



# SKILLS OF THE FUTURE WORKFORCE SOLUTIONS MARKET OVERVIEW

**2024 MID-YEAR UPDATE**



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## About This Report

In the world of work, skills are worth their weight in gold. Yet, according to a recent survey of more than 800 global companies, only four in 10 workers have completed the necessary training to keep up with the skills that are most in demand.<sup>1</sup> That's led to a widening skills gap, creating a mismatch between the skills an employer expects their employees to possess and the actual skills employees bring to the table.

Left unchecked, this could have a seismic impact on the economy. One estimate, released prior to the pandemic, placed the global price tag of a skilled talent shortage at nearly \$8.5 trillion in unrealized revenue by 2030—equal to the combined GDP of Germany and Japan.<sup>2</sup> Across the EU, where many countries are facing a steep climb in their efforts to ease persistent labor market tension, roughly three-quarters of employers report facing at least “some difficulties” finding skilled talent, with 26 percent reporting a large degree of difficulty.<sup>3</sup>

This situation is unfolding against the backdrop of a global labor market that remains in flux. In the U.S., inflation continues to rear its head, delaying the Federal Reserve's attempts at a soft landing—at least for now. As employers collectively hold their breaths, the competition for workers remains hot. Although the ratio of job openings to employment came off its peak in 2022, this critical indicator of labor market tightness is still sitting roughly one point higher than prior to the pandemic.<sup>4</sup> So, too, is the growth rate of U.S. wages and salaries, adding cost pressures to companies that are still feeling the impact of inflation.<sup>5</sup>



**4 in 10 workers**

completed the necessary training to keep up with the skills that are most in demand

**\$8.5 trillion**  
in unrealized revenue

by 2030



## About This Report

A similar picture is playing out across Europe and South Asia, which ended 2023 grappling with an economic slowdown that, in some places, amounted to a mild recession. In an effort to ease labor market tension, countries like the Netherlands and France are taking legislative steps to tap into workers who have historically been underrepresented in the labor market, especially younger entrants and those approaching retirement age. In countries like Switzerland, leaders are easing restrictions on migration in hopes of enticing skilled immigrants to consider relocating.<sup>6</sup> And in India, where roughly two-thirds of its population is in the working-age group, the government has trained an estimated 88 million individuals since 2015, bridging critical skills gaps in data analysis, digital marketing, and coding.<sup>7</sup>

The way we work is changing, too. The rise of AI and its impact on jobs form the central theme of a special section in this report, which presents a comprehensive view of this emerging technology more than one and a half years since its mainstream introduction. Among our many findings, we report that 40 percent of all jobs will be impacted by AI, rising to 60 percent in advanced economies.<sup>8</sup> While there's no doubt AI will reshape our global economy, the conclusion we draw is decidedly optimistic: AI has the potential to create new opportunities, increase productivity, and empower the workforce to focus on more creative and meaningful tasks.

This report is the latest in a series of insights from workforce solutions leader AgileOne aimed at helping companies around the world navigate the complexity of today's employment landscape. In the pages that follow, we summarize key economic research from countries in North America, Europe, and South Asia, along with leading solutions that companies of any size or scope can put into practice. In this edition of *AgileOne's Workforce Solutions Market Overview* series, we focus on the *Skills of the Future*, presenting current data on the fastest-growing jobs within each region, expertise from our data and AI researchers, and key trends across finance and accounting, automotive, and life sciences.

## About AgileOne

**One world. One workforce. One provider. AgileOne.**

In rapidly changing times, AgileOne is at your side. We are the one workforce solutions provider to offer comprehensive solutions leveraging the best of the best, combined with our technology expertise, consulting services, and exceptional delivery teams to meet all your talent attraction and management needs.

### Why AgileOne?

We provide unparalleled value to our clients by delivering:



End-to-end total talent management



Workforce solutions technologies coupled with unparalleled services



Single-country, multi-country, and multi-region talent management solutions



Industry-leading supplier management, optimization, and development programs

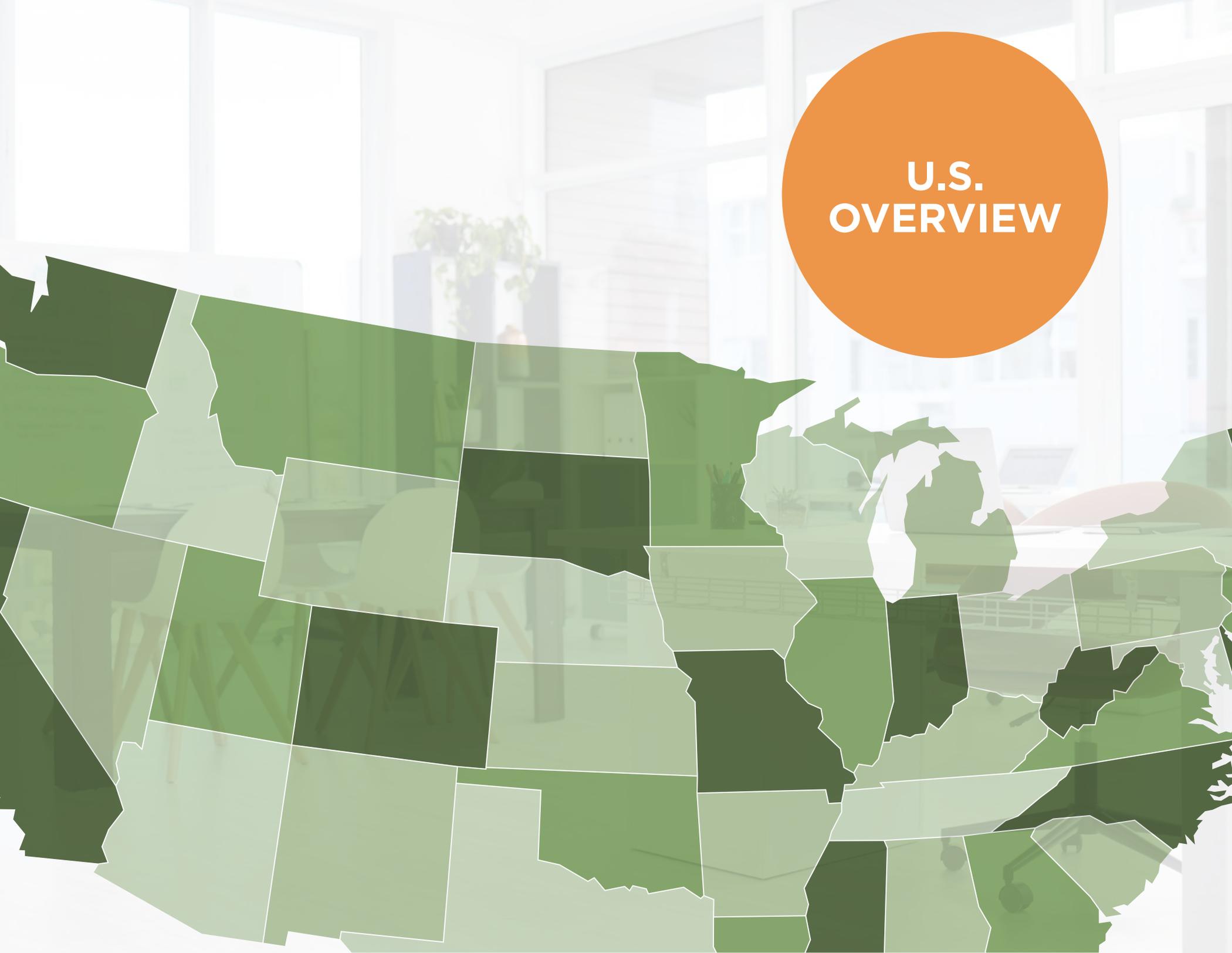


Integrated or stand-alone MSP and RPO administration



Industry best VMS, SOW, and ICC software





**U.S.  
OVERVIEW**

### Change in hourly average wage growth and CPI<sup>9</sup>



Data: Bureau of Labor Statistics, Chart: Axios Visuals

*The year-over-year consumer price index (CPI) has hovered at or around 3 percent for the past year, at times drifting as high as 3.7 percent.*

In the U.S., all eyes remain focused on inflation. After falling precipitously from its 40-year high in June 2022, the year-over-year consumer price index (CPI) has hovered at or around 3 percent for the past year, at times drifting as high as 3.7 percent. Although that’s substantially lower than its post-pandemic peak of 9.1 percent, the CPI remains well above the Federal Reserve’s target of 2 percent.<sup>10</sup> As a result, the prospect of interest rate cuts is looking more uncertain, with any rate cuts likely arriving toward the end of 2024.<sup>11</sup>

Not only does this mean companies will have to continue grappling with the high cost of borrowing. Stubborn inflation has consequences for the labor market, too. For employers, it's translated to a higher cost-per-worker in the aftermath of the pandemic. Year over year, wages and salaries are growing at 4.3 percent, more than one percent higher than in December 2019. That's roughly one and a half points off from a series high of 5.7 percent in June 2022, the same month that inflation reached its peak. Despite elevated wage growth, inflation has taken a serious bite out of take-home pay for workers. In fact, for much of the last four years, the consumer price index actually exceeded wage growth, a trend that has only right-sized in the past year.<sup>12</sup>

**Ratio of job openings to hires, all private sector job**



Source: The Conference Board; US Bureau of Labor Statistics

Further complicating the picture for employers, the labor market remains exceedingly tight. The job openings rate, which reflects the number of job openings on the last business day of the month as a percent of employment plus job openings, sits roughly one percent higher than it did prior to the pandemic. This change comes as the unemployment rate has continued to trend up in recent months, settling at 4 percent in May 2024.<sup>14</sup> This marks an end to 27 consecutive months with an unemployment rate below 4 percent. That last time this occurred was during periods of low unemployment from 1967 to 1970 and, for a more extended period, from 1951 to 1953.<sup>15</sup>

*Year over year, wages and salaries are growing at 4.3 percent, more than one percent higher than in December 2019.*

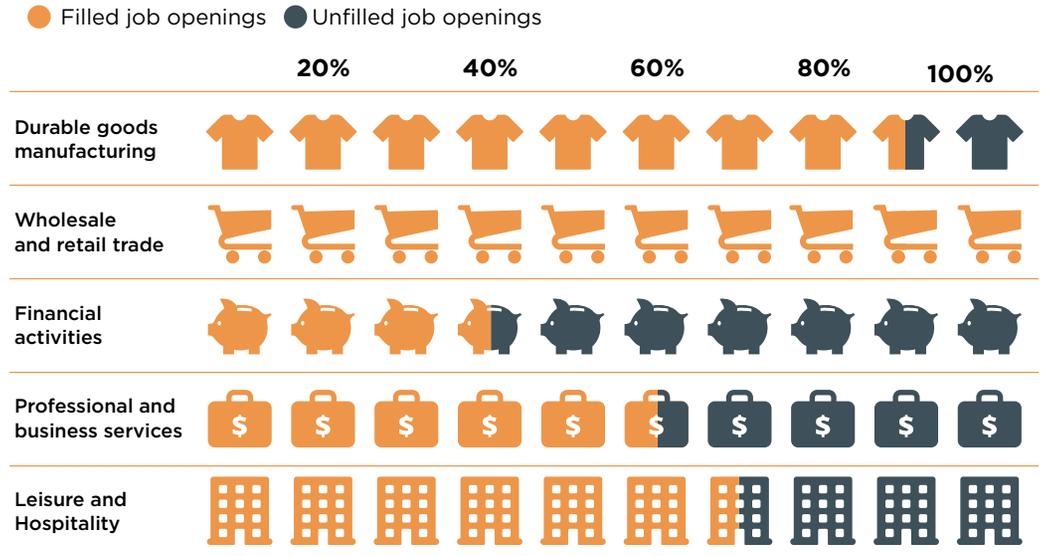
When looking at industry-level statistics, the education and health services sector, along with the professional and business services sector, consistently show the highest number of job openings. These industries also contain some of the fastest-growing jobs in the U.S., according to LinkedIn data.<sup>16</sup> In contrast, higher-paying and more stable industries like financial activities and manufacturing have experienced lower employee quit rates. Yet, there are more unfilled job openings in the financial activities sector than in any other major sector.<sup>17</sup>

*87% of U.S. CEOs are confident in the growth prospects of the country's economy.*<sup>18</sup>

Despite continued economic uncertainty, optimism is abound. According to a recent survey, 87 percent of U.S. CEOs are confident in the growth prospects of the country's economy. Meanwhile, 72 percent of CEOs expect their organizations' headcounts to increase over the next 12 months, with 32 percent expecting a "significant" increase in hiring. Only 4 percent say they expect workforce reductions within their organization over the next year. This comes even as a vast majority of CEOs—nearly nine in 10—anticipate global geopolitical tensions to disrupt the country's economic prospects. This indicates that, while CEOs remain confident in the future of the economy, they are also making strategic adjustments to address a combination of near-term risks and structural changes.<sup>19</sup>

### Labor force shortage by industry<sup>17</sup>

March 2024



## Jobs on the Rise

### Fastest-growing jobs in the United States<sup>20</sup>

#### 1. Chief Growth Officer

What they do: Develop and execute an organization’s strategies for driving revenue, expanding market presence, and ensuring sustainable growth.  
Most common skills: Growth Strategies, Strategic Partnerships, Business Development  
Most common industries: Technology and Internet, IT Services and IT Consulting, Advertising Services  
Top locations hiring: Washington, D.C.-Baltimore, New York City, Dallas

#### 2. Government Program Analyst

What they do: Evaluate the effectiveness and efficiency of public sector programs, usually through analyzing data, ensuring compliance with regulations, monitoring budgets, and more.  
Most common skills: Policy Analysis, Data Analysis, Community Outreach  
Most common industries: Administration of Justice, Transportation Equipment Manufacturing, Insurance  
Top locations hiring: Sacramento, Calif., Los Angeles, Washington, D.C.-Baltimore

