U.S. FINDINGS

2025 **Q4**

ManpowerGroup Employment Outlook Survey

Executive Summary

40,533 employers across 42 countries, including over 6,000 in the U.S., were asked about their fourth quarter hiring intentions and the reasoning behind their decisions in the latest edition of the ManpowerGroup Employment Outlook Survey.

28% **U.S. Net Employment Outlook**

Calculated by subtracting employers planning reductions from those planning to hire.* Hiring expectations have weakened by 3% since the previous quarter and 5% when compared to the same time last year.

42% **of employers who plan to hire reported that their company is expanding in size, creating more positions.**

Sectors With the Highest Hiring Demand

Information Technology

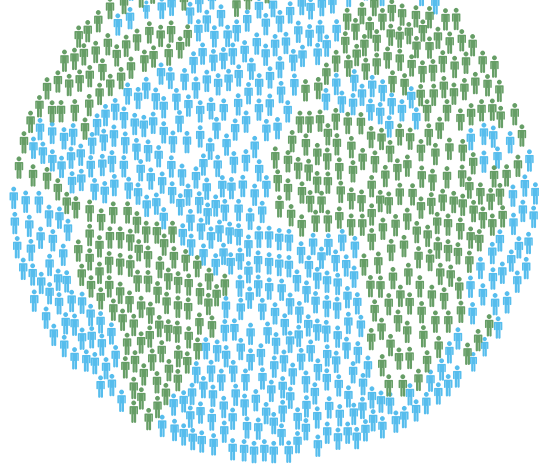**Transport, Logistics and Automotive**
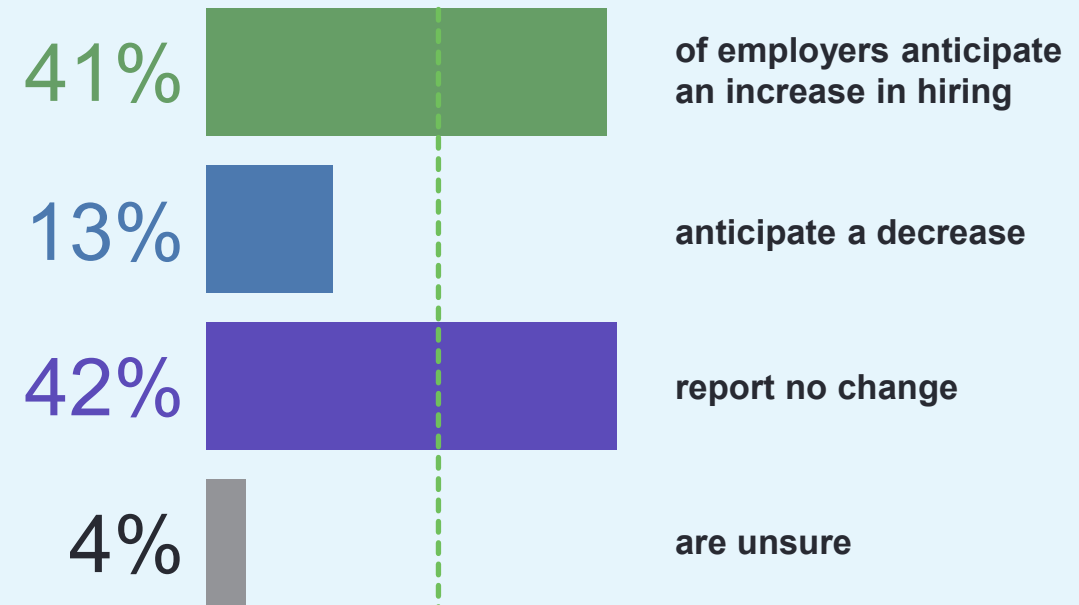
Industrials and Materials
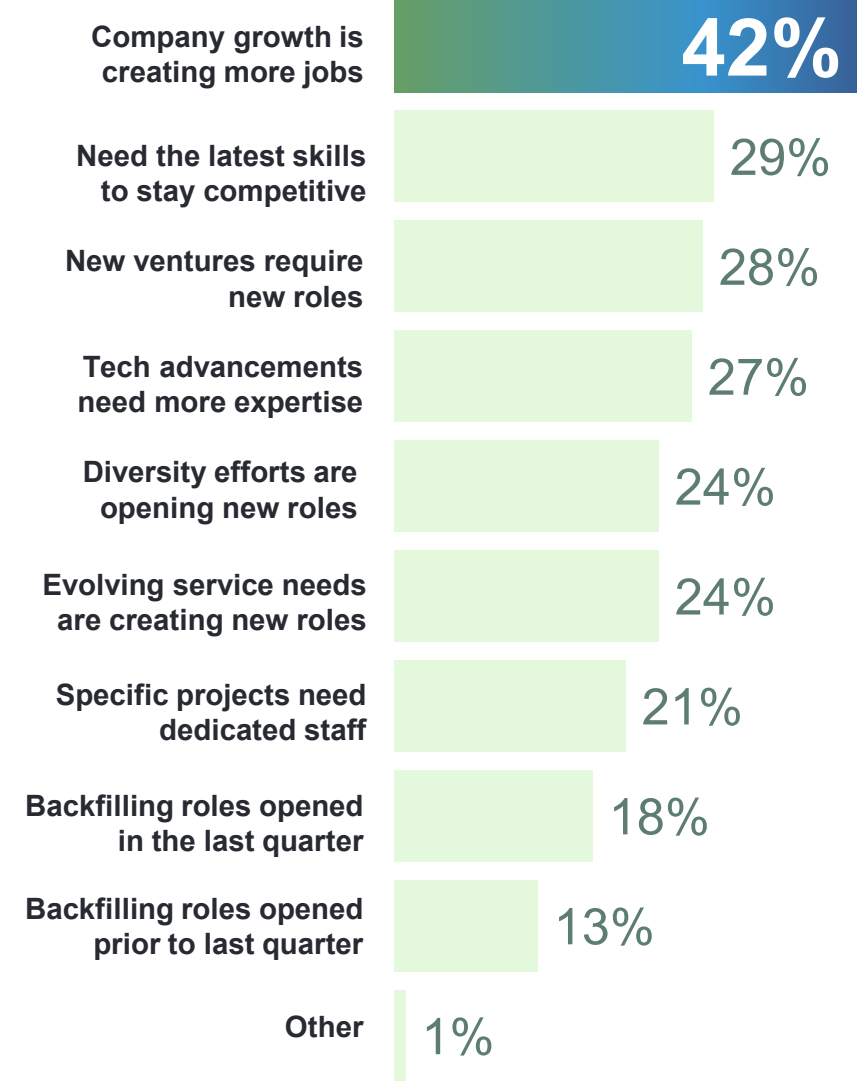
Q4 Employment Outlooks

U.S. Employment Outlook for Q4 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 28%.**

41% of employers anticipate an increase in hiring

13% anticipate a decrease

42% report no change

4% are unsure

28% U.S. Net Employment Outlook

Company Growth Drives Q4 Staffing Increases

Employers in the U.S. said **company expansion is the top reason for staffing increases.**

| Reason	Percentage
Company growth is creating more jobs	42%
Need the latest skills to stay competitive	29%
New ventures require new roles	28%
Tech advancements need more expertise	27%
Diversity efforts are opening new roles	24%
Evolving service needs are creating new roles	24%
Specific projects need dedicated staff	21%
Backfilling roles opened in the last quarter	18%
Backfilling roles opened prior to last quarter	13%
Other	1%

Tech Advancements Continue Powering Job Creation

More than one in four (27%) employers in the U.S. who plan to hire in Q4 are doing so to **keep up with tech advancements**.

U.S.
27%
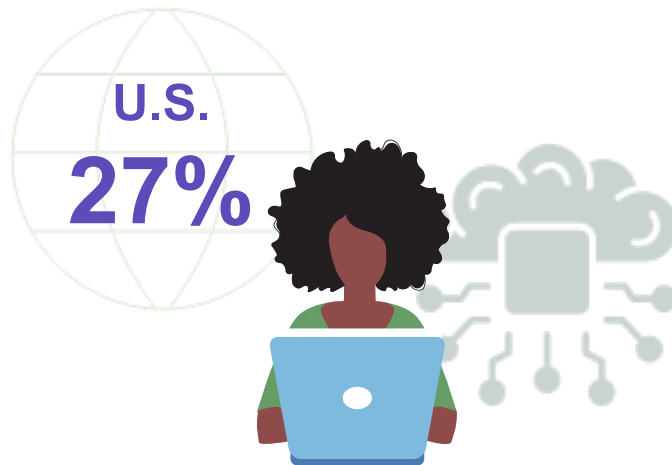
India	36%	Canada	24%	Türkiye	21%
Israel	34%	Czech Republic	24%	Finland	21%
China	33%	Colombia	24%	Mexico	21%
Japan	32%	**Global Average**	**24%**	Panama	20%
Brazil	31%	Belgium	24%	Guatemala	19%
Hong Kong	29%	Austria	23%	France	19%
Singapore	28%	Poland	23%	The Netherlands	18%
Italy	27%	Hungary	23%	Slovakia	18%
U.K.	27%	Greece	22%	Ireland	18%
Peru	27%	Australia	22%	Argentina	17%
U.S.	**27%**	Costa Rica	22%	Portugal	16%
Puerto Rico	26%	Spain	22%	Chile	15%
Norway	26%	Germany	22%	Romania	14%
Taiwan	25%	Switzerland	22%		
U.A.E.	24%	Sweden	21%		

