AgileOne

ADAPTING TO CHANGE WITH A FLEXIBLE WORKFORCE

WORKFORCE SOLUTIONS MARKET OVERVIEW

2024 OUTLOOK

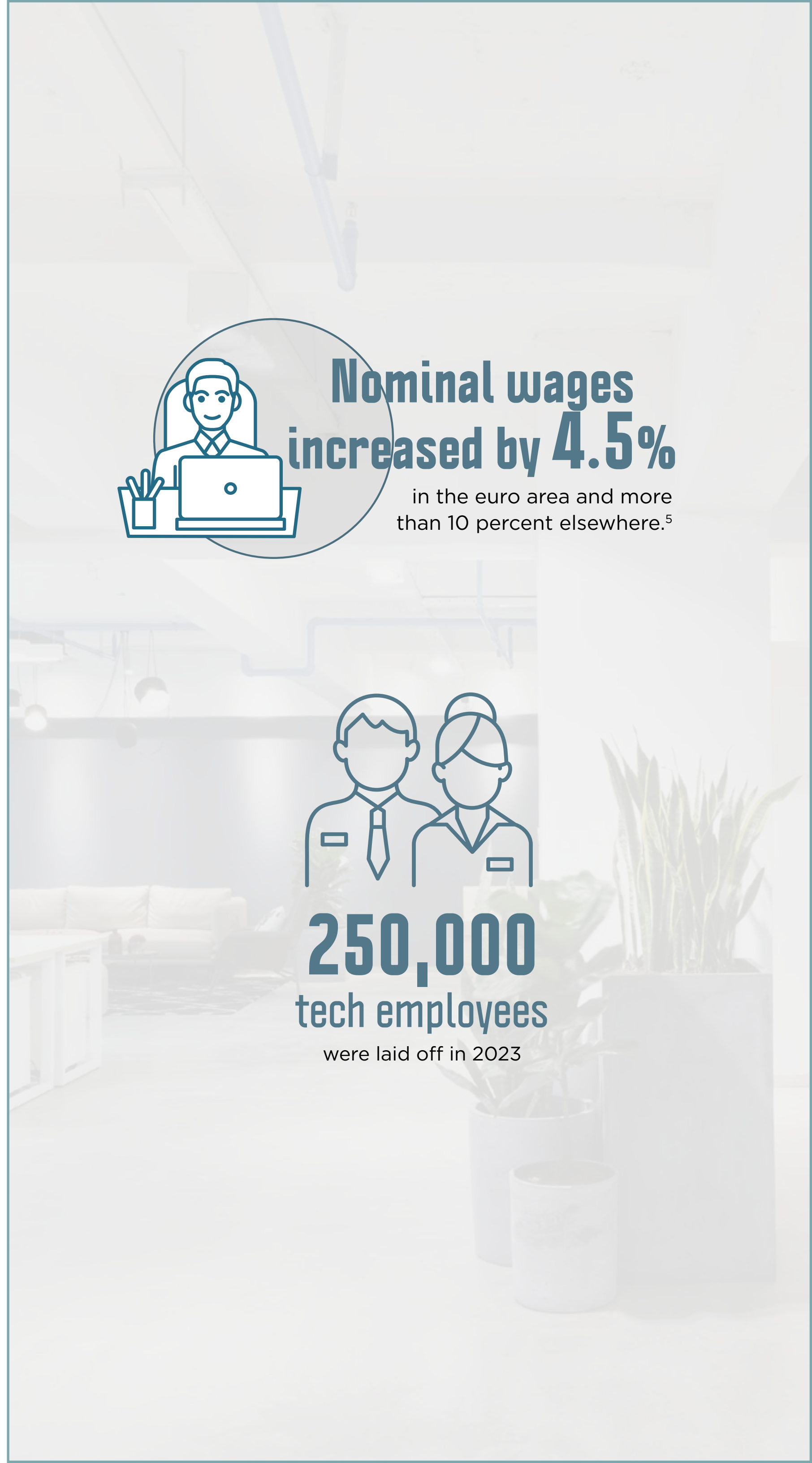
Table of Contents

About This Report

The global economy is a study in contrasts. Throughout 2023 — a year when the United States and Europe notched their highest interest rates in two decades — unemployment hovered at or near its historic lows.[1] Business leaders entered last year fearing the worst. Yet, by and large, their predictions have yet to pan out; in many corners of the world, GDPs grew compared to 2022. Meanwhile, in the U.S., data reveals that consumer spending is up, even as confidence in the nation's economy remains low.[2]

Through the fog of contradictory information, the labor market has been a bright spot. There are still more job openings than there are unemployed workers in the United States, and wage growth is tracking ahead of inflation for the first time in three years.[3,4] A similar picture is playing out across Europe, where nominal wages increased by 4.5 percent in the euro area and more than 10 percent elsewhere on the continent.[5] This is alleviating cost-of-living pressures and supporting economic expansion in countries that have faced staggering inflation in recent years.

Along with the economy's peaks, there were some valleys. Just as artificial intelligence was entering the public consciousness, technology companies in Silicon Valley and beyond were in the midst of a series of highly publicized layoffs, shrinking their ranks by more than 250,000 employees in 2023.[6] In other sectors, employers continued to struggle to find skilled workers, prolonging the underlying tightness in the labor market that has been a hallmark of the pandemic-era recovery. Resolving this issue will require a commitment to creative workforce solutions: among them, reskilling, upskilling, and diversifying the global workforce.



About This Report

> ***For a growing share of companies, navigating changing times begins with hiring a flexible workforce. In 2020, temporary — or contingent — jobs accounted for 35 percent of the U.S. workforce. By 2050, it is predicted that up to 50 percent of the nation's workforce could become contingent.***[7]

Companies will need to adapt to underlying changes in the labor economy, too. By 2027, nearly a quarter of the world's jobs are predicted to see movement — either through the creation of new roles or the elimination of existing ones. This will have consequences for all industries, with sectors like supply chain and transportation as well as media, entertainment, and sports expected to experience the highest churn.[8] As workers shuffle between jobs, they are likely to continue a different trend of moving across boundaries. Post-pandemic, historic job centers are giving way to upstart economies in places that were previously overlooked. This shift is not only reshaping the demographic patterns of cities and regions but also bringing about significant implications for employers, who are eager to meet workers where they live.

As we begin another year juggling uncertainty and change, access to quality information can mean all the difference for a company's bottom line. That is why we are pleased to present ***Workforce Solutions Market Overview: 2024 Outlook***. This report combines the latest economic data and insights from around the world with leading solutions to help companies adapt to change and succeed — no matter the circumstances.

About AgileOne

One world. One workforce. One provider. AgileOne.

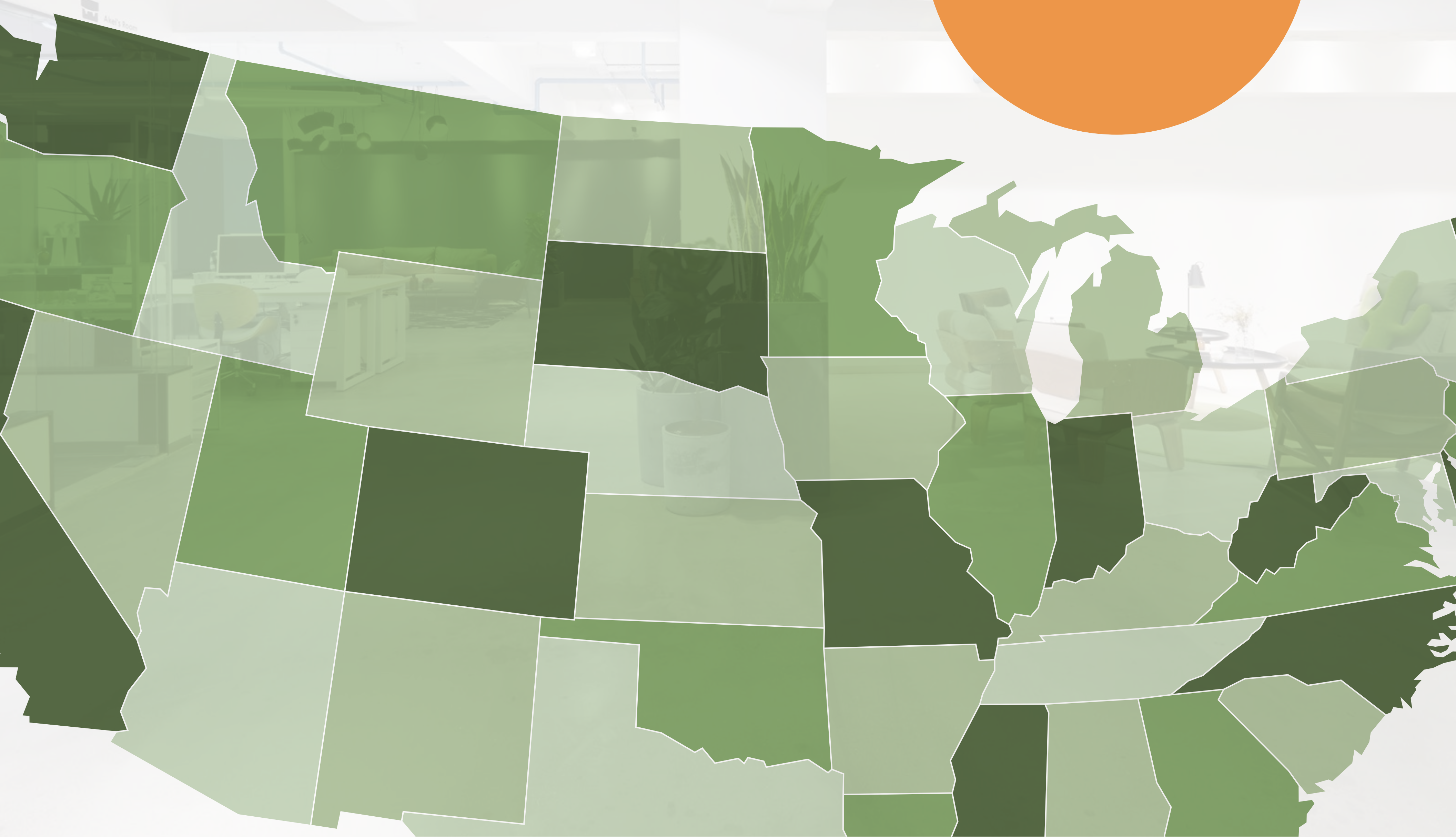
In rapidly changing times, AgileOne is at your side. We are the one workforce solutions provider to offer comprehensive solutions leveraging the best of the best, combined with our technology expertise, consulting services, and exceptional delivery teams to meet all your talent attraction and management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

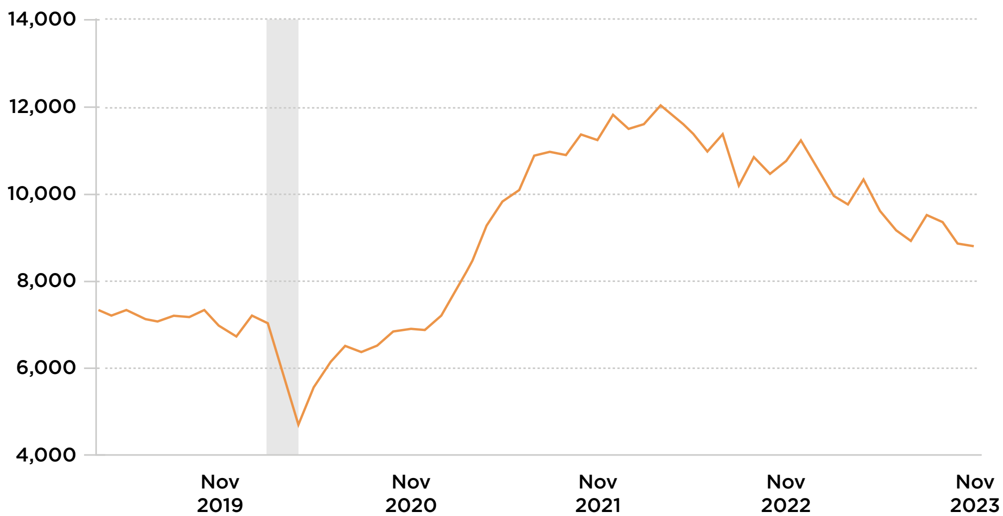


The numbers are in. In 2023, U.S. employers added an average of 225,000 jobs each month — more than 150,000 fewer jobs per month than in 2022. Meanwhile, the unemployment rate clocked in at 3.7 percent in December, ending the year slightly up from its 53-year low in January 2023.[9]

In any other market, trends like these might be cause for concern. But not in 2024 in the U.S., where economists at the Federal Reserve have spent the better part of two years carefully engineering a soft landing. Employment data like this — coupled with data showing that consumer prices slowed their year-over-year increase by more than 3 percentage points over the course of 2023 — is fueling speculation that their work might finally be paying off. For its part, the Fed seems to agree, forecasting a total of three rate cuts throughout 2024. It's a sign sure to please U.S. employers that, just a year and a half ago, were forced to make drastic spending cuts as inflation soared to its highest level in 22 years.[10]

Job openings, seasonally adjusted[11]

Total nonfarm job openings, in thousands



In 2023, U.S. employers added an average of 225,000 jobs each month — more than 150,000 fewer jobs per month than in 2022.