#### 3. Environment Health Safety Manager

What they do: Ensure that companies are fostering a safe and sustainable workplace for employees, managing risk and ensuring compliance to health, safety, and environmental regulations.  
Most common skills: Environmental Compliance, Hazardous Waste Management, Environmental Management Systems  
Most common industries: Oil and Gas, Wholesale Building Materials, Electrical and Electronics Manufacturing  
Top locations hiring: Atlanta, Houston, Boston

#### 4. Director of Revenue Operations

What they do: Help oversee businesses’ revenue generation practices, working closely with sales and marketing teams to optimize business growth and ensure overall efficiency.  
Most common skills: Go-to-Market Strategy, Sales Operations, Revenue Forecasting  
Most common industries: Technology and Internet, IT Services and IT Consulting, Advertising Services  
Top locations hiring: San Francisco, New York City, Boston

#### 5. Sustainability Analyst

What they do: Evaluate an organization’s environmental, social, and governance (ESG) efforts and identify opportunities for efficiency, responsible resource use, and positive social impact.  
Most common skills: Sustainability Reporting, Corporate Social Responsibility, Data Analysis  
Most common industries: Business Consulting and Services, Real Estate, Food and Beverage Manufacturing  
Top locations hiring: New York City, Chicago, Atlanta



# EUROPE OVERVIEW





# THE NETHERLANDS



After slowing down markedly in 2023 due to the impact of inflation and decreased export volumes, the Dutch economy is poised to see some signs of recovery in the second half of 2024. Real wages have picked up steam due to decreasing inflation rates and strong nominal wage growth. Furthermore, growth in 2024 is expected to be supported by increased government investment spending.<sup>21</sup>

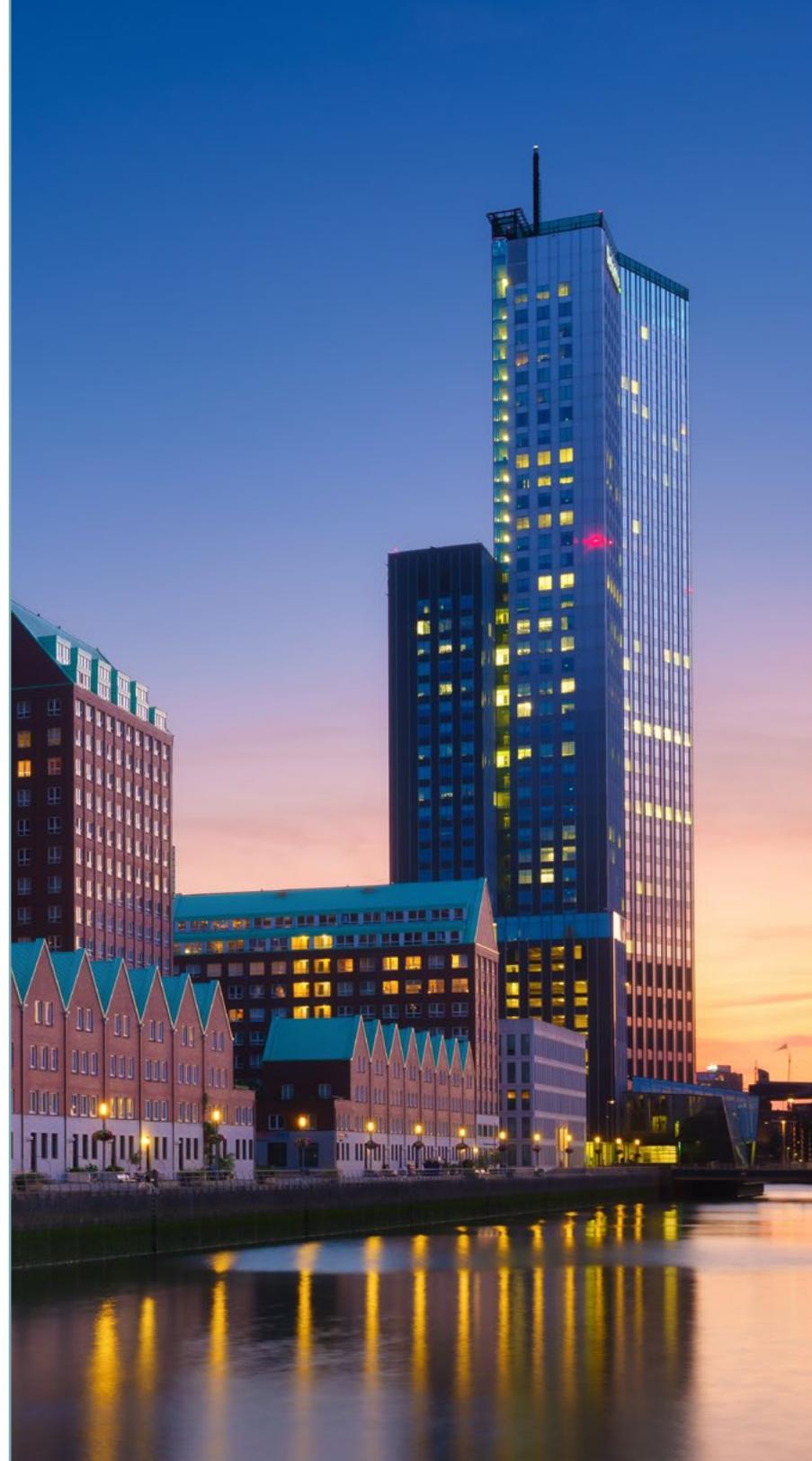
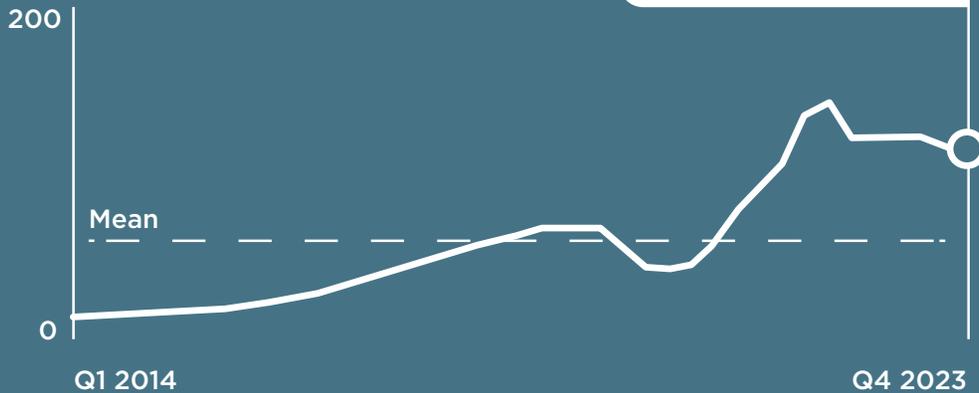
### Labor market tension<sup>22</sup>

Vacancies Per 100 Unemployed

+0

quarter-on-quarter

**114 Vacancies**  
Per 100 Unemployed

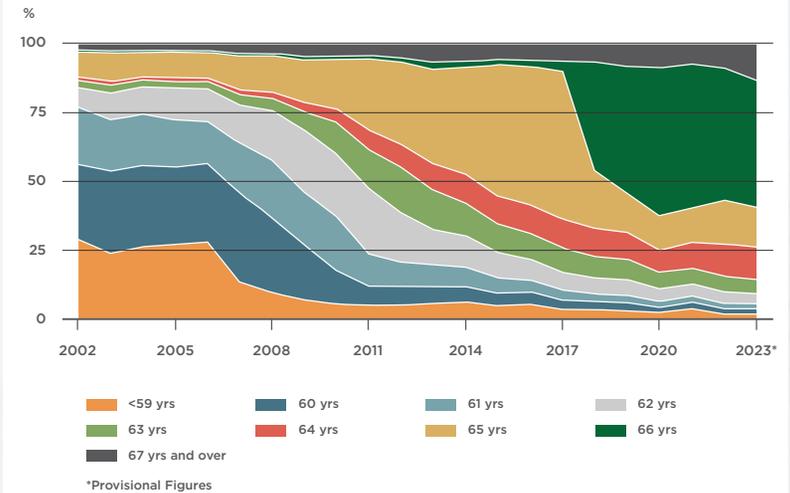


## The Netherlands

Meanwhile, the labor market remains extraordinarily tight, with approximately 114 job vacancies per 100 unemployed persons. While that marks an improvement from just two years ago, there are still more job openings than there are unemployed workers to fill them. (For comparison, the series mean is approximately 60 vacancies per 100 unemployed persons.) At the same time, the Dutch unemployment rate remains historically low at 3.6 percent, where it's hovered for the past year.<sup>23</sup> However, there are signs the labor market dynamics are shifting. In the first quarter of 2024, unemployment rose by an average of 7 thousand people per month, reaching 379 thousand in February—the highest figure in nearly a year and a half. More people lost their jobs, and since January, a relatively high number of job seekers have struggled to find immediate employment.<sup>24</sup>

With labor in demand, statistics show that both young workers and retirees have been stepping up. Just 7 percent of 2.2 million young people aged 15 to 24 have never been paid for work, a share that has steadily declined since 2021.<sup>26</sup> Meanwhile, data reveals that the average retirement age of workers has increased significantly in recent decades. In 2023, 74 percent of workers were aged 65 or older when they retired, compared to 43 percent in 2013 and just 14 percent in 2003.<sup>27</sup> Among the industries that are hiring these workers, job growth is highest in the catering, transport, construction, and care sectors, according to the latest job vacancy statistics, which noted the addition of approximately 45,000 jobs in the fourth quarter of 2023.<sup>28</sup>

Retirement age of Dutch workers<sup>25</sup>



## Jobs on the Rise

### Fastest-growing jobs in the Netherlands<sup>29</sup>

#### 1. Talent Acquisition Specialist

What they do: Identify and recruit top talent for organizations.

Most common skills: Sourcing, Employer Branding, Interviewing

Most common industries: Staffing and Recruiting, Business Consulting and Services, Advertising Services

Top locations hiring: Randstad, Arnhem-Nijmegen, Brabantse Stedenrij

#### 2. Data Steward

What they do: Ensure the accuracy, completeness, and quality of data within an organization.

Most common skills: Data management, Structured query language (SQL), Scrum

Most common industries: Higher Education, Research Services, Machinery Manufacturing

Top locations hiring: Randstad, Brabantse Stedenrij, Utrecht area

#### 3. Product Analyst

What they do: Analyze a product's performance and make recommendations for continued improvement.

Most common skills: Data Visualization, Tableau, A/B Testing

Most common industries: Airlines and Aviation, Technology, Information and Internet, IT Services and IT Consulting

Top locations hiring: Randstad, Amsterdam area, Enschede area

#### 4. Platform Engineer

What they do: Design automated software tools that can be used to build apps and websites.

Most common skills: Microsoft Azure, Kubernetes, DevOps

Most common industries: IT Services and IT Consulting, Credit Intermediation, Technology, Information and Internet

Top locations hiring: Randstad, Brabantse Stedenrij, Amsterdam area

#### 5. Data Engineer

What they do: Collect, process, and organize raw data into usable data sets.

Most common skills: Microsoft Azure, Apache Spark, Extract

Most common industries: IT Services and IT Consulting, Technology, Information and Internet

Top locations hiring: Randstad, Brabantse Stedenrij, Amsterdam area





# GERMANY AND SWITZERLAND



## Germany and Switzerland

Germany	Switzerland
Projected GDP growth: 0.1% (2024) <sup>30</sup>	Projected GDP growth: 1.1% (2024) <sup>32</sup>
Unemployment rate: 3.4% (March 2024) <sup>31</sup>	Unemployment rate: 3.9% (Q4 2023) <sup>33</sup>

Against the backdrop of subdued economic growth in Germany, the labor market is a bright spot. Despite a slowdown from the post-pandemic recovery in 2021 and 2022, employment growth has continued its yearslong trend of month-after-month increases. As a result, the unemployment rate of 3.4 percent is just a half-point higher than its historic low a year prior.<sup>34</sup> This is expected to have a positive impact on real wages, which increased for the first time in two years in 2023 as a result of a higher minimum wage and inflation compensation bonuses of up to €3,000. The largest wage hikes were seen in part-time “mini-jobs” (+9.7%) and sectors hit hardest by the pandemic, including gastronomy (+12.6%), transport and warehousing (+10.0%), and arts, entertainment, and recreation (+11.9%).<sup>35</sup>

In neighboring Switzerland, a highly competitive labor market has given way to a widening gap between job openings and available workers to fill them. The Swiss unemployment rate, 3.9 percent, remains near its historic low, and the country needs to fill approximately 250,000 job vacancies in 2024. According to one estimate, those vacancies could rise to as many as 400,000 unfilled positions by 2030. In response, the country has moved to ease restrictions on foreign workers in an effort to attract more global talent. Such streamlined work permits, especially from within the EU, may incentivize workers to relocate with their families for career opportunities. In addition, the abundance of unfilled vacancies across critical industries like technology, which encompasses some of the country’s fastest-growing jobs, could draw so-called “digital nomads” from throughout the EU, in addition to students, investors, and other immigrant categories intending to stay more than 90 days.<sup>36</sup>

*Germany's unemployment rate of 3.4 percent is just a half-point higher than its historic low a year prior.<sup>34</sup>*



Seizing the opportunity of a historically tight labor market, the Swiss workforce has made it clear: it wants more flexibility. Approximately one in four workers in Switzerland, or 1.3 million people, work as flex—or temporary—workers in arrangements beyond traditional full-time roles at a single company. These workers include students financing education, middle-aged individuals seeking independence or caregiving opportunities, and people over 60 transitioning into retirement.<sup>37</sup> At the same time, Swiss workers have expectations that go beyond work-life balance. According to recent surveys, the most important drivers of employee engagement remain pride in their work and management integrity, while “feeling welcome from day one” has gained importance in recent years.<sup>38</sup> Meanwhile, two-thirds of Swiss residents are demanding that companies make the country more sustainable, another factor that plays into where workers work.<sup>39</sup> Sustainability is also an important factor in Germany, where the role of Sustainability Manager ranks at the top of the list of fastest-growing jobs.<sup>40</sup>



