

May 2025

AURA Industry Benchmarking Report

Deep-dive into trends across key metrics
in Hiring and Existing Workforce for 2024

AUTHORS

Dishanth Umamaheshwara • Adithya Kumar • Matias Novillo Quiroga

Contents

<u>Introduction</u>	03
• <u>About Aura</u>	04
• <u>Objectives of report</u>	04
• <u>Methodology</u>	05
• <u>Authors</u>	06
• <u>Acknowledgements</u>	06
<u>How to use this report</u>	07
<u>Industry benchmarking: Report highlights</u>	08
<u>Industry benchmarking: Detailed Sector view</u>	20
• <u>Technology</u>	21
• <u>Finance & Investment</u>	31
• <u>Professional Services</u>	41
• <u>Retail & Consumer Goods</u>	5
• <u>Healthcare</u>	61
• <u>Education</u>	7
• <u>Public Sector</u>	81
• <u>Energy, Resources & Utilities</u>	91
• <u>Advanced Manufacturing & Services</u>	101
• <u>Entertainment & Media</u>	111
<u>Appendices</u>	121

Aura Industry Benchmarking Report

Introduction

<u>About Aura</u>	04
<u>Objectives of report</u>	04
<u>Methodology</u>	05
<u>Authors</u>	06
<u>Acknowledgements</u>	06

Introduction

About Aura

Aura is the AI engine for Workforce Intelligence, powering the world's leading management consulting firms, private equity, hedge funds, and enterprises. Our platform provides expert-level workforce insights to customers, automating analysis across billions of workforce data points on headcounts, hiring, attrition, employee sentiment, compensation, geography, education, and many more key metrics.

Aura was founded by Bain & Company in 2020, spinning out as a standalone company in 2024. At Aura, we believe that workforce analytics are an essential window to success because all business decisions come back to the workforce. By replicating expert workflows with machine learning, Aura helps organizations make high-stakes decisions faster and with greater confidence than ever before.

Aura offers three main products:

- The Aura Platform: Leverage the full power of Aura's workforce database, all through our user-friendly, AI-enabled platform.
- Custom Data Reports: Presentation-ready recurring reports on the companies you care about, crafted by our team of experts using Aura data.
- Data Sheets: Download raw data on hiring, employee profiles, and employee sentiment from your companies of interest.

Ready to make smarter, faster decisions with workforce intelligence?

Get started at www.auraintelligence.com

Objectives of report

This report summarizes key benchmarks across global and Industry hiring and Workforce trends for 2024 (1 January to 31 December) for the purpose of comparing your company / organization against Industry performance.

Introduction

Methodology

The metrics in this report have been computed leveraging the extensive Workforce data provided by [Aura](#), which has been collected from publicly available sources. As a result, some Industries and geographies naturally have better coverage than others depending on how present the respective professionals are on these platforms. Please see metric definitions below:

Hiring metrics

Job openings	Total number of job posts of the respective period
AI job openings	Total number of active job openings where the title includes "Artificial Intelligence", "AI", "Machine Learning", "Natural Language Processing", "Computer Vision", "Neural Network", "Transfer Learning", "Image Recognition", "Optical Character Recognition", "Software Engineer", "Developer", "Programmer", "Tech Lead", "Computer Science", "Deep Learning", "Pattern Recognition", "Recommendation System"
Remote job openings	Total number of active job posts where the title or job description includes “Remote” and “work from anywhere”

Workforce metrics

Headcount	Total number of employees employed in a given company, Industry or sub-Industry at a given time
Gender Diversity	Total number of individuals who identify as Females in a given company, Industry or sub-Industry
Gender Diversity in Leadership	Total number of individuals who identify as Females as a share of total Leadership in a given company, Industry or sub-Industry
Tenure	Total number of years work experience
Education level	Highest type of qualification achieved (e.g. bachelor’s degree, PhD, etc.)
Promotions	Total number of employees moving from one level of seniority to the next within a given company, Industry or sub-Industry
Exits	Total number of employee exits from a given company, Industry or sub-Industry
Spans and layers	Split of headcount occupying each seniority level within a given company, Industry or sub-Industry

Introduction

Authors

Dishanth Umamaheshwara

Head – Technical Client Success

Adithya N Kumar

Technical Client Success Associate

Matias Novillo Quiroga

Technical Client Success Associate

Acknowledgements

Marco De Cristofaro

UX/UI Designer Lead

Maheru Jahania

UX/UI Designer

Aaron Tian

Head of Marketing

Introduction

How to use this report

The purpose of this report is to enable comparison against Industry averages as well as peers (a company report can be prepared on request). The first step is therefore to understand which Industry your organization falls under using the below list – for the full list, please refer to [Appendix A](#).

Technology	Cybersecurity, Cloud Computing, Program Development
Finance & Investment	Banking, Capital Markets, Insurance
Professional Services	Accounting, Human Resources, Management Consulting
Retail & Consumer Goods	Consumer Electronics, Cosmetics, Wholesale
Healthcare	Health, Wellness & Fitness, Medical Devices, Hospital & Healthcare
Education	Education Management, E-Learning, Higher Education
Public Sector	Civic & Social Organization, Government Administration, Philanthropy
Energy, Resources & Utilities	Mining & Metals, Oil & Energy, Utilities
Advanced Manufacturing & Services	Automotive, Construction, Mechanical / Industrial engineering
Entertainment & Media	Hospitality, Restaurants, Design

Once you have established which Industry your organization falls under, refer to [Report Highlights](#) for comparison to global average metrics and to the relevant Industry section in [Detailed Sector View](#) for comparison to specific Industry metrics.

Should you wish to have a detailed company benchmarking analysis done for your organization, please reach out to info@auraintel.com. Refer to Sample Company Reports for an example of what this could look like.

Industry Benchmarking

Report Highlights

<u>Summary of Insights – Hiring Trends</u>	10
<u>Summary of Insights – Workforce Trends</u>	11
<u>Hiring: Overall Job Postings</u>	12
<u>Hiring: AI Job Postings</u>	13
<u>Hiring: Remote Job Postings</u>	14
<u>Hiring: Job Postings by Skills</u>	15
<u>Current Workforce: Overall</u>	16
<u>Current Workforce: Diversity</u>	17
<u>Current Workforce: Diversity in Leadership</u>	18
<u>Current Workforce: Career Progression</u>	19

Executive Summary

During the time of rapid technological advancements, affecting companies' people climate and Workforce dynamics, having an accurate and comprehensive understanding of the labor market critical, and is something that may differentiate it from competitors. Yet, obtaining high-quality, granular data on talent and Workforce trends remains a significant challenge for many organizations— with many having to manually scrape the data from various websites or rely on providers with unreliable data sources. Aura's 2024 Industry Benchmarking Report aims to address this gap, leveraging our unique capabilities to provide unparalleled insights into the global job market.

This report dives into the intricacies of Workforce dynamics, focusing on various characteristics from two primary angles: Hiring Trends and Existing Workforce. By analyzing the data sourced from our multiple vendors, we aim to offer a detailed and nuanced view of the current labor market landscape.

This report is designed to be a valuable resource for all professionals dealing with Workforce intelligence, but especially for those in Management Consulting, Private Equity, Investment Funds, and Hedge Funds. By offering a comprehensive and data-driven view of the job market, we aim to equip you with the insights needed to make informed decisions, identify investment opportunities, and develop strategic initiatives.

Practical application of these insights can be seen in:

- **Strategic Planning and Advisory:** Understanding Workforce trends helps in advising clients on talent acquisition strategies, Workforce planning, and organizational restructuring.
- **Investment Decisions:** Identifying sectors and regions with robust hiring trends can signal growth opportunities, while understanding Workforce dynamics can highlight potential risks.
- **Operational Improvements:** Insights into contract types and remote work trends can inform operational strategies, helping organizations optimize their Workforce management.

Key insights from the Report:

- Global job postings declined by ~16% in 2024 compared to 2023, signaling tightening across major industries and cautious expansion plans by employers in the wake of macroeconomic uncertainty.
- AI jobs continued their downward trend, with a ~15% decrease year-over-year. While interest in AI remains high, hiring is increasingly concentrated in specific geographies and roles, reflecting maturing demand and budget constraints.
- Remote job postings fell by ~20% vs 2023, underscoring a broad organizational shift back to in-office and hybrid models. January still saw relatively high volumes, but postings tapered off steadily throughout the year.
- Active Workforce saw a ~4.15% contraction globally in 2024, compared to the previous year. This shift was driven by cutbacks in major markets and declining labor participation in several sectors.
- Diversity in the Workforce held relatively stable, with female representation at ~44.4% and male at ~55.6%. However, diversity in Leadership declined slightly to ~30.8% female share, suggesting ongoing challenges in upward mobility and gender equity in decision-making roles.
- Promotions trended downward in 2024, with key peaks during January and March, corresponding to review cycles. Overall volumes decreased, and volatility increased, indicating greater organizational conservatism and fewer career advancement windows.
- Employee exits totaled ~56.5 million globally, a modest decrease from 2023. Exit rates peaked early in the year and declined gradually over Q3 and Q4, likely a result of fewer new job opportunities and increased retention efforts.
- The promotion gap for women remains a concern. Female promotions also showed sharp month-to-month fluctuations, with early-year peaks but significant declines in the latter months. The persistent gap highlights structural disparities in career progression.

Aura is uniquely positioned to provide these insights, thanks to our advanced data collection and analysis capabilities. We believe that Aura's 2024 Industry Benchmarking Report will not only serve as a valuable tool for your current projects but also introduce you to the depth and breadth of our Workforce Intelligence.

As we navigate through 2024 and beyond, staying on top of these Workforce trends will be crucial. Aura remains committed to providing the most accurate and actionable data, helping you stay ahead of the curve in an increasingly competitive landscape.

Thank you for engaging with Aura's 2024 Industry Benchmarking Report. We look forward to providing the insights you need to thrive in the dynamic world of Workforce management and investment. Thank you for your trust and collaboration.

For detailed data and specific insights, please refer to the sections following this Executive Summary.

To use Aura for your business or to generate your own custom workforce reports

Please visit www.auraintelligence.com or contact our team at Sales@AuraIntel.com

Summary of Insights – Hiring Trends

Overall Hiring Trends

- 85M new jobs were posted in 2024, down 16.4% from 2023, with hiring peaking earlier in the year and gradually declining through Q2 to Q4, a pattern that remained consistent across most Sectors.
- The United States had the highest share of new job postings at 25.6%, maintaining its lead across all major Sectors.
- Professional Services continued to dominate, accounting for the largest share of new jobs at 35.0%, despite a YoY decline of ~19.6%. This was followed by Advanced Manufacturing & Services (11.1%) and Retail & Consumer Goods (11.0%).
- Finance & Investment (3.9%), Education (3.2%), and Energy, Resources & Utilities (1.8%) were in the bottom three sectors in terms of new job posting share.

AI Hiring Trends

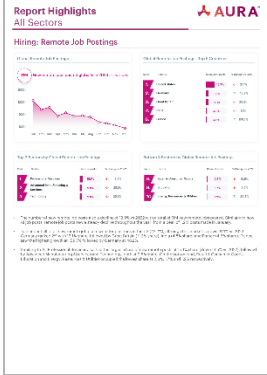
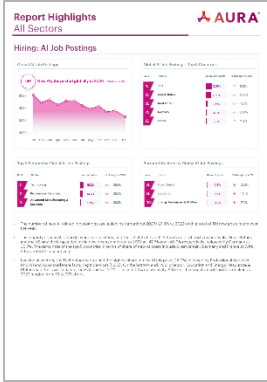
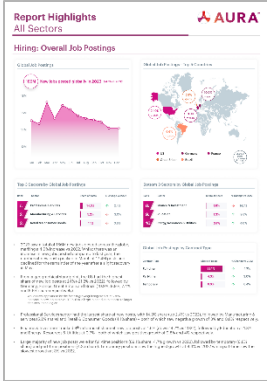
- 575K new AI jobs were posted in 2024, representing a further 14.8% decline from 2023, with a continued downward trend in postings observed consistently across the year and across Sectors.
- The United States led AI job postings globally with a 29.8% share, maintaining its leadership despite a ~7.2% drop from the previous year. India ranked second with a 15.1% share, though it too saw a decline of ~18.1%, reflecting the broader contraction across markets.
- At the Sector level, Technology led with the highest share of new AI jobs (37.6%), followed by Professional Services (20.9%) and Advanced Manufacturing & Services (10.7%).
- As in the overall job market, Education (2.9%), Energy, Resources & Utilities (1.8%), and Public Sector (3.1%) ranked lowest in AI job posting volume, highlighting continued sectoral disparity in AI integration.

Remote Job Hiring Trends

- 5.8M remote job posts were recorded in 2024, a further 20.5% drop from 2023, continuing the decline seen since 2022. This segment remained in contraction throughout the year, despite higher demand for flexible work in some markets.
- The United States retained the highest share of remote jobs globally at 40.1%, a slight decrease compared to the previous year. The US continues to lead across all major sectors, although growth momentum is clearly slowing.
- Professional Services accounted for the highest share of remote jobs (24.3%), followed by Technology (18.3%) and Advanced Manufacturing & Services (11.4%). All three sectors saw double-digit percentage declines compared to 2023.
- Similar to trends in overall and AI job markets, Education (3.1%) and Energy, Resources & Utilities (2.7%) remained at the bottom of the list in terms of remote job share across sectors.

Top Skills Required Trends

- The Top 10 skills remain largely consistent year-over-year at both the overall and sector levels. Communication, Management, and Sales continue to dominate as the most in-demand skills across the majority of sectors, despite all three experiencing year-over-year declines in share.
- Healthcare and Finance & Investment sectors continue to lean toward more specialized skills, contrasting with the generalist requirements in sectors such as Professional Services and Retail.
- Customer Service and Leadership skills both experienced noticeable declines in demand (-13.7% and -8.5% respectively), reflecting a shift in hiring priorities. As in 2023, the emerging set of skills varies more significantly across industries, likely driven by sector-specific transformation and role evolution.



Summary of Insights – Workforce Trends

Overall Workforce Trends

- The Global Workforce declined from 237 million in 2023 to 227 million in 2024, reflecting a ~4.2% contraction. The decline was broadly distributed across countries and sectors, with reductions observed even in historically strong labor markets like the United States, India, and Brazil.
- Advanced Manufacturing & Services remained the largest sector by headcount share (~15.9%) but experienced a 3.7% drop in workforce size. Professional Services (~12.9%) and Technology (~12.8%) also showed workforce declines of ~4.1% and ~4.2%, respectively, indicating pressure even in traditionally resilient sectors.
- The Bottom 3 Sectors in headcount were Public Sector (~7.6%), Education (~7.7%), and Energy, Resources & Utilities (~3.8%). All three saw workforce reductions, with Education posting the sharpest decline of ~5.1%. This reverses the previous year's trend where Energy showed positive momentum.

Current Workforce Diversity Trends

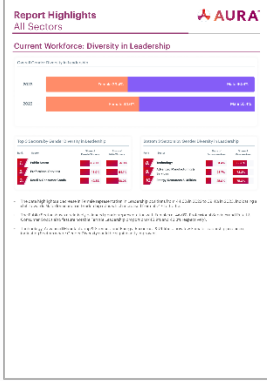
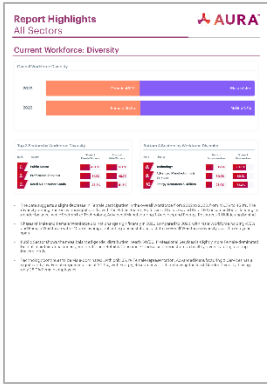
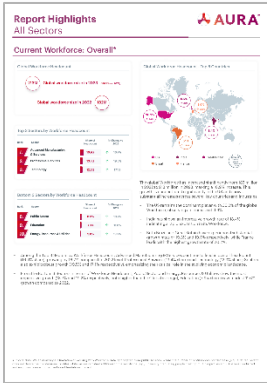
- The data indicates a minor decline in female workforce representation, from 44.5% in 2023 to 44.4% in 2024, while male representation increased slightly from 55.5% to 55.6%. Although the change is subtle, it reinforces the persistent gender imbalance in the global labor force, with diversity patterns still varying significantly across sectors.
- Workforce diversity remained relatively stable over the past year. The Public Sector, Professional Services, and Retail & Consumer Goods continue to demonstrate the most balanced gender splits, all featuring ~47–50% female representation.
- In contrast, Technology, Advanced Manufacturing & Services, and Energy, Resources & Utilities remain male-dominated, with female representation ranging from ~28% to ~34%, highlighting enduring gender gaps in technical and industrial fields.

Current Workforce Diversity in Leadership Trends

- The data shows leadership diversity remains relatively unchanged, with female representation at 30.8% in 2024 (vs 30.8% in 2023), and male representation holding steady at 69.2%. While not a further decline, the continued low female share in leadership roles underscores persistent challenges in executive-level gender balance.
- The Education Sector continues to lead in leadership diversity, with female representation at 47.2%, followed by Public Sector (44.5%) and Healthcare (42.1%), each showing a relatively balanced gender distribution in leadership positions.
- In contrast, Technology (22.6%), Advanced Manufacturing & Services (19.9%), and Energy, Resources & Utilities (21.1%) reflect the lowest levels of female leadership, identifying them as sectors where gender parity in leadership remains significantly underdeveloped.

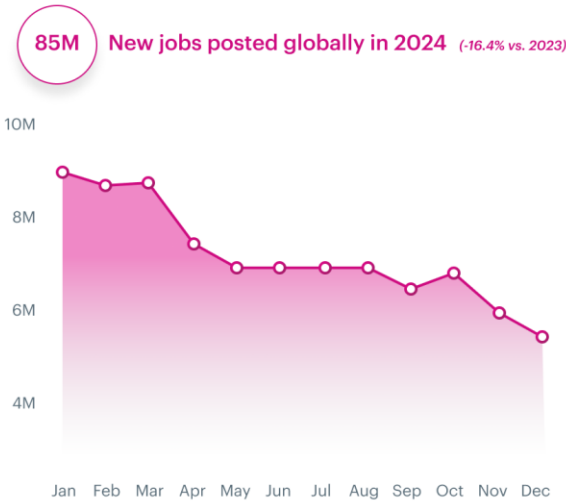
Current Workforce Career Progression Trends

- Promotions peaked in March and January, mirroring previous cycles aligned with fiscal reviews. A steady decline from July through December, with the lowest promotion levels in October–December, suggests continued organizational conservatism or a broader economic slowdown toward year-end.
- Employee exits were highest in January and May, with moderate spikes in March and August. These patterns likely reflect seasonal restructures, post-performance reviews, and mid-year organizational reshuffles.
- A persistent gap exists between total and female promotions, reflecting ongoing gender disparities in career progression. Female promotions also showed notable monthly fluctuations, peaking in March and January, but dropping sharply from September to November — a trend consistent with overall promotion patterns.

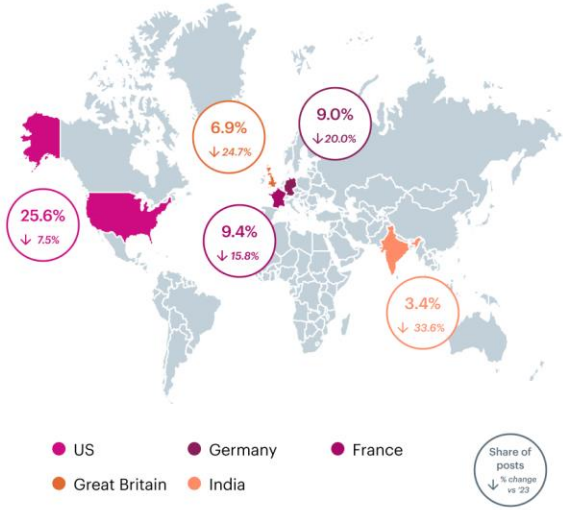


Hiring: Overall Job Postings

Global Job Postings



Global Job Postings - Top 5 Countries



Top 3 Sectors by Global Job Postings

Rank	Sector	Share of posts	% Change vs 2023
1.	Professional Services	35.0%	↓ 19.6%
2.	Advanced Manufacturing & Services	11.1%	↓ 16.3%
3.	Retail & Consumer Goods	11.0%	↓ 9.7%

Bottom 3 Sectors by Global Job Postings

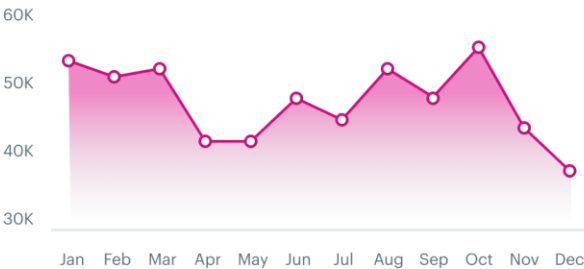
Rank	Sector	Share of posts	% Change vs 2023
8.	Finance & Investment	3.9%	↓ 16.6%
9.	Education	3.2%	↓ 16.3%
10.	Energy, Resources & Utilities	1.8%	↓ 16.7%

- 2024 saw a total of 85M new jobs posted across the globe, marking a 16.4% decrease vs 2023. Whilst there was a decrease in new jobs posted compared to 2023, the number of new posts peaked in January at 8.8M posts and declined for the remainder of the year.
- From a geographical standpoint, the US had the highest share of new job posts at 26% (-7.4% vs 2023), followed by France, Germany, United Kingdom, and India (-15.8%, -20.0%, -24.7% and -33.6% share respectively)
- Professional Services sector had the largest share of new posts, with 35.0% share (down 19.6% vs 2023), followed by Advanced Manufacturing & services (11.1% share) and Retail & Consumer Goods (11.0% share) – both of which saw negative growth of 16.2% and 9.7% respectively.
- Finance & Investment ranked 8th in terms of share of new job posts at 3.9% (down 16.6% vs 2023), followed by Education at 3.2% and Energy, Resources & Utilities at 1.8% – both of which saw negative growth of 16.3% and 16.6% respectively.

Hiring: AI Job Postings

Global AI Job Postings

575K New AI jobs posted globally in 2024 (-14.8% vs. 2023)



Global AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States	29.8%	↓ 7.2%
2.	India	15.1%	↓ 18.1%
3.	United Kingdom	5.7%	↓ 33.7%
4.	Germany	3.5%	↓ 16.6%
5.	Singapore	2.6%	↓ 30.4%

Top 3 Sectors by Global AI Job Postings

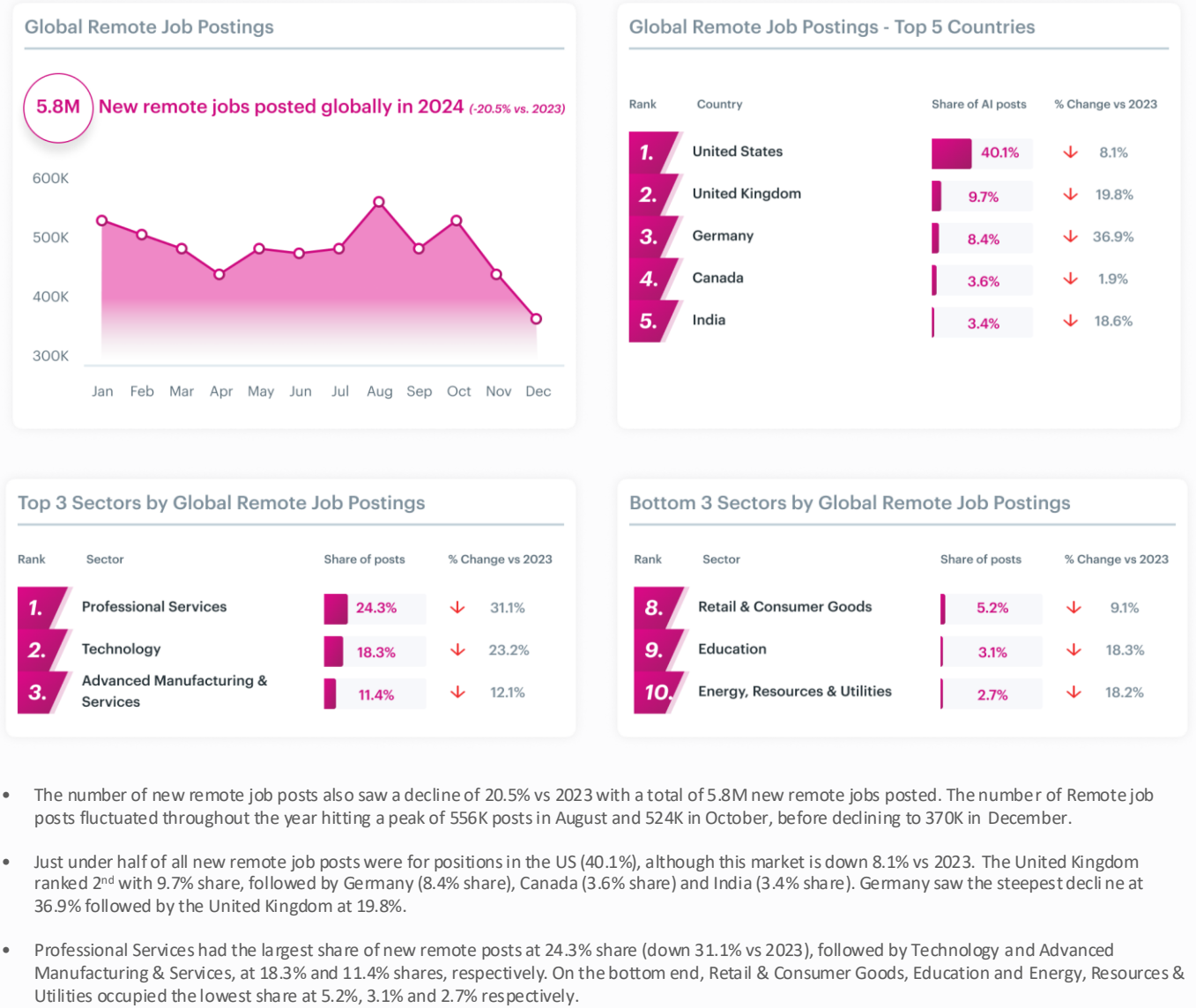
Rank	Sector	Share of posts	% Change vs 2023
1.	Technology	37.6%	↓ 1.9%
2.	Professional Services	20.9%	↓ 27.6%
3.	Advanced Manufacturing & Services	10.7%	↓ 25.2%

Bottom 3 Sectors by Global AI Job Postings

Rank	Sector	Share of posts	% Change vs 2023
8.	Public Sector	3.1%	↓ 31.6%
9.	Education	2.9%	↓ 15.9%
10.	Energy, Resources and Utilities	1.8%	↓ 11.2%

- The number of new AI related job postings saw a decline throughout 2024 (-14.8% vs 2023) with a total of 575k new posts made over the year.
- The majority of new AI job posts were made in the US and India at 29.8% and 15.1% share of AI posts respectively. The United Kingdom and Singapore saw the largest decline in new posts compared to 2023 at -33.7% and -30.4% respectively, followed by India at -18.1%. The remainder of the Top 5 countries in terms of share of new AI posts includes Germany at 3.5% share (-16.6% decline)
- Looking at Sectors, the Technology Sector had the highest share of new AI job posts (37.6%) followed by Professional Services (20.9%) and Advanced Manufacturing & Services (10.7%). On the bottom end, Public Sector, Education and Energy, Resources & Utilities had the lowest share of new AI posts at 3.1%, 2.9% and 1.8% respectively. All six of these Sectors witnessed a decline vs 2023 ranging from 1% to 32% drops.

Hiring: Remote Job Postings



Hiring: Job Postings by Skills

Global Top 10 Skills Required

Rank	Skill	Share of posts	% Change vs 2022	Most prominent sector
1.	Communication	<div><div></div></div> 25.6%	↓ 9.3%	Professional Services
2.	Customer Service	<div><div></div></div> 14.0%	↓ 13.7%	Retail and Consumer Goods
3.	Detail Oriented	<div><div></div></div> 6.9%	↓ 6.5%	Professional Services
4.	English Language	<div><div></div></div> 9.8%	↓ 17.8%	Professional Services
5.	Leadership	<div><div></div></div> 10.3%	↓ 8.5%	Professional Services
6.	Management	<div><div></div></div> 18.1%	↓ 15.6%	Professional Services
7.	Operations	<div><div></div></div> 10.7%	↓ 7.1%	Professional Services
8.	Planning	<div><div></div></div> 8.9%	↓ 16.9%	Professional Services
9.	Problem Solving	<div><div></div></div> 7.7%	↓ 5.6%	Professional Services
10.	Sales	<div><div></div></div> 12.9%	↓ 16.9%	Retail and Consumer Goods

- Communication is the top skill in demand globally with 25.5% of new job posts, although down 9.3% from 2023.
- The Top 3 skills further includes Management and Customer Service at 18.0% and 14.0% respectively; both of which saw a decrease in demand at 15.6% and 13.7% vs 2023 respectively.
- All of the Top 10 skills required were most prominent in the Professional Services Sector; however, this is expected as most new job posts were for positions in this Sector (35.0% share of all posts made in 2024).
- The bottom end of the Top 10 include Planning, Problem Solving and Detail Oriented (8.9%, 7.7% and 6.9% share respectively); of these, Planning saw a decrease in demand at 16.9% vs 2023 whilst Problem Solving declined by 5.6% and Detail Oriented by 6.5%.
- Of the Top 10 skills required, English Language saw the largest decline (-17.7%) compared to 2023 and Problem Solving saw the least decline (-5.6%).

Current Workforce: Overall

Global Workforce Headcount

227M Global workforce size in 2024 (-4.2% vs. 2023)

Global workforce size in 2023 237M

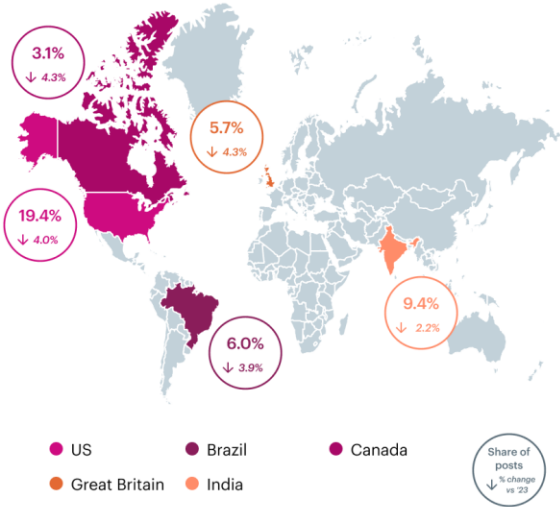
Top 3 Sectors by Workforce Headcount

Rank	Sector	Share of Headcount	% Change vs 2023
1.	Advanced Manufacturing & Services	15.9%	↓ 3.7%
2.	Professional Services	12.9%	↓ 4.1%
3.	Technology	12.8%	↓ 4.2%

Bottom 3 Sectors by Workforce Headcount

Rank	Sector	Share of Headcount	% Change vs 2023
8.	Education	7.7%	↓ 5.1%
9.	Public Sector	7.6%	↓ 3.5%
10.	Energy, Resources & Utilities	3.9%	↓ 2.3%

Global Workforce Headcount - Top 5 Countries



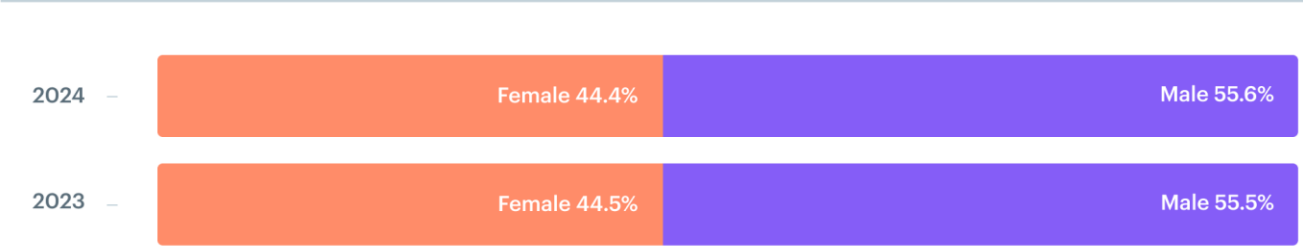
The global Workforce has shrunk marginally from 237 million in 2023 to 227 million in 2024, marking a 4.2% decrease. This workforce is concentrated significantly in the US and shows substantial distribution across several key countries and Industries.

- The US remains the dominant player with 19.4% of the global workforce, observing a decrease of 4.0%.
- India has shown a decline of 2.2%, indicating slight reduction in its Workforce.
- Brazil experienced a decline of 3.9%, while both Canada and the United Kingdom had the steepest reduction of 4.3%.

- Among the Top 3 Sectors by Workforce Headcount, Advanced Manufacturing & Services continue to lead in overall headcount (15.9% share), declining by 3.7% compared to 2023 levels. With a critical role in the evolving economic landscape, Professional Services (12.9% share) and Technology (12.8% share) Sectors also exhibit declining trends (-4.1% and -4.2% respectively).
- From the Bottom 3 Sectors in terms of Workforce Headcount, Public Sector and Energy, Resources & Utilities show a reduction of 3.5% and 2.3% respectively; Education (7.7% share) saw the steepest decline of 5.1% compared to 2023.

Current Workforce: Diversity

Overall Workforce Diversity



Top 3 Sectors by Workforce Diversity

Rank	Sector	Share of Female Workers	Share of Male Workers
1.	Professional Services	50.0%	50.0%
2.	Public Sector	49.0%	51.0%
3.	Retail & Consumer Goods	47.0%	53.0%

Bottom 3 Sectors by Workforce Diversity

Rank	Sector	Share of Female Workers	Share of Male Workers
8.	Technology	34.4%	65.6%
9.	Advanced Manufacturing & Services	30.7%	69.4%
10.	Energy, Resources & Utilities	27.9%	72.1%

- The data suggests a slight decrease in Female participation in the overall Workforce from 2023 to 2024, from 44.5% to 44.4%. The diversity among Sectors varies significantly, with the Public Sector, Professional Services, and Retail & Consumer Goods leading in gender balance, while Sectors like Technology, Advanced Manufacturing & Services, and Energy, Resources & Utilities lag behind.
- Shares of Male and Female Workforce did not change significantly in 2024 compared to 2023, with Male Workforce holding ~55% and Female Workforce with ~45% on average, reflecting a near stationary state in overall Workforce diversity over the one-year span.
- Professional Services shows the most balanced gender distribution (nearly 50/50) while Public Sector is slightly more Male-dominated but still maintains a balanced gender ratio and Retail & Consumer Goods also demonstrates a healthy diversity ratio, favoring Males slightly.
- Technology continues to be Male-dominated, with only 34.4% Female representation, Advanced Manufacturing & Services has a significantly low Female representation at 30.7%, with Energy, Resources & Utilities showing the least Gender Diversity, having only 28.0% Female employees.

Current Workforce: Diversity in Leadership

Overall Gender Diversity in Leadership



Top 3 Sectors by Gender Diversity in Leadership

Rank	Sector	Share of Female Workers	Share of Male Workers
1.	Education	47.2%	52.8%
2.	Public Sector	44.5%	55.5%
3.	Healthcare	42.2%	57.9%

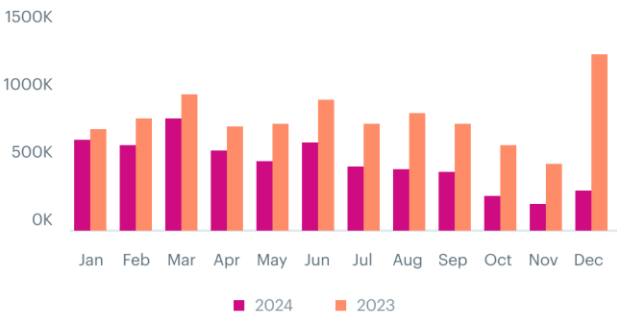
Bottom 3 Sectors by Gender Diversity in Leadership

Rank	Sector	Share of Female Workers	Share of Male Workers
8.	Technology	22.6%	77.4%
9.	Energy, Resources & Utilities	21.1%	78.9%
10.	Advanced Manufacturing & Services	19.9%	80.2%

- The data highlights that Female representation in Leadership positions has remained fairly constant at 30.8% in 2024, with Male representation in Leadership roles at 69.1%
- The Education Sector shows a relatively balanced gender representation with Females at 47.2%, Public Sector and Healthcare also feature notable Female Leadership proportions (44.4% and 42.1% respectively).
- Technology, Energy, Resources & Utilities, and Advanced Manufacturing & Services show low Female Leadership presence, indicating Sectors where Gender Diversity could be significantly improved.

