

THE NETHERLANDS
& GLOBAL FINDINGS

2025
Q4

ManpowerGroup
Employment Outlook Survey

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Executive Summary

524 employers in the Netherlands were asked about their hiring expectations for Q4 2025 and the reasoning behind their decisions. Additionally, employers were asked about the impact of automation and economic on their current and future hiring plans.

28% Dutch Net Employment Outlook

Calculated by subtracting employers planning reductions from those planning to hire*. Hiring expectations have weakened by 2 points since the previous quarter and 2 points when compared to the same time last year.

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

Highest Hiring Demand



Information
Technology



Communication
Services



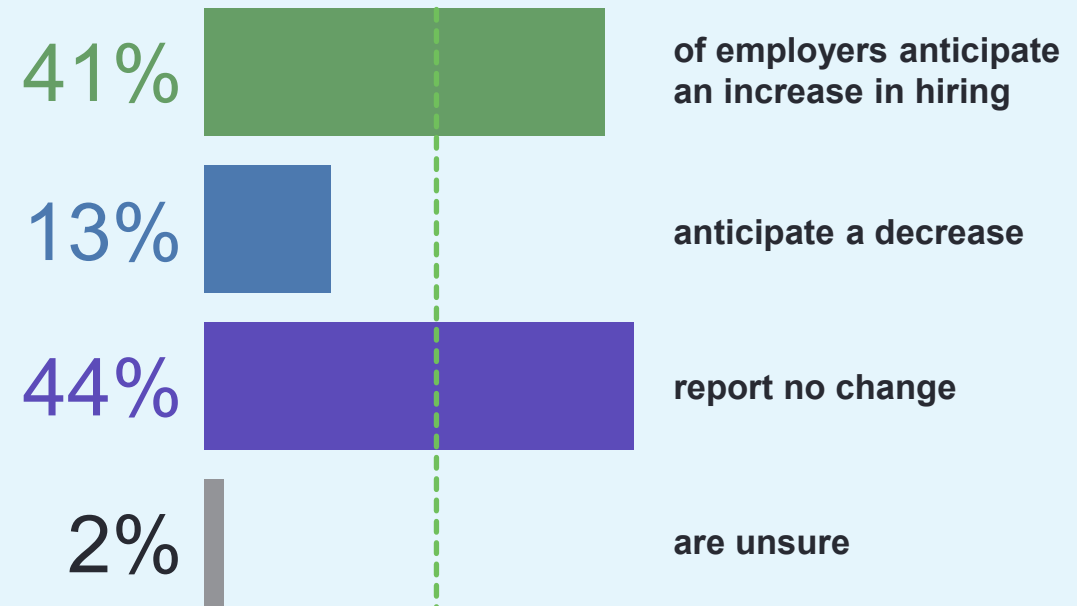
Q4 Dutch Employment Outlooks





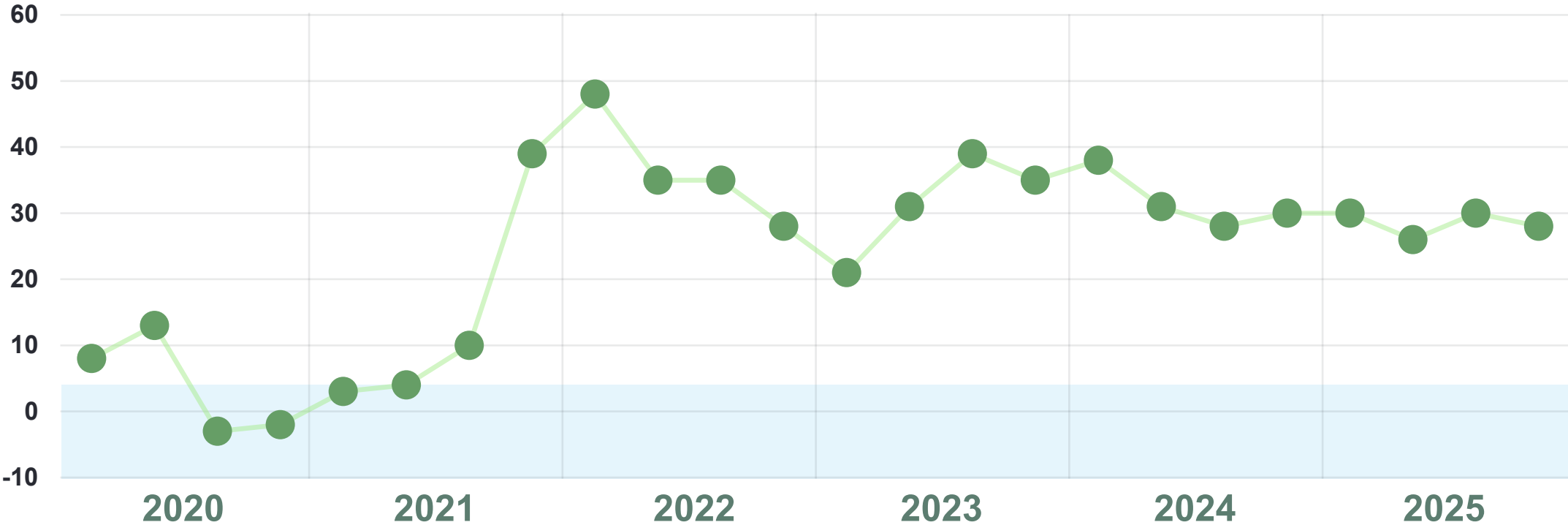
Dutch Employment Outlook for Q4 2025

In Q4 2025, employers anticipate a resilient employment outlook in the Netherlands, with a Net Employment Outlook (NEO) of 28%. Nonetheless, the outlook declined by 2 points compared to last quarter and this quarter last year. The Netherlands ranks seventh globally for its employment outlook, 5 points above the global average.



Dutch Net Employment Outlook Over Time

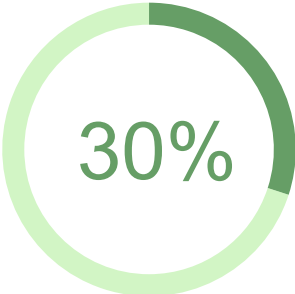
Hiring outlooks in the Netherlands have softened, down 2 points from last quarter and 2 points year-on-year. After the peak in 2021, expectations have stabilized at lower levels, reflecting more cautious hiring intentions.



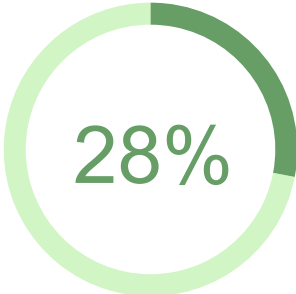
Hiring Expectations by Company Size

Dutch employers in medium-sized organizations with 50 to 249 employees are the most optimistic, with a NEO of 34%, even though expectations decreased by 3 points in these organizations since last quarter and 4 points since this time last year. Meanwhile, the greatest growth in expectations since this time last year is reported in organizations with fewer than 10 employees, where expectations improved by 42 points to reach 30%.