*Approximately one in four workers in Switzerland, or 1.3 million people, work as flex - or temporary - workers in arrangements beyond transitional full-time roles at a single company.*



## Jobs on the Rise

Fastest-growing jobs in the Germany <sup>41</sup>	Fastest-growing jobs in the Switzerland <sup>42</sup>
<p><b>1. Sustainability Manager</b>                      What they do: Plan, control, and evaluate a company’s sustainability strategy, which is in line with its values and sets measurable sustainability goals.                      Most common skills: Sustainability Reporting, Corporate Sustainability, Sustainability Consulting                      Most common industries: Management Consulting, Mechanical Engineering, Technology, Information and Internet                      Top locations hiring: Berlin/Brandenburg metropolitan region, Munich metropolitan region, Frankfurt/Rhine-Main</p>	<p><b>1. Financial Advisor</b>                      What they do: Assist customers in analyzing their financial resources and expenses in order to create a budget and set appropriate financial goals.                      Most common skills: Risk Management, Private Banking, Financial Services                      Most common industries: Credit Brokerage, Management Consulting, Insurance                      Top locations hiring: Zurich and surrounding areas, Bern and surrounding areas, Lucerne metropolitan region</p>
<p><b>2. Cybersecurity Specialist</b>                      What they do: Implement security standards, identify and assess risk factors, and uncover vulnerabilities to protect their organization from external cyberattacks.                      Most common skills: Splunk, Security Information and Event Management (SIEM), IBM QRadar                      Most common industries: IT Services and IT Consulting, Management Consulting, Transportation Equipment Manufacturing                      Top locations hiring: Munich metropolitan region, Frankfurt/Rhine-Main, Cologne/Bonn region</p>	<p><b>2. HR Specialist</b>                      What they do: Develop and implement HR processes and strategies.                      Most common skills: HR Management, Recruiting, Human Resources Management                      Most common industries: Mechanical Engineering, Public Order Offices, Health and Social Services                      Top locations hiring: Bern and surroundings, Lucerne metropolitan region, Zurich and surroundings</p>



<p><b>3. Public Sector Consultant</b></p> <p>What they do: Advise municipalities or authorities on topics such as digitalization and budget consolidation, supporting the public sector in optimizing structures and processes.</p> <p>Most common skills: PRINCE2, Scrum, BPMN</p> <p>Most common industries: Management Consulting, IT Services and IT Consulting, Accounting</p> <p>Top locations hiring: Berlin/Brandenburg metropolitan region, Munich metropolitan region, Cologne/Bonn region</p>	<p><b>3. AI Developer</b></p> <p>What they do: Program, test, and manage AI software, models, and infrastructure for various applications, such as image and speech recognition.</p> <p>Most common skills: Computer Vision, Deep Learning, Natural Language Processing (NLP)</p> <p>Most common industries: IT Services and IT Consulting, Technology, Information and Internet, Research Services</p> <p>Top locations hiring: Zurich and surrounding areas, Lausanne metropolitan area, Geneva metropolitan area</p>
<p><b>4. Influencer Marketing Manager</b></p> <p>What they do: Find and support the right influencers and content creators for their brand or company and for developing digital marketing campaigns.</p> <p>Most common skills: Influencer Marketing, Campaign Management, Social Media Marketing</p> <p>Most common industries: Advertising Services, Technology, Information and Internet, Leisure Facilities</p> <p>Top locations hiring: Berlin/Brandenburg metropolitan region, Munich metropolitan region, Hamburg and surrounding areas</p>	<p><b>4. IT Support Engineer</b></p> <p>What they do: Look after hardware and software systems, support companies' employees in addressing IT issues, and resolve system and network problems.</p> <p>Most common skills: Active Directory, Office 365, Windows Server</p> <p>Most common industries: IT Services and IT Consulting, Health and Social Services, Retail</p> <p>Top locations hiring: Zurich and surrounding areas, Lausanne metropolitan area, Geneva metropolitan area</p>
<p><b>5. Energy Specialist</b></p> <p>What they do: Analyze and optimize companies' energy consumption in order to reduce costs and increase energy efficiency.</p> <p>Most common skills: Energy Management, Energy Efficiency, Energy Audits</p> <p>Most common industries: Transportation Equipment Manufacturing, Research Services, Business Consulting</p> <p>Top locations hiring: Berlin/Brandenburg metropolitan region, Munich metropolitan region, Frankfurt/Rhine-Main</p>	<p><b>5. Marketing Content Manager</b></p> <p>What they do: Develop and publish engaging content and strategies that are aligned with companies' marketing goals.</p> <p>Most common skills: Content Marketing, Content Strategy, Content Management</p> <p>Most common industries: IT Services and IT Consulting, Travel Agency Services, Management Consulting</p> <p>Top locations hiring: Zurich and surrounding areas, Saint Gallen metropolitan region, Lucerne metropolitan region</p>





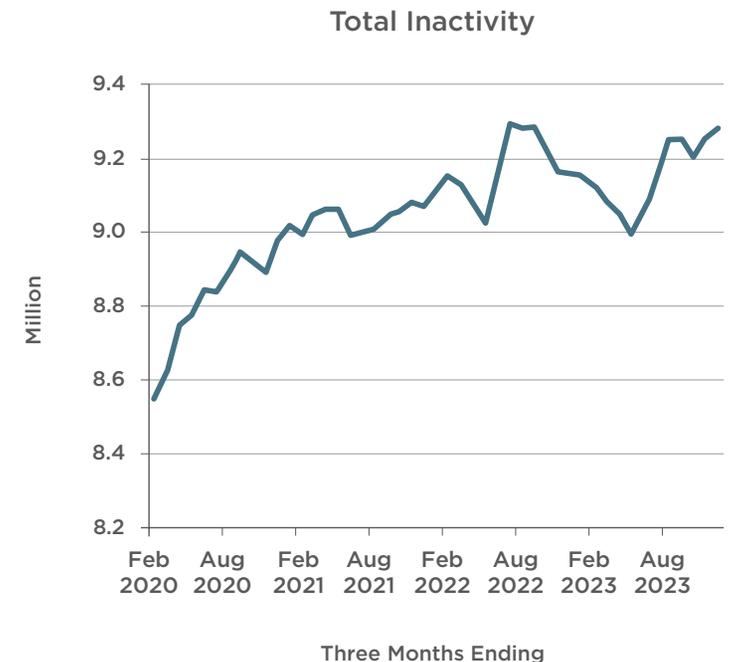
# THE UK AND IRELAND



The UK's economic is on the mend. After a decline in the second half of 2023, monthly GDP grew by 0.1 percent in February, following a 0.3 percent rebound in January. Business sentiment has also improved, signaling private sector expansion since November, and lending to businesses has nearly stabilized since January after 12 consecutive months of contraction.<sup>43</sup> As a result, GDP growth is expected to return—albeit remaining sluggish at 0.5 percent in 2024, before improving to 0.7 percent in 2025 as the effects of past monetary tightening diminish.<sup>44</sup> The persistence of workers suffering from long-term sickness is contributing to a continued rise in labor market inactivity, which reached an 11-year high of 9.3 million workers at the end of 2023, which continues to weigh on GDP growth potential.<sup>45</sup>

As the UK joins many other countries in seeking to establish energy security in a carbon-neutral manner amid the impacts of global conflicts and the pressures of climate change, the renewable energy sector is experiencing remarkable growth in both investment and job vacancies. The sector is projected to expand from 134.85 gigawatts in 2023 to 217.57 gigawatts by 2028, registering a compound annual growth rate of approximately 10 percent during this period. Supportive government policies and efforts to meet rising power demand through renewable sources while reducing dependency on fossil fuels are key drivers of this growth.<sup>47</sup> The Committee on Climate Change envisions renewable energy comprising 30 to 45 percent of all UK energy consumption by 2030.<sup>48</sup> Employment in the sector is rising rapidly. The Office for National Statistics reports a jump to 272,400 full-time equivalents in 2022 from 252,300 a year earlier.<sup>49</sup> The government's Green Jobs Delivery Group anticipates that upwards of 480,000 jobs could be created in the sector by 2030, as sustainability job listings soar by 68 percent in the past year.<sup>50</sup>

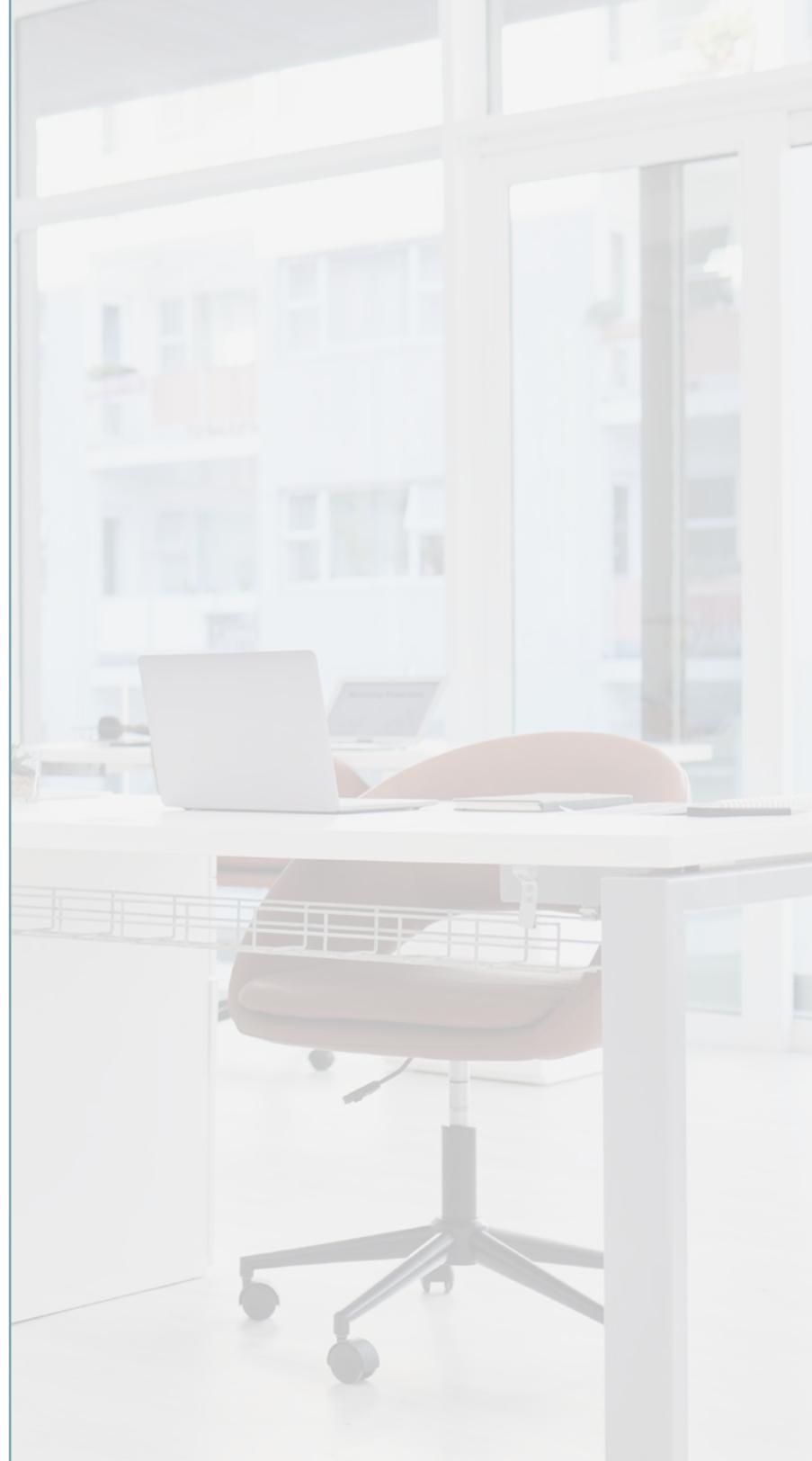
### Inactivity of 16-to-64-year-olds in the UK labor market<sup>46</sup>



## The UK and Ireland

Meanwhile, in Ireland, a brief recession, which saw the country's GDP decline by 3.2 percentage points in 2023, is expected to give way to 1.2 percent GDP growth in 2024 and 3.6 percent growth in 2025.<sup>51</sup> The unemployment rate ticked up slightly in April to 4.4 percent but remains close to its series low of 4.1 percent observed just one month prior.<sup>52</sup> The country is coming off a period of record-high employment; in the second quarter of 2023, the employment rate reached 74.2 percent, reflecting strong economic growth and rising demand for skilled professionals across various industries. However, with its strong labor economy, skill shortages in construction, information and communications technology, and engineering are expected to re-emerge. The country's Skills and Labor Market Research Unit forecasts a rapid recovery in the manufacturing sector, particularly in science and engineering roles. Specific titles like industrial pharmacists, chemical scientists, medical lab scientists, biochemists, and various types of engineers are currently listed on the country's critical skills list.<sup>53</sup>

Ireland is a global hub for life sciences and stands among the top three global exporters of pharmaceutical products.<sup>54</sup> The country has made significant investments in pharmaceuticals, biotechnology, medical devices, and diagnostics, directly and indirectly employing over 84,000 highly skilled professionals in the biopharma sector.<sup>55</sup> Industry giants such as Novartis, AbbVie, Janssen, Pfizer, Sanofi, Lilly, AstraZeneca, MSD, Bristol Myers Squibb, and Takeda have substantial operations in Ireland, bolstering their reputation for operational and innovative excellence.<sup>56</sup> With more than 90 companies contributing significantly to the sector, life sciences have become a cornerstone of the Irish economy, driving both local and national economic growth while providing ample employment opportunities.<sup>57</sup> The sector benefits from an abundance of skilled talent in existing pharma sites who are well-versed in quality assurance, product development, science, and engineering. Ireland's EU membership further expands this talent pool, granting access to a labor force of over 240 million people, enabling companies to meet their staffing needs swiftly and focus on their core business.<sup>58</sup>



## Jobs on the Rise

### Fastest-growing jobs in the UK<sup>59</sup>

#### 1. Sustainability Manager

What they do: Oversee environmental and sustainability strategies for a company or organization, analyzing, assessing, and reporting on environmental impact.