Current Workforce: Career Progression

Overall Promotions per Month



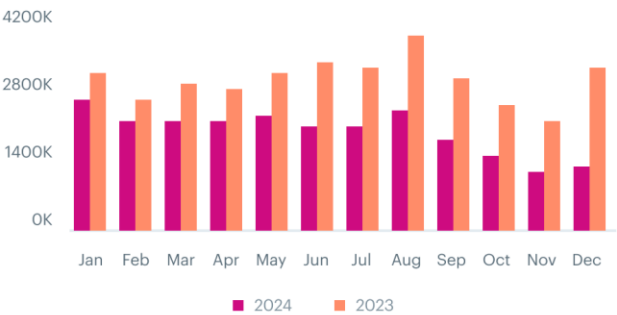
4.1%

Advanced Manufacturing & Services had the *highest share* of promotions in 2024

Energy, Resources & Utilities had the *lowest share* of promotions in 2024

2.1%

Overall Employee Exits per Month



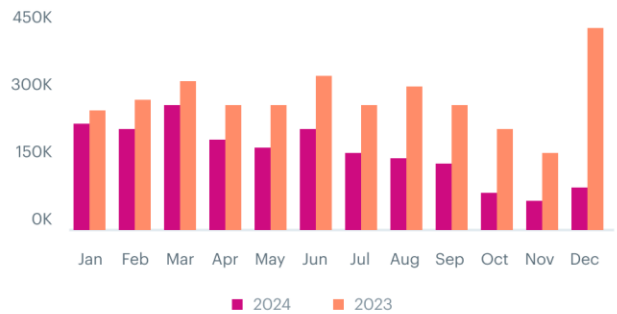
15.1%

Professional Services had the *highest share* of employee exits in 2024

Energy, Resources & Utilities had the *lowest share* of employee exits in 2024

2.6%

Overall Promotions of Females



47.0%

Healthcare had the *highest share* of promotions of Females in 2024

Energy, Resources & Utilities had the *lowest share* of promotions of Females in 2024

24.9%

- Advanced Manufacturing and Services led with the highest number of promotions in 2024 (15.8%), while Energy, Resources and Utilities struggled with the lowest rate of promotion at only 4.6%. Promotions peaked in January, March and June, likely linked to the start of fiscal quarters; a significant decline in promotions from September to December indicated a slowdown towards the year's end. The overall decrease in promotions in 2024 compared to previous years could suggest economic tightening or shifts in organizational strategies.
- Professional Services noted the highest share of exits in 2024 at 15.1%, and Energy, Resources & Utilities saw the lowest employee exits, at 3.3% share, potentially reflecting higher job satisfaction or limited job opportunities. Employee exits spiked significantly in January, May, and August, which may be due to post-holiday reassessments, fiscal adjustments, or spring restructuring.
- Healthcare boasted the highest share of Female promotions at 47.0%, with Energy, Resources & Utilities recording the lowest at 24.9%, signaling areas needing improvement in Gender Diversity. Female promotions also experienced significant monthly fluctuations, with peaks in January and March, similar to overall promotions.
- There remains a gap between total promotions and Female promotions, highlighting ongoing gender disparities in career progression across various Sectors.

Industry Benchmarking

Detailed Sector view

<u>Technology</u>	21
<u>Finance & Investment</u>	31
<u>Professional Services</u>	41
<u>Retail & Consumer Goods</u>	51
<u>Healthcare</u>	61
<u>Education</u>	71
<u>Public Sector</u>	81
<u>Energy, Resources & Utilities</u>	91
<u>Advanced Manufacturing & Services</u>	101
<u>Entertainment & Media</u>	111

Industry Benchmarking: Detailed Sector View

Technology

<u>Hiring: Overall Job Postings</u>	22
<u>Hiring: AI Job Postings</u>	23
<u>Hiring: Remote Job Postings</u>	24
<u>Hiring: Job Postings by Skills</u>	25
<u>Current Workforce: Overall</u>	26
<u>Current Workforce: Diversity</u>	27
<u>Current Workforce: Diversity in Leadership</u>	28
<u>Current Workforce: Career Progression</u>	29
<u>Current Workforce: Spans and Layers</u>	30

Hiring: Overall Job Postings

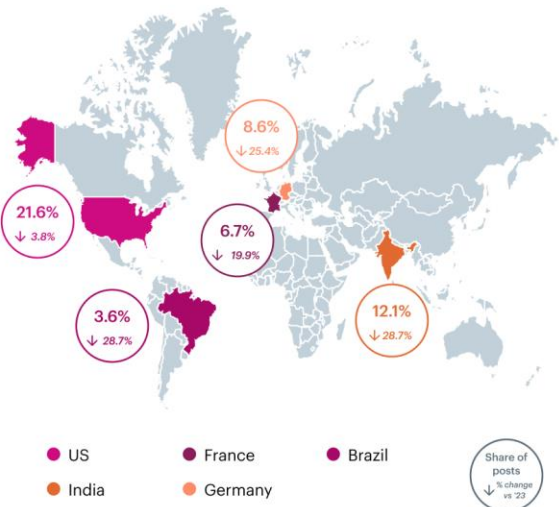
Sector Job Postings



Sector Job Postings by Industry

Rank	Industry	Share of Sector posts	% Change vs 2023
1.	Information Technology and Services	55.3%	↓ 21.2%
2.	Internet	20.4%	↓ 15.0%
3.	Computer Software	15.4%	↓ 20.3%
4.	Information Services	3.2%	↓ 13.6%
5.	Computer & Network Security	2.0%	↓ 13.8%
6.	Computer Hardware	1.0%	↓ 14.0%
7.	Computer Networking	0.8%	↓ 28.4%
8.	Computer Games	0.6%	↓ 29.5%
9.	Program Development	0.5%	↓ 37.0%
10.	Wireless	0.5%	↑ 18.9%

Sector Job Postings - Top 5 Countries

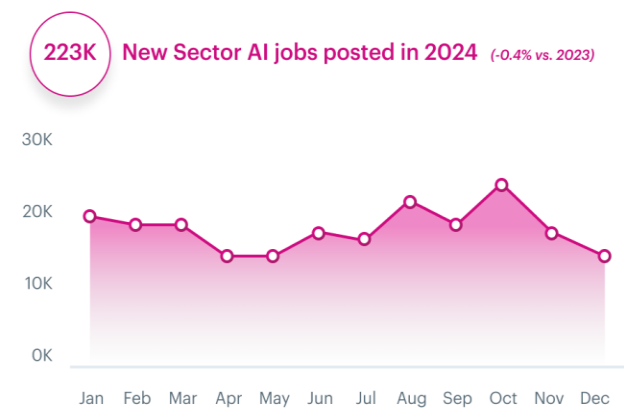


- The Technology Sector saw a total of 6.9M new job postings in 2024, down by 19.5% vs 2023.
- New posts peaked in January at 772K after which it steadily declined for the rest of the year.

- Within the Technology Sector, information technology and services occupied the large majority of new job posts at 55.3%, although down 21.2% vs 2023. Internet and Computer Software follow at 20.4% and 15.4% respectively. All the Top 3 Industries saw a decline in new posts compared to 2023 at -21.2%, -15.0% and -20.3% respectively.
- Wireless was the only industry to see an increase in new job posts, rising by 18.9%, though it accounted for just 0.5% of all new job posts in the Technology sector. In contrast, Program Development experienced the largest decline, dropping by 37.0%, and similarly represented only 0.5% of new job posts in the sector.
- From a geographic perspective, all top 5 countries in the Technology sector saw a decrease in the number of job postings compared to 2023. Brazil recorded the largest decline at -28.7%, while the United States had the smallest drop at -3.8%.

Hiring: AI Job Postings

Sector AI Job Postings



- The Technology Sector saw 223K new job postings for AI related jobs, down by 0.4% compared to 2023.
- New AI job postings increased in the second half of the year, peaking at 24.6K in October, and going down again for the following months.

Sector AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States of America	29.4%	↑ 18.8%
2.	India	19.5%	↓ 11.5%
3.	Germany	3.6%	↓ 8.9%
4.	Poland	3.1%	↑ 39.8%
5.	United Kingdom	2.1%	↓ 17.7%

- The United States holds the largest share of new AI job posts in the Technology sector at 29.4%, reflecting an 18.8% increase compared to 2023. It is followed by India with a 19.5% share, though postings there declined by 11.5% year-over-year.
- New AI job posts saw a decline in the remainder of the Top 5 markets, except for Poland with an increase of 39,8% compared to previous year.

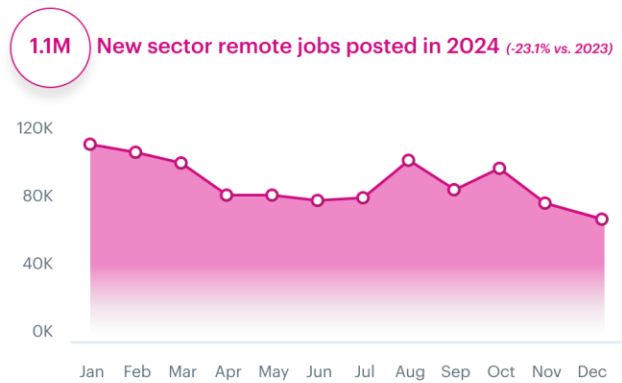
Sector AI Job Postings by Industry

Rank	Industry	Share of Sector AI posts	% Change vs 2023
1.	Information Technology & Services	51.3%	↓ 3.7%
2.	Computer Software	20.7%	↓ 5.8%
3.	Internet	19.2%	↑ 22.2%
4.	Information Services	2.5%	↓ 18.6%
5.	Computer & Network Security	1.9%	↓ 4.3%
6.	Computer Hardware	1.5%	↑ 42.2%
7.	Computer Games	1.3%	↓ 27.2%
8.	Computer Networking	1.0%	↓ 2.5%
9.	Wireless	0.6%	↑ 52.2%
10.	Program Development	0.1%	↓ 32.7%

- Information Technology and Services also had the highest share of new AI job posts at 51.3%, down by 3.7% compared to 2023.
- The only industries that saw an increase in new job postings compared to 2023 were Wireless (+52.2%), Computer Hardware (+42.2%), and Internet (+22.2%). All other industries experienced declines, with the largest drops in Program Development (-32.7%), Computer Games (-27.2%), and Information Services (-18.6%).
- The rest of the top three Industries include Computer Software (20.7%) and Internet (19.2% share).

Hiring: Remote Job Postings

Sector Remote Job Postings



- The Technology Sector saw 1.1M new job postings for remote jobs, also down by 23.1% compared to 2023.
- New remote job postings saw a steady decline throughout the year, with a peak of 109.1K new remote job posts in January.

Sector Remote Job Postings - Top 5 Countries

Rank	Country	Share of Remote posts	% Change vs 2023
1.	United States of America	33.7%	↓ 9.6%
2.	Germany	9.5%	↓ 32.9%
3.	India	7.2%	↓ 26.8%
4.	United Kingdom	3.5%	↓ 26.8%
5.	Poland	3.1%	↑ 1.3%

- In line with the overall geography rankings for the Technology Sector, the US had the highest share of remote job posts (33.7%), down 9.6% vs 2023.
- Poland is the only one with an increase in new remote job posts at 1.3% growth.

Sector Remote Job Postings by Industry

Rank	Industry	Share of Sector Remote posts	% Change vs 2023
1.	Information Technology and Services	57.2%	↓ 25.0%
2.	Computer Software	21.0%	↓ 16.6%
3.	Internet	12.4%	↓ 28.8%
4.	Information Services	3.2%	↓ 11.9%
5.	Computer & Network Security	3.0%	↓ 2.2%
6.	Computer Hardware	1.1%	↓ 23.7%
7.	Computer Networking	0.9%	↓ 25.7%
8.	Computer Games	0.6%	↓ 46.6%
9.	Wireless	0.2%	↑ 10.8%
10.	Program Development	0.2%	↓ 19.6%

- Information Technology and Services also had the highest share of new remote job posts at 57.2%, down by 25.0% compared to 2023.
- Most Industries within Technology Sector saw a decline in number of new remote job posts vs 2022, with the biggest declines in Computer Games (-46.6%), Internet (-28.7%) and Information Technology and Services (-25.7%).
- The rest of the top three Industries include Computer Software (22.0%) and Internet (12.4% share).

Hiring: Job Postings by Skills

Sector Top 10 Skills Required

Rank	Skill	Share of posts	% Change vs 2023	Most prominent industry
1.	Communication	32.9%	↓ 8.6%	IT & Services
2.	Management	21.0%	↓ 14.1%	IT & Services
3.	Sales	14.7%	↓ 13.3%	IT & Services
4.	English Language	14.4%	↓ 19.9%	IT & Services
5.	Problem Solving	13.7%	↓ 1.8%	IT & Services
6.	Operations	12.6%	↓ 5.4%	IT & Services
7.	Leadership	12.5%	↓ 4.0%	IT & Services
8.	Customer Service	12.1%	↓ 11.6%	IT & Services
9.	Computer Science	10.7%	↓ 6.3%	IT & Services
10.	Planning	10.4%	↓ 17.9%	IT & Services

- In line with the Top 10 skills required overall, Communication, Management and Sales occupy the Top 3 skills in the Technology Sector at 32.2%, 20.5% and 14.4% share respectively.
- As expected, the information technology and services Industry is the most prominent Industry in which all of the Top 10 skills are required, given the majority of new Technology job posts were within this Industry.
- All of the Top 10 skills saw a decline over the last year, with the biggest dip in English Language (-20.0%) followed closely by Planning (-10.2%) and Management (-14.2%).
- The bottom end of the Top 10 include Customer Service, Computer Science and Planning (11.8%, 10.5% and 10.2% share respectively).

Current Workforce: Overall

Sector Workforce Headcount

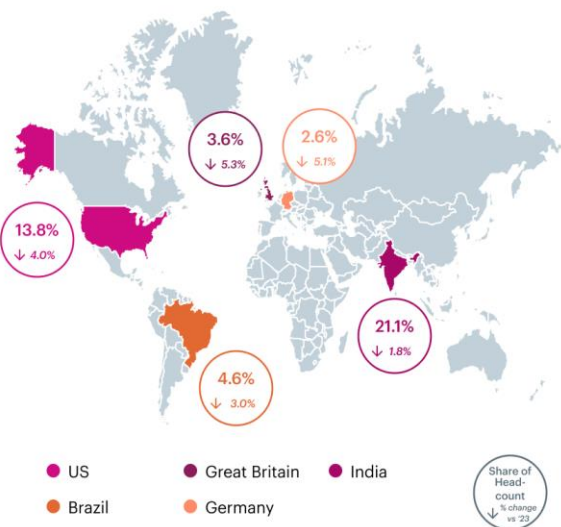
29.1M Sector workforce size in 2024 (-4.2% vs. 2023)

Sector workforce size in 2023 **30.4M**

Sector Workforce Headcount by Industry

Rank	Industry	Share of Sector Headcount	% Change vs 2023
1.	IT & Services	56.7%	↓ 4.3%
2.	Computer Software	19.5%	↓ 3.0%
3.	Internet	14.9%	↓ 5.6%
4.	Information Services	2.2%	↓ 2.4%
5.	Computer & Network Security	1.9%	↓ 2.1%
6.	Computer Games	1.5%	↓ 7.9%
7.	Computer Hardware	1.0%	↓ 2.8%
8.	Computer Networking	0.9%	↓ 3.9%
9.	Think Tanks	0.6%	↓ 3.6%
10.	Program Development	0.5%	↓ 5.4%

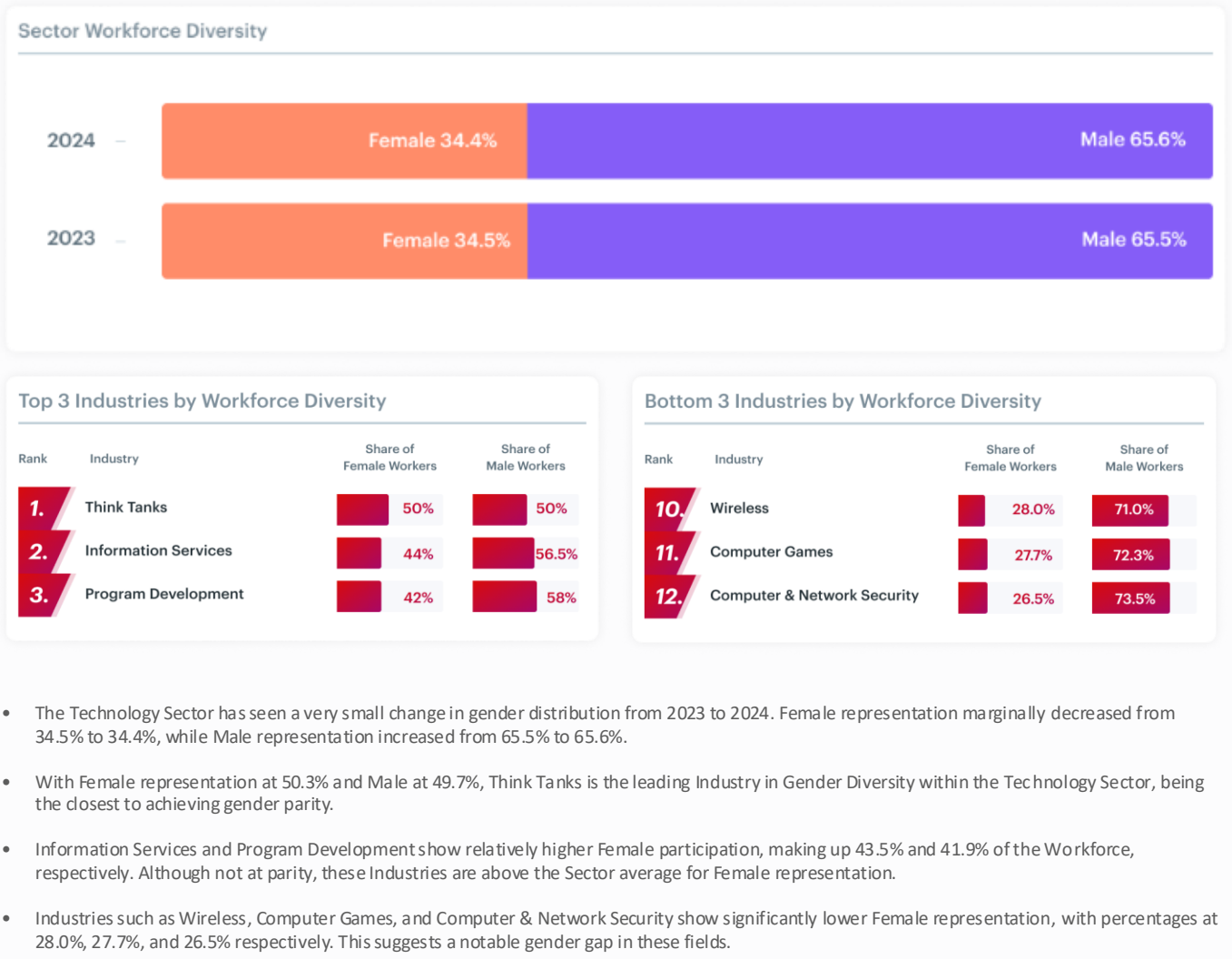
Sector Workforce Headcount - Top 5 Countries



- India (21.1% share, -1.8% decline) and the US (13.8% share, -4.0% decline) dominate the Sector Workforce distribution, emphasizing their role as major hubs for the Technology Sector and primary targets for business expansion and talent acquisition strategies.
- Despite smaller shares, Brazil (4.6% share, -3.0% decline), United Kingdom (3.6% share, -5.3% decline) and Germany (2.6% share, -5.1% decline) are also some of the important players in the sector, but also with a significant decline against the previous year.
- All of the top countries show a declining trend in their share of new job postings in 2024 compared to 2023, which could indicate a potential slowdown of the industry in those markets..

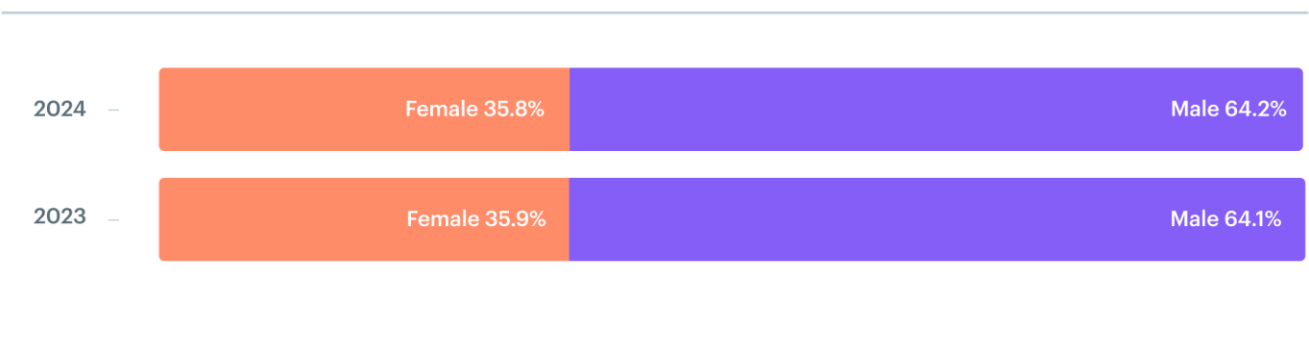
- In 2024, all Top 5 countries in terms of workforce share within the Technology sector experienced a decline. The most significant decreases were observed in the UK (-5.3 percentage points) and Germany (-5.1 percentage points). These downward trends may reflect shifts in hiring strategies, regional restructuring, or a broader rebalancing of global operations within the sector.
- Information Technology & Services holds the majority share at 56.7%, with a decline of -4.3%. This highlights the industry's strong position within the Technology sector and reflects its significant scale and impact despite the reduction.
- Computer Games (-7.8%), Internet (-5.5%), and Program Development (-5.4%) show the steepest declines in workforce share among Technology sector industries. These significant drops may indicate shifting business priorities, restructuring, or reduced hiring activity within these areas.
- Computer Software holds a significant share of the Technology sector workforce at 19.5%, making it the second-largest industry by headcount share after Information Technology & Services. This underlines its importance as a core area of employment within the sector..
- The Internet industry accounts for 14.9% of the workforce, placing it among the top three industries by headcount share. Despite its size, it has seen a considerable decrease of 5.5%, pointing to possible shifts in operational focus or workforce demand.
- Smaller industries such as Think Tanks (0.6%) and Program Development (0.5%) have limited workforce presence in the sector, with both experiencing notable declines of 3.6% and 5.4%, respectively. This may suggest a narrowing focus or reduced investment in these niche areas.

Current Workforce: Diversity



Current Workforce: Diversity in Leadership

Sector Gender Diversity in Leadership



Top 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Think Tanks	42.7%	57.3%
2.	Program Development	30.2%	69.8%
3.	Internet	28.6%	71.4%

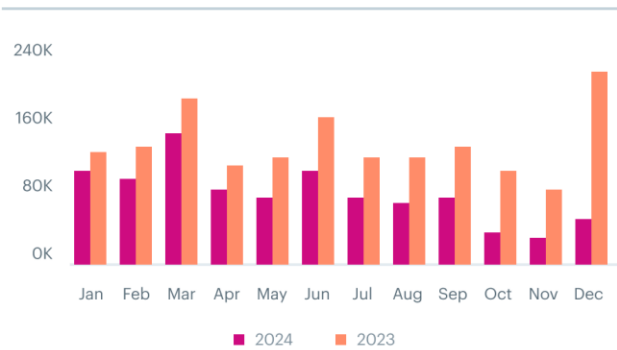
Bottom 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
10.	Computer & Network Security	17.6%	82.4%
11.	Computer Games	16.4%	83.6%
12.	Wireless	14.7%	85.3%

- In 2024, women represent 35.8% of the workforce in the Technology sector, while men account for 64.2%. This distribution highlights the ongoing gender imbalance in the industry and points to continued opportunities for improving gender diversity across tech roles.
- Think Tanks lead with the highest Female representation at 42.7%, demonstrating a significant stride towards gender parity compared to other Industries in the Technology Sector. This Industry serves as a benchmark with nearly balanced gender representation in Leadership.
- Program Development shows a notable level of gender diversity in leadership, with women holding 30.2% of roles. While not yet balanced, this figure suggests meaningful representation and progress toward greater inclusivity within the industry.
- At the lower end of the spectrum, Wireless, Computer Games, and Computer & Network Security show the least female representation in leadership roles, with women making up just 14.7%, 16.4%, and 17.6%, respectively. These figures underscore a significant gender gap and point to critical opportunities for improving diversity and inclusion within these industries.

Current Workforce: Career Progression

Overall Promotions per Month

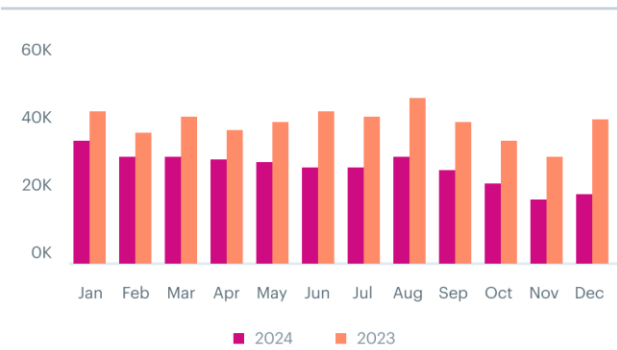


54.6% IT & Services had the highest share of promotions in 2024

Program Development had the lowest share of promotions in 2024

0.3%

Overall Employee Exits per Month

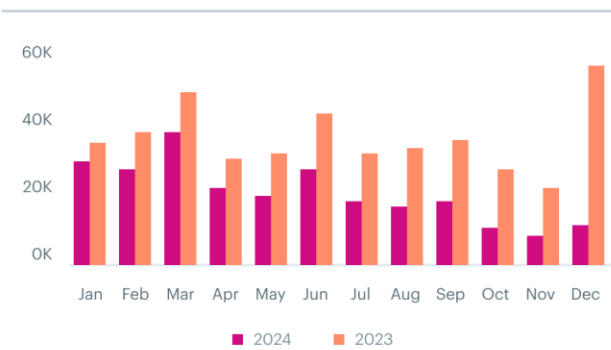


55.1% IT & Services had the highest share of employee exits in 2024

Wireless had the lowest share of employee exits in 2024

0.3%

Overall Promotions of Females



41.5% Think Tanks had the highest share of promotions of Females in 2024

Wireless had the lowest share of promotions of Females in 2024

19.4%

- In 2024, the Technology sector saw a sharp decline in promotions alongside a steady decrease in employee exits. Monthly promotions dropped significantly compared to 2023, with the latter half of the year showing the lowest figures—reaching just 30.7K in November. While exits also decreased, falling to 19.2K by December, the disparity between declining promotions and still-high turnover earlier in the year may signal a slowdown in internal mobility and limited advancement opportunities, potentially affecting workforce morale and retention strategies.
- In 2023, Information Technology & Services accounted for the highest share of promotions in the Technology sector at 54.6%, reflecting its large workforce and potentially strong internal mobility. Conversely, Program Development had the lowest share at just 0.3%, indicating limited advancement activity within that industry.
- In 2023, Information Technology & Services accounted for the highest share of employee exits at 55.1%, reflecting its dominant footprint in the Technology sector. Wireless had the lowest share of exits at just 0.3%, which may suggest greater workforce stability, smaller organizational size, or lower attrition dynamics within that industry.
- Think Tanks had the highest share of female promotions in 2023 at 41.5%, suggesting strong gender inclusion in advancement opportunities. In contrast, Wireless recorded the lowest female promotion rate at just 19.4%, highlighting a potential area for improvement in gender diversity within leadership development.

Current Workforce: Spans and Layers



- The Technology Sector displays varied organizational structures across different Industries, as indicated by the ratios of Junior Employees to Managers, Managers to Senior Executives, and Senior Executives to Top Managers. These differences emphasize the importance of tailoring Management strategies to enhance operational efficiency and adapt to dynamic market demands.

Junior Employees to Managers

- Industries such as Wireless (2.2), Computer Hardware (2.6), and Computer Networking (2.6) show relatively lower ratios of Junior Employees to Managers, indicating tighter managerial oversight and potentially more structured team supervision. In contrast, industries like Think Tanks (5.1) and Program Development (5.0) reflect flatter structures with more junior staff per manager, suggesting broader spans of control.

Senior Executive to Manager Ratios

- The ratio of Managers to Senior Executives is highest in Computer Hardware (3.7), Computer Networking (3.6), and Information Technology and Services (3.5), suggesting a broader middle management layer that could support scalable operations and strategic execution. In contrast, industries like Think Tanks (1.2) and Program Development (1.3) have a comparatively leaner managerial tier relative to their senior leadership, indicating more direct oversight from senior executives or flatter leadership structures.

Top Management Layers

- The ratio of Senior Executives to Top Managers varies notably across industries, with Wireless (0.6) and Computer Hardware (0.8) showing the lowest ratios. This suggests flatter top leadership structures that may enable faster decision-making and more agile strategic responses. On the other end, Information Technology & Services (2.3) and Program Development (1.9) have higher ratios, indicating more layered senior management hierarchies that could support broader oversight and coordination at the top.

Implications for Business Strategy

- Companies in Industries with higher ratios of Managers to Senior Executives may need to evaluate the effectiveness of their middle Management and consider flattening the hierarchy to reduce costs and improve communication.
- Companies in Industries with lower Junior-to-Manager ratios might need to ensure that the Management workload is sustainable and that this structure does not lead to Manager burnout or decreased employee morale due to micromanagement.

Industry Benchmarking: Detailed Sector View

Finance

<u>Hiring: Overall Job Postings</u>	32
<u>Hiring: AI Job Postings</u>	33
<u>Hiring: Remote Job Postings</u>	34
<u>Hiring: Job Postings by Skills</u>	35
<u>Current Workforce: Overall</u>	36
<u>Current Workforce: Diversity</u>	37
<u>Current Workforce: Diversity in Leadership</u>	38
<u>Current Workforce: Career Progression</u>	39
<u>Current Workforce: Spans and Layers</u>	40

Hiring: Overall Job Postings

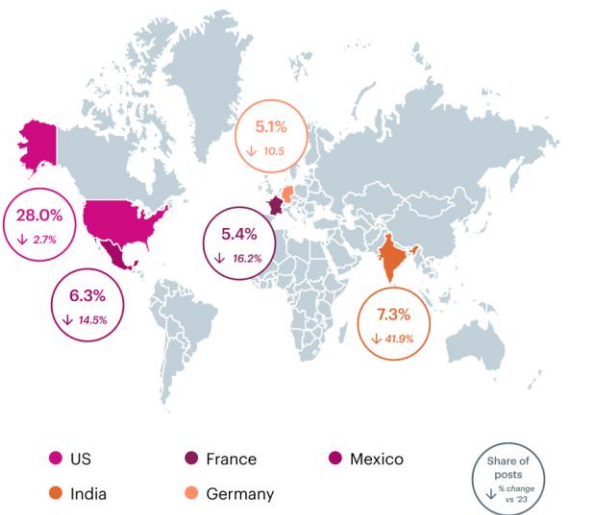
Sector Job Postings



Sector Job Postings by Industry

Rank	Industry	Share of Sector posts	% Change vs 2023
1.	Financial Services	51.0%	↓ 15.2%
2.	Banking	22.3%	↓ 23.1%
3.	Insurance	21.9%	↓ 10.3%
4.	Investment Management	2.4%	↓ 21.5%
5.	Venture Capital & Private Equity	1.1%	↓ 20.1%
6.	Investment Banking	0.8%	↓ 13.5%
7.	Capital Markets	0.5%	↓ 38.0%

Sector Job Postings - Top 5 Countries

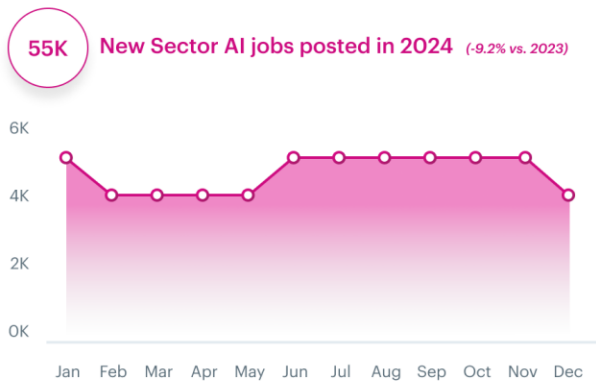


- The Finance & Investment Sector saw a total of 3.4M new job postings in 2024, down by 16.5% vs 2023.
- New posts peaked in January at 342.2K after which it steadily declined for the rest of the year with a small recovery in October.

- Within the Finance & Investment sector, 95.2% of new job posts were in Financial Services (51.0%), Banking (22.3%), and Insurance (21.9%). All three industries experienced year-over-year declines: Banking dropped by -23.1%, Financial Services by -15.2%, and Insurance by -10.3%.
- Capital Markets saw the largest decline compared to 2023, down by -38.0%, while Investment Banking accounted for just 0.8% of new job posts, with a -13.5% decrease—highlighting a broader contraction in hiring across specialized financial fields.
- From a geographic perspective, the United States held the largest share of new job posts in the Finance & Investment sector in 2024, accounting for 28.0%, despite a slight decline of -2.7%. It was followed by India (7.3%), Mexico (6.3%), France (5.4%), and Germany (5.1%)—all of which experienced year-over-year declines, with India seeing the sharpest drop at -41.9%. These figures suggest a widespread contraction across major markets in the sector.

Hiring: AI Job Postings

Sector AI Job Postings



- The Finance & Investment Sector saw 55.0K new job postings for AI related jobs, down by -9.2% compared to 2023.
- New AI job postings in the Finance & Investment sector declined gradually throughout 2024, peaking early in the year with 5.3K new postings in October. The lowest point was in December, with just 3.5K postings, reflecting a consistent slowdown in AI-related hiring within the sector.

Sector AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States of America	32.1%	↓ 16.4%
2.	India	16.4%	↓ 12.1%
3.	United Kingdom	4.7%	↓ 0.4%
4.	Mexico	2.6%	↑ 53.7%
5.	Poland	2.5%	↑ 70.1%

- The United States accounted for the highest share of new AI job postings in the Finance & Investment sector in 2024, with 32.2% of total posts. However, this reflects a year-over-year decline of -16.4%, aligning with the broader slowdown in AI hiring.
- Among the Top 5 countries, Poland (+70.7%) and Mexico (+53.7%) were the only markets to show growth in new AI job postings. In contrast, India (-12.2%), the United States (-16.4%), and the United Kingdom (-0.4%) all experienced declines, suggesting shifting geographic dynamics in AI talent demand.

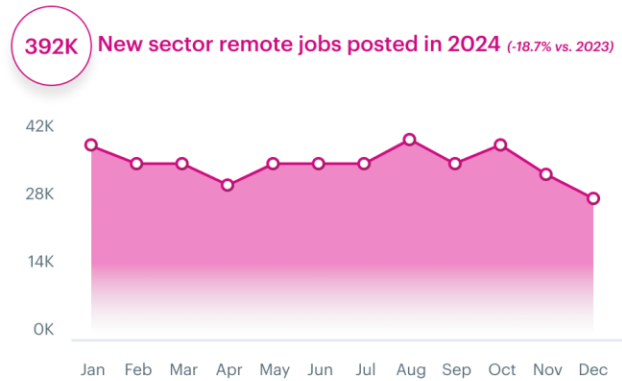
Sector AI Job Postings by Industry

Rank	Industry	Share of Sector AI posts	% Change vs 2023
1.	Financial Services	75.7%	↓ 0.2%
2.	Insurance	12.1%	↓ 32.5%
3.	Banking	9.4%	↓ 22.5%
4.	Venture Capital & Private Equity	1.2%	↓ 36.9%
5.	Investment Management	1.1%	↓ 38.4%
6.	Capital Markets	0.3%	↓ 18.4%
7.	Investment Banking	0.1%	↓ 16%

- Financial Services led the Finance & Investment sector in AI hiring, accounting for 75.7% of new AI job posts in 2024. Despite this dominance, the industry still saw a slight year-over-year decline of -0.2%.
- All industries within the sector experienced a decrease in AI job postings compared to 2023, with the most significant drops in Insurance (-32.5%), Investment Management (-38.4%), and Venture Capital & Private Equity (-36.9%).
- Following Financial Services, Insurance (12.1%) and Banking (9.4%) made up the rest of the top three industries by share of AI job postings in 2024, highlighting the areas with the strongest AI-related hiring activity within the sector.

Hiring: Remote Job Postings

Sector Remote Job Postings



- The Finance & Investment Sector saw 391.7K new job postings for remote jobs, also down by 18.7% compared to 2023.
- New remote job postings fluctuated throughout 2024, with a brief peak in August at 36.7K. After that, postings declined steadily, reaching a low of 26.4K in December, suggesting a cooling demand for remote roles toward the end of the year.

