

UAE
FINDINGS

2025
Q4

ManpowerGroup Employment Outlook Survey

 Manpower®

 Talent Solutions
ManpowerGroup®

 ManpowerGroup®





Executive Summary

525 employers in UAE were asked about their fourth quarter hiring intentions and the reasoning behind their decisions in the latest edition of the ManpowerGroup Employment Outlook Survey.

45% UAE Net Employment Outlook

Calculated by subtracting employers planning reductions from those planning to hire*.

Hiring expectations have weakened by 3% since the previous quarter.

46% of employers who plan to hire reported that their company is expanding in size, creating more positions.

Highest Hiring Demand in UAE



Consumer
Goods & Services

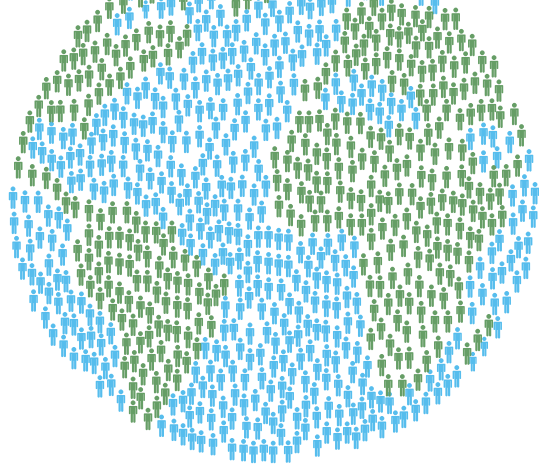


Financials &
Real Estate



Q4 UAE Employment Outlooks





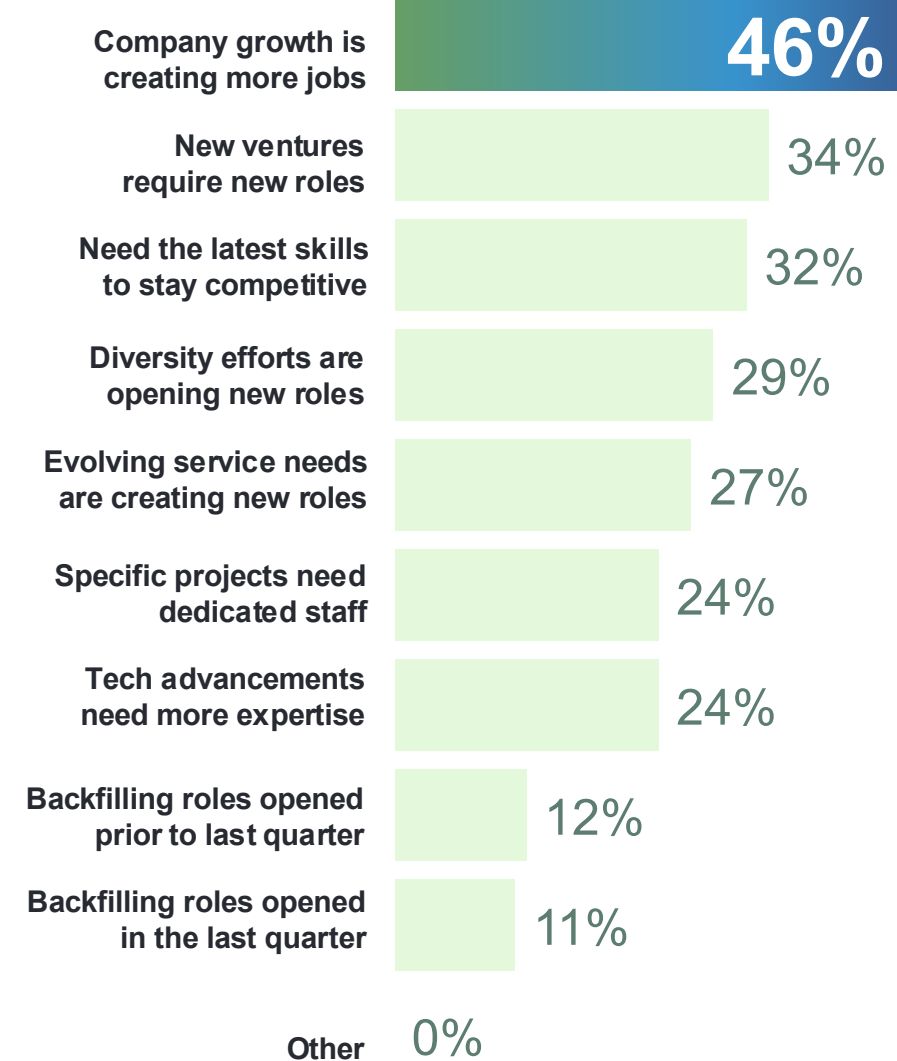
UAE Employment Outlook for Q4 2025

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 45%.**



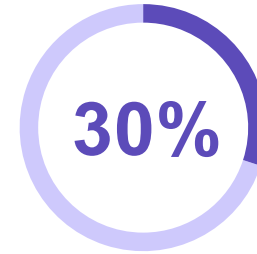
Company Growth Drives Q4 Staffing Increases

Employers in UAE said **company expansion is the top reason for staffing increases**, remaining the same as the previous quarter.

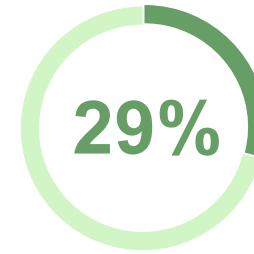


Changes in Skills Requirements Influence Workforce Reductions

For employers anticipating a staffing decrease in the fourth quarter of 2025, **changes in required skills is cited as the main challenge**, followed by automation.



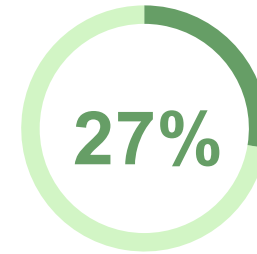
Skill changes have reduced certain roles



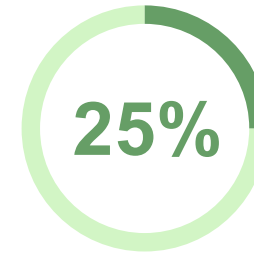
Automation has reduced some roles



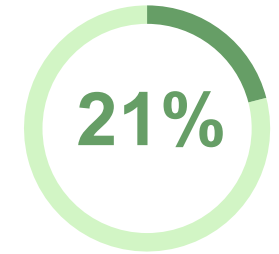
Process improvements are consolidating roles



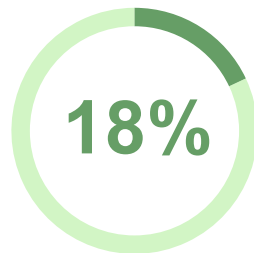
Restructuring or downsizing



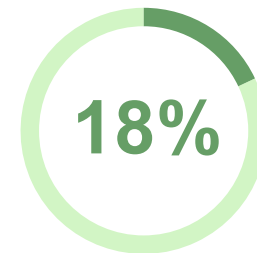
Adjusting to current demand



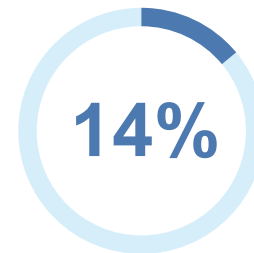
Project-based roles are ending



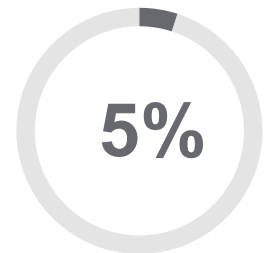
Market shifts lowering job demand



Economic challenges impacting staffing



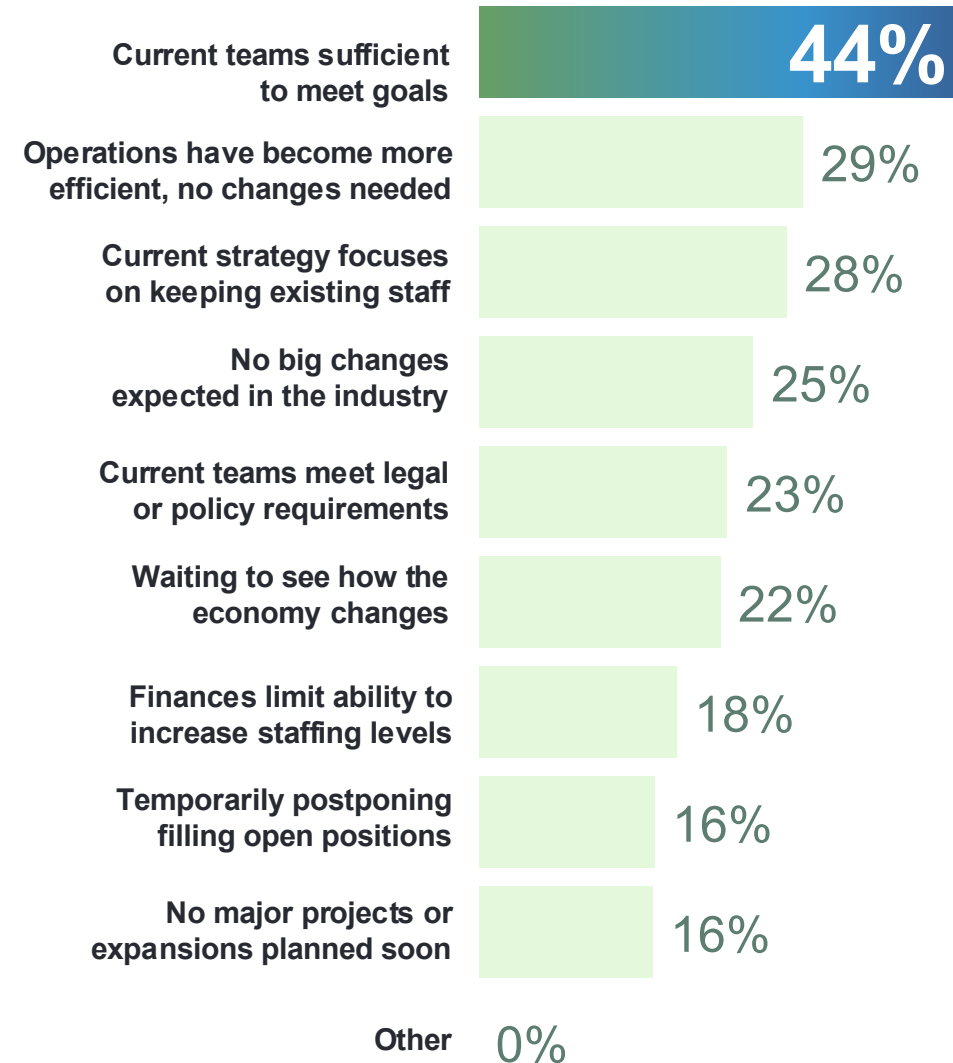
Voluntary staff departures, not backfilling



Other reasons

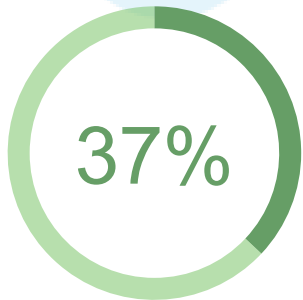
Workforce Stability Reflects Strategic Caution

Employers who expect staffing to remain unchanged said their **current teams are sufficient to meet goals**, and no staffing changes are needed due to streamlined operations.