Most common skills: Carbon Footprinting, Corporate Sustainability, Life Cycle Assessment

Most common industries: Business Consulting and Services, Technology, Information and Internet, Real Estate

#### 2. Sales Development Representative

What they do: Focus on finding new business leads through research, prospecting, and outreach, as well as pushing them to their colleagues to close the deal.

Most common skills: Lead Generation, Cold Calling, Software as a Service (SaaS)

Most common industries: Technology, Information and Internet, IT Services and IT Consulting, Business Consulting and Services

### Fastest-growing jobs in the Ireland<sup>60</sup>

#### 1. Caseworker

What they do: Provide social services to individuals and families in need, assessing their situations, developing plans to address and improve their well-being, connecting them to relevant resources, and monitoring progress to ensure effective support and assistance.

Most common skills: Case Management, Social Services, Legal Research

Most common industries: Non-profit Organizations, Individual and Family Services, Civic and Social Organizations

#### 2. Learning Specialist

What they do: Design and implement training programs, workshops, and resources to enhance the technical skills and knowledge of employees, fostering continuous learning and development within a company.

Most common skills: Instructional Design, E-Learning, Learning Management Systems

Most common industries: Higher Education, Technology, Information and Internet, Health and Human Services

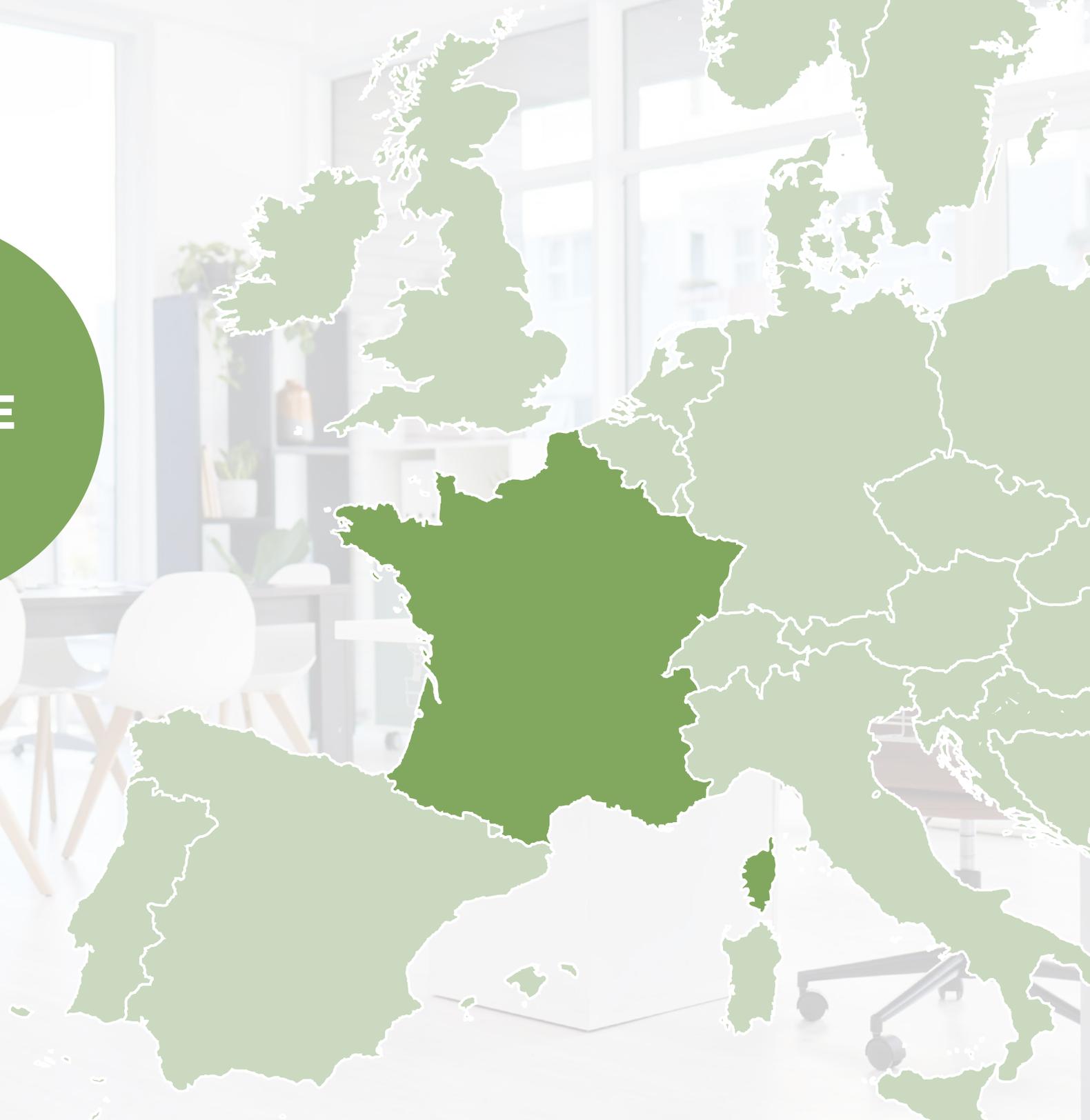


<p><b>3. Underwriting Analyst</b>                  What they do: Evaluate individuals and businesses to determine the risk level they pose to lenders and insurers.                  Most common skills: Insurance, Reinsurance, Working with Brokers                  Most common industries: Insurance, Real Estate</p>	<p><b>3. Chief Commercial Officer</b>                  What they do: Strategize the commercial activities of a company, leading efforts in sales, marketing, and business development to drive revenue growth and enhance market competitiveness.                  Most common skills: Business Strategy, Strategy, Business Development                  Most common industries: Technology, Information and Internet, IT Services and IT Consulting, Chemical Manufacturing</p>
<p><b>4. Chief Revenue Officer</b>                  What they do: Lead the revenue-generating activity at a business, working with different teams to ensure sales convert into revenue and targets are met.                  Most common skills: Software as a Service (SaaS), Revenue &amp; Profit Growth, Go-to-Market Strategy                  Most common industries: Technology, Information and Internet, IT Services and IT Consulting, Advertising Services</p>	<p><b>4. Growth Specialist</b>                  What they do: Analyze and execute strategies to expand and optimize business, with a focus on increasing revenue, customer acquisition, and overall market presence.                  Most common skills: Growth Hacking, Growth Strategies, Lead Generation                  Most common industries: Technology, Information and Internet, Advertising Services, IT Services and IT Consulting</p>
<p><b>5. Dental Therapist</b>                  What they do: Perform some routine dentistry procedures and can often do treatments without having to run an entire practice.                  Most common skills: Restorative Dentistry, Teeth Whitening, Periodontal Disease                  Most common industries: Medical Practices, Hospitality, Administration of Justice</p>	<p><b>5. Audit Manager</b>                  What they do: Oversee and coordinate the auditing process within a company, ensuring compliance with financial regulations and evaluating the effectiveness of internal controls.                  Most common skills: International Financial Reporting Standards (IFRS), External Audits, Auditing                  Most common industries: Accounting, Business Consulting and Services, Credit Intermediation</p>





**FRANCE**



Amid ongoing conflicts in Ukraine and Gaza and a slowdown in trade with Germany and China, France's economic outlook remains dampened. In 2024, GDP is expected to grow moderately at an annual rate of 0.7 percent. After peaking at 7 percent in the first quarter of 2023, the harmonized index of consumer prices, which measures inflation across Europe, fell to 4.2 percent in the fourth quarter of 2023 due to declining energy and commodity prices. Inflation is projected to continue its decline, reaching 2.5 percent in 2024 and 2.0 percent by 2025.<sup>61</sup>

*Median salaries for French workers are expected to increase by another 4 percent in 2024, which is about in line with inflation.*<sup>62</sup>

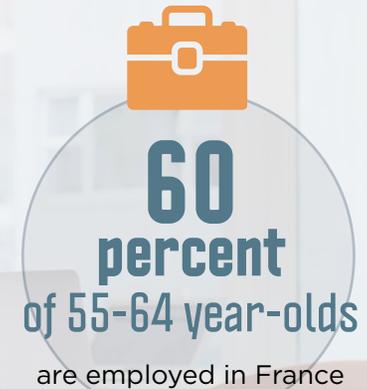
Despite broader economic uncertainty, conditions in the French labor market are relatively stable. The unemployment rate, which has been on a near-continuous decline for most quarters since 2015, stood at 7.5 percent in the last quarter of 2023, the most recent period for which data is available. This marks a small increase from the beginning of last year but still a significant retreat from the 9 percent unemployment rate recorded during the height of the pandemic.<sup>63</sup> Meanwhile, the prospect of France reaching full employment—defined as an unemployment rate of below 5 percent—remains within reach in the next few years, according to the Bank of France. That's a good sign for the country's workforce, which has already enjoyed historic salary increases in recent years but will continue to benefit in a low-unemployment environment. Like in 2023, median salaries for French workers are expected to increase by another 4 percent in 2024, about in line with inflation. Among the professions that stand to see the largest salary increases are quality, hygiene, safety, and environment



## France

managers (an expected increase of 9 to 11 percent compared to 2023), technical directors of operations (expected increase of 6 to 8 percent), cloud engineers (expected increase of 7 to 13 percent), and DevOps engineers (expected increase of 10 to 15 percent).<sup>64</sup> Some of these industries are also represented in LinkedIn's 2024 Jobs on the Rise study, summarized in the table accompanying this section.<sup>65</sup>

Despite recent challenges, recruitment pressures remain high. With other reforms on the horizon, recruiting and retaining older workers will become crucial in 2024. Currently, fewer than 60 percent of 55- to 64-year-olds are employed in France, compared to at least 70 percent in Denmark, Germany, Sweden, and the Netherlands.<sup>66</sup> To help boost employment among workers approaching retirement age, dozens of major French companies have signed a charter committing to the implementation of dedicated training, intergenerational mentoring, support measures for caregivers, discussion groups, and other steps.<sup>67</sup> Aiming to curb discrimination and create opportunities for workers who have traditionally been shut out of the labor market based on age, nationality, gender, and other factors, the French National Assembly adopted a new law that generalizes the practice of "testing" to combat discrimination, particularly when accessing employment.<sup>68</sup>



**60**  
**percent**  
of 55-64 year-olds  
are employed in France



## Jobs on the Rise

### Fastest-growing jobs in the France<sup>69</sup>

#### 1. Business Development Manager

What they do: Identify new growth levers for a company, contact potential customers to determine their needs, ensure the presentation of the product or service, and negotiate the conditions of the contract until its execution.

Most common skills: Customer Relationship Management, Commercial Prospecting, Sales

Most common industries: Technology, Information and Internet, Business Services and Consulting, Advertising

#### 2. Admissions Manager

What they do: Monitor the registration process for new students, receive their applications, study their files, and organize any interviews until their final registration.

Most common skills: Commercial Prospecting, Organizational Skills, Marketing Strategy

Most common industries: Higher Education, Professional Development & Coaching, Online Learning Providers

#### 3. Energy Broker

What they do: Help individuals and businesses find the electricity or gas contract best suited to their needs and the least expensive, comparing different providers and supporting clients in the process of canceling and signing a new contract.

Most common skills: Brokerage, Commercial Prospecting, Contract Negotiation

Most common industries: Oil and Gas Industry, Business Services and Consulting, Media and Telecommunications

#### 4. Chief Revenue Officer

What they do: Maximize a company's revenue by collecting and analyzing market data to identify new growth opportunities and developing a sales and marketing strategy to achieve its objectives.

Most common skills: Marketing Strategy, SaaS Software, Business Development

Most common industries: Technology, Information and Internet, IT Services and Consulting, Advertising Services

#### 5. Health Establishment Director

What they do: Supervise the administrative and financial aspects of a health structure (hospital, clinic, EHPAD, etc.), define the organization of different services, and consider new areas of business development.

