

A New Era of Work: Demographic Shifts and the Opportunity Ahead

Where we are now



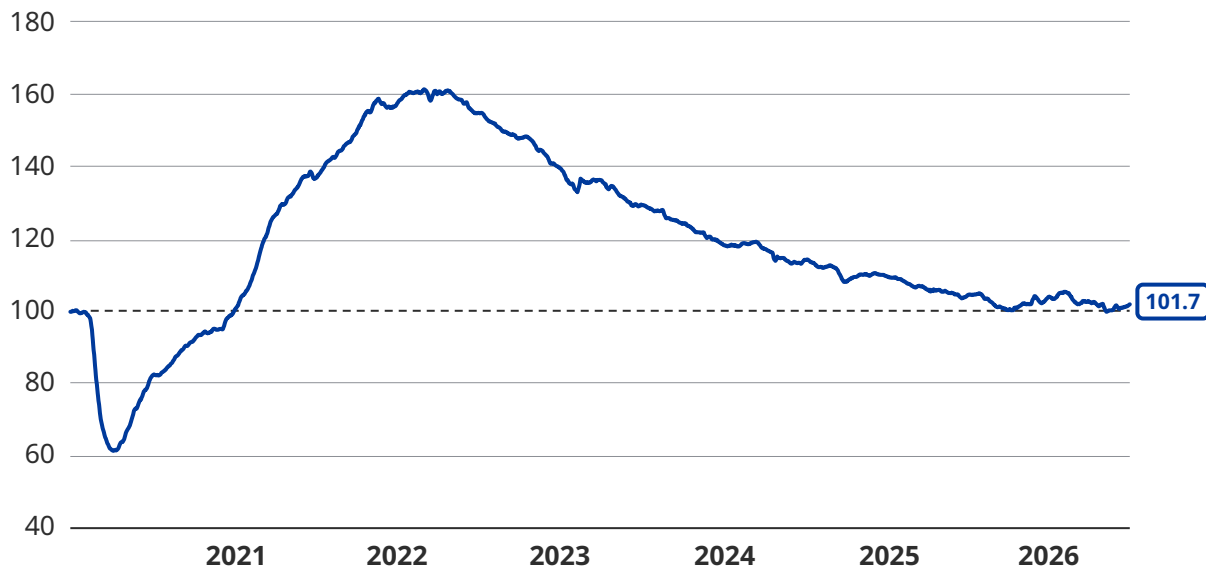
Low-hire



Low-fire

Job postings have returned to pre-pandemic levels

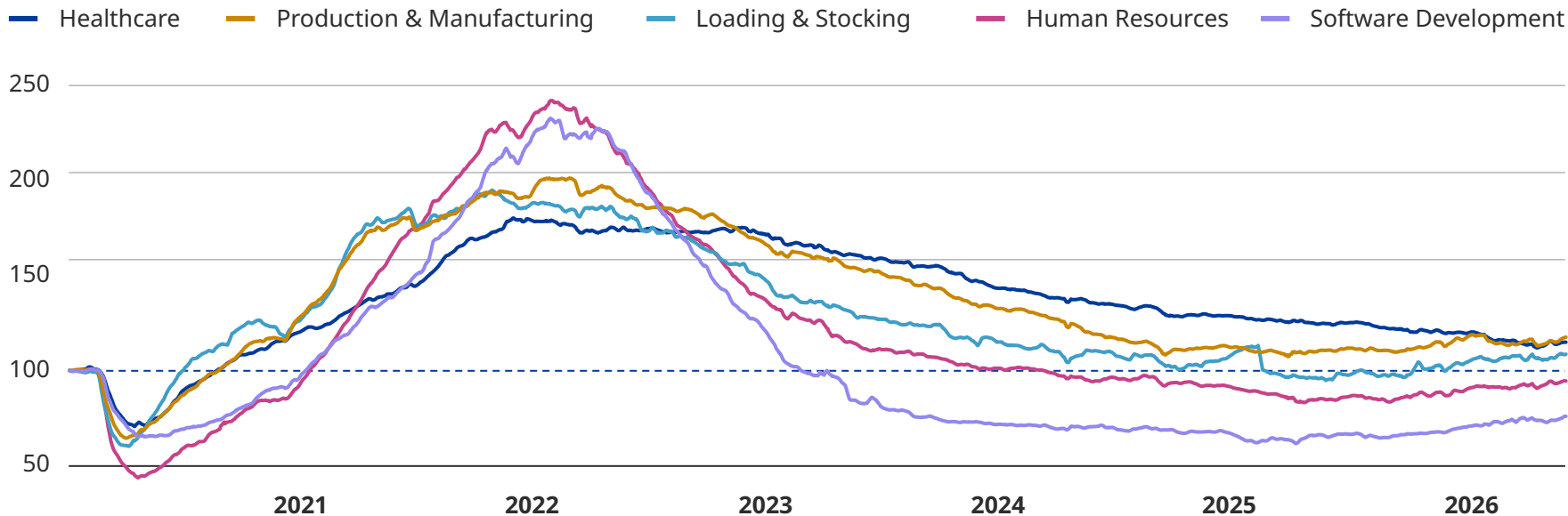
The labor market is
normalizing, not collapsing.