Sector Remote Job Postings - Top 5 Countries

Rank	Country	Share of Remote posts	% Change vs 2023
1.	United States of America	49.9%	↓ 12.8%
2.	Canada	5.4%	↓ 9.1%
3.	United Kingdom	4.8%	↓ 27.6%
4.	Germany	3.9%	↓ 24.2%
5.	India	1.9%	↓ 26.0%

- The United States held the highest share of remote job postings in the Finance & Investment sector in 2024 at 49.8%, despite a decline of -12.8% compared to the previous year.
- Among the top markets, Canada (5.4%) and the United Kingdom (4.7%) also experienced declines in remote job postings, down by -9.1% and -27.6%, respectively.
- All listed geographies saw a decrease in remote job postings in 2024, with Germany (-24.2%) and India (-26.0%) also reflecting reduced momentum in remote hiring across the sector.

Sector Remote Job Postings by Industry

Rank	Industry	Share of Sector Remote posts	% Change vs 2023
1.	Financial Services	51.5%	↓ 16.8%
2.	Insurance	32.0%	↓ 19.7%
3.	Banking	13.0%	↓ 18.0%
4.	Investment Management	1.6%	↓ 27.8%
5.	Venture Capital & Private Equity	1.3%	↓ 28.1%
6.	Investment Banking	0.4%	↓ 40.7%
7.	Capital Markets	0.2%	↓ 70.8%

- Financial Services had the highest share of new remote job postings in the Finance & Investment sector in 2024, accounting for 51.5% of all remote roles, despite a year-over-year decline of -16.8%.
- Insurance and Banking completed the top three industries by remote job share, with Insurance at 32.0% and Banking at 13.0%, reflecting strong remote hiring activity in these areas despite overall declines.
- Most industries experienced a drop in remote job postings compared to 2023, with the steepest declines in Capital Markets (-70.8%), Investment Banking (-40.7%), and Insurance (-19.7%).
- Despite the broader downward trend, remote job postings grew in niche areas, with Investment Management up by 22.0% and Venture Capital & Private Equity increasing by 14.6%, signaling emerging remote opportunities in these fields.

Hiring: Job Postings by Skills

Sector Top 10 Skills Required

Rank	Skill	Share of posts	% Change vs 2023	Most prominent industry
1.	Communication	34.6%	↓ 13.2%	Financial Services
2.	Management	27.8%	↓ 14.4%	Financial Services
3.	Sales	22.7%	↓ 19.4%	Financial Services
4.	Customer Service	21.2%	↓ 12.0%	Financial Services
5.	Operations	17.3%	↓ 13.5%	Financial Services
6.	Leadership	15.9%	↓ 5.7%	Financial Services
7.	Problem Solving	14.6%	↓ 6.8%	Financial Services
8.	Finance	12.9%	↓ 19.1%	Financial Services
9.	Financial Services	12.3%	↓ 14.4%	Financial Services
10.	Detail Oriented	12.0%	↓ 6.8%	Financial Services

- Communication, Management, and Sales are the top three skills required in the Finance & Investment sector, appearing in 34.6%, 27.8%, and 22.7% of job postings, respectively—highlighting the demand for strong interpersonal, leadership, and client-facing capabilities.
- As the dominant hiring industry, Financial Services is the most common context in which all of the top 10 skills are required, reinforcing its central role in shaping skill demand across the sector.
- All of the top 10 skills saw a year-over-year decline in demand, with the steepest drops in Sales (–19.3%), Finance (–19.1%), and Management (–14.4%), suggesting a softening market or shifting priorities in role requirements.
- At the lower end of the top 10, Problem Solving (14.6%), Financial Services (12.3%), and Detail Oriented (12.0%) remain essential but appear less frequently, indicating more specialized or role-specific demand.
- Finance stands out as the only sector-specific skill in the top 10, ranking 8th with a 12.9% share, which underlines its continued relevance despite a –19.1% decline in associated job postings.

Current Workforce: Overall

Sector Workforce Headcount

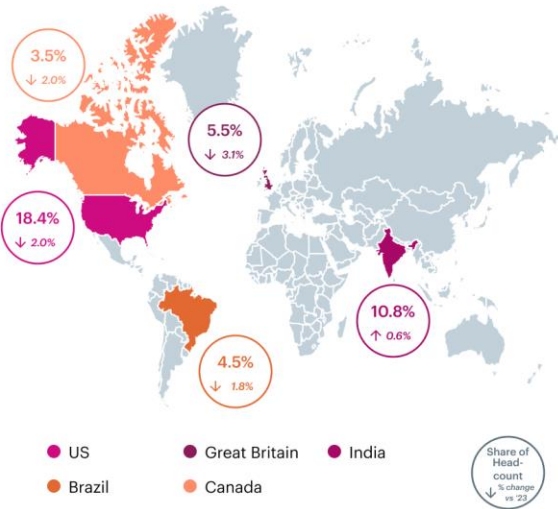
20.3M Sector workforce size in 2024 (-2.4% vs. 2023)

Sector workforce size in 2023 20.8M

Sector Workforce Headcount by Industry

Rank	Industry	Share of Sector Headcount	% Change vs 2023
1.	Financial Services	48.0%	↓ 2.6%
2.	Banking	26.2%	↓ 2.4%
3.	Insurance	19.1%	↓ 2.1%
4.	Investment Management	3.5%	↓ 2.3%
5.	Venture Capital & Private Equity	1.6%	↓ 1.5%
6.	Investment Banking	1.0%	↓ 2.2%
7.	Capital Markets	0.6%	↓ 3.2%

Sector Workforce Headcount - Top 5 Countries

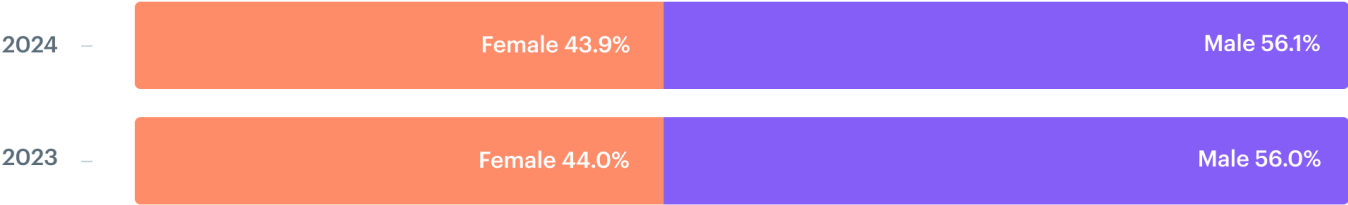


- In 2024, the Finance & Investment sector employed approximately 20.3 million people, reflecting the scale and economic importance of the industry, even amid a slight workforce decrease of -2.4%.
- Financial Services dominates the Finance & Investment sector, employing 48.0% of the total workforce, underscoring its central role in the industry.
- Banking and Insurance follow with workforce shares of 26.2% and 19.1%, respectively, reflecting their continued prominence across financial markets.
- Investment Management, while accounting for just 3.5% of the workforce, represents a focused area of talent within the sector, comparable in size to other niche industries like Investment Banking.
- Venture Capital & Private Equity holds a modest share of 1.6% and experienced a workforce decline of -1.5%, possibly reflecting shifts in investment activity or capital allocation strategies.
- Capital Markets remains the smallest segment at 0.6% of the workforce, suggesting a highly specialized space with limited but concentrated hiring activity.

- The United States holds the largest share of the Finance & Investment sector workforce at 18.4%, followed by India (10.8%) and the United Kingdom (5.5%). These figures reflect the continued concentration of talent in major global markets.
- While Brazil (4.5%) and Canada (3.5%) represent smaller portions of the workforce, their contributions remain important within the sector. However, both countries experienced a decline in headcount share, down -1.7% and -2.0%, respectively.

Current Workforce: Diversity

Sector Workforce Diversity



Top 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Insurance	50.1%	49.9%
2.	Banking	44.6%	55.4%
3.	Financial Services	42.3%	57.7%

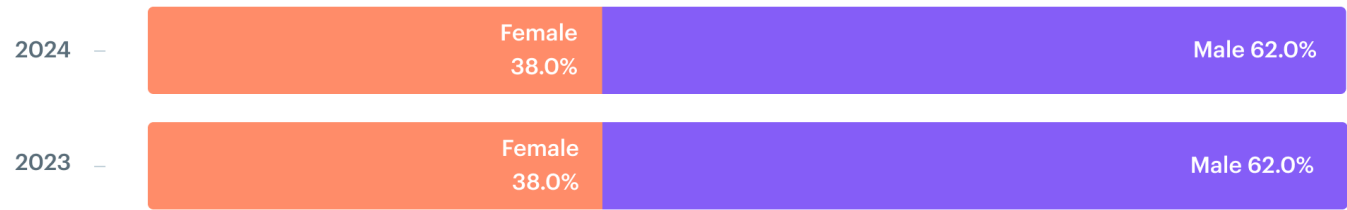
Bottom 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
5.	Venture Capital & Private Equity	34.6%	65.4%
6.	Investment Banking	31.8%	68.2%
7.	Capital Markets	30.6%	69.4%

- The Finance & Investment Sector shows a slight decrease in Female representation in the Workforce from 2023 to 2024, along with varying levels of Male and Female Workforce distribution across different Industries within the Sector. Insurance holds the highest percentage of Female workers, while Capital Markets has the lowest.
- From 2023 to 2024, the percentage of Female workers decrease slightly from 44.0% to 43.9%, indicating a small shift towards a more Male-dominated Workforce (increasing slightly from 56.0% to 56.1%).
- Insurance has the highest female participation in the Finance & Investment sector at 50.1%, indicating a near gender-balanced workforce. Banking and Financial Services follow with 44.6% and 42.3% female represen
- Capital Markets has the lowest female representation in the Finance & Investment sector at 30.6%, followed by Investment Banking (31.8%) and Venture Capital & Private Equity (34.6%). These figures point to significant gender gaps in some of the sector’s more specialized industries.
- Businesses in the bottom-tier Industries for Female representation may need to consider strategies to enhance diversity and inclusivity; monitoring these trends can help firms identify and address potential disparities or biases in hiring and retention practices.

Current Workforce: Diversity in Leadership

Sector Gender Diversity in Leadership



Top 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Banking	33.7%	66.3%
2.	Insurance	31.0%	69.0%
3.	Financial Services	26.2%	73.8%

Bottom 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
5.	Investment Management	21.0%	79.0%
6.	Capital Markets	18.4%	81.6%
7.	Investment Banking	14.5%	85.5%

- In 2024, women represented 38.0% of the workforce in the Finance & Investment sector, showing no change compared to 2023. This stable figure highlights ongoing gender imbalance, with continued room for improvement in representation. Notably, there is significant variation in Gender Diversity across different Industries within the Sector. Banking leads with relatively higher Female Leadership, while Investment Banking lags significantly behind.
- The overall Gender Diversity in Leadership within the sector remains stable, with Female representation at 38.0% in 2024 and no change from the previous year.
- The Insurance Industry shows the highest Female representation in Leadership roles at 31.0%, followed by Banking (33.7%) and Financial Services (26.2%). These industries lead in promoting gender diversity at the top.
- In contrast, Investment Banking has the lowest Female representation at just 14.5%, with Capital Markets (18.4%) and Investment Management (21.0%) also showing significant gender gaps in leadership.

Current Workforce: Career Progression



Current Workforce: Spans and Layers

Spans & Layers by ratio for Sector

Rank	Industry	# of Junior employees / # of Managers		# of Managers / # of Senior Executives		# of Senior Executives / # of Top Managers	
1.	Banking	<div><div></div></div>	2.3	<div><div></div></div>	10.6	<div><div></div></div>	0.2
2.	Capital Markets	<div><div></div></div>	3.3	<div><div></div></div>	1.6	<div><div></div></div>	1.5
3.	Financial Services	<div><div></div></div>	2.4	<div><div></div></div>	4.1	<div><div></div></div>	0.5
4.	Insurance	<div><div></div></div>	3.4	<div><div></div></div>	3.6	<div><div></div></div>	0.9
5.	Investment Banking	<div><div></div></div>	2.9	<div><div></div></div>	1.6	<div><div></div></div>	1.0
6.	Investment Management	<div><div></div></div>	2.7	<div><div></div></div>	1.2	<div><div></div></div>	1.8
7.	Venture Capital & Private Equity	<div><div></div></div>	4.0	<div><div></div></div>	0.4	<div><div></div></div>	4.5

- Investment Banking offers the highest accessibility to management roles, with a Junior-to-Manager ratio of 2.9, suggesting faster progression into leadership early in the career path.
- Banking has the lowest mobility from Junior to Manager (2.3) and the highest bottleneck from Manager to Senior Executive (10.6), indicating a competitive and congested middle-management layer.
- Capital Markets stands out with the highest ratio of Senior Executives to Top Managers (1.5), offering greater chances of reaching top-tier roles once in senior leadership.
- Financial Services shows moderate early mobility (2.4 Juniors per Manager), but improved access to higher positions with a 4.1 Manager-to-Senior Executive ratio, indicating openness at the top.
- Insurance presents a balanced structure across all levels, with consistent ratios that support steady advancement from Junior to Top Management.
- Venture Capital & Private Equity shows the most restrictive movement from Manager to Senior Executive (0.4), but has the highest ratio from Senior Executives to Top Managers (4.5), signaling selective yet rewarding upper-level transitions.
- Investment Management features moderate access to Manager roles (2.7) and strong movement at the top with 1.8 Senior Executives per Top Manager, offering stability and potential for senior growth.
- Capital Markets and Insurance provide relatively stronger pathways to top leadership, combining manageable advancement at mid-levels with higher promotion potential into executive roles.
- Financial Services supports a stronger upward flow in later career stages, with one of the highest Manager-to-Senior Executive ratios (4.1), despite more limited access at the Junior-to-Manager stage.
- Banking and Investment Management display potential career bottlenecks at the Senior Executive level, which may require more strategic planning to retain and promote top talent.
- Venture Capital & Private Equity, despite its early-stage accessibility, exhibits a uniquely sharp leap from Senior Executives to Top Managers (4.5), hinting at steep hierarchical structures with fewer middle layers.
- Each Industry demonstrates distinct patterns of career mobility, which could significantly influence recruitment strategies, talent Management, and individual career planning within the Finance & Investment Sector.

Industry Benchmarking: Detailed Sector View

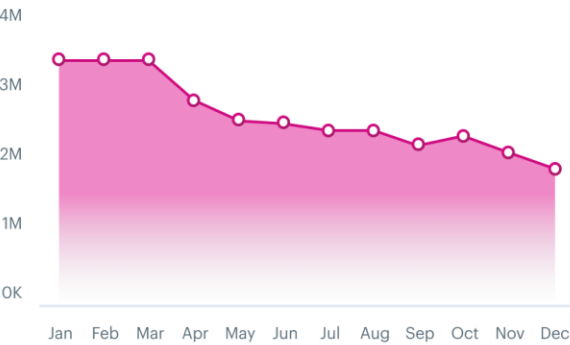
Professional Services Services

<u>Hiring: Overall Job Postings</u>	42
<u>Hiring: AI Job Postings</u>	43
<u>Hiring: Remote Job Postings</u>	44
<u>Hiring: Job Postings by Skills</u>	45
<u>Current Workforce: Overall</u>	46
<u>Current Workforce: Diversity</u>	47
<u>Current Workforce: Diversity in Leadership</u>	48
<u>Current Workforce: Career Progression</u>	49
<u>Current Workforce: Spans and Layers</u>	50

Hiring: Overall Job Postings

Sector Job Postings

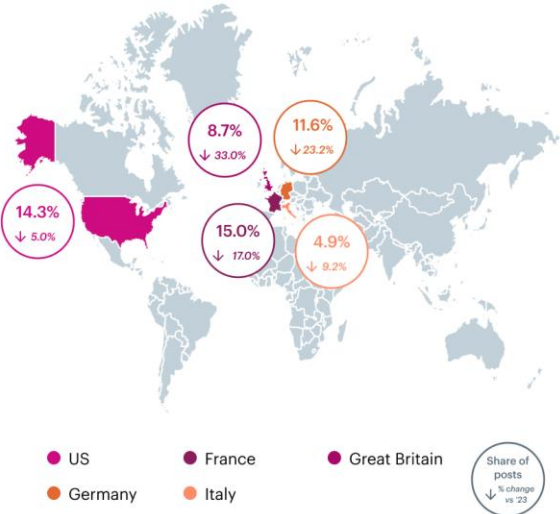
30M New jobs posted globally in 2024 (-19.6% vs. 2023)



Sector Job Postings by Industry

Rank	Industry	Share of Sector posts	% Change vs 2023
1.	Staffing and Recruiting	53.9%	↓ 21.9%
2.	Human Resources	21.2%	↓ 18.7%
3.	Management Consulting	4.1%	↓ 13.4%
4.	Real Estate	3.6%	↓ 10.0%
5.	Individual & Family Services	3.3%	↓ 10.4%
6.	Marketing & Advertising	3.3%	↓ 21.0%
7.	Outsourcing / Offshoring	1.8%	↓ 31.2%
8.	Accounting	1.6%	↓ 17.8%
9.	Environmental Services	1.4%	↓ 9.5%
10.	Professional Training & Coaching	1.1%	↓ 12.5%

Sector Job Postings - Top 5 Countries

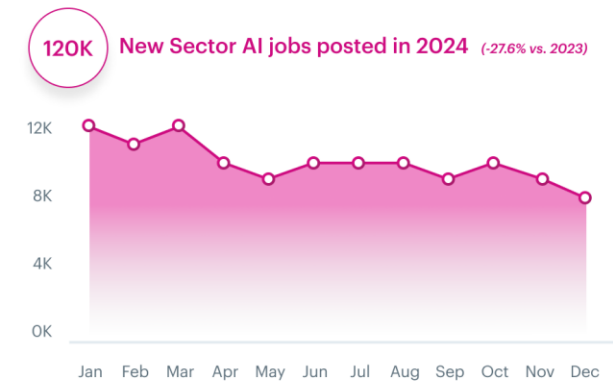


- The Professional Services Sector saw a total of 29.9M new job postings in 2024, down by -19.6% vs 2023.
- New job postings were highest at the beginning of the year, with over 3.2 million in both January and February. After this initial surge, postings steadily declined throughout the rest of 2024, reaching a low of 1.8 million in December.

- Staffing & Recruiting dominates new job postings in the Professional Services sector, accounting for 53.9% of all roles. It is followed by Human Resources (21.2%) and Management Consulting (4.1%), highlighting the sector's strong focus on workforce-related services.
- Most industries in the sector experienced a decline in new job postings, with the steepest drops seen in Outsourcing/Offshoring (-31.2%), Marketing & Advertising (-21.0%), and Staffing & Recruiting (-21.9%), reflecting broader hiring slowdowns.
- Despite overall declines, some industries saw notable growth in job postings, particularly Individual & Family Services (up 2.7%), Human Resources (up 21.7%), and Outsourcing/Offshoring (up 12.2%), suggesting rising demand in support-focused and flexible service areas.
- From a geographical perspective, France held the largest share of new job postings in the Professional Services sector at 15.0%, followed by the US (14.3%), Germany (11.7%), Great Britain (8.7%), and Italy (4.9%). The United Kingdom experienced the largest decline in job postings (-33.0%), while France (-17.0%) and Germany (-23.2%) also saw notable drops.

Hiring: AI Job Postings

Sector AI Job Postings



- The Professional Services Sector saw 120K new AI job postings, down by 27.6% compared to 2023.
- New AI job postings saw a gradual decline throughout 2024, with a peak of 12.1K in March and the lowest point in December at 8.0K, indicating a steady slowdown in AI hiring activity over the course of the year.

Sector AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States of America	21.1%	↓ 23.2%
2.	United Kingdom	14.2%	↓ 41.6%
3.	India	9.2%	↓ 32.4%
4.	Italy	6.3%	↓ 16.1%
5.	Singapore	4.3%	↓ 34.3%

- The United States led in AI job postings within the Professional Services sector, accounting for 21.1% of all new roles. In contrast, France, despite having the largest overall market, ranked lower for AI roles at just 6.5%.
- Most of the Top 5 geographies experienced declines in new AI job postings, with the steepest drops in the United Kingdom (–41.6%), Singapore (–34.3%), and India (–32.4%), reflecting a widespread slowdown in AI hiring across key regions.
- France was the only geography among the top markets to show growth in AI job postings, increasing by 26.8%, followed by India with a more modest rise of 14.3%, signaling emerging momentum in these locations.

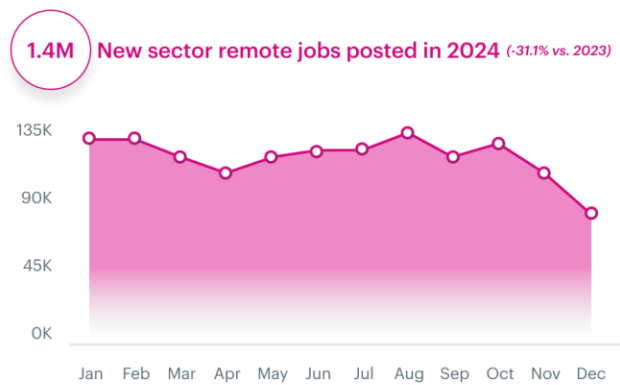
Sector AI Job Postings by Industry

Rank	Industry	Share of Sector AI posts	% Change vs 2023
1.	Staffing and Recruiting	55.0%	↓ 34.2%
2.	Human Resources	13.5%	↓ 32.0%
3.	Management Consulting	9.2%	↓ 17.0%
4.	Marketing and Advertising	7.9%	↓ 7.6%
5.	Accounting	3.0%	↑ 49.1%
6.	Real Estate	2.8%	↑ 11.3%
7.	Outsourcing / Offshoring	1.7%	↓ 26.3%
8.	Professional Training & Coaching	1.2%	↓ 12.7%
9.	Environmental Services	0.9%	↓ 16.1%
10.	Leisure, Travel & Tourism	0.8%	↓ 4.6%

- Staffing & Recruiting led AI hiring in the Professional Services sector, accounting for 54.6% of new AI job posts, but also experienced the largest year-over-year decline at –34.2%.
- Human Resources (13.5%) and Management Consulting (9.2%) followed as the second and third highest contributors to AI job postings in the sector.
- Most industries saw declines in AI job postings, with notable drops in Human Resources (–32.0%), Accounting (–31.5%), and Outsourcing/Offshoring (–26.3%), reflecting a general slowdown in AI hiring activity across the sector.
- Real Estate and Accounting were the only industries to see positive growth in AI job postings, increasing by 11.3% and 49.1%, respectively—highlighting emerging AI demand in these areas.

Hiring: Remote Job Postings

Sector Remote Job Postings



- The Professional Services Sector saw 1.4M new job postings for remote jobs, down by 31.1% compared to 2023.
- New remote job postings showed fluctuations throughout 2024, with a peak of 133.9K in August. Postings gradually declined toward the end of the year, reaching a low of 81.0K in December, reflecting a cooling trend in remote opportunities.

Sector Remote Job Postings - Top 5 Countries

Rank	Country	Share of Remote posts	% Change vs 2023
1.	United States of America	27.7%	↓ 13.3%
2.	United Kingdom	19.4%	↓ 24.2%
3.	Germany	13.0%	↓ 43.7%
4.	France	2.7%	↓ 72.0%
5.	India	2.3%	↓ 24.9%

- The United States had the highest share of new remote job postings in 2024 at 27.7%, followed by the United Kingdom at 19.4%. Both countries saw declines, with the US down -13.3% and the UK down -24.2%, reflecting a broader slowdown in remote hiring across key markets.
- Germany, France, and India also experienced drops in remote job postings, with Germany showing the steepest decline at -43.7%. France (-72.0%) saw the most dramatic contraction, indicating a sharp pullback in remote job availability.

Sector Remote Job Postings by Industry

Rank	Industry	Share of Sector Remote posts	% Change vs 2023
1.	Staffing and Recruiting	48.4%	↓ 36.9%
2.	Human Resources	10.2%	↓ 38.7%
3.	Management Consulting	9.0%	↓ 20.0%
4.	Marketing and Advertising	5.8%	↓ 38.4%
5.	Real Estate	5.8%	↑ 7.7%
6.	Accounting	3.0%	↓ 33.3%
7.	Outsourcing / Offshoring	2.4%	↓ 22.8%
8.	Individual & Family Services	2.4%	↓ 28.0%
9.	Environmental Services	2.0%	↓ 17.2%
10.	Law Practice	1.8%	↓ 0.4%

- Staffing & Recruiting led remote job postings in the Professional Services sector, accounting for 48.4% of all new remote roles in 2024.
- Human Resources (10.2%) and Management Consulting (9.0%) completed the top three industries for remote job postings, highlighting their strong demand for flexible work arrangements.
- Real Estate was one of the few industries to show positive growth in remote job postings, increasing by 7.7%, while most others declined.
- Accounting (-33.3%), Human Resources (-38.7%), and Marketing & Advertising (-38.4%) saw the sharpest drops in remote hiring, reflecting a broader contraction across the sector.

Hiring: Job Postings by Skills

Sector Top 10 Skills Required

Rank	Skill	Share of posts	% Change vs 2023	Most prominent industry
1.	Communication	19.1%	↓ 11.0%	Staffing & Recruiting
2.	Management	14.2%	↓ 21.2%	Staffing & Recruiting
3.	Sales	8.8%	↓ 26.5%	Staffing & Recruiting
4.	English Language	8.3%	↓ 25.0%	Staffing & Recruiting
5.	Customer Service	7.7%	↓ 21.7%	Staffing & Recruiting
6.	Planning	7.5%	↓ 19.4%	Staffing & Recruiting
7.	Operations	7.3%	↓ 3.5%	Staffing & Recruiting
8.	Leadership	6.5%	↓ 13.5%	Staffing & Recruiting
9.	Microsoft Office	6.3%	↓ 15.2%	Staffing & Recruiting
10.	Valid Driver's Licenset	5.9%	↓ 1.1%	Staffing & Recruiting

- Communication, Management, and Sales were the top three skills required in the Professional Services sector, appearing in 19.1%, 14.1%, and 8.8% of job postings, respectively.
- Leadership (6.5%), Microsoft Office (6.3%), and Valid Driver’s License (5.9%) ranked at the bottom of the top 10, all showing year-over-year declines, suggesting shifting skill demands.
- Among the top 10, Operations experienced the smallest drop (–3.5%), indicating relatively stable demand, while Sales (–26.5%) and English Language (–25.0%) saw the sharpest declines.
- Staffing & Recruiting was the most prominent industry across all top 10 skills, underscoring its central role in driving skill demand within the Professional Services sector.

Current Workforce: Overall

Sector Workforce Headcount

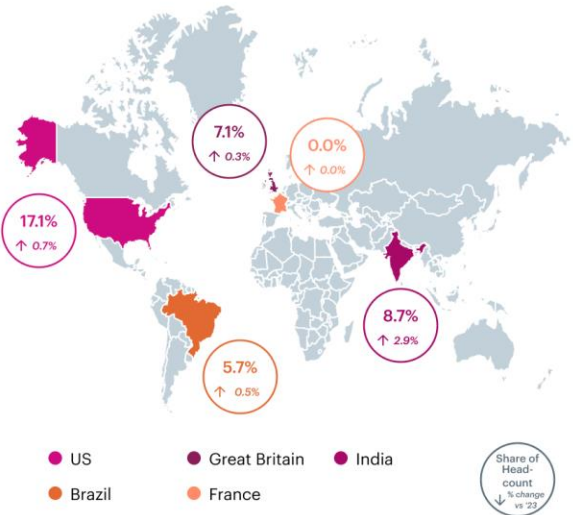
29.4M Sector workforce size in 2024 (-4.1% vs. 2023)

Sector workforce size in 2023 **30.7M**

Sector Workforce Headcount by Industry

Rank	Industry	Share of Sector Headcount	% Change vs 2023
1.	Marketing and Advertising	14.1%	↓ 5.5%
2.	Real Estate	12.5%	↓ 3.3%
3.	Management Consulting	11.3%	↓ 1.8%
4.	Accounting	7.2%	↓ 3.5%
5.	Staffing and Recruiting	6.9%	↓ 5.9%
6.	Law Practice	5.5%	↓ 2.1%
7.	Environmental Services	4.5%	↓ 3.3%
8.	Outsourcing / Offshoring	4.5%	↓ 8.3%
9.	Human Resources	4.3%	↓ 4.0%
10.	Leisure, Travel & Tourism	4.1%	↓ 4.0%

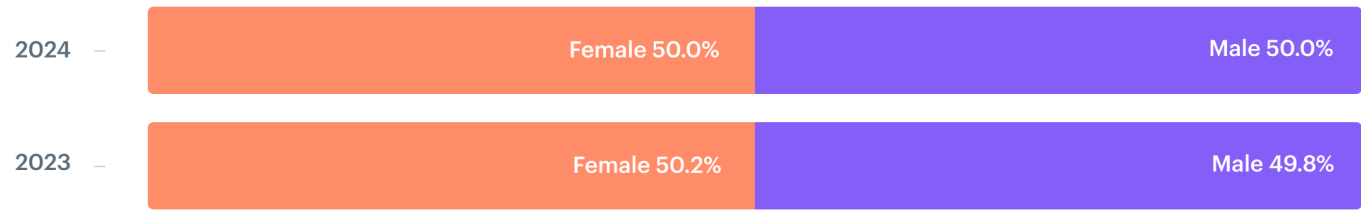
Sector Workforce Headcount - Top 5 Countries



- Real Estate is the largest industry within the Professional Services sector, representing 12.5% of the workforce, followed closely by Marketing & Advertising (14.1%) and Management Consulting (11.3%), indicating where most sector employment is concentrated.
- Accounting holds a significant workforce share at 7.2%, emphasizing its continued importance in the sector despite a -3.5% year-over-year decline.
- Environmental Services, while smaller at 4.5% of the workforce, remains a key player with relatively mild contraction (-3.3%), suggesting resilience in sustainability-related roles.
- Geographical Distribution and Growth: While all top regions experienced positive workforce growth in 2024, India (2.9%) and Great Britain (0.3%) stood out with the highest increases among the Top 5. However, none of the leading countries outpaced the overall sector growth of 19.6%, suggesting that smaller markets contributed more significantly to the sector's expansion.
- Real Estate (12.5%) and Environmental Services (4.5%) are among the top industries by workforce share in the Professional Services sector, highlighting their structural importance despite recent declines.
- While the sector remains diverse and dynamic, most industries saw a decrease in workforce share in 2024, suggesting a period of adjustment following previous growth rather than continued expansion.

Current Workforce: Diversity

Sector Workforce Diversity



Top 3 Industries by Workforce Diversity

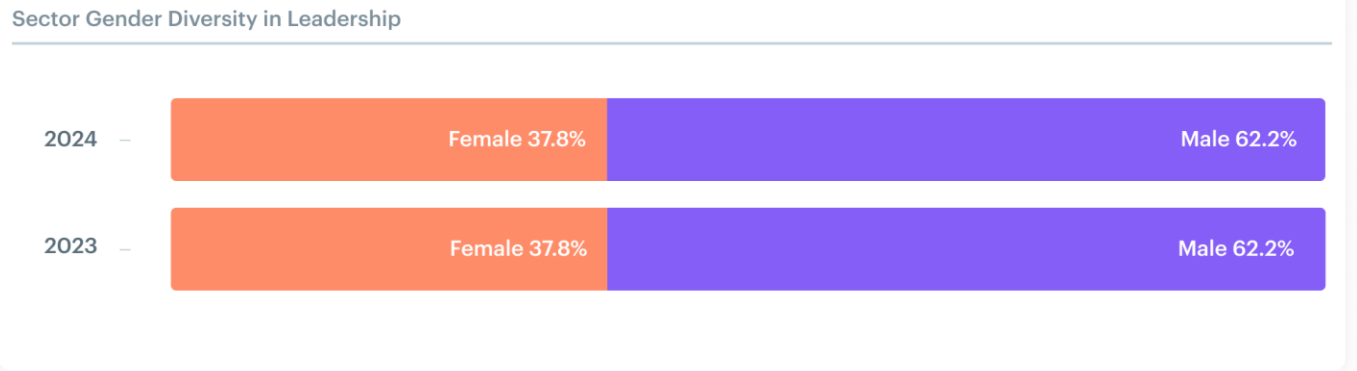
Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Accounting	49.9%	50.1%
2.	Market Research	50.2%	49.8%
3.	Marketing & Advertising	48.6%	51.4%

Bottom 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
24.	Public Relations & Communications	62.7%	37.3%
25.	Museums & Institutions	65.6%	34.4%
26.	Individual & Family Services	69.5%	30.5%

- The gender distribution in the Professional Services Sector shows a stable mix, with no changes big between the years 2023 and 2024. However, Industry-specific examination presents a broader spectrum of diversity, from nearly balanced conditions to more Female-dominated environments.
- Among the top industries in the Professional Services sector, Accounting has the highest female representation at 49.9%, followed by Marketing & Advertising (48.6%) and Market Research (50.2%), indicating near gender parity across these fields.
- Industries such as Individual & Family Services (69.5%), Museums & Institutions (65.6%), and Public Relations & Communications (62.7%) are strongly female-dominated, reflecting a notable concentration of women in caregiving, cultural, and communication roles.
- Industries with lower Female representation might explore initiatives to enhance diversity, and businesses in highly Female-dominated Industries should ensure inclusive practices to retain diverse talent.
- Monitoring trends within each Industry can reveal valuable insights for targeted diversity strategies – striving for a balanced Workforce could enhance company culture and appeal to a broader client base.
- Stability in Sector-wide gender ratios suggests effective existing diversity policies, but room for improvement at the Industry level remains.

Current Workforce: Diversity in Leadership



Top 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Executive Office	47.9%	52.1%
2.	Professional Training & Coaching	46.6%	53.4%
3.	Museums & Institutions	53.8%	46.2%

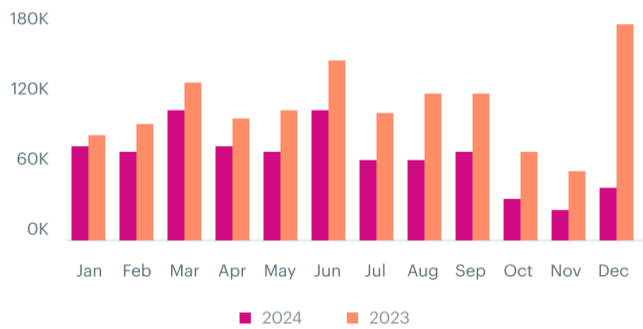
Bottom 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
24	Real Estate	27.2%	72.8%
25	Commercial Real Estate	20.2%	79.8%
26	Import and Export	18.9%	81.1%

- The Professional Services sector saw virtually no change in female representation from 2023 to 2024, with women making up 37.8% of the workforce in both years, indicating a stable but persistent gender gap. Notably, there is considerable variation in Gender Diversity across different Industries within the Sector, with some Industries showing relatively high Female Leadership and others lagging significantly.
- Museums & Institutions leads with 53.8% Female Leadership, making it the only industry in the dataset with a majority of women in leadership roles—highlighting its strong inclusivity culture.
- Professional Training & Coaching also shows a strong balance with 46.6% Female Leadership, pointing to positive strides in gender representation at the top levels within education and development fields.
- Executive Office ranks among the top industries with 47.9% Female Leadership, reflecting progress toward gender equity in high-level strategic roles.
- Real Estate shows a significantly low Female Leadership rate at 27.2%, indicating ongoing challenges in elevating women to senior positions in the industry.
- Import and Export and Commercial Real Estate show the lowest Female Leadership representation, at 18.9% and 20.2% respectively, underscoring the need for more focused efforts to address entrenched gender disparities in these sectors..
- The slight annual increase in Female Leadership indicates progressive changes within the Professional Services Sector. However, maintaining this momentum requires ongoing commitment to strategic diversity practices and adapting them as necessary to meet evolving organizational and societal expectations.
- Encouraging active engagement from all stakeholders in diversity discussions and initiatives can dramatically enhance the effectiveness of gender parity efforts. A committed dialogue with Senior Leadership, HR, and all employees can foster a more inclusive culture that supports diversity at every level of the organization.