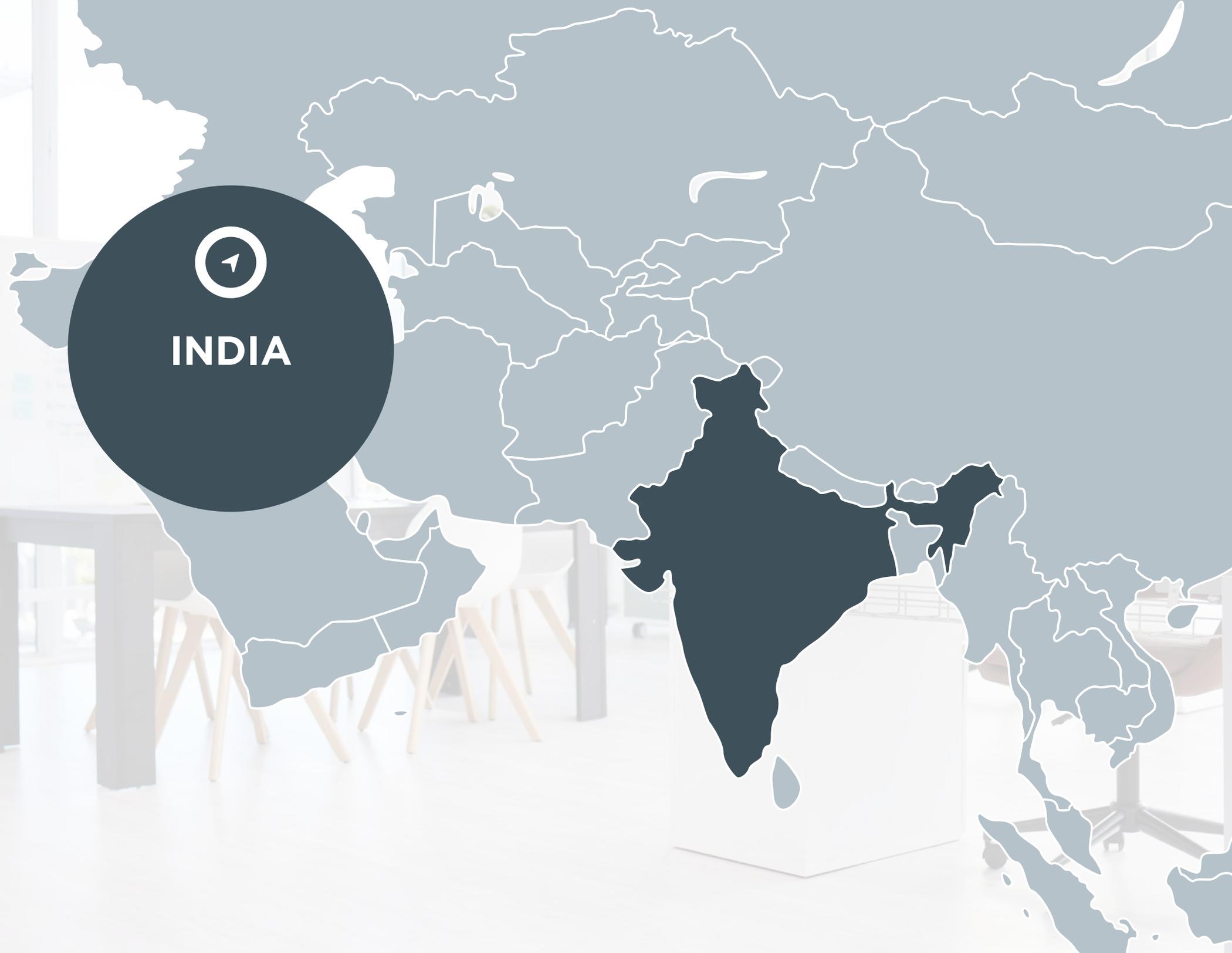
Most common skills: Health Services, Strategy, Team Management

Most common industries: Medical Offices, Research Services





**INDIA**



*India's GDP grew by 8.4% through the fourth quarter of 2023 and is expected to grow another 6.8% in 2024.<sup>70</sup>*

India is home to one of the fastest-growing economies in the world. Driven by government spending and manufacturing expansion, the country's GDP grew by 8.4 percent through the fourth quarter of 2023 and is expected to grow another 6.8 percent in 2024. As India navigates global tensions and weakened external demand, fostering domestic consumption and investment remains crucial for sustained economic expansion.<sup>71</sup>

Over the years, India's labor market has transformed significantly, shifting from an agrarian economy pre-independence to a manufacturing focus post-colonialism. The country's economic liberalization in 1991 propelled the service sector, particularly IT, establishing India as a global technology hub and generating high demand for skilled professionals. Building on this momentum, programs like Skill India, Startup India, and Digital India aim to enhance skill development, entrepreneurship, and digital literacy to prepare the country for the future of work. Although roughly two-thirds of its population is in the working-age group, India lacks many of the necessary skills for the evolving job market. Facing high demand for skills like data analysis, digital marketing, and coding, since 2015, Skill India has trained an estimated 88 million individuals to bridge this gap.<sup>72</sup>



The evolving job market and shifting demand for skills are unfolding at a time when worker aspirations and hiring trends are also changing. In 2024, 88 percent of Indian professionals are considering job changes, primarily seeking better work-life balance and higher wages. LinkedIn reported a 9 percent rise in job search activity, though many professionals struggle to align their skills with job demands.<sup>74</sup> As companies vie for top talent, they are extending significant pay increases, with average salary increases of 9.5 percent expected throughout 2024.<sup>75</sup> One in every three organizations is planning to extend double-digit increments in 2024, while top performers may see salary hikes nearly double that of average-rated employees.<sup>76</sup>

Influenced by economic changes, the rapid introduction of new technologies, and evolving worker preferences, Indian employers are increasingly adopting contract staffing to meet workforce needs. The Indian Staffing Federation anticipates that the number of formal contractual workers will double to 10 million by 2030, led by the banking, financial services, and insurance sectors, along with the retail, manufacturing, and information technology industries. These flexible employees receive benefits like social security and wages. Still, challenges persist in implementing labor laws to support the temporary staffing industry, which currently encompasses only 1-2 percent of the employable workforce.<sup>77</sup>

**Projected 2024 salary increases for India, by industry<sup>73</sup>**

Industry	Projected Salary Increases(2024)
<b>Overall India<sup>9</sup></b>	<b>.5</b>
Technology Platform and Products	9.5
<b>Global Capability Centers</b>	<b>9.8</b>
Technology Consulting and Services	8.2
<b>Financial Institutions</b>	<b>9.9</b>
Fast Moving Consumer Goods/Fast Moving Consumer Durables	9.6
<b>Manufacturing</b>	<b>10.1</b>
Life Sciences	9.9
<b>Chemicals</b>	<b>9.7</b>
Retail	9.4
<b>Professional Services</b>	<b>9.7</b>
Ecommerce	9.2



## Jobs on the Rise

### Fastest-growing jobs in the India<sup>78</sup>

#### 1. Closing Manager

What they do: Cater to clients interested in real estate projects, with duties ranging from site visits and follow-ups to documentation and striking deals.

Most common skills: Closing (Real Estate), Sales and Marketing, Negotiation

Most common industries: Real Estate, Advertising Services, Credit Intermediation

Top locations hiring: Mumbai Metropolitan Region, Pune/Pimpri-Chinchwad Area, Greater Bengaluru Area

#### 2. Influencer Marketing Specialist

What they do: Identify and work on campaigns around influencers and social media partners to boost brand visibility and engagement.

Most common skills: Influencer Marketing, Social Media Marketing, Digital Marketing

Most common industries: Advertising Services, Business Consulting and Services, Recreational Facilities

Top locations hiring: Greater Delhi Area, Mumbai Metropolitan Region, Greater Bengaluru Area

#### 3. Design Specialist

What they do: Create visual content to increase brand awareness, cater to customer and business needs, and aid sales.

Most common skills: Canva, Python (Programming Language), Graphic Design

Most common industries: Non-profit Organizations, Health and Human Services, Technology

Top locations hiring: Greater Bengaluru Area, Pune/Pimpri-Chinchwad Area, Greater Chennai Area

#### 4. Drone Pilot

What they do: Operate and manage drones, overseeing detection and tracking, performance, and safety protocols.

Most common skills: Drone Photography, Drone Videography, Drone Mapping

Most common industries: Transportation Equipment Manufacturing, IT Services and IT Consulting, Airlines and Aviation

Top locations hiring: Greater Chennai Area, Greater Bengaluru Area, Greater Delhi Area

#### 5. Recruiter

What they do: Address a company's hiring needs and find talent by sifting through job applications, screening potential candidates for open roles, and scheduling interviews.

Most common skills: Recruiting, Sourcing, Screening Resumes

Most common industries: IT Services and IT Consulting, Staffing and Recruiting, Business Consulting and Services

Top locations hiring: Greater Hyderabad Area, Greater Delhi Area District, Greater Ahmedabad Area





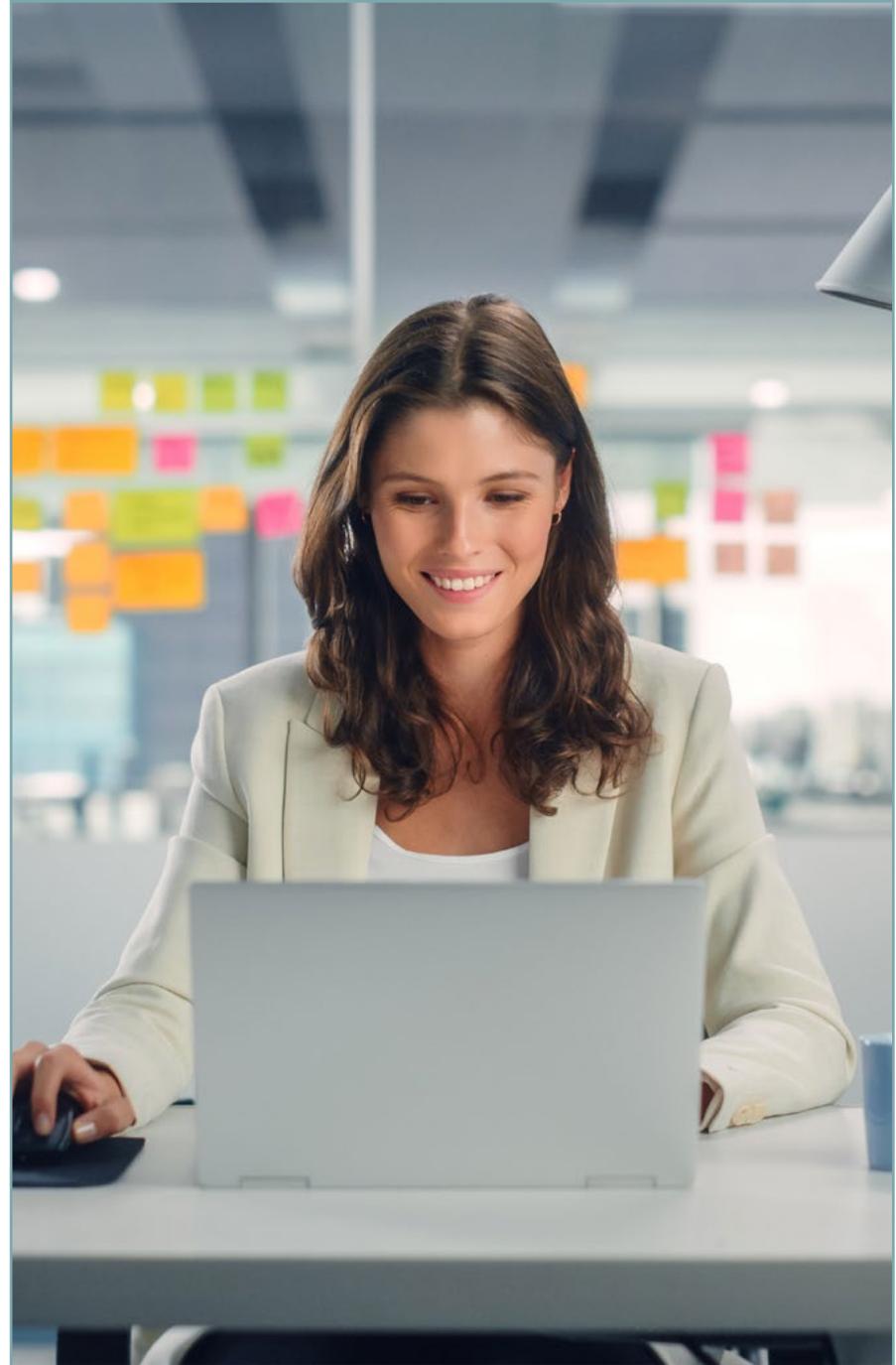
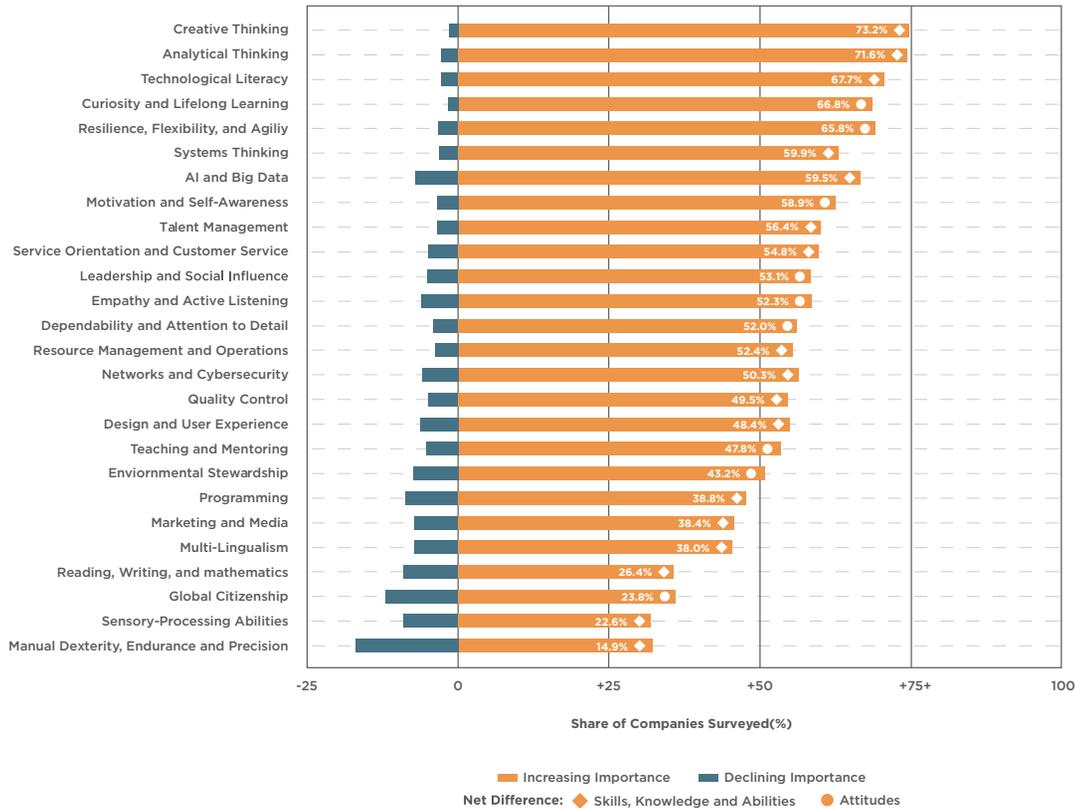
# INDUSTRY SPOTLIGHT