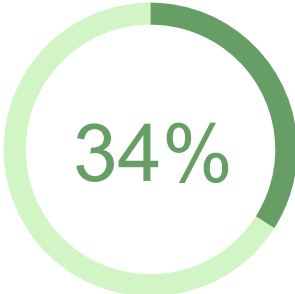
Less than 10
Employees



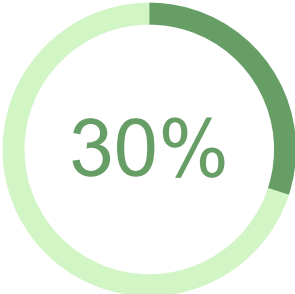
10 - 49
Employees



50 - 249
Employees



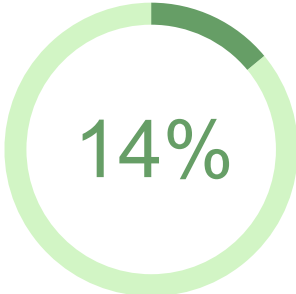
250 - 999
Employees



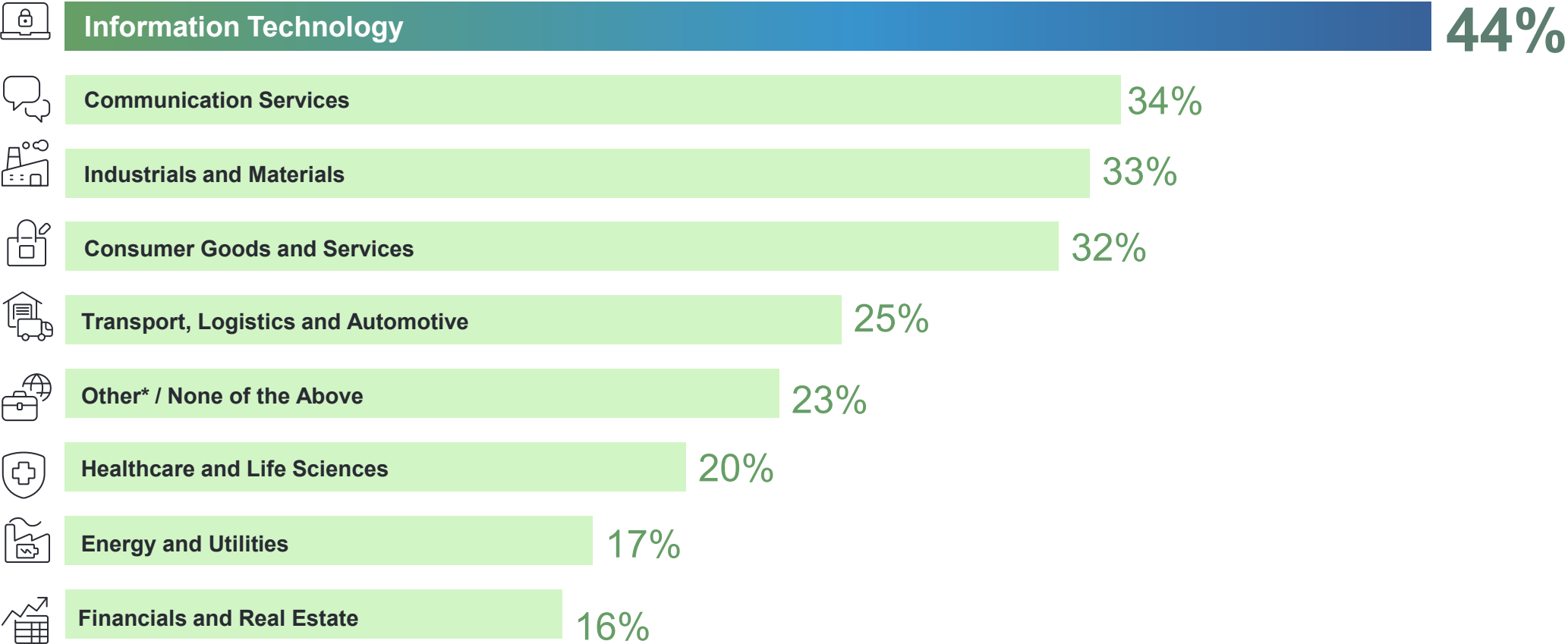
1,000 - 4,999
Employees



5,000+
Employees



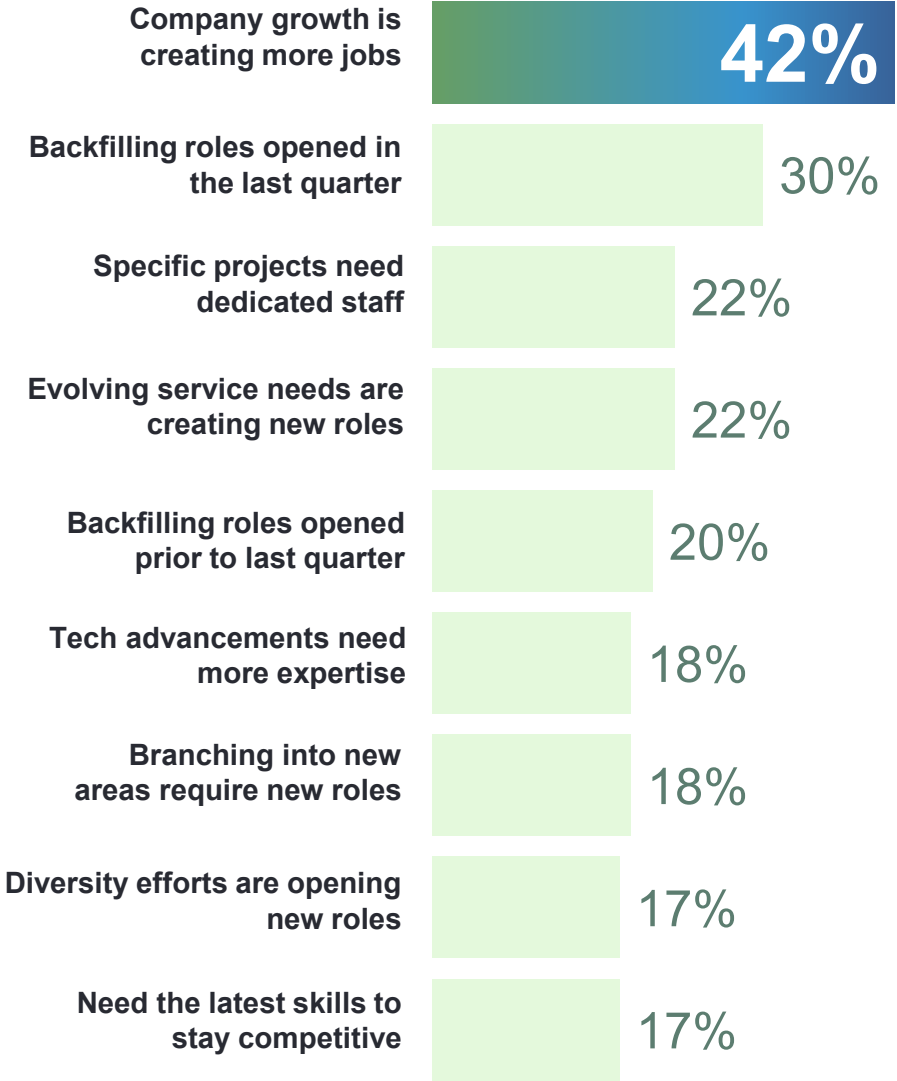
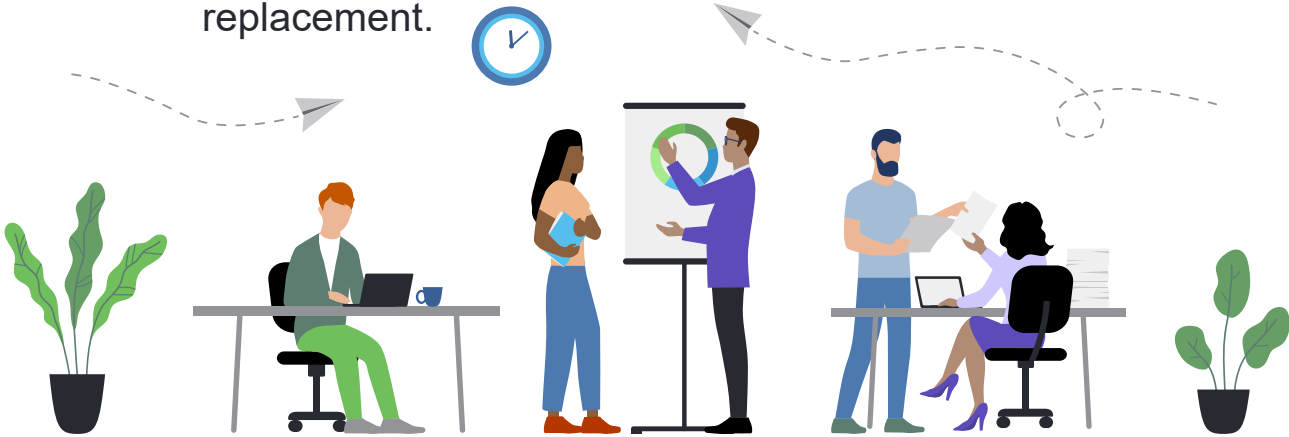
Dutch Employment Outlooks Across Key Industry Sectors