Current Workforce: Career Progression

Overall Promotions per Month



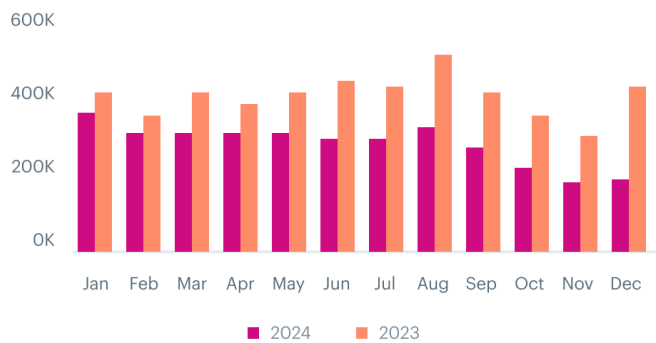
17.6%

Management Consulting had the *highest share* of promotions in 2024

Alternative Dispute Resolution had the *lowest share* of promotions in 2024

0.0%

Overall Employee Exits per Month



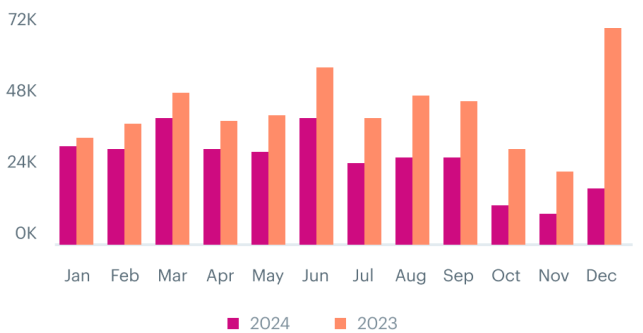
15.7%

Marketing & Advertising had the *highest share* of employee exits in 2024

Alternative Dispute Resolution had the *lowest share* of employee exits in 2024

0.1%

Overall Promotions of Females



59.9%

Public Relations & Communications had the *highest share* of promotions of Females in 2024

Outsourcing/Offshoring had the *lowest share* of promotions of Females in 2024

30.5%

- The data reflects a significant variation in both employee promotions and exits across different Industries within the professional services Sector. management consulting stands out with the highest share of promotions (17.6%), but public relations and communications has the biggest share of Females promotions (59.9%), whereas marketing and advertising exhibits the highest employee turnover (15.7%).
- The number of promotions in 2024 declined consistently compared to 2023 across nearly all months, suggesting a sector-wide tightening in advancement opportunities. The drop was particularly sharp in the final quarter, potentially reflecting end-of-year budget constraints or shifting organizational priorities. Promotions are heavily concentrated in a few key industries, with Management Consulting (17.6%), Accounting (14.4%), and Marketing & Advertising (13.4%) leading the way. Meanwhile, industries like Graphic Design (0.2%) and Translation & Localization (0.4%) show minimal advancement activity, highlighting stark disparities in career mobility opportunities across the Professional Services sector.
- Females in Public Relations & Communications received the highest proportion of promotions at 59.9% in 2024, highlighting strong gender inclusivity or favorable industry dynamics. Other female-majority promotion rates were seen in Individual & Family Services (59.4%) and Museums & Institutions (58.8%), further emphasizing a concentration of advancement opportunities for women in people-centered and cultural sectors.
- Overall employee exits were significantly lower in 2024 compared to 2023, pointing to improved retention across the Professional Services sector. Peaks in exits during January, March, May, and June suggest alignment with business cycles, performance reviews, or financial planning periods.

Current Workforce: Spans and Layers

Spans & Layers by ratio for Sector

Rank	Industry	# of Junior employees / # of Managers		# of Managers / # of Senior Executives		# of Senior Executives / # of Top Managers	
1.	Accounting	<div><div></div></div>	3.4	<div><div></div></div>	2.6	<div><div></div></div>	1.0
2.	Alternative Dispute Resolution	<div><div></div></div>	7.2	<div><div></div></div>	1.0	<div><div></div></div>	1.9
3.	Architecture & Planning	<div><div></div></div>	5.3	<div><div></div></div>	1.3	<div><div></div></div>	1.8
4.	Commercial Real Estate	<div><div></div></div>	2.4	<div><div></div></div>	1.8	<div><div></div></div>	1.4
5.	Environmental Services	<div><div></div></div>	3.5	<div><div></div></div>	2.5	<div><div></div></div>	1.4
6.	Executive Office	<div><div></div></div>	4.4	<div><div></div></div>	1.8	<div><div></div></div>	1.7
7.	Graphic Design	<div><div></div></div>	4.6	<div><div></div></div>	0.9	<div><div></div></div>	1.9
8.	Human Resources	<div><div></div></div>	4.7	<div><div></div></div>	2.0	<div><div></div></div>	1.6
9.	Import & Export	<div><div></div></div>	3.0	<div><div></div></div>	2.3	<div><div></div></div>	1.7
10.	Individual & Family Services	<div><div></div></div>	4.6	<div><div></div></div>	2.8	<div><div></div></div>	1.0

- Law Practice has the highest Junior-to-Manager ratio at 9.0, indicating a large number of junior employees per manager. This suggests potential strain on supervisory capacity or a flatter structure at the entry level.
- Management Consulting shows a relatively low Junior-to-Manager ratio of 3.0, suggesting a higher concentration of managers, which may reflect more intensive oversight and structured team leadership.
- Law Practice also has the lowest Manager-to-Senior Executive ratio at 0.63, highlighting a thick middle-management layer that could slow decision-making and indicate possible bureaucratic challenges.
- Staffing & Recruiting and Human Resources both show higher Manager-to-Senior Executive ratios (2.1 and 2.0 respectively), pointing to strong mid-level leadership layers that may enhance operational control but could hinder agility.
- Law Practice again stands out with the highest Senior Executive-to-Top Manager ratio at 3.36, showing a substantial top leadership tier, which could either offer depth in executive decision-making or indicate overly hierarchical structures.
- Leisure, Travel & Tourism has a much lower Senior Executive-to-Top Manager ratio at 1.2, suggesting a flatter top structure that may promote quicker decision cycles and operational flexibility.
- Professional Training & Coaching has a relatively high Junior-to-Manager ratio (6.4) but a moderate Manager-to-Senior Executive ratio (1.1), indicating a broad base of junior talent supported by a lean and direct management structure.
- Marketing & Advertising shows a significantly high Senior Executive-to-Top Manager ratio of 5.5, which stands out from all other industries, potentially pointing to limited upward mobility at the highest levels or deep specialization at the executive layer.

Industry Benchmarking: Detailed Sector View

Retail & Consumer Goods

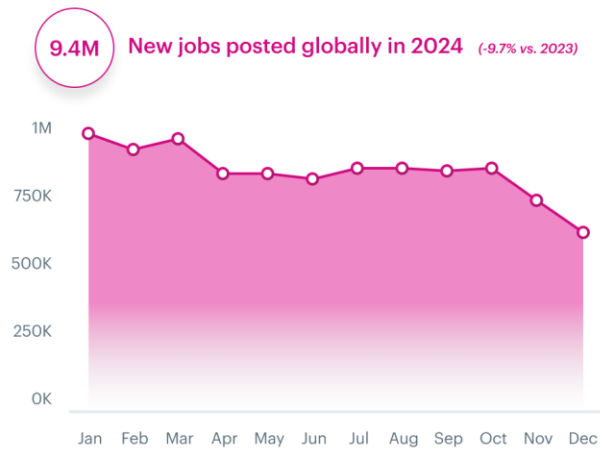
<u>Hiring: Overall Job Postings</u>	52
<u>Hiring: AI Job Postings</u>	53
<u>Hiring: Remote Job Postings</u>	54
<u>Hiring: Job Postings by Skills</u>	55
<u>Current Workforce: Overall</u>	56
<u>Current Workforce: Diversity</u>	57
<u>Current Workforce: Diversity in Leadership</u>	58
<u>Current Workforce: Career Progression</u>	59
<u>Current Workforce: Spans and Layers</u>	60

Sector deep-dives

Retail & Consumer Goods

Hiring: Overall Job Postings

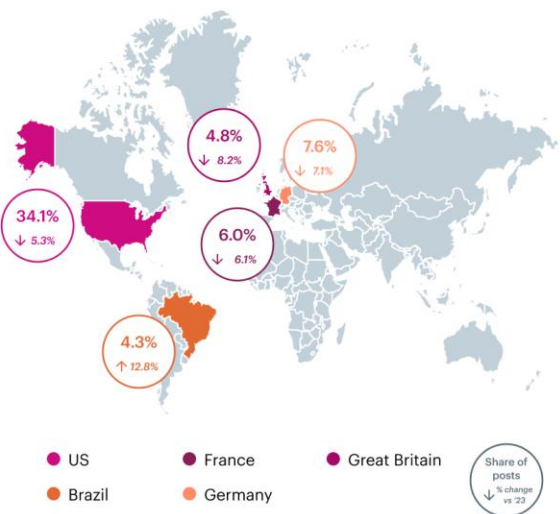
Sector Job Postings



Sector Job Postings by Industry

Rank	Industry	Share of Sector posts	% Change vs 2023
1.	Retail	49.7%	↓ 6.3%
2.	Food & Beverages	12.2%	↓ 12.4%
3.	Consumer Goods	5.8%	↓ 21.7%
4.	Food Production	5.7%	↓ 10.0%
5.	Consumer Services	5.4%	↓ 6.7%
6.	Wholesale	5.0%	↓ 10.8%
7.	Apparel & Fashion	3.8%	↓ 15.5%
8.	Supermarkets	2.3%	↑ 1.0%
9.	Furniture	1.9%	↓ 17.7%
10.	Consumer Electronics	1.8%	↓ 2.7%

Sector Job Postings - Top 5 Countries



- From a geographical standpoint, the US had the highest share of new job posts at 34%, followed by Germany, France, United Kingdom and Brazil (7.5%, 6%, 4.7% and 4.3% share respectively), with most of the countries showing a negative/ flat trend of job postings from 2023.
- A detailed examination of the Retail & Consumer Goods Sector reveals that the Top 10 Industries account for over 90% of job p ostings. Retail alone constitutes nearly half of these postings (50%, and a 6% decrease from 2023). Other Industries in the Top 10 have a significantly smaller share: Food and beverages (12.2%) and Consumer goods (5.8%) which saw the largest decline dropping by 21% from 2023.

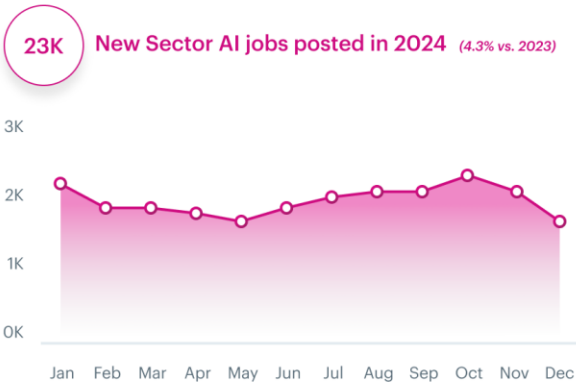
- In 2024, the Retail & Consumer Goods Sector globally posted 9.3 million new jobs, marking a 22% increase compared to 2023. Hiring was significantly higher in 1st quarter which peaked in January with more than 900,000 job postings. However, the second half of 2024 saw a sharp decline, dropping to about 590,000 in December.

Sector deep-dives

Retail & Consumer Goods

Hiring: AI Job Postings

Sector AI Job Postings



- The Retail & Consumer Goods Sector reported 23K new postings for AI-related jobs, an increase of 4% compared to 2023.
- The number of new AI job postings showed general downward trend throughout first half of 2024 and increased in the second half of 2024 peaking in the months of September and October.

Sector AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States of America	42.2%	↑ 28.7%
2.	India	12.1%	↓ 4.5%
3.	United Kingdom	3.3%	↑ 24.9%
4.	Germany	2.7%	↓ 15.4%
5.	France	2.6%	↓ 18.6%

- In line with the overall geography rankings for the Retail & Consumer Goods job postings, the US leads in AI job postings, comprising 42% of the total with an increase by 29% compared to 2023.
- Although India didn't make the Top 5 countries list for overall job postings, it had the second highest share of new AI job postings at 12%, with a decrease of 4% from 2023.
- The trends in new AI job postings varied among the rest of the Top 5 markets compared to 2023. Germany and France experienced the biggest drop (-15% and -18% respectively) while United Kingdom saw an increase of 25%.

Sector AI Job Postings by Industry

Rank	Industry	Share of Sector AI posts	% Change vs 2023
1.	Retail	34.4%	↑ 0.8%
2.	Consumer Electronics	29.0%	↑ 50.4%
3.	Consumer Goods	7.8%	↓ 27.2%
4.	Consumer Services	6.3%	↑ 3.0%
5.	Food & Beverages	6.2%	↓ 12.8%
6.	Apparel & Fashion	2.9%	↓ 19.4%
7.	Wholesale	2.5%	↓ 14.2%
8.	Food Production	2.3%	↓ 0.4%
9.	Sporting Goods	2.1%	↓ 21.3%
10.	Farming	2.0%	↑ 32.4%

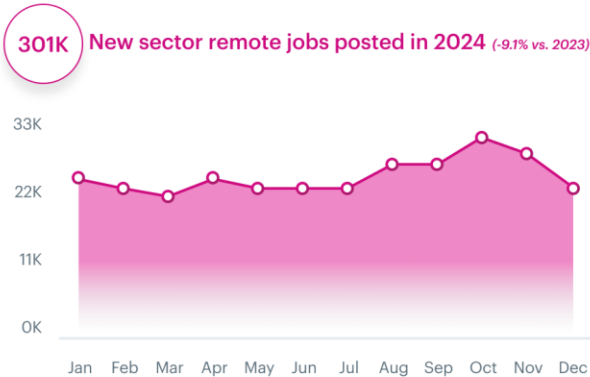
- In the Industry lens, Retail had the highest proportion of new AI job posts at 34%, with an increase of 0.8% compared to 2023.
- The Consumer Electronics Industry was second in AI job postings, holding an 29% share.
- Consumer Goods came third in AI job postings, making up 7.8% of the total but with a significant drop of -27% from 2023.
- All Industries within the Retail & Consumer Goods Sector experienced a drop in new AI job posts compared to 2022. The most significant declines were in the Sporting Goods with -21% from 2023

Sector deep-dives

Retail & Consumer Goods

Hiring: Remote Job Postings

Sector Remote Job Postings



- The Retail & Consumer Goods Sector posted 301K new job ads for remote positions, a decline of 9% compared to 2023
- The number of new remote job postings fluctuated throughout the year, peaking at 31K in October

Sector Remote Job Postings - Top 5 Countries

Rank	Country	Share of Remote posts	% Change vs 2023
1.	United States of America	40.8%	↑ 8.1%
2.	Germany	7.4%	↓ 36.2%
3.	Canada	7.1%	↑ 10.4%
4.	United Kingdom	6.1%	↓ 7.8%
5.	India	2.2%	↓ 24.3%

- In line with the overall geography rankings for the Retail & Consumer Goods Sector, the US had the highest proportion of remote job posts at 40%, with their volume increasing by 8% compared to 2023.
- Among the Top 5 countries for remote job postings, Germany has the second largest remote jobs in this sector with a share of 7% even though the volume decreased by -36% compared to 2023.

Sector Remote Job Postings by Industry

Rank	Industry	Share of Sector Remote posts	% Change vs 2023
1.	Retail	30.9%	↓ 15.3%
2.	Food & Beverages	16.9%	↑ 20.8%
3.	Consumer Services	12.1%	↑ 40.3%
4.	Consumer Goods	10.3%	↓ 18.4%
5.	Food Production	5.8%	↓ 21.6%
6.	Wholesale	5.0%	↓ 23.4%
7.	Consumer Electronics	3.9%	↓ 21.6%
8.	Apparel & Fashion	3.8%	↓ 26.3%
9.	Cosmetics	2.0%	↓ 28.8%
10.	Farming	1.9%	↓ 30.4%

- In terms of Industries, Retail had the highest proportion of new remote job posts in 2024, at 31%. Number of remote job posts decreased by 15% compared to 2023.
- Most Industries within the Retail & Consumer Goods Sector experienced a drop in the number of new remote job postings compared to 2023. The most significant declines were in Cosmetics (-28%), Wholesale (-23%), and Food production (-21%).
- Despite the overall downward trend in 2024 compared to 2023, some Industries saw an increase in remote job postings. Notably, Consumer services (with a 12% share) and Food & beverages (with a 16% share) increased by 40% and 20%, respectively.

Hiring: Job Postings by Skills

Sector Top 10 Skills Required					
Rank	Skill	Share of posts		% Change vs 2023	
1.	Sales	<div></div>	32.2%	↓	9.4%
2.	Customer Service	<div></div>	30.2%	↓	6.6%
3.	Communication	<div></div>	27.2%	↓	5.8%
4.	Management	<div></div>	20.9%	↓	10.2%
5.	Merchandising	<div></div>	18.0%	↓	9.2%
6.	Leadership	<div></div>	13.2%	↓	7.1%
7.	Operations	<div></div>	12.3%	↓	5.9%
8.	English Language	<div></div>	10.1%	↑	8.3%
9.	Detail Oriented	<div></div>	8.4%	↓	5.1%
10.	Cleanliness	<div></div>	7.7%	↓	4.0%

- The top four skills required in the Retail & Consumer Goods Sector align with the overall Top 10 skills. These are Sales, Customer Service, Communication, and Management, with a share of 32.1%, 30.1%, 27.2%, and 20.9%, respectively.
- Sector-specific skills, such as Merchandising (18% share) and Operations (12.2% share), are not as prominent in the overall jobmarket. Both skills saw a decline from 2023, by 9% and 6%, respectively.
- As expected, the Retail Industry is the primary Industry requiring all top ten skills. This is due to the majority of new Retail & Consumer Goods job postings being in this Industry.
- Most of the top ten skills saw a decline over the past year. Management had the largest drop (-10.2%), followed by Sales (-9.4%) and Merchandising (-9.2%).
- From the Top 10 skills, Only English Language (8.2%) saw an increase in demand.

Current Workforce: Overall

Sector Workforce Headcount

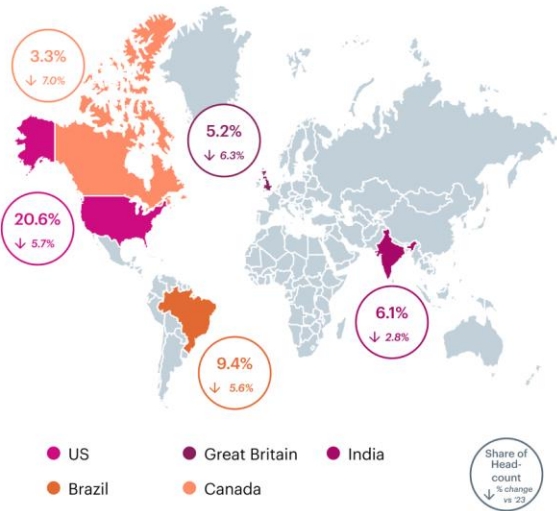
22.3M

Sector workforce size in 2024 (-5.7% vs. 2023)

Sector workforce size in 2023

23.6M

Sector Workforce Headcount - Top 5 Countries



- The Total workforce in Retail and Consumer goods sector in 2024 witnessed a decrease of -5.6% from 23.6M in 2023 to 22.2M
- The United States (20.6% share, -5.9% growth) and Brazil (9.4% share, -5.6% growth) comprise the majority of the Sector Workforce distribution.

Sector Workforce Headcount by Industry

Rank	Industry	Share of Sector Headcount	% Change vs 2023
1.	Retail	33.7%	↓ 6.7%
2.	Food & Beverages	12.5%	↓ 5.8%
3.	Consumer Goods	10.4%	↓ 4.2%
4.	Food Production	7.6%	↓ 4.2%
5.	Apparel & Fashion	6.0%	↓ 6.8%
6.	Wholesale	4.9%	↓ 4.2%
7.	Consumer Services	4.5%	↓ 6.0%
8.	Farming	3.6%	↓ 4.4%
9.	Cosmetics	3.5%	↓ 4.4%
10.	Consumer Electronics	3.4%	↓ 4.6%

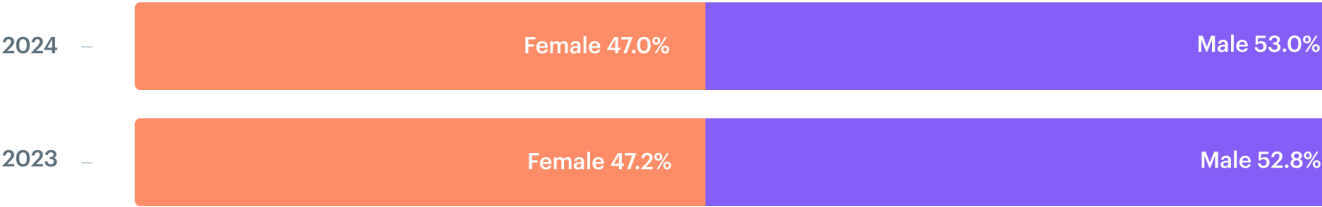
- Retail holds the majority share at 33.4%, with a considerable year-over-year decrease of 6.7%.
- All the top 10 industries in the Retail and Consumer goods sector shown negative growth in 2024 compared to 2023
- Retail, Food & Beverages and Consumer Services have seen significant decline at 6.7%, 5.8%, and 5.9% respectively.

Sector deep-dives

Retail & Consumer Goods

Current Workforce: Diversity

Sector Workforce Diversity



Top 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Retail	51.5%	48.5%
2.	Supermarkets	46.8%	53.2%
3.	Consumer Services	45.3%	54.7%

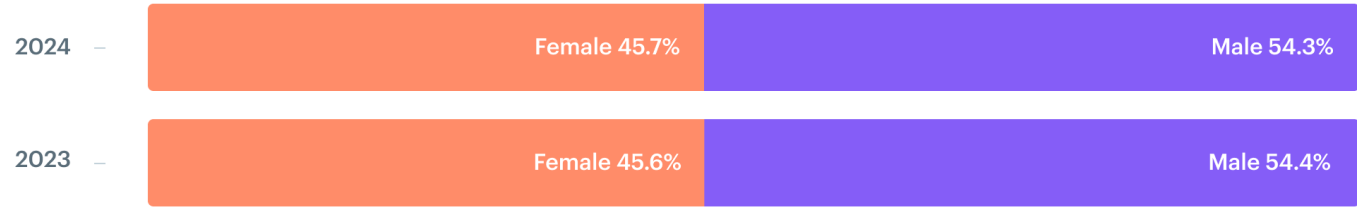
Bottom 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
17.	Fishery	35.6%	64.4%
18.	Consumer Electronics	31.8%	68.2%
19.	Cosmetics	73.2%	26.8%

- The Retail & Consumer Goods Sector saw the gender distribution of 53% Male and 47% Female workers in the overall workforce of 2024, compared to 52.7% Male and 47.3 Female distribution in 2023. Female representation marginally decreased from 47.3% to 47%, while Male representation increased from 52.7% to 53%.
- The Top 3 Industries regarding Gender Diversity (i.e., closest to 50/50 split) include Retail which has the highest Female ratio, Supermarkets and Consumer services which have a higher share of Males ratio.
- Conversely, the Bottom 3 include Cosmetics which has very high Female ratio with 73% representation. On the other hand, Consumer Electronics and Fishery are skewed towards Males with 68.2% and 64.3% share respectively.

Current Workforce: Diversity in Leadership

Sector Gender Diversity in Leadership



Top 3 Industries by Gender Diversity in Leadership

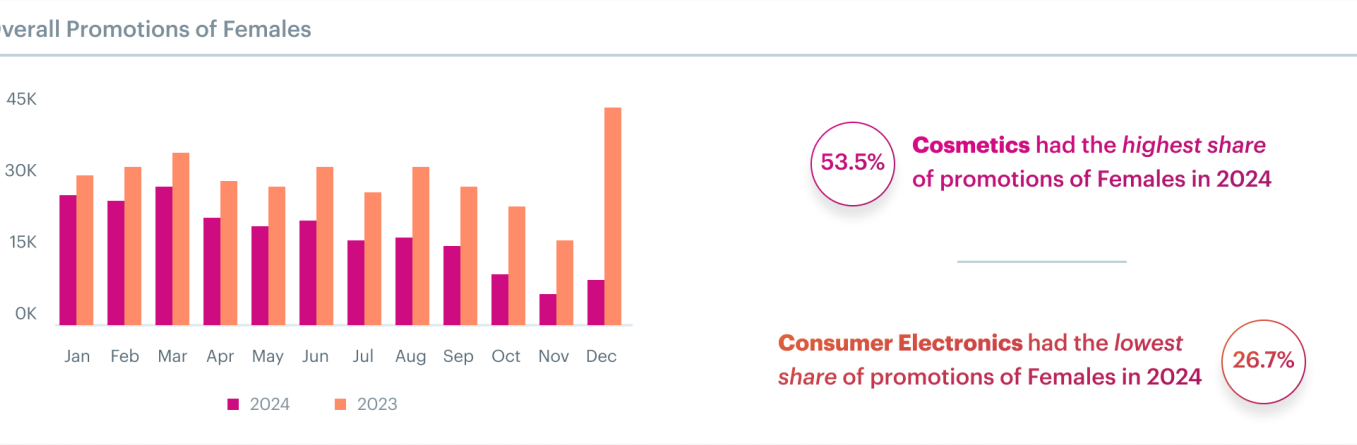
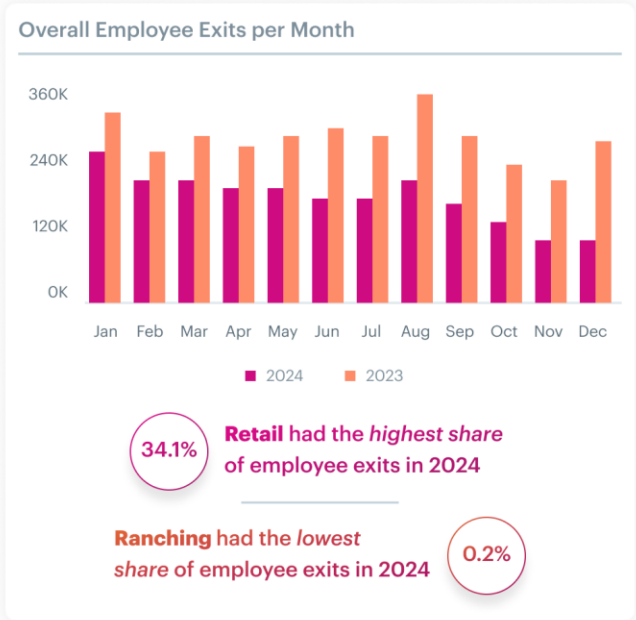
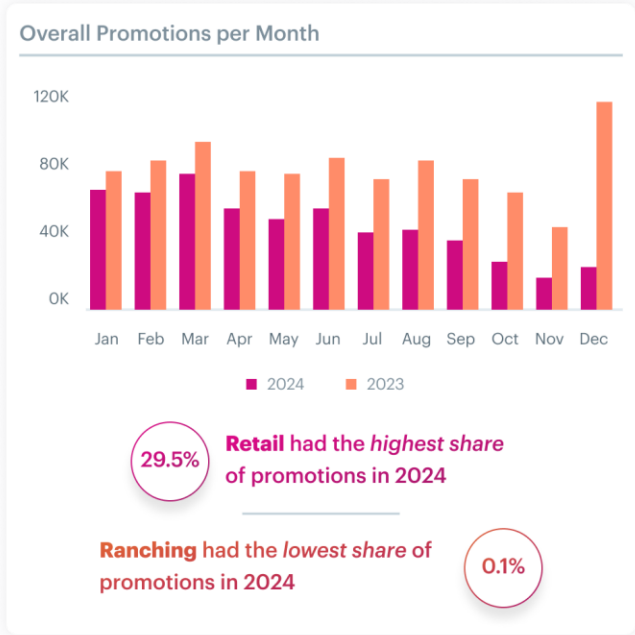
Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Luxury Goods & Fashion	44.5%	55.5%
2.	Apparel & Fashion	43.9%	56.1%
3.	Cosmetics	60.0%	40.0%

Bottom 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
17.	Wholesale	21.3%	78.7%
18.	Sporting Goods	20.5%	79.5%
19.	Consumer Electronics	18.4%	81.6%

- Looking at Leadership within the Retail & Consumer Goods Sector, there is a skew towards Males with 54.2% representation in 2024, down slightly from 2023 (54.4%).
- The Luxury goods and jewelry is closest to a 50/50 split with 55.5% Male and 44.5% Females in Leadership.
- The rest of the Top 3 includes Apparel & Fashion and Consumer Goods; Apparel & Fashion is skewed towards Males with 56.1% representation in Leadership, whilst Cosmetics is skewed towards Females with 59.9% representation.
- The Bottom 3 Industries comprises Consumer Electronics, Sporting goods and Wholesale with the leadership skewed towards Male representation of 81.6%, 79.4%, 78.7% respectively.

Current Workforce: Career Progression



- Compared to 2023, the number of promotions in 2024 is lower on a month-by-month basis, with the majority of promotions occurring in March.
- The Retail Industry had the highest share of promotions at 29.2% whilst Ranching had the lowest share at 0.1%.
- Considering employee exits, 2024 also saw a lower number of exits compared to 2023 indicating more stability in the Sector. The number of exits peaked in January followed by a decline each month for the rest of 2024.
- The Retail Industry had the highest share of employee exits at 34.1%, whilst Ranching had the lowest share of exits at 0.1%.
- From a Gender Diversity perspective, there were also fewer Females promoted in 2024 vs 2023, with a peak in January. The Cosmetics Industry had the highest share of promotions of Females at 53% whilst Consumer Electronics had the lowest share at 26.7%.

Sector deep-dives

Retail & Consumer Goods

Current Workforce: Spans and Layers

Spans & Layers by ratio for Sector

Rank	Industry	# of Junior employees / # of Managers		# of Managers / # of Senior Executives		# of Senior Executives / # of Top Managers	
1.	Apparel & Fashion	<div><div></div></div>	2.7	<div><div></div></div>	2.7	<div><div></div></div>	1.3
2.	Consumer Electronics	<div><div></div></div>	2.7	<div><div></div></div>	4.4	<div><div></div></div>	0.8
3.	Consumer Goods	<div><div></div></div>	2.2	<div><div></div></div>	5.2	<div><div></div></div>	0.7
4.	Consumer Services	<div><div></div></div>	3.4	<div><div></div></div>	2.4	<div><div></div></div>	1.6
5.	Cosmetics	<div><div></div></div>	3.2	<div><div></div></div>	3.6	<div><div></div></div>	0.9
6.	Dairy	<div><div></div></div>	2.4	<div><div></div></div>	6.6	<div><div></div></div>	0.7
7.	Farming	<div><div></div></div>	4.3	<div><div></div></div>	3.6	<div><div></div></div>	1.3
8.	Fishery	<div><div></div></div>	3.6	<div><div></div></div>	2.5	<div><div></div></div>	1.6
9.	Food & Beverages	<div><div></div></div>	2.6	<div><div></div></div>	4.2	<div><div></div></div>	1.0
10.	Food Production	<div><div></div></div>	2.6	<div><div></div></div>	5.5	<div><div></div></div>	0.8

- Looking at ratio of Junior Employees to Managers, the Ranching have the highest ratio at 6.8, indicating high number of Juniors compared to Managers staff, whilst Tobacco industry has the least ratio at 1.9
- For the ratio of Managers to Senior Executives, the Tobacco industry have a high number of Managers vs Senior Executives with a ratio of 11.7, whereas the Consumer services have a lower number of Managers vs Senior Executives at 2.3
- Considering the number of Senior Executives vs Top Managers, Fishery have the highest ratio at 1.6, whereas Tobacco has the lowest ratio at 0.4

Industry Benchmarking: Detailed Sector View

Healthcare

<u>Hiring: Overall Job Postings</u>	62
<u>Hiring: AI Job Postings</u>	63
<u>Hiring: Remote Job Postings</u>	64
<u>Hiring: Job Postings by Skills</u>	65
<u>Current Workforce: Overall</u>	66
<u>Current Workforce: Diversity</u>	67
<u>Current Workforce: Diversity in Leadership</u>	68
<u>Current Workforce: Career Progression</u>	69
<u>Current Workforce: Spans and Layers</u>	70

Hiring: Overall Job Postings

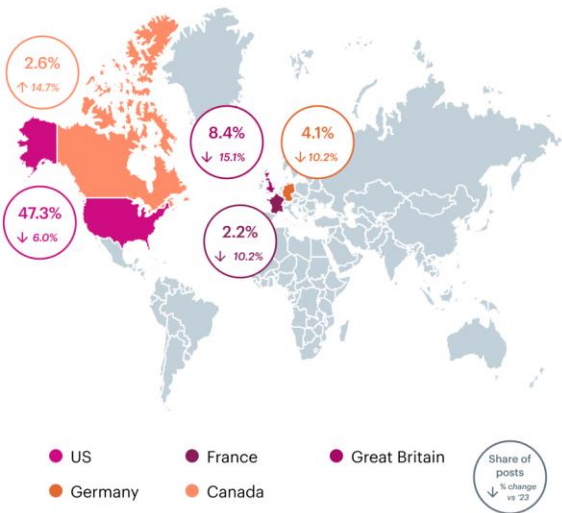
Sector Job Postings



Sector Job Postings by Industry

Rank	Industry	Share of Sector posts	% Change vs 2023
1.	Hospital & Health Care	66.7%	↓ 7.9%
2.	Health, Wellness and Fitness	9.5%	↓ 10.8%
3.	Pharmaceuticals	7.9%	↓ 20.4%
4.	Medical Practice	6.5%	↓ 5.1%
5.	Medical Devices	4.6%	↓ 12.7%
6.	Mental Health Care	3.3%	↓ 2.5%
7.	Veterinary	1.2%	↓ 10.5%
8.	Alternative Medicine	0.3%	↑ 12.9%

Sector Job Postings - Top 5 Countries

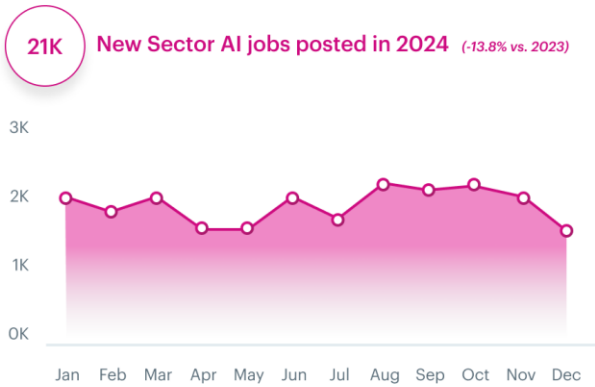


- The Healthcare Sector saw a total of 8.8M new job postings in 2024, down by 9.2% vs 2023.
- New job postings started strong in January at 840.5K, then gradually declined through April (711.7K). Postings peaked again in May (728.9K), followed by relatively stable levels during the summer, before dropping to a low in December (642.8K).

- Within the Healthcare sector, Hospital & Healthcare dominated new job postings in 2024 with a 66.7% share, although this reflects a 7.9% decline compared to the previous year. Health, Wellness & Fitness and Pharmaceuticals followed with 9.5% and 7.9% of postings respectively, both showing double-digit declines vs 2023.
- Most industries in the sector experienced a year-over-year drop in job postings. Pharmaceuticals saw the sharpest decline at -20.4%, followed by Medical Devices (-12.7%), Health, Wellness & Fitness (-10.8%), and Veterinary (-10.5%). The only segment showing growth was Alternative Medicine, which increased by 12.9% YoY.
- From a geographic perspective, the United States accounted for the majority of new postings at 47.3%, despite a 6.0% decline compared to last year. The United Kingdom followed with 8.4% (down 15.1%), then Germany (4.1%, -10.2%), Canada (2.6%, +14.7%), and France (2.2%, -10.2%). Among these, Canada was the only country to show positive growth in Healthcare job postings.

Hiring: AI Job Postings

Sector AI Job Postings



- The Healthcare Sector saw 21.7K new job postings for AI related jobs, down by 13.8% compared to 2023.
- New AI job postings showed fluctuations throughout 2024, with a peak in October at 2.2K postings, followed closely by August (2.1K) and September (2.0K). The lowest point of the year was in May, with just under 1.5K new roles. While not a steady decline, the year was marked by monthly variability rather than consistent growth.

Sector AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States of America	35.4%	↓ 15.7%
2.	India	17.8%	↓ 1.6%
3.	United Kingdom	2.9%	↓ 19.4%
4.	Germany	2.8%	↓ 30.4%
5.	Canada	1.8%	↑ 53.1%

- Similarly to the Healthcare Sector overall, the US had the highest share of new AI job posts at 35.4%, although this represents a 15.7% decline compared to 2022.
- All top geographies except Canada experienced a drop in new AI job postings. Great Britain saw the sharpest decline at -19.4%, followed by Germany (-30.4%) and the US (-15.7%). Canada, on the other hand, showed significant growth with a 53.1% increase, while India saw a relatively mild decline of -1.6%.