## Skills of the future

### The most in-demand skills<sup>79</sup>

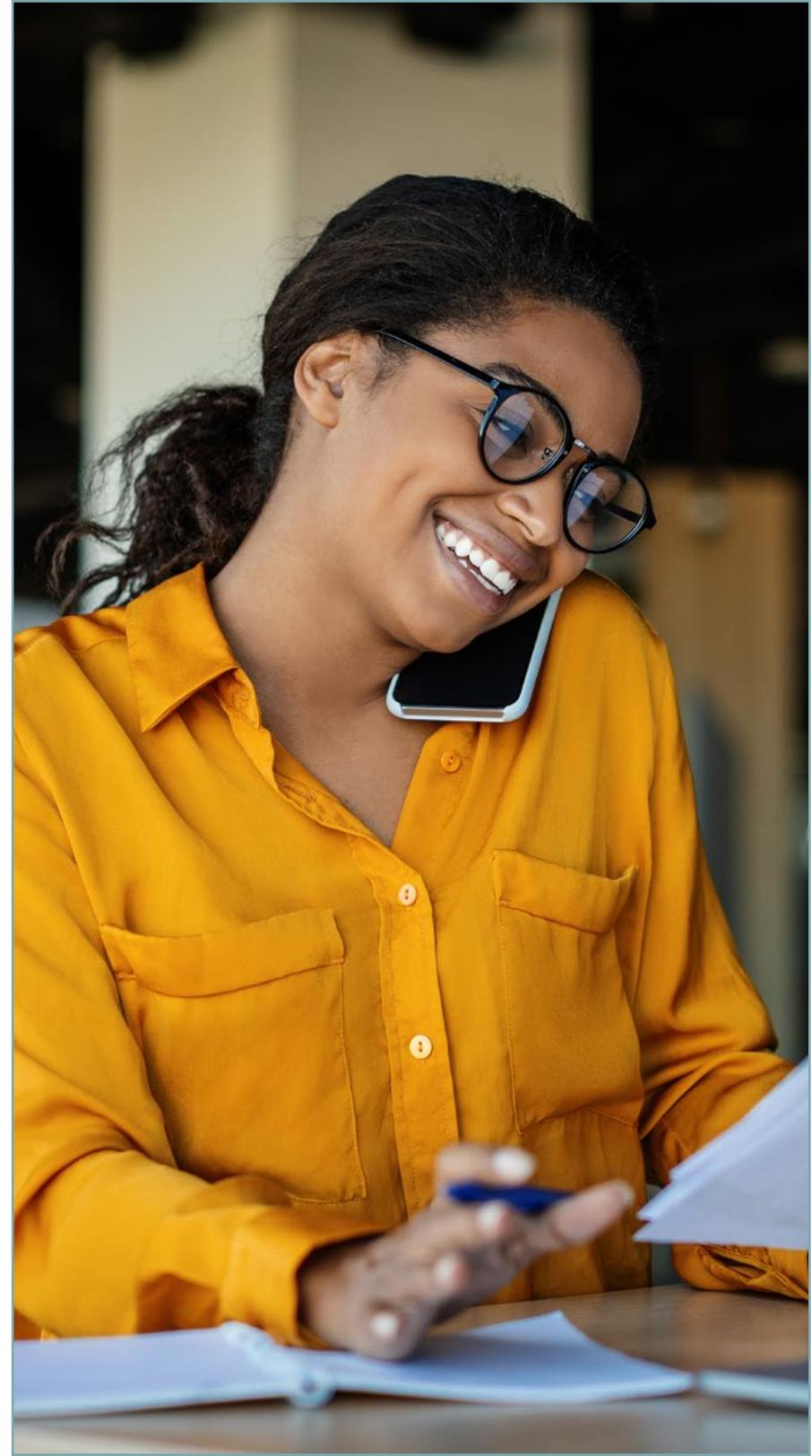
Share of organizations surveyed that consider skills to be increasing or decreasing in importance, ordered by the net difference.



## Skills of the future

44 percent of the skills required today will be disrupted in the next five years, according to a prediction by representatives of more than 800 global companies included in a recent survey. Technology literacy ranks near the top of the list, underscoring the impact of emerging tools like AI on the skills employees need to thrive. But technology alone will not power our future. Among the other skills gaining the most traction are cognitive skills, including both creative and analytical thinking, and curiosity and lifelong learning. These socio-emotional attitudes highlight the need for workers who are adaptable and motivated, capable of evolving in response to the rapid obsolescence of skills.<sup>80</sup>

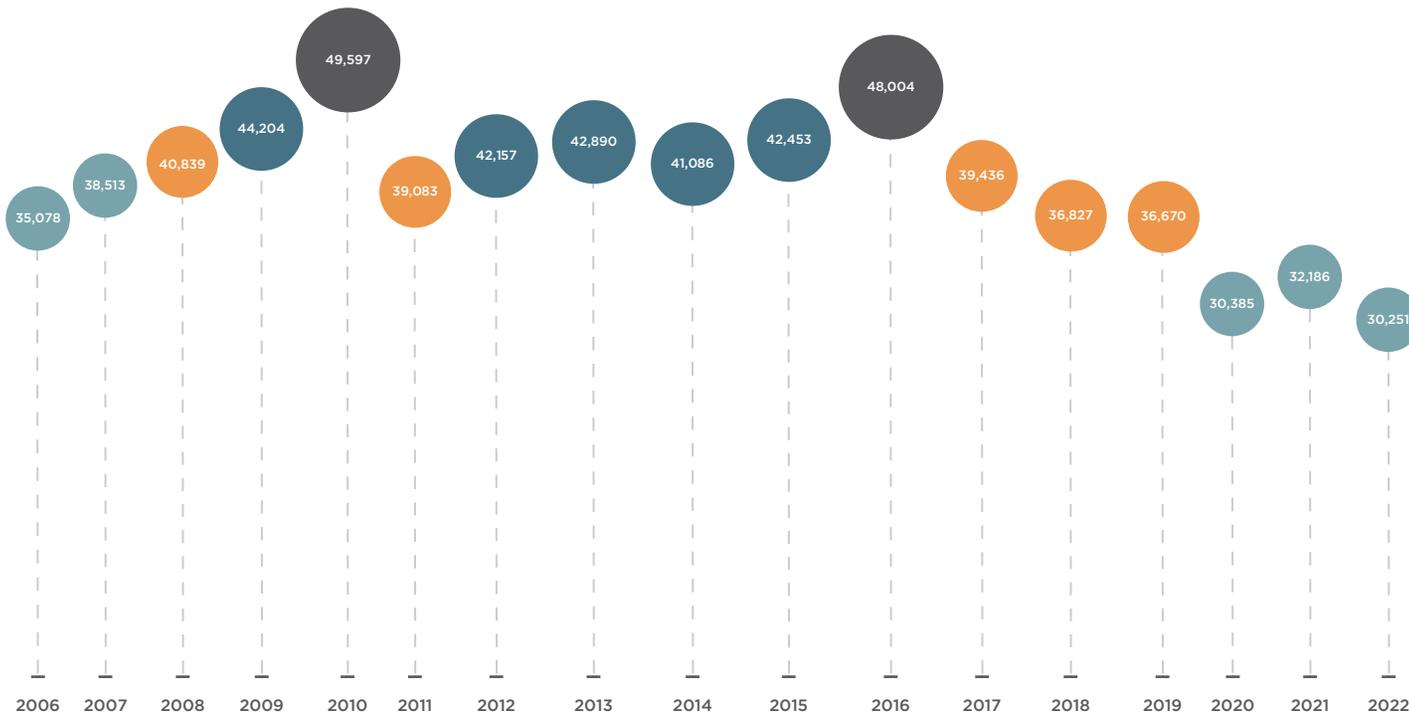
The following pages summarize key trends across three of the industries served by AgileOne—*finance and accounting*, *automobile manufacturing*, and *life sciences*—along with research on the skills sought by leaders within each industry.



## Keeping up with trends in finance and accounting

The world needs more accountants. In the U.S. alone, more than 300,000 accountants and auditors left their jobs between 2021 and 2023, marking a 17 percent decline from a 2019 peak.<sup>81</sup> At the same time, the number of U.S. students graduating with an accounting degree has been steadily dropping, with a 7.8 percent decrease in bachelor's degree completions from 2021 to 2022, continuing a trend of annual declines since the 2015-16 academic year.<sup>82</sup>

### Trends in the number of new CPA candidates in the U.S., by year<sup>83</sup>



## Keeping up with trends in finance and accounting

In Europe, which has also struggled to produce enough skilled talent to keep up with demand, more companies are choosing to outsource their finance and accounting needs. In fact, by 2025, the European finance and accounting outsourcing (FAO) market will be worth €921 million, with Germany making up half of this market. Finance and accounting services are the most commonly outsourced functions among European companies. While historically dominated by large corporations, the market is maturing, and data indicate that small and medium-sized enterprises are increasingly turning to outsourcing these services as well.<sup>84</sup>

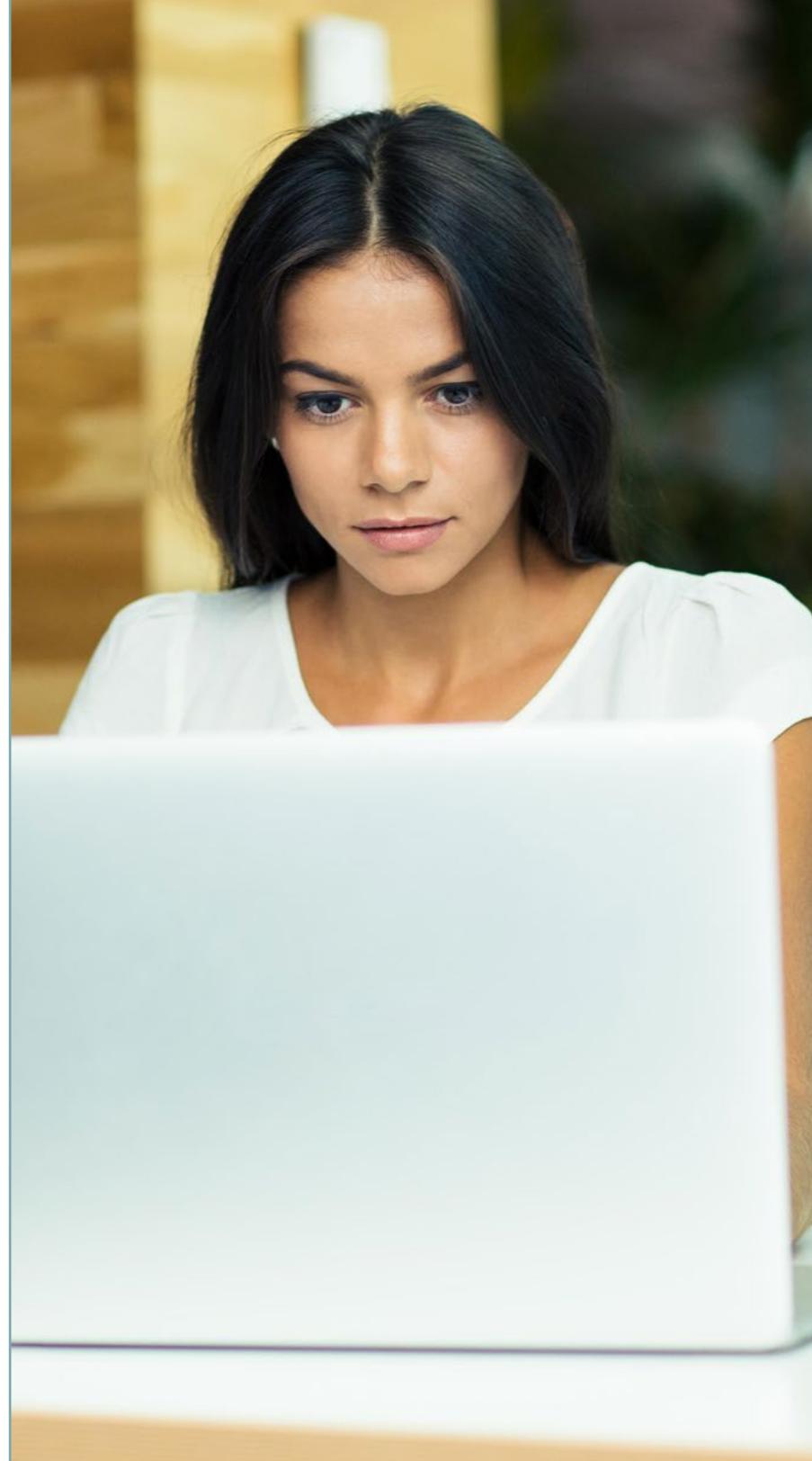
Attracting and retaining accountants requires addressing long-standing issues around work culture and compensation—especially given the underlying shifts taking place across the spectrum of work. The historical norm of long hours has contributed to an image problem within the accounting profession, particularly as younger generations, such as Millennials and Generation Z, place a greater emphasis on work-life balance. Firms are beginning to respond by adjusting work expectations and enhancing flexibility, recognizing these shifts in workforce priorities. Additionally, competitive pay remains a significant factor; although recent increases in salaries have helped, starting pay in public accounting often still lags behind other business sectors. Specializing in fields like forensic accounting can offer higher salaries, which may help retain talent and align compensation with expectations set by degrees in other business disciplines.<sup>85</sup>



## Keeping up with trends in finance and accounting

*91% of accounting firms expect to hire the same number—or more—accounting graduates by 2024.<sup>86</sup>*

Firms must also evolve with the changing skill sets required in the modern accounting landscape, particularly as technology reshapes traditional roles. There's an increasing demand for accountants who possess both financial expertise and technological skills in areas such as AI, robotic process automation, and machine learning. In response, public accounting firms are not only hiring more non-accounting majors who bring diverse technical skills but also adapting their recruitment strategies to emphasize diversity and inclusion. This includes initiatives like 'returnships' focused on recruiting talent that has been out of the industry for more than two years and anonymized recruitment processes to reduce unconscious bias and create a workforce that reflects a broader range of backgrounds and experiences.<sup>87</sup> These strategic shifts are essential for firms aiming to remain relevant and attractive to a new generation of accountants.