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

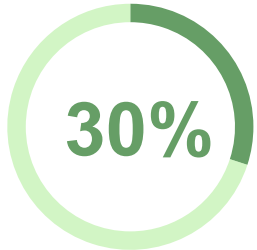
Company Growth Drives Q4 Staffing Increases

Dutch employers said **company expansion is the top reason for staffing increases** in Q4 2025, up more than 5 points from last quarter. Backfilling roles (30%), project needs (22%), and evolving service demands (22%) also contribute, showing that hiring is mainly driven by growth and operational needs rather than short-term replacement.

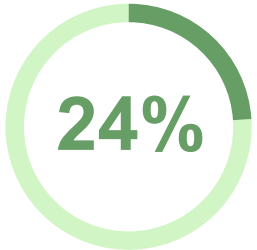


Unfilled positions Influence Workforce Reductions

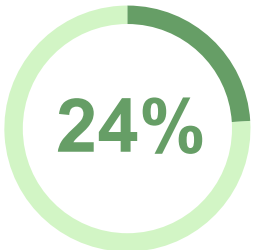
For Dutch employers in Q4 2025, the **main driver of anticipated workforce reductions is not backfilling vacated positions** (30%), followed by automation (24%) and economic challenges (24%). This indicates that staffing decreases are primarily the result of strategic choices and efficiency measures rather than large-scale downsizing.



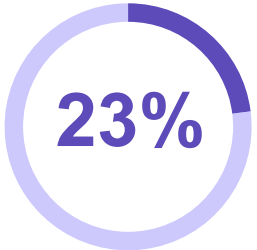
Voluntary staff departures, not backfilling



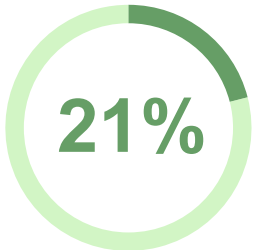
Automation has reduced some roles



Economic challenges impacting staffing



Market shifts lowering job demand



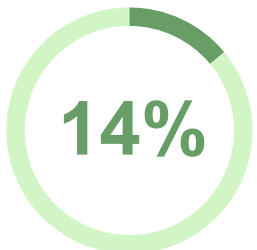
Restructuring or downsizing



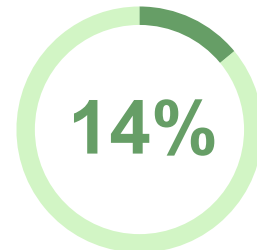
Process improvements are consolidating roles