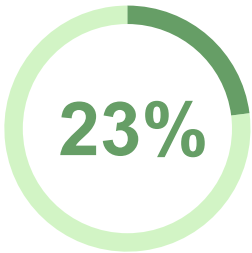# Economic Challenges Influence Workforce Reductions

For U.S. employers anticipating a staffing decrease in the fourth quarter of 2025, **economic uncertainty is cited as the main challenge,** followed by adapting to market changes.
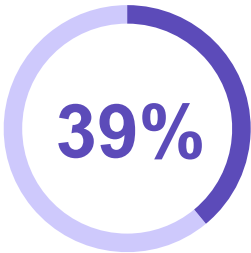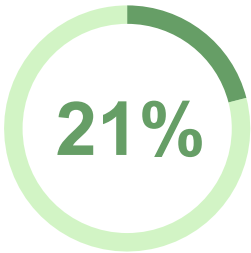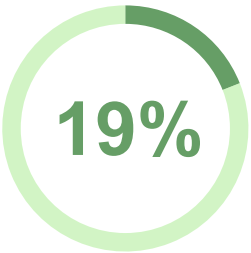
39%
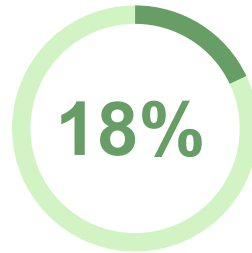Economic challenges impacting staffing

25%
Market shifts lowering job demand
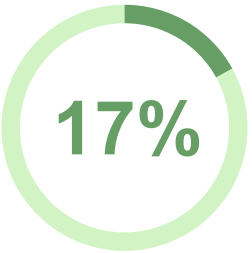
23%
Restructuring or downsizing

21%
Adjusting to current demand

19%
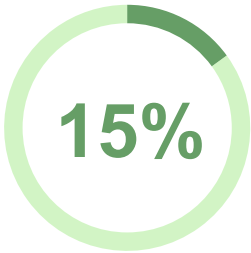Voluntary staff departures, not backfilling

18%
Process improvements are consolidating roles

17%
Automation has reduced some roles

15%
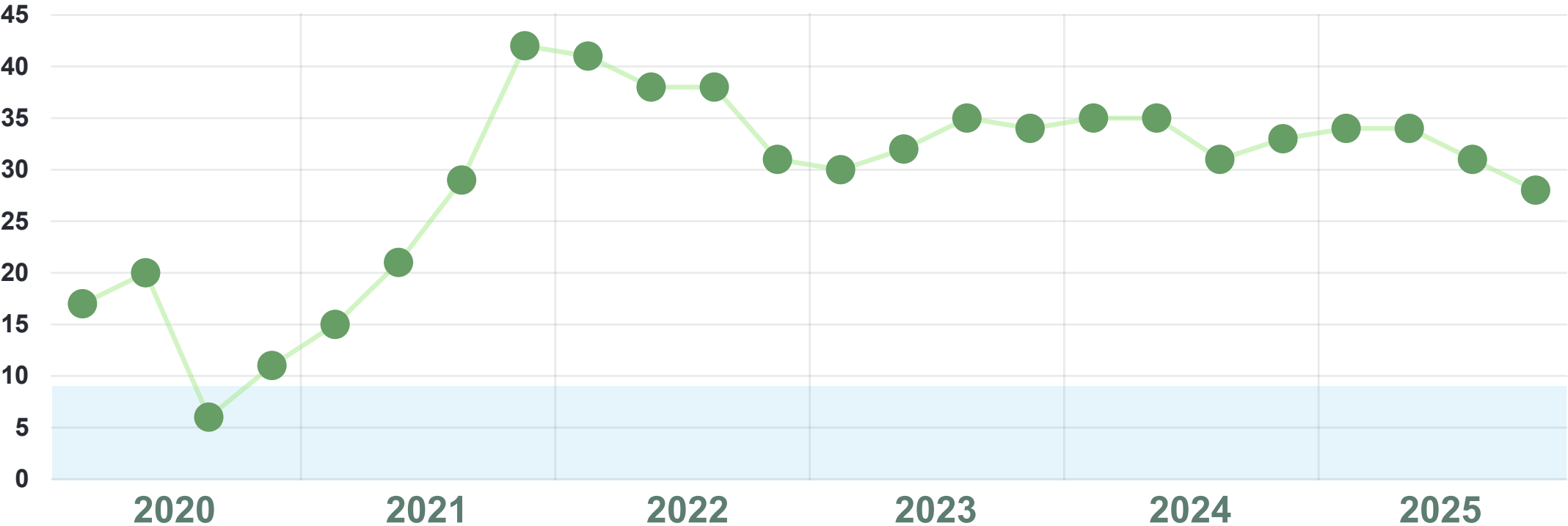Skill changes have reduced certain roles

14%
Project-based roles are ending
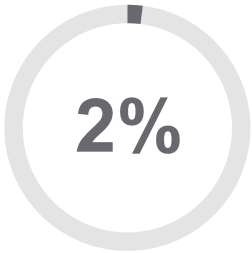
2%
Other reasons

Changes Over Time

U.S. Outlooks have decreased since the previous quarter and when compared to the same time last year, by 3% and 5%, respectively.

Hiring Expectations for October-December by Country

**Seasonally Adjusted, Net Employment Outlooks (NEO)**

28% U.S.
Average NEO

23% Global
Average NEO

U.A.E.*	45%	Panama	24%	Austria	15%
India	40%	**Global Average**	**23%**	Czech Republic	15%
Brazil	36%	Canada	22%	Finland	14%
Costa Rica	35%	Chile	21%	Portugal	14%
China	34%	Singapore	20%	Slovakia	14%
Ireland	29%	Belgium	18%	France	13%
Guatemala	28%	Israel	18%	Japan	12%
The Netherlands	28%	Italy	18%	U.K.	11%
U.S.	**28%**	Türkiye	18%	Poland	10%
Mexico	27%	Germany	17%	Romania	9%
Sweden	26%	Spain	17%	Hungary	8%
Switzerland	26%	Colombia	16%	Hong Kong	6%
Norway	25%	Greece	16%	Argentina	5%
Peru	25%	Puerto Rico	16%		
Australia	24%	Taiwan	16%		

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

Hiring Expectations for October-December by U.S. Region

While all regions report a moderate hiring outlook, **the Northeast** has the strongest Net Employment Outlook at **29%.**

