



WORK SOLUTIONS
MARKET OVERVIEW

THE GREAT
RECALIBRATION:

FINDING TALENT

in a Labor Market
on the Move



TABLE OF CONTENTS

About This Report2

About AgileOne.....3

U.S. Overview4

Europe Overview7

India Overview 12

Latin America Overview 14

Middle East Overview..... 16

Top Solutions 18



ABOUT THIS REPORT

Entering 2026, the global labor market is once again in flux. After several years of volatility, signs of balance are beginning to emerge. Inflation is easing, hiring demand is cooling, and automation continues to redefine the skills employers need most. Across industries, organizations are recalibrating: figuring out how to attract, train, and retain the right talent in a world where technology, demographics, and geopolitics are all shifting at once.

12-month percentage change, Consumer Price Index, in the U.S.¹

All items, not seasonally adjusted



In the United States, hiring has leveled off, and unemployment has ticked upward since the beginning of the year. Inflation has fallen to 2.7 percent and wage growth is stabilizing, as businesses seek to regain the confidence to plan ahead after years of uncertainty.

¹ Consumer Price Index Summary — November 2025, Bureau of Labor Statistics, December 18, 2025

Across Europe, the picture is varied. The UK and Ireland are seeing slower job creation but relatively strong wage gains, while the Netherlands and DACH region (Germany, Austria, and Switzerland) continue to wrestle with tight labor markets, aging populations, and skill shortages in engineering, healthcare, and technology. Companies are responding by doubling down on reskilling, digital training, and workforce mobility. Though growth has softened, demand for specialized talent, especially in green energy and digital infrastructure, remains resilient.

In India, labor supply is surging, powered by one of the world’s fastest-growing working-age populations. Multinationals continue to expand their presence there, building advanced technology and R&D hubs that handle complex, high-value work once reserved for Western markets. Meanwhile, Latin America, led by Brazil, shows a different kind of momentum: record-low unemployment, but persistent informality. Converting that informal workforce into stable, long-term employment remains one of the region’s biggest challenges.

Finally, the Middle East is charting its own path. With one of the lowest unemployment rates globally, the UAE’s mix of expatriate and local talent reflects a balancing act between diversification and inclusion. The region’s focus on innovation, sustainability, and future skills is positioning it as a key player in the global labor story.

Taken together, these markets reveal a moment of recalibration.

Growth is steadier, competition for skills remains fierce, and the demand for adaptable, future-ready talent has never been higher. In this eleventh edition of AgileOne’s Work Solutions Market Overview, we explore labor market trends across the United States, Europe, India, Latin America, and the Middle East, and how forward-looking work strategies can help organizations turn uncertainty into long-term advantage.

² Consumer Price Index Summary — November 2025, Bureau of Labor Statistics, December 18, 2025

ABOUT AGILEONE

When you're facing the pressure of managing your workforce, AgileOne is at your side. As a single, trusted partner, we deliver comprehensive work 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.

We help companies manage the unexpected through a comprehensive suite of work solutions:

- ③ **Recruitment Process Outsourcing (RPO):** Our RPO services provide scalable hiring support, ensuring businesses attract top talent while improving efficiency and reducing costs.
- ③ **Managed Service Provider (MSP):** For organizations managing external labor, our MSP programs optimize contingent workforce strategies, leveraging technology and supplier management to drive cost savings and compliance.
- ③ **Statement of Work (SOW) Management:** We help businesses gain visibility and control over project-based labor, ensuring better budget alignment and workforce performance.
- ③ **Contingent Work Solutions:** Our expertise ensures businesses have access to flexible talent pools, helping them scale their workforce based on demand.
- ③ **Direct Sourcing:** We enable clients to build and manage their own curated talent communities, leveraging employer brand and technology to attract and redeploy high-quality contingent talent efficiently.
- ③ **Services Procurement:** We streamline the procurement of service-based engagements, such as consulting, creative, or IT projects, ensuring compliance, cost transparency, and alignment between deliverables and business objectives.

 [linkedin.com/company/agileone](https://www.linkedin.com/company/agileone)

 [instagram.com/agileoneglobal/](https://www.instagram.com/agileoneglobal/)



U.S. OVERVIEW

Despite a clear slowdown in hiring, the U.S. labor market remains orderly and relatively stable. In November, total nonfarm payrolls increased by just 64,000 jobs, extending a pattern of minimal net job growth that has persisted since the spring. The unemployment rate stood at 4.6 percent—little changed in recent months, but higher than a year ago—signaling a gradual easing rather than a sharp deterioration in labor market conditions. At the same time, wage growth has also continued to cool. Average hourly earnings rose modestly in November, increasing 0.1 percent month over month and 3.5 percent year-over-year, significantly slower than the rate of increase during the heart of the post-pandemic inflationary period.³

In November, headline inflation fell to 2.7 percent year-over-year, a significant decline from the historic high of 9.1 percent reached in 2022.⁴

Against this backdrop, financial conditions have loosened incrementally, helping support consumer demand even as hiring moderates. In November, headline inflation fell to 2.7 percent year-over-year, a significant decline from the historic high of 9.1 percent reached in 2022.⁵ Responding to shifting macroeconomic trends, the Federal Reserve has trimmed rates three times in 2025 after an extended period of restrictive monetary policy.⁶ The cuts mark a symbolic turning point, signaling that inflationary pressures are viewed as more contained and that policymakers are prepared to strike a balance between price stability and sustained growth. This has the potential to give employers slightly more breathing room as they navigate a slower, but still expanding, labor market.

³Employment Situation Summary — November 2025, U.S. Bureau of Labor Statistics, December 16, 2025