Skill changes have reduced certain roles



Adjusting to current demand



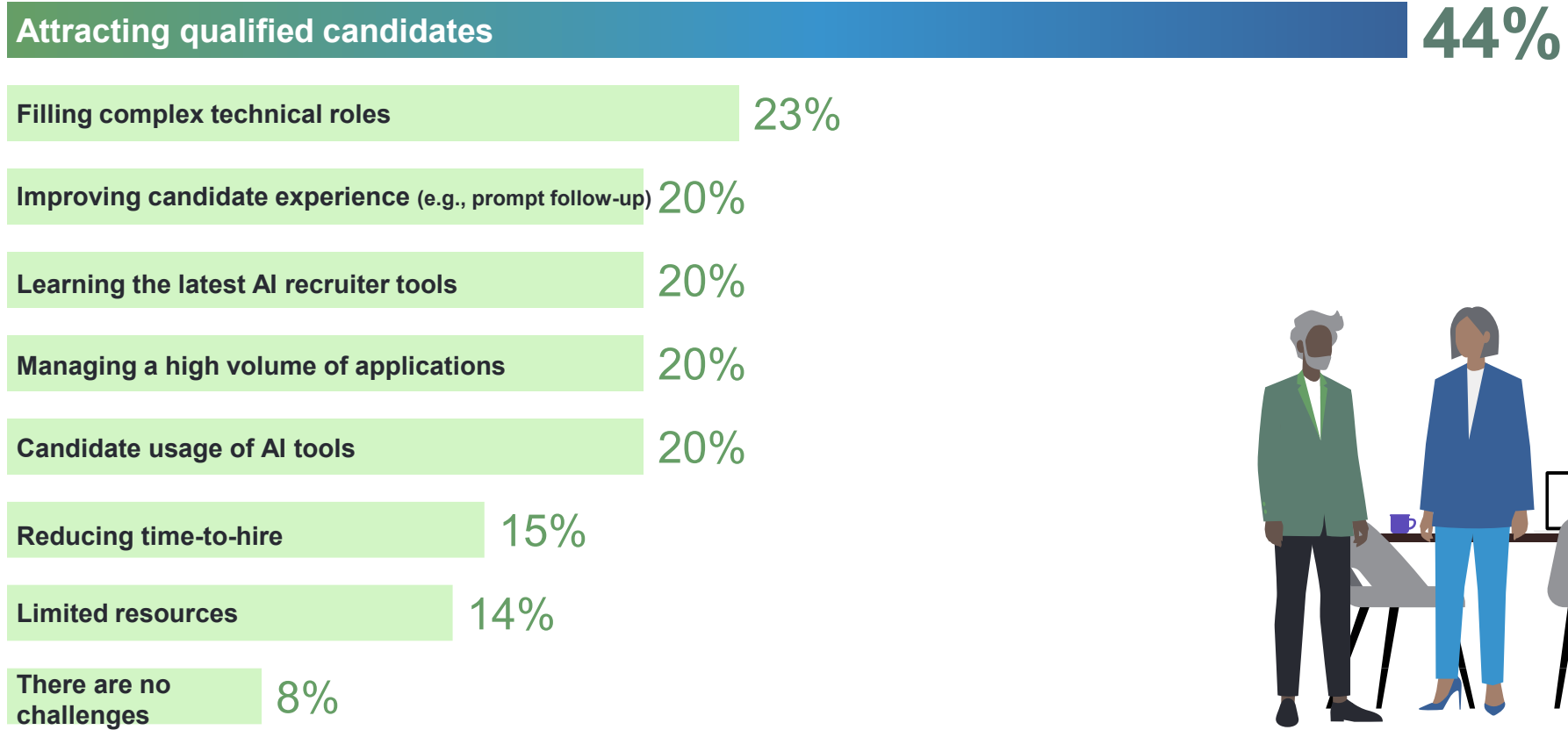
Project-based roles are ending



Dutch Workforce Trends

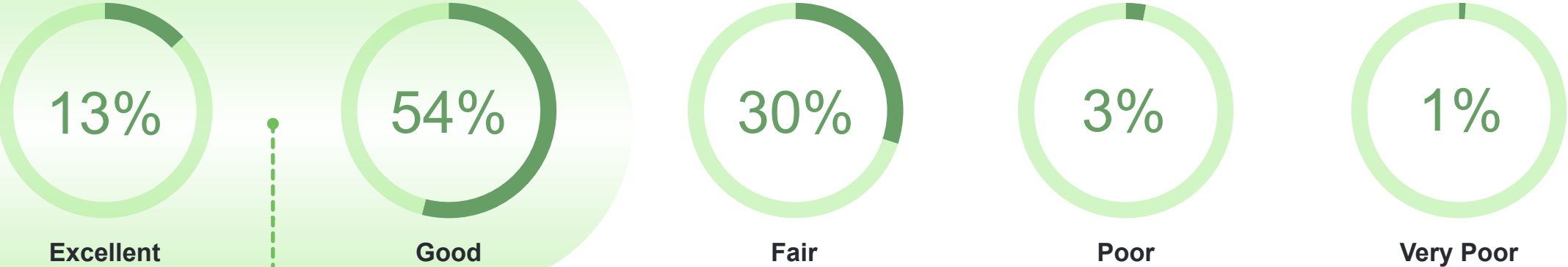


Top Talent Acquisition Challenges in the Netherlands