23%
Midwest

29%
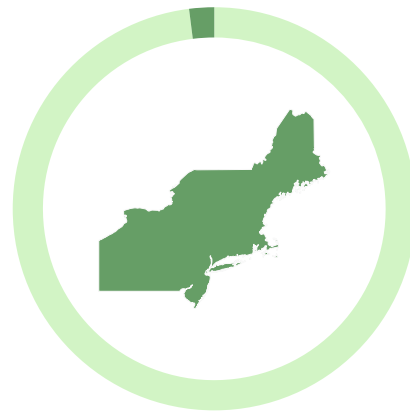Northeast

21%
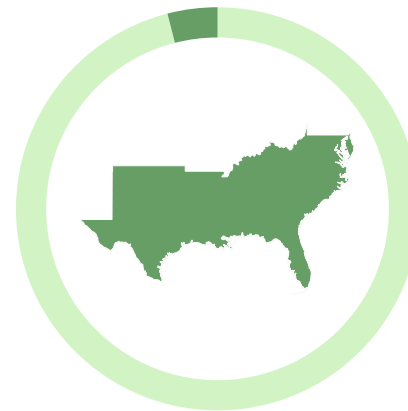West

28%
South
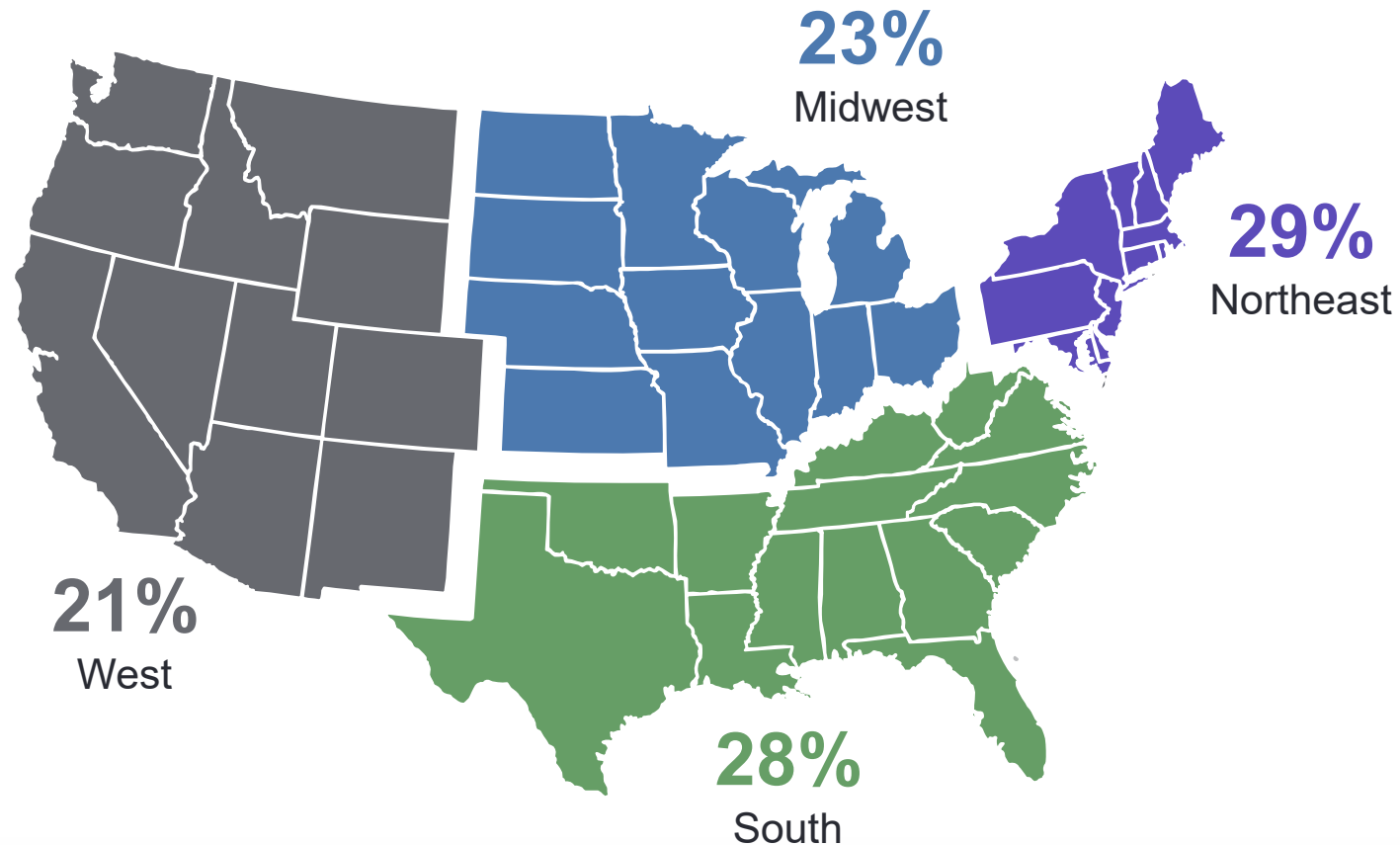
Quarter-Over-Quarter Changes by Region

Compared to last quarter, all regional outlooks showed a decrease with the **West** showing the largest decrease, falling by **14 points.**
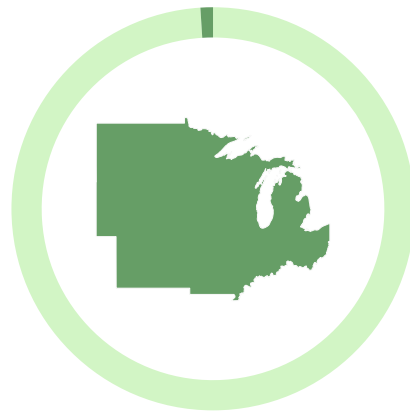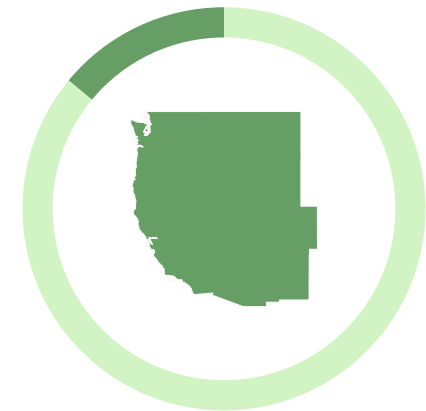

-1%
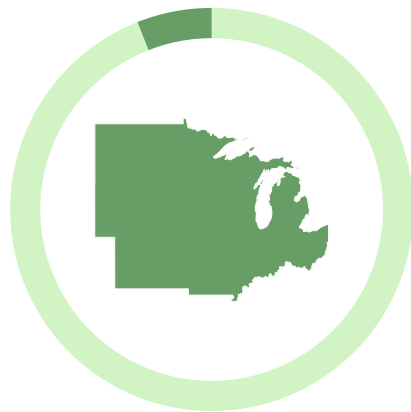**Midwest**
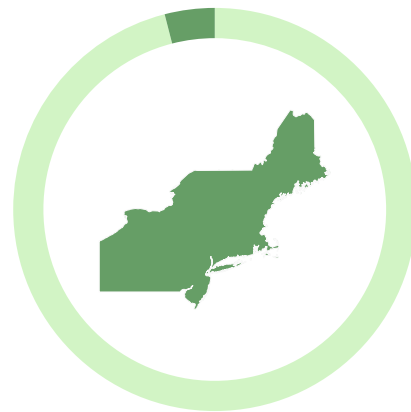
-3%
Northeast

-4%
South

-14%
West

Year-Over-Year Changes by Region

Compared to this time last year, all regional outlooks showed a decrease with the **West** showing the largest decrease, falling by **15 points.**

-6%
Midwest

-4%
Northeast
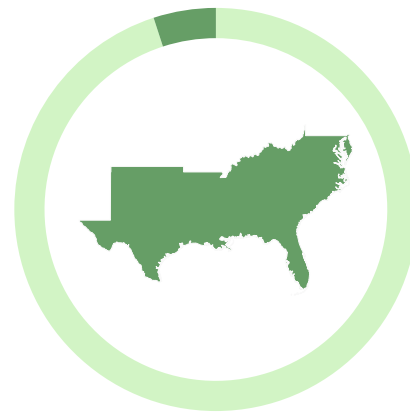
-5%
South
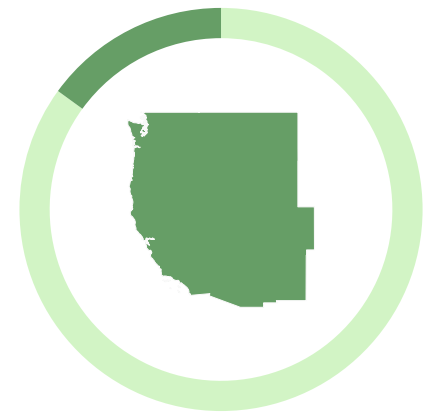
-15%
West

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
13%	21%	25%	34%	37%	26%
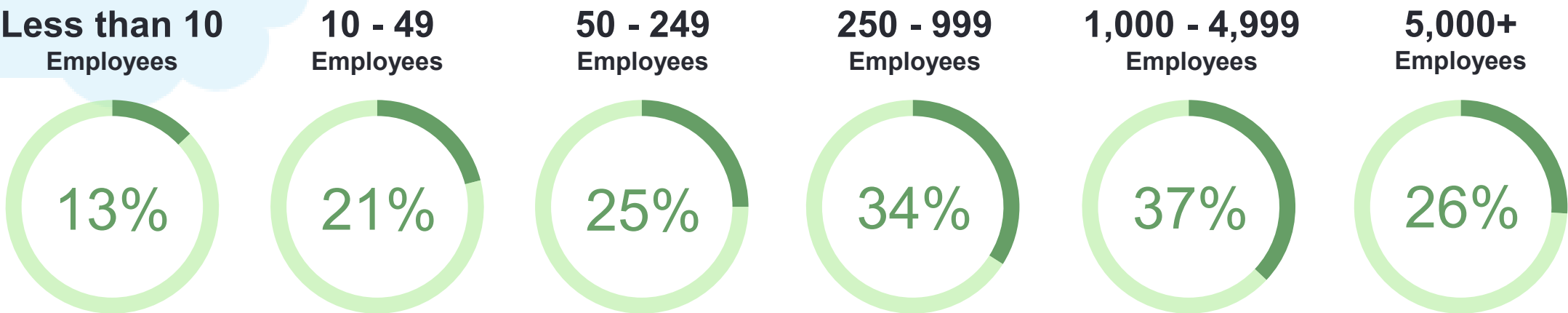
U.S. Employment Outlooks Across Key Industry Sectors