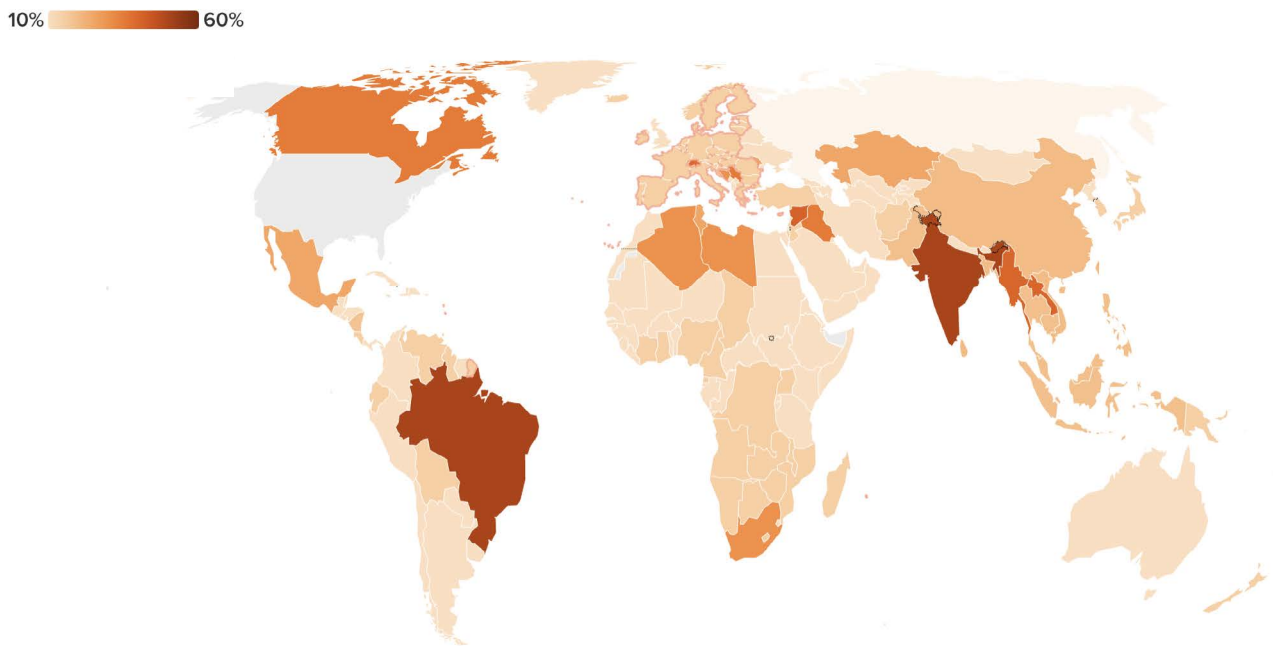
⁴Consumer Price Index Summary — November 2025, Bureau of Labor Statistics, December 18, 2025

⁵Consumer Price Index Summary — November 2025, Bureau of Labor Statistics, December 18, 2025

⁶Federal Reserve issues FOMC statement, Board of Governors of the Federal Reserve System, December 10, 2025

Global tariff rates on U.S. imports as of December 2025⁷

Reflects the additional ad valorem tariff rate on U.S. imports since January 2025



Trade policy and immigration have emerged as critical forces introducing new uncertainty into the labor market. Tariffs implemented in 2025 have raised the U.S. average effective tariff rate to as high as 18.2 percent, representing the highest rate since the early 1930s. Recent policies alone have generated \$88 billion in new tariff revenues year-to-date, increasing costs for industries that rely on imported intermediate goods.⁸ Meanwhile, immigration inflows have waned: immigrant representation in the labor force fell from about 20 percent early in 2025 to roughly 19 percent, representing a drop of over 750,000 workers since January.⁹ Net international migration in 2025 is projected to have landed around 1 million, 1.6 million less than in 2024 and 2.5 million less than in 2023.¹⁰ The combined effects of higher tariffs and declining immigration are contributing to

⁷ Trump Tariff Tracker, Atlantic Council, August 27, 2025

more constrained hiring in sectors such as construction, agriculture, healthcare, and manufacturing, even as demand remains broadly stable.

Broader economic shifts have eased labor market tightness, bringing conditions closer to balance, a welcome development for employers. As of October, employers listed 7.7 million job openings, essentially matching the 7.6 million unemployed. This translates to an openings-to-unemployed ratio of roughly 1.0, contrasting with the much tighter conditions of 2022 and 2023.¹¹ Search times have lengthened, too: in August, 25.7 percent of the unemployed had been out of work 27 weeks or more.¹² The result is a market with less churn and more measured recruitment, rather than broad-based layoffs.

⁸ Short-Run Effects of 2025 Tariffs So Far, The Budget Lab at Yale, September 2, 2025

⁹ What the data says about immigrants in the U.S., Pew Research Center, August 21, 2025

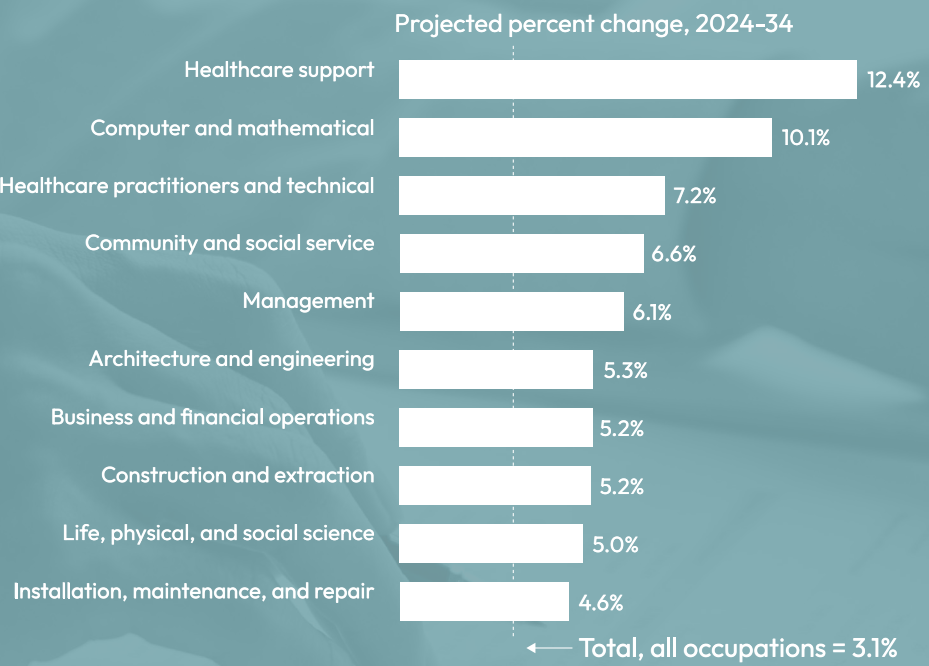
¹⁰ Updated Estimates of Net International Migration, Federal Reserve Bank of San Francisco, July 17, 2025

¹¹ Job Openings and Labor Turnover — October 2025 (PDF), U.S. Bureau of Labor Statistics, December 9, 2025

¹² Long-term unemployed accounted for 25.7 percent of all unemployed people in August 2025, U.S. Bureau of Labor Statistics, December 9, 2025



Top 10 occupational groups projected to grow the fastest¹³



A closer look beneath the surface reveals that job gains remain concentrated in a narrow set of service industries, yet far more fragile in goods-producing industries and certain segments of the public sector. In November, healthcare once again led the way, adding approximately 46,000 positions across ambulatory services, hospitals, and nursing care facilities. Social assistance also continued its steady climb, contributing about 18,000 jobs as demand for community-based services persists. Offsetting these gains were declines in the federal government, following a sharp decline of 162,000 jobs in October, as some federal employees who accepted a deferred resignation offer came off federal payrolls. The manufacturing sector has also lost approximately 70,000 jobs in the past 12 months, with much of this decline occurring since April.¹⁴

¹³ Top 10 occupational groups projected to grow the fastest, Bureau of Labor Statistics, August 28, 2025
¹⁴ Employment Situation Summary — November 2025, U.S. Bureau of Labor Statistics, December 16, 2025

U.S. datacenter demand could triple by 2030, implying multi-trillion-dollar cumulative investment needs across power, construction, networking, and cloud operations.¹⁵

At the same time, technology infrastructure is exerting a clear structural pull on specialized talent and capital. Industry analyses indicate U.S. datacenter demand could triple by 2030, implying multi-trillion-dollar cumulative investment needs across power, construction, networking, and cloud operations.¹⁶ Capital markets have responded: datacenter-linked securitizations surpassed \$9 billion in the first months of 2025, even as analysts note execution risks such as hardware depreciation and lease-renewal exposure.¹⁷ These facts help explain the strong demand for niche skills amid otherwise cooler aggregate hiring.