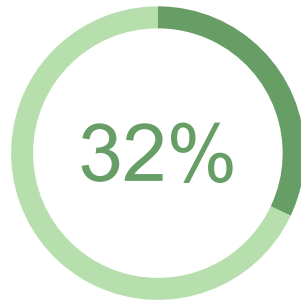


Hiring Expectations by Company Size

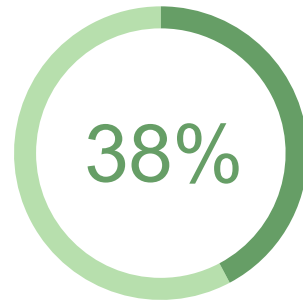
Less than 10
Employees



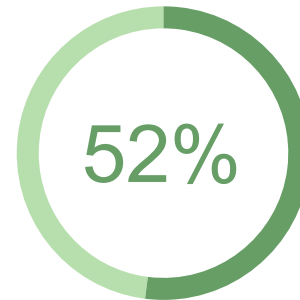
10 - 49
Employees



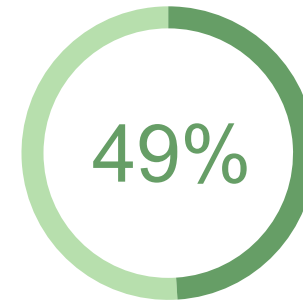
50 - 249
Employees



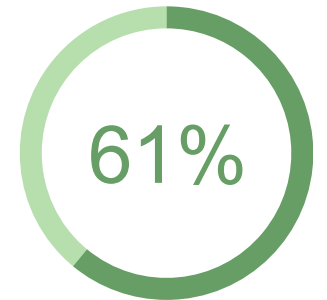
250 - 999
Employees



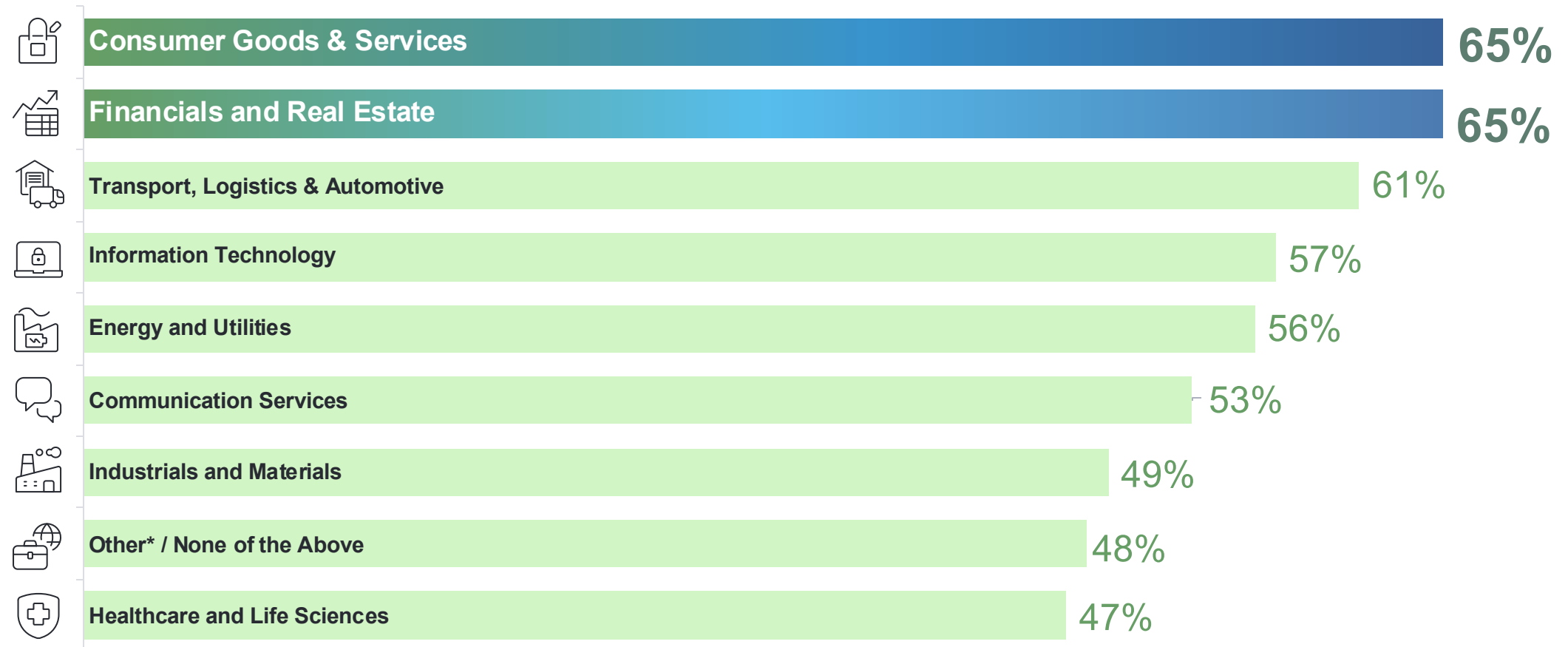
1,000 - 4,999
Employees



5,000+
Employees



UAE Employment Outlooks Across Key Industry Sectors



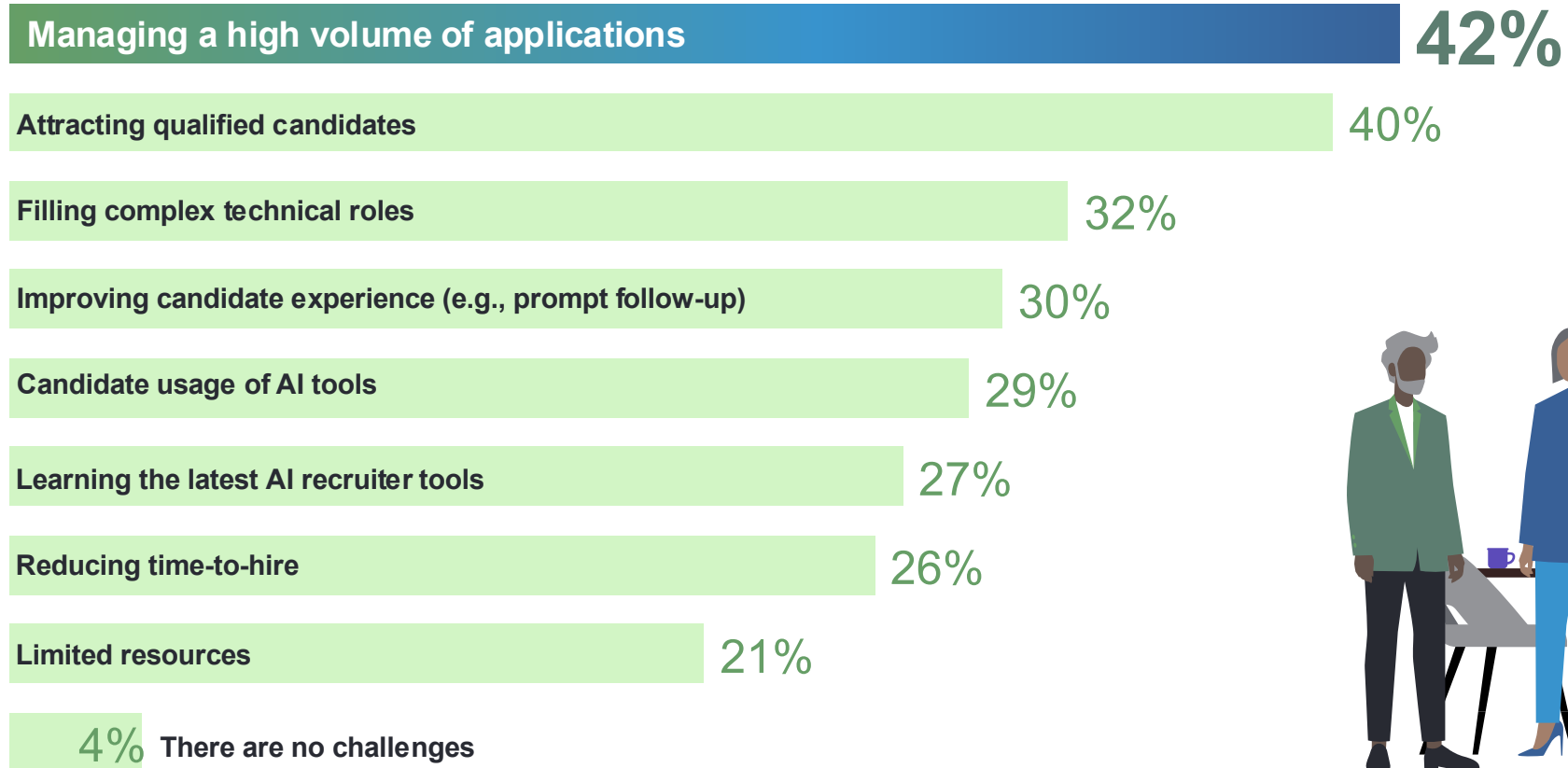
*Government or Public Service; Not for Profit/NGO/Charity/Religious organization; Other Industry; Other Transport, Logistics & Automobiles Sub-Industry; Educational Institutions; Agriculture & Fishing