Information Technology **46%**

Industrials and Materials 28%

Transport, Logistics and Automotive 28%

Financials and Real Estate 27%

Consumer Goods and Services 25%

Healthcare and Life Sciences 24%

Communication Services 19%

Energy and Utilities 16%

Other* / None of the Above 11%
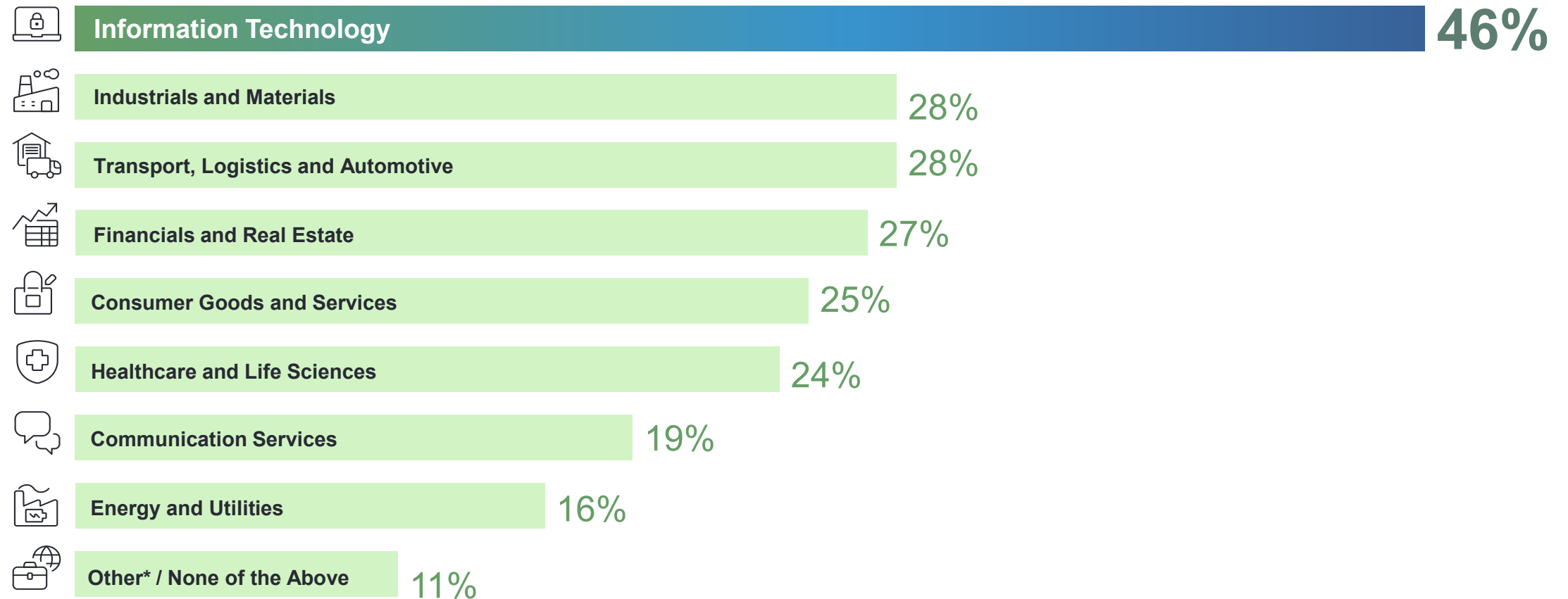
*Government or Public Service; Not for Profit/NGO/Charity/Religious organization; Other Industry; Other Transport, Logistics & Automobiles Sub-Industry; Educational Institutions; Agriculture & Fishing

Workforce
Trends

Top U.S. Talent Acquisition Challenges

Attracting qualified candidates — **41%**

Managing a high volume of applications — 28%
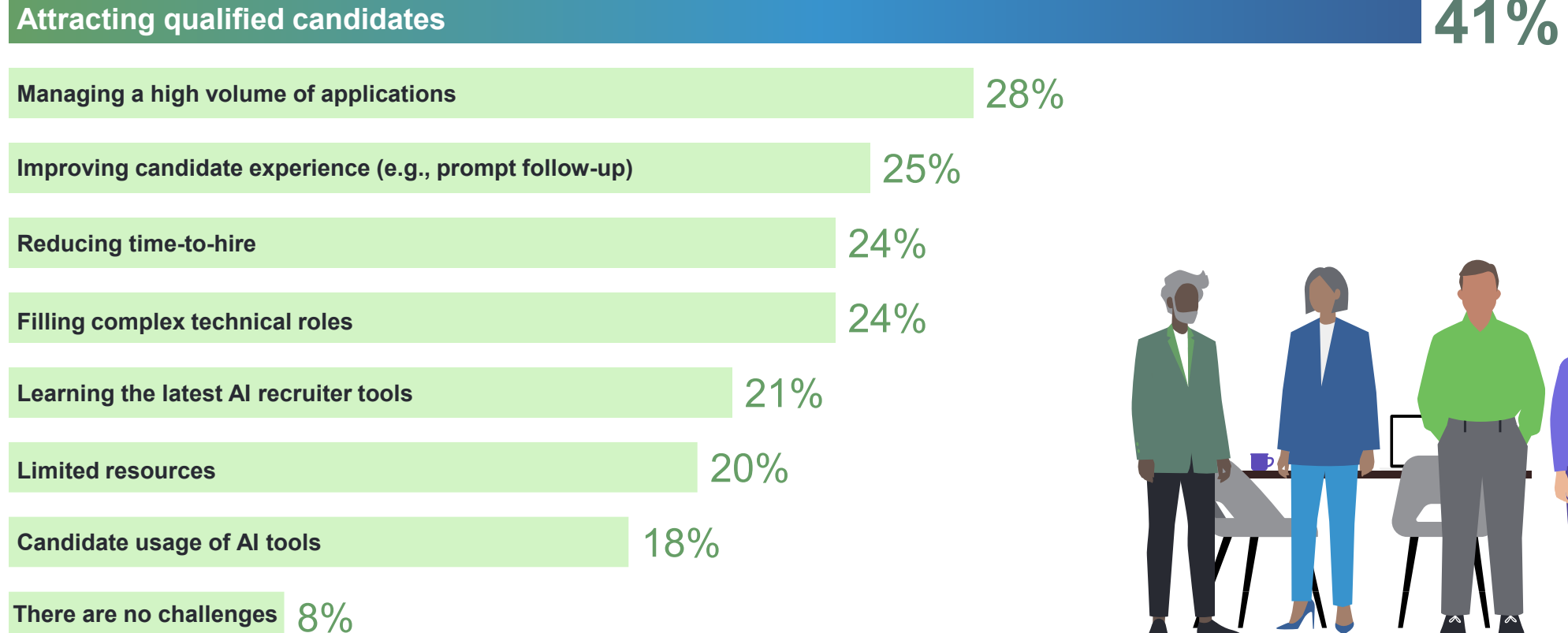
Improving candidate experience (e.g., prompt follow-up) — 25%

Reducing time-to-hire — 24%

Filling complex technical roles — 24%

Learning the latest AI recruiter tools — 21%

**Limited resources** — 20%

Candidate usage of AI tools — 18%
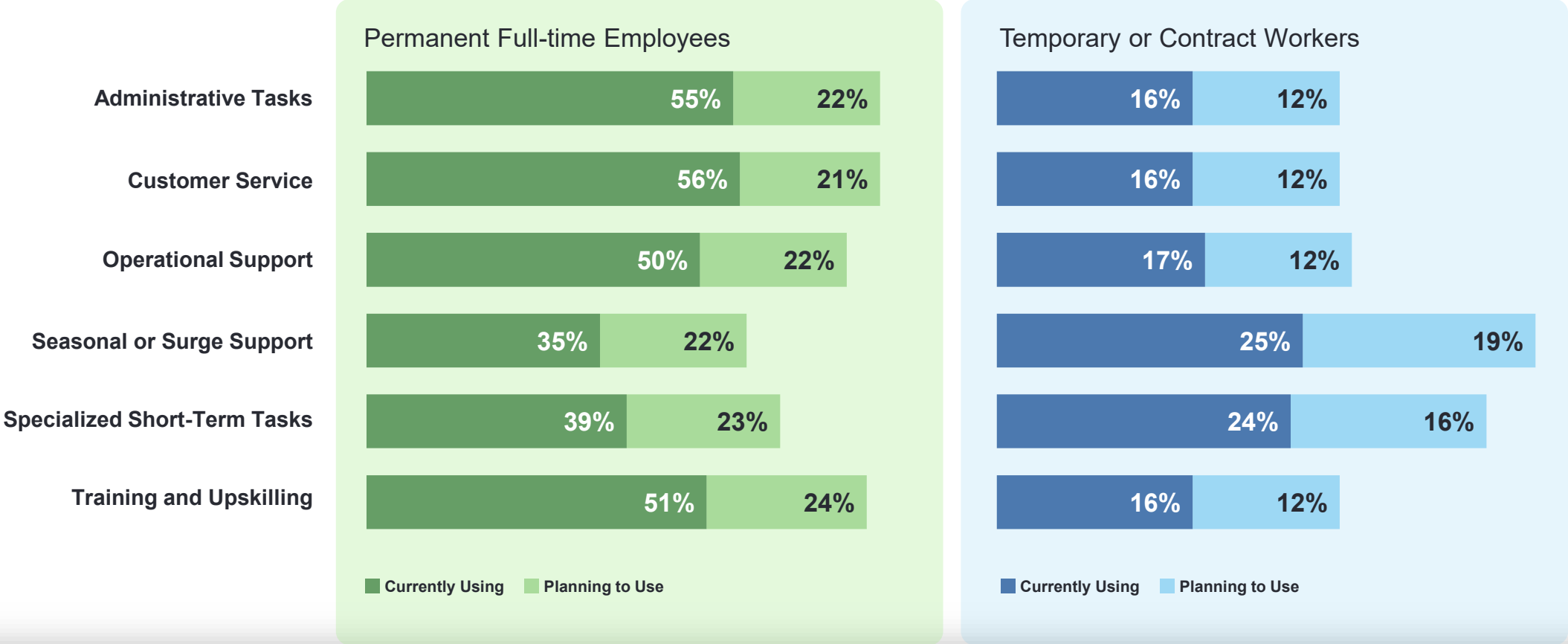
There are no challenges — 8%