To keep capacity aligned with workload amid ongoing changes in the labor market, employers are leaning on contingent staffing. Flexible programs, such as those provided by AgileOne, enable teams to scale up or down quickly, cover seasonal spikes and leave backfills, and tap into hard-to-find skills without incurring long-term fixed costs. For defined, time-bound initiatives, Statement-of-Work (SOW) staffing provides deliverable-based engagements with scoped milestones, quality thresholds, and predictable budgets that are well-suited to cloud migrations, compliance remediation, facility retrofits, and AI/data center deployments. Used together, contingent and SOW models provide a fact-based approach to maintaining operational agility amid slower payroll growth, a near-balanced openings-to-unemployed ratio, and lower policy rates.

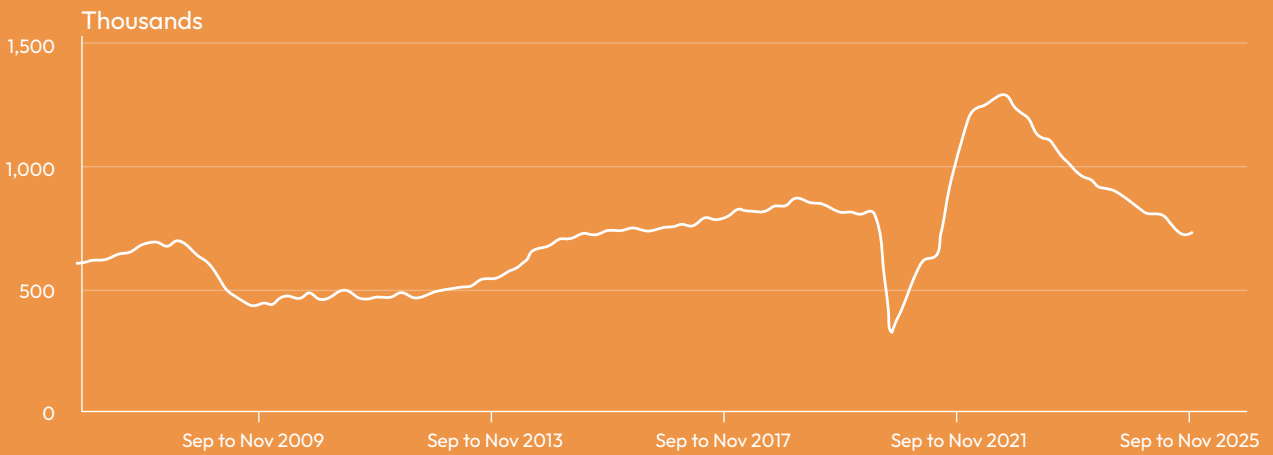
¹⁵ The data center balance: How US states can navigate the opportunities and challenges, McKinsey & Company, August 8, 2025
¹⁶ The data center balance: How US states can navigate the opportunities and challenges, McKinsey & Company, August 8, 2025
¹⁷ Data centers: Managing risk amid a market boom, Moody's, May 15, 2025

EUROPE OVERVIEW

UK AND IRELAND

The UK labor market is showing signs of softening, but continues to demonstrate resilience in the face of economic headwinds. The unemployment rate rose to 5.1 percent by fall 2025, its highest level in nearly three years, reflecting a cooling in hiring across multiple sectors. Employment among those aged 16–64 held steady at around 75 percent, supported by growth in health, social care, and professional services, even as cyclical sectors retrenched. Meanwhile, the number of job vacancies has fallen precipitously over the past four years, to roughly 729,000 openings in the period of September to November, signaling that employers are proceeding more cautiously after several years of intense labor shortages. While the pace of hiring has slowed, the labor market remains tighter than its pre-pandemic baseline, a testament to the underlying strength of UK employment fundamentals.¹⁸

Number of vacancies in the UK, seasonally adjusted ¹⁹



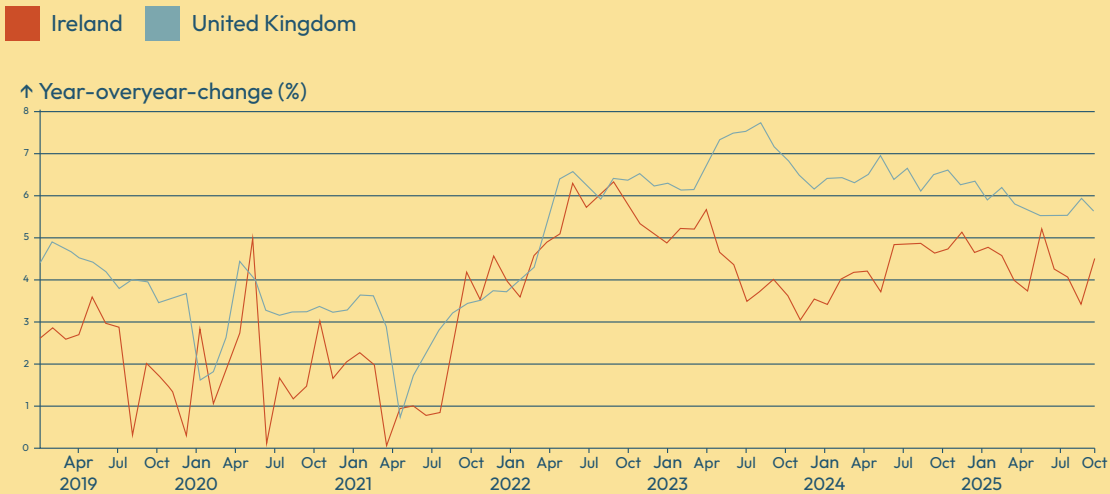
¹⁸ Labour market overview, UK; December 2025, Office for National Statistics, December 16, 2025
¹⁹ Labour market overview, UK; December 2025, Office for National Statistics, December 16, 2025

Despite these shifts, wage growth has proven remarkably sticky. Average weekly earnings grew by roughly 5.7 percent year-over-year, as businesses continue to compete for skilled workers despite waning demand.²⁰ This dynamic has created a complicated policy puzzle for the Bank of England: inflationary pressures persist even as job creation cools, leaving interest rates higher for longer. At the same time, economic inactivity, currently 21 percent among working-age adults, has edged lower but remains above pre-2020 levels, reflecting long-term illness, early retirements, and care responsibilities that continue to limit available labor supply.²¹