UAE Workforce Trends

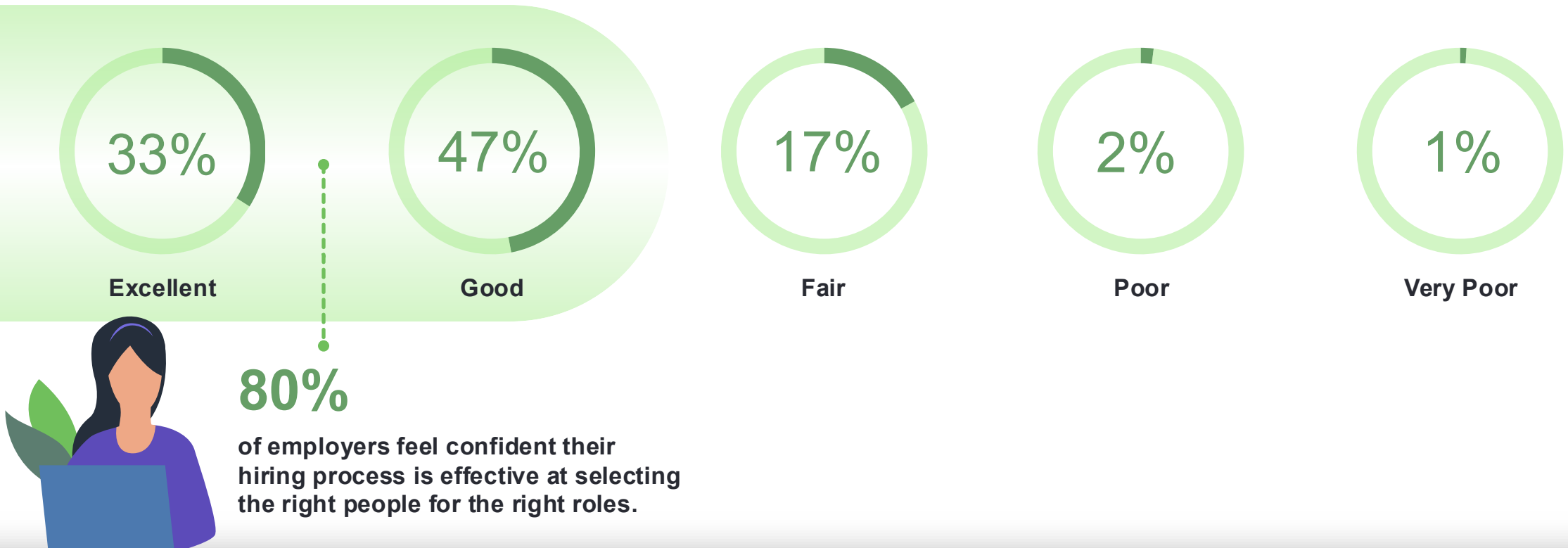


Top Talent Acquisition Challenges in UAE



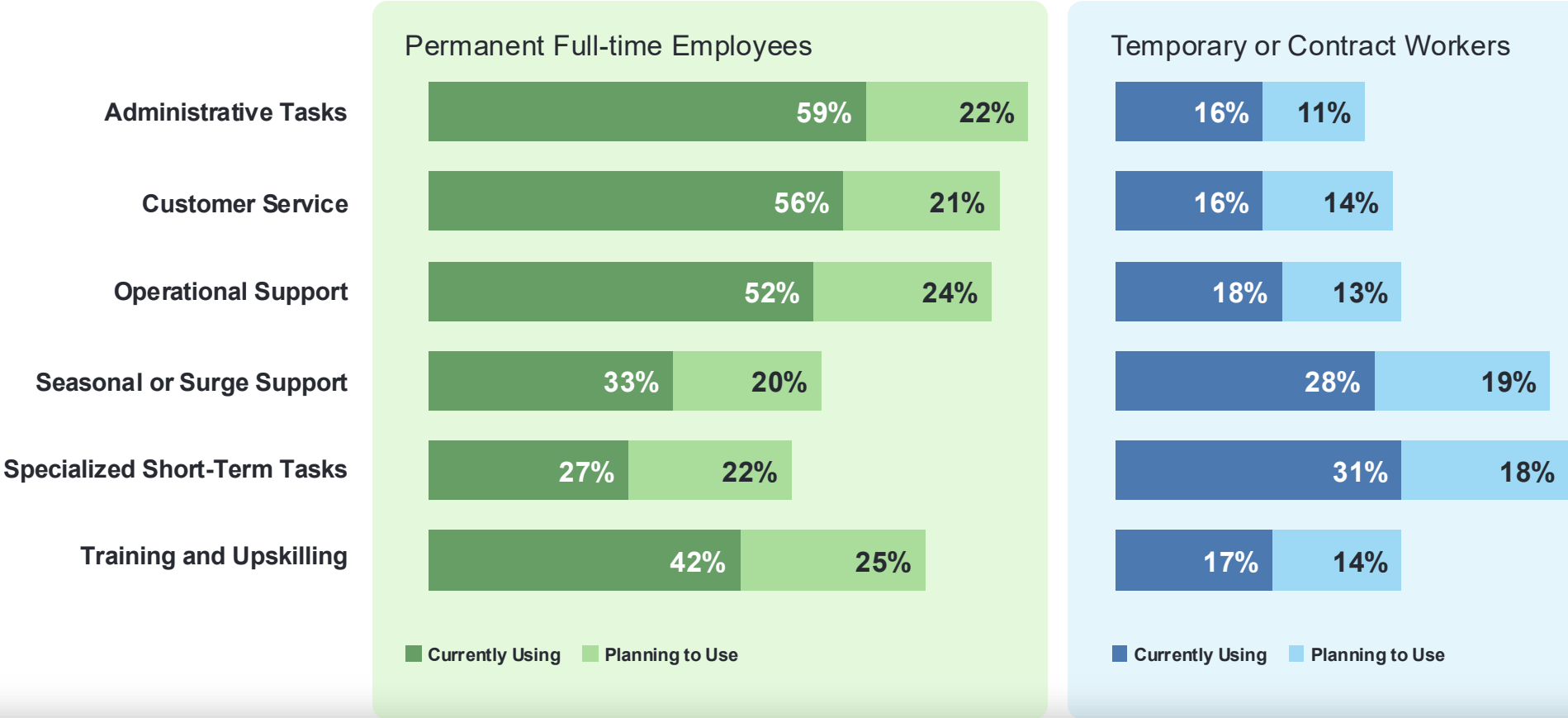
Employers in UAE Rate Their Hiring Process

While 40% said that their biggest challenge is attracting qualified candidates, **most employers feel confident** their hiring process is effective at selecting the right people for the right roles.

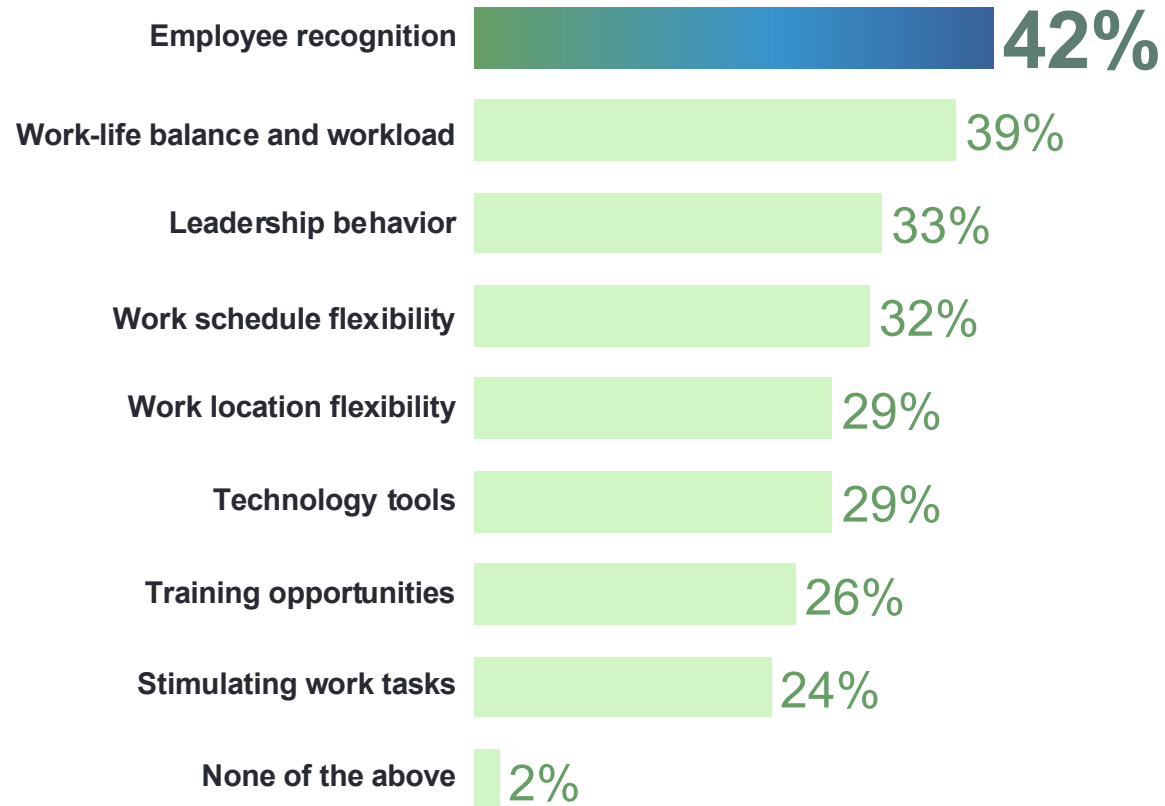


Evolving Workforce Strategies to Meet the Moment

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



Employee Recognition Tops the List of Effective Retention Strategies in UAE



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



53%

Transport,
Logistics &
Automotive



52%

Financials &
Real Estate



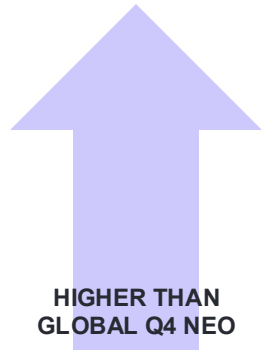


UAE Outlooks by Industry Vertical





Communication Services



HIGHER THAN
GLOBAL Q4 NEO

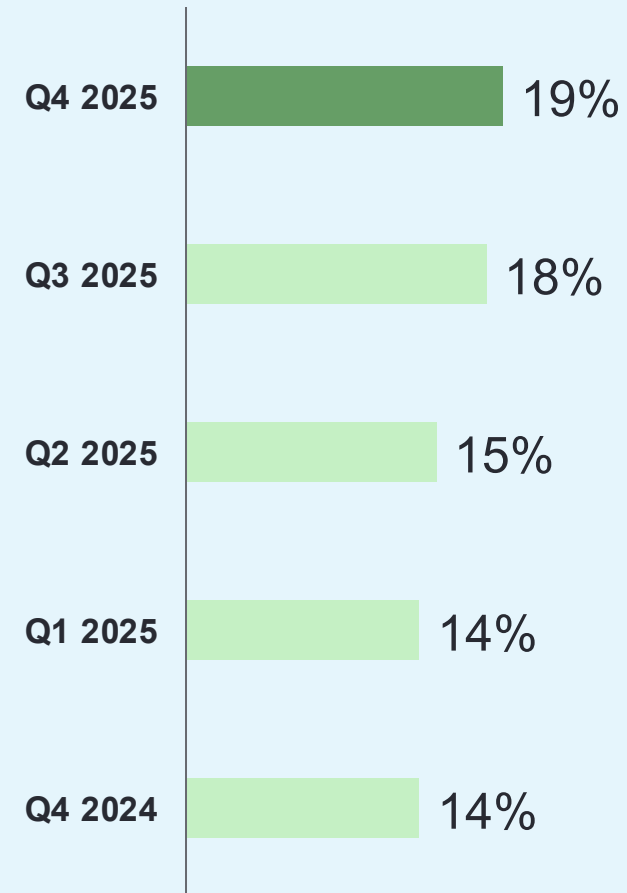
Net Employment Outlook:

46%



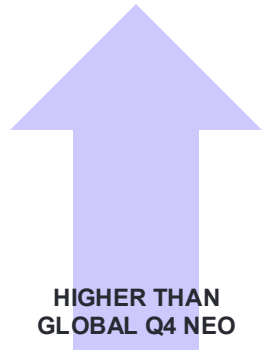
19%

Global Net Employment Outlook





Consumer Goods and Services



HIGHER THAN
GLOBAL Q4 NEO

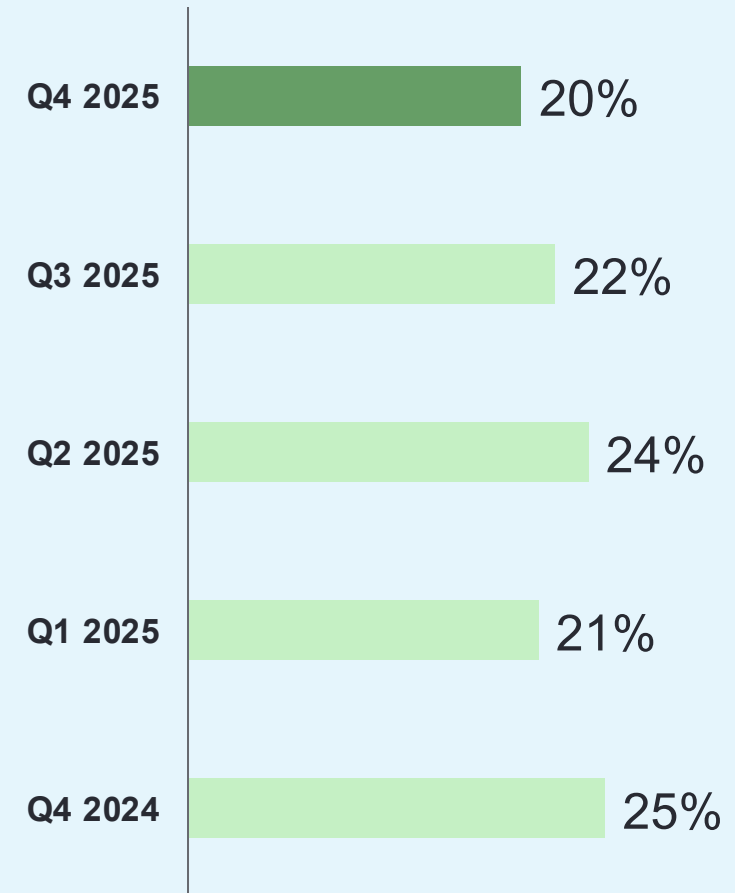
Net Employment Outlook:

57%



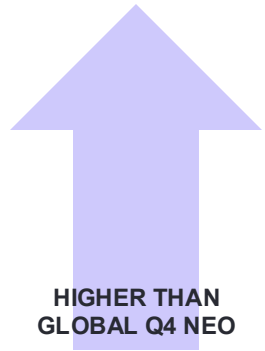
20%

Global Net Employment Outlook





Energy & Utilities



HIGHER THAN
GLOBAL Q4 NEO

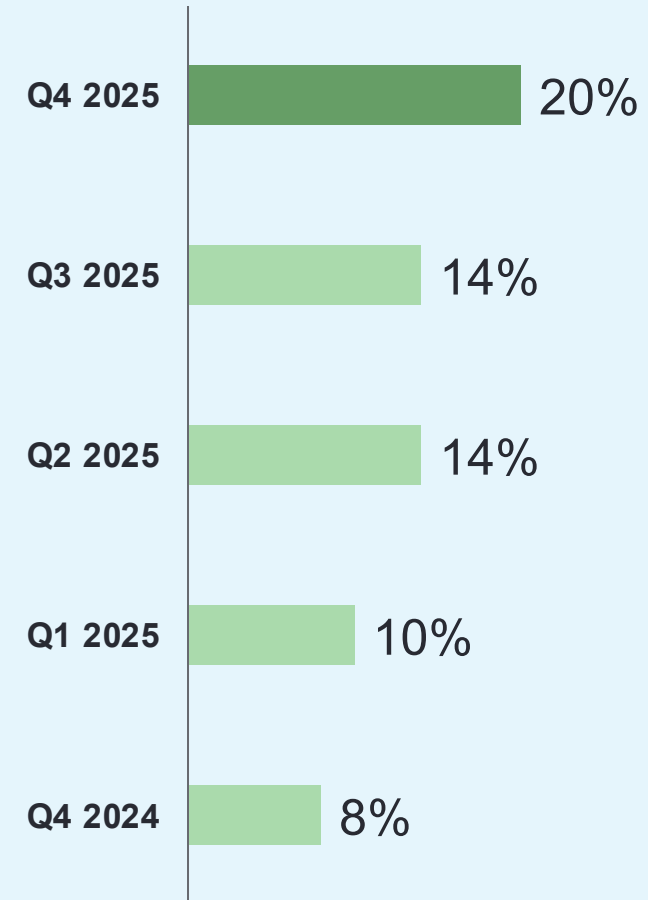
Net Employment Outlook:

41%



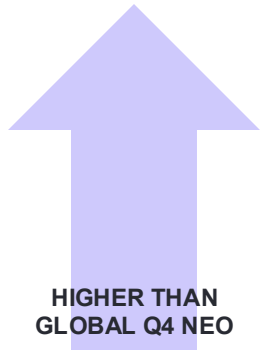
20%

Global Net Employment Outlook





Financials & Real Estate



HIGHER THAN
GLOBAL Q4 NEO

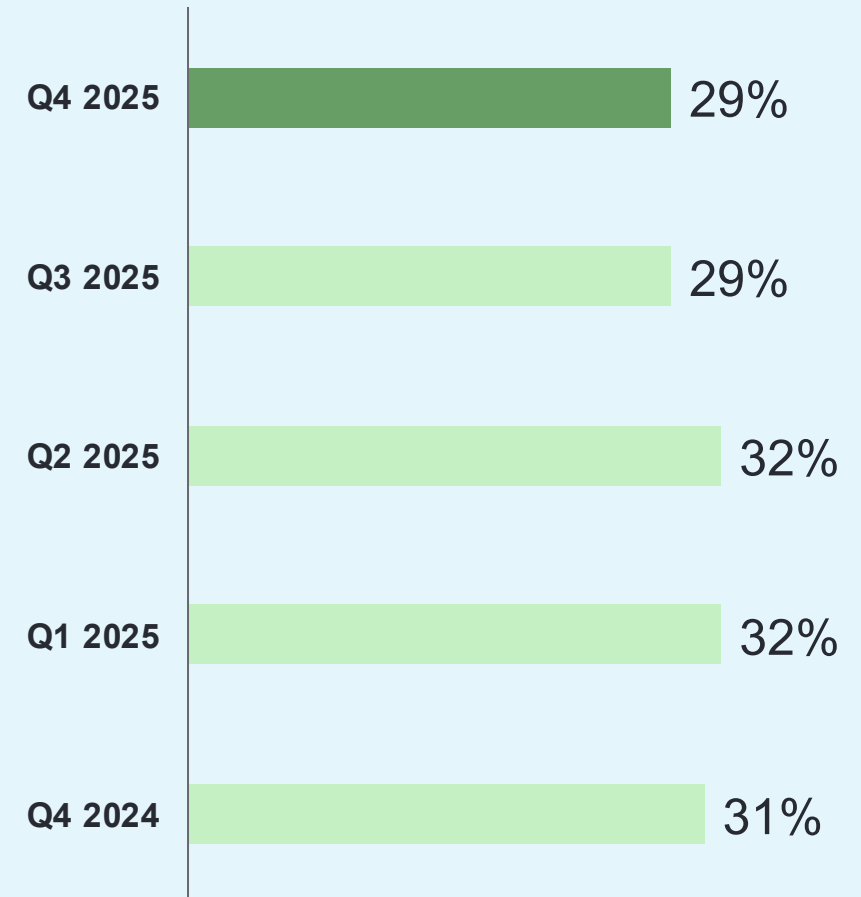
Net Employment Outlook:

57%



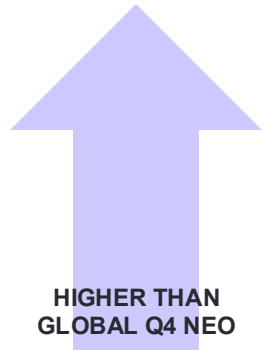
29%

Global Net Employment Outlook





Healthcare & Life Sciences



HIGHER THAN
GLOBAL Q4 NEO

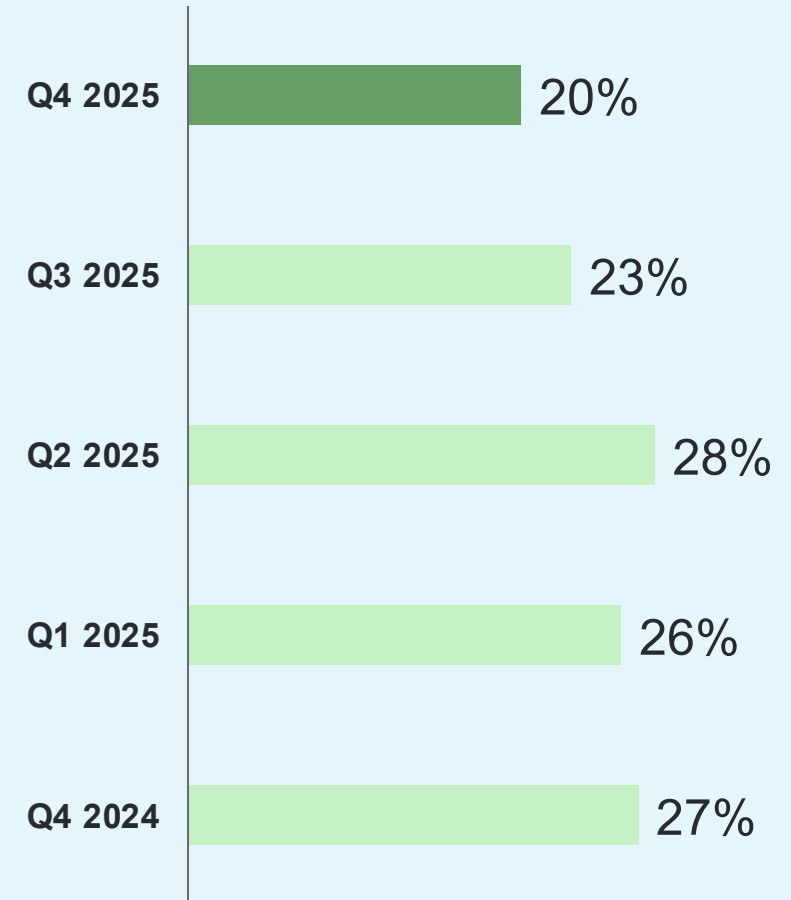
Net Employment Outlook:

34%



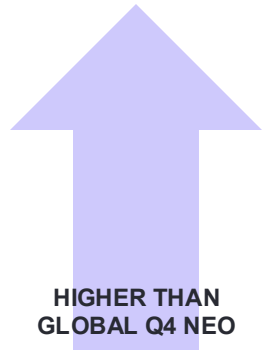
20%

Global Net Employment Outlook





Industrials & Materials



HIGHER THAN
GLOBAL Q4 NEO

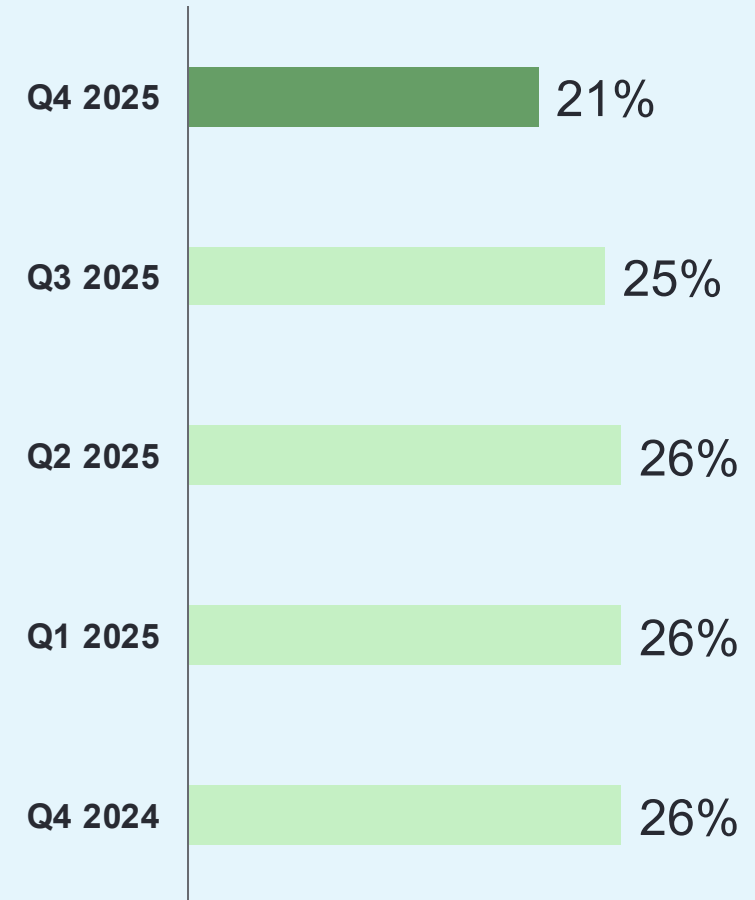
Net Employment Outlook:

48%



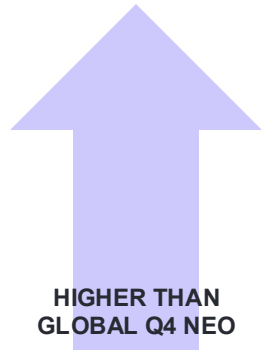
21%

Global Net Employment Outlook





Information Technology



HIGHER THAN
GLOBAL Q4 NEO

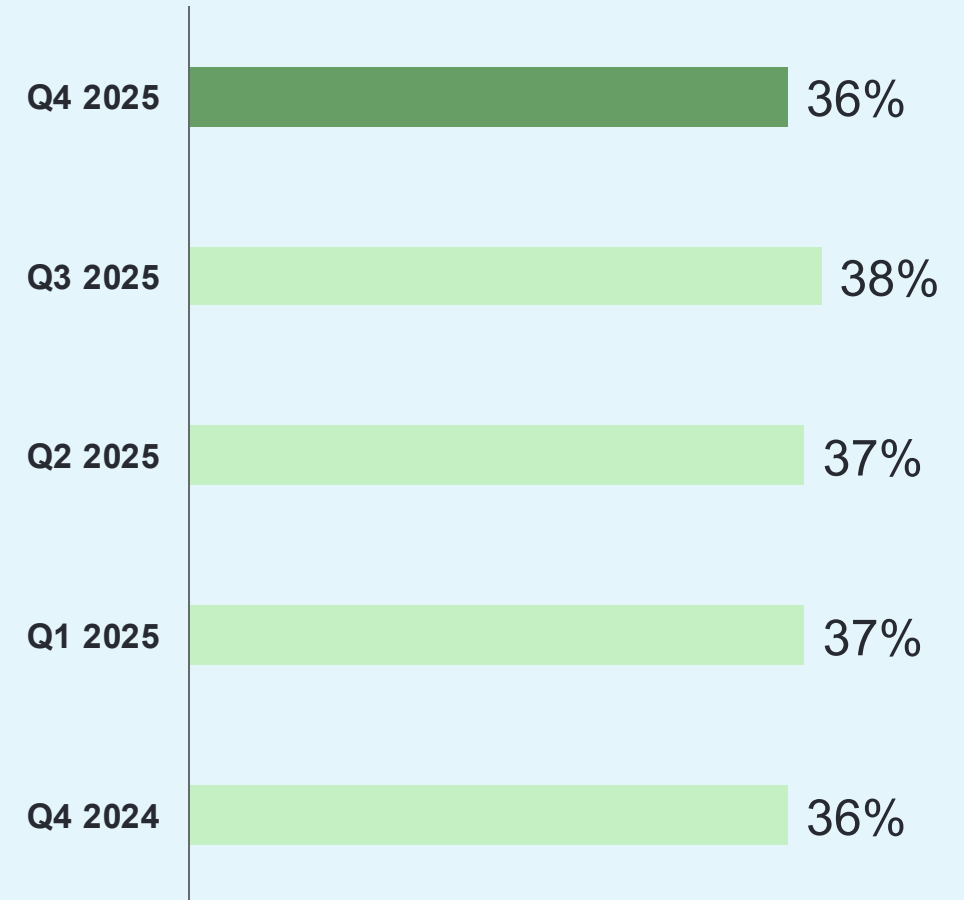
Net Employment Outlook:

43%



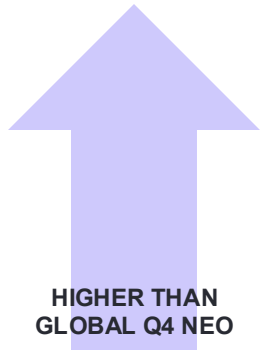
36%

Global Net Employment Outlook





Transport, Logistics & Automotive



HIGHER THAN
GLOBAL Q4 NEO

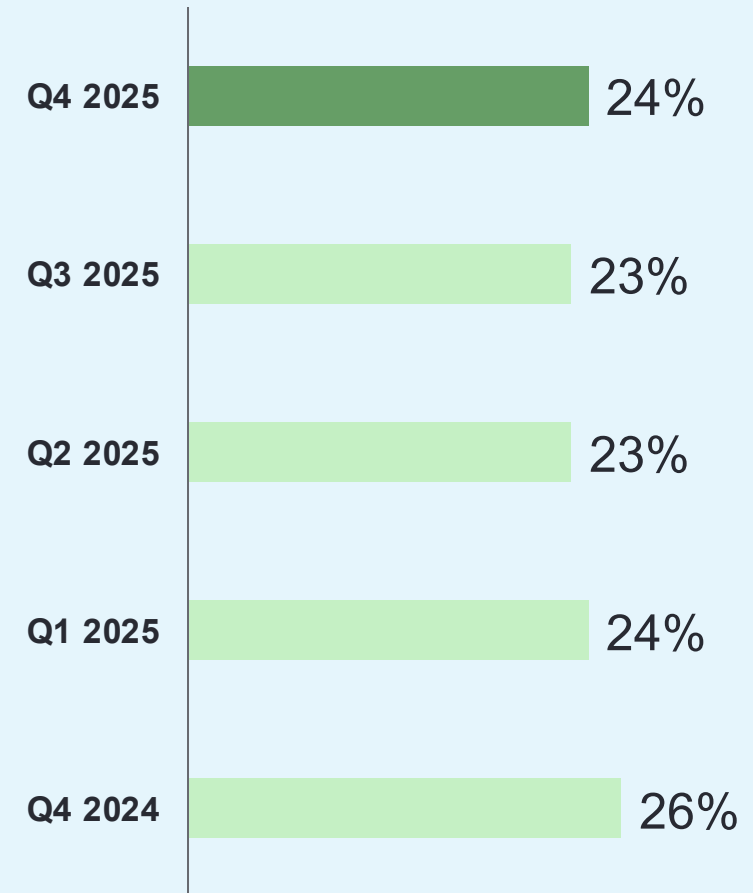
Net Employment Outlook:

53%



24%

Global Net Employment Outlook





Q4 Global Employment Outlooks





Executive Summary

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

23% Global Net Employment Outlook

Calculated by subtracting employers planning reductions from those planning to hire*. Hiring expectations have weakened by 4% since the previous quarter and 8% when compared to the same time last year.

39% of employers who plan to hire reported that their company is expanding in size, creating more positions.