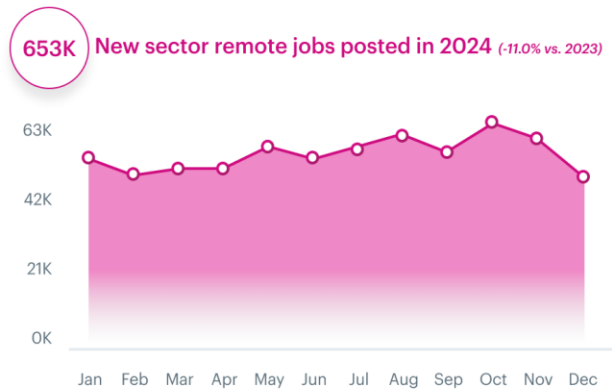
Sector AI Job Postings by Industry

Rank	Industry	Share of Sector AI posts	% Change vs 2023
1.	Hospital & Health Care	46.3%	↓ 5.3%
2.	Pharmaceuticals	23.2%	↓ 26.4%
3.	Medical Devices	16.2%	↓ 11.6%
4.	Health, Wellness and Fitness	10.8%	↓ 12.5%
5.	Medical Practice	2.0%	↓ 35.3%
6.	Mental Health Care	1.0%	↓ 32.3%
7.	Veterinary	0.4%	↑ 37.1%
8.	Alternative Medicine	0.1%	↑ 4.5%

- Hospital & Healthcare had the highest share of new AI job posts within the sector at 46.3%, although this reflects a modest decline of 5.3% compared to 2023.
- Pharmaceuticals (23.2%) and Medical Devices (16.2%) round out the top three industries by share, despite experiencing declines of -26.4% and -11.6% respectively.
- Most industries within the Healthcare sector saw a drop in AI job postings, with Medical Practice (-35.3%) and Mental Health Care (-32.3%) among the largest declines. Interestingly, Veterinary (+37.1%) and Alternative Medicine (+4.5%) were the only industries that saw an increase vs 2023, although their overall shares remain small.

Hiring: Remote Job Postings

Sector Remote Job Postings



- The Healthcare Sector saw 652K new job postings for remote jobs, also down by 11% compared to 2023.
- New remote job postings within the Healthcare sector fluctuated throughout the year, with a notable peak in October at 62.6K posts.
- Volumes were relatively steady between January and April, ranging between 48.9K and 54.1K, before increasing through mid-year. After a dip in September (54.5K), job postings reached their highest point in October, followed by a slight decline in the last two months of the year.

Sector Remote Job Postings - Top 5 Countries

Rank	Country	Share of Remote posts	% Change vs 2023
1.	United States of America	60.2%	↓ 9.3%
2.	United Kingdom	7.0%	↓ 11.7%
3.	Canada	2.9%	↑ 4.6%
4.	Germany	2.2%	↓ 32.1%
5.	India	1.0%	↑ 19.2%

- In line with the overall geography rankings for the Healthcare Sector, the US accounted for the largest share of remote job postings at 60.2%, although down 9.3% compared to 2023.
- The rest of the Top 5 countries had significantly lower shares, with the United Kingdom at 7.0%, Canada at 2.9%, Germany at 2.2%, and India at 1.0%.
- Despite lower volumes, Canada and India saw year-over-year growth in remote Healthcare job posts, at +4.6% and +19.2% respectively. Conversely, both the US (-9.3%) and the UK (-11.7%) experienced declines, with Germany showing the largest drop at -32.1%.

Sector Remote Job Postings by Industry

Rank	Industry	Share of Sector Remote posts	% Change vs 2023
1.	Hospital & Health Care	59.4%	↓ 17.3%
2.	Pharmaceuticals	12.3%	↓ 4.8%
3.	Health, Wellness and Fitness	9.8%	↑ 4.3%
4.	Medical Devices	7.3%	↓ 18.4%
5.	Mental Health Care	6.0%	↑ 45.7%
6.	Medical Practice	4.0%	↓ 0.2%
7.	Alternative Medicine	0.7%	↑ 78.3%
8.	Veterinary	0.5%	↓ 24.8%

- Hospital & Healthcare had the highest share of new remote job postings within the Healthcare Sector at 59.4%, though down 17.3% compared to 2023.
- Most Industries saw a decline in remote job postings versus last year, with the largest drops seen in Veterinary (-24.8%) and Medical Devices (-18.4%).
- Pharmaceuticals (12.3%) and Health, Wellness & Fitness (9.8%) followed in share — the latter being one of the few Industries to show positive growth (+4.3%).
- Alternative Medicine and Mental Health Care were the two standout exceptions, growing 78.3% and 45.7% respectively in remote job postings compared to 2023.

Hiring: Job Postings by Skills

Sector Top 10 Skills Required

Rank	Skill	Share of posts	% Change vs 2023	Most prominent industry
1.	Communication	30.6%	↓ 5.9%	Hospital & Healthcare
2.	Management	19.3%	↓ 10.4%	Hospital & Healthcare
3.	Nursing	18.2%	↓ 7.6%	Hospital & Healthcare
4.	Registered Nurse (RN)	15.8%	↓ 9.6%	Hospital & Healthcare
5.	Customer Service	15.5%	↓ 11.9%	Hospital & Healthcare
6.	Leadership	14.4%	↓ 4.5%	Hospital & Healthcare
7.	Basic Life Support (BLS) Certification	11.7%	↓ 1.9%	Hospital & Healthcare
8.	Operations	11.5%	↓ 4.7%	Hospital & Healthcare
9.	Planning	10.3%	↓ 9.5%	Hospital & Healthcare
10.	Problem Solving	9.3%	↓ 2.1%	Hospital & Healthcare

- In 2024, the top three most required skills within the Healthcare Sector remain Communication (30.6%), Management (19.3%), and Nursing (18.2%).
- As expected, the Hospital & Healthcare Industry stands out as the leading industry where these skills are in demand, given that the majority of new Healthcare job posts are within this sector.
- All of the top 10 skills have seen a decline compared to last year, with the biggest decreases seen in Customer Service (-11.9%) and Management (-10.4%).
- Other skills towards the bottom of the Top 10 include Planning (10.3%) and Problem Solving (9.3%), both seeing a smaller decline in demand.
- Interestingly, the Top 10 skills reflect more sector-specific competencies, with Nursing (18.2%), Registered Nurse (RN) (15.8%), and Basic Life Support (BLS) Certification (11.7%) occupying significant shares, emphasizing the specialized nature of the healthcare workforce.

Current Workforce: Overall

Sector Workforce Headcount

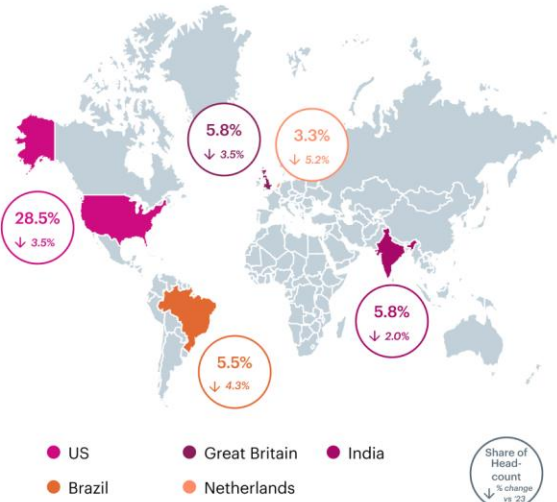
20.6M Sector workforce size in 2024 (-3.7% vs. 2023)

Sector workforce size in 2023 21.4M

Sector Workforce Headcount by Industry

Rank	Industry	Share of Sector Headcount	% Change vs 2023
1.	Hospital & Health Care	51.8%	↓ -3.3%
2.	Pharmaceuticals	14.6%	↓ -3.6%
3.	Health, Wellness and Fitness	13.5%	↓ -5.2%
4.	Medical Devices	7.6%	↓ -3.5%
5.	Medical Practice	6.5%	↓ -5.0%
6.	Mental Health Care	4.3%	↓ -2.9%
7.	Veterinary	1.1%	↓ -5.6%
8.	Alternative Medicine	0.4%	↓ -5.4%

Sector Workforce Headcount - Top 5 Countries

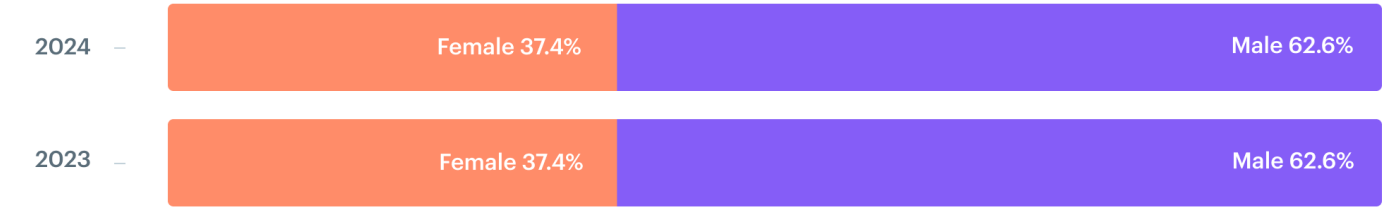


- The United States continues to lead with the largest Workforce share at 28.5%, though it saw a decline of 3.5% in 2024.
- Both India (5.8%) and Brazil (5.5%) have experienced smaller workforce shares, with India seeing a decrease of 2.0% and Brazil a more significant drop of 4.3%. However, Brazil's decline is more pronounced than India's, suggesting a potential slowing of sector growth in Brazil

- On the other hand, the United Kingdom (5.8%) also showed a decline of 3.5%, while the Netherlands (3.3%) faced a more substantial drop of 5.2%.
- Despite the overall decline in workforce share, the growth rates within certain countries, especially in Europe, continue to reflect industry expansion.
- The Healthcare Sector has experienced a decline in Workforce numbers from 2023 to 2024, with the total employee count dropping from 21.4 million in 2023 to 20.6 million in 2024, a decrease of 3.7%.
- This decline highlights some challenges within the sector, as growth slowed down compared to previous years, indicating potential shifts in industry dynamics and the workforce landscape. Different regions and industries within the Healthcare Sector will need to adapt to these changes, identifying new opportunities for growth and addressing any emerging challenges.
- Hospital & Healthcare remains the largest sector with 51.8% of the workforce, but it saw a 3.3% decline.
- Health, Wellness & Fitness and pharmaceuticals show notable shares of 13.5% and 14.6%, with declines of 5.2% and 3.5%, respectively.
- Smaller industries, such as Mental Health Care (4.3%) and Veterinary (1.1%), experienced declines, with Veterinary seeing the largest drop of 5.6%.

Current Workforce: Diversity

Sector Workforce Diversity



Top 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Pharmaceuticals	49.3%	50.7%
2.	Alternative medicine	55.7%	44.3%
3.	Medical Devices	43.0%	56.7%

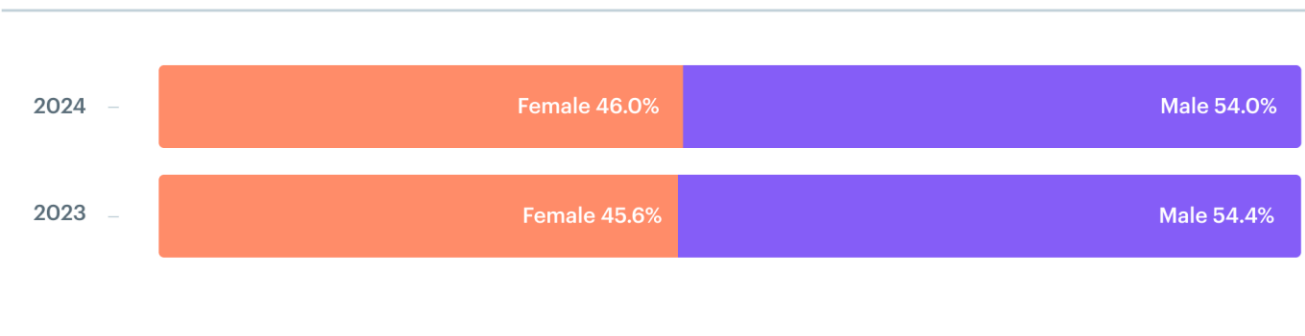
Bottom 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
6.	Veterinary	69.8%	30.2%
7.	Medical Practice	70.5%	29.5%
8.	Mental Healthcare	74.7%	25.3%

- In 2024, the Healthcare Sector workforce has remained predominantly Female, with 62.6% Female representation, a slight increase from 62.6% in 2023. Male representation also saw a small decrease, from 37.4% in 2023 to 37.4% in 2024. This suggests continued gender dominance by women.
- Among the top industries, Pharmaceuticals shows a relatively balanced gender distribution with 49.3% Female and 50.7% Male. In contrast, Medical Devices has a male-dominated workforce, with 56.9% Male, while Alternative Medicine remains more Female-oriented, with 55.7% Female.
- Industries with the highest Female representation include Mental Healthcare (74.7%), Medical Practice (70.5%), and Veterinary (69.8%), all indicating strong Female dominance in these fields.

Current Workforce: Diversity in Leadership

Sector Gender Diversity in Leadership



Top 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Veterinary	46.3%	53.7%
2.	Health, Wellness & Fitness	46.2%	53.8%
3.	Hospital & Healthcare	45.1%	54.9%

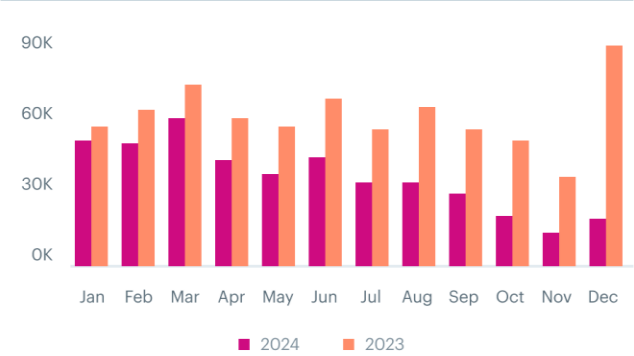
Bottom 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
6.	Medical Practice	41.2%	58.8%
7.	Pharmaceuticals	35.4%	64.6%
8.	Medical Devices	25.1%	74.9%

- In 2024, the Healthcare Sector's Leadership shows a slight shift in gender distribution, with 45.99% Female leaders and 54.01 % Male leaders, compared to 45.60% Female and 54.40% Male in 2023. Although the trend suggests a small increase in Female leadership, it still remains significantly lower than Male leadership across the Sector.
- Among the top industries, Veterinary (46.3% Female, 53.7% Male) and Health, Wellness & Fitness (46.2% Female, 53.8% Male) exhibit relatively balanced leadership, with Hospital & Healthcare (45.1% Female, 54.9% Male) also showing similar gender proportions . These industries show the most balanced leadership representation in the Healthcare Sector.
- Conversely, industries like Medical Devices (25.1% Female, 74.9% Male) and Pharmaceuticals (35.4% Female, 64.6% Male) have a strong male leadership presence, with notable gender disparities, while Medical Practice (41.2% Female, 58.8% Male) also displays a gender imbalance, though less pronounced.

Current Workforce: Career Progression

Overall Promotions per Month



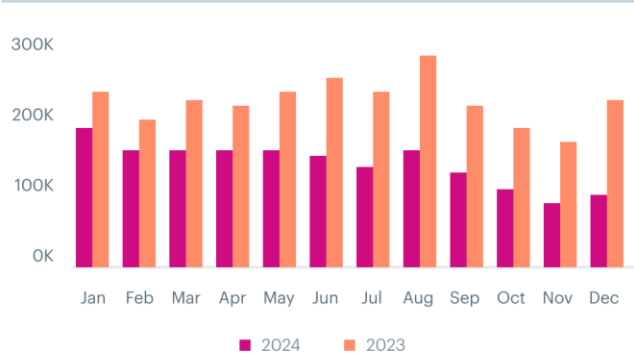
45.3%

Hospital & Healthcare had the *highest share* of promotions in 2024

Alternative Medicine had the *lowest share* of promotions in 2024

0.3%

Overall Employee Exits per Month



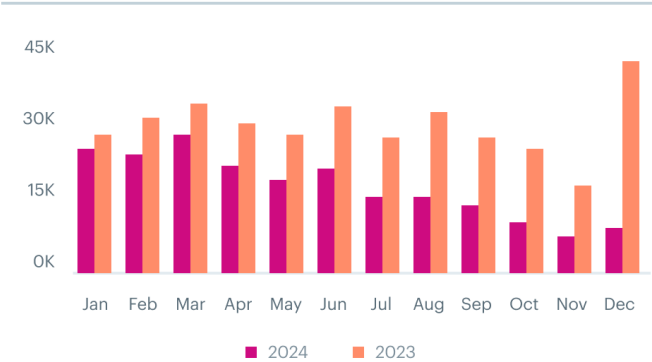
48.4%

Hospital & Healthcare had the *highest share* of employee exits in 2024

Alternative Medicine had the *lowest share* of employee exits in 2024

0.4%

Overall Promotions of Females



61.3%

Mental Healthcare had the *highest share* of promotions of Females in 2024

Medical Devices had the *lowest share* of promotions of Females in 2024

37.8%

- Promotions and Exits Show Seasonal Fluctuations: In 2023, promotions peaked in December with 89,829 and were lowest in November with 36,537. Similarly, exits followed a similar pattern, with the highest in August (294,089) and the lowest in November (170,390). In 2024, the trend continued with 50,251 promotions in January and the lowest in December (19,636). Exits peaked in June (261,592) and dropped significantly in November (88,813), indicating possible seasonal or end-of-year patterns in both promotions and employee turnover.
- Hospital & Healthcare led the promotions in the sector, accounting for 45.3% of total promotions, followed by Pharmaceuticals with 26.3%. This indicates a strong focus on internal growth and career advancement in these industries. On the other hand, Medical Practice had the lowest share of promotions, with just 2.9% of the total, suggesting areas for improvement in career progression within this field.
- Regarding employee exits, Hospital & Healthcare also had the highest share of exits, representing 48.4% of total exits in the sector, reflecting high employee turnover. Pharmaceuticals and Health, Wellness & Fitness had notable exit rates, with 15.4% and 14.8%, respectively, highlighting the importance of retaining talent in these fields.
- Medical Devices and Veterinary had lower proportions of both promotions and exits, with Medical Devices showing a marked male dominance in promotions, with 74.9% of promotions going to men, suggesting a need to improve gender diversity in the industry.

Current Workforce: Spans and Layers

Spans & Layers by ratio for Sector

Rank	Industry	# of Junior employees / # of Managers		# of Managers / # of Senior Executives		# of Senior Executives / # of Top Managers	
1.	Alternative Medicine	<div><div></div></div>	4.2	<div><div></div></div>	1.9	<div><div></div></div>	1.7
2.	Health, Wellness & Fitness	<div><div></div></div>	4.9	<div><div></div></div>	2.0	<div><div></div></div>	1.5
3.	Hospital & Healthcare	<div><div></div></div>	5.1	<div><div></div></div>	4.7	<div><div></div></div>	0.6
4.	Medical Devices	<div><div></div></div>	2.4	<div><div></div></div>	4.2	<div><div></div></div>	0.8
5.	Medical Practice	<div><div></div></div>	7.0	<div><div></div></div>	3.0	<div><div></div></div>	1.0
6.	Mental Healthcare	<div><div></div></div>	5.1	<div><div></div></div>	2.4	<div><div></div></div>	1.1
7.	Pharmaceuticals	<div><div></div></div>	2.2	<div><div></div></div>	5.5	<div><div></div></div>	0.5
8.	Veterinary	<div><div></div></div>	4.6	<div><div></div></div>	3.2	<div><div></div></div>	1.0

Analysis of Employee Ratios in 2024:

- Junior to Manager Ratios: Industries such as Medical Practice and Health, Wellness & Fitness display a relatively high ratio of Juniors to Managers (7.0 and 4.9, respectively), suggesting a workforce structure that is top-heavy with Junior employees. This could provide opportunities for more mentoring and a quicker decision-making process, as Junior employees may be more closely integrated into core operations. On the other hand, Pharmaceuticals (2.2) and Medical Devices (2.4) show a lower Junior-to-Manager ratio, indicating a stronger managerial presence which might ensure better supervision and more structure, though it could limit autonomy for Junior staff.
- Manager to Senior Executive Ratios: Pharmaceuticals leads with the highest ratio of Managers to Senior Executives (5.5), implying a robust middle-management layer. This structure could help drive operational efficiency and ensure comprehensive supervision across the organization. In contrast, Health, Wellness & Fitness has a notably lower ratio (1.9), suggesting a more streamlined approach at the senior level, potentially allowing faster strategic decisions and more direct involvement of top executives in operational matters.
- Senior Executive to Senior Manager Ratios: The Hospital & Health Care sector has a notably low ratio (0.6) of Senior Executives to Senior Managers, indicating a broad and perhaps less focused top-tier management structure, which might complicate decision-making processes at the highest level. Conversely, Alternative Medicine and Medical Practice show higher ratios (1.8 and 1.0, respectively), indicating a more compact top management structure that might foster quicker decision-making but could also lead to greater pressure on Senior Executives.
- Implications: Industries like Pharmaceuticals and Medical Devices, with higher concentrations of Managers relative to Senior Executives, may benefit from a streamlined middle management layer to enhance decision-making speed. On the other hand, sectors such as Medical Practice and Alternative Medicine, with higher ratios of Senior Executives to Senior Managers, should ensure that their top management is not overwhelmed by too many strategic decisions

Industry Benchmarking: Detailed Sector View

Education

<u>Hiring: Overall Job Postings</u>	72
<u>Hiring: AI Job Postings</u>	73
<u>Hiring: Remote Job Postings</u>	74
<u>Hiring: Job Postings by Skills</u>	75
<u>Current Workforce: Overall</u>	76
<u>Current Workforce: Diversity</u>	77
<u>Current Workforce: Diversity in Leadership</u>	78
<u>Current Workforce: Career Progression</u>	79
<u>Current Workforce: Spans and Layers</u>	80

Hiring: Overall Job Postings

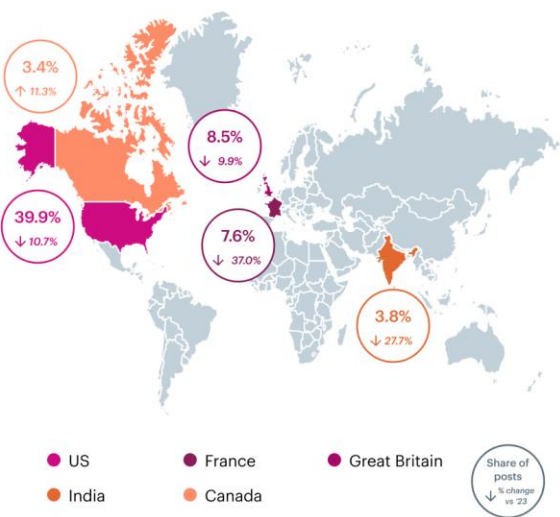
Sector Job Postings



Sector Job Postings by Industry

Rank	Industry	Share of Sector posts	% Change vs 2023
1.	Higher Education	42.7%	↓ 18.7%
2.	Education Management	42.4%	↓ 17.2%
3.	Primary / Secondary Education	10.9%	↓ 2.1%
4.	E-Learning	4.0%	↓ 12.4%

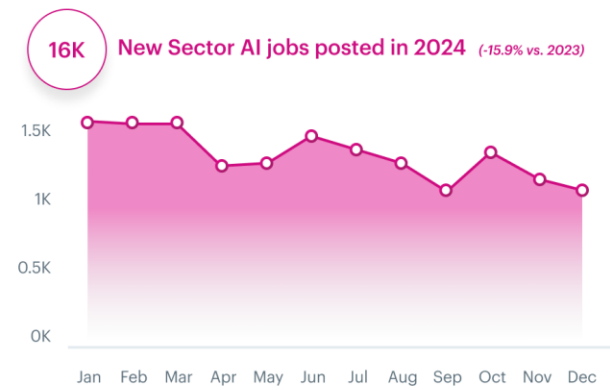
Sector Job Postings - Top 5 Countries



- In the Education sector, Higher Education and Education Management dominate job postings, accounting for 42.7% and 42.4% respectively. Combined, they represent over 85% of all job postings, reflecting the central role these industries play in sector hiring.
- All top industries saw declines in job postings compared to 2022, with Higher Education down -18.7%, Education Management -17.2%, and Primary/Secondary Education -2.1%. E-Learning also declined by -12.4%, signaling a broad sector-wide contraction in hiring.

Hiring: AI Job Postings

Sector AI Job Postings



- The Education Sector reported 16.5K new job postings for AI-related jobs, a decrease of 15.9% compared to 2023.
- The number of new AI job postings showed a general downward trend throughout 2024, with brief increases in March, June, and September–October. This pattern suggests intermittent hiring spikes, possibly tied to project cycles or academic-year planning, within an overall cooling AI job market in the Education sector.

Sector AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States of America	36.2%	↓ 14.4%
2.	India	13.2%	↓ 10.7%
3.	United Kingdom	10.0%	↓ 5.5%
4.	Singapore	4.2%	↓ 29.4%
5.	France	2.6%	↓ 35.0%

- The United States leads AI job postings in the Education sector with 36.2% of the total, but experienced the largest year-over-year decline at -14.4%, indicating a slowdown in the dominant market.
- Singapore, despite not being among the top 5 in overall education job postings, ranked 4th for AI roles with a 4.2% share, though it declined by -29.4%, signaling weakening momentum in AI hiring.
- Among the Top 5 countries, France (-35.0%) saw the steepest drop in new AI postings, followed by Singapore (-29.4%) and the US (-14.4%), while India (-10.6%) and the UK (-5.5%) had more moderate declines. This reflects a widespread but uneven contraction in AI hiring across global education markets.

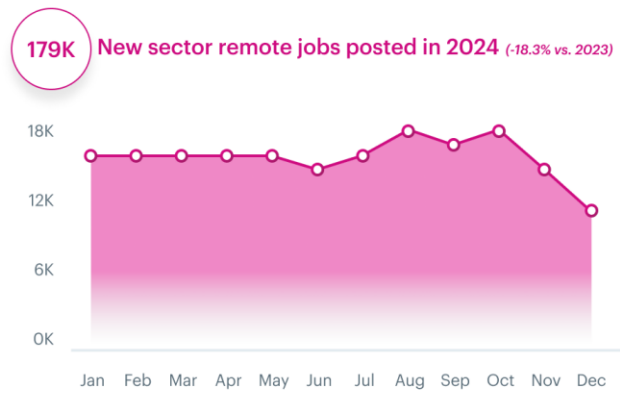
Sector AI Job Postings by Industry

Rank	Industry	Share of Sector AI posts	% Change vs 2023
1.	Higher Education	56.6%	↓ 18.0%
2.	Education Management	28.6%	↓ 17.2%
3.	E-Learning	9.4%	↓ 4.7%
4.	Primary / Secondary Education	5.4%	↑ 0.2%

- Higher Education led AI hiring in the Education sector in 2024, accounting for 56.6% of new AI job postings, despite a year-over-year decrease of -18.0%, showing it remains the core hub for AI-related roles in the sector.
- Education Management ranked second, making up 28.6% of AI job postings in 2024, while also experiencing a -17.2% decline compared to the previous year.
- E-Learning held a 9.4% share of AI job postings—significantly higher than its 2.8% share of total sector job postings—indicating a strong emphasis on AI despite a -4.7% year-over-year drop.
- Primary/Secondary Education was the only industry among the top four to show positive growth, with a +0.2% increase in AI job postings from the previous year, highlighting a slight but notable upward trend.

Hiring: Remote Job Postings

Sector Remote Job Postings



- The Education Sector posted 178.9K new job ads for remote positions, a decline of 18.3% compared to 2023.
- The number of new remote job postings showed a general downward trend throughout 2024. However, notable increases were observed in August and October, each exceeding 16.7K postings, with October marking the peak at 16,727. These fluctuations suggest periodic spikes in demand despite the overall decline.

Sector Remote Job Postings - Top 5 Countries

Rank	Country	Share of Remote posts	% Change vs 2023
1.	United States of America	53.8%	↓ 14.8%
2.	United Kingdom	13.0%	↑ 34.4%
3.	Canada	3.9%	↓ 15.5%
4.	India	2.4%	↓ 18.0%
5.	Germany	2.2%	↓ 41.7%

- The United States held the largest share of remote job postings in the Education sector in 2024 at 53.8%, despite a 14.8% year-over-year decline, maintaining its leading position in remote hiring.
- Among the Top 5 countries for remote job postings, Canada stood out for being the only one not in the overall Top 5 for total job postings. It accounted for 3.9% of remote roles, though it experienced a 15.5% decline compared to 2023.
- The United Kingdom showed strong momentum with a 12.96% share of remote job postings and a 34.4% increase from the previous year, the highest growth among the Top 5, signaling expanding remote opportunities in the UK's education sector.

Sector Remote Job Postings by Industry

Rank	Industry	Share of Sector Remote posts	% Change vs 2023
1.	Higher Education	51.6%	↓ 28.3%
2.	Education Management	31.4%	↓ 4.7%
3.	E-Learning	11.6%	↑ 0.5%
4.	Primary / Secondary Education	5.5%	↓ 8.4%

- Higher Education accounted for the largest share of remote job postings in 2024 at 51.6%, but experienced a significant year-over-year decline of -28.3%, indicating a sharp pullback in remote opportunities within the sector's leading industry.
- E-Learning represented 11.6% of remote job postings, making it the third-largest contributor, and was the only industry among the top four to show slight growth (+0.5%), signaling resilience in digitally native education formats.
- Education Management and Primary/ Secondary Education accounted for 31.4% and 5.5% of remote job postings, respectively, but both saw declines of -4.7% and -8.4%, reflecting a general contraction in remote hiring across the Education sector.

Hiring: Job Postings by Skills

Sector Top 10 Skills Required

Rank	Skill	Share of posts	% Change vs 2023	Most prominent industry
1.	Communication	33.0%	↓ 10.1%	Higher Education
2.	Teaching	26.1%	↓ 8.8%	Education Management
3.	Management	16.7%	↓ 21.6%	Higher Education
4.	Leadership	14.7%	↓ 11.0%	Education Management
5.	Research	14.0%	↓ 19.6%	Higher Education
6.	English Language	13.1%	↓ 15.5%	Education Management
7.	Planning	12.5%	↓ 15.0%	Higher Education
8.	Writing	11.0%	↓ 16.3%	Higher Education
9.	Customer Service	9.6%	↓ 19.0%	Higher Education
10.	Interpersonal Communications	9.5%	↓ 7.7%	Higher Education

- Communication is the most in-demand skill in the Education sector, appearing in 33.0% of job postings. It is followed by Teaching (26.1%) and Management (16.7%), showing that while Communication leads, Teaching is clearly the top sector-specific skill.
- All of the top 10 skills experienced a decline in demand in 2024. The sharpest drops were in Management (−21.6%), Research (−19.6%), and Customer Service (−19.0%), reflecting a general contraction in job requirements across the board.
- The skill with the smallest decline was Interpersonal Communication (−7.7%), suggesting it remained relatively stable compared to others in the Top 10.
- Teaching, a sector-specific skill, appeared in over one-quarter of Education job postings (26.1%), but still declined by 8.7% year over year.
- None of the Top 10 skills saw year-over-year growth. Even widely applicable skills like Leadership (−11.0%) and English Language (−15.5%) dropped in 2024.

Current Workforce: Overall

Sector Workforce Headcount

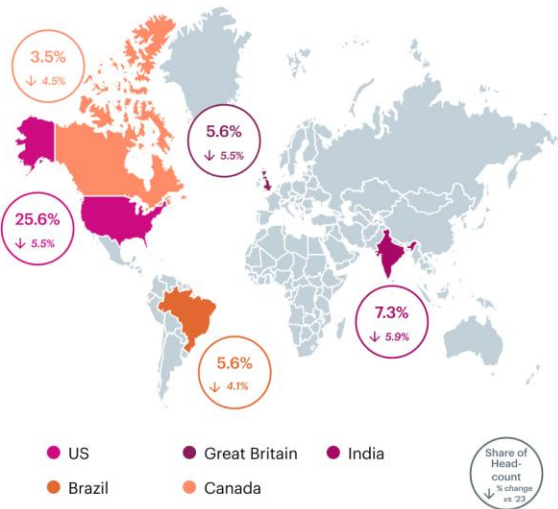
17.5M Sector workforce size in 2024 (-5.0% vs. 2023)

Sector workforce size in 2023 **18.4M**

Sector Workforce Headcount by Industry

Rank	Industry	Share of Sector Headcount	% Change vs 2023
1.	Higher Education	55.6%	↓ 4.8%
2.	Education Management	29.4%	↓ 5.0%
3.	Primary / Secondary Education	10.0%	↓ 4.5%
4.	E-Learning	4.9%	↓ 10.0%

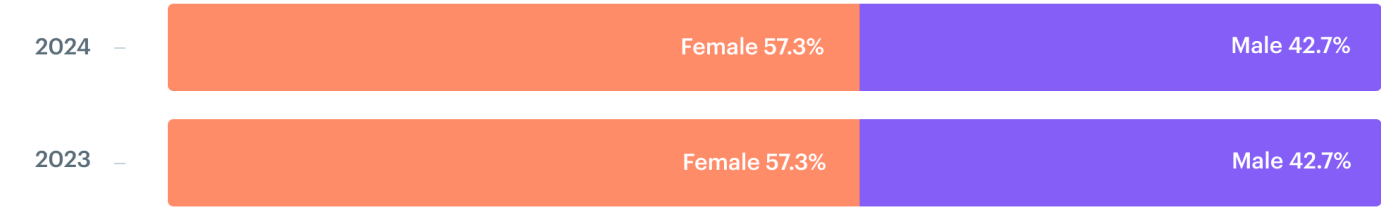
Sector Workforce Headcount - Top 5 Countries



- The Education sector workforce decreased by 5.1% in 2024, dropping from approximately 18.4 million to 17.5 million employees.
- The United States holds the largest share of the global Education workforce in 2024 at 25.6%, though this represents a decline of 5.5% from the previous year. India (7.3%) and the United Kingdom (5.6%) also saw workforce decreases of -5.9% and -5.5%, respectively, indicating a downward trend across major markets in the Education sector.
- Higher Education represents the largest portion of the Education sector workforce in 2024 at 55.6%, but experienced a decline of 4.8% compared to the previous year.
- Education Management holds the second-largest share at 29.4%, also showing a decline of 5.0%, suggesting a sector-wide contraction despite its central role.
- All major Education industries tracked—Higher Education, Education Management, Primary/Secondary Education, and E-Learning—experienced workforce declines in 2024, pointing to a broad contraction across the sector.

Current Workforce: Diversity

Sector Workforce Diversity



Top 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	E-Learning	51.2%	48.8%
2.	Higher Education	53.2%	46.8%
3.	Education Management	61.8%	38.2%

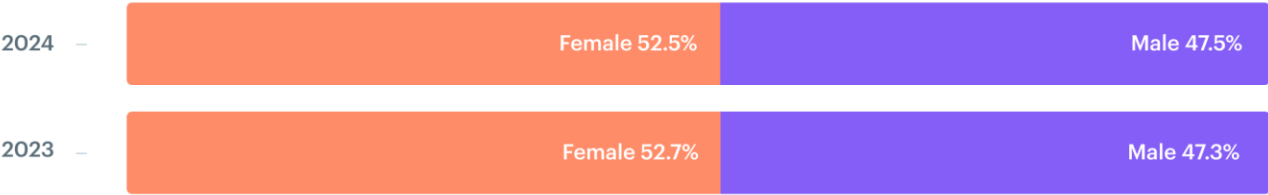
Bottom 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
4.	Primary/Secondary Education	68.5%	31.5%

- In the Education sector in 2024, women made up 57.3% of the workforce, showing a slight decrease from 57.3% in 2023. Male representation rose marginally to 42.7%, reflecting a virtually unchanged but still female-majority workforce.
- E-Learning displays the most balanced gender distribution among the top industries, with 51.2% Female and 48.8% Male representation, reflecting a relatively equitable workforce in this digitally oriented education segment.
- Female representation is notably higher in Education Management (61.8%) and Primary/Secondary Education (68.5%), indicating strong female dominance in these fields, with the latter showing the highest gender gap.
- Across the Education sector, the workforce remains female-majority, but the extent of gender disparity varies by industry. Primary/Secondary Education stands out with the widest imbalance, suggesting potential areas for future diversity and inclusion efforts focused on improving male representation.

Current Workforce: Diversity in Leadership

Sector Gender Diversity in Leadership



Top 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Education Management	48.8%	51.2%
2.	Higher Education	47.3%	52.7%
3.	Primary/Secondary Education	53.6%	46.4%

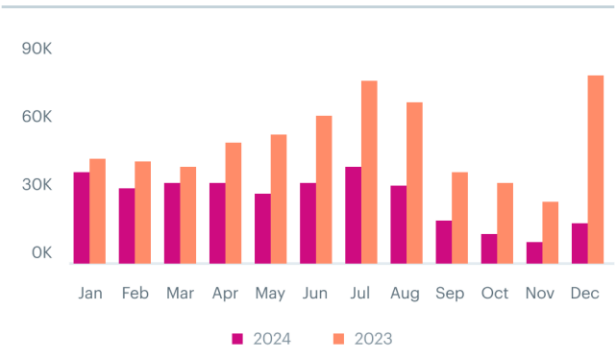
Bottom 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
4.	E-learning	34.1%	65.9%

- In the Education Sector overall, Female leaders make up 52.5% of the leadership workforce, slightly down from 52.7% the previous year; Male leadership constitutes 47.5%, up from 47.3%.
- Primary / Secondary Education has the highest share of Female leaders at 53.6%, followed by Higher Education (47.3%) and Education Management (48.8%), reflecting a strong presence of women in leadership roles across the sector.
- E-Learning shows the lowest Female representation in leadership at 34.1%, suggesting a more male-dominated leadership structure in this emerging area of education.
- Overall, the Education sector maintains a trend of Female-majority leadership, though the level of gender diversity varies by industry. E-Learning stands out for its imbalance, while Primary / Secondary Education reflects a more traditional gender distribution.