Across sectors, the composition of job growth is shifting. Health and social work added the most new positions in the year to November for an increase of nearly 31,000 jobs, according to the Office for National Statistics. Meanwhile, demand has cooled notably in accommodation, food, and parts of education, highlighting a labor market that is rebalancing away from consumer-facing sectors.²² Long-term growth prospects are being shaped by the UK's ambition to add up to 70,000 new life sciences jobs by 2035.²³ This strategic focus, coupled with investment in AI, clean energy, and advanced manufacturing, points toward a future economy where innovation sectors anchor employment stability. However, with payroll employment declining by roughly 164,000 over the past year, it's clear that the transition will require sustained policy support and workforce reskilling to ensure displaced workers aren't left behind.²⁴

Year-over-year change in posted wages²⁵

Despite softer hiring demand, wage growth remains resilient in the UK and Ireland



²⁰ September 2025 UK Labour Market Update: Cooling Job Market Fails to Dent Pay Gains, Indeed Hiring Lab, September 26, 2025
²¹ Labour market overview, UK: December 2025, Office for National Statistics, December 16, 2025
²² Labour market overview, UK: December 2025, Office for National Statistics, December 16, 2025
²³ Life sciences will need 70,000 new jobs by 2035, UK Bioindustry Association, March 5, 2025
²⁴ Labour Market Analysis: August 2025, Learning & Work Institute, August 2, 2025
²⁵ Indeed Wage Tracker, Indeed, August 1, 2025



At a regional level, London and the South East continue to outperform in high-wage job creation, while northern England and parts of Wales and Scotland are seeing slower recoveries. Tight labor markets in professional and technical occupations contrast with persistent shortages in public-sector and service roles, particularly in education, healthcare, and social care.²⁶ This uneven recovery is prompting many local authorities to focus on place-based labor market strategies, integrating skills programs, transport improvements, and housing policy to attract and retain workers. By aligning workforce development with broader spatial and economic planning, these regions aim to strengthen local talent pipelines and ensure that growth is more evenly distributed across the country.²⁷

Across the Irish Sea, Ireland’s labor market remains one of the strongest in Europe. Full-time employment rose by 34,800 year-over-year in Q3 2025, bringing total employment to roughly 2.82 million people.²⁸

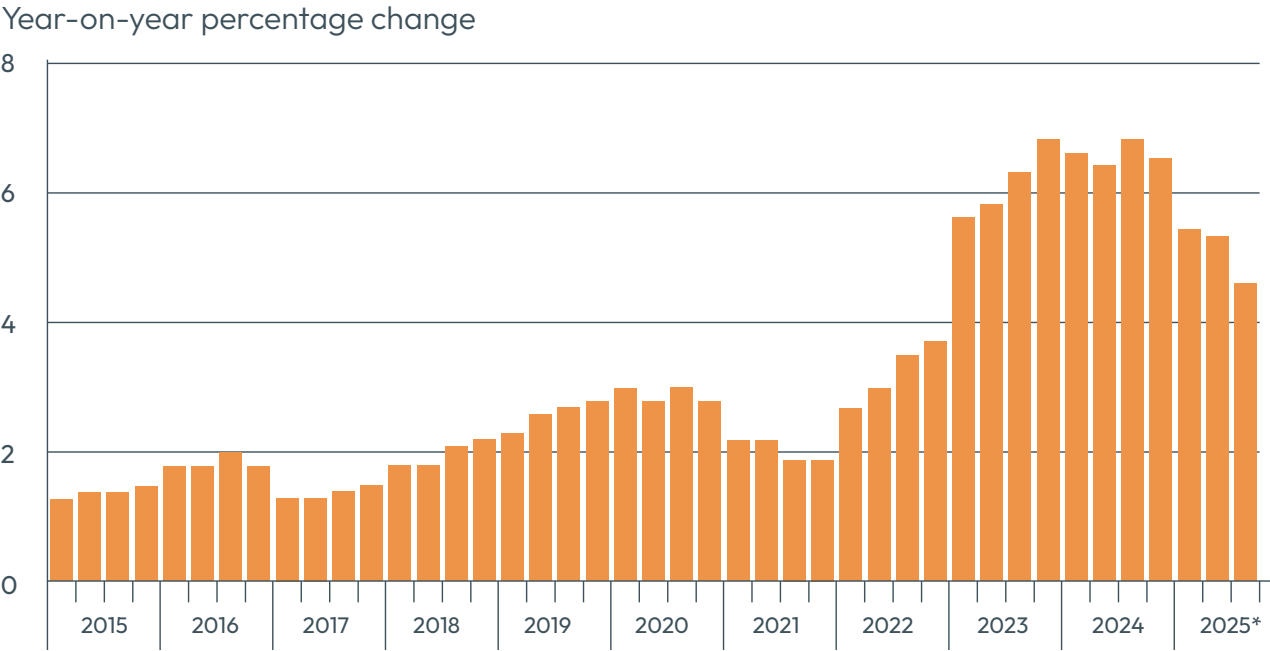
Across the Irish Sea, Ireland’s labor market remains one of the strongest in Europe. Employment rose by 65,700 year-over-year in Q2 2025, bringing total employment to roughly 2.81 million people.²⁹ The unemployment rate stands at 4.6 percent, a modest increase from 2024. Meanwhile, GDP is projected to have grown by 10.7 percent in 2025, well above the European average, reflecting strong export activity in the first half of the year. Growth is being driven by strong domestic demand and a resilient export base in pharmaceuticals, medtech, and professional services.³⁰ Yet skills shortages remain a defining constraint, especially in digital, STEM, and green economy roles. For employers, Ireland’s outlook remains highly favorable; however, continued investment in training, housing, and regional infrastructure will be crucial to sustaining its momentum.

²⁶ Labour market overview, UK: September 2025, Office for National Statistics, September 16, 2025
²⁷ Employment and skills: The evolving role of local government, Local Government Association, July 25, 2025
²⁸ Tánaiste and Minister Burke welcome latest figures showing further employment growth in third quarter of 2025, Department of Enterprise, Tourism and Employment, November 20, 2025
²⁹ Tánaiste and Minister Burke welcome latest figures showing further employment growth in third quarter of 2025, Department of Enterprise, Tourism and Employment, November 20, 2025
³⁰ Economic forecast for Ireland, European Commission, November 17, 2025

NETHERLANDS

The Dutch labor market remains one of the tightest in Europe, though modest signs of cooling have begun to emerge. The unemployment rate stood at 4 percent in October, a historically low level that reflects both strong domestic demand and ongoing structural constraints in the supply of labor.³¹ Even so, the gap between job vacancies and available workers has started to narrow, with the economy reflecting more unemployed people than open vacancies for the first time in four years. More than half of open vacancies are in retail, healthcare, and business services, with construction also facing a significant shortage and the highest vacancy rate. As of the first quarter of 2025, the Netherlands still reported more open positions than job seekers in several key industries, particularly in healthcare, education, logistics, and ICT, but the ratio of vacancies to unemployed persons has drifted closer to parity.³²