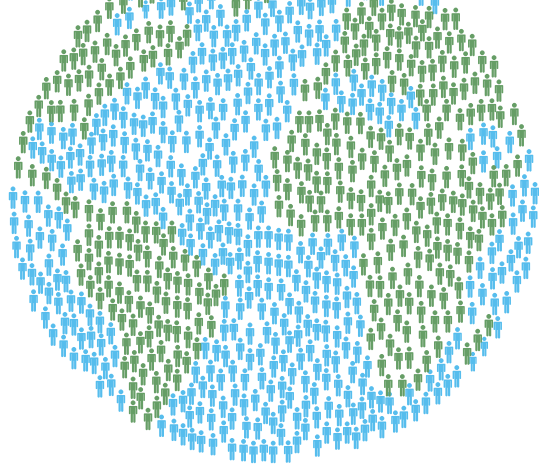
Highest Global Hiring Demand



Information
Technology

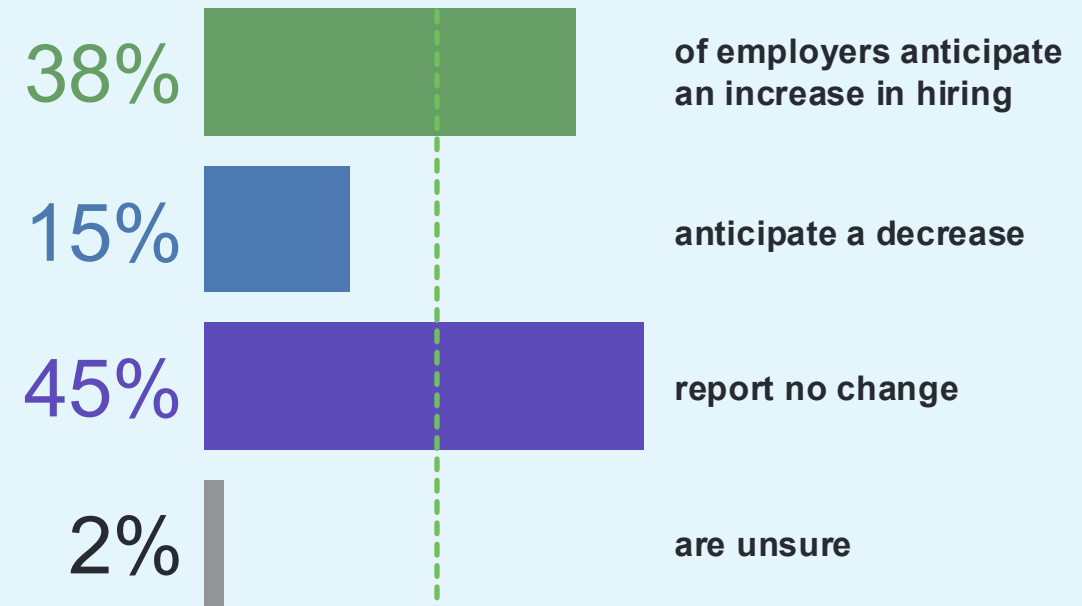


Finance and
Real Estate



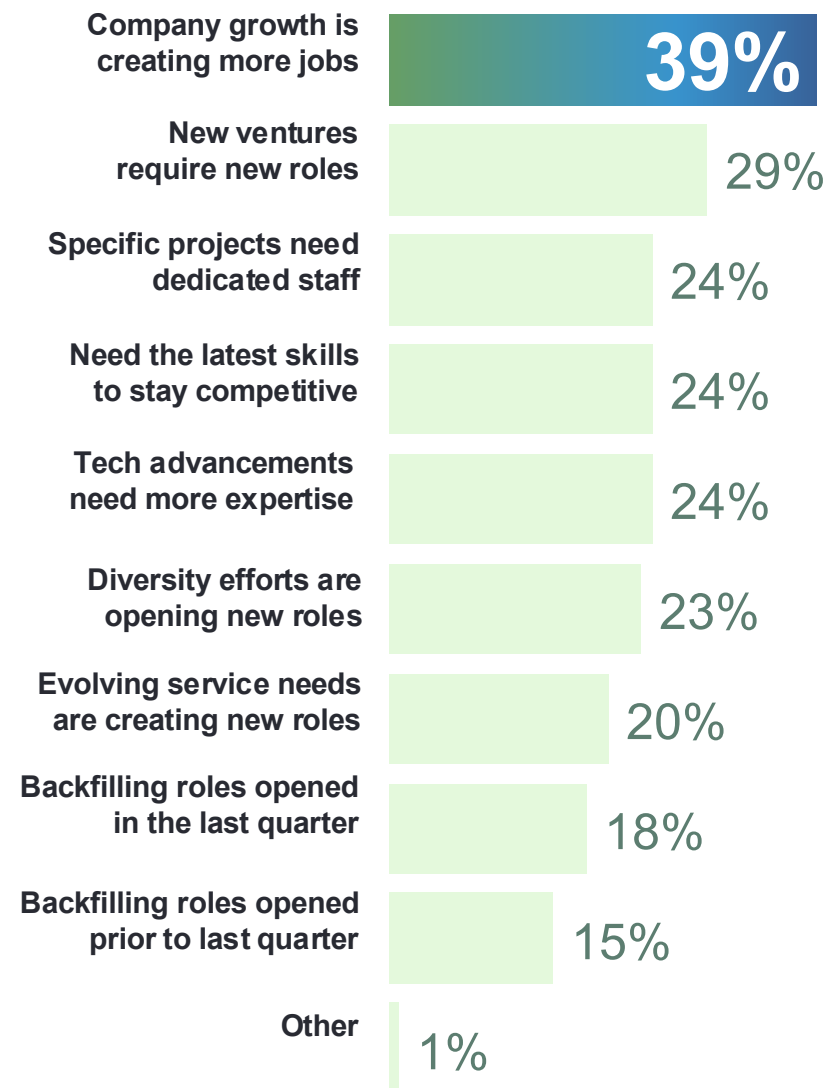
Global Employment Outlook for Q4 2025

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%.**



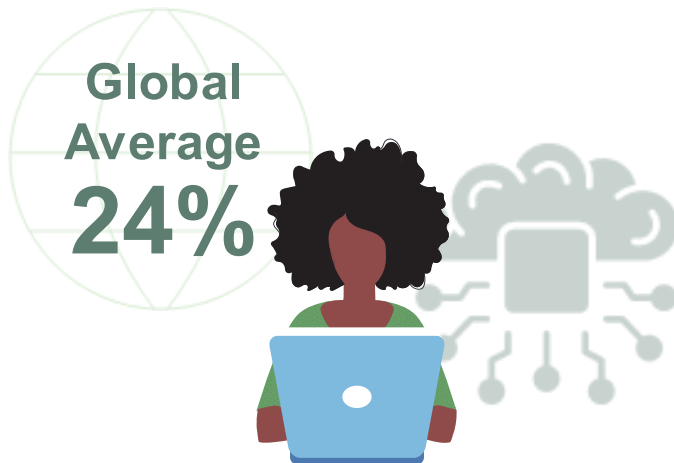
Company Growth Drives Q4 Staffing Increases

Employers globally said **company expansion is the top reason for staffing increases**, increasing more than 5% since the previous quarter.



Tech Advancements Continue Powering APAC Job Creation

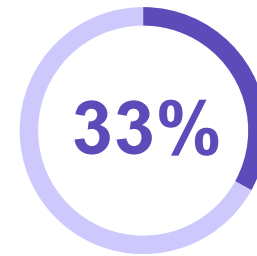
Nearly one in four (24%) employers who plan to hire in Q4 are doing so to **keep up with tech advancements**, and this is especially true among organizations in the Asia-Pacific region.



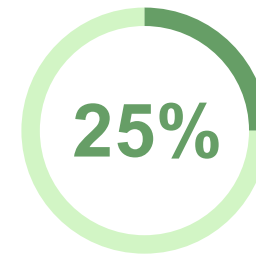
India	36%	Canada	24%	Türkiye	21%
Israel	34%	Czech Republic	24%	Finland	21%
China	33%	Colombia	24%	Mexico	21%
Japan	32%	Global Average	24%	Panama	20%
Brazil	31%	Belgium	24%	Guatemala	19%
Hong Kong	29%	Austria	23%	France	19%
Singapore	28%	Poland	23%	The Netherlands	18%
Italy	27%	Hungary	23%	Slovakia	18%
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%		

Economic Challenges Influence Workforce Reductions

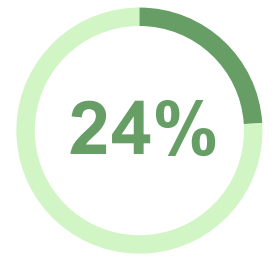
For employers anticipating a staffing decrease in the fourth quarter of 2025, **economic uncertainty is cited as the main challenge**, followed by adapting to market changes.



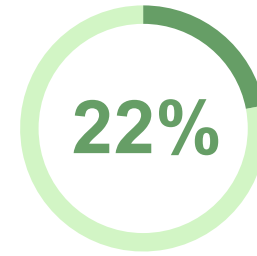
Economic challenges impacting staffing



Market shifts lowering job demand



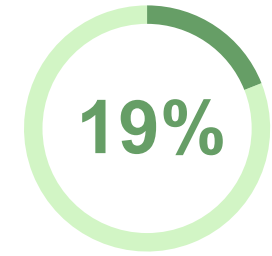
Restructuring or downsizing



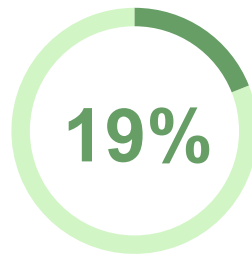
Adjusting to current demand



Automation has reduced some roles



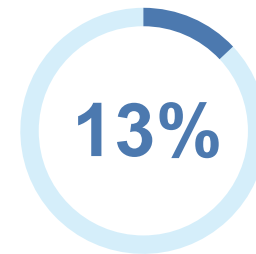
Process improvements are consolidating roles



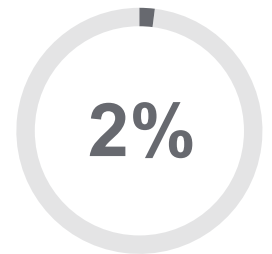
Voluntary staff departures, not backfilling