A soft landing could also resolve two of the most vexing and interrelated challenges facing hiring managers: labor market tightness and pay competition. On one hand, it is expected to translate to fewer job openings, meaning that hirers should face less pressure in the coming years as they jockey to fill vacant positions. The job openings rate, which measures the number of job openings as a share of all jobs — filled and unfilled — settled at 5.4 percent in December 2023. That's a significant decrease from its record of 7.3 percent in March 2022. Still, the 9 million job openings recorded by the Bureau of Labor Statistics in December represents nearly one and a half million more openings than four years ago, just prior to the pandemic.[12] On the other hand, as openings continue to ease, so too should wage growth, which sat at 4 percent year-over-year in November. Wages for all employees are growing at their slowest pace since June 2021, when employers were extending generous pay hikes in an attempt to compete for workers, defining the period that became known as the Great Resignation.[13] Wage increases for job switchers — just one of many aspects incentivizing people to leave their jobs in the pandemic recovery — have also dropped to their lowest levels in three years, when ADP first began tracking the data.[14]

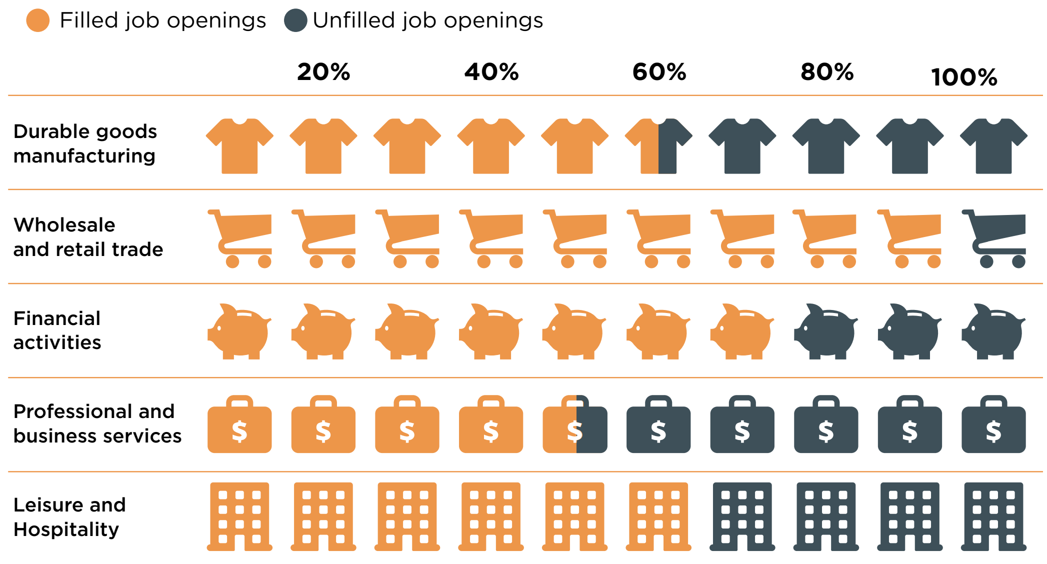
This news will be especially welcomed by leaders in America's financial activities and business and professional services sectors, which are among the industries that have faced the most severe tightness in the labor market in recent years. An analysis reveals that even if every unemployed person with experience in these two sectors were employed, fewer than half of the existing job vacancies would be filled. To make up the difference, these companies need to rely upon more creative workforce strategies, such as reskilling and upskilling, to prepare a new generation of workers for a future in these rapidly evolving fields. They might look to the manufacturing sector for guidance. After losing approximately 1.4 million jobs at the start of the pandemic, manufacturers have made significant progress in their march toward a full recovery, adding back more than half of these jobs. Still, as of August 2023, employers within the sector were staring down 616,000 unfilled job openings, with durable goods manufacturing faring better than nondurable goods. At the same time, the construction industry is experiencing a labor surplus, as a post-pandemic boom in real estate development led to a dynamic in which there are currently more unemployed, experienced workers than the sector's monthly average of 367,000 job openings in 2023.[16]

"Reskilling involves teaching employees new skills so they can do different jobs than the ones they have today. It often requires looking for people with 'adjacent skills' that are close to the new capabilities your organization needs. Reskilling provides a learning experience that enables a lateral move from one job to another." — PWC[15]

As the labor market continues to normalize, companies are adjusting their hiring plans accordingly. After making headlines in early 2023 with several rounds of high-profile layoffs, the tech sector is just one of several white-collar jobs that have seen hiring level off in recent months. According to data from Indeed, there are fewer postings for jobs in software development and IT operations today than there were before the pandemic. Postings for remote jobs have also fallen below pre-pandemic levels, contributing to speculation that employers have taken their feet off the gas of white-collar hiring. By contrast, hiring for many blue-collar jobs — including jobs with more in-person work — continues to outpace pre-pandemic levels. For example, postings for manufacturing jobs are up nearly 50 percent on Indeed. This trend is reinforced by the fact that those without a high school degree saw a 5.7 percent jump in employment in 2023, well above the national average of 1.1 percent employment growth. This blue-collar rebound helps make up for the pandemic's worst job losses, which disproportionately impacted workers without high school diplomas.[18]

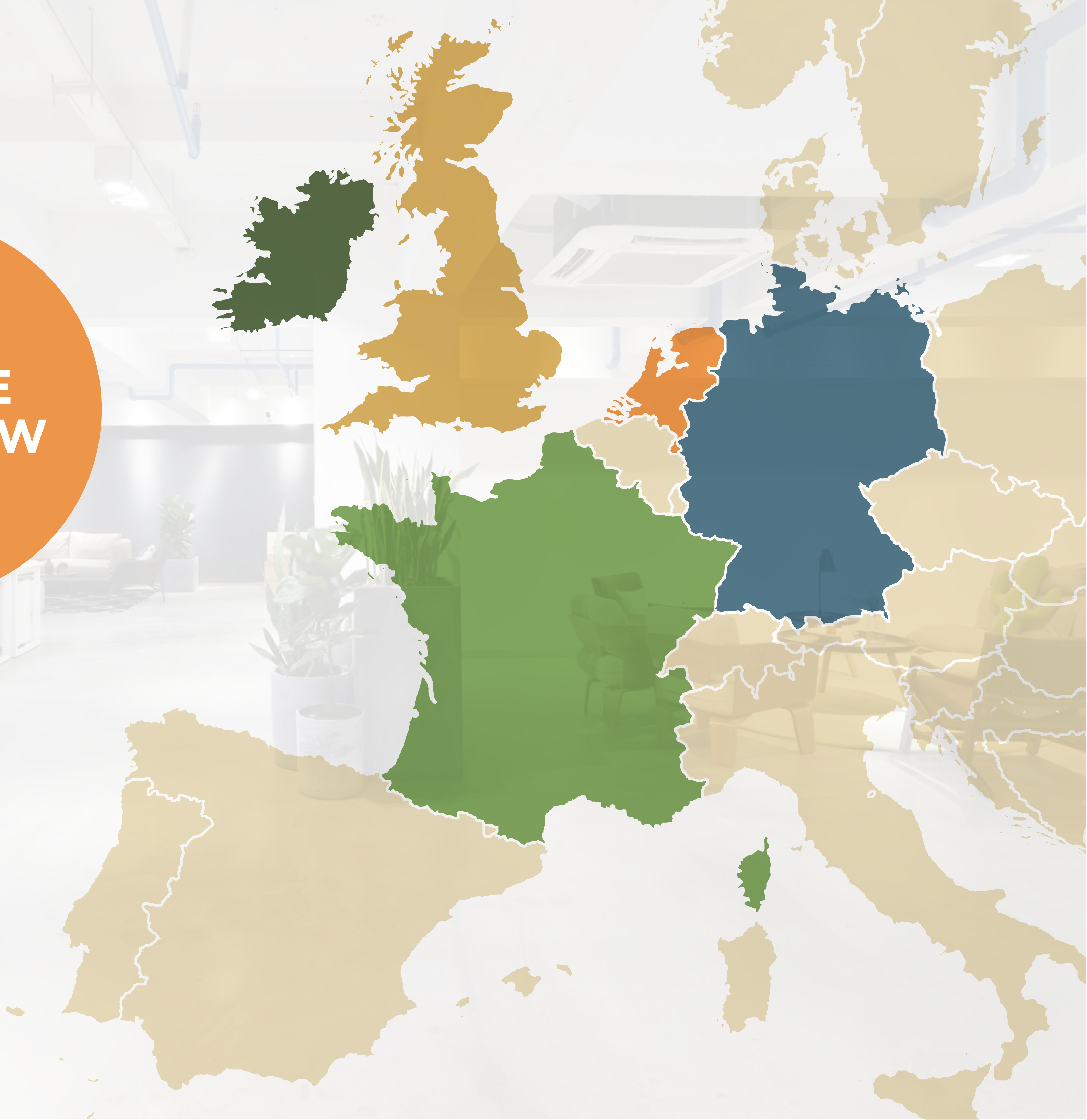
Taking each of these trends into consideration, in 2024, U.S. employers will continue to benefit from flexible worker arrangements like the contingent hiring model offered by AgileOne. By employing workers outside of their traditional, permanent workforce, companies can respond with precision to persistent labor market tightness, plugging gaps that exist within their ranks. When coupled with a total talent management system, which provides extraordinary insight into a company's entire workforce needs, companies can manage costs more effectively and ensure they achieve the most competitive cost for talent.

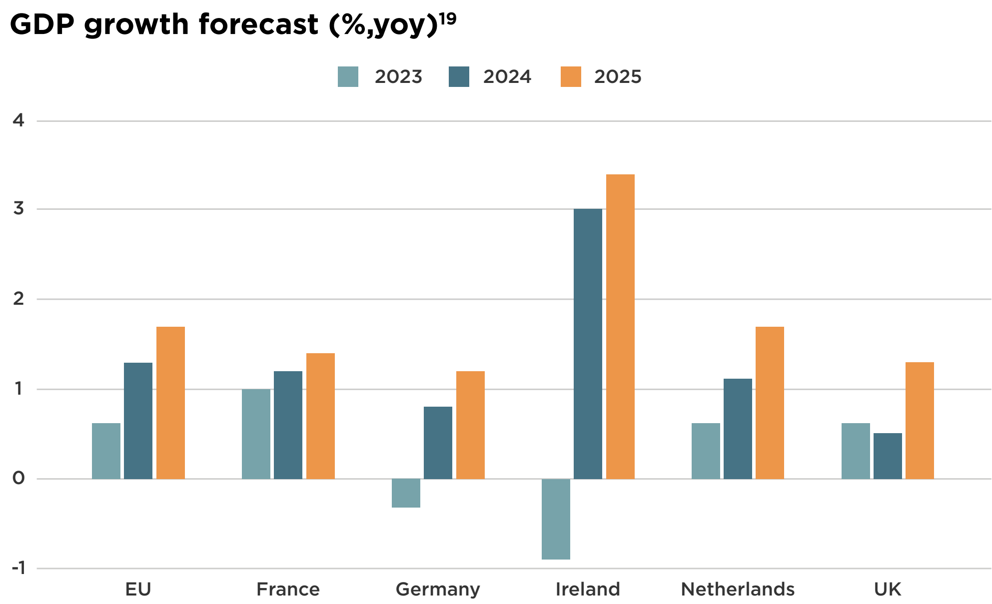
Labor force shortage by industry[17] December 2023



After losing approximately 1.4 million jobs at the start of the pandemic, manufacturers have made significant progress in their march toward a full recovery, adding back more than half of these jobs. Still, as of August 2023, employers within the sector were staring down 616,000 unfilled job openings

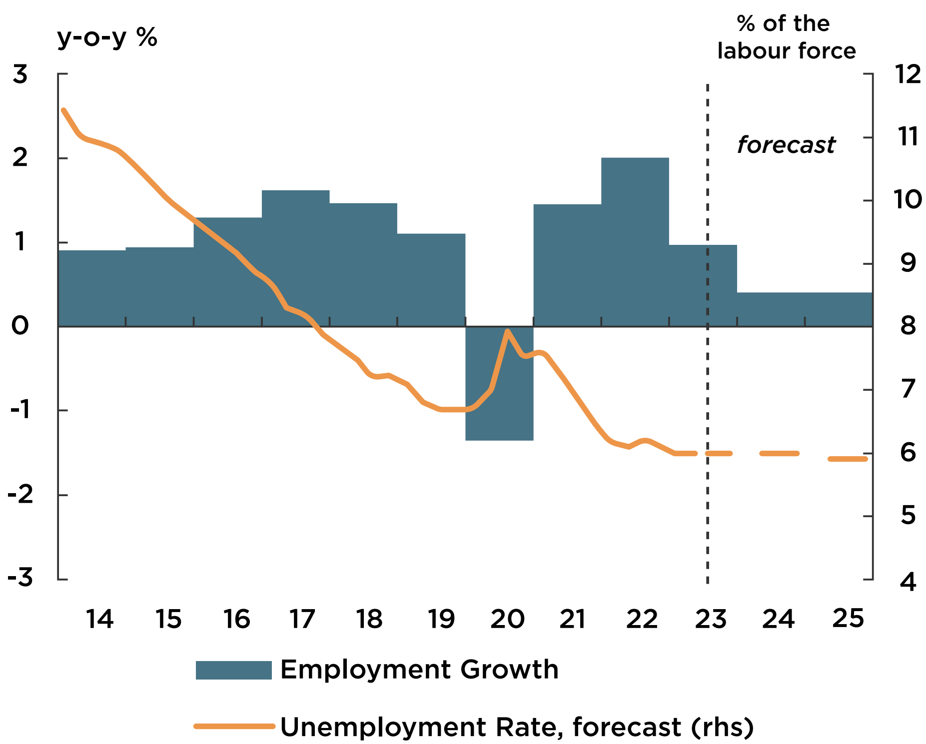
EUROPE OVERVIEW





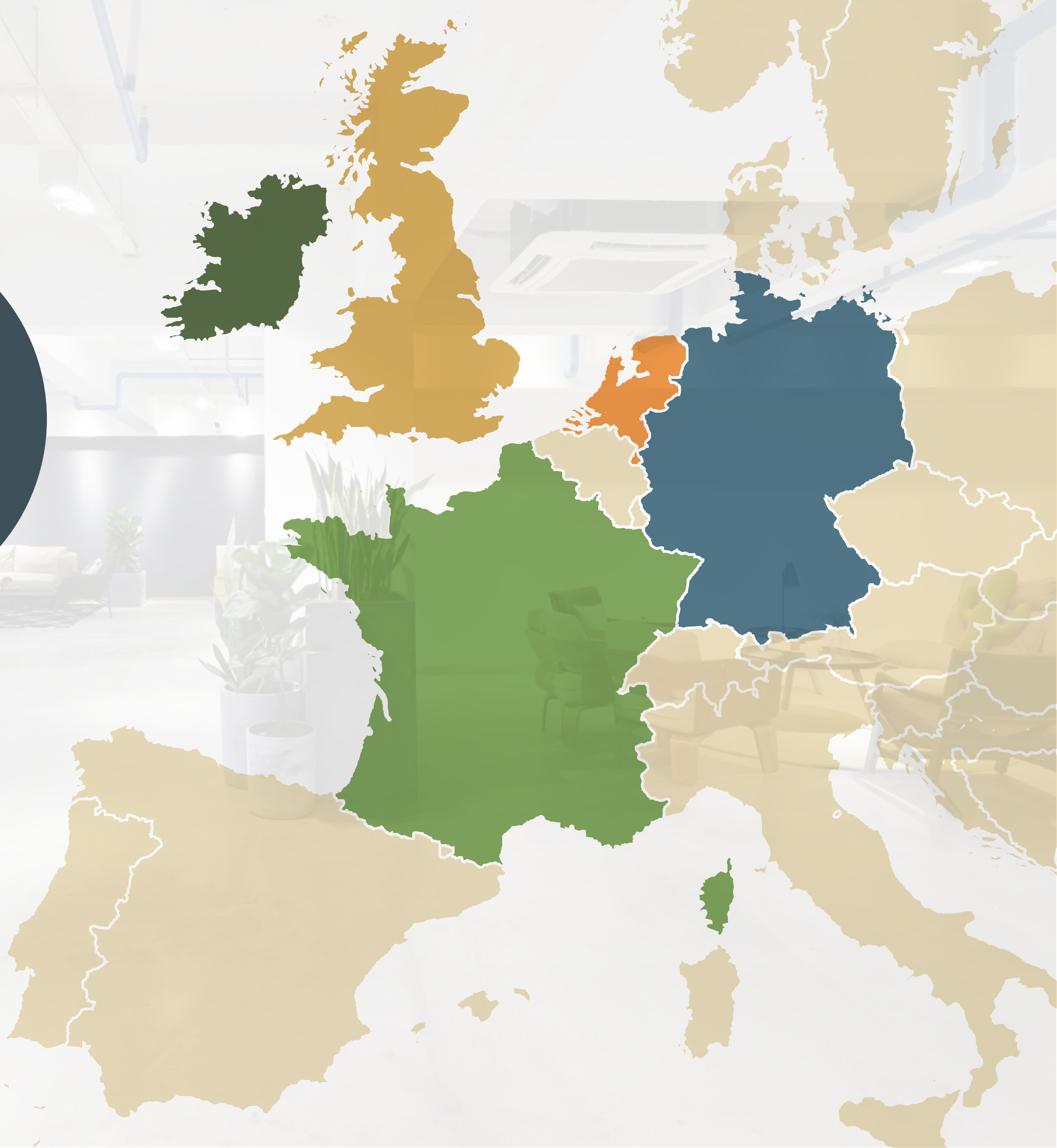
After a strong post-pandemic recovery in 2021 and 2022, the EU economy experienced a slowdown in recent months, with minimal growth throughout most of 2023. Elevated costs of living and limited global trade support have contributed to this deceleration, alongside the phasing out of fiscal support and the impacts of monetary policy responding to high inflation. As a result, GDP growth is expected to have leveled off at around 0.6 percent in 2023 for the EU, which represents a small decline from previous estimates for the year but still indicative of some growth in the economy. Economists expect to see a mild rebound going forward as real wages rise, investment remains steady, and external demand increases, with the EU's GDP growth rising to 1.3 percent in 2024 and 1.7 percent in 2025.[20]