The increase in negotiated wages in 2024 was the highest in more than 40 years³³



*Provisional figures

³¹ Unemployment rate up in August, Statistics Netherlands, September 18, 2025
³² More unemployed people than vacancies in Netherlands for first time in 4 years, NL Times, October 30, 2025
³³ Negotiated wages rose less sharply in Q3 of 2025, Statistics Netherlands, October 2, 2025

Nominal wage growth remains elevated, underscoring the persistent tightness of the market. Collective labor agreements registered wage increases of more than 6 percent in 2024, the highest in more than 40 years, with growth expected to have eased slightly to roughly 5.1 percent by the end of 2025. Despite this moderation, employers across many industries continue to raise pay to attract and retain skilled workers, particularly in sectors facing long-term shortages. Domestic demand has proven to be a stabilizing force, buoyed by resilient household consumption and government investment in infrastructure and sustainability. Export growth, though slower, continues to contribute positively, especially in logistics, manufacturing, and professional services.³⁴ However, global uncertainty and weak external demand across Europe have tempered business sentiment, pushing firms to adopt more flexible hiring and cost management practices.

Labor force participation remains exceptionally high at 76.3 percent—one of the highest rates in the EU.³⁵

Signs of labor market adjustment are especially visible in the temporary staffing sector. Employers are using contingent and short-term contracts to balance uncertainty while keeping access to talent in core roles.³⁶ Meanwhile, labor force participation remains exceptionally high at 76.3 percent, one of the highest rates in the EU, driven in part by greater participation from women and older workers.³⁷ However, despite the broad inclusion, many firms still face bottlenecks in specialized roles, with acute shortages in technical, digital, engineering, and healthcare occupations.

Looking ahead, the Dutch economy is expected to grow by around 1.3 percent in 2026, with unemployment edging slightly higher to about 4.1 percent as labor market pressures ease. Policymakers continue to emphasize workforce adaptability through digital training,

lifelong learning, and re-skilling initiatives to prepare for automation and the green transition. For employers, the challenge lies in maintaining productivity in a slower-growing economy while competing for scarce talent in critical fields.³⁸ Companies that invest in flexibility through hybrid work models, employee development, and inclusive hiring will be best positioned to navigate the Netherlands' evolving labor landscape, where demand remains high but stability is slowly returning.



³⁴ The Netherlands - Solid domestic demand fuels growth, ABN AMRO Bank N.V., February 27, 2025

³⁵ Netherlands Labor Force Participation Rate, Statistics Netherlands, September 2025

³⁶ Dutch employment agency jobs rise in Q1 as labour market loosens, Statistics Netherlands, May 2, 2025

³⁷ Netherlands Labor Force Participation Rate, Statistics Netherlands, September 2025

³⁸ Economic forecast for Netherlands, European Commission, November 17, 2025

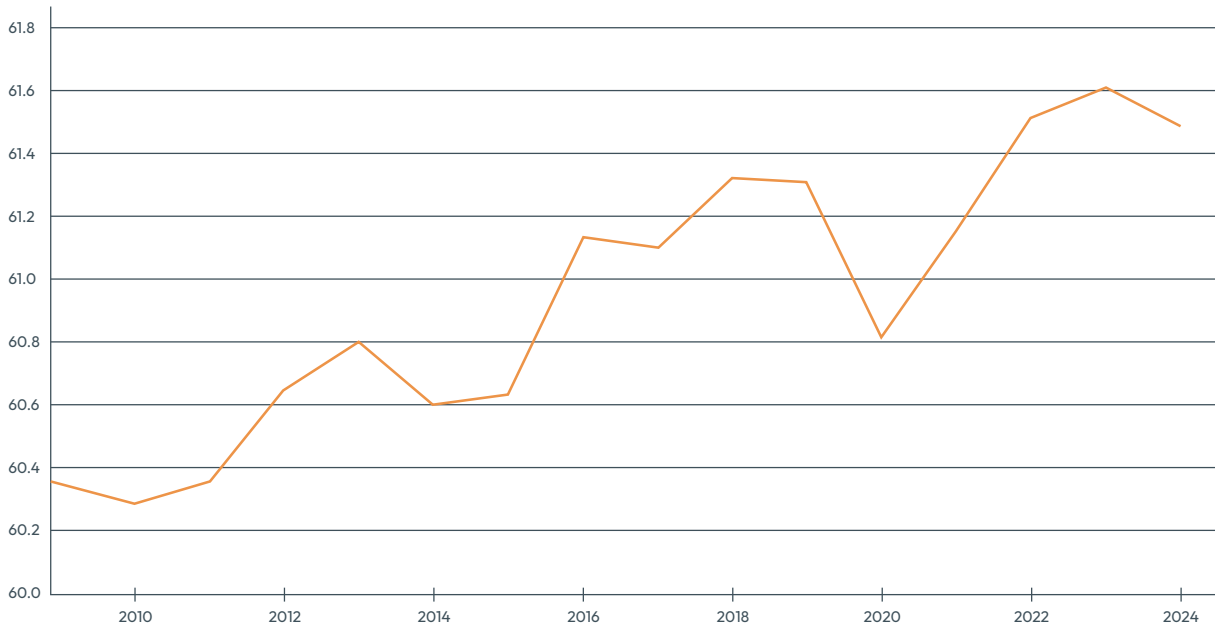
DACH REGION

Across the DACH region (comprising Germany, Austria, and Switzerland), labor markets remain broadly resilient despite facing structural headwinds. Services continue to carry employment growth while industrial sectors navigate technological transformation, energy costs, and an aging workforce. Yet, even amid these pressures, each country is adapting in its own way: Germany through reindustrialization and digital policy reform, Austria via expanded labor participation, and Switzerland through stability and high productivity.

In Germany, skills gaps remain acute in engineering, construction, healthcare, and other skilled trades, making retraining and faster qualification recognition critical to sustaining Germany’s competitiveness.³⁹

In Germany, the labor market remains tight but uneven. The unemployment rate climbed to 6.3 percent in November, its highest since the pandemic, as the manufacturing sector shed roughly 250,000 roles since 2020.⁴⁰ The services sector, including IT, health, logistics, and hospitality, has absorbed much of the slack, offsetting industrial contraction. Germany’s updated Skilled Immigration Act expands pathways for foreign professionals, allowing qualified workers with vocational experience, and not just university degrees, to live and work in the country. The reform introduces an “Opportunity Card” based on a points system, eases EU Blue Card access, and streamlines credential recognition to attract talent in shortage occupations. Despite these changes, skills gaps remain acute in engineering, construction, healthcare, and other skilled trades, making retraining and faster qualification recognition critical to sustaining Germany’s competitiveness.⁴¹

Labor force participation rate in Austria ⁴²
Total (% of total population ages 15+) (national estimate)