# A big year for workers in the auto industry

Highlights from the 2023 UAW and “Detroit Three” national contracts<sup>88</sup>



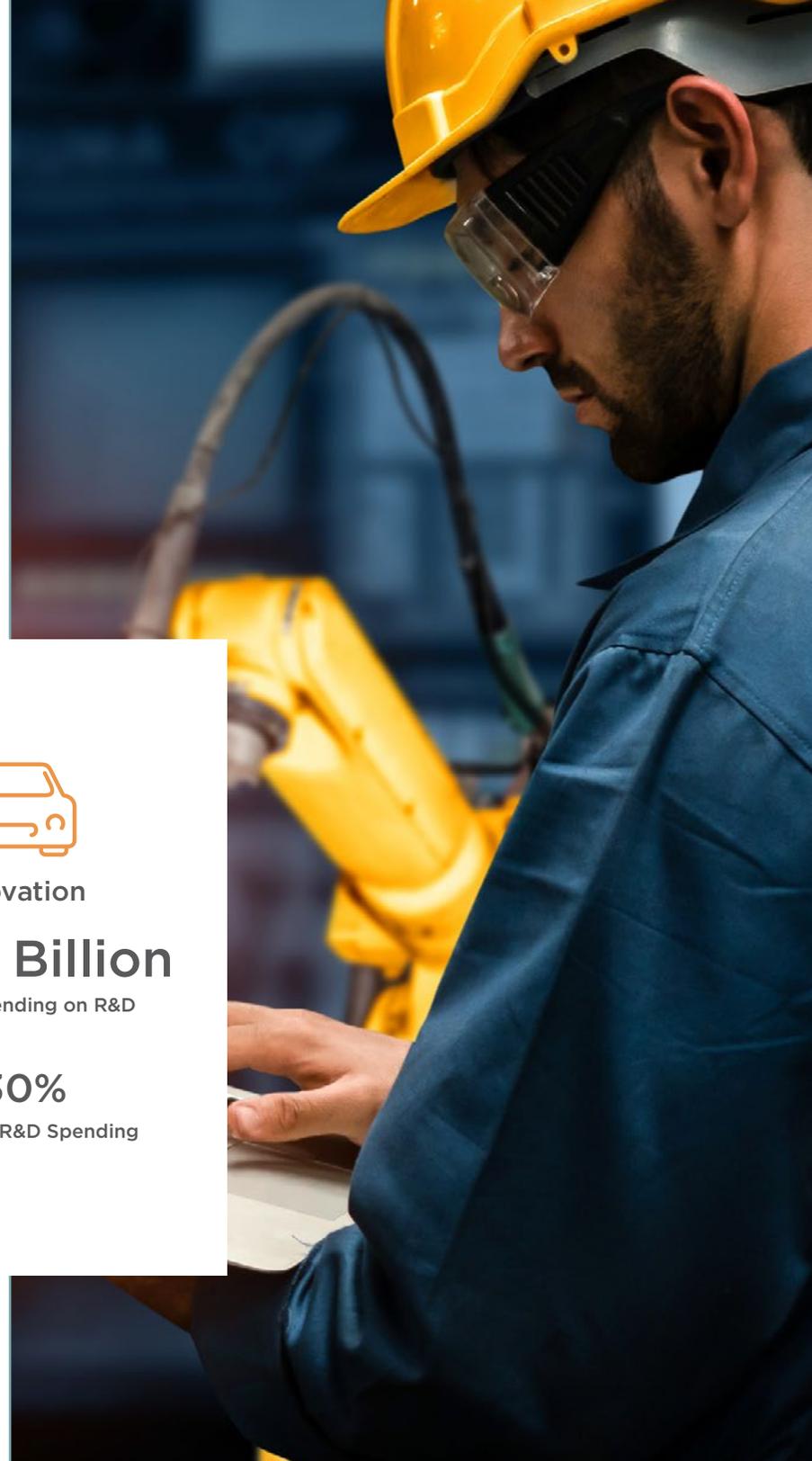
<b>Top Wage</b>	+25% Over 4 and 1/2 Years Production: \$32.05 → \$42.60* Skilled Trades: \$36.96 → \$50.57*	+25% Over 4 and 1/2 Years Production: \$32.32 → \$42.95* Skilled Trades: \$36.96 → \$50.43*	+25% Over 4 and 1/2 Years Production: \$31.77 → \$42.24* Skilled Trades: \$37.05 → \$50.87*
<b>Wages - Grow-in Workers</b>	3-year grow-in (70% → 75% → 85% → 100%)		
<b>Ratification Bonus</b>	\$5,000		
<b>Component/CCA/GMCH /MOPAR Workers</b>	Component plant workers carry over their service hours and are converted to regular grow-in workers.	CCA and GMCH workers carry over their service hours and are converted to regular grow-in workers	MOPAR workers carry over their service hours and are converted to regular grow-in workers
<b>Jobs Security and Strike Over Plant Closures</b>	1 year Job Security +1 year Transition Support Agree to the right to strike over plant closure		
<b>Temps Wage Growing Path</b>	Existing temporary workers with at least 3 months of service will be immediately converted to grow-in full-time workers. Future temporary workers will start at \$21/hour and will be converted to grow-in full-time after 9 months of continuous work.		
<b>Wages - Grow-in Workers</b>	Traditional COLA formula restored: +5.6% Over 4 and 1/2 years. Total \$1.78/hour (estimated)		
<b>Vacation and Holidays</b>	Up to 200 hours of paid; 18 holidays/year; 84 holidays over 4 and 1/2 years		
<b>Retirement Benefits</b>	Increased 401(k) contribution to 10% Retirees and surviving spouses get annual payments of \$500		

Sources: UAW-Detroit Three Agreements Highlights  
\*Include COLA Estimates 2023-2028



## A big year for workers in the auto industry

On October 30, the longest United Auto Workers (UAW) strike against an automaker since 1998 came to an end after General Motors (GM) and the UAW reached a tentative agreement. The 46-day strike involved extensive negotiations with the “Detroit Three” automakers: Ford, GM, and Stellantis. These negotiations culminated in what has been described as “record contracts,” resulting in a 25 percent wage increase for employees over four and a half years while introducing substantial shifts in wage structures and working conditions. Meanwhile, full-time temporary workers with 90 days or more of employment would be transitioned to regular full-time positions and could see wage rate increases of up to 147 percent over the contract period.<sup>89</sup>



### Impact of the European automotive industry<sup>90</sup>



Prosperity and Growth

**>€ 1 Trillion**

Contribution to EU GDP in 2022

**~7%**

of EU GDP



Employment

**13.8 Million**

Jobs in Auto Industry

**6.1%**

of total EU Employment



Innovation

**~ €60 Billion**

Annual Spending on R&D

**~30%**

of total EU R&D Spending

Note: Due to data sourcing considerations for continental Europe as a whole, EU data was used for key figures.  
Source: ACEA; Brand Finance; Eurostat; McKinsey Analysis



## A big year for workers in the auto industry

The effects of these negotiations were immediately felt beyond unionized automakers in the U.S. Other major car manufacturers like Toyota, Honda, Hyundai, Nissan, Subaru, Volkswagen, and Tesla also announced significant wage increases for their U.S. manufacturing workforce. Collectively, including the Detroit Three, these automakers accounted for 87 percent of motor vehicle production in the U.S.<sup>91</sup> Toyota also agreed to give its Japan-based factory workers their biggest pay increase in 25 years.<sup>92</sup> These moves will impact millions of autoworkers around the world, who play an outsized role in supporting their nations' economies.

### Top 10 car companies in the world<sup>93</sup>

Based on market capitalization as of March 29, 2024

Rank & Car Company	Market Cap (in USD)
#1 Tesla	\$559.85 bln
#2 Toyota	\$339.23 bln
#3 Porsche	\$90.57 bln
#4 Stellantis	\$85.19 bln
#5 Mercedes-Benz	\$85.07 bln
#6 Ferrari	\$78.62 bln
#7 BYD	\$78.21 bln
#8 BMW	\$76.12 bln
#9 Volkswagen	\$72.33 bln
#10 Honda	\$60.59 bln



## A big year for workers in the auto industry

In the U.S., the auto industry employs a total of 9.7 million workers, making up about 5 percent of private-sector employment and nearly the same share of the country's GDP.<sup>94</sup> In Europe, their presence is even greater: approximately 13.8 million autoworkers make up just over 6 percent of all employees in the EU, accounting for roughly 7 percent of the region's GDP.<sup>95</sup> With the emergence of next-generation automakers like Tesla, Lucid, and Rivian, the balance of power is changing, which stands to reshape the influence of the automotive industry around the world. Notably, Tesla—which in 2020 surpassed Toyota as the world's most valuable car company—has helped the U.S. auto industry gain new traction as global competition heats up. With a heavy presence of production facilities in the western half of the United States, Tesla and other relative newcomers are foregrounding a geographic shift in where the world's cars are made.<sup>96</sup>

*Only half of automotive HR leaders say they understand the current skills within their workforce, while even fewer (43%) have detailed plans to identify future skills needs.<sup>97</sup>*

As the automotive industry undergoes a transformative shift, other factors are influencing the industry, too, including the adoption of artificial intelligence, autonomous technologies, the Internet of Things (IoT), and edge computing. It is also facing challenges and opportunities stemming from changing consumer expectations, energy considerations, regulatory shifts, supply chain bottlenecks, and shifts in work models and the employer/employee relationship. Amid these changes, only half of automotive HR leaders say they understand the current skills within their workforce, according to a survey, while even fewer (43 percent) have detailed plans to identify future skills needs.<sup>98</sup> For automotive manufacturers, this demands a dual focus on core technical and engineering skills—essential for developing new technologies like autonomous and electric vehicles, machine learning, and secure carware—and transformative leadership skills such as creativity, adaptability, and team-building to foster an innovative environment and attract scarce technical talent.



## Recalibrating in life sciences

### Bioscience job postings since 2019<sup>99</sup>

Postings decreased by 47% by the end of 2023 from a high in early 2022



The life sciences industry has faced an uphill battle in the past two years, impacting its ability to raise capital and maintain employment levels. As evidence, a key biotech stock index declined nearly 60 percent from its peak in early 2021. It regained some of its value in the first half of this year, but not before widespread downsizing, mergers, and closures took place across both public and private companies.<sup>100</sup> Meanwhile, nearly 200 life sciences companies initiated layoffs in 2023 at a pace nearly double that of the previous year.<sup>101</sup> This contraction has manifested in a sharp decrease in job openings, with bioscience job postings dwindling from about 19,000 in February 2022 to just 10,000 by October 2023.<sup>102</sup> As a result, hirings outpaced job openings by 2 percent, helping employers regain an upper hand when it comes to filling vacancies.<sup>103</sup>

*47% of life science graduates chose to enter the job market rather than conduct postdoctoral research, an increase from 42% in 2021.<sup>104</sup>*

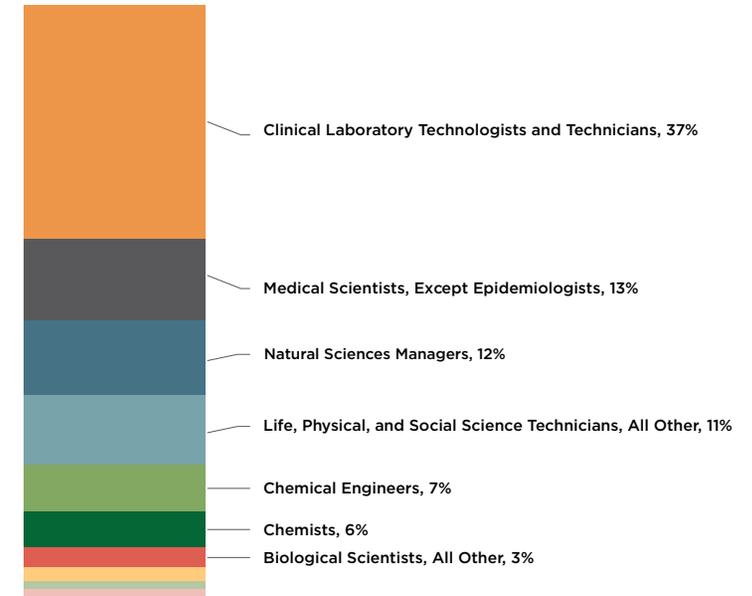


## Recalibrating in life sciences

Despite facing challenges, the market’s appetite for Ph.D. graduates in the life sciences has not waned. Data from the National Science Foundation in 2022 indicated that 47 percent of life science graduates chose to enter the job market rather than conduct postdoctoral research, an increase from 42 percent in 2021. 54 percent of these jobs are in the industry, up from 49 percent the previous year, while positions in academia have declined. At the same time, overall employment in the life sciences surged from about 500,000 in January 2019 to more than 800,000 by October 2023, underscoring that more recent setbacks in the industry are unfolding in the context of robust medium-term growth.<sup>105</sup>