Employment growth and unemployment rate, EU[21]

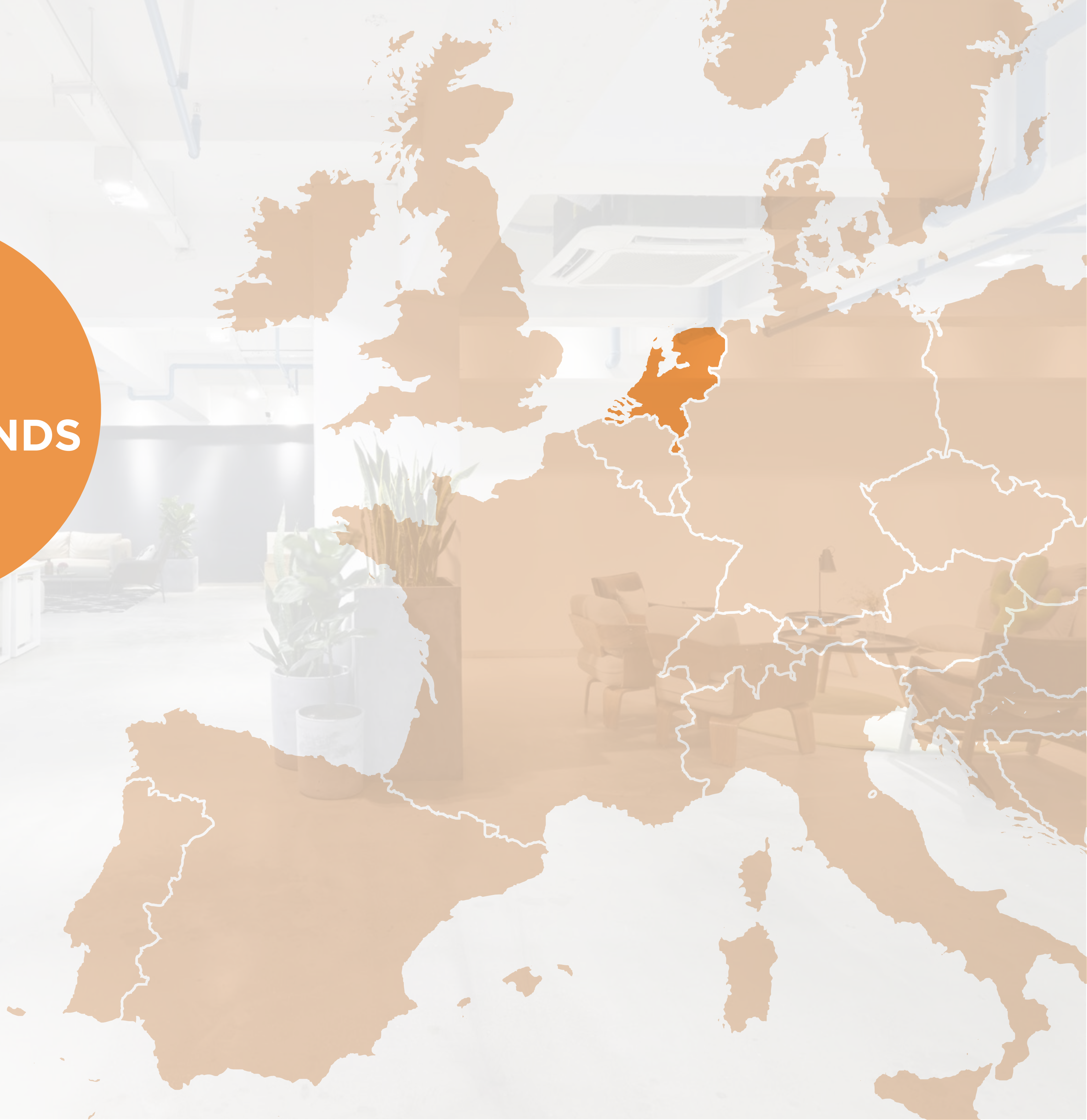


The European labor market remains strong. Activity and employment rates reached their highest level on record in 2023, and in September, the unemployment rate remained near its record low. However, there are signs of cooling, with declining employment expectations and a slowdown in job creation on the horizon. Despite these challenges, employment growth is expected to continue, albeit at a slower pace, and nominal wage growth is forecasted to exceed inflation, allowing workers to regain purchasing power. That said, the economic outlook faces continued uncertainties and risks, particularly due to geopolitical tensions, energy market vulnerabilities, and climate change impacts. These factors, along with the potential prolonged effects of monetary tightening, could pose significant challenges to the EU economy.[21]

In the following pages, we offer a snapshot of the **labor situation in five of AgileOne's European markets**, along with leading solutions for companies that operate within each country.



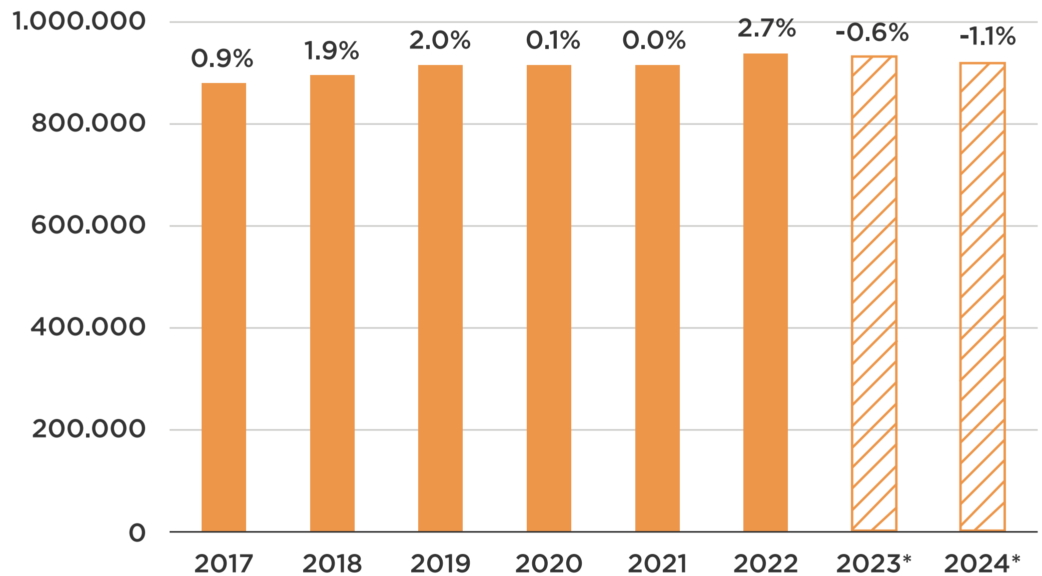
THE NETHERLANDS



The outlook for the Netherlands in 2024 is cautiously optimistic, with the economy expected to grow by 1.1 percent by the year's end. This stands in contrast to 2023, which saw the Dutch economy stagnate at around 0.6 percent GDP growth amid what some economists have deemed a mild recession.[22,23] As a result of government investments like increased minimum wages, reduced excise taxes, and lowered energy taxes, the economy is expected to have emerged from this small dip by the end of 2023. Consumer spending is also projected to rise this year, aided by a stable inflation rate of 2 percent and projected 4 to 5 percent wage increases tied to collective labor agreements, which impact the employees of roughly 80 percent of all businesses in the Netherlands. However, unemployment is expected to rise from 3.6 percent in 2023 to 4.2 percent in 2024 due to a weaker business cycle, an increase in bankruptcies following the end of government financial support, and higher labor costs leading to reduced demand for staff.[24]

Number of workers in the Dutch industrial sector[25]

2017 - 2022 (real) and 2023 - 2024 (projected)

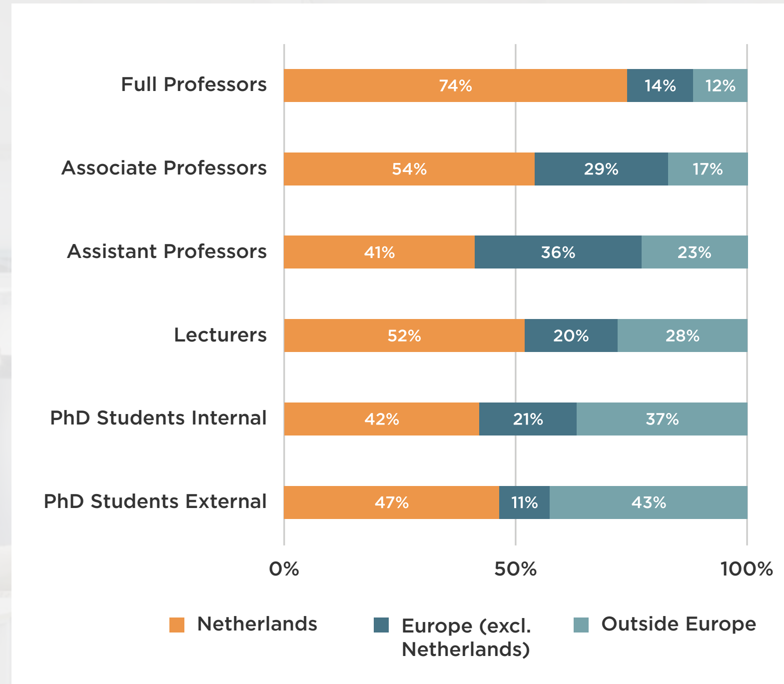


The Netherlands

The labor market remains tight, particularly among workers who possess technical skills. This tightness is exacerbated by a growing number of elderly workers, especially in the industrial sector, which comprises approximately 10 percent of the working population, or 928,000 workers. The number of workers aged 55 and older has risen by nearly 75,000 in the past decade, constituting 26 percent of the industrial workforce compared to 22 percent in other sectors. This trend poses challenges, particularly in operations that require 24/7 shift work, as older employees may find shift work increasingly difficult. Conversely, there has been a decrease in the number of younger workers within the industry, with about 35,000 fewer people aged 25 to 45 working in 2023 compared to 2013, alongside a decline in young people pursuing technical education.[26] Addressing this challenge may require solutions like speeding up the pace of digitalization and encouraging workers to work post-retirement.

The Dutch economy would also benefit from increased diversity and efforts to boost migration to help ease the pressure on yearslong labor market tightness . Currently, people with a non-Western background face significantly less favorable career prospects compared to those with a Western or Dutch background, according to a report by the Netherlands Institute for Social Research. Of the many challenges faced by this group, discrimination, stereotypes, lack of networks, and organizational barriers have been cited as key reasons preventing these migrants from finding employment and advancing to higher positions.[28] As one example, participation in the Cultural Diversity Barometer from Statistics Netherlands by Erasmus University Rotterdam — one of the nation's largest public research universities — revealed stark disparities. While over half (56 percent) of employees are of Dutch origin, only 27 percent have origins outside Europe. Non-European employees are notably underrepresented in higher academic positions, senior roles, permanent contracts, and higher salary scales, suggesting potential barriers to career advancement for those of non-European origin.[29]

Scientific personnel by country of origin, according to Erasmus University Rotterdam's participation in the Cultural Diversity Barometer[27]