In Austria, labor force participation is expanding. This is particularly the case among adults aged 55–64, whose participation rate has risen steadily in recent years, driven by delayed retirements and reforms to women’s pension ages.^{43 44} The unemployment rate remains near 5 percent, supported by strong hiring in the service sector and moderate wage growth.⁴⁵ Tourism, healthcare, and construction remain core sources of job demand in Austria, especially in seasonal and local markets. Meanwhile, shortages are especially acute in sectors like ICT, engineering trades, and healthcare, where roles for nurses, software developers, and skilled craftsmen top the list of high-demand positions. Governments and training agencies are increasingly focused on upgrading digital and green skills, expanding vocational programs, and improving mobility of workers across regions.⁴⁶

³⁹ The new Skilled Immigration Act at a glance, Make It In Germany, 2025
⁴⁰ German unemployment rises less than expected in November, Reuters, November 28, 2025
⁴¹ The new Skilled Immigration Act at a glance, Make It In Germany, 2025

⁴² Labor force participation rate, total (% of total population ages 15+) (national estimate) - Austria, World Bank, September 25, 2025
⁴³ Labor force participation rate, total (% of total population ages 15+) (national estimate) - Austria, World Bank, September 25, 2025
⁴⁴ Old-Age Pensions, Republic of Austria, July 10, 2025
⁴⁵ Unemployed, seeking work, Statistics Austria, October 1, 2025
⁴⁶ Labour Market Information: Austria, EURES, February 24, 2025

Switzerland’s economy is projected to grow by 1.2 percent in 2026, driven mainly by solid domestic demand supported by rising real wages and employment.⁴⁷

In Switzerland, employment growth has softened slightly. In the 3rd quarter of 2025, 261,000 people in Switzerland were unemployed as defined by the International Labour Organisation (ILO). This represents 5.1% of the economically active population, slightly higher than the 4.7% recorded in the 3rd quarter of 2024⁴⁸. Manufacturing, especially chemicals and pharmaceuticals, and services remain key growth engines, even as export momentum slows due to global trade tensions and higher U.S. tariffs. Inflation is expected to remain within the 0–2 percent target range, while both monetary and fiscal policies continue to support growth. Reducing regulatory burdens and accelerating investment in renewable energy will be essential to sustain competitiveness and reach climate neutrality.⁴⁹

⁴⁷ OECD Economic Outlook, Volume 2025 Issue 1, OECD, June 3, 2025
⁴⁸ Unemployed based on ILO definition, Federal Statistical Office (FSO), November 13, 2025
⁴⁹ OECD Economic Outlook, Volume 2025 Issue 1, OECD, June 3, 2025

INDIA OVERVIEW

India’s labor market in 2025 is a study in contrasts and momentum. Official unemployment hovers at 5.2 percent, a low rate by international standards. Yet, the split between rural and urban areas is stark: 4.4 percent in the countryside compared with 7 percent in cities. Women’s participation has crept upward to 34.2 percent, a welcome shift that signals gradual cultural change, though still far from global averages.⁵⁰ These figures suggest a country in transition, moving quickly, yet unevenly, toward a labor market that is broader and more inclusive.

Hiring Expectations for Q4 of 2025 by Country

Country	Hiring intent
1. UAE	45%
2. India	40%
3. Brazil	36%
4. Costa Rica	35%
5. China	34%

Employer sentiment is upbeat. India ranks as the second most optimistic country in the world for hiring in the final quarter of 2025, with 40 percent of employers planning to expand staff. That optimism stretches across industries: the ever-resilient IT sector, growing demand in healthcare and financial services, and a surge in energy and telecom.⁵¹ Multinationals are fueling much of this expansion. American and European firms, in particular, continue to treat India as both a talent hub and a growth market, building sprawling new campuses where Indian professionals handle sophisticated, globally integrated work once done in Chicago, Frankfurt, or Silicon Valley.⁵²

⁵⁰ Periodic Labour Force Survey (PLFS) Monthly Bulletin October 2025, Ministry of Statistics & Programme Implementation, November 17, 2025
⁵¹ Where the Jobs Are in 2025: Hiring Trends Across India, India Briefing, September 11, 2025
⁵² The Morning: India’s hiring binge, New York Times, March 26, 2025

This shift is powered by sheer scale. India graduates close to 900,000 engineers each year, alongside millions of other professionals in business, science, and the arts. That flood of talent is both a strength and a stress point. Many graduates find themselves underemployed, funneled into a handful of sectors in major metros, while rural and smaller cities remain left behind. At the same time, automation and artificial intelligence are steadily reshaping entry-level opportunities, raising the stakes for investment in reskilling, apprenticeships, and new kinds of jobs that can absorb this vast pipeline.⁵⁴

More than 1,800 global capability centers now employ nearly two million Indians, and this number is climbing fast. Unlike the call centers of the 1990s, these are hubs of high-value labor.⁵⁵

What's changed most visibly is the nature of global work done in India. More than 1,800 global capability centers now employ nearly two million Indians, and this number is climbing fast. Unlike the call centers of the 1990s, these are hubs of high-value labor. Employees analyze medical scans, design next-generation microchips, draft global marketing strategies, and run complex financial models. In Bengaluru, Chennai, Hyderabad, and Pune, offices look and operate like their U.S. or European counterparts, but with younger, highly credentialed teams eager to climb corporate ladders and shape international outcomes.⁵⁶

For companies, the opportunity in India is clear, but success depends on how they engage the labor market. Work solutions providers like AgileOne can help firms navigate this complexity by aligning talent strategies with local realities, whether that means sourcing beyond tier-one cities, building pathways to tap into India's expanding pool of women professionals, or investing in skilling programs that bridge the gap between higher education and job-ready capabilities. Partnering with on-the-ground experts in contingent staffing, reskilling, and global capability center management can unlock scale and resilience.



⁵³ Let a million entrepreneurs grow!, Mrityunjay Kumar, Cornell University, October 28, 2024

⁵⁴ Let a million entrepreneurs grow!, Mrityunjay Kumar, Cornell University, October 28, 2024

⁵⁵ The Morning: India's hiring binge, New York Times, March 26, 2025

⁵⁶ The Morning: India's hiring binge, New York Times, March 26, 2025

LATIN AMERICA OVERVIEW

In several countries, roughly 70 percent of net job creation since 2020 has occurred in informal roles, jobs that often lack benefits, stability, and social protections.⁵⁷

Latin America's labor market in 2025 shows signs of progress, but the gains are fragile. Regional GDP growth is projected at just 2.2 percent, a modest pace that reflects ongoing fiscal and productivity challenges.⁵⁸ Between 2016 and 2024, LAC added roughly 27 million net new jobs, yet much of this expansion remains precarious due to the dominance of informal employment.⁵⁹ In several countries, roughly 70 percent of net job creation since 2020 has occurred in informal roles. These are jobs that often lack benefits, stability, and social protections.⁶⁰

Brazil stands out as a bright spot in this uneven landscape. The country's unemployment rate fell to 5.4 percent in Q3 2025, its lowest level since records began in 2012, for a total of 5.9 million unemployed persons.⁶¹ The employment rate climbed to a record 58.8 percent, while the number of discouraged workers, those who had stopped looking for work, declined sharply.⁶² These shifts suggest that Brazil's labor market recovery is not just adding jobs, but also drawing workers back into active participation. Still, questions remain about whether this momentum will translate into sustained, high-quality employment.