Source: Indeed, Indexed level of job postings (100 = Feb 1, 2020), through August 2026.

US hiring demand is highly sector specific

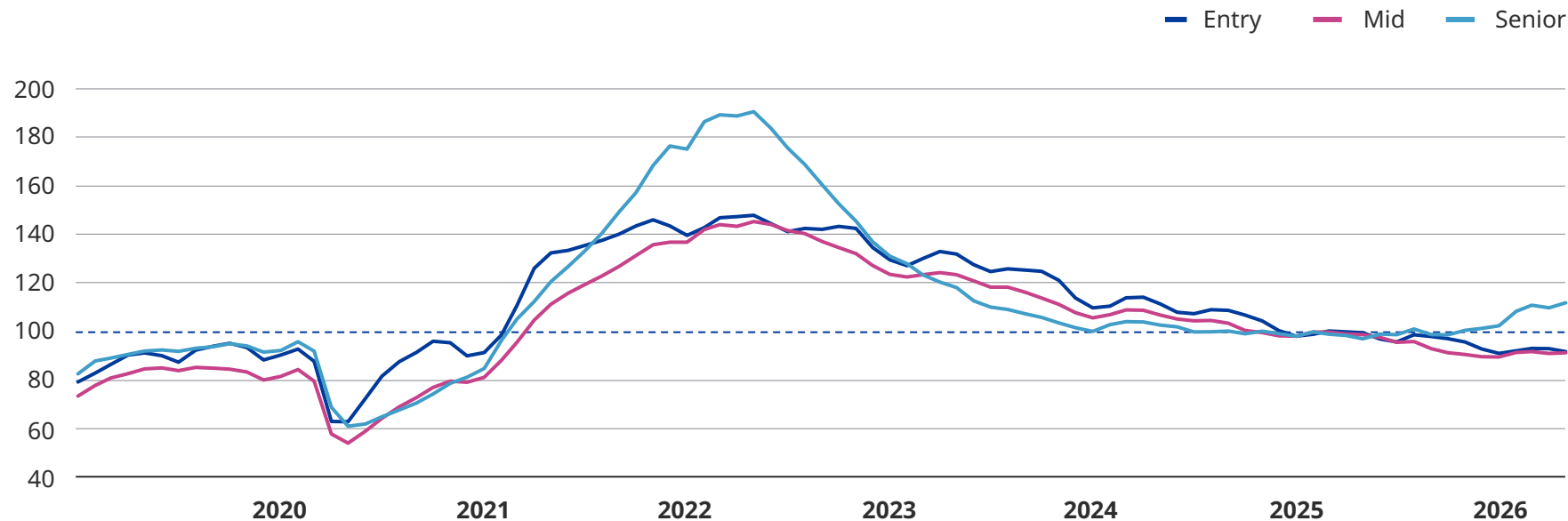
Healthcare & manufacturing postings are well above pre-pandemic levels, while software development postings are low but growing.



Source: Indeed, Indexed change in job postings by selected sector (100 = Feb 1, 2020), through August 7, 2026.