Employers in the U.S. 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.
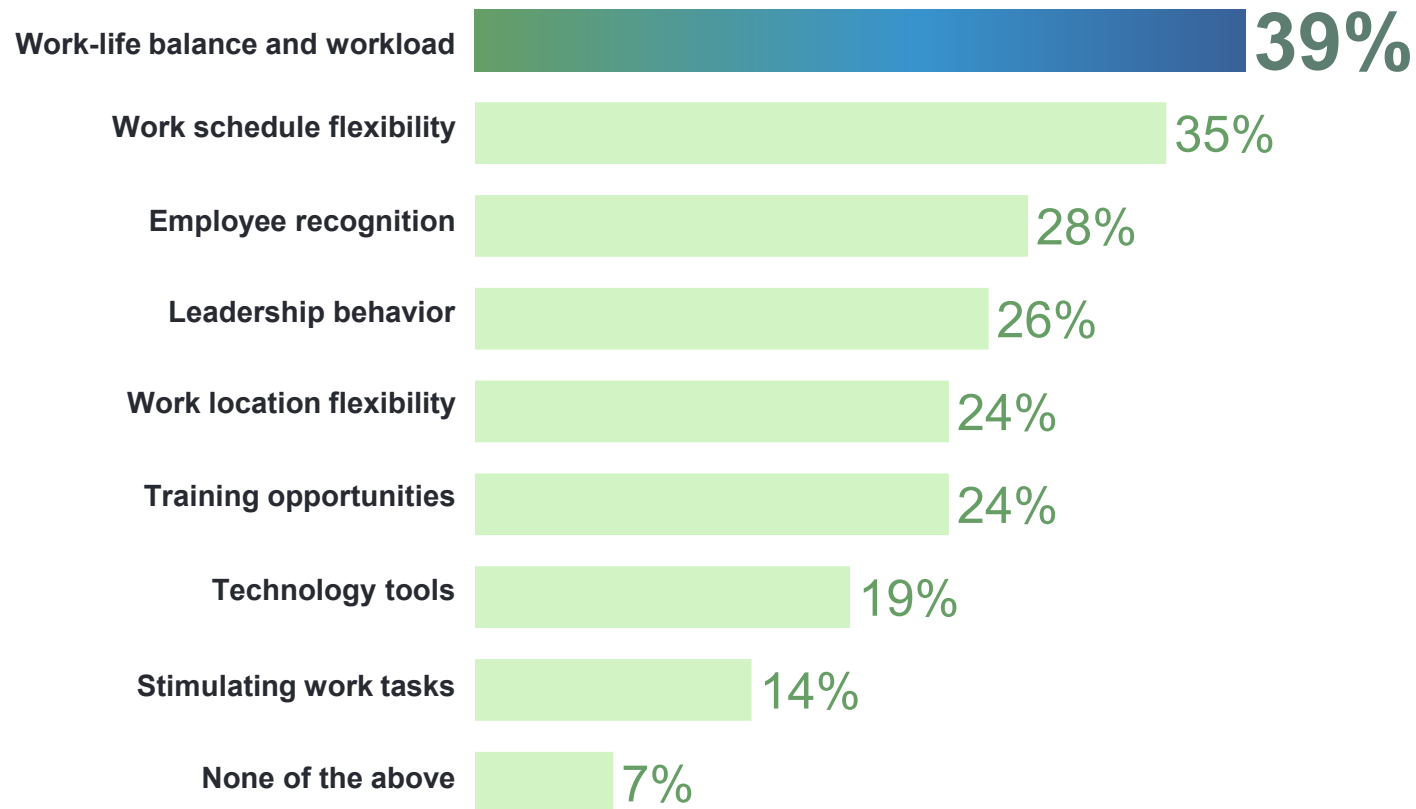
28%
Excellent

44%
Good

24%
Fair

4%
Poor

1%
Very Poor

72%
of employers feel confident their hiring process is effective at selecting the right people for the right roles.
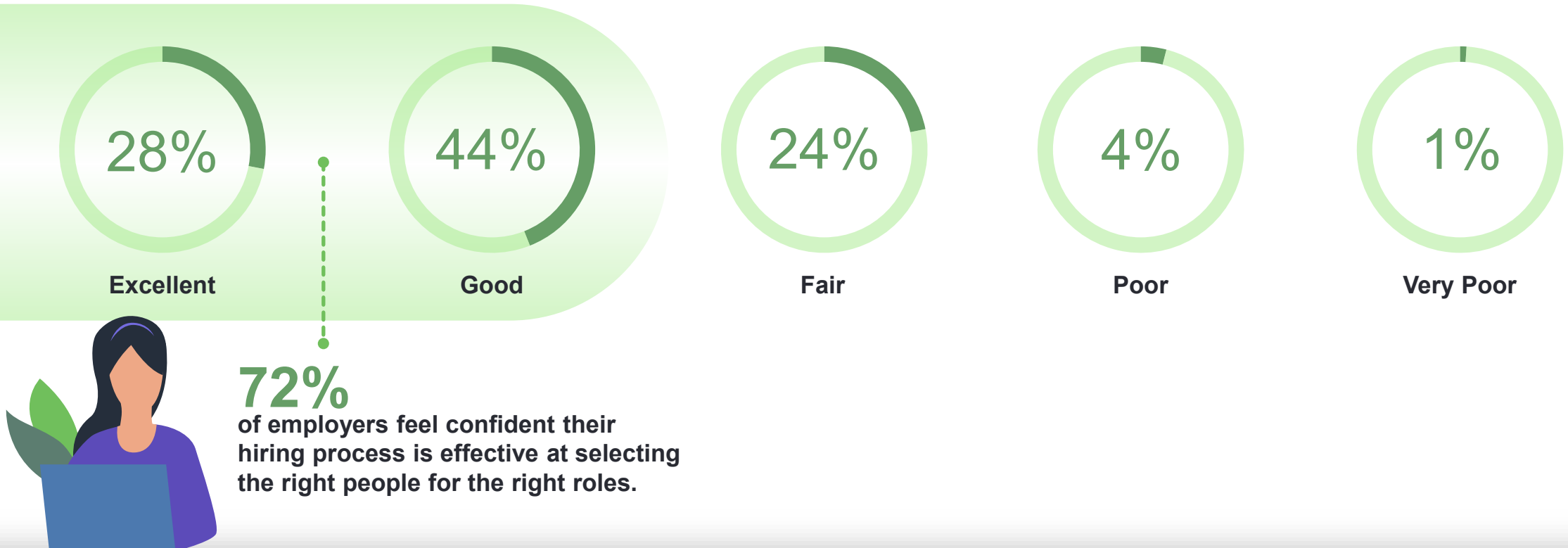
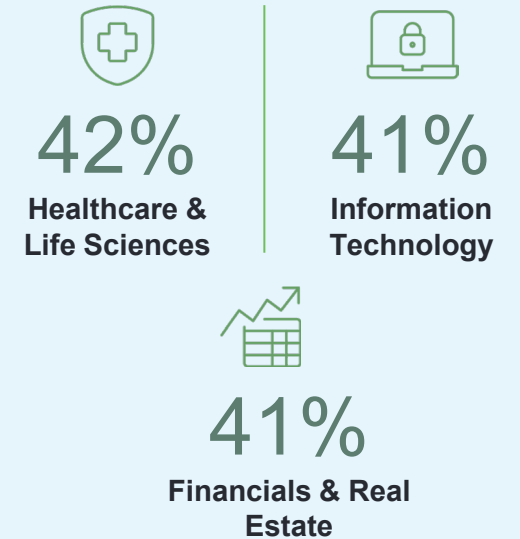# Evolving Workforce Strategies to Meet the Moment

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

	Currently Using	Planning to Use
Administrative Tasks	55%	22%
Customer Service	56%	21%
Operational Support	50%	22%
Seasonal or Surge Support	35%	22%
Specialized Short-Term Tasks	39%	23%
Training and Upskilling	51%	24%

■ Currently Using   ■ Planning to Use

Temporary or Contract Workers

	Currently Using	Planning to Use
Administrative Tasks	16%	12%
Customer Service	16%	12%
Operational Support	17%	12%
Seasonal or Surge Support	25%	19%
Specialized Short-Term Tasks	24%	16%
Training and Upskilling	16%	12%

■ Currently Using   ■ Planning to Use

Work-Life Balance Tops the List of Effective Retention Strategies

Strategy	Percentage
Work-life balance and workload	39%
Work schedule flexibility	35%
Employee recognition	28%
Leadership behavior	26%
Work location flexibility	24%
Training opportunities	24%
Technology tools	19%
Stimulating work tasks	14%
None of the above	7%

Work-life balance and workload are especially vital in these industries:

42%
Healthcare & Life Sciences

41%
Information Technology

41%
Financials & Real Estate

Outlooks by Industry Vertical

Communication Services

Net Employment Outlook:

19%

DECREASED
YEAR-OVER-YEAR

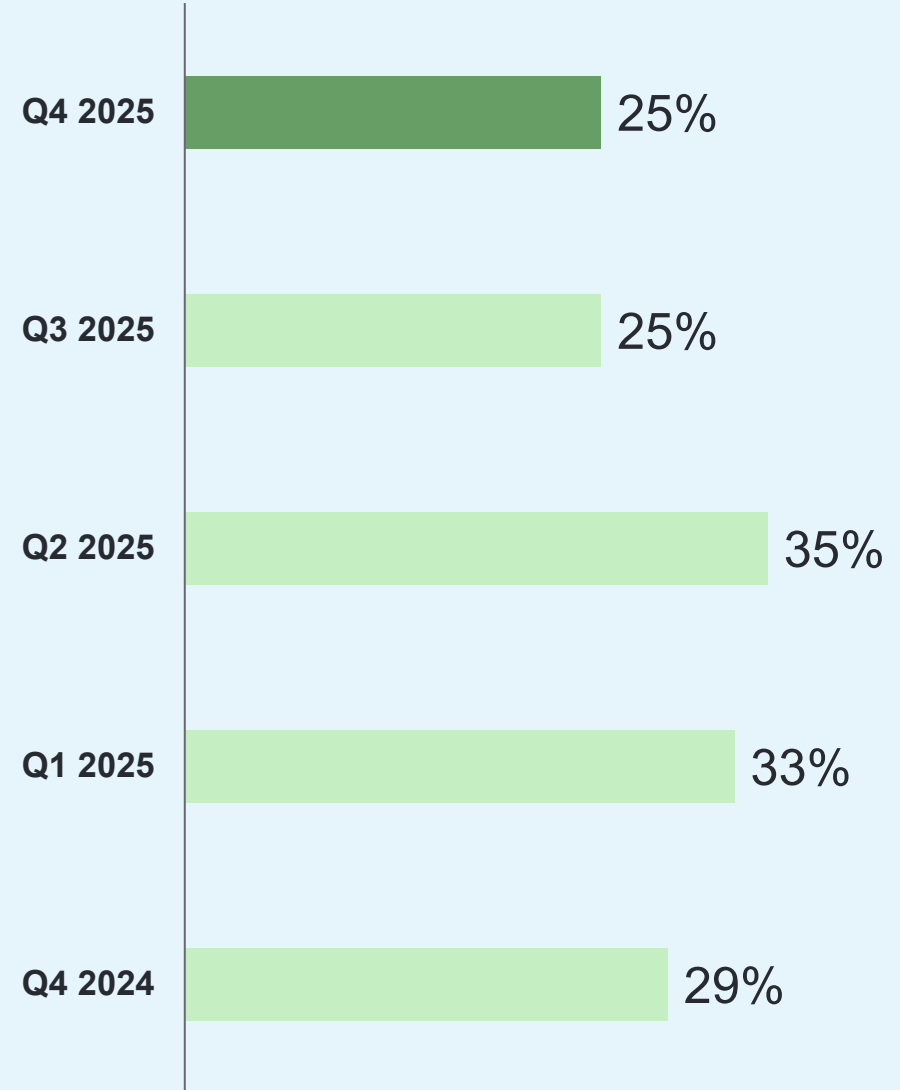|	
Q4 2025	19%
Q3 2025	20%
Q2 2025	29%
Q1 2025	23%
Q4 2024	20%
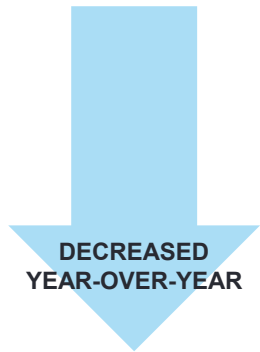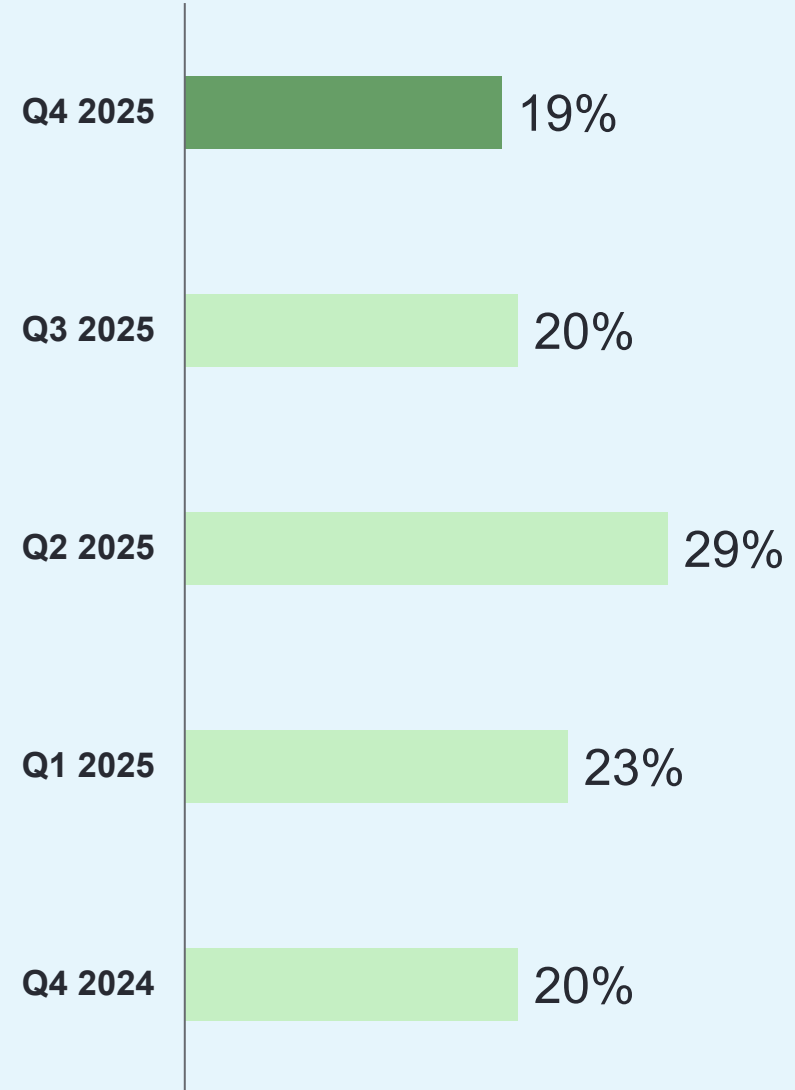
Consumer Goods and Services

Net Employment Outlook:

25%
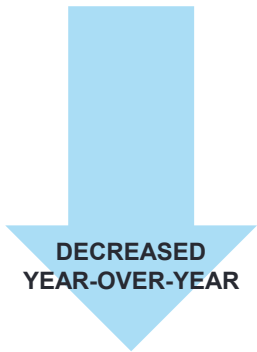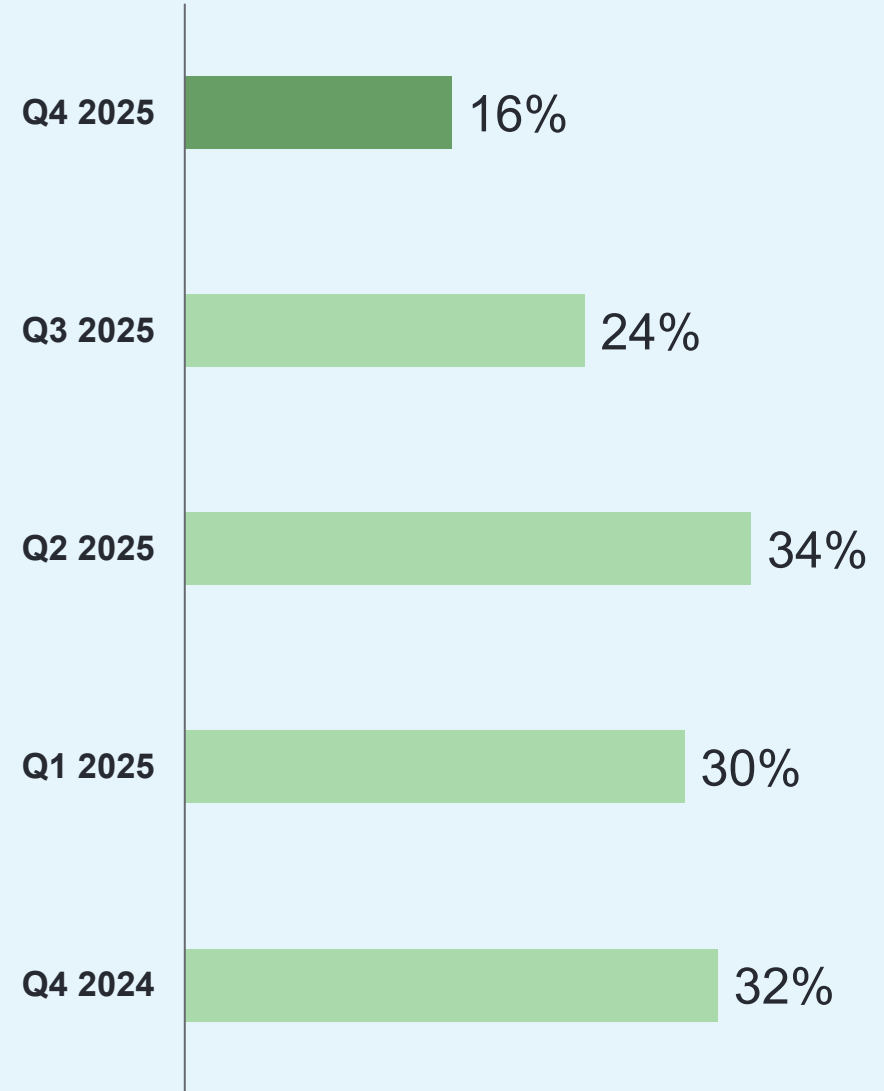
DECREASED YEAR-OVER-YEAR