Across Latin America, new sectors are shaping the future of work. AI, data analytics, sustainability, and digital roles are expanding rapidly, offering formal employment opportunities with higher wages and more stability. However, exposure to automation and generative AI is growing: studies suggest that 2–5 percent of jobs in the region could be fully automated, while up to 26–38 percent face partial exposure.⁶³ For many workers, this means a heightened need for reskilling, particularly in middle-skill occupations that are most vulnerable to displacement.

⁵⁷ Employment and informality in Latin America and the Caribbean: an insufficient and unequal recovery, ILO, September 2021

⁵⁸ Latin America and the Caribbean Endures a Prolonged Period of Low Growth: It Will Grow 2.2% in 2025 and 2.3% in 2026, ECLAC, August 5, 2025

⁵⁹ Beyond the numbers: Key trends reshaping Latin American jobs, World Bank Group, June 4, 2025

⁶⁰ Employment and informality in Latin America and the Caribbean: an insufficient and unequal recovery, ILO, September 2021

⁶¹ Continuous PNAD: unemployment rate is 5.4% and labor underutilization rate is 13.9% in the quarter ended in October, Coordenação de Comunicação Social, November 28, 2025

⁶² Brazil's unemployment falls to 5.4%, lowest since 2012, agênciaBrasil, November 28, 2025

⁶³ AI could eliminate up to 5% of jobs in Latin America, study finds, Reuters, July 31, 2024

Changes in informality and salaried employment rates in LAC (Latin America and the Caribbean) countries, 2016 vs. 2024 (p.p.) ⁶⁴



Note: Productivity-based informality is the employment share of unpaid family workers, unskilled self-employment, and salaried workers in small firms; wage employment is the share of salaried employees in total employment; and social protection-based informality captures salaried employees without employer-provided pension or health insurance benefits, as share of salaried employment. LAC aggregate is the weighted averages of country-level outcomes.

At the same time, informality remains the defining challenge. Even in Brazil, where headline numbers look strong, informal work accounts for a significant share of job growth, and productivity gains remain limited. This duality creates a “two-speed” labor market: dynamic, globally integrated sectors on one side, and a large share of workers in low-wage, unstable roles on the other.⁶⁵ For policymakers, the task is to bridge this divide by strengthening labor protections, investing in skills, and incentivizing formal job creation.

Firms that invest in training programs, digital fluency, and partnerships with local education systems can gain access to motivated workers while helping to stabilize employment.

For companies and work solutions providers, Latin America offers both opportunities and risks. Tapping into the region’s talent potential requires strategies that move beyond major metros, build inclusive pipelines, and address the reality of informality. Firms that invest in training programs, digital fluency, and partnerships with local education systems can gain access to motivated workers while helping to stabilize employment. With Brazil showing signs of historic labor market strength, and digital roles surging across the region, those who proactively shape workforce strategies now will be best positioned to capture sustainable value in the years ahead.

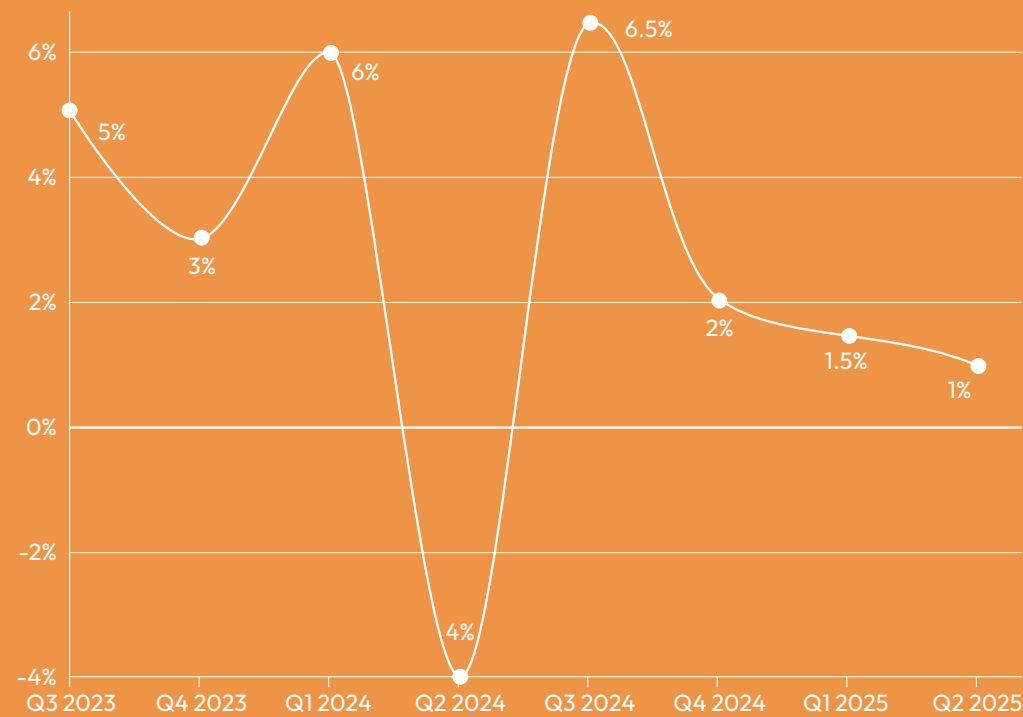


⁶⁴ Beyond the numbers: Key trends reshaping Latin American jobs, World Bank, June 4, 2025
⁶⁵ Quarterly Continuous PNAD: unemployment drops in 18 of the 27 Federation Units in Q2 2025, Coordenação de Comunicação Social, August 15, 2025

MIDDLE EAST OVERVIEW

The Middle East labor market in 2025 is defined by both high growth and heightened competition, reflecting a region in transition. In the UAE, the unemployment rate remains exceptionally low, hovering between 2.1 percent and 2.3 percent, which is among the lowest globally.⁶⁶ Annual employment growth has surpassed 418,000 jobs, highlighting the country’s ability to generate opportunities at scale and reinforcing its reputation as a magnet for global talent.⁶⁷ These strong headline numbers are supported by pro-business reforms, an aggressive push toward economic diversification, and an enduring focus on becoming a global hub for trade, tourism, and innovation.