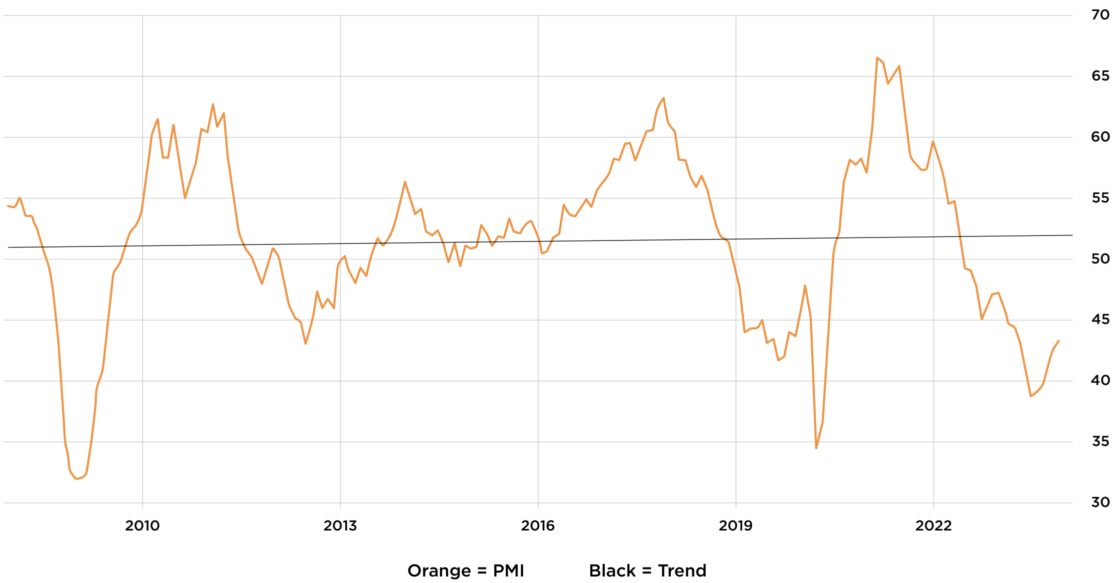


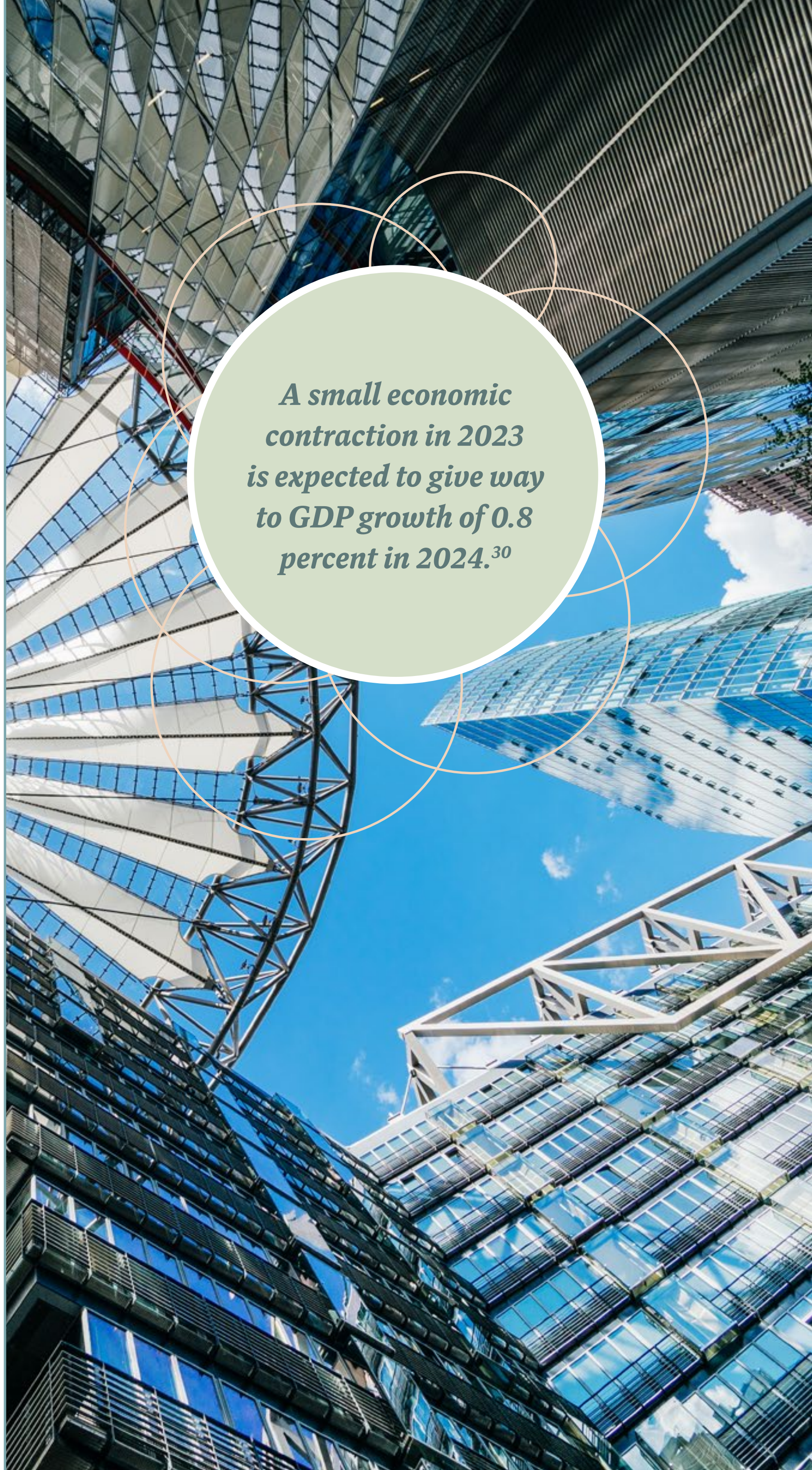
GERMANY

Germany

In ecent years, the German economy has grappled with a slower economic recovery than many of its European neighbors, as a shortage of skilled labor combined with high inflation exacerbates broader underlying macroeconomic challenges. Thanks to decreasing inflation and rising wages, which will give way to a boost in the real incomes of its citizens, a small economic contraction in 2023 is expected to give way to GDP growth of 0.8 percent in 2024.[30] This comes as exports from the country continue to gradually recover as global demand strengthens, which is fueling a slow — but critical — rebound in the nation's manufacturing output. Making up roughly one-fifth of the German economy, the manufacturing industry experienced several consecutive months of gains at the end of 2023, but is still falling short of its historic average, according to the nation's PMI.[31]

Germany manufacturing PMI[32]





A small economic contraction in 2023 is expected to give way to GDP growth of 0.8 percent in 2024.[30]

Germany

The trajectory of Germany's growth in the coming years will depend on how effectively it can manage the undercurrents of transformation that are taking shape within the country's economy, led by heavy investments in digital technology and sustainability initiatives. This shift is significantly influencing the job market, creating new roles centered around technology, renewable energy, and the environment. The German government is actively promoting sustainability, particularly in the manufacturing sector. Together with some automobile manufacturers, the government has extended subsidies to citizens who purchase electric cars powered by renewable energy, symbolizing the country's economic and environmental strategy.[33] In response to these changes, Germany is proactively adapting its education system and immigration policies to meet the emerging skills demand in technology and green sectors.[34] The focus is also on upskilling the current workforce to fit new roles and exploring flexible, project-based work arrangements.

Against the backdrop of the country's economic challenges, this transformation emphasizes the need for adaptability and continuous learning in the workforce. This might include embracing creative solutions like multi-job careers, where individuals specialize in a field and share their expertise across companies, and investing in reskilling and upskilling. It also underscores the importance of achieving progress in the government's worker policies, enhancing work incentives for women, older workers, and low-income earners, and building a more effective pipeline for migrant and refugee workers to enter the country's workforce.

The trajectory of Germany's growth in the coming years will depend on how effectively it can manage the undercurrents of transformation that are taking shape within the country's economy.

THE UK AND IRELAND

GDP growth[35]

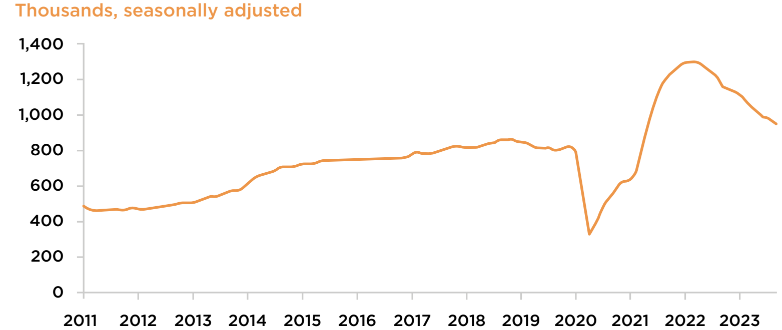
% change in real GDP								Updated 5 Jan
	% change on previous quarter				% change on a year ago			
	Q4 22	Q1 23	Q2 23	Q3 23	Q4 22	Q1 23	Q2 23	Q3 23
UK	0.1	0.3	0.0	-0.1	0.6	0.4	0.3	-0.3
Eurozone	-0.1	0.1	0.1	-0.1	1.8	1.3	0.6	0.0
USA	0.6	0.6	0.5	1.2	0.7	1.7	2.4	2.9
Japan	0.2	1.2	0.9	-0.7	0.6	2.5	2.3	1.6
Germany	-0.4	0.0	0.1	-0.1	0.8	-0.2	0.1	-0.4
France	0.0	0.1	0.6	-0.1	0.8	0.9	1.2	0.6
G7	0.3	0.5	0.4	0.5	0.8	1.5	1.7	1.7
OECD	0.2	0.5	0.5	0.4	1.4	1.6	1.6	1.6

The UK's economic landscape presents a complex picture entering 2024. Although a technical recession has been narrowly avoided, the economy continues to show signs of stagnation. In the third quarter of 2023, the UK's GDP contracted by 0.1 percent from the second quarter, reflecting a broader trend seen across Europe, with France and Germany also contributing to a slight decline in the eurozone's GDP. This comes in contrast to the Organisation for Economic Co-operation and Development (OECD)'s recent update, which indicated that global growth in 2023 was stronger than expected, a sign that economic growth across Europe is falling behind other countries throughout the world.[36] However, the forecast for the UK calls for modest growth in the near-term, with predicted GDP growth of 0.5 percent in 2024.[37]

In response to broader economic trends, the Bank of England's stance on interest rates has been one of caution. Governor Andrew Bailey expressed concerns about the UK's potential for economic growth, noting recently that it is lower than what he has observed over much of his career.[39] In response to these economic challenges, the government of the UK introduced several key policies at the end of 2023 aimed at igniting the economy by investing in the country's workforce.

Despite falling in recent quarters, vacancies remain above pre-pandemic levels[38]

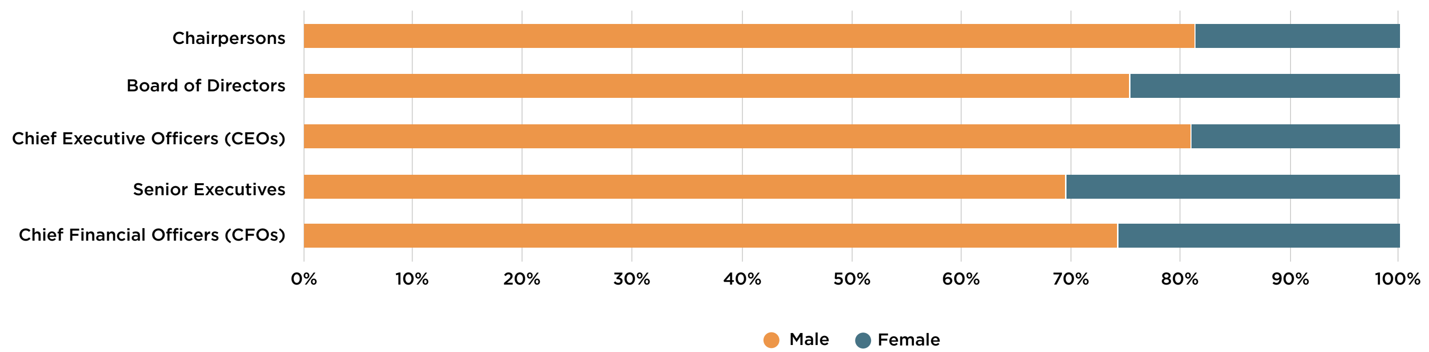
Thousands, seasonally adjusted



These include initiatives to encourage more people, particularly those who are economically inactive or on long-term benefits, back into the workforce to help reduce the number of people who are not available for work. As part of this effort, there has been a significant 9.8 percent increase in the National Living Wage, coupled with policies that reduce the tax burden on workers.[40,41] In an attempt to create opportunities for UK nationals, the government also substantially increased the minimum salary required for foreign workers to be eligible for a work visa from £26,200 to £38,700 per year, with the goal of restricting the migrant workforce. However, health and care workers, who form a large portion of the work visa demographic, are exempt from this increase.[42]

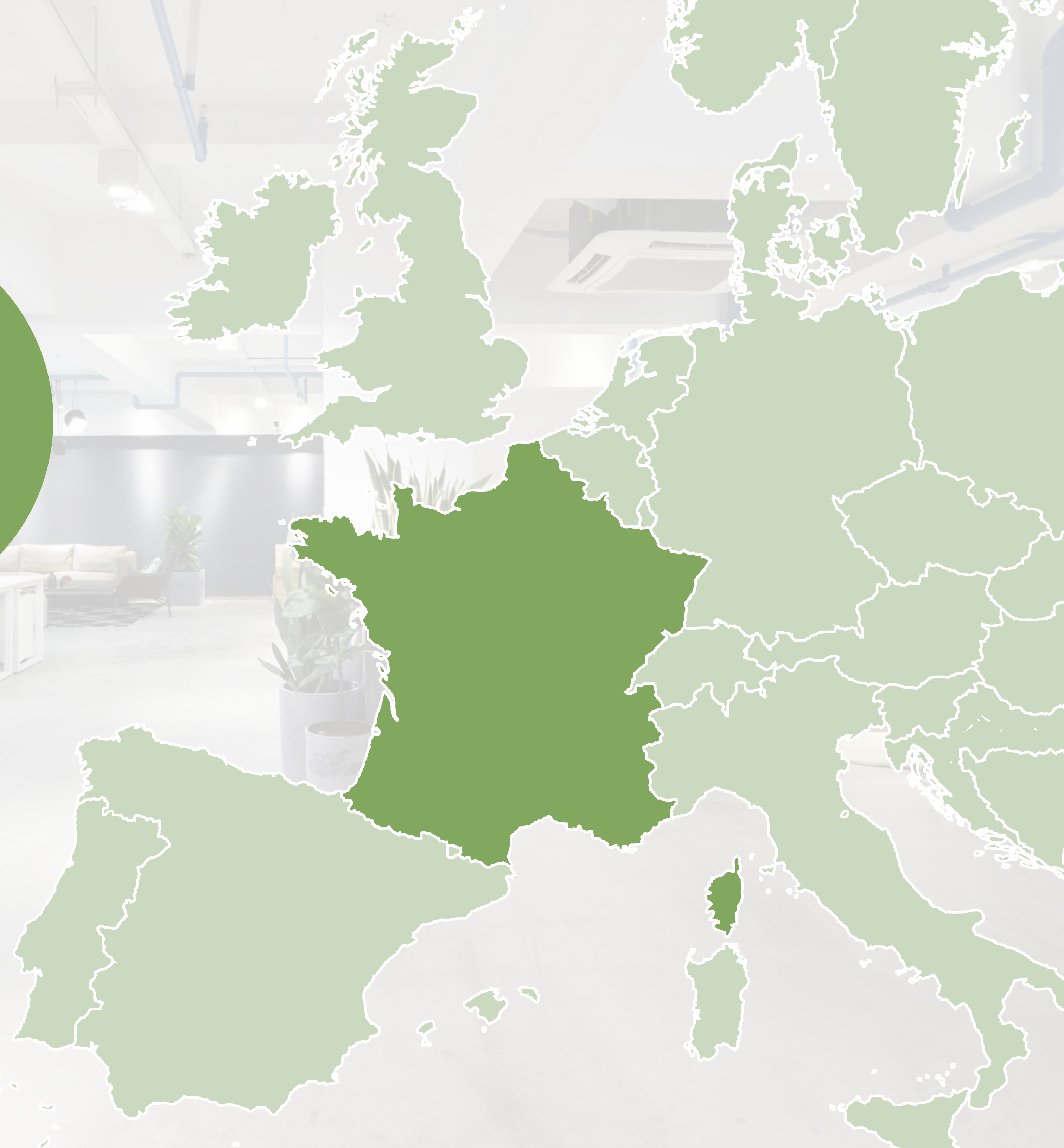
Heading into 2024, Ireland's economy is projected to fare better, despite some lingering challenges. Although GDP is expected to have declined by 0.9 percent in 2023, it is on track to recover to 3.0 percent in 2024.[43] Meanwhile, inflation is expected to decrease as employment levels remain at an all-time high, emphasizing employers' faith in the country's economy even as high prices and rising interest rates dampen growth. The first half of 2023 saw robust employment figures, reaching record highs by the end of Q2, bolstered by an increase in labor supply. While there has been some softening in labor demand in recent months, continued employment growth is anticipated for 2024 and 2025, mirroring the expected steady growth in the domestic economy.[44]