Project-based roles are ending



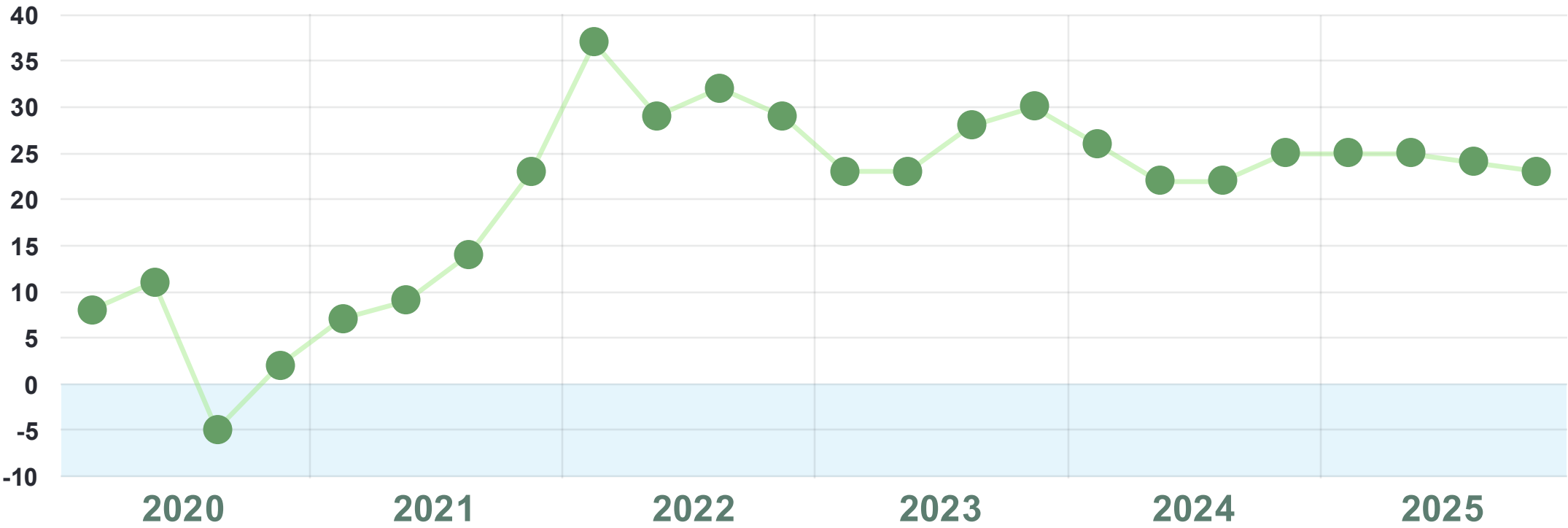
Skill changes have reduced certain roles



Other reasons

Changes Over Time


Global Outlooks have decreased since the previous quarter and when compared to the same time last year, by 4% and 8%, respectively.



Hiring Expectations for October – December by Country

Seasonally Adjusted,
Net Employment
Outlooks (NEO)

 **45%** U.A.E.
Strongest NEO

 **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.

Strongest and Weakest Fourth Quarter Outlooks

With stable outlooks across the regions, **employers in the Asia Pacific (30%), region reported the strongest hiring intentions**, followed by the Americas (25%), and Europe and the Middle East (18%).

Strongest



U.A.E.

45%



India

40%



Brazil

36%

Weakest



Argentina

5%



Hong Kong

6%



Hungary

8%



Year-Over-Year Changes by Country

Chile recorded the most significant rate of change in NEO since Q4 2024



163% Chile

Most Strengthened Outlook



-8% Global

Global Average Outlook



-61% U.K.

Most Weakened Outlook

Chile	163%
Israel	125%
Sweden	86%
Australia	71%
Czech Republic	36%
Türkiye	29%
China	26%
Argentina	25%
Puerto Rico	23%
Brazil	20%
India	18%
Panama	14%
Austria	0%
Ireland	0%

Taiwan	0%
Costa Rica	-3%
Norway	-4%
Peru	-4%
Guatemala	-7%
The Netherlands	-7%
Mexico	-7%
Global Average	-8%
Japan	-8%
Italy	-10%
Greece	-11%
Hong Kong	-14%
Spain	-15%
U.S.	-15%

Romania	-18%
Switzerland	-21%
Canada	-21%
Germany	-23%
Colombia	-24%
Slovakia	-26%
Belgium	-28%
Portugal	-30%
Singapore	-31%
Poland	-38%
France	-38%
Finland	-39%
Hungary	-53%
U.K.	-61%

Most Significant Outlook Improvements for Q4

Employers in 12 countries report a stronger hiring outlook compared with the same period last year, weakening in twenty-six, and remaining unchanged in three.

Quarter-Over-Quarter Improvements

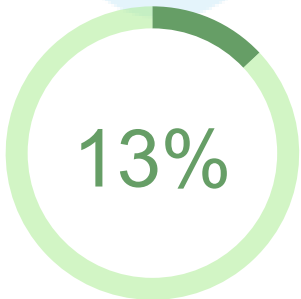


Year-Over-Year Improvements

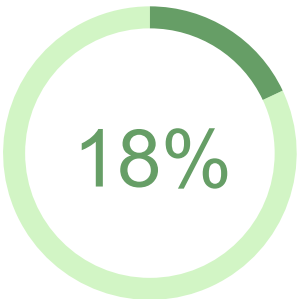


Hiring Expectations by Company Size

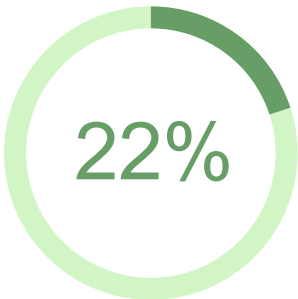
Less than 10
Employees



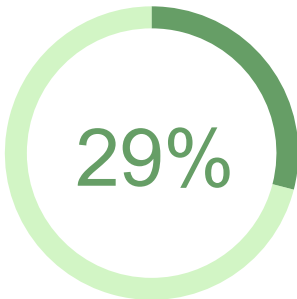
10 - 49
Employees



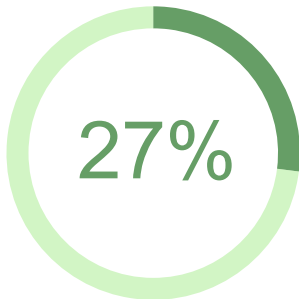
50 - 249
Employees



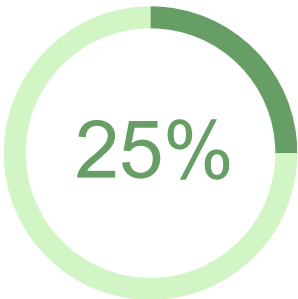
250 - 999
Employees



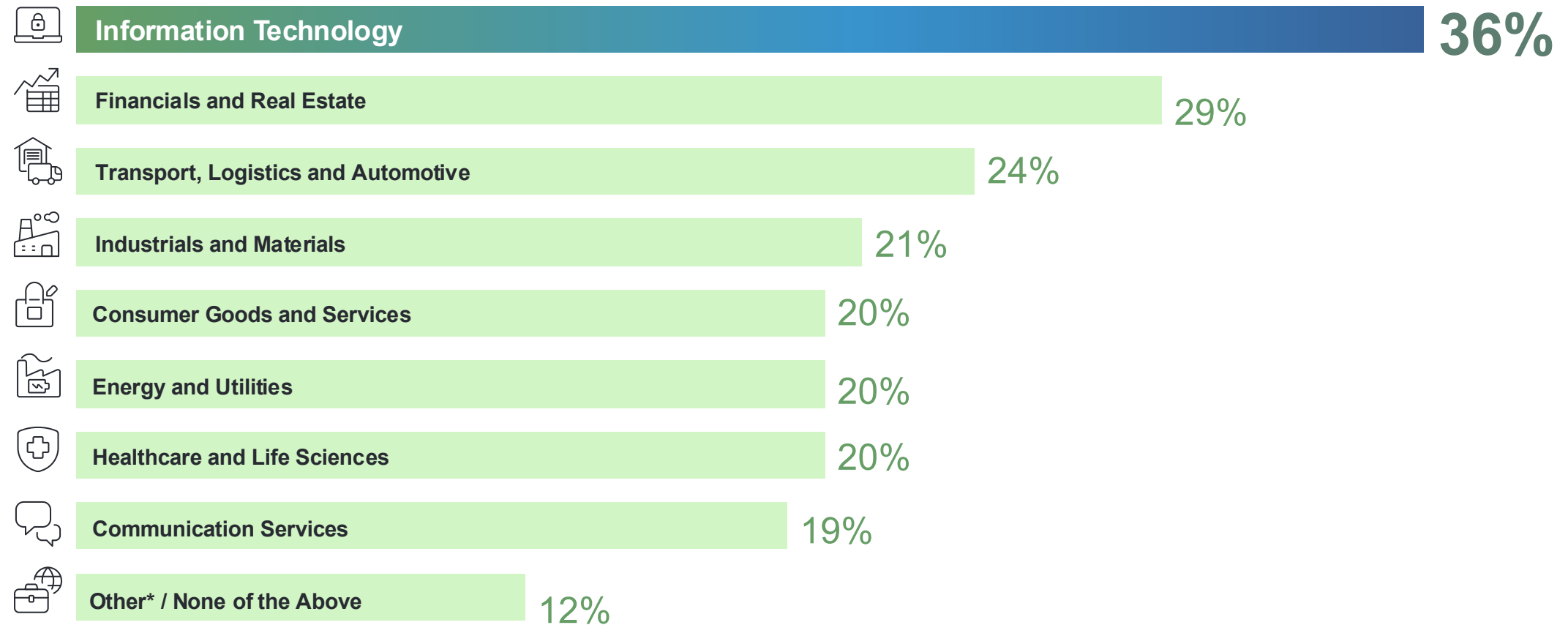
1,000 - 4,999
Employees



5,000+
Employees



Global 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



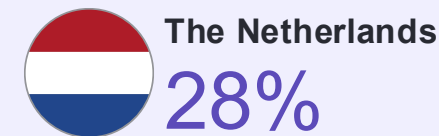
Employment Outlooks Across Europe and the Middle East

Hiring expectations remain the lowest in Europe and the Middle East (18%) and has remained unchanged since Q3 2025 and decreased by 18% 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 15% 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 11% 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