Current Workforce: Career Progression

Overall Promotions per Month



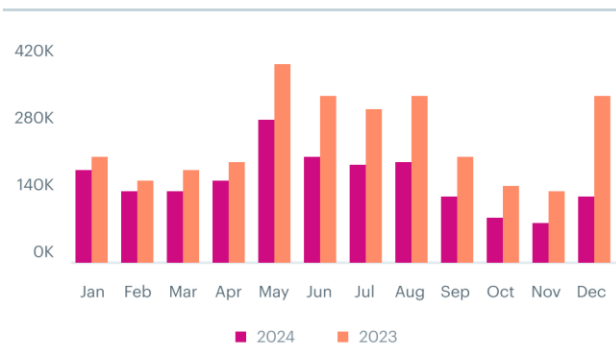
65.0%

Higher Education had the *highest share* of promotions in 2024

E-learning had the *lowest share* of promotions in 2024

4.9%

Overall Employee Exits per Month



59.8%

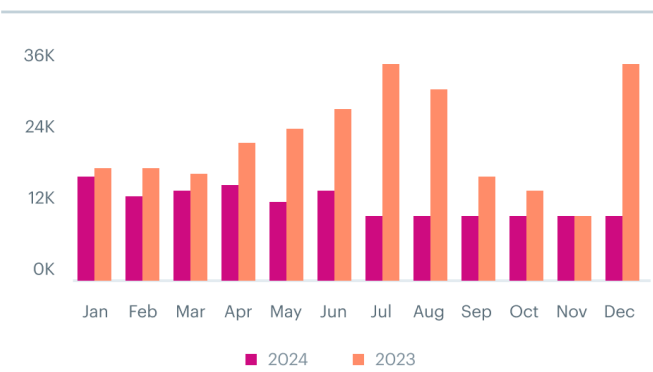
Higher Education had the *highest share* of employee exits in 2024

Primary/Secondary Education had the *lowest share* of employee exits in 2024

7.0%

- Higher Education shows the most significant mobility with the highest share of promotions in 2023 at 65.0%, signaling strong advancement opportunities; E-Learning recorded the lowest share at 4.9%, which may suggest more limited promotion paths in this emerging field.
- E-Learning has the highest turnover rate in the Education sector, with 7.2% of total exits in 2023, suggesting a dynamic or competitive environment; Primary / Secondary Education had the lowest turnover rate at 7.0%, pointing to greater job stability in this field.

Overall Promotions of Females



52.6%

Primary/Secondary Education had the *highest share* of promotions of Females in 2024

E-learning had the *lowest share* of promotions of Females in 2024

37.1%

- Primary / Secondary Education has the highest share of Female promotions at 52.6%, aligning with the sector's overall strong Female representation; E-Learning has the lowest share at 37.1%, highlighting a potential area for improving Gender Diversity in this growing industry.
- The contrast between low Female promotion rates and high turnover in E-Learning suggests a fast-moving industry where advancement may be less equitable and job changes more frequent. In contrast, Primary / Secondary Education combines the highest share of Female promotions (52.6%) with the lowest turnover rate, pointing to a more stable environment that may better support long-term career growth for women.

Current Workforce: Spans and Layers

Spans & Layers by ratio for Sector



- Higher Education has the highest Junior-to-Manager ratio (9.4), indicating a larger number of junior employees per manager, typical of academic institutions with extensive teaching staff. Its Manager-to-Senior Executive (3.4) and Senior Executive-to-Top Manager (0.56) ratios suggest a deep, traditional hierarchy.
- Education Management shows a slightly lower Junior-to-Manager ratio (6.6), paired with a Manager-to-Senior Executive ratio of 2.8 and a relatively high Senior Executive-to-Top Manager ratio of 0.73, pointing to a more balanced leadership structure with moderate stratification.
- Primary / Secondary Education has a Junior-to-Manager ratio of 8.3, with mid-range values in both Manager-to-Senior Executive (3.2) and Senior Executive-to-Top Manager (0.53) ratios, reflecting a classic hierarchical model commonly seen in public school systems.
- E-Learning has the lowest Junior-to-Manager ratio (6.1), suggesting a flatter structure at the base. However, it has the highest Manager-to-Senior Executive ratio (1.71) and a relatively high Senior Executive-to-Top Manager ratio (1.52), indicating a growing middle-management layer with quicker access to top leadership roles.
- Overall, E-Learning and Education Management demonstrate leaner, more agile organizational structures, while Higher Education and Primary / Secondary Education retain more traditional, multi-layered hierarchies, aligned with their institutional legacies and operational complexity.

Industry Benchmarking: Detailed Sector View

Public Sector

<u>Hiring: Overall Job Postings</u>	82
<u>Hiring: AI Job Postings</u>	83
<u>Hiring: Remote Job Postings</u>	84
<u>Hiring: Job Postings by Skills</u>	85
<u>Current Workforce: Overall</u>	86
<u>Current Workforce: Diversity</u>	87
<u>Current Workforce: Diversity in Leadership</u>	88
<u>Current Workforce: Career Progression</u>	89
<u>Current Workforce: Spans and Layers</u>	90

Hiring: Overall Job Postings

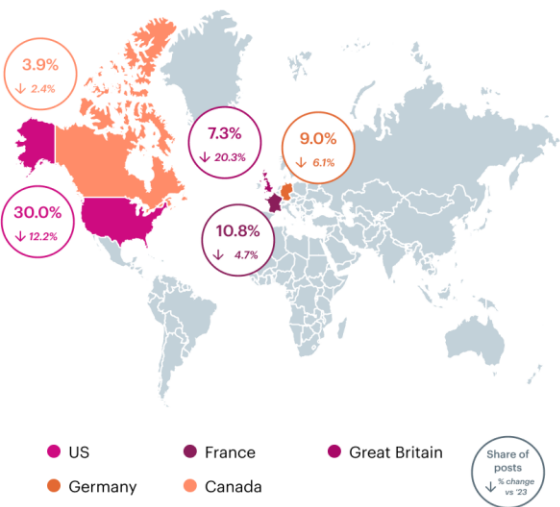
Sector Job Postings



Sector Job Postings by Industry

Rank	Industry	Share of Sector posts	% Change vs 2023
1.	Government Administration	41.4%	↓ 21.0%
2.	Non-Profit Organization Management	16.9%	↓ 14.7%
3.	Security and Investigations	10.3%	↓ 17.3%
4.	Civic & Social Organization	9.4%	↑ 8.4%
5.	Defense & Space	9.1%	↓ 19.1%
6.	Public Safety	2.9%	↓ 12.4%
7.	Military	1.8%	↑ 45.8%
8.	Religious Institutions	1.7%	↑ 13.7%
9.	Law Enforcement	1.5%	↓ 10.8%
10.	Government Relations	1.5%	↓ 17.2%

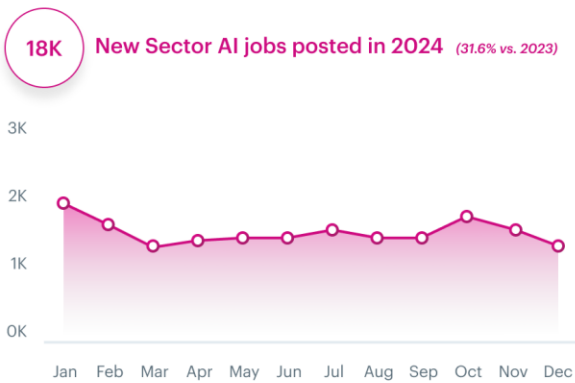
Sector Job Postings - Top 5 Countries



- From a geographical standpoint, the US had the highest share of new job posts at 30.0%, followed by France, Germany, United Kingdom, and Canada (10.8%, 9.0%, 7.3%, and 3.9% share respectively), with most of the countries showing a reduction in the number of job postings from 2023.
- A detailed examination of the Public Sector reveals that the top 4 Industries account for just under 80% of job postings. Government Administration is leading with 41.4% of total job postings (postings reducing by 21% from 2023). Other significant Industries in the Top 10 include: Non-profit Organization Management (16.9%), Security & Investigations (10.3%), and Civic & Social Organization (9.4%); the number of job postings in which changed by -14.7%, -17.3%, and 8.4%, respectively, compared to 2023.
- Apart from the aforementioned Industries, Defense & Space (9.1% share) decreased by 19.1% compared to 2023, whereas Military (1.8%) and Religious Institutions (1.7%) saw the biggest increases of 45.8% and 13.7% respectively for the same period.

Hiring: AI Job Postings

Sector AI Job Postings



- The Public Sector reported 17.7K new postings for AI-related jobs, a decrease of 74.7% compared to 2023. This is a steeper decline compared to the overall job market.
- The number of new AI job postings showed a general downward trend throughout the year, starting at its peak of ~1.8K in January and falling to ~1.3K in December, with occasional increases in July and October.

Sector AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States of America	49.8%	↓ 36.3%
2.	India	10.5%	↓ 4.7%
3.	United Kingdom	4.1%	↓ 43.7%
4.	Canada	2.1%	↓ 23.0%
5.	Italy	2.0%	↑ 99.5%

- In line with the overall geography rankings for Public Sector job postings, the US dominates AI job postings, comprising 49.8% of the total. US AI job postings declined by 36.3% compared to 2023.
- India was second in AI job posts (10.5% share, decrease of 4.7% vs 2023), even though it was not in the Top 5 countries for overall job posts – as in other Sectors, it could signal that demand for a workforce with new technological capabilities is generally higher and less affected in developing countries, compared to the rest.
- The majority of the countries saw a decline in new AI job postings compared to 2023: United Kingdom at -43.7%, and Canada at -23.0%, while Italy saw an increase of 99.4%.

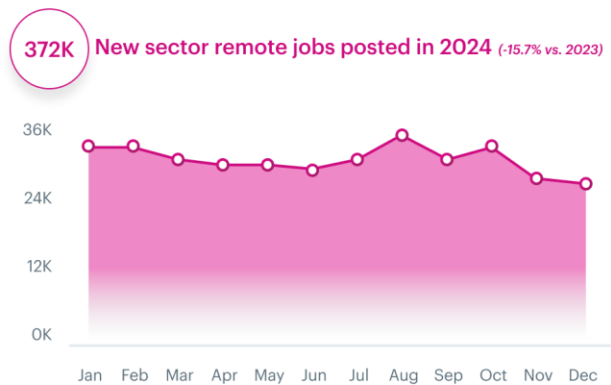
Sector AI Job Postings by Industry

Rank	Industry	Share of Sector AI posts	% Change vs 2023
1.	Defense & Space	57.1%	↓ 37.5%
2.	Non-Profit Organization Management	17.1%	↑ 1.0%
3.	Government Administration	10.9%	↓ 34.9%
4.	Security and Investigations	5.3%	↓ 19.3%
5.	Law Enforcement	2.8%	↓ 45.5%
6.	Civic & Social Organization	1.7%	↑ 23.0%
7.	Public Safety	1.3%	↓ 30.5%
8.	Government Relations	0.9%	↑ 10.9%
9.	Fund-Raising	0.7%	↑ 7.3%
10.	Religious Institutions	0.5%	↓ 4.3%

- In the Industry lens, Defense & Space had the highest proportion of new AI job posts at 57.1% (with a decrease of 37.5% compared to 2023) – especially surprising, considering this Industry only had ~9% of overall job posts. This could be linked to AI being on the cutting-edge of Technology, necessary for this Industry.
- Even though the Military was in the Top 10 Industries for overall job postings in the Public Sector, it didn't make it to the Top 10 in AI posts – instead, Fund-raising was placed ninth (0.7% share, up by 7.3% compared to 2023).
- The majority of Industries within the Public Sector experienced a decrease in new AI job posts compared to 2023. The most significant declines were in Law Enforcement (-45.5%) and Defense and Space (-37.5%) .
- Some Industries showed a positive trend: notably, Civic & Social Organization (1.7% share) with a 23.0% increase, as well as Government Relations (0.9%) with a 10.9% increase compared to 2023.

Hiring: Remote Job Postings

Sector Remote Job Postings



- The Public Sector posted 372K new job ads for remote positions, an increase of 4.8% compared to 2023. This increase is significantly less than that of the overall job market.
- The number of new remote job postings fluctuated throughout the year, peaking at 34K in August and showing an overall declining trend, reaching its lowest value of 26K in December, with in-year positive fluctuations in February, August and October.

Sector Remote Job Postings - Top 5 Countries

Rank	Country	Share of Remote posts	% Change vs 2023
1.	United States of America	54.8%	↓ 8.0%
2.	United Kingdom	9.4%	↓ 16.8%
3.	Canada	4.4%	↓ 16.9%
4.	Germany	3.3%	↓ 40.2%
5.	Australia	2.0%	↓ 36.7%

- In line with the overall geography rankings for the Public Sector, the US had the highest proportion of remote job posts at 54.8%, with their volume decreasing by 8.0% compared to 2023.
- Among the Top 5 countries for remote job postings, Australia is the only one that did not make it to the Top 5 for overall job postings. It had a 2.0% share, with the number of remote job posts reducing by 36.7% from 2023.
- Germany experienced the most significant decrease in new remote job posts with a reduction of 40.2%, followed by Australia.

Sector Remote Job Postings by Industry

Rank	Industry	Share of Sector Remote posts	% Change vs 2023
1.	Government Administration	42.8%	↓ 13.6%
2.	Non-Profit Organization Management	20.2%	↓ 12.9%
3.	Defense & Space	15.6%	↓ 31.7%
4.	Security and Investigations	4.5%	↓ 23.0%
5.	Law Enforcement	3.7%	↓ 1.3%
6.	Military	3.0%	↑ 195.8%
7.	Civic and Social Organization	2.8%	↓ 22.7%
8.	Public Safety	2.3%	↓ 17.6%
9.	Government Relations	1.4%	↓ 6.1%
10.	Religious Institutions	0.9%	↓ 9.2%

- In terms of Industries, Government Administration had the highest proportion of new remote job posts in 2024, at 42.8%. The number of remote job posts decreased by 13.6% compared to 2023.
- Most Industries within the Public Sector experienced a decrease in the number of new remote job postings compared to 2023. The most significant decreases were in Defense and Space (-31.7%), Security & Investigations (-23.0%), and Civic and Social Organization (-22.7%).
- Despite the overall downward trend in 2024 compared to 2023, some industries saw an increase in remote job postings. Notably, Military (3.0 % share) jobs increased by 195.8%.

Hiring: Job Postings by Skills

Sector Top 10 Skills Required

Rank	Skill	Share of posts	% Change vs 2023	Most prominent industry
1.	Communication	<div><div></div></div> 27.7%	↓ 10.7%	Government Administration
2.	Management	<div><div></div></div> 21.3%	↓ 12.5%	Government Administration
3.	Valid Driver's License	<div><div></div></div> 15.1%	↓ 0.9%	Government Administration
4.	Planning	<div><div></div></div> 13.9%	↓ 10.3%	Government Administration
5.	Operations	<div><div></div></div> 13.3%	↓ 8.3%	Government Administration
6.	Customer Service	<div><div></div></div> 12.9%	↓ 15.8%	Government Administration
7.	Leadership	<div><div></div></div> 10.6%	↓ 7.2%	Government Administration
8.	English Language	<div><div></div></div> 8.6%	↓ 13.1%	Government Administration
9.	Coordinating	<div><div></div></div> 8.2%	↓ 10.9%	Government Administration
10.	Writing	<div><div></div></div> 8.0%	↓ 14.8%	Government Administration

- The top skill required in the PublicSector aligns with that of the global Top 10 skills: Communication with a share of 27.7%.
- Upon analyzing the Public Sector skill demand, new skills (not included in the overall Top 10) were identified: Valid Driver’s License (15.1% share), Coordinating (8.2% share), and Writing (8.0% share). All three saw a decrease in demand by 0.9%, 10.9%, and 14.8%, respectively.
- As expected, the Government Administration Industry is the primary Industry requiring most of the top ten skills – this is due to the majority of new Public Sector job postings being in this Industry.
- Most of the top ten skills saw a decline over the past year. Customer Service had the largest drop (-15.8%), followed by Writing (-14.8%) and English Language (-13.1%).
- Of the Top 10 skills, none of them saw an increase in demand from the previous year.

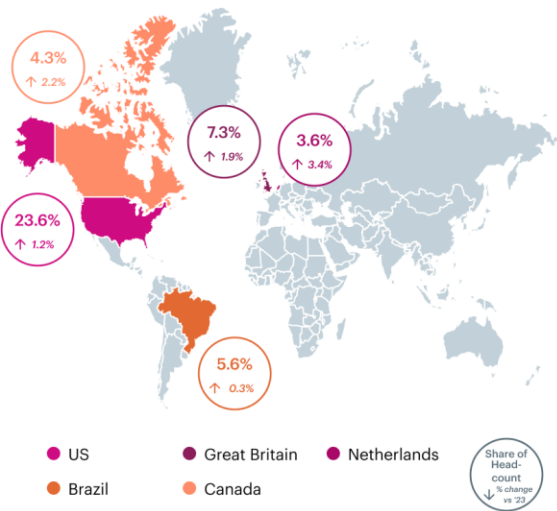
Current Workforce: Overall

Sector Workforce Headcount

15.7M Sector workforce size in 2024 (+1.4% vs. 2023)

Sector workforce size in 2023 15.5M

Sector Workforce Headcount - Top 5 Countries



Sector Workforce Headcount by Industry

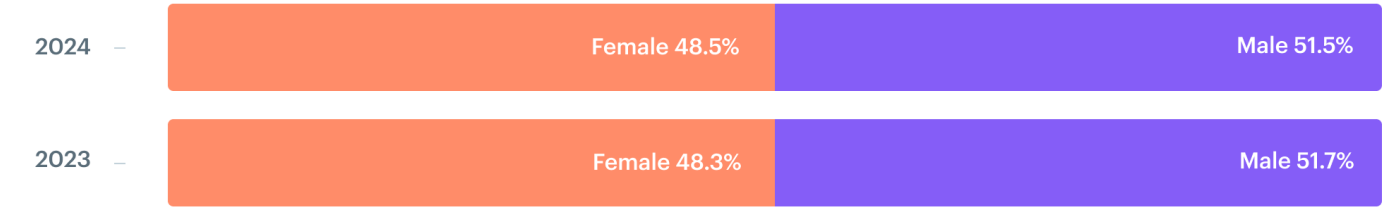
Rank	Industry	Share of Sector Headcount	% Change vs 2023
1.	Government Administration	38.5%	↑ 2.5%
2.	Non-Profit Organization Management	20.1%	↑ 1.5%
3.	Defense & Space	7.8%	↑ 1.9%
4.	Military	6.8%	↓ 2.5%
5.	Civic & Social Organization	5.6%	↑ 0.2%
6.	Security and Investigations	4.9%	↓ 0.2%
7.	Law Enforcement	2.8%	↑ 0.8%
8.	Religious Institutions	2.8%	↓ 1.0%
9.	Public Safety	2.3%	↑ 2.2%
10.	Government Relations	1.8%	↑ 2.1%

- The Public Sector Workforce experienced a slight growth in 2024, and here's what the data tells us: there's been a marginal 1.4% increase in the Public Sector Workforce size, growing from 15.5 million in 2023 to 15.7 million in 2024.

- The United States leads with 23.6% of the global Public Sector Workforce, up by 1.2% vs 2023; notable Workforce size increases are also seen in the Netherlands (3.6% share) and Canada (4.3% share) at 3.4% and 2.2%, respectively.
- Government Administration comprises the largest share at 38.5%, growing 2.5% from the previous year, indicating expansion and possible increased government functions or initiatives. Non-profit Organization Management (20.1% share) and Defense & Space (7.8% share) also saw growth, at 1.5% and 1.9%, respectively.
- Remarkably, Government Administration observed the highest growth rate at 2.5%, which may reflect increased investment in public services, infrastructure, or administrative capacity.
- This overview suggests an invigorated investment in public services, with notable expansions across key Industries that contribute to the building and functioning of the society.

Current Workforce: Diversity

Sector Workforce Diversity



Top 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Legislative Office	50.0%	50.0%
2.	Government Relations	49.7%	50.3%
3.	Political Organization	49.4%	50.6%

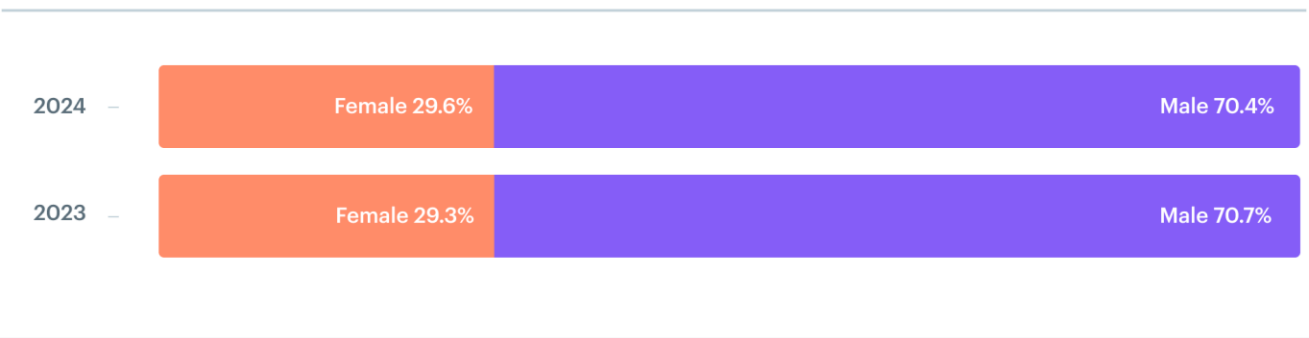
Bottom 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
15.	Security and Investigations	28.3%	71.7%
16.	Defense & Space	25.0%	75.0%
17.	Military	20.8%	79.2%

- Female representation in the Workforce is nearly equal to Male representation, with Females making up 48.5% of the Workforce, a marginal increase from 48.3% in 2023. Male representation has slightly decreased to 51.5%, down from 51.7%.
- Legislative Office, Government Relations, and Political Organization show the most gender-balanced Workforce, each with close to 50% Female representation, indicating progressive gender inclusion in these areas. At the lower end of the spectrum, Military has the lowest proportion of Female workers at 20.8%, with Defense & Space, and Security & Investigations also showing less than 30% Female representation.
- These figures indicate a trend towards gender parity within certain segments of the Public Sector, particularly those involved in governance and policy-making. However, more traditionally Male-dominated fields like the military and defense exhibit significant gender gaps, highlighting areas where diversity efforts could be intensified.

Current Workforce: Diversity in Leadership

Sector Gender Diversity in Leadership



Top 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Non-profit Organization Management	51.0%	49.0%
2.	Civic & Social Organization	51.6%	48.4%
3.	Government Administration	47.3%	52.7%

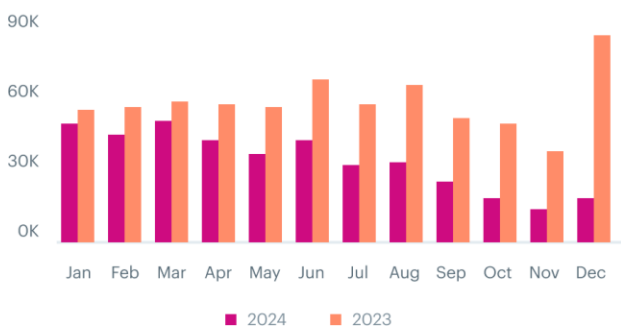
Bottom 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
15.	Defence & Space	20.8%	79.2%
16.	Military	18.6%	81.4%
17.	Security & Investigation	16.2%	83.8%

- A slight increase in Female Leadership is observed in the Sector, from 29.3% in 2023 to 29.6% in 2024; Male Leadership remains predominant at 70.4%.
- Non-Profit Organization Management and Civic & Social Organization show a balanced gender representation in Leadership, with women holding 51.0% and 51.6% of these roles, respectively; Government Administration is not far behind, with 47.3% of Leadership roles occupied by women.
- The Security & Investigations, Military and Defense & Space Industries have the lowest Female representation in Leadership, with 16.2%, 18.6%, and 20.8% respectively. These fields remain significantly Male-dominated at the Leadership level.
- The upward trend in Female Leadership within civic and social organizations suggests an ongoing commitment to gender equality. However, the persistent gender disparities in certain Industries, particularly those traditionally Male-dominated, underscore a need for continued efforts towards achieving Leadership balance.

Current Workforce: Career Progression

Overall Promotions per Month

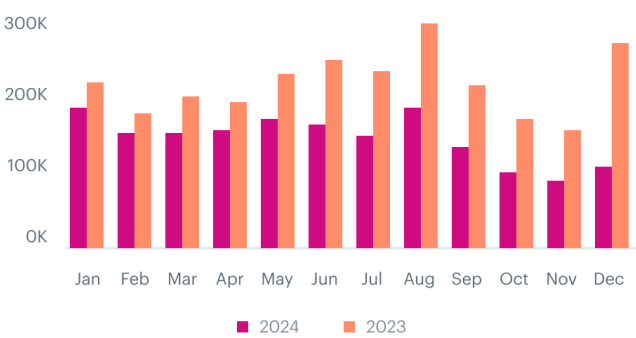


39.7% Government Administration had the highest share of promotions in 2024

Libraries had the lowest share of promotions in 2024

0.5%

Overall Employee Exits per Month

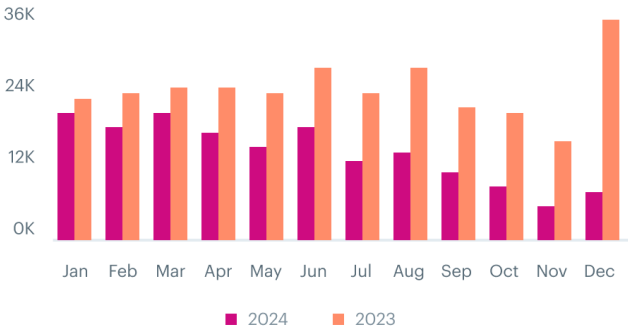


32.0% Government Administration had the highest share of employee exits in 2024

Libraries had the lowest share of employee exits in 2024

0.5%

Overall Promotions of Females



60.7% Libraries had the highest share of promotions of Females in 2024

Military had the lowest share of promotions of Females in 2024

16.6%

- Government Administration saw the highest rate of promotions, indicating robust career progression opportunities in this Industry; conversely, Libraries reported the lowest share of promotions, suggesting limited advancement paths or a stable, established Leadership.
- In terms of turnover, Government Administration also had the highest rate of employee exits, which could reflect a period of restructuring, retirement cycles, or other retention challenges; Libraries experienced the lowest turnover, perhaps due to the stable, community-oriented nature of the work and a generally lower-pressure environment.
- Libraries stand out with the highest share of Female promotions, a significant 60.7%, showcasing an Industry that may be more progressive in terms of gender equality in career advancement, while the Military has the lowest share of promotions for Females at 16.6%, possibly reflecting the ongoing challenges in achieving gender parity in traditionally Male-dominated Industries.
- These patterns highlight areas within the Public Sector where there are robust opportunities for career growth and other areas where there may be room for development, particularly in terms of Gender Diversity in advancement.

Current Workforce: Spans and Layers

Spans & Layers by ratio for Sector

Rank	Industry	# of Junior employees / # of Managers		# of Managers / # of Senior Executives		# of Senior Executives / # of Top Managers	
1.	Civic & Social Organization	<div><div></div></div>	5.7	<div><div></div></div>	1.5	<div><div></div></div>	1.5
2.	Defense & Space	<div><div></div></div>	3.7	<div><div></div></div>	4.0	<div><div></div></div>	0.9
3.	Fund-Raising	<div><div></div></div>	2.8	<div><div></div></div>	1.2	<div><div></div></div>	1.6
4.	Government Administration	<div><div></div></div>	6.1	<div><div></div></div>	6.3	<div><div></div></div>	0.5
5.	Government Relations	<div><div></div></div>	5.1	<div><div></div></div>	2.3	<div><div></div></div>	1.2
6.	Judiciary	<div><div></div></div>	31.6	<div><div></div></div>	2.6	<div><div></div></div>	1.2
7.	Law Enforcement	<div><div></div></div>	10.0	<div><div></div></div>	5.3	<div><div></div></div>	0.7
8.	Legislative Office	<div><div></div></div>	6.7	<div><div></div></div>	3.1	<div><div></div></div>	0.5
9.	Libraries	<div><div></div></div>	4.7	<div><div></div></div>	4.9	<div><div></div></div>	0.5
10.	Military	<div><div></div></div>	8.1	<div><div></div></div>	7.2	<div><div></div></div>	0.6

- The Military has an extremely high ratio of Managers to Senior Executives (7.2), indicating a significant middle Management layer, which could either denote a strong support structure or potential bureaucracy.
- In contrast, the Military's low Senior Executives to Top Managers ratio (0.6) suggests a narrow top Leadership cadre or a streamlined path to the top Leadership.
- Fund Raising has the highest ratio of Senior Executives to Top Managers (1.6), implying a considerable distance between senior Leadership and the highest Management levels, which might reflect a hierarchical governance structure.
- Government Administration and Non-profit Organization Management have moderate to high Manager to Senior Executive ratios (6.3 and 2.1, respectively), indicating a potentially multi-layered structure that could affect decision-making speed.
- Across most Industries, the ratio of Junior Employees to Managers is relatively high (ranging from 2.7 to 10), which may suggest a lean Workforce within the Public Sector.
- These ratios reflect the complexity and diversity of organizational structures within the Public Sector, highlighting the differences in Management depth and potential impact on organizational efficiency and agility.

Industry Benchmarking: Detailed Sector View

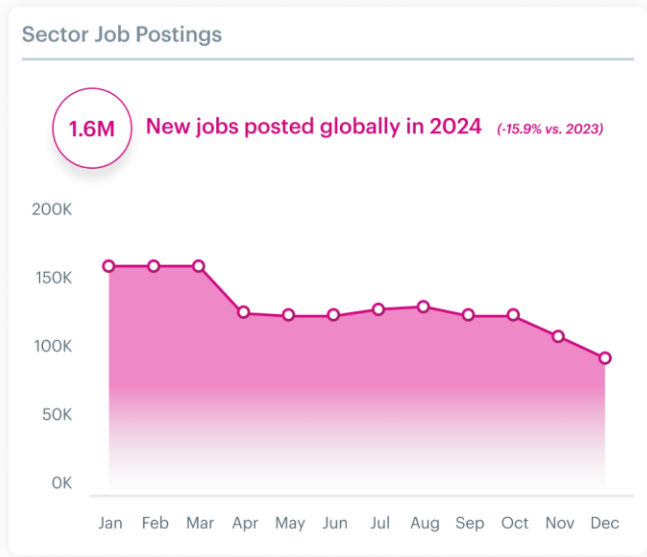
Energy, Resources & Utilities

<u>Hiring: Overall Job Postings</u>	92
<u>Hiring: AI Job Postings</u>	93
<u>Hiring: Remote Job Postings</u>	94
<u>Hiring: Job Postings by Skills</u>	95
<u>Current Workforce: Overall</u>	96
<u>Current Workforce: Diversity</u>	97
<u>Current Workforce: Diversity in Leadership</u>	98
<u>Current Workforce: Career Progression</u>	99
<u>Current Workforce: Spans and Layers</u>	100

Sector deep-dives

Energy, Resources & Utilities

Hiring: Overall Job Postings



Sector Job Postings by Industry

Rank	Industry	Share of Sector posts	% Change vs 2023
1.	Oil & Energy	34.3%	↓ 15.0%
2.	Utilities	26.4%	↓ 12.8%
3.	Renewables & Environment	22.9%	↓ 15.5%
4.	Mining & Metals	16.4%	↓ 22.3%



- In 2024, the Energy, Resources & Utilities Sector posted 1.6M new jobs worldwide, a 15.9% decrease from 2023. 2024 started with a high, and gradually declined for the rest of the year.
- Job postings peaked in January with approximately 161K posts, but then dropped to around 96K in December, the lowest point of the year.
- Geographically, the US led with 23.0% of new job posts, however, with a decrease of 8.6% compared to 2023. It was followed by Germany, France, India and Canada, which had 11.4%, 6.2%, 4.4%, and 4.1% shares respectively. Most countries showed a negative trend in job postings, with India showing the largest decline of 20.6% compared to 2023.

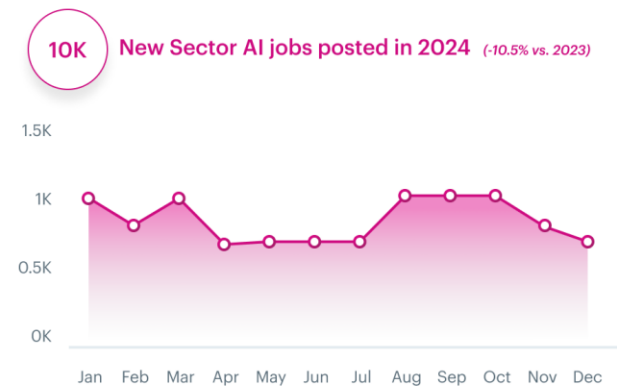
- In the Energy, Resources & Utilities Sector, Oil & Energy accounts for 34.3% of job postings, with a 15.0% decrease from 2023. Utilities is the second-largest Industry, with 26.4% of job postings. Combined, these two Industries represent over 60% of all job postings.
- Most Industries in the Sector saw a decline in job postings compared to 2023: 12.8% in Utilities, 15.5% in Renewables & Environment (22.9% of job posts), and 22.3% in Mining & Metals (16.4% share of job postings).

Sector deep-dives

Energy, Resources & Utilities

Hiring: AI Job Postings

Sector AI Job Postings



- The Energy, Resources & Utilities Sector reported 10K new job postings for AI-related jobs, a decrease of 10.5% compared to 2023 – however, this decline was less drastic than that of the overall job market.
- The number of new AI job postings showed a general downward trend throughout the year, with increases in March and August.

Sector AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States of America	26.9%	↓ 3.0%
2.	India	17.7%	↓ 38.0%
3.	Germany	7.9%	↑ 13.2%
4.	United Kingdom	5.7%	↓ 9.2%
5.	France	3.6%	↑ 89.7%

- In line with the overall geography rankings for the Energy, Resources & Utilities Sector, the US leads in AI job postings, comprising 26.9% of the total. The number of AI job posts in the US saw a decline of 3.0% compared to 2023.
- United Kingdom didn't make it to the Top 5 countries list for overall job posts, but appeared in the Top 5 for AI job posts with a 5.7% share (down by 9.2% from 2023).
- Germany had a 7.9% share of postings, seeing an increase in postings by 13.2% vs 2023, whereas India, with a 17.7% share of posts, saw a decline of 38.0% compared to 2023.

Sector AI Job Postings by Industry

Rank	Industry	Share of Sector AI posts	% Change vs 2023
1.	Oil & Energy	40.9%	↓ 11.9%
2.	Renewables & Environment	37.1%	↓ 13.4%
3.	Utilities	15.7%	↑ 10.6%
4.	Mining & Metals	6.3%	↓ 23.3%

- In the Industry lens, Oil & Energy had the highest proportion of new AI job posts at 40.9%, with a decrease of 11.9% compared to 2023.
- Other Industries were spread in the following order: Renewables & Environment (37.1% share), Utilities (15.7% share), and Mining & Metals (6.3% share).
- Renewables & Environment and Mining & Metals experienced a drop in new AI job posts compared to 2023 by 13.4% and -23.3% respectively, whereas Utilities saw a growth in AI job posts by 10.6%

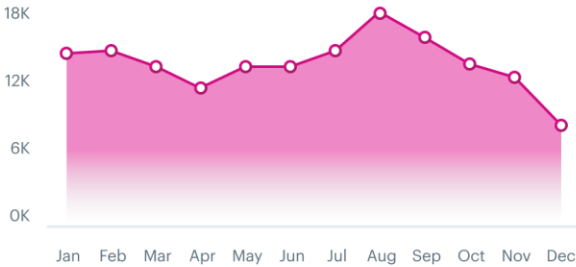
Sector deep-dives

Energy, Resources & Utilities

Hiring: Remote Job Postings

Sector Remote Job Postings

157K New sector remote jobs posted in 2024 (-17.5% vs. 2023)



- The Energy, Resources & Utilities Sector posted 157K new job ads for remote positions, a decrease of 17.5% compared to 2023. This decrease aligns with the trends of the overall job market (-15.9%), signaling a reduction in job flexibility in the Sector.
- The number of new remote job postings showed fluctuations throughout the year, peaking at 16K job posts in August. However, it plateaued from January until July, peaked in August and then declined to reach its lowest value of 7K job posts in December.