Gender breakdown by senior roles in business, 2023[45]



Ireland's strong employment recovery has been driven by significant inward migration, which, coupled with higher levels of workforce participation by women, have contributed to a growing labor force. A recent Gender Balance in Business Survey by the Central Statistics Office of Ireland underscores these promising trends. In 2023, female representation on boards of directors rose to 25 percent, up from 22 percent in 2021, with female chairpersons and CEOs also seeing increases. However, men still make up the majority of senior executive roles. Notably, almost a quarter of all companies had at least 40 percent female representation on their boards in 2023, and 40 percent of companies had set targets for female representation in senior executive positions, indicating a positive shift toward gender equality in the business sector.[45]

FRANCE

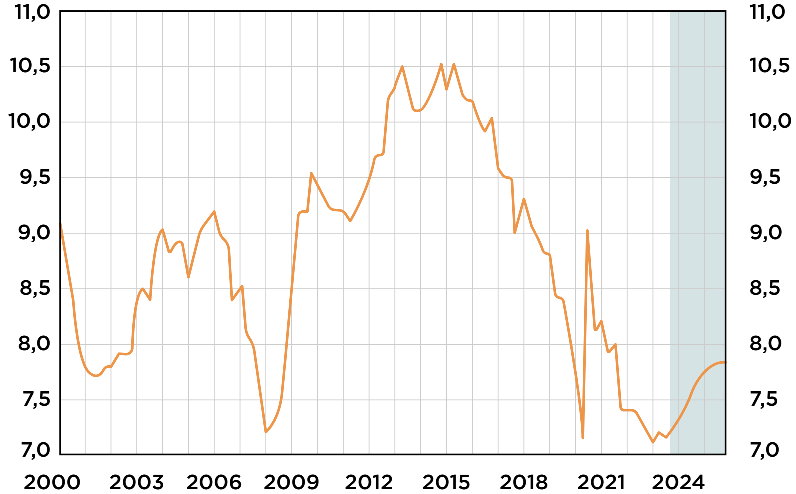


In the second half of 2023, France experienced a moderate increase in economic activity, particularly in the industrial sector, following the easing of supply-side constraints and a reduction in supply chain difficulties from 2022. Despite this, the country faces challenges on the demand side, with industrial enterprises reporting declining order books and a stifling lack of demand impacting output. This has led to a decrease in business leaders' expectations for price increases in the coming months, suggesting that some companies might be preemptively responding to both the easing of supply-side issues and concerns over diminishing demand.[46]

Overall private-sector salaried employment shows a 0.7 percent increase from 2022 and a 6 percent rise since the end of 2019.[47]

The labor market is adjusting accordingly. In the third quarter of 2023, the private sector witnessed a slight decline in the number of salaried employees, marking the first such decrease since the third quarter of 2018, not including 2020. This decline in employment corresponds with modest GDP growth of just 0.1 percent in the same quarter, ending a post-pandemic period where employment growth consistently outpaced the growth of the broader economy. Despite this slowdown, overall private-sector salaried employment still shows a 0.7 percent increase from 2022 and a 6 percent rise since the end of 2019. This growth, albeit slower in the second half of the year, aligns with the French government's ongoing objective of achieving full employment by 2027, which will require the unemployment rate to fall to around 5 percent.[48]

French unemployment rate, including projections for 2024[49]



Fulfilling this goal in the next four years could prove challenging. In recent months, the country's unemployment rate has stopped its post-pandemic descent, hovering around 7.3 percent for most of 2023. Projections from the French Economic Observatory, an independent economic research organization, indicate a potential increase in the unemployment rate to 7.9 percent by the end of 2024.[50] For its part, the Bank of France suggests unemployment could still be as high as 7.8 percent in 2025.[51] This forecasted rise in unemployment could be attributed to a combination of sluggish growth, the implementation of pension reforms leading to an increase in the working population, and a partial recovery of past productivity losses. To combat rising unemployment and achieve its goal of full employment, the French government continues to emphasize opportunities for youth to attend vocational high schools, preparing them for specific trades at a young age. A reform called *France Travail* is also in the works, which aims to return to the original spirit of the country's minimum integration income created in 1988 by ensuring those receiving unemployment benefits are properly incentivized to reenter the workforce.[52] Meanwhile, reforms to the French pension system are an attempt at encouraging businesses to retain and recruit older workers.[53]

7.3 percent unemployment

The unemployment rate in France stands at 7.3 percent but is expected to rise to 7.9 percent by the end of 2024.[39]

INDUSTRY SPOTLIGHT

Churn in the Labor Market

Over the past four years, the world has faced a range of challenges that have reshaped various aspects of society and the global economy. Health crises, economic instability, and geopolitical unrest, alongside increasing social and environmental demands, have accelerated transformations in labor markets worldwide. These changes are influencing the demand for specific jobs and skills and leading to shifts in the composition of entire industries.

Seeking to understand these global trends, the World Economic Forum released the fourth edition of its Future of Jobs Report. This report leverages a comprehensive survey-based dataset that captures the expectations of more than 800 of the world's largest employers regarding job trends for the period of 2023 to 2027.

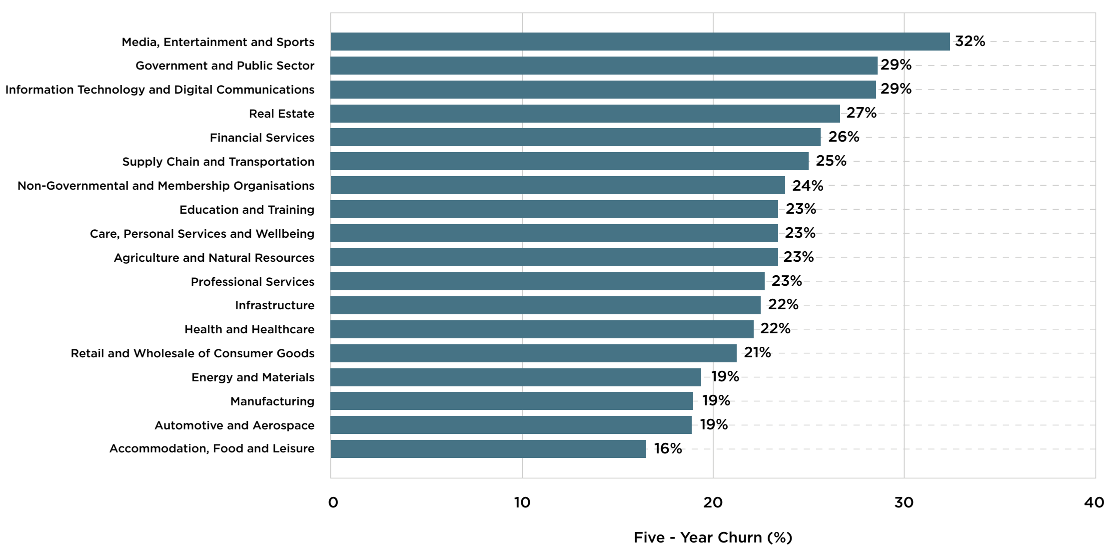
> ***"Labor market churn refers to the pace of reallocation of workers and jobs. The [World Economic Forum's 2023 Future of Jobs] survey provides insight into structural labor market churn; namely, the number of expected new jobs, plus the number of roles expected to be displaced during the period, divided by the size of the labor force in question."***
>
> ***— World Economic Forum***

Churn in the Labor Market

According to the report, employers can expect a substantial structural churn in the labor market, defined as the "pace of reallocation of workers and jobs." 23 percent of jobs are likely to see movement — either through the creation of new roles or the elimination of existing ones — by 2027. The survey also highlights industry-specific expectations: for example, the supply chain and transportation, as well as media, entertainment, and sports industries, are predicted to experience higher-than-average job churn. Conversely, the manufacturing and retail and wholesale of consumer goods sectors are expected to face lower-than-average churn.[54]

The following chart illustrates how labor market churn is expected to impact leading industries around the world.

Projected global labor market churn, by industry, 2023 – 2027[55]



Post-Pandemic Impacts in Life Sciences

According to a recent survey, around 50 percent of healthcare workers reported experiencing burnout. Additionally, nearly 29 percent of healthcare workers expressed an intention to leave their jobs, with this sentiment being more pronounced among nurses and in in-patient settings[56]

As the world reaches a milestone — four years since the onset of COVID-19 — it is worth pausing to reflect on its impact on the healthcare and pharmaceutical industries, which were hit hard by the public health crisis. According to a recent survey of more than 32,000 healthcare workers published in the *Journal of General Internal Medicine*, the pandemic led to widespread burnout in the healthcare sector that still continues today. Around 50 percent of those surveyed, which includes physicians, nurses, clinical and non-clinical staff, reported experiencing burnout. Additionally, nearly 29 percent of healthcare workers expressed an intention to leave their jobs, with this sentiment being more pronounced among nurses and in in-patient settings.[57]

Meanwhile, following a year in which many countries like the United States formally ended their emergency response to the pandemic, pharmaceutical companies have felt the effects of softening demand for COVID-19-related treatment.[58] Combined with global economic pressures and tightening standards for clinical studies, this led more than 180 biotech companies to announce layoffs in 2023 — up from 119 in 2022.[59] This dynamic may tilt momentum back in favor of employers, who spent recent years extending extraordinary raises and benefits in an effort to retain workers. In the meantime, the unemployment rate for life, physical, and social science occupations is just 1 percent, lower than the average of 3.5 percent for all occupations.[60]

Post-Pandemic Impacts in Life Sciences

> ***Despite recent upheaval, finding life sciences research talent may prove extremely difficult. The unemployment rate for life, physical, and social science occupations is just 1 percent, lower than the average of 3.5 percent for all occupations.***[61]

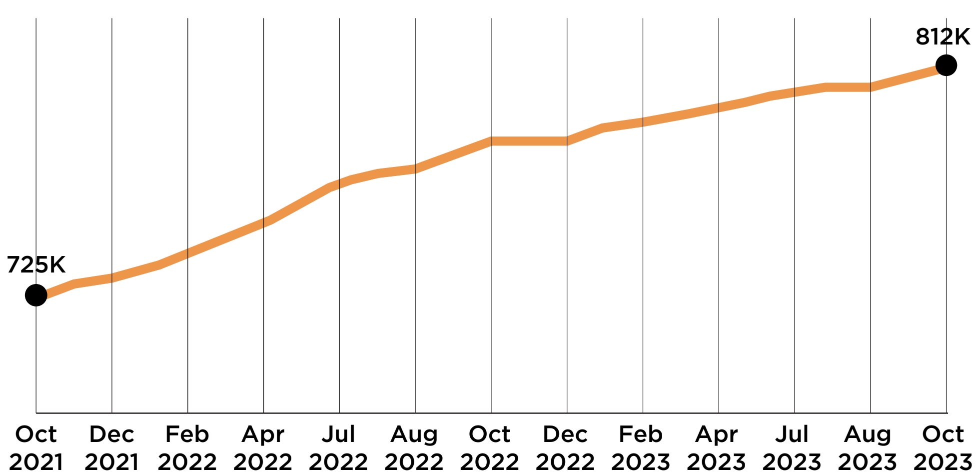
Despite these challenges, the healthcare sector is expected to experience steady growth in employment in 2024, addressing critical workforce shortages that still exist in healthcare systems in the United States and around the world. In pharmaceuticals, there's a rising demand for skilled labor, especially among payers and contract research organizations. Key areas such as gene therapies, oncology, respiratory diseases, and weight loss drugs are fueling opportunities. Meanwhile, small to midsize pharmaceutical companies are actively seeking funding and partnerships to advance their clinical trials.[62]

Resilience in Airlines

Things are looking up for global airliners. According to a recent poll of passengers conducted by the International Air Transport Association (IATA), a third of travelers are traveling more than before the pandemic, while 49 percent report their travel habits are similar to pre-pandemic levels. Only 18 percent are traveling less, underscoring the resilience of an industry that ground to a halt just four years ago. Looking forward, 44 percent of passengers anticipate traveling more in the next 12 months compared to the previous year, with only 7 percent expecting to travel less. Consequently, global air travel is anticipated to hit a historic high in 2024, with an estimated 4.7 billion passengers, surpassing pre-pandemic levels.[63]

Total U.S. airline industry employment[63]

Full-time and part-time employees
Based on payroll near the 15th of the month



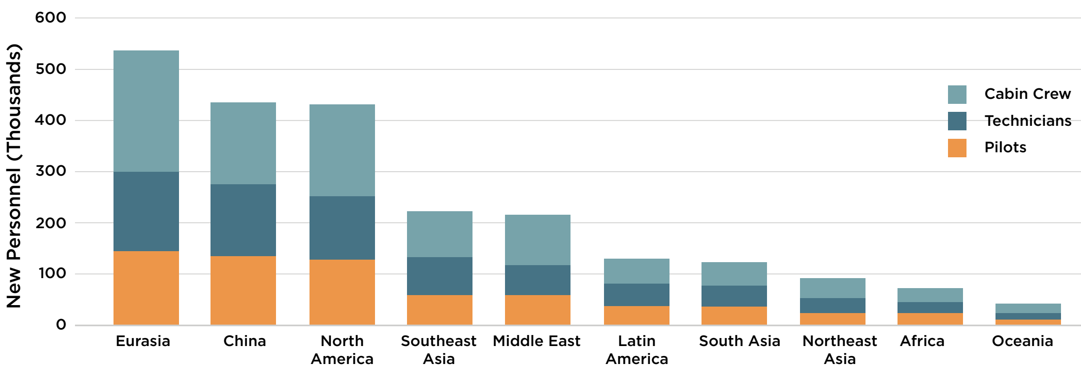
This is expected to drive revenue growth of 7.6 percent year over year, with total revenues growing to a record $964 billion in 2024.