Rate of increase in employment opportunities across the UAE ⁶⁸



⁶⁶ United Arab Emirates Unemployment Rate, Central Bank of the United Arab Emirates, December 2024
⁶⁷ The UAE Job Market, Y Axis, 2024
⁶⁸ UAE outpaces Saudi job growth driven by tech and real estate hiring, The National, July 9, 2025

The structure of the UAE workforce, however, sets it apart from most economies. Expatriates make up roughly 88% of all workers, while Emirati nationals remain concentrated in government roles and a handful of strategic industries.⁶⁹ This heavy reliance on foreign talent has allowed the country to meet the demands of rapid growth, but it also poses long-term policy questions. Emiratization, which refers to initiatives aimed at increasing national participation in the private sector, is a top priority for government leaders. At the same time, employers must strike a balance between compliance with these policies and continuing to attract the international expertise necessary to sustain the UAE’s ambitious development agenda.

Most In-Demand Occupations in the UAE⁷¹

Occupation	Average annual salary
IT and Software	AED 192,000
Engineering	AED 360,000
Accounting and Finance	AED 330,000
Human Resource Mgmt	AED 176,000
Hospitality	AED 286,200

By sector, growth spans both traditional and emerging industries. The UAE continues to build on its strengths in energy, real estate, and logistics, while aggressively investing in technology, finance, healthcare, and green energy. Smart city projects, renewable energy initiatives, and fintech ecosystems are accelerating demand for high-skill roles. As a result, IT, engineering, finance and accounting, human resources, and hospitality stand out as the most in-demand occupations, with average annual salaries ranging from AED 176,000 to AED 360,000.⁷⁰ These shifts demonstrate how the UAE is transitioning from an oil-driven economy to one centered on knowledge, services, and innovation.

Yet strong demand does not always translate into smooth outcomes for workers. Employers consistently report that the pool of job seekers often exceeds the number of available roles, particularly in white-collar professions. For expatriates, this creates intense competition for top positions, while for Emiratis, government-led quotas and incentives are gradually opening doors in the private sector. This mismatch creates bottlenecks in placement, where even well-qualified candidates struggle to find suitable roles quickly. At the same time, the rapid pace of technological change is creating new skill requirements that the current workforce cannot always meet, thereby heightening the need for reskilling and continuous professional development.

For companies and work solutions providers, the UAE represents both opportunity and complexity. Success will depend on strategies that go beyond simple recruitment, such as building training pathways, strengthening digital hiring platforms, and aligning with Emiratization goals.

For companies and work solutions providers, the UAE represents both opportunity and complexity. On one hand, the country’s rapid growth and policy-driven diversification are generating steady demand for talent. On the other hand, firms must navigate a labor market shaped by nationalization requirements, expatriate competition, and evolving skills gaps. Success will depend on strategies that go beyond simple recruitment, such as building training pathways, strengthening digital hiring platforms, and aligning with Emiratization goals while still drawing from global talent pools. Employers who adapt quickly to this environment will not only secure the talent they need but also help shape a workforce that underpins the UAE’s long-term ambitions.



⁶⁹ A Comprehensive Labor Market Analysis Across the UAE, UAE Federal Competitiveness Authority, September 25, 2025
⁷⁰ UAE outpaces Saudi job growth driven by tech and real estate hiring, The National, July 9, 2025
⁷¹ The UAE Job Market, Y Axis, 2024

TOP SOLUTIONS

Thriving in today's evolving labor market demands agility, foresight, and balance. As industries recalibrate and global hiring dynamics shift, AgileOne partners with companies to build adaptable, future-ready workforces. Through our MSP, RPO, and SOW solutions, we help companies navigate labor shortages, new technologies, and demographic changes, ensuring access to the right talent at the right time.

From the United States to Europe, India, Latin America, and the Middle East, our data-driven approach empowers businesses to respond confidently to regional complexities and global opportunities alike. Whether optimizing supplier networks, enhancing direct sourcing, or supporting workforce planning through AI-driven insights, AgileOne delivers the clarity and flexibility organizations need to turn uncertainty into advantage.

As the world of work continues its great recalibration, we stand ready to help our partners lead. Here are some of the leading solutions we recommend as companies look ahead to 2026:

1.

BUILD AGILE WORKFORCE CAPACITY TO MANAGE COOLING DEMAND

As hiring slows across the U.S. and Europe, companies must find flexible ways to scale without overcommitting. Leveraging contingent staffing for variable demand and SOW (statement of work) solutions for defined projects can help organizations adapt quickly while controlling costs. Redeployment programs can also reduce onboarding expenses by reusing existing talent. Labor market intelligence tools, such as wage benchmarking and time-to-fill data, can set realistic expectations and ease client concerns.

2.

STAND UP TARIFF-MITIGATION TALENT STRATEGIES

With U.S. tariffs at their highest effective rate since the 1930s, manufacturing, logistics, and retail firms face new cost pressures.⁷¹ Companies should build specialized talent pipelines in procurement, supply chain, and financial planning to mitigate disruption. SOW contracting for supplier shifts and nearshoring analyses can provide targeted expertise, while flexible rate cards and shorter contract terms allow businesses to adapt as trade conditions change.

3.

COUNTER TIGHTER SKILL SUPPLY THROUGH MOBILITY AND RESKILLING

Immigration policy reforms have already reduced the foreign-born workforce by more than 750,000 people in the U.S. in 2025, straining sectors like healthcare, construction, and agriculture.⁷² To adapt, businesses should invest in cross-training programs, expand interstate and rural-to-urban mobility initiatives, and use VMS/MSP analytics to reallocate requisitions to deeper local labor pools. These measures broaden access to talent while helping fill roles that would otherwise remain vacant.

4.

HARNESS AI TO BOOST PRODUCTIVITY WITHOUT DISPLACEMENT

Generative AI adoption is accelerating, but disruption is gradually unfolding. Rather than widespread job loss, the near-term effect is task redesign, with up to 26 percent of postings showing high AI transformation potential.⁷³ Employers worldwide should prioritize “AI-adjacent” upskilling (e.g., prompting, QA, and workflow optimization) for administrative and professional roles. Offering productivity-linked pricing models and establishing AI governance SMEs (in policy, privacy, and change management) can ensure that adoption drives efficiency responsibly.

5.

TARGET POCKETED GROWTH SECTORS WITH TAILORED WORKFORCE PROGRAMS

While overall job openings have cooled, sectors such as healthcare, social assistance, and tech-driven industries like data centers are expanding rapidly. In the U.S. alone, financing for datacenter build-outs alone surpassed \$9 billion in 2025 securitizations.⁷⁴ To capture growth, firms should double down on building talent pools in these fast-rising industries and train workers in adaptability, problem-solving, and interpersonal skills. Regional hubs and travel contracts can further help employers chase these pockets of demand.

⁷¹ Short-Run Effects of 2025 Tariffs So Far, The Budget Lab at Yale, September 2, 2025

⁷² What the data says about immigrants in the U.S., Pew Research Center, August 21, 2025

⁷³ AI at Work Report 2025: How GenAI is Rewiring the DNA of Jobs, Indeed Hiring Lab, September 23, 2025

⁷⁴ Data centers: Managing risk amid a market boom, Moody's, May 15, 2025



AgileOne