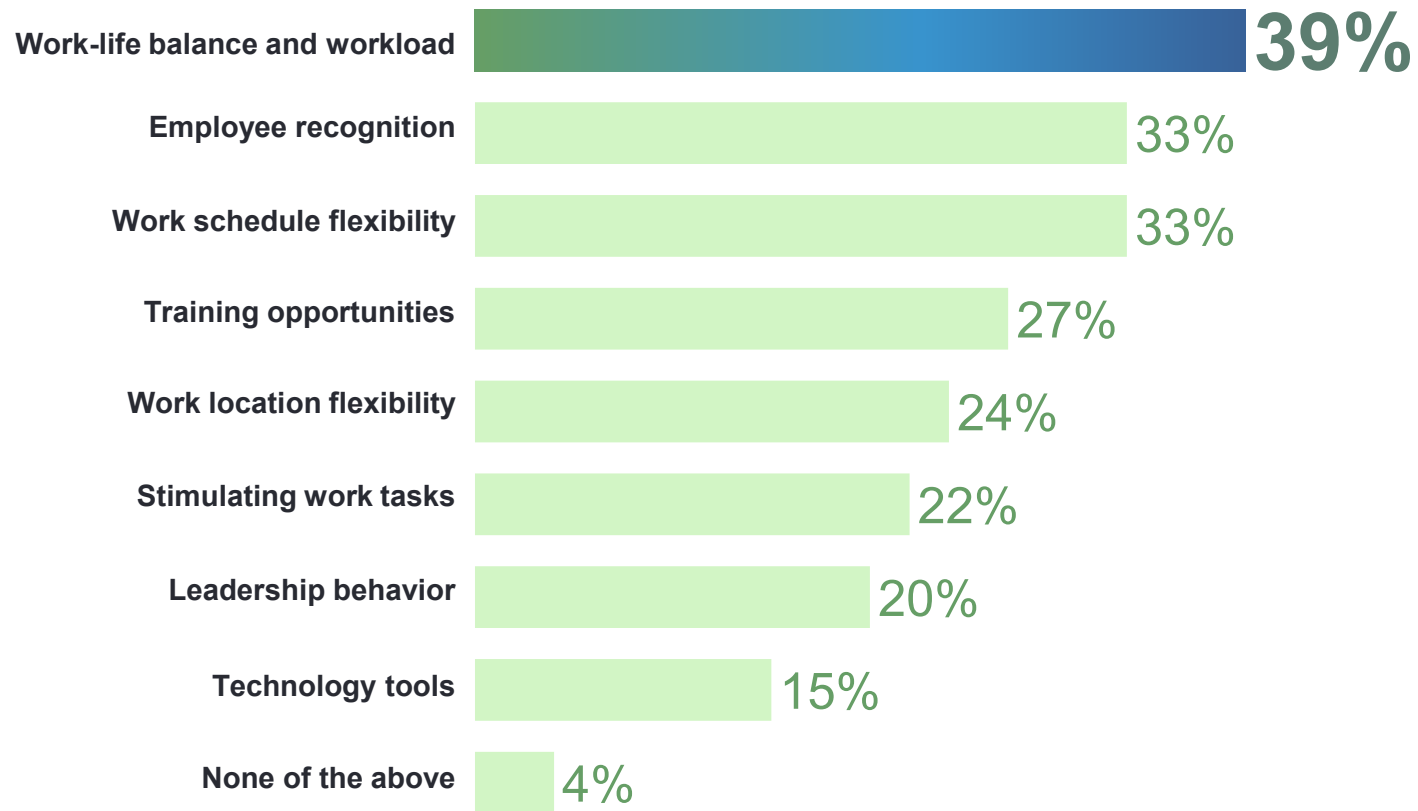
Dutch Employers Rate Their Hiring Process

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

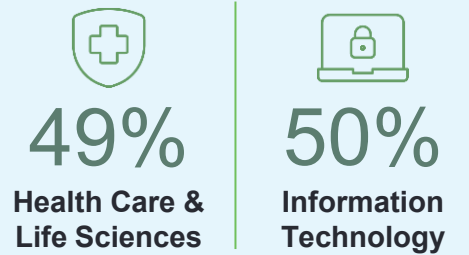


67%
of Dutch employers feel confident their hiring process is effective at selecting the right people for the right roles.