Sector Remote Job Postings - Top 5 Countries

Rank	Country	Share of Remote posts	% Change vs 2023
1.	United States of America	31.8%	↓ 8.4%
2.	Germany	14.9%	↓ 34.2%
3.	India	5.8%	↓ 21.2%
4.	Canada	5.3%	↓ 14.3%
5.	United Kingdom	5.1%	↓ 21.1%

- In line with the overall geography rankings for the Energy, Resources & Utilities Sector, the US had the highest proportion of remote job posts at 31.8%, decreasing by 8.4% compared to 2023.
- Among the Top 5 countries for remote job postings, United Kingdom is the only one that did not make it to the Top 5 for overall job postings. It had a 5.1% share, down by 21.1% from 2023.
- Germany (14.9% share) experienced the most significant decrease in new remote job posts with a decline of 34.2%, followed by India (5.8% share with a 21.2% reduction from 2023) and the UK.

Sector Remote Job Postings by Industry

Rank	Industry	Share of Sector Remote posts	% Change vs 2023
1.	Renewables & Environment	31.8%	↓ 22.0%
2.	Oil & Energy	31.1%	↓ 17.3%
3.	Utilities	27.8%	↓ 10.8%
4.	Mining & Metals	9.3%	↓ 20.2%

- In the Industry lens, Renewable & Environment had the highest proportion of new remote job posts in 2024, at 31.8%. The number of remote job posts decreased by 22.0% compared to 2023.
- Directly after was the Oil & Energy Industry with a 31.1% share of job posts and a decrease in postings by 17.3% compared to 2023.
- Two other Industries, Utilities (27.8% share) and Mining & Metals (9.3% share), saw a decrease in the number of remote job postings, of 10.8% and 20.2%, respectively.

Sector deep-dives

Energy, Resources & Utilities

Hiring: Job Postings by Skills

Sector Top 10 Skills Required					
Rank	Skill	Share of posts		% Change vs 2023	Most prominent industry
1.	Communication	<div><div></div></div>	31.0%	↓ 9.5%	Oil & Energy
2.	Management	<div><div></div></div>	23.2%	↓ 16.9%	Oil & Energy
3.	Operations	<div><div></div></div>	20.2%	↓ 10.6%	Oil & Energy
4.	Planning	<div><div></div></div>	14.6%	↓ 18.5%	Utilities
5.	English Language	<div><div></div></div>	13.8%	↓ 19.2%	Oil & Energy
6.	Customer Service	<div><div></div></div>	12.5%	↓ 11.2%	Oil & Energy
7.	Leadership	<div><div></div></div>	12.4%	↓ 9.2%	Oil & Energy
8.	Valid Driver's License	<div><div></div></div>	11.6%	↓ 1.5%	Utilities
9.	Microsoft Office	<div><div></div></div>	11.0%	↓ 15.0%	Utilities
10.	Project Management	<div><div></div></div>	10.9%	↓ 15.6%	Utilities

- The two skills required in the Energy, Resources & Utilities Sector align with the overall Top 10 skills. These are Communication and Management, with shares of 31.0% and 23.2%, respectively.
- Upon analyzing the Energy, Resources & Utilities Sector skill demand, a few Sector-specific (different from the overall Top 10) skills were identified such as Valid Driver's License (11.6% share and -1.5% growth), Microsoft Office (11.0% share and -15.0% growth) and Project Management (10.9% share and -15.6% growth).
- As expected, the Oil & Energy Industry is the primary Industry requiring most of the top ten skills. This is due to the majority of new Energy, Resources & Utilities job postings being in this Industry.
- Most of the top ten skills saw a decrease in demand over the past year, in line with the overall reduction in job postings in the Sector. The English Language had the largest decrease (-19.2%), followed by Planning (-18.5%) and Management (-16.9%).
- None of the skills saw an increase in demand.

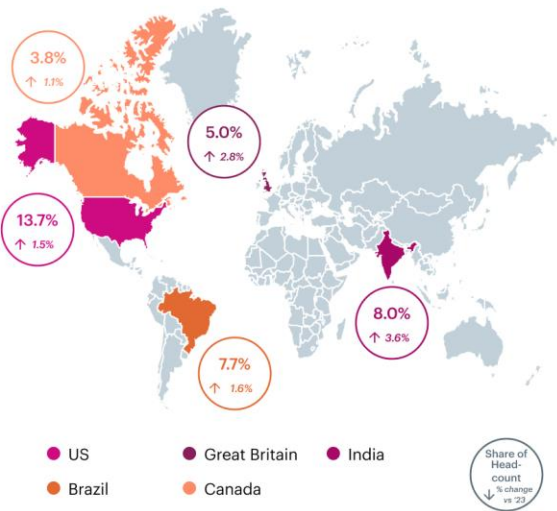
Current Workforce: Overall

Sector Workforce Headcount

8.0M Sector workforce size in 2024 (+2.2% vs. 2023)

Sector workforce size in 2023 7.8M

Sector Workforce Headcount - Top 5 Countries



Sector Workforce Headcount by Industry

Rank	Industry	Share of Sector Headcount	% Change vs 2023
1.	Oil & Energy	45.2%	↑ 1.8%
2.	Utilities	23.0%	↑ 3.0%
3.	Mining & Metals	19.0%	↑ 1.4%
4.	Renewables & Environment	12.8%	↑ 3.7%

- The Sector saw an increase in Workforce size, up from 7.8 million in 2023 to 8 million in 2024, marking a 2.2% rise.
- The United States has the largest share of the Sector's Workforce, accounting for 13.7%, with a 1.5% increase compared to the previous year. Marginal increases are observed in India (8.0% share, up by 3.6% vs 2023) and Brazil (7.7% share, up by 1.6% vs 2023), reflecting their growing impact in the Sector.
- Oil & Energy holds the largest share with 45.2% of the Workforce, experiencing a 1.8% increase compared to previous year.
- The Utilities and Renewables & Environment Industries also saw robust growth, outpacing the Sector, at 3.0% and 3.7% respectively, which may indicate a focus on sustainable energy and infrastructure development.
- Mining & Metals remains a significant portion of the Workforce at 19.0%, with a 1.4% growth, suggesting ongoing demand for raw materials and commodities.
- The data suggests a healthy expansion within the Energy, Resources & Utilities Sector, with a particularly strong push towards renewables and sustainable practices as reflected in Workforce growth. Emerging economies like India and Brazil are becoming significant players in this global Sector.

Sector deep-dives

Energy, Resources & Utilities

Current Workforce: Diversity

Sector Workforce Diversity



Top 3 Industries by Workforce Diversity

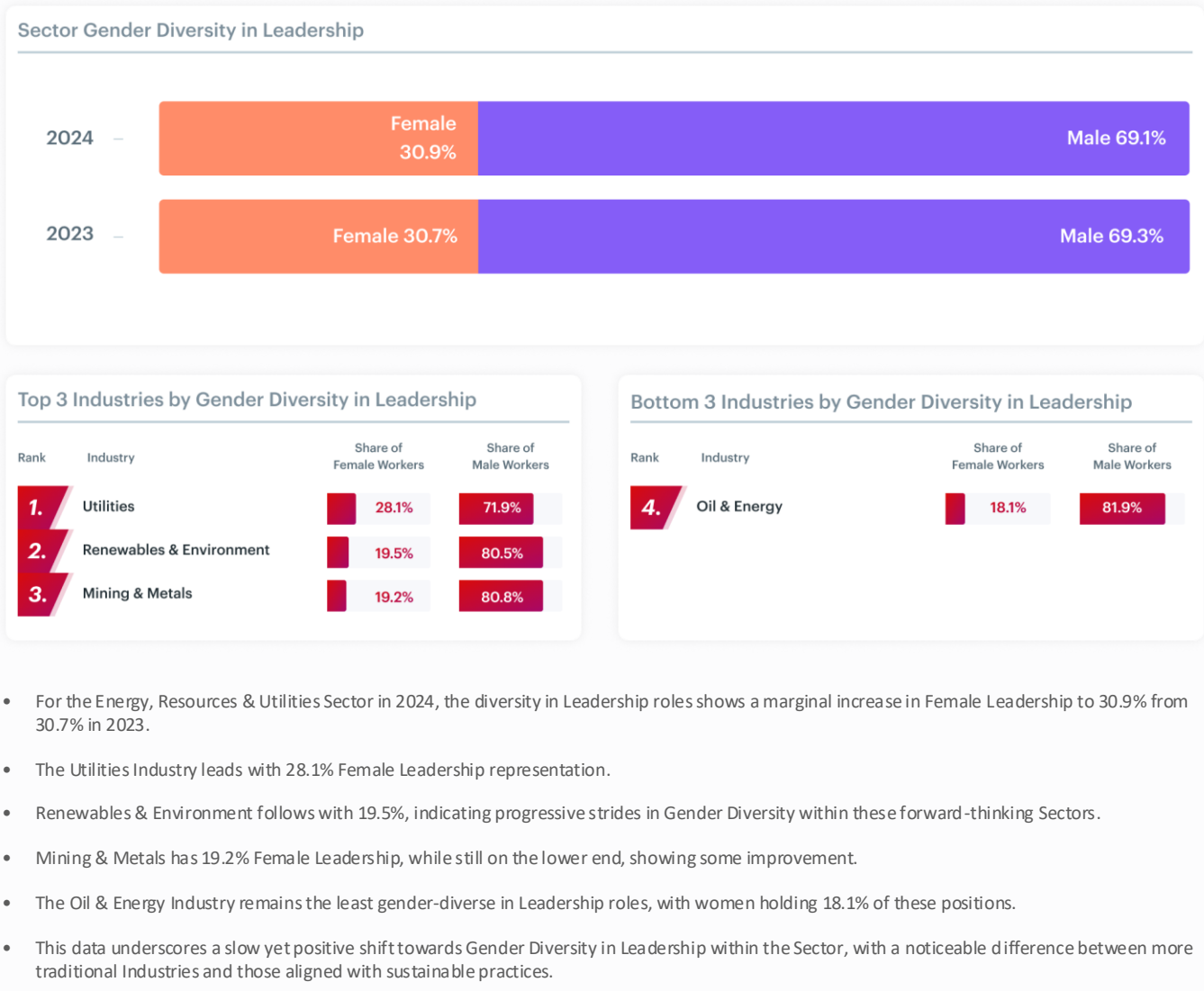
Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Utilities	33.7%	66.3%
2.	Renewables & Environment	29.6%	70.4%
3.	Mining & Metals	25.2%	74.8%

Bottom 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
4.	Oil & Energy	24.4%	75.6%

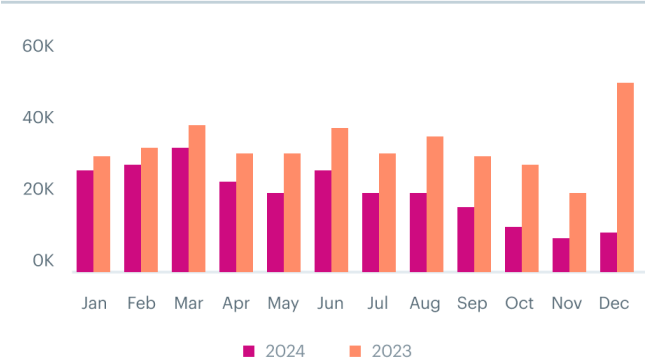
- The Workforce diversity within the Energy, Resources & Utilities Sector for 2024 indicates a slight increase in Female participation, with Female Workforce representation seeing a minor increase to 27.5% from 27.2% in the previous year; Male representation has marginally decreased from 72.8% to 72.5%.
- The small incremental change in overall Gender Diversity suggests that while there is progress, there is still substantial room for improvement in equal gender representation within the Sector.
- The stronger Female representation in Utilities and Renewables & Environment indicates a trend towards diversity in Industries that are focusing on sustainable development.
- The lower levels of Female participation in traditional energy Industries highlight a potential focus area for diversity and inclusion efforts.
- Utilities has the highest Female representation at 33.7%, suggesting more balanced gender inclusion in this Industry.
- The Renewables & Environment Industry follows closely with 29.6% Female Workforce participation, which may reflect the growing appeal of sustainable Industries to a diverse talent pool.
- Oil & Energy remains more Male-dominated, being the least diverse Industry in the Sector, with Female representation at 24.4%.

Current Workforce: Diversity in Leadership



Current Workforce: Career Progression

Overall Promotions per Month



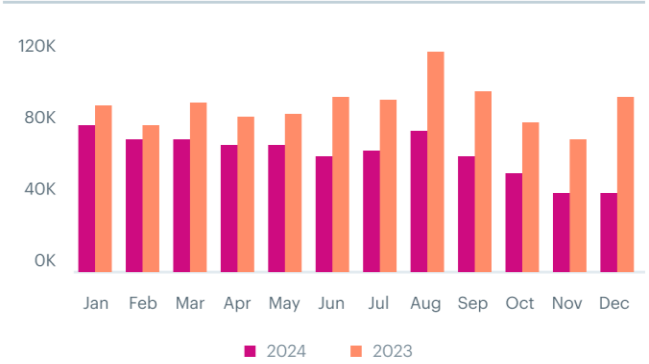
41.5%

Oil & Energy had the *highest share* of promotions in 2024

Renewables & Environment had the *lowest share* of promotions in 2024

15.5%

Overall Employee Exits per Month



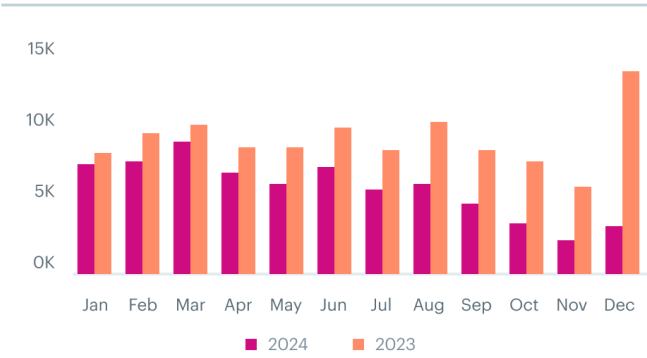
41.0%

Oil & Energy had the *highest share* of employee exits in 2024

Renewables & Environment had the *lowest share* of employee exits in 2024

19.3%

Overall Promotions of Females



29.4%

Utilities had the *highest share* of promotions of Females in 2024

Oil & Energy had the *lowest share* of promotions of Females in 2024

22.8%

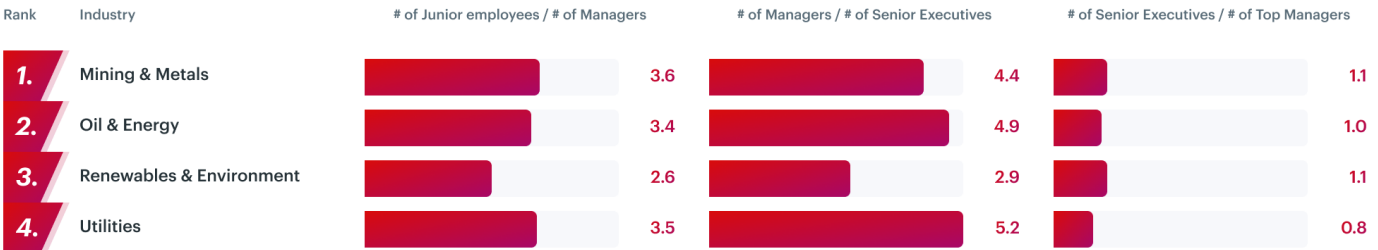
- Oil & Energy saw the highest share of promotions in 2024 at 41.5%, which may reflect growth and investment in traditional energy sectors. Renewables and Environment had the lowest share of promotions at 15.5%, indicating possibly slower growth or fewer opportunities for upward mobility in this Sector.*
- Oil & Energy also experienced the highest employee turnover with a share of 41.0%, which could suggest a volatile job market or a shift towards different opportunities within the energy sector. In contrast, Renewables and Environment reported the lowest turnover with a share of 19.3%, possibly due to more stable employment or less movement within the Industry*.
- Utilities stood out with the highest share of promotions for Females at 29.4%, showing progressive gender inclusion in terms of career advancement. Conversely, Oil & Energy had the lowest share of promotions for Females at 22.8%, pointing to areas for improvement in gender parity within this Sector.
- These insights highlight a dynamic employment landscape within the Energy, Resources & Utilities Sector, with significant movements in sustainable Industries and a call to enhance gender equality in career progression.

Sector deep-dives

Energy, Resources & Utilities

Current Workforce: Spans and Layers

Spans & Layers by ratio for Sector



- The Utilities Industry shows a high Manager to Senior Executive ratio, indicating a potentially tall hierarchy that may slow decision-making but provides clear Managerial oversight.
- Mining and Metals have a slightly larger ratio of Junior Employees to Managers, which could suggest a wider span of control and potentially more direct oversight from Management.
- Mining & Metals demonstrate similar ratios to Oil & Energy, which may indicate a traditional approach to organizational structure within these established Industries.
- Renewables & Environment shows a leaner Management structure, with the lowest Manager to Senior Executive ratio, pointing to a flatter organization that might foster agility and quick decision-making — key in fast-evolving Industries.
- The organizational design within this Sector reflects the diverse nature of the Industries, from traditional, established fields to rapidly growing, innovative fields. The data suggests that while traditional energy fields maintain more hierarchical structures, the renewables are leaning towards more streamlined, agile Management practices.

Industry Benchmarking: Detailed Sector View

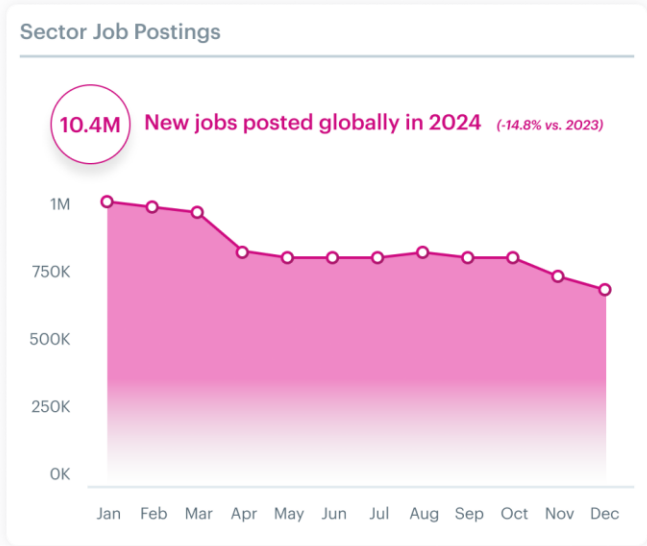
Advanced Manufacturing & Services

<u>Hiring: Overall Job Postings</u>	102
<u>Hiring: AI Job Postings</u>	103
<u>Hiring: Remote Job Postings</u>	104
<u>Hiring: Job Postings by Skills</u>	105
<u>Current Workforce: Overall</u>	106
<u>Current Workforce: Diversity</u>	107
<u>Current Workforce: Diversity in Leadership</u>	108
<u>Current Workforce: Career Progression</u>	109
<u>Current Workforce: Spans and Layers</u>	110

Sector deep-dives

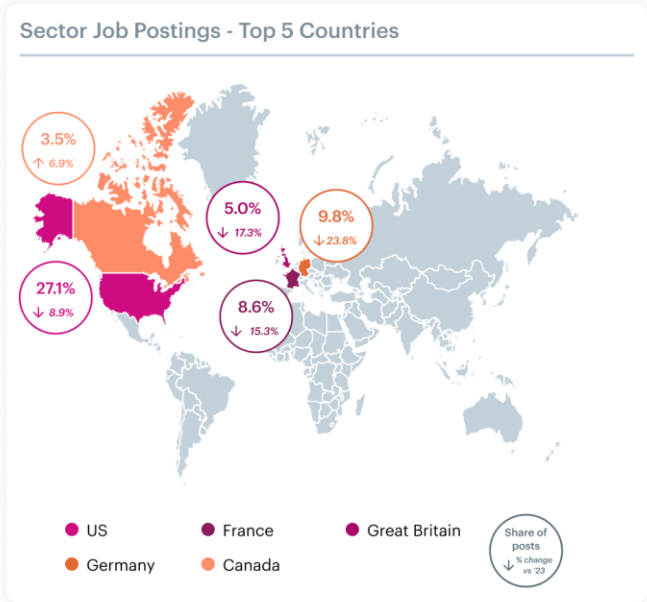
Advanced Manufacturing & Services

Hiring: Overall Job Postings



Sector Job Postings by Industry

Rank	Industry	Share of Sector posts	% Change vs 2023
1.	Construction	14.6%	↓ 13.5%
2.	Automotive	12.3%	↓ 16.5%
3.	Transportation / Trucking / Railroad	8.0%	↓ 20.9%
4.	Facilities Services	7.7%	↓ 7.3%
5.	Mechanical or Industrial Engineering	6.8%	↓ 15.5%
6.	Electrical / Electronic Manufacturing	6.0%	↓ 14.1%
7.	Research	5.6%	↓ 11.0%
8.	Logistics and Supply Chain	5.4%	↓ 10.8%
9.	Machinery	4.2%	↓ 16.8%
10.	Building Materials	3.7%	↓ 13.9%



- In 2024, the Advanced Manufacturing & Services Sector globally posted 10.4 million new jobs, marking a 14.8% decrease compared to 2023. Hiring was relatively stable in January through March, and reduced from April until December with approximately 850,000 job postings, followed by a sharp decline, reaching ~670,000 postings in December.

- From a geographical standpoint, the US had the highest share of new job posts at 27.1%, followed by Germany, France, United Kingdom and Canada (9.8%, 8.6%, 5.0% and 3.5% share respectively), with most of the countries showing a negative trend of job postings.
- A detailed examination of the Advanced Manufacturing & Services Sector reveals that the Top 10 Industries account for a little under 75% of job postings. Construction is leading with 14.6% of total job postings (decreasing by 13.5% from 2023). Other significant Industries in the Top 10 include: Automotive (12.3%) and Transportation / Trucking / Railroad (8.0%), number of job postings in which decreased by 16.5% and 20.9% respectively.
- Apart from beforementioned Industries, Transportation/ Trucking/ Railroad (8.0% share) and Machinery (4.2%) saw biggest decreases of 20.9% and 16.8% respectively for the same period.

Sector deep-dives

Advanced Manufacturing & Services

Hiring: AI Job Postings



- The Advanced Manufacturing & Services Sector reported 63K new postings for AI-related jobs, a decrease of 24.4% compared to 2023. This is a steeper decline compared to the overall job market.
- The number of new AI job postings showed a general downward trend throughout the year, starting at its peak of ~6K in January and steadily falling to ~4K in December.

Sector AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States of America	34.7%	↓ 19.0%
2.	India	11.5%	↓ 29.6%
3.	Germany	5.1%	↓ 33.9%
4.	United Kingdom	4.0%	↓ 37.6%
5.	Singapore	2.6%	↓ 41.1%

- In line with the overall geography rankings for the Advanced Manufacturing & Services job postings, the US leads in AI job postings, comprising 34.7% of the total US AI job postings and declined by 19.0% compared to 2023.
- India came second with a notable 11.5% share of posts (albeit a decline of 29.6% compared to 2023). This could signal about demand for Workforce with new technological capabilities being generally higher and less affected in developing countries, compared to the rest.
- Majority of the countries saw a decline in new AI job postings compared to 2023: Singapore at -41.1%, United Kingdom at -37.6%, and Germany at -33.9%.

Sector AI Job Postings by Industry

Rank	Industry	Share of Sector AI posts	% Change vs 2023
1.	Automotive	17.7%	↓ 9.9%
2.	Electrical / Electronic Manufacturing	11.8%	↓ 15.5%
3.	Research	9.9%	↓ 9.9%
4.	Semiconductors	9.9%	↓ 6.5%
5.	Mechanical or Industrial Engineering	8.0%	↓ 26.0%
6.	Aviation & Aerospace	6.7%	↓ 48.8%
7.	Construction	6.3%	↓ 45.3%
8.	Machinery	5.3%	↓ 28.6%
9.	Industrial Automation	3.7%	↓ 22.1%
10.	Biotechnology	3.4%	↓ 20.7%

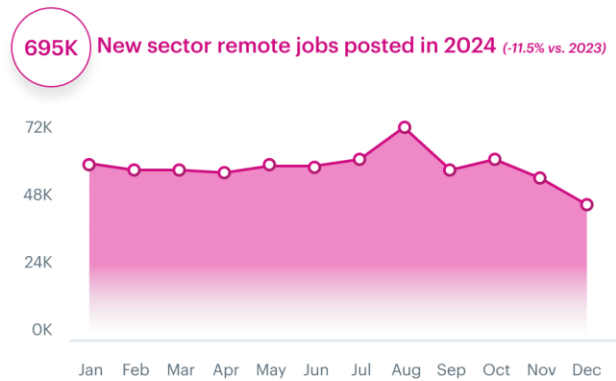
- In the Industry lens, Automotive had the highest proportion of new AI job posts at 17.7%, with a decrease of 9.9% compared to 2023.
- The Aviation & Aerospace Industry was sixth in AI job postings, holding a 6.7% share but did not feature in the top 10 overall job postings for the sector.
- Semiconductors came fifth and Biotechnology tenth in AI job postings, making up 9.9% and 3.4% of the total respectively, however, not making to the Top 10 Industries for overall job postings in the Advanced Manufacturing & Services Sector.
- All Industries within the Advanced Manufacturing & Services Sector experienced a drop in new AI job posts compared to 2023. The most significant declines were in the Aviation and Aerospace (-48.8%), Construction (-45.3%), and Machinery (-28.6%) Industries.

Sector deep-dives

Advanced Manufacturing & Services

Hiring: Remote Job Postings

Sector Remote Job Postings



- The Advanced Manufacturing & Services Sector posted 694K new job ads for remote positions, a decline of 11.5% compared to 2023. This decline is less than that of the overall job market.
- The number of new remote job postings fluctuated throughout the year, peaking at 70K in August and showing an overall declining trend, reaching its lowest value of 45K in December.

Sector Remote Job Postings - Top 5 Countries

Rank	Country	Share of Remote posts	% Change vs 2023
1.	United States of America	43.5%	↑ 2.2%
2.	Germany	7.6%	↓ 45.2%
3.	United Kingdom	7.5%	↓ 7.8%
4.	Canada	4.6%	↑ 3.9%
5.	India	3.0%	↑ 19.0%

- In line with the overall geography rankings for the Advanced Manufacturing & Services Sector, the US had the highest proportion of remote job posts at 43.5%, with their volume increasing by 2.2% compared to 2023.
- Among the Top 5 countries for remote job postings, India is the only one that did not make it to the Top 5 for overall job postings. It had a 3.0% share, with the highest increase in the number of job posts from 2023 at 19.0%
- Germany experienced the most significant decline in new remote job posts at 45.2%, with a 7.6% share.

Sector Remote Job Postings by Industry

Rank	Industry	Share of Sector Remote posts	% Change vs 2023
1.	Automotive	13.6%	↑ 15.0%
2.	Construction	11.6%	↓ 10.3%
3.	Research	10.3%	↑ 52.6%
4.	Electrical / Electronic Manufacturing	9.9%	↓ 11.3%
5.	Civil Engineering	8.8%	↓ 16.6%
6.	Mechanical or Industrial Engineering	6.6%	↓ 23.4%
7.	Transportation / Trucking / Railroad	5.6%	↓ 41.5%
8.	Facilities Services	4.3%	↓ 7.2%
9.	Machinery	4.2%	↓ 20.3%
10.	Biotechnology	4.0%	↓ 23.5%

- In terms of Industries, Construction had the highest proportion of new remote job posts in 2024, at 14.6%. Number of remote job posts decreased by 13.5% compared to 2023.
- Most Industries within the Advanced Manufacturing & Services Sector experienced a drop in the number of new remote job postings compared to 2023. The most significant declines were in Transportation/ Trucking/ Railroad (-20.9%) and Machinery (-16.8%).
- None of the top 10 industries saw an increase in remote job postings.

Sector deep-dives

Advanced Manufacturing & Services

Hiring: Job Postings by Skills

Sector Top 10 Skills Required

Rank	Skill	Share of posts	% Change vs 2023	Most prominent industry
1.	Communication	<div><div></div></div> 24.8%	↓ 9.4%	Construction
2.	Management	<div><div></div></div> 17.1%	↓ 14.3%	Construction
3.	Customer Service	<div><div></div></div> 13.0%	↓ 11.0%	Automotive
4.	Sales	<div><div></div></div> 12.0%	↓ 12.9%	Automotive
5.	Operations	<div><div></div></div> 11.8%	↓ 7.2%	Construction
6.	English Language	<div><div></div></div> 10.6%	↓ 18.5%	Automotive
7.	Leadership	<div><div></div></div> 10.5%	↓ 7.8%	Construction
8.	Valid Driver's License	<div><div></div></div> 9.7%	↓ 0.7%	Automotive
9.	Planning	<div><div></div></div> 9.1%	↓ 19.2%	Construction
10.	Microsoft Office	<div><div></div></div> 8.5%	↓ 13.5%	Construction

- Eight skills required in the Advanced Manufacturing & Services Sector overlap with the overall Top 10 skills. The top five are Communication, Management, Customer Service, Sales, and Operations, with a share of 24.8%, 17.1%, 13.0%, 12.0%, and 11.8%, respectively.
- 8 of the top 10 skills required for Advanced Manufacturing & Services Sector were found in the overall Top 10 skills; however , skills specifically important for this Sector are Valid Driver’s License and Microsoft Office with shares of job postings listing them of 9.7% and 8.5%, respectively.
- As expected, the Construction Industry is the primary Industry requiring all top ten skills – this is due to the majority of new Advanced Manufacturing & Services job postings being in this Industry.
- Most of the top ten skills saw a decline over the past year. Planning had the largest drop (-19.2%), followed by English Language (-18.5%) and Management (-14.3%).
- From the Top 10 skills, none of the skills saw an increase in demand.

Sector deep-dives

Advanced Manufacturing & Services

Current Workforce: Overall

Sector Workforce Headcount

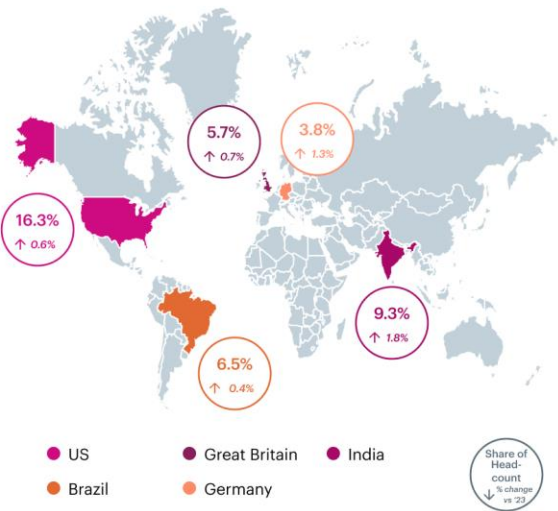
34.1M Sector workforce size in 2024 (+0.8% vs. 2023)

Sector workforce size in 2023 **33.8M**

Sector Workforce Headcount by Industry

Rank	Industry	Share of Sector Headcount	% Change vs 2023
1.	Construction	15.3%	↑ 0.8%
2.	Automotive	11.9%	↑ 0.2%
3.	Electrical / Electronic Manufacturing	6.8%	↑ 0.5%
4.	Mechanical or Industrial Engineering	6.3%	↑ 0.6%
5.	Logistics and Supply Chain	6.0%	↓ 0.4%
6.	Research	5.8%	↑ 0.7%
7.	Transportation / Trucking / Railroad	5.2%	↑ 1.1%
8.	Machinery	4.1%	↑ 1.2%
9.	Chemicals	4.1%	↑ 1.1%
10.	Airlines / Aviation	4.1%	↑ 3.0%

Sector Workforce Headcount - Top 5 Countries



- The US (16.3% share, 0.6% growth) and India (9.3% share, 1.8% growth) remain dominant in the Sector, reinforcing their roles as major players in advanced manufacturing and strategic centers for business development.
- India not only holds a significant Workforce share but also shows the highest growth rate, suggesting a rapidly strengthening Sector that is ripe for investments.
- Brazil (6.5% share, 0.4% growth), the United Kingdom (5.7% share, 0.7% growth), and Germany (4.0% share, +13.2% growth) exhibit positive growth rates, highlighting these countries as emerging influential players in the Industry.

- The Advanced Manufacturing & Services Sector is experiencing marginal growth, growing from 33.8M in 2023 to 34.1M in 2024 (up by 0.8%), emphasizing the need for companies to invest in scaling operations and Workforce capabilities.
- Construction holds the largest share within the Sector at 15.3%, with a year-over-year growth of 0.8%. This suggests robust construction activities, likely driven by global infrastructure developments. Automotive and Electrical / Electronic Manufacturing also show marginal growth rates of 0.2% and 0.5% respectively, signaling escalating manufacturing demands and technological advancements in these fields.
 - The significant Workforce increases in the Construction Industry indicate a booming infrastructure sector, potentially opening avenues for related Industries.
- Airlines / Aviation, while occupying a smaller share of 4.1%, shows a relatively healthy growth of 2.9%. Other Industries such as Machinery and Transportation / Trucking / Railroad also experience significant Workforce increases, underscoring the diverse and dynamic nature of the Sector.
- High growth rates in the US and India could signal that businesses consolidate and expand their presence in these key markets. Brazil's growth rate, presents an opportunity for businesses to explore new investments or expansions in this emerging market.

Sector deep-dives

Advanced Manufacturing & Services

Current Workforce: Diversity

Sector Workforce Diversity



Top 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Research	48.3%	51.7%
2.	Biotechnology	47.3%	52.7%
3.	Textiles	38.9%	61.1%

Bottom 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
28.	Machinery	23.8%	76.2%
29.	Shipbuilding	23.1%	76.9%
30.	Industrial Automation	22.7%	77.3%

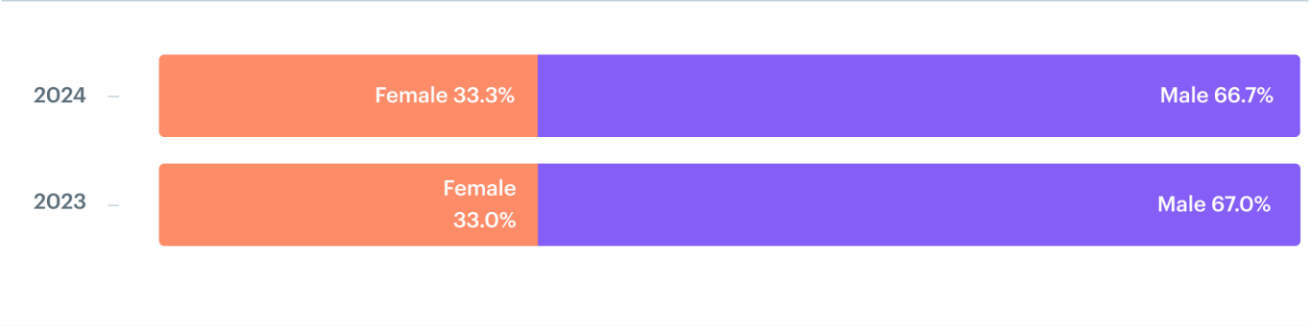
- The Advanced Manufacturing & Services Sector has maintained a steady gender distribution from 2023 to 2024. Female representation remained unchanged at 30.5% and Male at 69.5%.
- With Female representation at 48.3% and Male at 51.7%, the Research Industry is the leader in Gender Diversity within the Advanced Manufacturing & Services Sector – this Industry is closest to achieving gender parity.
- Biotechnology and Textiles show relatively higher Female participation, with women making up 47.3% and 38.9% of the Workforce, respectively. Although not at parity, these Industries are above the Sector average for Female representation.
- The Industries of Industrial Automation, Shipbuilding, and Machinery show significantly lower Female representation, with percentages at 22.7%, 23.1%, and 23.8% respectively, suggesting a notable gender gap in these fields.