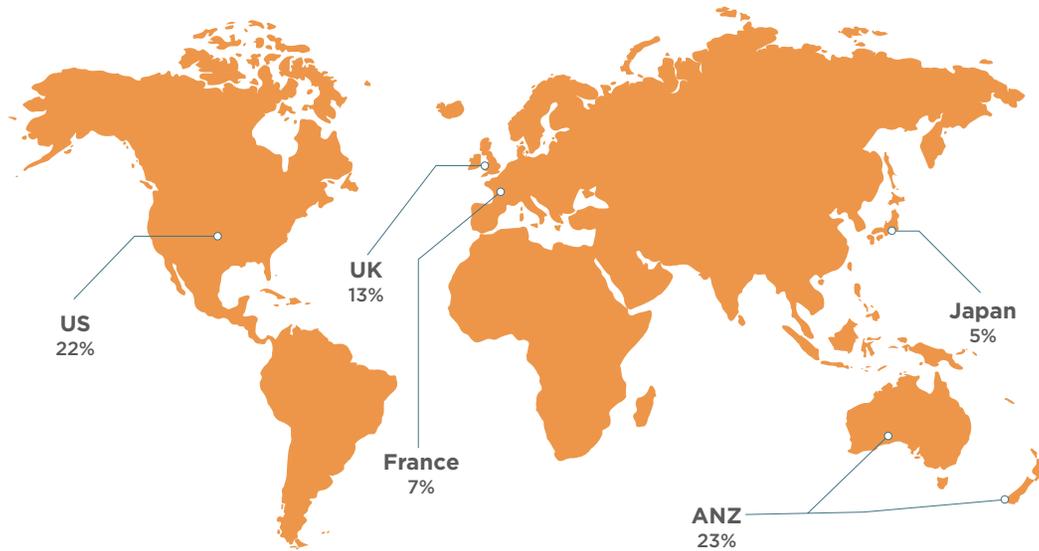
The life sciences labor market has seen some relief. Yet, vacancies in high-demand occupations—particularly clinical laboratory technologists and technicians and medical scientists—have continued to be challenging to fill. Half of all job openings were concentrated in these two roles, with the most sought-after job titles being laboratory technician, process engineer, medical laboratory technician, laboratory assistant, and medical technologist. Employers primarily sought skills in biology, chemistry, medical laboratory, laboratory equipment, and clinical trials. Furthermore, three-quarters of these postings required applicants to have at least a bachelor’s degree. The key takeaway here: there is a substantial need for talent with specific skills and qualifications to fill these high-demand positions effectively.<sup>107</sup>

**Top posted life sciences occupations<sup>106</sup>**



## Trending Topic: Preparing for a Future Powered by AI

Employee data literacy confidence levels globally<sup>108</sup>



The rise of artificial intelligence comes with an important caveat: generating the right outputs requires a human touch. According to a recent survey, 95 percent of executives and 94 percent of IT practitioners agree that AI initiatives are likely to fail without a workforce skilled in utilizing these tools. Additionally, both groups emphasize that the most crucial action organizations can take to ready themselves for emerging AI technologies is to invest in talent, training, and a supportive culture.<sup>109</sup>

*Data literacy is the ability to read, understand, create, and effectively communicate data as information, crucial for making informed decisions in a data-driven world.*

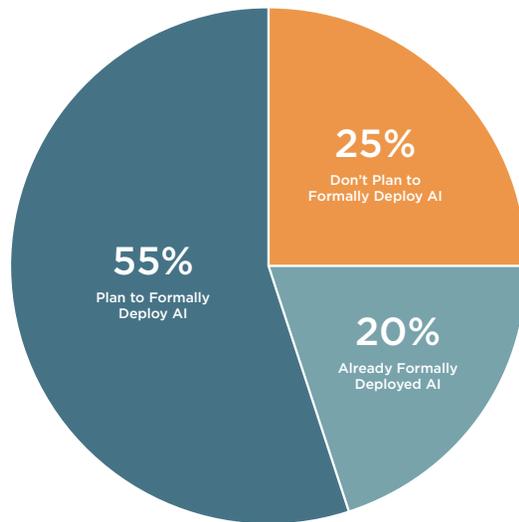


## Trending Topic: Preparing for a Future Powered by AI

Preparing for a future powered by AI is the role of data literacy programs, which focus on our ability to read, understand, create, and effectively communicate data as information. Being data literate is crucial for making informed decisions in a data-driven world powered by AI. Yet, only one in 10 global employees feel fully confident in their data literacy skills. Making matters worse, just 21 percent of employees believe their employer is preparing them for a more data-oriented and automated workplace.<sup>110</sup>

### Share of organizations deploying AI technologies<sup>111</sup>

20% of organizations have formally deployed AI-related technologies and tools, and 55% plan to do so soon. Meanwhile, 46% allow employees to use AI tools on their own—even if they don't have formal deployment plans in place.



\*Note: AI-related technologies include machine learning, automation, generative AI, etc.

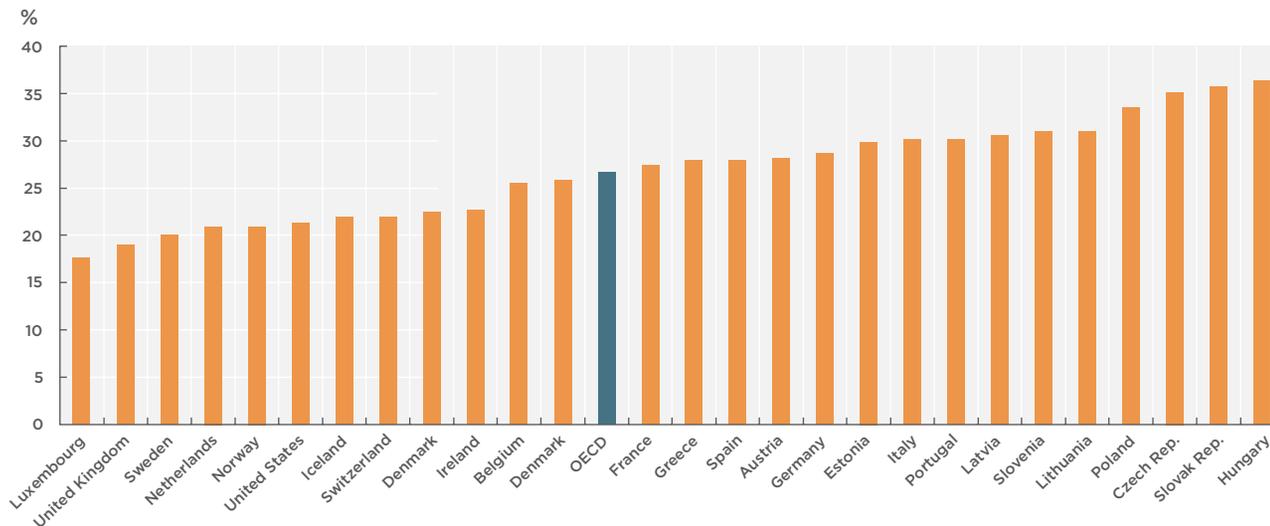


## Trending Topic: Preparing for a Future Powered by AI

Fears or misconceptions around AI are at least partly to blame for this data literacy gap. However, these fears may be misguided—at least for now. In a comprehensive study examining the feasibility of AI replacing labor, researchers focused on U.S. jobs utilizing computer vision, such as teachers and property appraisers, to model the cost-effectiveness of automation. They discovered that only 23 percent of workers, in terms of dollar wages, could be efficiently replaced. For many other roles, the high costs of implementing and operating AI-assisted visual recognition made human labor more cost-effective.<sup>112</sup> That's in line with estimates from the Organisation for Economic Cooperation and Development (OECD) projecting the share of employment at the highest risk of automation to range between 18 percent for Luxembourg to 38 percent in Hungary, with the average for all OECD countries sitting at 27 percent.<sup>113</sup>



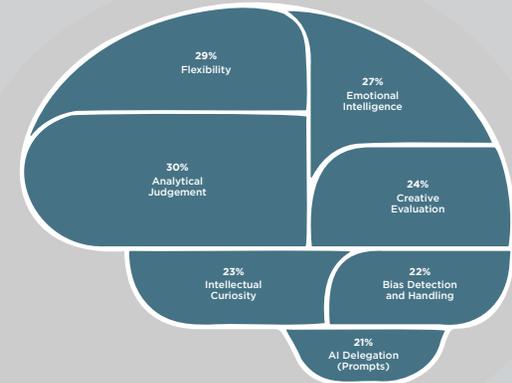
Share of employment in occupations at the highest risk of automation by country<sup>114</sup>



## Trending Topic: Preparing for a Future Powered by AI

Still, for a worker whose job is potentially exposed to automation, the key to future-proofing their career—or, at least, preparing for a new career in an AI-powered world—can be found in harnessing the skills necessary to succeed. Approximately two-thirds of all business leaders say they wouldn't hire someone without AI skills, which are becoming as fundamental to our work as the internet and PCs.<sup>15</sup> Skills such as critical thinking, analytical judgment, complex problem solving, and creativity are now essential across all job functions, not just for technical roles or AI specialists. Leaders emphasize the importance of training employees to effectively use AI, including how to craft effective prompts, evaluate creative outputs, and detect biases. As AI continues to reshape the workplace, the ability to collaborate effectively with AI will become a crucial capability for every worker.

### Most valuable skills for a new way of working, according to executives<sup>116</sup>



#### Definitions:

**Flexibility:** Rapidly adjust to AI's integration in the workflow

**Emotional intelligence:** Determine when to leverage a human capability instead of an AI capability

**Analytical judgment:** Determine when to leverage an AI capability instead of a human capability

**Creative evaluation:** Evaluate content produced by AI

**Intellectual curiosity:** Ask AI the right questions

**Bias detection and handling:** Evaluate AI fairness in decision-making

**AI delegation (prompts):** Direct AI with the right prompts





# TOP SOLUTIONS



The global skills gap represents a once-in-a-generation challenge for businesses of all sizes. Left unchecked, it could lead to economic repercussions that reverberate around the world, including an estimated \$8.5 trillion in unrealized revenue by 2030—equivalent to the GDPs of many countries.<sup>117</sup> This underscores the urgency for companies to invest in programs aimed at bridging the gap and preparing the global workforce for a future in which innovation, automation, and economic uncertainty are constantly changing the way we work.

At AgileOne, we have a pulse on what's happening and stand ready to help companies lead with confidence. Here are five of the leading solutions we are recommending to help our clients navigate the evolving landscape of work.

1

### Build a resilient strategy with contingent hiring

Amid constant shifts in the way we work, the expansion of artificial intelligence introduces a new variable to the mix. Our report makes it clear: with at least 40 percent of all jobs on track to be impacted by AI, companies must adapt their workforce solutions strategies to accommodate change.<sup>118</sup> For a growing share of companies, this means relying on temporary—or contingent—hiring. In fact, by 2050, up to half of the U.S. workforce could become contingent.<sup>119</sup> By supplementing your traditional workforce with contingent workers, you can build flexibility and resilience into your strategy. When supported by AgileOne's managed services program (MSP), you can go further, streamlining talent acquisition processes and gaining extraordinary insight into supplier and temporary labor performance.

2

### Equip your team with tomorrow's skills

Economic uncertainty, technological innovation, and demographic shifts are just some of the factors poised to significantly disrupt the skills that companies need to succeed. According to a comprehensive survey of global companies, 44 percent of the skills required today will be disrupted in the next five years alone.<sup>120</sup> This rapid pace of change underscores the pressing need for companies to proactively address skill gaps. By equipping your workforce with tomorrow's skills today, you can gain a crucial advantage over competitors. Investing in reskilling and upskilling initiatives not only prepares your employees to navigate future challenges but also enhances your organization's agility—no matter what tomorrow brings.

3

### Tap into the potential of a diverse workforce

One of the most important lessons from the historically tight labor market over the past four years is the value of tapping into a deeper talent pool. As demographics shift and an aging workforce is supplanted by the emergence of Generation Z, diversifying your team is a powerful asset, bringing a wide range of perspectives, skills, and experiences that enhance innovation and problem-solving. At AgileOne, diversity is in our DNA. As a woman- and minority-owned business, we are proud to partner with a diverse supplier base. This commitment is embodied by our 100 percent tier-one diversity spend, which means our clients have access to the kind of deep talent pool that today's market demands.



4

### Empower workers to use technology effectively

The evolution of technology and the introduction of AI means access to information is never more than a prompt away. While most companies have plans to incorporate this technology—or have already done so—there’s a big difference between making tools like AI available and empowering your workforce with the skills to use it. As our report reveals, only one in 10 global employees feel fully confident in their data literacy skills. Making matters worse, just 21 percent of employees believe their employer is preparing them for a more data-oriented and automated workplace.<sup>121</sup> By deploying a comprehensive data literacy program, you are taking a critical step toward bridging this confidence gap and ensuring your workforce is well-prepared for a future in which data is king.

5

### Reward workers for gaining new skills

Skilled workers are happy workers. According to a recent survey, more than three-quarters of employees say they are more likely to stay with a company when they have access to continuous training.<sup>122</sup> To foster an environment where workers want to learn, employers can consider rewarding workers for acquiring new skills and demonstrating a commitment to transformation. This might include financial incentives such as bonuses, raises, and tuition reimbursement programs or offering flexible work arrangements and extra paid time off for hours spent obtaining new skills. As a leader in workplace innovation, AgileOne can help you determine which incentive programs make the most sense for your company.

From cutting-edge technologies to award-winning services, AgileOne has the expertise to provide true total talent management with access to world-class workforce solutions and technologies configured to meet your unique enterprise needs. We are minority/woman-owned, with operations across the globe.

**Services:**

- Managed services program (MSP)
- Recruitment process outsourcing (RPO)
- Vendor management system (VMS)
- Direct sourcing
- Science, technology, engineering, math (STEM) recruiting
- Payroll & contractor validation services (AllSourcePPS)

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