Global air travel is anticipated to hit a historic high in 2024, with an estimated 4.7 billion passengers, surpassing pre-pandemic levels.[63]

Resilience in Airlines

As the airline industry expands, hiring is expected to continue its upward trajectory. Among U.S.-based passenger and cargo airlines, employment rose to 812,381 in October 2023, which represents a nearly 9 percent increase from pre-pandemic levels in October 2019. Of this, passenger airlines accounted for 66 percent of the total workforce, adding 2,147 employees for the 30th consecutive month since May 2021, while cargo airlines made up 34 percent of the workforce, with a total of 272,240 employees.[65] Across Europe, some airline companies are still staffing below pre-pandemic levels as they struggle to keep up with demand. Operating by mid-2023 with a workforce that was approximately 20 percent smaller than in 2019, a large German airline added more than 1,000 people per month last year. Similarly, a large French airline, whose staff was more than 10 percent smaller in mid-2023 compared to pre-pandemic levels, planned to increase its headcount by 2,000 people by the end of last year.[66]

Projected global demand for airline personnel, 2023–2042[67]

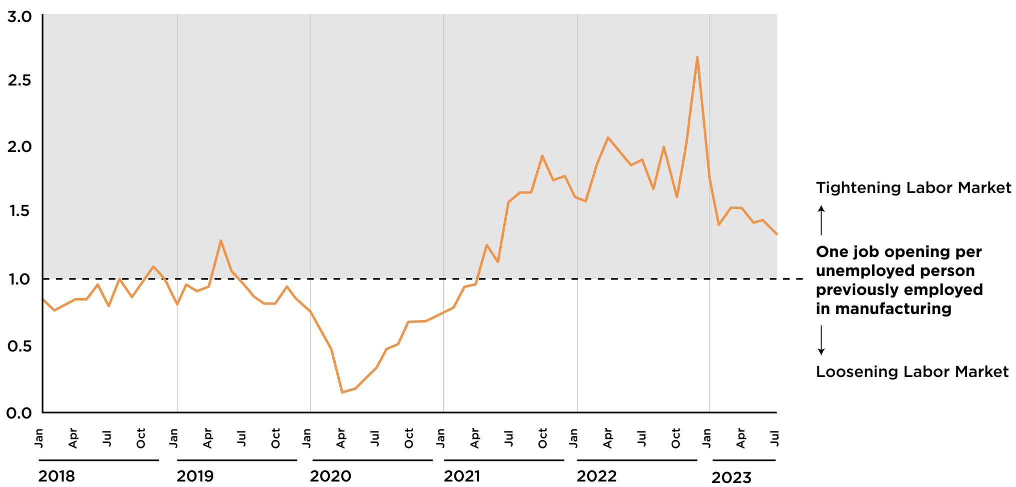


Resilience in Airlines

Over the next 20 years, the global aviation demand is expected to drive the need to hire more than 2 million qualified personnel. That includes 649,000 new pilots, 690,000 new maintenance technicians, and 938,000 new cabin crew members in order to fly and maintain the global commercial fleet over the next two decades.[68] Facing insufficient training capacity to address the considerable personnel shortage, coupled with the time needed to train new personnel while maintaining safety standards, airlines are playing the long game. Key to their strategy is investing in early career development programs and outreach initiatives that generate interest among prospective aviators, which are crucial for ensuring a robust aviation market in the future. To lower the bar of entry for would-be pilots, several global airline companies are sponsoring — or even launching — their own flight schools, offering financial support to expedite training. Others are helping to ease the transition of military aviators into civilian roles, creating mutual benefits for the airline and military personnel.[69]

Smart Growth in Manufacturing

Job openings/unemployment in the U.S. manufacturing industry[70]



In recent years, manufacturers have been grappling with economic uncertainty, skilled labor shortages, supply chain disruptions, and the growing need for innovative products to achieve net-zero emissions goals. This led to a contraction in the manufacturing sector in 2023, according to an analysis of Purchasing Managers' Index (PMI) data, with challenges expected to persist into 2024.[70] In the U.S., manufacturing sentiment has reached its lowest point in seven years, excluding the pandemic, with nearly three-quarters of manufacturers citing the inability to attract and retain employees as their top primary challenge.[71] In Europe, manufacturing activity declined further, with a recent survey revealing that demand in the eurozone has shrunk to a level seldom seen since recordkeeping began in 1997.[72]

Smart Growth in Manufacturing

Among the subsectors most impacted are light industry manufacturers, which are focused on the production of smaller consumer goods and products, like food items, shoes, and toys. High inflation has impacted real wage growth, especially among low-income groups, reducing consumer purchasing power. Meanwhile, consumer goods manufacturers have been grappling with increased costs due to higher raw material and energy prices and wage inflation, leading them to raise prices in 2023.[73] It's a double-edged sword whose impact is worsened by persistent labor market tightness. In the United States, there were just under 600,000 total manufacturing job openings yet to be filled as of October, with roughly 220,000 of these jobs attributable to the manufacture of non-durable goods, a category that includes many 'light' consumer goods.[74] In the EU, manufacturing laborers are among the ten most frequent occupations sought in online job advertisements.[75]

86 percent of manufacturing executives view smart factory solutions as key to competitiveness in the next five years, with the industrial metaverse potentially boosting labor productivity by 12 percent.[76]

Technology — and, in particular, digital transformation — is expected to be crucial in addressing these challenges. Manufacturers are increasingly adopting smart factory solutions, exploring the industrial metaverse, and leveraging generative AI to enhance operations and increase the efficiency of human labor. A Deloitte study found that 86 percent of manufacturing executives view smart factory solutions as key to competitiveness in the next five years, with the industrial metaverse potentially boosting labor productivity by 12 percent.[77] Flexibility is also key to attracting and maintaining talent. That includes the possibility of remote work, compressed workweeks, and shift swapping or splitting, in addition to flexible scheduling — something that roughly half of all U.S. manufacturers provide as a worker incentive, according to survey data.[78]

Where Workers Work: Exploring Global Talent Centers

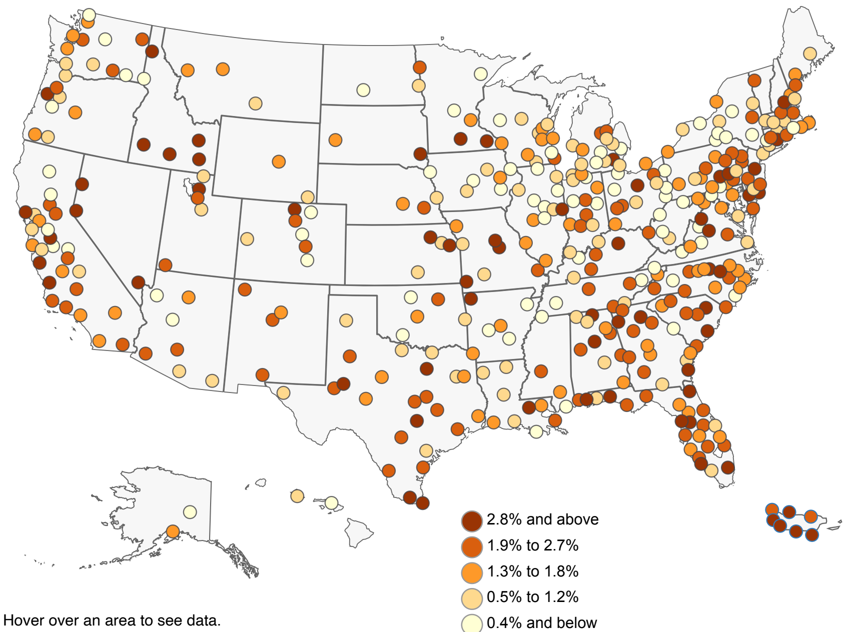
In recent years, the landscape of the global workforce has undergone a profound transformation. This evolution is distinctly marked by a trend that stands out: the relocation of workers, both within and across national borders. In great numbers, workers are re-evaluating their living situations, seeking out destinations that offer better quality of life, lower cost of living, or closer proximity to family. This shift is not only reshaping the demographic patterns of cities and regions but also bringing about significant implications for employers, who are eager to meet workers where they live.

In great numbers, workers are re-evaluating their living situations, seeking out destinations that offer better quality of life, lower cost of living, or closer proximity to family.

In the following pages, we explore where workers are working in two of the world's most influential employment centers — the United States and Europe — and how regional changes are upending historic trends.

Workers in the U.S.: Seeking Sun

Change in nonfarm employment by metropolitan area, October 2022 to October 2023, not seasonally adjusted.[79]

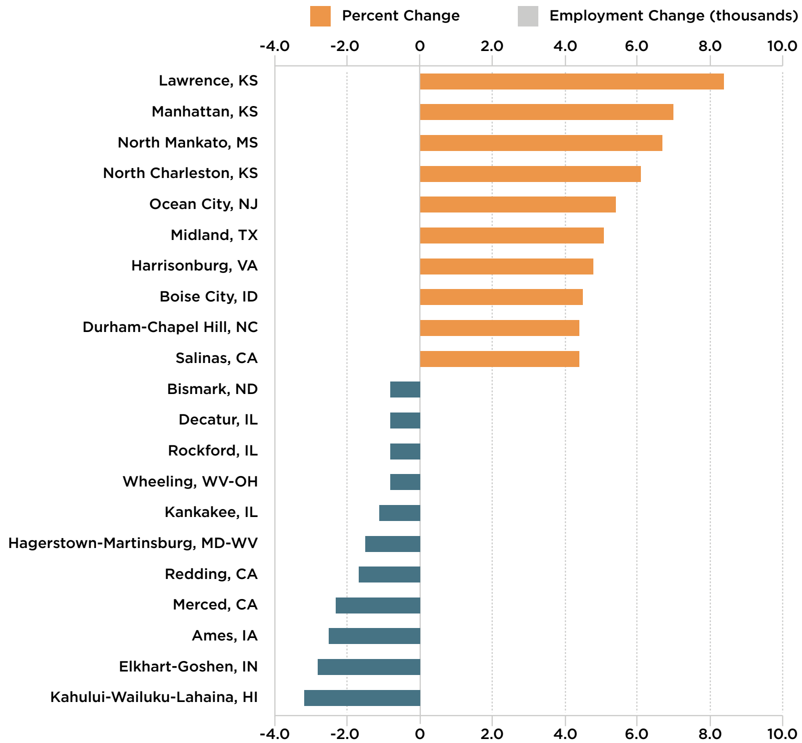


Hover over an area to see data.
Hover over legend items to see areas in a category.
Source: U.S. Bureau of Labor Statistics.

When it comes to what's driving population growth in U.S. cities, there is one factor that unites Americans: sun. Of the fastest-growing cities in the U.S., none are located in the Northeast or Industrial Midwest. Instead, people are moving south and west, concentrating in places in and around the Sunbelt — an area stretching across the southern third of the country from roughly North Carolina south through Texas and west to Southern California. Five of the 25 fastest-growing American cities are located in Florida. Another five are located in Utah, where business-friendly policies have driven companies from a range of industries, including technology, finance, healthcare, and outdoor recreation, to expand or relocate.[80]

Workers in the U.S.: Seeking Sun

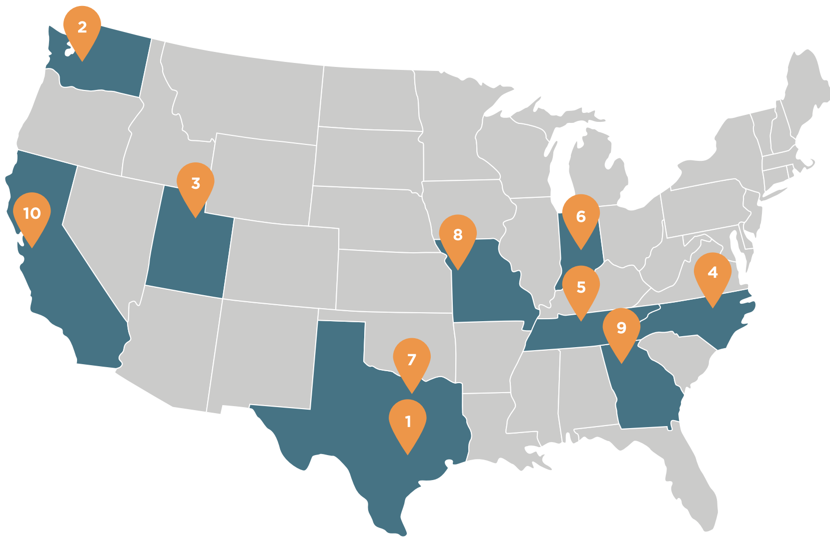
Change in nonfarm employment by metropolitan area, October 2022 to October 2023, by top ten largest gains and losses, not seasonally adjusted.[79]



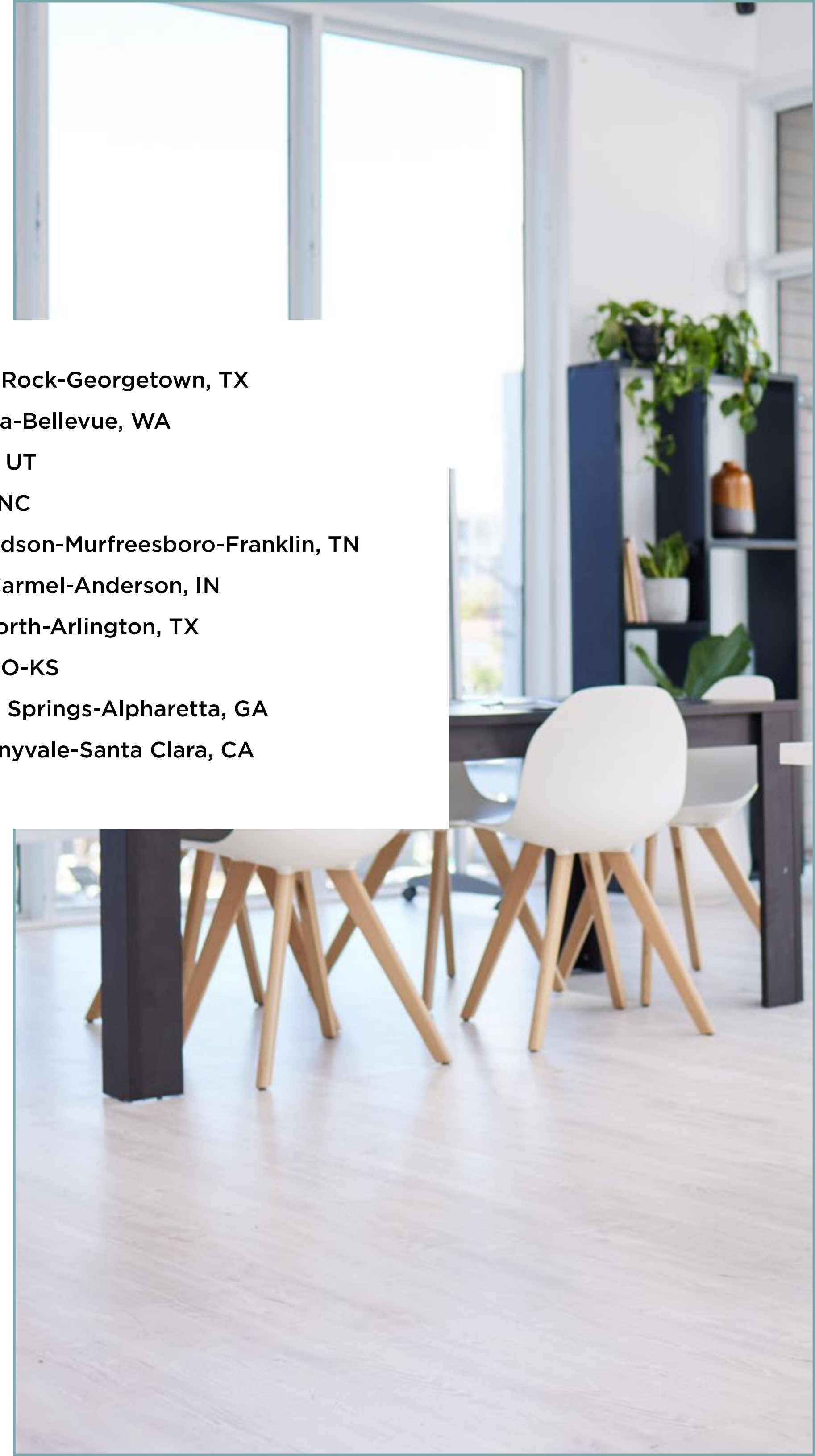
These places are also experiencing significant job growth. According to the Bureau of Labor Statistics, cities like Lawrence and Manhattan, Kansas, which are located west of Kansas City, experienced the largest increase in nonfarm employment at the end of last year at more than 7 percent. Charleston, South Carolina, and Durham-Chapel Hill saw employment increases in excess of 4 percent, placing them within the top 10 fastest-growing American employment centers in 2023. Meanwhile, three cities in Northern Illinois joined Wheeling, West Virginia (near Ohio), Aimes, Iowa, and Elkhart, Indiana to make up the six Midwest cities on the list of 10 American cities that saw the largest declines in employment at the end of 2023.[81]