Sector deep-dives

Advanced Manufacturing & Services

Current Workforce: Diversity in Leadership

Sector Gender Diversity in Leadership



Top 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Research	36.8%	63.2%
2.	Biotechnology	32.3%	67.7%
3.	Airlines/Aviation	24.8%	75.2%

Bottom 3 Industries by Gender Diversity in Leadership

Rank	Industry	Share of Female Workers	Share of Male Workers
28.	Plastics	14.7%	85.3%
29.	Machinery	14.7%	85.3%
30.	Industrial Automation	13.4%	86.6%

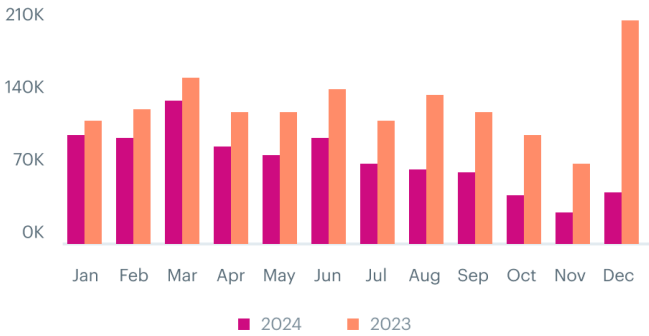
- The Advanced Manufacturing & Services Sector has observed a very minimal progression in Gender Diversity in Leadership roles from 2023 to 2024. Female representation has slightly increased from 33.0% to 33.3%, whereas Male representation has slightly decreased from 67.0% to 66.7%. This subtle shift highlights a gradual movement toward gender balance in Leadership within the Sector.
- Research leads with the highest Female representation at 36.8%, marking a considerable move towards gender parity compared to other Industries within the Sector. This Industry stands as a model with a significantly balanced gender ratio in Leadership.
- Biotechnology closely follows, with women holding 32.3% of Leadership roles. This exceeds the average for the Sector, illustrating effective measures in promoting Gender Diversity.
- Airlines/ Aviation also appears significantly, with 24.8% Female Leadership. While not at parity, it reflects a positive direction towards inclusivity.
- At the lower end of the spectrum, Industrial Automation, Machinery, and Plastics possess considerably less Female representation in Leadership roles, with 13.4%, 14.6%, and 14.7%, respectively. These figures underscore a pronounced gender disparity and indicate that these areas are trailing in diversity and inclusion endeavors.

Sector deep-dives

Advanced Manufacturing & Services

Current Workforce: Career Progression

Overall Promotions per Month



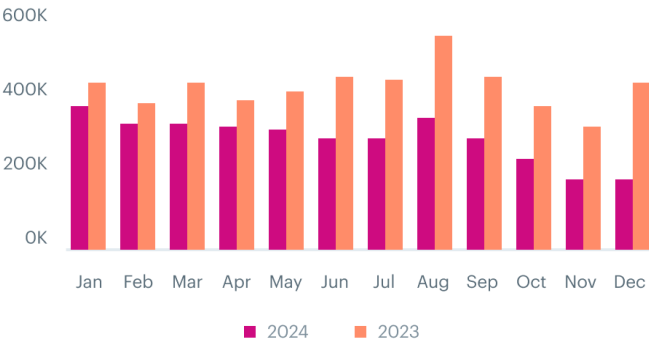
13.2%

Automotive had the *highest share* of promotions in 2024

Nanotechnology had the *lowest share* of promotions in 2024

0.1%

Overall Employee Exits per Month



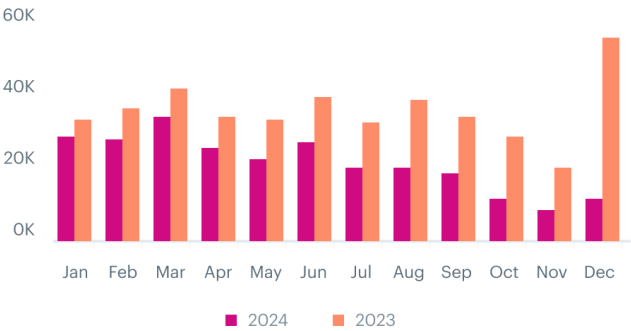
16.0%

Construction had the *highest share* of employee exits in 2024

Nanotechnology had the *lowest share* of employee exits in 2024

0.1%

Overall Promotions of Females



42.1%

Biotechnology had the *highest share* of promotions of Females in 2024

Industrial Automation had the *lowest share* of promotions of Females in 2024

18.3%

- From 2023 to 2024, the Advanced Manufacturing & Services Sector showed notable differences in career progression trends, particularly in promotions and employee turnover across various Industries*. Automotive led with a share 13.2% of all promotions.
- Nanotechnology reported the lowest share of promotions in 2024 at only 0.1%, which might reflect limited career progression opportunities within this Industry.
- Nanotechnology also had the lowest share of employee exits in 2024 at 0.13%, suggesting higher job stability or satisfaction in this Industry compared to others within the Sector. The pattern of employee exits over the year 2024 saw a downward trend, with the lowest rates observed in November and December, suggesting improvements in retention strategies or decreased job market activity towards the year's end.
- The overall higher exit rates in Automotive industry might also be driven by the higher promotion rates, indicating that while promotions are frequent, they might not always align with long-term employee retention.
- Biotechnology is notable for the highest promotion rate of Females in 2024 at 42.1%, a positive indicator of gender inclusion and advancement opportunities within this Industry.

Sector deep-dives

Advanced Manufacturing & Services

Current Workforce: Spans and Layers

Spans & Layers by ratio for Sector

Rank	Industry	# of Junior employees / # of Managers		# of Managers / # of Senior Executives		# of Senior Executives / # of Top Managers	
1.	Airlines/Aviation		4.5		4.9		0.9
2.	Automotive		2.8		5.9		0.8
3.	Aviation & Aerospace		3.3		4.8		0.8
4.	Biotechnology		2.0		2.8		0.8
5.	Building Materials		2.4		5.2		1.0
6.	Business Supplies & Equipment		2.9		3.4		1.3
7.	Chemicals		2.4		6.1		0.7
8.	Civil Engineering		4.5		3.0		1.0
9.	Construction		3.4		3.3		1.2
10.	Electrical/Electronic Manufacturing		2.6		5.0		0.8

Junior Employees to Managers

- Biotechnology shows lower Junior-to-Manager ratios (2.0), indicating a tighter control or possibly more direct oversight of Junior staff, while Research has a higher ratio (7.2), suggesting a more autonomous environment for Junior Employees or potentially less direct supervision.
- Machinery and Civil Engineering present an opportunity for reassessment of Managerial layers to potentially enhance Junior employee productivity.
- Electrical / Electronic Manufacturing, Logistics & Supply Chain, Automotive and Machinery had a ratio of approximately 2.8, suggesting a balanced supervisory framework conducive to operational efficiency.

Managers to Senior Executives

- Railroad Manufacture and Chemicals have the highest ratios (9.3 and 6.1 respectively), indicating a significant middle Management layer which could impact agility and decision-making speeds. Automotive follows closely with a ratio of 5.9, suggesting a potentially bureaucratic layer that may need streamlining for better efficiency.
- Maritime and Nanotechnology exhibit a lower ratio (2.5 and 1.6 respectively), potentially indicating fewer barriers to strategic decision-making. Airlines/ Aviation and Logistics and Supply Chain have a mid-range ratio (4.8), which might balance oversight with strategic flexibility. Lower ratios in Nanotechnology suggest a more streamlined Management, possibly facilitating faster strategic responses.

Senior Executives to Top Managers

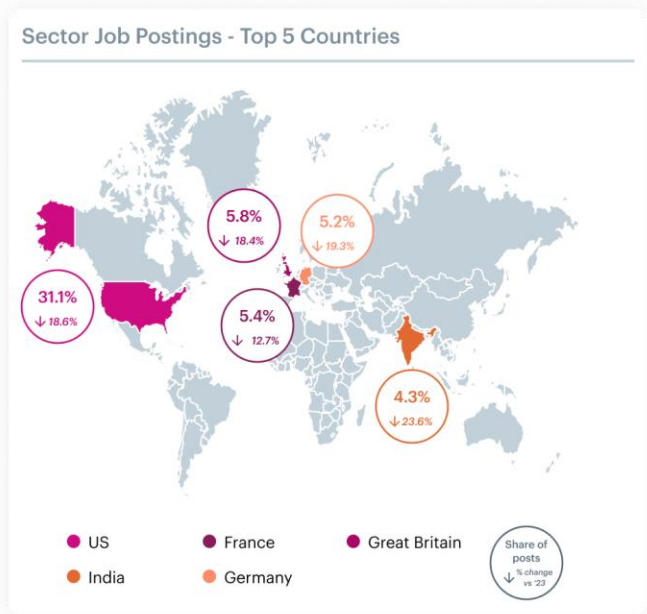
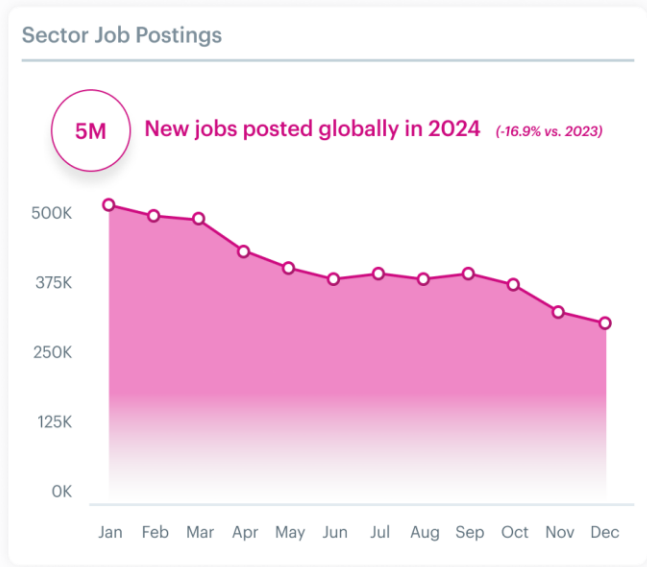
- Nanotechnology shows the highest ratio (1.7), reflecting a potentially complex hierarchy at the top levels which could slow down decision-making. Research (0.8) and Transportation / Trucking / Railroad (1.1) both exhibit ratios that indicate a possibly efficient top-level structure that can aid quick decision-making and agile responses. Semiconductors and Railroad Manufacture show lower ratios (0.7 and 0.5), suggesting a flatter Top Management structure conducive to faster strategic implementations.
- Textiles and Industrial Automation demonstrate higher Senior Executive to Top Managers ratios (1.3 and 1.2), proposing a more layered Top Management that might affect agility.
- The distinct difference in the ratios across Industries like Electrical / Electronic Manufacturing and Machinery suggests varying strategies in Leadership and control at the highest levels.

Industry Benchmarking: Detailed Sector View

Entertainment & Media

<u>Hiring: Overall Job Postings</u>	112
<u>Hiring: AI Job Postings</u>	113
<u>Hiring: Remote Job Postings</u>	114
<u>Hiring: Job Postings by Skills</u>	115
<u>Current Workforce: Overall</u>	116
<u>Current Workforce: Diversity</u>	117
<u>Current Workforce: Diversity in Leadership</u>	118
<u>Current Workforce: Career Progression</u>	119
<u>Current Workforce: Spans and Layers</u>	120

Hiring: Overall Job Postings



Sector Job Postings by Industry

Rank	Industry	Share of Sector posts	% Change vs 2023
1.	Hospitality	28.7%	↓ 14.6%
2.	Restaurants	21.9%	↓ 22.4%
3.	Telecommunications	14.1%	↓ 18.9%
4.	Entertainment	5.6%	↓ 11.4%
5.	Design	4.5%	↓ 18.1%
6.	Recreational Facilities and Services	3.3%	↑ 1.4%
7.	Events Services	2.8%	↓ 19.5%
8.	Sports	2.6%	↓ 11.8%
9.	Publishing	2.1%	↓ 34.0%
10.	Broadcast Media	1.9%	↓ 5.0%

- The Entertainment & Media Sector saw a total of 5M new job postings in 2024, down by 16.9% vs 2023.
- After a period of strong activity from January (533.4K) to March (516.4K), job postings began to decline steadily from April (447.1K) onward, reaching 321.5K in December — the lowest point of the year.

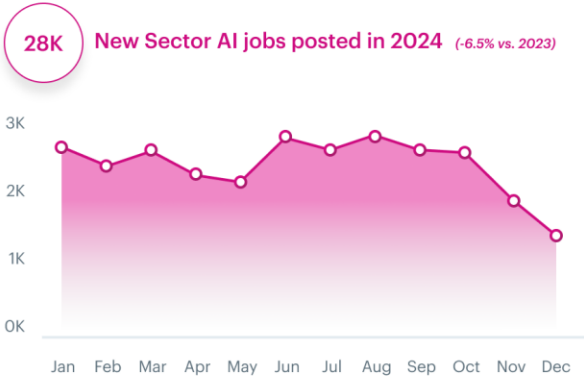
- Within the Entertainment & Media Sector, 64.7% of new job posts in 2024 were concentrated in the Hospitality (28.7%), Restaurants (21.9%), and Telecommunications (14.1%) industries – all of which experienced notable declines compared to 2023 at -14.6%, -22.4%, and -18.9% respectively.
- The Publishing industry saw the largest decline versus the previous year at -34.0%, representing just 2.1% of new job postings within the sector. Entertainment itself accounted for 5.6% of job posts and declined by -11.4%.
- Recreational Facilities & Services was one of the few areas showing growth, with a modest increase of +1.4% YoY, making up 3.3% of the sector.
- Other industries such as Design (-18.1%), Events Services (-19.5%), Sports (-11.8%), and Broadcast Media (-5.0%) also saw declines in new postings, with shares ranging between 1.9% and 4.5%.

Sector deep-dives

Entertainment & Media

Hiring: AI Job Postings

Sector AI Job Postings



- For AI-related jobs in the Entertainment & Media Sector, new job postings decreased by 6.5% compared to 2023.
- The Entertainment & Media Sector shows a fluctuating trend with noticeable peaks and valleys. The AI job market saw its highest point in June with 2,735 new job postings, followed by a steady decline in the latter half of the year. The lowest point was recorded in December with just 1,471 new AI job postings.

Sector AI Job Postings - Top 5 Countries

Rank	Country	Share of AI posts	% Change vs 2023
1.	United States of America	32.6%	↑ 11.3%
2.	India	12.5%	↓ 8.7%
3.	Italy	4.8%	↓ 35.5%
4.	United Kingdom	3.6%	↓ 22.2%
5.	Poland	3.3%	↑ 23.3%

- Similarly to the overall trend in the Entertainment & Media sector, the US led in 2024 with the highest share of new AI job postings (32.6%), marking an 11.3% increase from 2023.
- Globally, however, most top countries experienced a decline in AI job postings. Italy and the United Kingdom saw the most significant drops at -35.5% and -22.2%, respectively. India also declined slightly (-8.7%), while Poland stood out with a notable increase of 23.3%, defying the broader downward trend.

Sector AI Job Postings by Industry

Rank	Industry	Share of Sector AI posts	% Change vs 2023
1.	Telecommunications	31.1%	↓ 23.3%
2.	Entertainment	20.0%	↑ 31.0%
3.	Hospitality	15.3%	↑ 5.7%
4.	Design	5.8%	↓ 9.4%
5.	Publishing	4.5%	↓ 0.6%
6.	Broadcast Media	3.6%	↓ 18.0%
7.	Media Production	2.8%	↑ 14.2%
8.	Sports	2.3%	↓ 4.6%
9.	Events Services	2.2%	↑ 1.2%
10.	Online Media	1.9%	↓ 18.9%

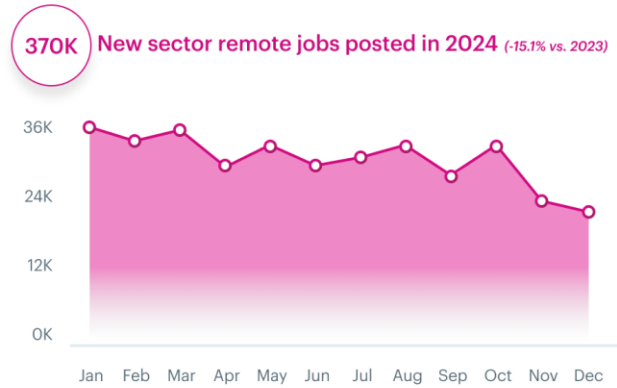
- In the Entertainment & Media sector, Telecommunications led with 31.1% of new AI job postings, followed by Entertainment (20%) and Hospitality (15.3%).
- Most industries saw a decline in AI job postings compared to 2023, with Telecommunications (-23.3%) and Publishing (-0.6%) among the hardest hit.
- In contrast, the Entertainment industry experienced the largest growth at 30.9%, followed by Media Production (14.1%) and Hospitality (5.6%).

Sector deep-dives

Entertainment & Media

Hiring: Remote Job Postings

Sector Remote Job Postings



- The Entertainment & Media Sector saw 369K new job postings for remote jobs, also down by 15.1% compared to 2023.
- New remote job postings trended downward over the course of 2024, starting strong with 36.1K listings in January and ending the year at just 22.3K in December.

Sector Remote Job Postings - Top 5 Countries

Rank	Country	Share of Remote posts	% Change vs 2023
1.	United States of America	37.4%	↓ 10.8%
2.	India	6.5%	↑ 2.4%
3.	United Kingdom	5.3%	↓ 24.6%
4.	Canada	4.9%	↓ 0.6%
5.	Germany	4.2%	↓ 33.1%

- In line with the overall geography rankings for the Entertainment & Media Sector, the US had the highest share of remote job posts (37.4%), down 10.8% vs 2023.
- India was the only country to experience growth in new remote job postings in 2024, with a 2.4% increase compared to the previous year, while all other major markets—including the U.S., U.K., Canada, and Germany—saw declines.

Sector Remote Job Postings by Industry

Rank	Industry	Share of Sector Remote posts	% Change vs 2023
1.	Hospitality	46.2%	↓ 8.5%
2.	Telecommunications	17.5%	↓ 17.2%
3.	Entertainment	5.9%	↓ 15.2%
4.	Design	5.0%	↓ 26.0%
5.	Restaurants	4.0%	↓ 0.6%
6.	Publishing	2.7%	↓ 38.0%
7.	Events Services	2.5%	↓ 21.8%
8.	Broadcast Media	2.4%	↓ 20.1%
9.	Sports	2.2%	↓ 14.6%
10.	Media Production	2.1%	↓ 20.9%

- Similarly to the overall trend in remote job postings, the Hospitality industry held the highest share of new remote job posts in 2024 at 46.2%, despite seeing an 8.5% decline compared to the previous year.
- Most industries within the broader media and service-related sectors experienced a drop in new remote job postings, with the sharpest declines in Publishing (-38.0%), Design (-25.9%), and Event Services (-21.8%).
- Notably, no industry saw year-over-year growth in remote job postings, marking a widespread contraction across the board.

Hiring: Job Postings by Skills

Sector Top 10 Skills Required					
Rank	Skill	Share of posts		% Change vs 2023	Most prominent industry
1.	Communication	<div></div>	29.1%	↓ 10.1%	Hospitality
2.	Customer Service	<div></div>	22.9%	↓ 17.0%	Hospitality
3.	Management	<div></div>	22.4%	↓ 14.1%	Hospitality
4.	Sales	<div></div>	16.1%	↓ 16.3%	Telecommunications
5.	Operations	<div></div>	13.6%	↓ 12.7%	Hospitality
6.	Restaurant Operation	<div></div>	12.4%	↓ 22.9%	Restaurants
7.	Leadership	<div></div>	10.3%	↓ 10.9%	Hospitality
8.	English Language	<div></div>	10.3%	↓ 14.5%	Hospitality
9.	Cleanliness	<div></div>	9.2%	↓ 13.6%	Hospitality
10.	Detail Oriented	<div></div>	8.8%	↓ 7.0%	Hospitality

- In line with the Top 10 skills required overall, Communication and Customer Service occupy the top 2 skills in the Entertainment & Media Sector at 29.1% and 22.9% share respectively.
- The most prominent industry for this sector varies depending on the skill: Hospitality leads in most skill areas, while Sales is most prominent in Telecommunications, and Restaurant Operation stands out in the Restaurants industry.
- All of the Top 10 skills saw a decline over the last year, with the biggest dip in Restaurant Operation (-22.9%) followed by Customer Service (-17%).
- The bottom end of the Top 10 include Detail Oriented, Cleanliness and English Language(8.7%, 9.2% and 10.31% share respectively).
- None skill saw an increase compared to 2023.

Current Workforce: Overall

Sector Workforce Headcount

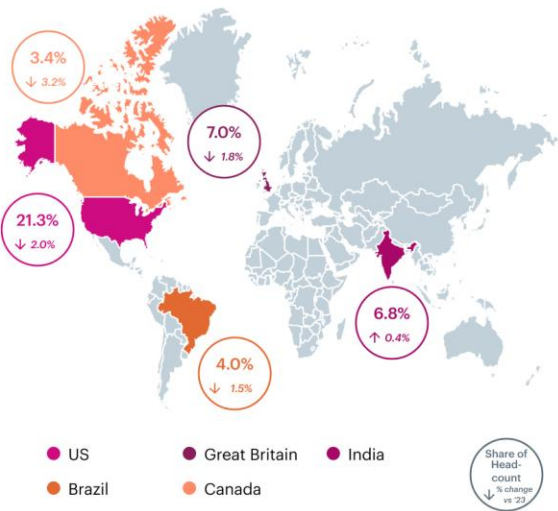
16.8M Sector workforce size in 2024 (-1.3% vs. 2023)

Sector workforce size in 2023 **17.0M**

Sector Workforce Headcount by Industry

Rank	Industry	Share of Sector Headcount	% Change vs 2023
1.	Telecommunications	21.0%	↓ 1.7%
2.	Hospitality	15.1%	↓ 0.5%
3.	Restaurants	9.2%	↓ 4.6%
4.	Entertainment	7.8%	↓ 1.6%
5.	Sports	6.4%	↓ 0.0%
6.	Design	5.5%	↓ 0.1%
7.	Broadcast Media	5.0%	↓ 1.0%
8.	Media Production	4.4%	↓ 1.3%
9.	Events Services	4.1%	↑ 0.8%
10.	Publishing	3.9%	↓ 0.1%

Sector Workforce Headcount - Top 5 Countries



- U.S. and U.K. lead in workforce share (21.3% and 7.0% respectively), but both show declines, hinting at hiring slowdowns or redistribution of roles.
- India is the only top 5 country with growth (+0.4pp to 6.8%), possibly reflecting offshoring or local expansion.
- Brazil (4.0%) and Canada (3.4%) also declined, with Canada seeing the sharpest drop (-3.2pp), suggesting potential market contraction.

- Telecommunications leads the sector with 21.0% of the workforce, but experienced a decline of -1.7%, suggesting some slowdown in growth or market stabilization.
- Hospitality holds 15.1%, with a minor decline of -0.5%, indicating slight contraction but likely steady demand.
- Restaurants saw the biggest drop, losing -4.6% of its workforce, possibly due to changes in consumer behavior or market shifts.
- Entertainment and Sports show declines of -1.6% and -0.04% respectively, which may reflect the stabilization of the industry post-pandemic.
- Design and Broadcast Media industries have modest declines of -0.1% and -1.0%, indicating steady, if slightly diminishing, demand.
- Events Services is the only industry to see growth (+0.8%), likely due to the resurgence of in-person events and activities.

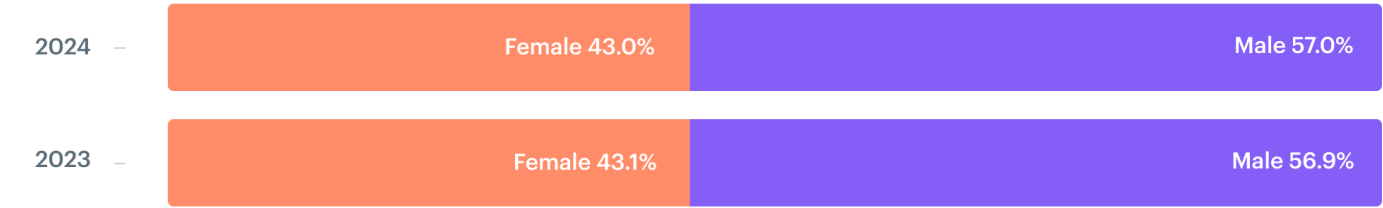
Overall, while most industries have seen declines, Telecommunications remains dominant, and Events Services has experienced growth, suggesting a shift in priorities and trends within the sector.

Sector deep-dives

Entertainment & Media

Current Workforce: Diversity

Sector Workforce Diversity



Top 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
1.	Events Services	50.1%	49.9%
2.	Restaurants	49.5%	50.5%
3.	Recreational Facilities & Services	48.4%	51.6%

Bottom 3 Industries by Workforce Diversity

Rank	Industry	Share of Female Workers	Share of Male Workers
21.	Printing	35.4%	64.6%
22.	Sports	32.3%	67.7%
23.	Telecommunications	32.0%	68.0%

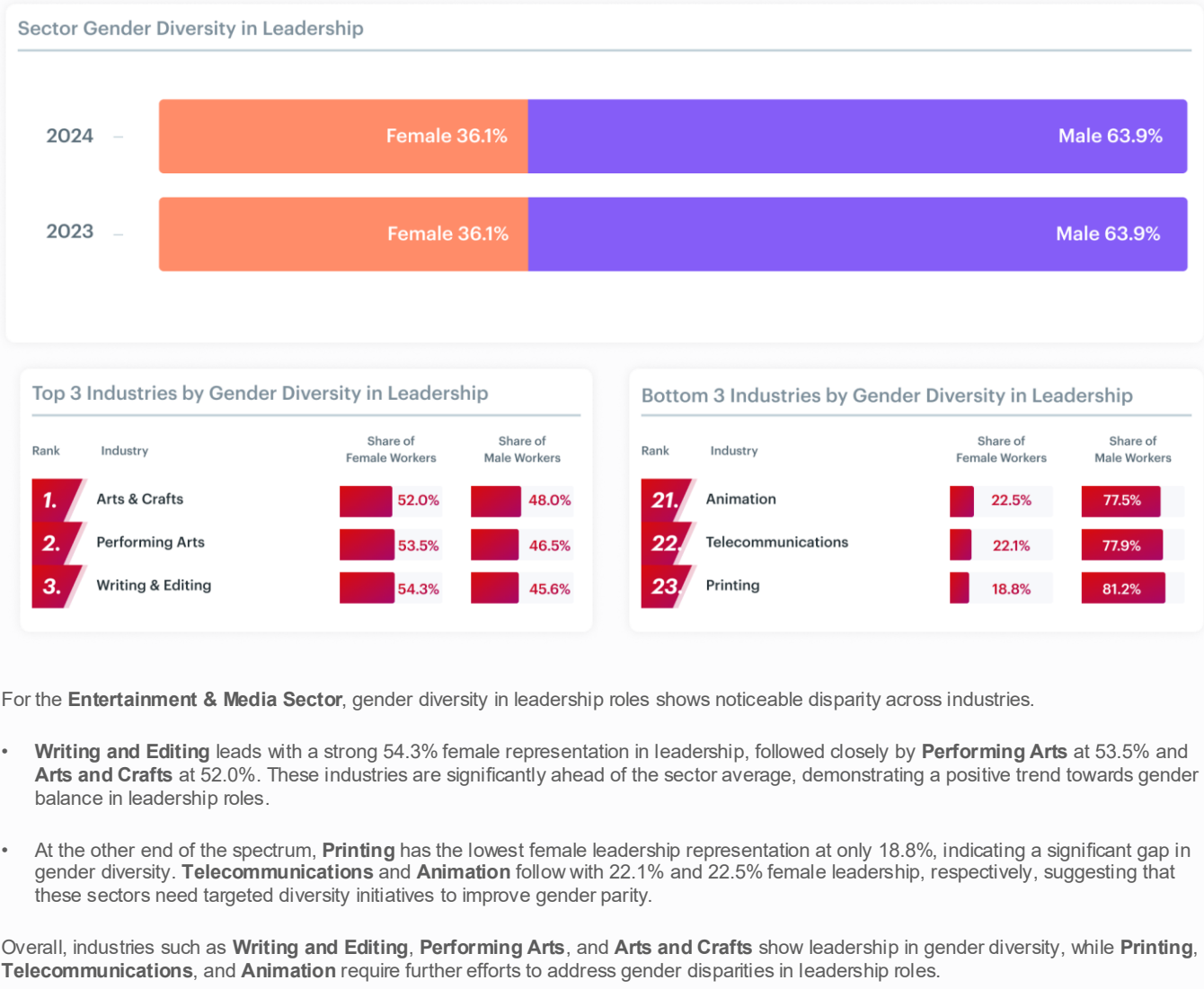
- Restaurants leads in gender diversity, with females representing 51.4% of the workforce, achieving near gender parity.
- Events Services follows closely with 50% female representation, signaling a progressive trend toward a more balanced workforce.
- Recreational Facilities and Services also shows notable gender equality, with 48.4% female participation, reflecting a balanced distribution within the industry.

On the other hand:

- Telecommunications exhibits the lowest female representation at just 32.0%, highlighting a significant gender disparity in this sector.
- Sports shows similar challenges with only 32.3% female workforce participation, indicating a lack of gender balance.
- Printing has a slightly higher female representation at 35.4%, but still lags behind the sector's average, pointing to room for improvement in diversity initiatives.

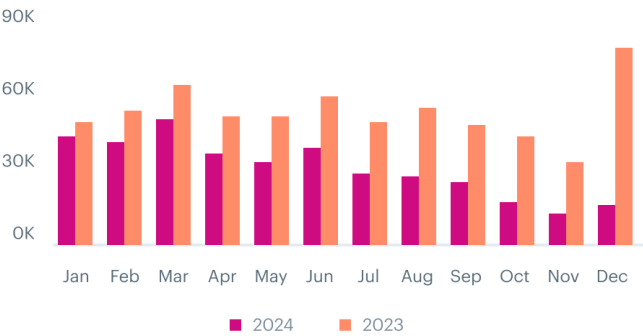
Overall, industries such as Events Services, Restaurants, and Recreational Facilities and Services are leading the way in gender diversity, while Telecommunications, Sports, and Printing have more work to do in fostering gender equality.

Current Workforce: Diversity in Leadership



Current Workforce: Career Progression

Overall Promotions per Month



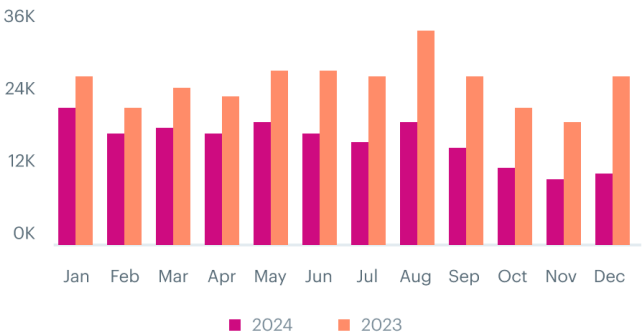
25.2%

Telecommunications had the *highest share* of promotions in 2024

Photography had the *lowest share* of promotions in 2024

0.3%

Overall Employee Exits per Month



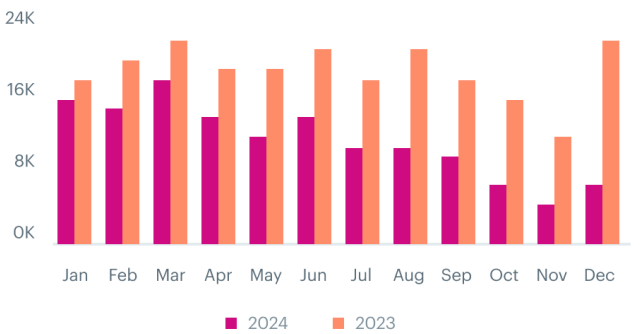
18.5%

Hospitality had the *highest share* of employee exits in 2024

Fine Art had the *lowest share* of employee exits in 2024

0.0%

Overall Promotions of Females



56.1%

Arts & Crafts had the *highest share* of promotions of Females in 2024

Telecommunications had the *lowest share* of promotions of Females in 2024

26.0%

- In 2024, the workforce dynamics across various industries continued to show notable disparities in promotions and employee exits, which could impact retention and talent growth. Telecommunications and Hospitality once again led the promotion share, while industries like Photography and Fine Art remained at the bottom, signaling ongoing challenges in career development.
- Telecommunications maintained its lead with 25.18% of total promotions, reflecting strong industry growth and focus on employee advancement. Conversely, Photography (0.33% of promotions) and Fine Art (0.001% of promotions) continued to lag significantly, suggesting limited career progression opportunities and possibly affecting talent retention within these sectors.
- Employee exits also showed key trends in 2024. Hospitality had the highest exit rate at 18.46%, while Photography (0.61%) and Fine Art (0.001%) experienced much lower turnover rates, indicating greater job stability in these fields.
- Industries with low promotion rates, such as Photography and Sports, coupled with high exit rates, face challenges in maintaining workforce stability. These sectors may need to focus on improving career growth opportunities and overall employee engagement to enhance retention and organizational attractiveness.

Current Workforce: Spans and Layers

Spans & Layers by ratio for Sector



The data shows significant variation in organizational structures across industries, especially in the ratios of juniors to managers and the distribution of leadership roles.

- **Fine Art** and **Writing & Editing** have the *widest base*, with high ratios of juniors to managers (93:1 and 9.3:1 respectively), indicating very flat structures with limited managerial oversight.
- **Hospitality** and **Gambling & Casinos** have the *highest ratio of managers to senior executives* (8.1:1 and 5.8:1), suggesting a steep hierarchy at the top layers.
- Industries like **Photography** and **Writing & Editing** show *unusually high ratios of senior executives to senior managers* (2.5:1 and 2.4:1), which could indicate inverted leadership structures or niche leadership setups.

These structural differences could impact agility, decision-making speed, and career progression opportunities, depending on how flat or hierarchical each industry is.

Aura Industry Benchmarking Report

Appendices

Appendix A

Industry mapping to Sectors

Sector	Corresponding Industries
Technology	"Computer & Network Security", "Computer Games", "Computer Hardware", "Computer Networking", "Computer Software", "Information Services", "Information Technology And Services", "Internet", "Program Development", "Program Development", "Think Tanks", "Wireless"
Finance & Investment	"Banking", "Capital Markets", "Financial Services", "Insurance", "Investment Banking", "Investment Management", "Venture Capital & Private Equity"
Professional Services	"Accounting", "Alternative Dispute Resolution", "Architecture & Planning", "Commercial Real Estate", "Environmental Services", "Executive Office", "Graphic Design", "Human Resources", "Import And Export", "Individual & Family Services", "International Affairs", "International Trade And Development", "Law Practice", "Legal Services", "Leisure, Travel & Tourism", "Management Consulting", "Market Research", "Marketing And Advertising", "Museums And Institutions", "Outsourcing/Offshoring", "Professional Training & Coaching", "Public Relations And Communications", "Real Estate", "Staffing And Recruiting", "Translation And Localization"
Retail & Consumer Goods	"Apparel & Fashion", "Consumer Electronics", "Consumer Goods", "Consumer Services", "Cosmetics", "Dairy", "Farming", "Fishery", "Food & Beverages", "Food Production", "Furniture", "Luxury Goods & Jewelry", "Ranching", "Retail", "Sporting Goods", "Supermarkets", "Tobacco", "Wholesale", "Wine And Spirits"
Healthcare	"Alternative Medicine", "Health, Wellness & Fitness", "Hospital & Health Care", "Medical Devices", "Medical Practice", "Mental Health Care", "Pharmaceuticals", "Veterinary"
Education	"Education Management", "E-Learning", "Higher Education", "Primary/Secondary Education"

Appendix A

Industry mapping to Sectors

Sector	Corresponding Industries
Public Sector	"Civic & Social Organization", "Defense & Space", "Fund-Raising", "Government Administration", "Government Relations", "Judiciary", "Law Enforcement", "Legislative Office", "Libraries", "Military", "Non-Profit Organization Management", "Philanthropy", "Political Organization", "Public Policy", "Public Safety", "Religious Institutions", "Security And Investigations"
Energy, Resources & Utilities	"Mining & Metals", "Oil & Energy", "Renewables & Environment", "Utilities"
Advanced Manufacturing & Services	"Airlines/Aviation", "Automotive", "Aviation & Aerospace", "Biotechnology", "Building Materials", "Business Supplies And Equipment", "Chemicals", "Civil Engineering", "Construction", "Electrical/Electronic Manufacturing", "Facilities Services", "Glass, Ceramics & Concrete", "Industrial Automation", "Logistics And Supply Chain", "Machinery", "Maritime", "Mechanical Or Industrial Engineering", "Nanotechnology", "Package/Freight Delivery", "Packaging And Containers", "Paper & Forest Products", "Plastics", "Railroad Manufacture", "Research", "Semiconductors", "Shipbuilding", "Textiles", "Transportation/Trucking/Railroad", "Warehousing"
Entertainment & Media	"Animation", "Arts And Crafts", "Broadcast Media", "Design", "Entertainment", "Events Services", "Fine Art", "Gambling & Casinos", "Hospitality", "Media Production", "Motion Pictures And Film", "Music", "Newspapers", "Online Media", "Performing Arts", "Photography", "Printing", "Publishing", "Recreational Facilities And Services", "Restaurants", "Sports", "Telecommunications", "Writing And Editing"