Work-Life Balance Tops the List of Effective Retention Strategies



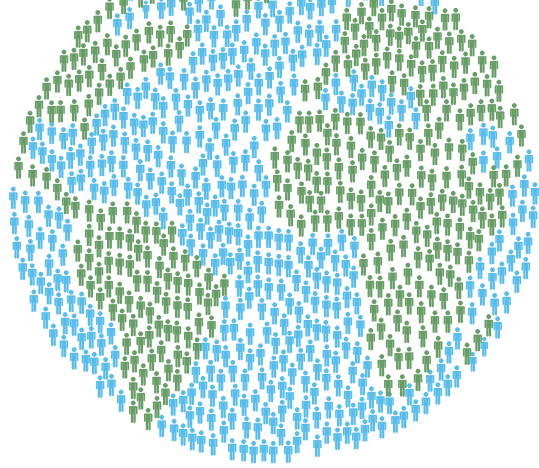
Work-life balance and workload are especially true in these industries:





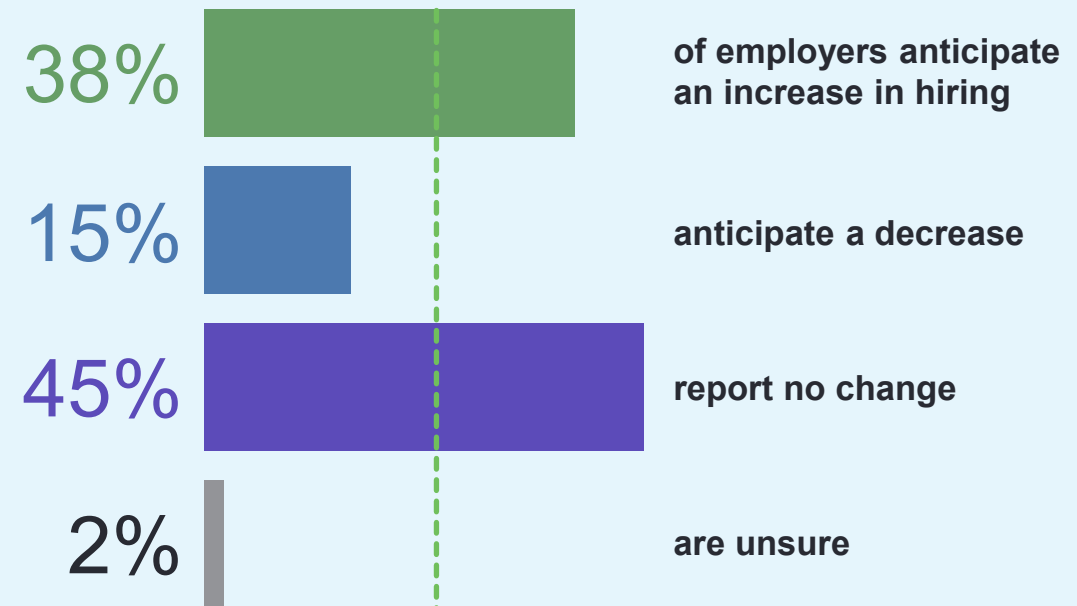
Q4 Global Employment Outlooks





Global 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 23%**.



Hiring Expectations by Country for Q4 2025

Seasonally Adjusted, Net Employment Outlooks (NEO)



45% U.A.E.
Strongest NEO



28% the Netherlands



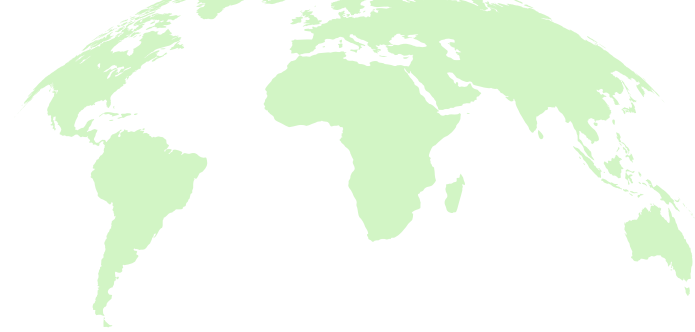
23% Global
Average NEO



5% Argentina
Weakest NEO

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

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



Year-Over-Year Changes by Country

Chile recorded the most strengthened NEO since Q4 2024, increasing by 13 points (p)



+13p Chile

Most Strengthened Outlook



-2p Global

Global Average Outlook



-2p the Netherlands



-17p U.K.