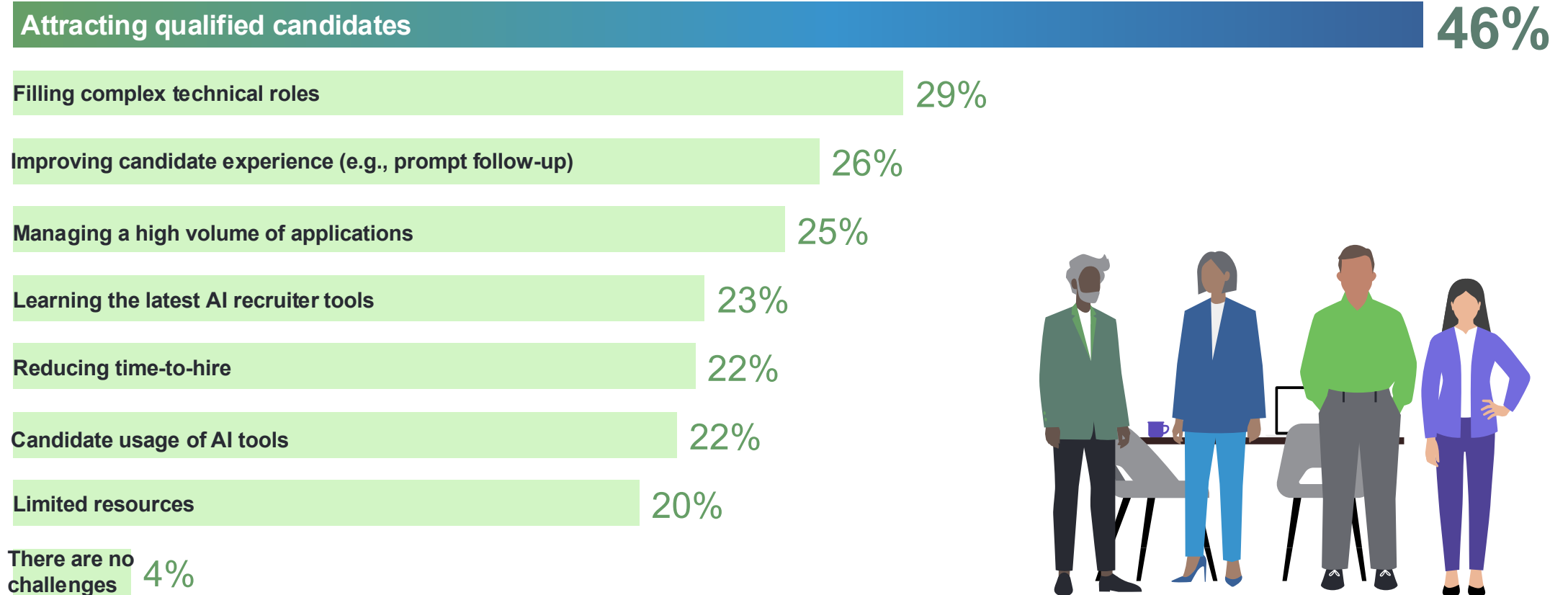




Global Workforce Trends

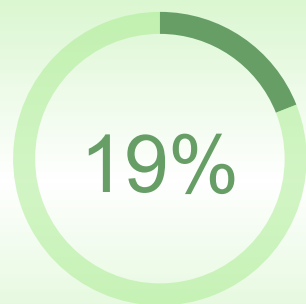


Top Global Talent Acquisition Challenges

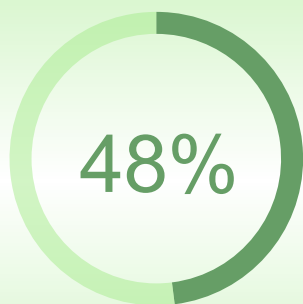


Employers Worldwide Rate Their Hiring Process

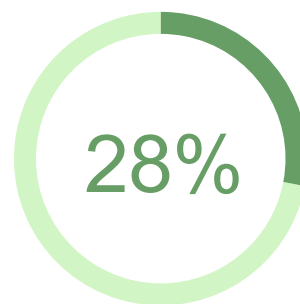
While nearly half said that their biggest challenge is attracting qualified candidates, **the majority of employers feel confident** their hiring process is effective at selecting the right people for the right roles.



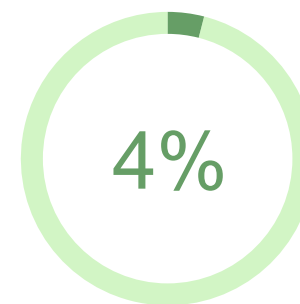
Excellent



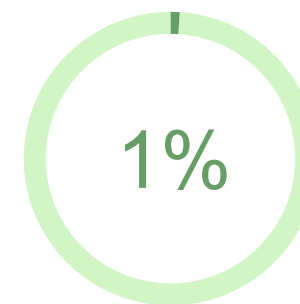
Good



Fair



Poor



Very Poor

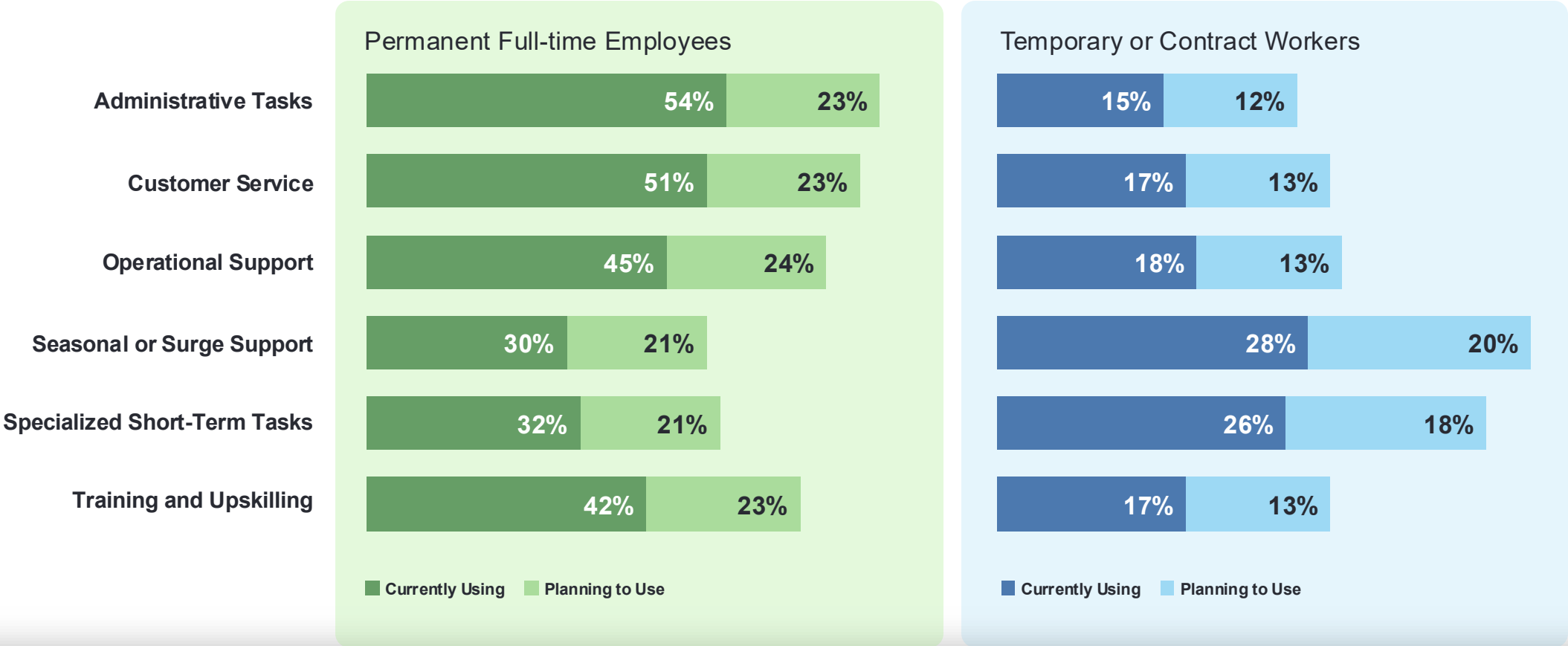
67%

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

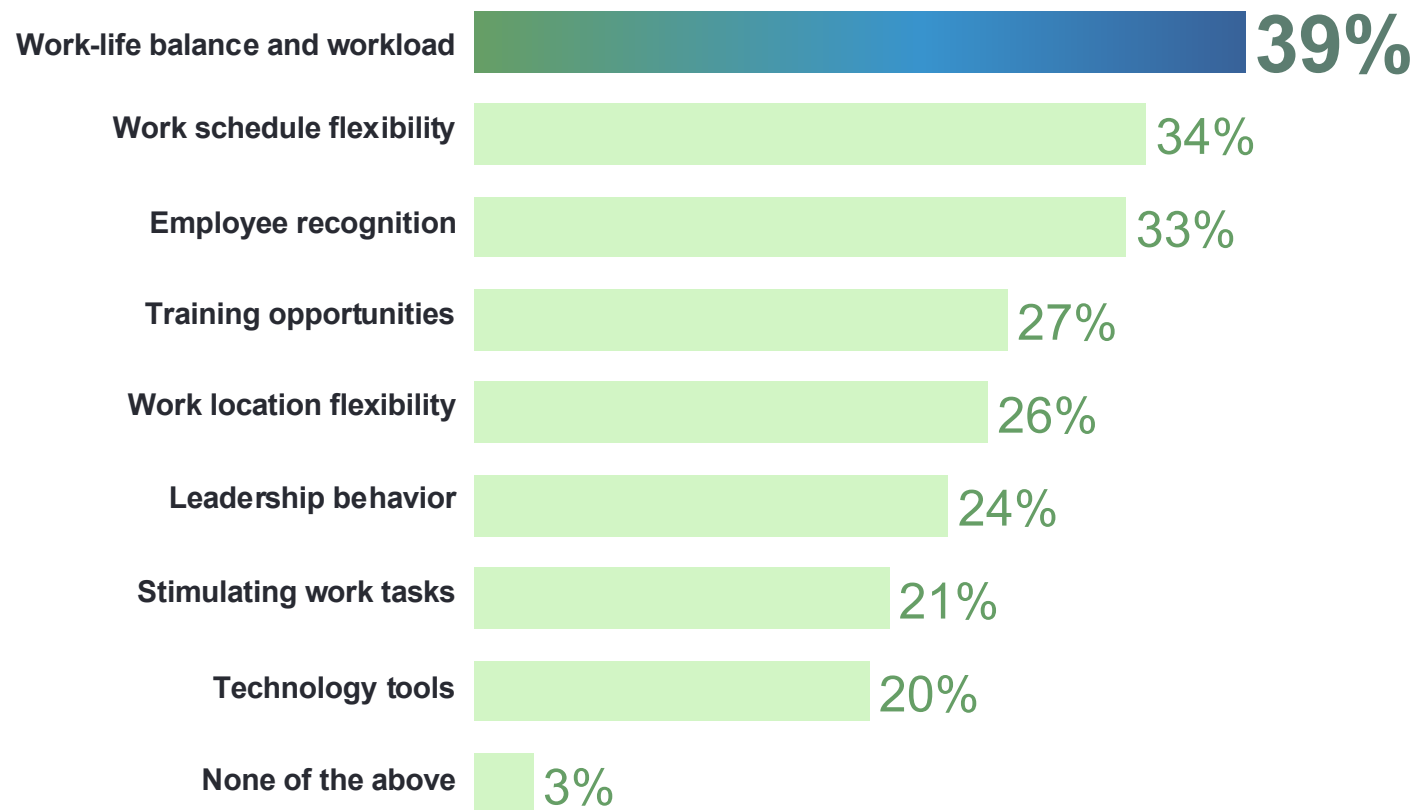


Evolving Workforce Strategies to Meet the Moment

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.



Work-Life Balance Tops the List of Effective Retention Strategies



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



44%
Healthcare &
Life Sciences



41%
Information
Technology





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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Analytics**



**Workforce
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**Talent
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**Career
Management**



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