Workers in the U.S.: Seeking Sun

Best cities to launch a career[83]



1. Austin-Round Rock-Georgetown, TX
2. Seattle-Tacoma-Bellevue, WA
3. Salt Lake City, UT
4. Raleigh-Cary, NC
5. Nashville-Davidson-Murfreesboro-Franklin, TN
6. Indianapolis-Carmel-Anderson, IN
7. Dallas-Fort Worth-Arlington, TX
8. Kansas City, MO-KS
9. Atlanta-Sandy Springs-Alpharetta, GA
10. San Jose-Sunnyvale-Santa Clara, CA

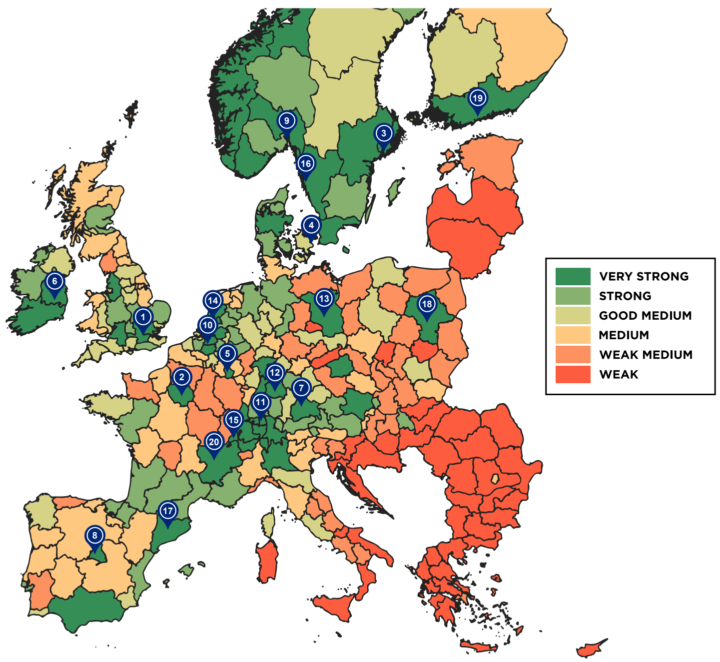


From affordability to the availability of flexible work and other lifestyle considerations, many factors are impacting the current shift away from traditional employment centers like New York City and Washington, D.C. These factors carry significant weight for younger workers, who comprise a larger share of the American workforce as the last of the baby boomers reach retirement age. For example, Austin, Texas, ranks at the top of the list as one of the country's fastest-growing tech hubs. The arrival of firms like Samsung, Tesla, and Meta in recent years helped fuel a 62 percent increase in tech jobs within the past decade in this bohemian Texas city, roughly double the growth rate of other industries in Austin. Young professionals in Raleigh, North Carolina, are also afforded opportunities that don't exist in other places thanks to a mix of affordability, job and wage growth, and a high quality of life. Meanwhile, Kansas City, Missouri — which is nestled in a region that saw some of the fastest employment growth in 2023 — also joins the list of best cities to launch a career as one of the most affordable cities in America.[83]

Workers in Europe: Flocking to the Nordics

Top European citites for growth according to the 2023 European Cities Growth Index[67]

ECGI 2023 Top 20 Cities
London
Paris
Stockholm
Copenhagen
Luxembourg
Dublin
Munich
Madrid
Oslo
Brussels
Zurich
Stuttgart
Berlin
Amsterdam
Geneva
Gothenburg
Barcelona
Warsaw
Helsinki
Lyon



Across Europe, no other city comes close to the level of growth expected in London or Paris, according to the European Cities Growth Index (ECGI), which tracks the continent's economic prospects. Over the next decade, the two cities are expected to drive as much absolute growth as the next nine cities combined, experiencing GDP growth of around 8 percent and 5 percent, respectively.[85]

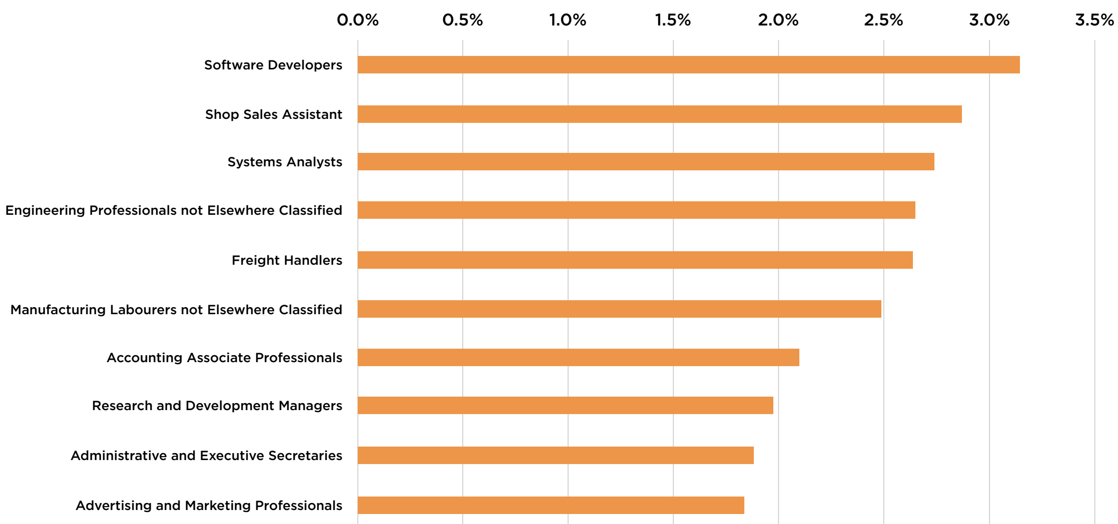
Workers in Europe: Flocking to the Nordics

The ECGI considers several factors, including a country's economic growth potential, concentration of human capital, business risk, and likely impacts of climate change. By these measures, one region of Europe stands out above the rest: the Nordics. Among Nordic cities, Stockholm and Copenhagen rank third and fourth on the index thanks to their bright long-term demographic outlook and the growth of their world-leading green export industries. They are joined by Oslo, Gothenburg, and Helsinki, which together comprise a quarter of the 20 European cities that are expected to see medium to strong growth over the next 10 years.[86]

Within the Nordics, Sweden and Denmark have been bearing the brunt of the tight labor market in recent years. At 3.2 percent and 2.9 percent, respectively, they each recorded some of the highest job vacancy rates in the EU in 2023, partly resulting from the dual effects of low fertility rates and an aging population. As a result, workers may find it easier to seek employment in these countries, which have plans to significantly increase the size of their foreign working populations.[87] Germany, whose labor market is also feeling the impact of its aging population, finds itself in a similar position, looking to boost its employment by at least 400,000 skilled workers each year.[88] While these demographic challenges have a negative impact on overall prospects for the German economy, the impact is not universal. Berlin has seen its ECGI ranking significantly increase over the past decade, while Munich has consistently been within the top 10 cities. Meanwhile, Dublin and Geneva each achieved their highest ECGI scores in 2023, a sign of their high quality of life, economic innovation, and robust job growth.[89]

Workers in Europe: Flocking to the Nordics

Ten most frequent occupations sought in online job advertisements, 2022 (%)[90]



Among all European countries, the most sought-after roles in online job postings were for software developers and sales assistants. Additionally, there was a considerable demand for positions in advertising, marketing, manufacturing, engineering, and research and development, indicating that workers with these skills may have access to more job prospects within Europe's fastest-growing cities.[91]

TOP SOLUTIONS

Nobody knows what the future has in store. That's why it's important to greet changing times with solutions that are future-proof. Here are five of the leading solutions AgileOne is recommending to our clients for 2024:

1

Own change with contingent hiring

AI. Automation. Economic expansion and contraction. These are just some of the factors driving historic churn in the labor market, with one-in-four jobs likely to see movement by 2027.[92] Amid changing times, more companies are relying on the flexibility of temporary — or contingent — hiring. In fact, by 2050, up to half of the U.S. workforce could become contingent.[93] The flexibility of contingent arrangements appeals to every type of worker, from those at the beginning of their careers to those approaching retirement. It has an added benefit for companies, too: it's cost-effective and comes without the rigid commitment of a traditional hire.

2

Reduce vacancies with reskilling and upskilling

COVID-19 underscored the importance of skills. According to a McKinsey Global Survey, 58 percent of respondents reported that closing skill gaps in their companies' workforces became an even higher priority in the aftermath of the pandemic as companies reckoned with shifts that have become the new normal.[94] Facing prolonged labor market tightness, companies would be wise to implement reskilling and upskilling programs, equipping their workers with new skills — or enhancing existing ones — to adapt to changing needs. AgileOne can help, mustering the support of our managed services program (MSP), which provides hiring managers with critical insights into their workforces with the data needed to make informed decisions and hire smart.

3

Be the company where workers want to work

Corporate culture is one of the leading factors driving where workers work — and how long they stick around. Yet, according to a recent study, only 2 in 10 employees feel connected to their company's culture.[95] In order to stay competitive in a high-employment environment where workers have many choices, employers must recommit themselves to creating an environment where workers want to work. This includes promoting open communication, encouraging employee engagement and recognition, aligning values with actions, and investing in professional development and team-building activities.

4

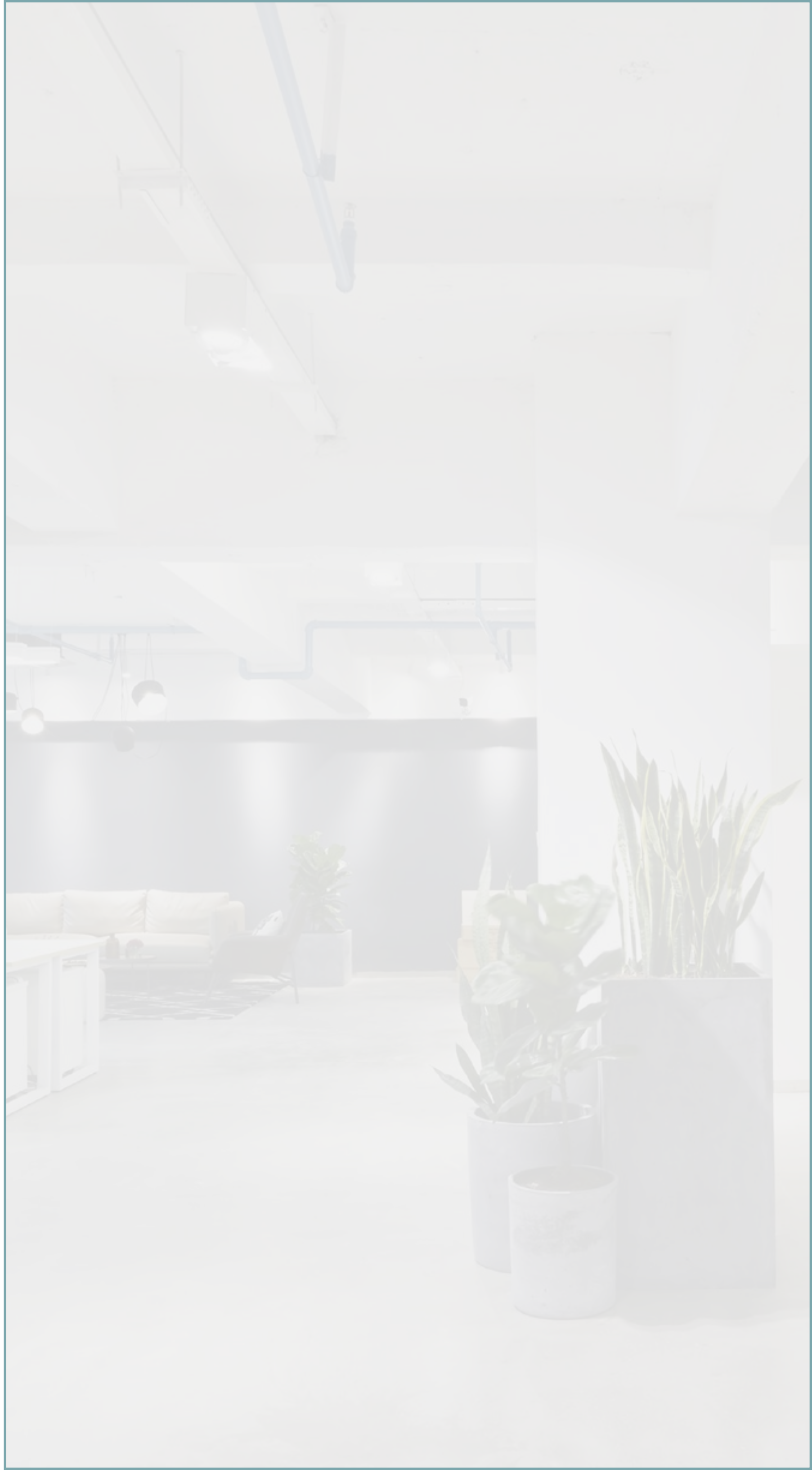
Embrace a diverse workforce

Companies around the world have pledged to prioritize diversity. It's a winning strategy for employers looking to tap into a deeper talent pool amid continued labor market tightness. Hiring a diverse workforce isn't only the right thing to do; it makes good business sense. According to one study, companies willing to open up jobs to nontraditional candidates will benefit from a larger — and more diverse — talent pool. Furthermore, organizations that embrace a diverse workforce have been shown to outperform across several criteria, including attitude and work ethic, productivity, quality of work, engagement, attendance, and innovation.[96]