Most Weakened Outlook

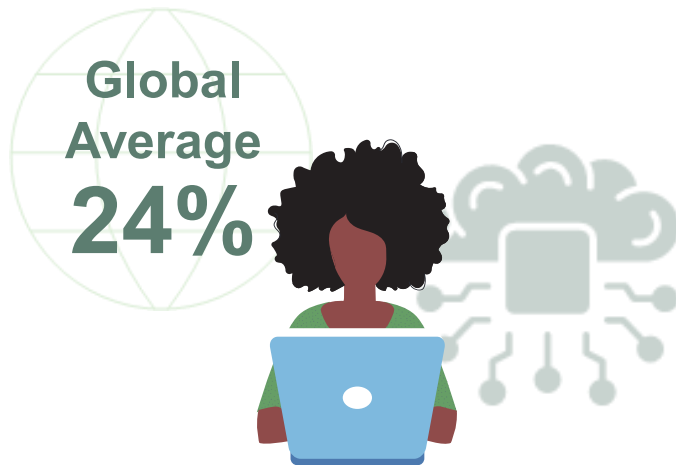
Chile	+13p
Sweden	+12p
Australia	+10p
Israel	+10p
China	+7p
Brazil	+6p
India	+6p
Czech Republic	+4p
Türkiye	+4p
Panama	+3p
Puerto Rico	+3p
Argentina	+1p
Austria	+0p
Ireland	+0p

Taiwan	+0p
Costa Rica	-1p
Hong Kong	-1p
Japan	-1p
Norway	-1p
Peru	-1p
Global	-2p
Greece	-2p
Guatemala	-2p
Italy	-2p
Mexico	-2p
Romania	-2p
The Netherlands	-2p
Spain	-3p

Colombia	-5p
Germany	-5p
Slovakia	-5p
U.S.	-5p
Canada	-6p
Poland	-6p
Portugal	-6p
Belgium	-7p
Switzerland	-7p
France	-8p
Finland	-9p
Hungary	-9p
Singapore	-9p
U.K.	-17p

Tech Advancements Continue Powering APAC Job Creation

Nearly one in four (24%) employers who plan to hire in Q4 are doing so to **keep up with tech advancements**, and this is especially true among organizations in the Asia-Pacific region.



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%		



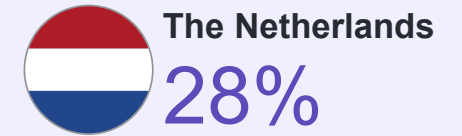
Employment Outlooks Across Europe and the Middle East

Hiring expectations remain the lowest in Europe and the Middle East (18%) and has remained unchanged since Q3 2025 and decreased by 4 points year-over-year.

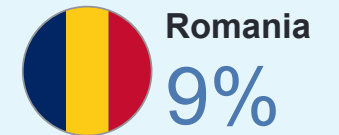
Outlooks vary across the region with employers most keen to hire in the U.A.E.

Employers in the U.A.E. reported the strongest hiring intentions across multiple industry verticals, including Consumer Goods and Services (57%), Financials and Real Estate (57%), Transportation, Logistics and Automotive (53%), and Communication Services (46%). Additionally, the strongest hiring intentions within the Information Technology sector were reported in Belgium (52%).

Strongest Hiring Intentions



Weakest Hiring Intentions



Employment Outlooks Across the Asia Pacific



Hiring managers across the Asia-Pacific countries anticipate the strongest regional Outlook (30%), remaining unchanged since the previous quarter and strengthening by 4 points when compared to the same time last year.

India and China reported the strongest hiring intentions for the final quarter of 2025. The most cautious Outlooks were reported by employers in Hong Kong.

The strongest Outlook globally for the Energy and Utilities sector were reported by employers in India (59%).

Strongest Hiring Intentions



Weakest Hiring Intentions





Employment Outlooks Across the Americas

Employers across North, Central, and South America reported the second strongest regional Outlook for Q4 (25%). Hiring intentions have weakened by 3 points since both the previous quarter and when compared to the same period last year.

Employers in the Brazil and Costa Rica reported the strongest hiring intentions across the regions, while the weakest Outlooks were reported in Argentina.

The strongest Outlooks globally for both the Healthcare and Life Sciences and Industrials and Materials industry verticals were reported by employers in Costa Rica (47% and 42%, respectively).

↗ Strongest Hiring Intentions



↘ Weakest Hiring Intentions





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.

ManpowerGroup Solutions Across the Entire HR Life Cycle



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Consulting &
Analytics**



**Workforce
Management**



**Talent
Resourcing**



**Career
Management**



**Career
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Attraction**



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