Q4 2025	25%
Q3 2025	25%
Q2 2025	35%
Q1 2025	33%
Q4 2024	29%

Energy & Utilities

Net Employment Outlook:

16%

DECREASED
YEAR-OVER-YEAR

Quarter	Percentage
Q4 2025	16%
Q3 2025	24%
Q2 2025	34%
Q1 2025	30%
Q4 2024	32%

Financials & Real Estate

Net Employment Outlook:

27%

DECREASED
YEAR-OVER-YEAR
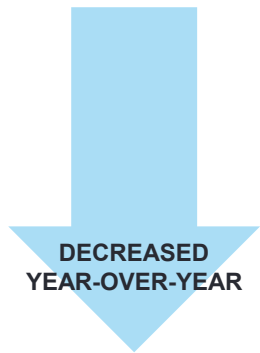
Quarter	Percentage
Q4 2025	27%
Q3 2025	42%
Q2 2025	39%
Q1 2025	40%
Q4 2024	37%
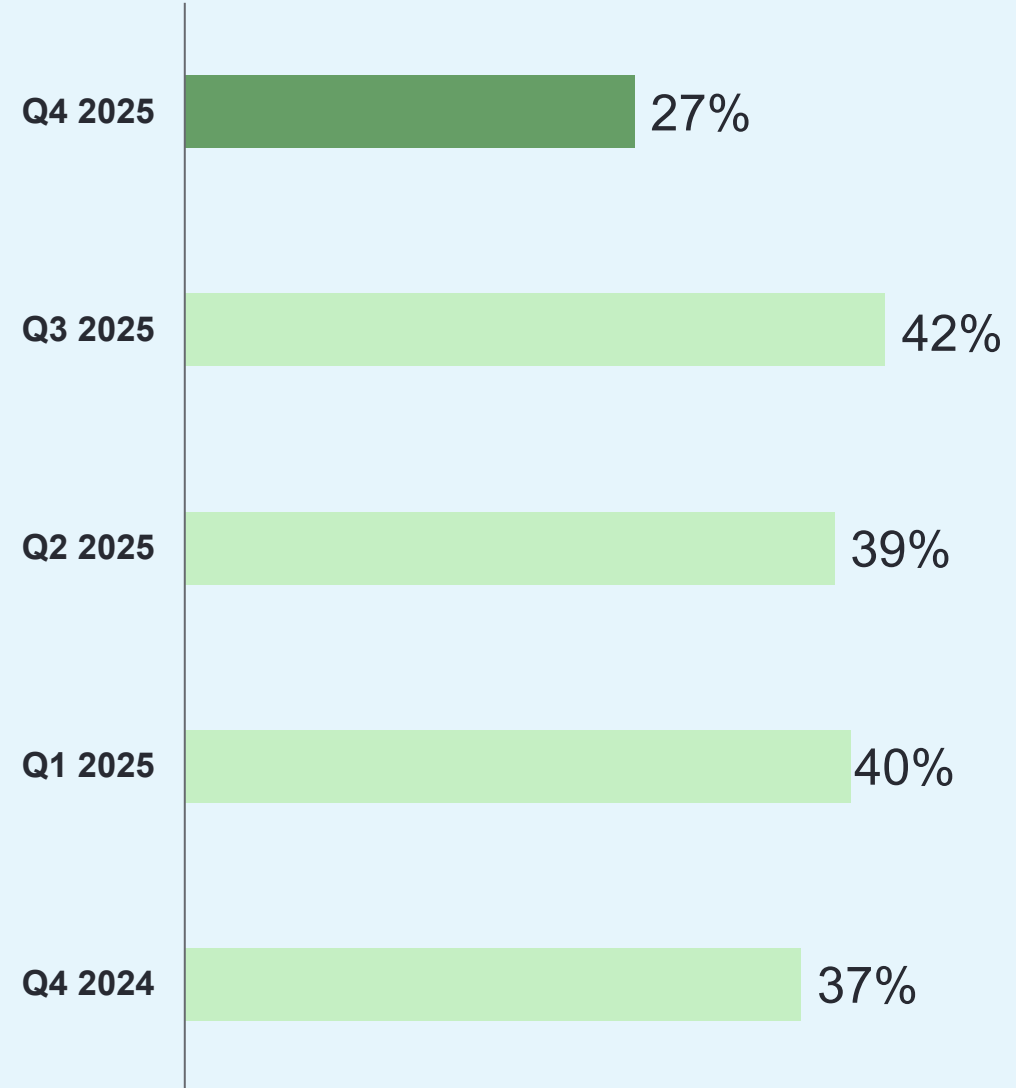
Healthcare & Life Sciences

Net Employment Outlook:

24%

DECREASED YEAR-OVER-YEAR

Quarter	Value
Q4 2025	24%
Q3 2025	27%
Q2 2025	34%
Q1 2025	33%
Q4 2024	32%
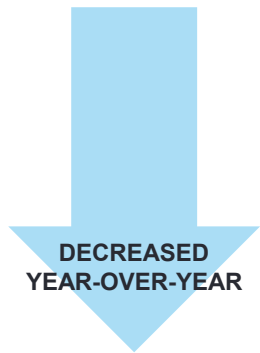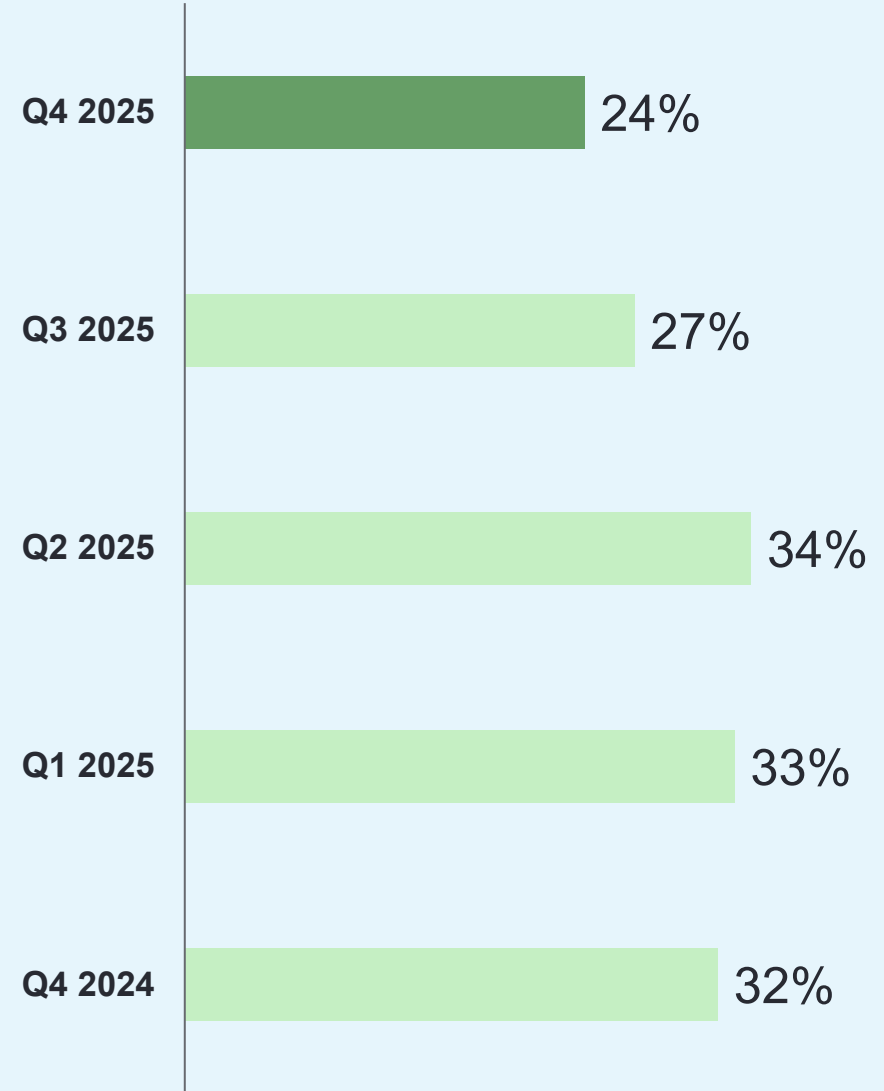
Industrials & Materials