5

Harness the power of technology

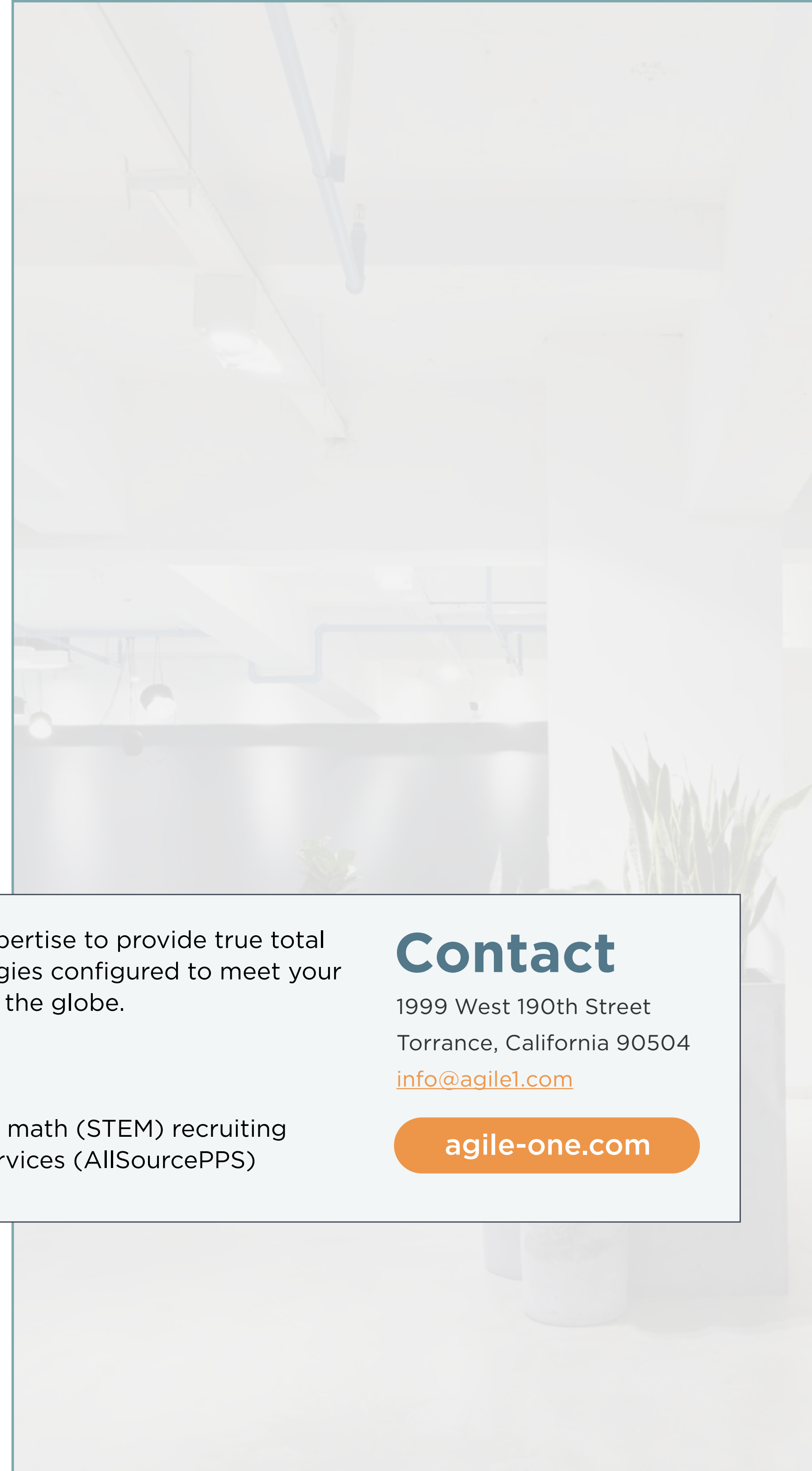
Today, there are over 450 technologies that assist with the attraction and management of both external and full-time talent. At AgileOne, we make the selection and integration of these tools easy, combining the power of vendor management, statement-of-work (SOW) processes, independent contractor compliance, and more within a single suite of connected systems. But that's just the start. Our team works at the cutting edge of emerging technologies like artificial intelligence and can help businesses of any size and scope understand the complete range of benefits and risks — from opportunities for capacity building to considerations around security and ethics.



When it comes to the labor market, change is hard to predict. Mixed signals in the global economy coupled with shifts in worker habits and expectations have created an environment of uncertainty where companies have a lot to lose by being uninformed. As we begin another year, it's never been more important to have a partner you can trust at your side.

At AgileOne, we are your **one** workforce solutions provider. By providing visibility into supplier performance, we help companies strategically plan around skills gaps — and more. Through our managed services program, we streamline the talent acquisition process and provide insights into supplier and temporary labor performance. And using data from AccelerationVMS, we automate everything from requisitioning and sourcing to managing and off-boarding for our clients' temporary workforce.

Changing times call for a change in approach, and at AgileOne, we're with you every step of the way as you navigate today's complex, changing marketplace.



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)

Contact

1999 West 190th Street
Torrance, California 90504
info@agile1.com

agile-one.com

Citations

1. US Payrolls Surprise as Jobless Rate Hits 53-Year Low, Bloomberg, February 3, 2023
2. The Great Disconnect: Why Voters Feel One Way About the Economy but Act Differently, The New York Times, November 20, 2023
3. The Employment Situation — December 2023, Bureau of Labor Statistics, January 5, 2024
4. US wage growth is finally outpacing inflation. Many Americans aren't feeling it., USA Today, September 21, 2023
5. Europe's Wage Rises Are Aiding Recovery but Economies Face Risks, International Monetary Fund, November 8, 2023
6. Tech layoffs in 2022-2023, Layoffs.fyi, January 10, 2024
7. Workforce Solutions Market Overview, Edition 5, AgileOne, 2023
8. Future of Jobs Survey 2023, World Economic Forum, May 1, 2023
9. The Employment Situation — December 2023, Bureau of Labor Statistics, January 5, 2024
10. Fed Leaves Rates Unchanged and Signals Three Cuts Next Year, New York Times, December 13, 2023
11. Job openings, hires, and separations levels, seasonally adjusted, Bureau of Labor Statistics, January 3, 2024
12. Job Openings and Labor Turnover Survey, Bureau of Labor Statistics, January 30, 2024
13. Employment report November 2023, EY-Parthenon, December 8, 2023
14. Private payrolls increased by 103,000 in November, below expectations, ADP says, CNBC, December 6, 2023
15. Workforce Solutions Market Overview, Edition 4, AgileOne, 2022
16. Understanding America's Labor Shortage: The Most Impacted Industries, U.S. Chamber of Commerce, January 9, 2024
17. Understanding America's Labor Shortage: The Most Impacted Industries, U.S. Chamber of Commerce, January 9, 2024
18. Blue-collar hiring and pay gains stay hot in a cooling job market, NBC News, December 9, 2023
19. Autumn 2023 Economic Forecast: A modest recovery ahead after a challenging year, European Commission, November 15, 2023
20. Autumn 2023 Economic Forecast: A modest recovery ahead after a challenging year, European Commission, November 15, 2023
21. Autumn 2023 Economic Forecast: A modest recovery ahead after a challenging year, European Commission, November 15, 2023
22. Autumn 2023 Economic Forecast: A modest recovery ahead after a challenging year, European Commission, November 15, 2023
23. ING Research Outlook 2024: economy back to modest growth, ING, November 29, 2023
24. ING Research Outlook 2024: economy back to modest growth, ING, November 29, 2023
25. The number of jobs in industry is declining, the labor market remains tight, UWV, December 4, 2023
26. The number of jobs in industry is declining, the labor market remains tight, UWV, December 4, 2023
27. Results Barometer Cultural Diversity of Statistics Netherlands (CBS) published, Erasmus University Rotterdam, July 3, 2023
28. Perceived discrimination in the Netherlands II, Netherlands Institute for Social Research, April 2, 2020
29. Results Barometer Cultural Diversity of Statistics Netherlands (CBS) published, Erasmus University Rotterdam, July 3, 2023
30. Autumn 2023 Economic Forecast: A modest recovery ahead after a challenging year, European Commission, November 15, 2023
31. Germany Manufacturing PMI, Trading Economics, December 2023
32. Germany Manufacturing PMI, Trading Economics, December 2023
33. VW, Stellantis will take over German govt's share of EV subsidies, Automotive News Europe, December 19, 2023
34. Net-zero Germany: Chances and challenges on the path to climate neutrality by 2045, McKinsey & Company, October 19, 2021
35. Economic Indicators, House of Commons, January 5, 2024
36. Economic Indicators, House of Commons, January 5, 2024
37. Autumn 2023 Economic Forecast: A modest recovery ahead after a challenging year, European Commission, November 15, 2023
38. UK Labour Market Statistics, House of Commons, December 12, 2023
39. Bank boss concerned over UK growth outlook, BBC, November 27, 2023
40. Britain to raise minimum wage by 9.8% to 11.44 pounds an hour, Reuters, November 21, 2023
41. Autumn Statement 2023: National Insurance and more key announcements by Jeremy Hunt, BBC, November 22, 2023
42. Home Secretary unveils plan to cut net migration, Gov.UK, December 4, 2023
43. Autumn Statement 2023: National Insurance and more key announcements by Jeremy Hunt, BBC, November 22, 2023
44. Economic forecast for Ireland, European Commission, November 15, 2023
45. Gender Balance in Business Survey 2023, Central Statistics Office, September 11, 2023
46. Modest growth, against a backdrop of geopolitical uncertainties, INSEE, October 25, 2023
47. The dynamics of the job market are stalling in France, Les Echos, November 3, 2023
48. The dynamics of the job market are stalling in France, Les Echos, November 3, 2023
49. Employment: 2024, the year of the labor market turnaround in France?, La Tribune, September 19, 2023
50. The dynamics of the job market are stalling in France, Les Echos, November 3, 2023
51. Employment: 2024, the year of the labor market turnaround in France?, La Tribune, September 19, 2023
52. Still on the rise, private salaried employment slowed down in the second quarter, La Tribune, September 7, 2023
53. Naviguer dans un monde en mutation : tendances du marché du travail en 2024, Laurent Blanchard / LinkedIn, September 14, 2023

Citations

54. Future of Jobs Survey 2023, World Economic Forum, May 1, 2023
55. Future of Jobs Survey 2023, World Economic Forum, May 1, 2023
56. Doctors not the only ones feeling burned out, The Harvard Gazette, March 31, 2023
57. Doctors not the only ones feeling burned out, The Harvard Gazette, March 31, 2023
58. Labor trends to watch in 2024: A U.S. economic outlook and sector play-by-play, Fast Company, December 15, 2023
59. Fierce Biotech Layoff Tracker 2023, Fierce Biotech, December 20, 2023
60. Labor Force Statistics from the Current Population Survey, Bureau of Labor Statistics, December 08, 2023
61. Labor Force Statistics from the Current Population Survey, Bureau of Labor Statistics, December 08, 2023
62. Labor trends to watch in 2024: A U.S. economic outlook and sector play-by-play, Fast Company, December 15, 2023
63. Industry outlook upgraded to $25.7 billion profit in 2024, International Air Transport Association, December 6, 2023
64. U.S. Cargo and Passenger Airlines Gained 4,516 Jobs in October 2023; Employment Remains 8.8% Above Pre-Pandemic October 2019, Bureau of Transportation Statistics, December 11, 2023
65. U.S. Cargo and Passenger Airlines Gained 4,516 Jobs in October 2023; Employment Remains 8.8% Above Pre-Pandemic October 2019, Bureau of Transportation Statistics, December 11, 2023
66. European Airlines, Airports Staff Up for Busy Winter Travel Season, The Wall Street Journal, September 27, 2023
67. Pilot and Technician Outlook, Boeing, July 25, 2023
68. Pilot and Technician Outlook, Boeing, July 25, 2023
69. U.S. Pilot Hiring on Track to Eclipse 2022 Levels, AirlineGeeks.com, September 29, 2023
70. 2024 manufacturing industry outlook, Deloitte, November 2023
71. NAM Manufacturing Outlook: Third Quarter, National Association of Manufacturers, September 13, 2023
72. Euro zone factory activity stuck in steep downturn, Reuters, October 2, 2023
73. Performance of European Consumer Goods Companies Diverges, Fitch Ratings, April 26, 2023
74. Job openings, hires, and total separations by industry, seasonally adjusted, Bureau of Labor Statistics, December 5, 2023
75. Job vacancy statistics, Eurostat, December 15, 2023
76. 2024 manufacturing industry outlook, Deloitte, November 2023
77. 2024 manufacturing industry outlook, Deloitte, November 2023
78. NAM Manufacturing Outlook: First Quarter, National Association of Manufacturers, March 27, 2023
79. Metropolitan Area Employment and Unemployment (Monthly), Bureau of Labor Statistics, November 30, 2023
80. America's Biggest Boomtowns: The Fastest-Growing Cities in the US, Checkr, July 11, 2023
81. Metropolitan Area Employment and Unemployment (Monthly), Bureau of Labor Statistics, November 30, 2023
82. 10 best U.S. cities to start a career — and most are in the South, Bankrate, June 26, 2023
83. 10 best U.S. cities to start a career — and most are in the South, Bankrate, June 26, 2023
84. European Cities Growth Index 2023, LaSalle Investment Management, September 27, 2023
85. European Cities Growth Index 2023, LaSalle Investment Management, September 27, 2023
86. European Cities Growth Index 2023, LaSalle Investment Management, September 27, 2023
87. Job vacancy statistics, Eurostat, September 2023
88. Workforce Solutions Market Overview, Edition 6, AgileOne, 2023
89. European Cities Growth Index 2023, LaSalle Investment Management, September 27, 2023
90. Job vacancy statistics, Eurostat, September 2023
91. Job vacancy statistics, Eurostat, September 2023
92. Future of Jobs Survey 2023, World Economic Forum, May 1, 2023
93. Workforce Solutions Market Overview, Edition 3, AgileOne, 2022
94. Workforce Solutions Market Overview, Edition 3, AgileOne, 2022
95. Workforce Solutions Market Overview, Edition 6, AgileOne, 2023
96. Workforce Solutions Market Overview, Edition 5, AgileOne, 2023