 2024	26%
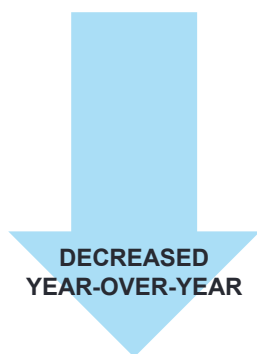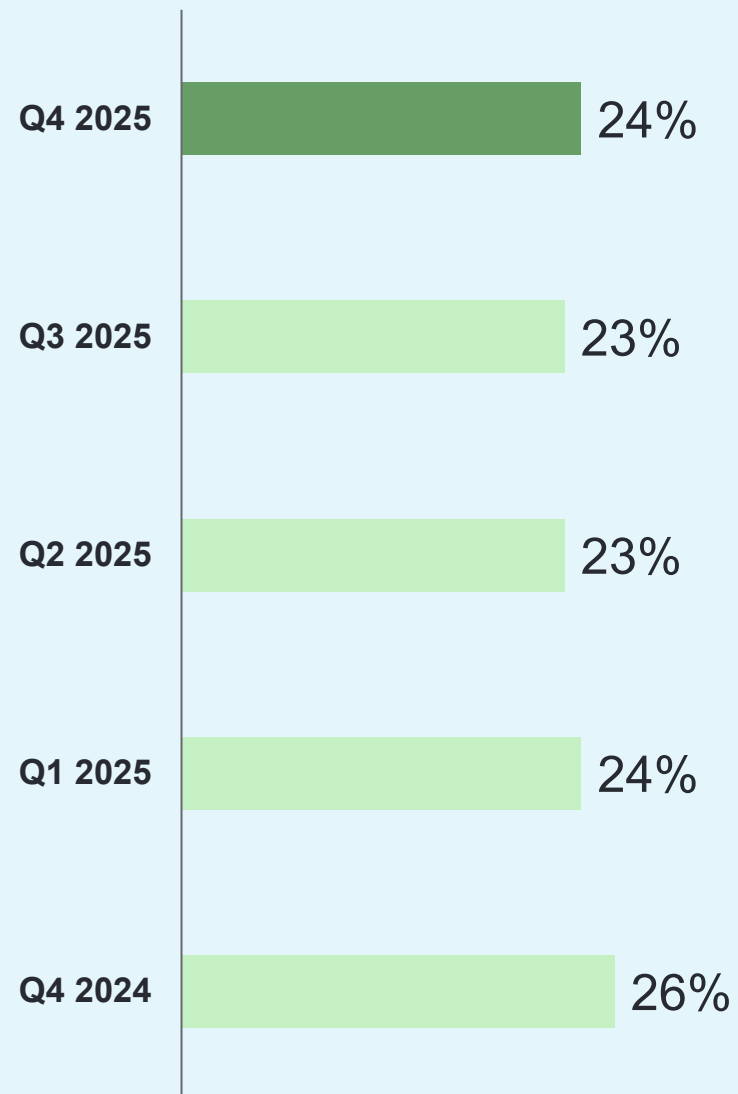
About the Survey

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 40,533 public and private employers across 41 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 (Q4 2025 example): "How do you anticipate total employment at your location to change in the three months to the end of December 2025 as compared to the current quarter?"

Survey Methodology – Survey responses were collected from July 1-31, 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.