Net Employment Outlook:

28%
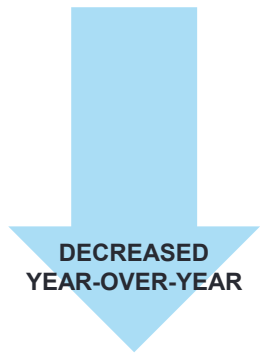
DECREASED YEAR-OVER-YEAR
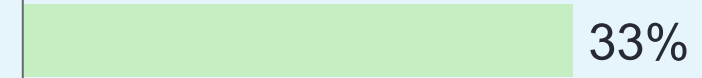
Q4 2025	28%
Q3 2025	33%
Q2 2025	38%
Q1 2025	37%
Q4 2024	36%
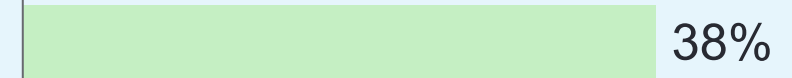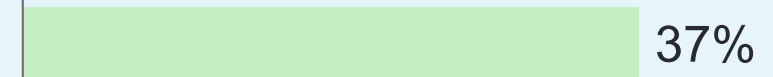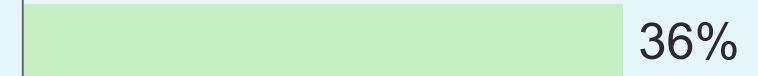
Information Technology

Net Employment Outlook:

46%

DECREASED
YEAR-OVER-YEAR

Quarter	Value
Q4 2025	46%
Q3 2025	48%
Q2 2025	49%
Q1 2025	51%
Q4 2024	50%
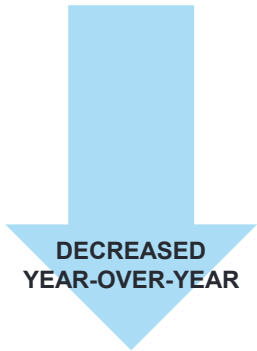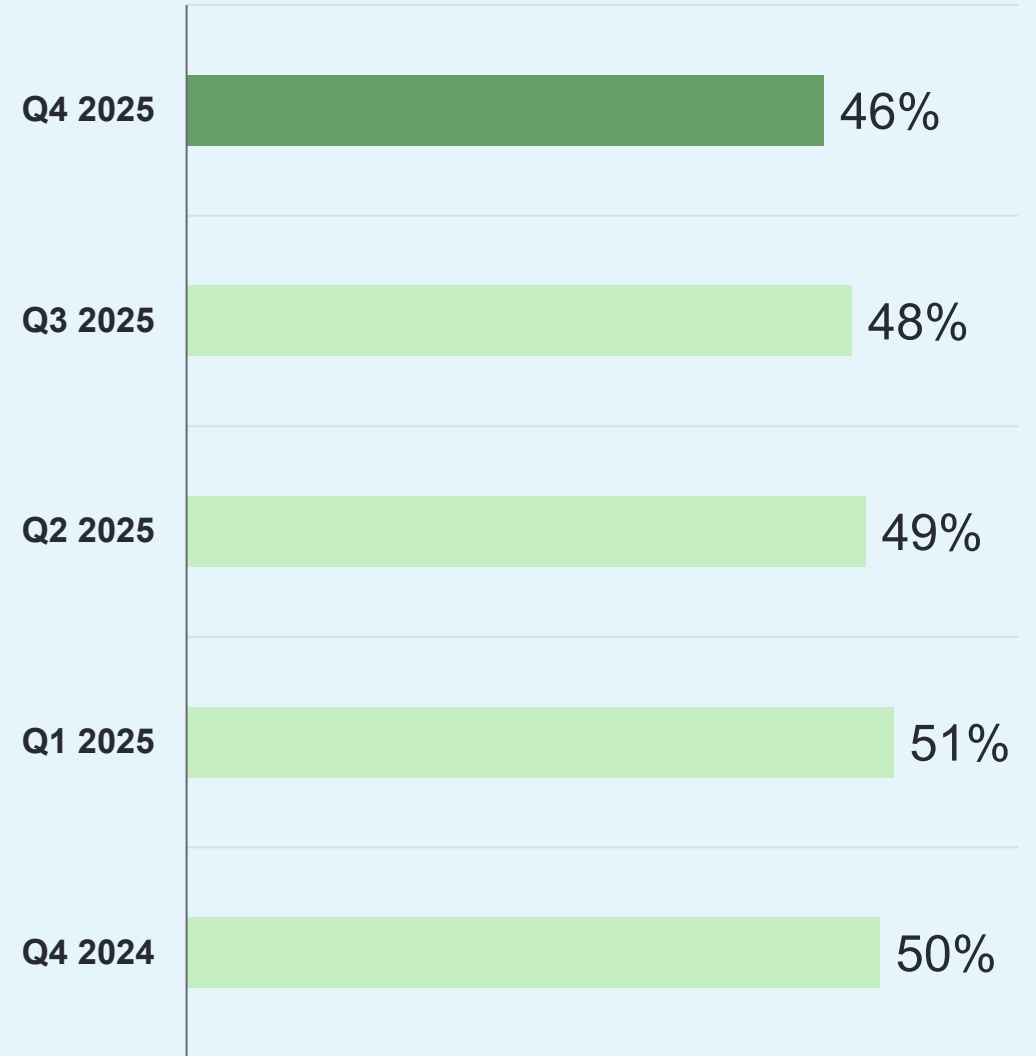
Transport, Logistics & Automotive

Net Employment Outlook:

28%

DECREASED
YEAR-OVER-YEAR

Quarter	Outlook
Q4 2025	28%
Q3 2025	28%
Q2 2025	33%
Q1 2025	34%
Q4 2024	30%
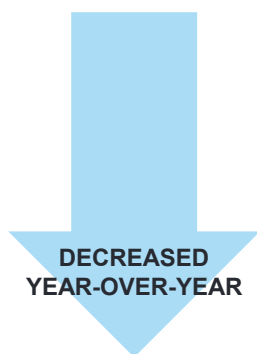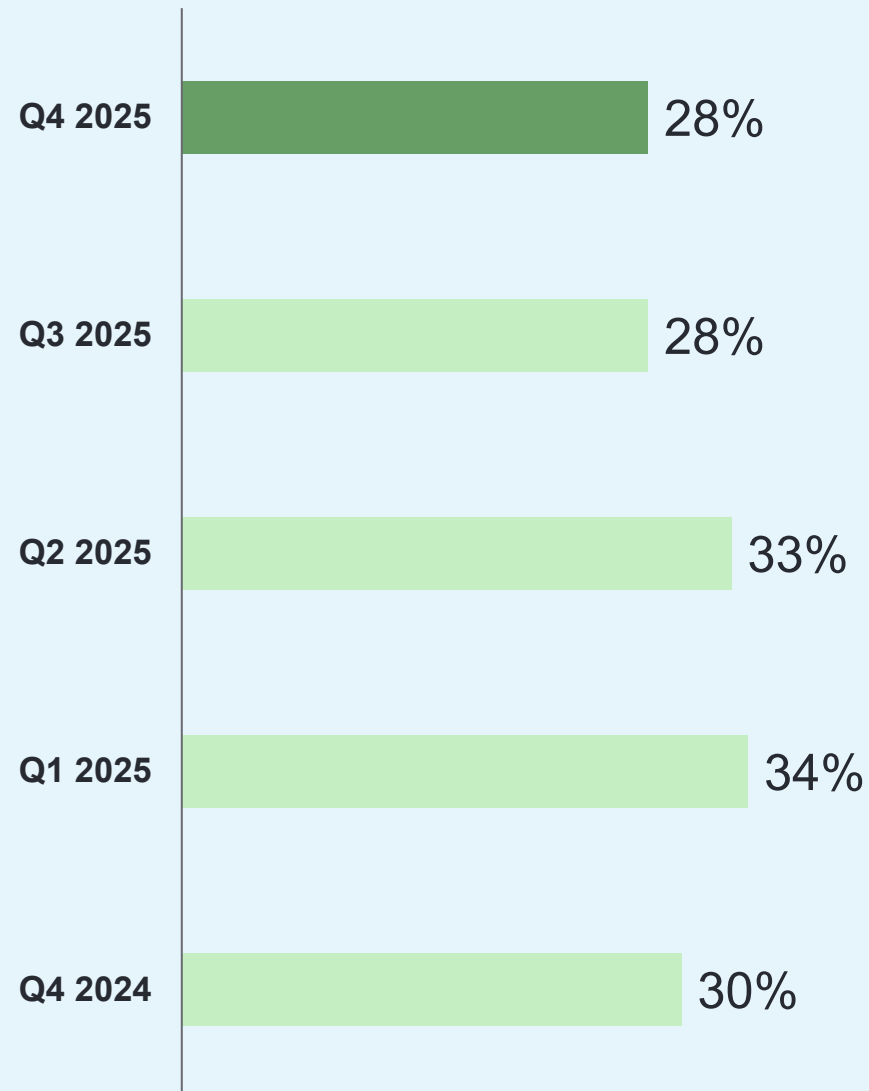
About the
Survey

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 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 (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.