Demand for senior workers is surging

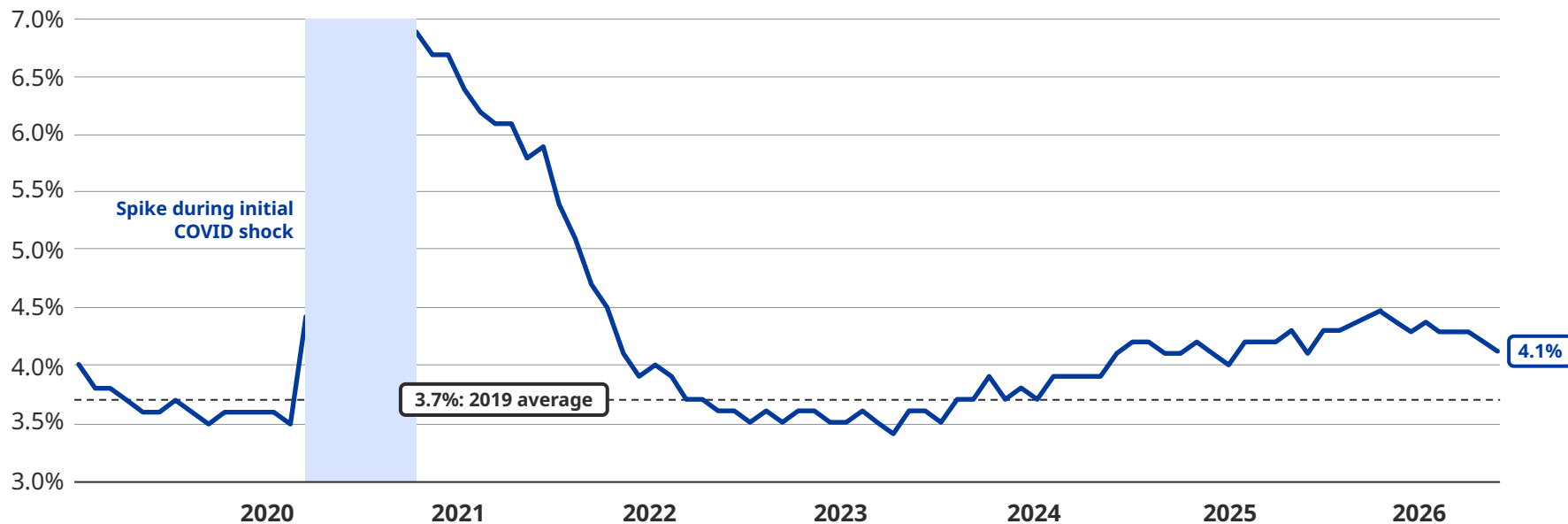
Postings for entry- and mid-level workers are steady, but there is a clear divergence in labor demand across seniority levels.



Source: Indeed, Monthly average of daily job postings by seniority level (100 = January 2025), through May 2026.

Unemployment has largely stabilized

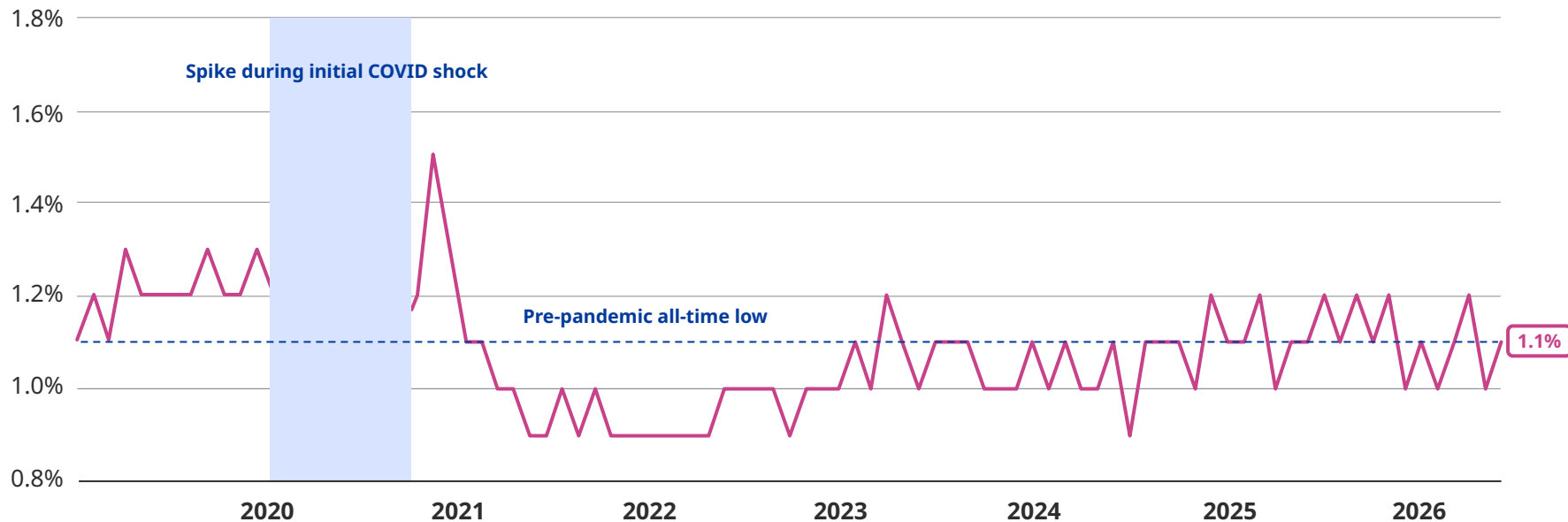
The odds of a recession increase when unemployment rises.



Source: US Bureau of Labor Statistics, Unemployment in the US as a percentage of labor force, January 2019–July 2026.

Layoffs remain low

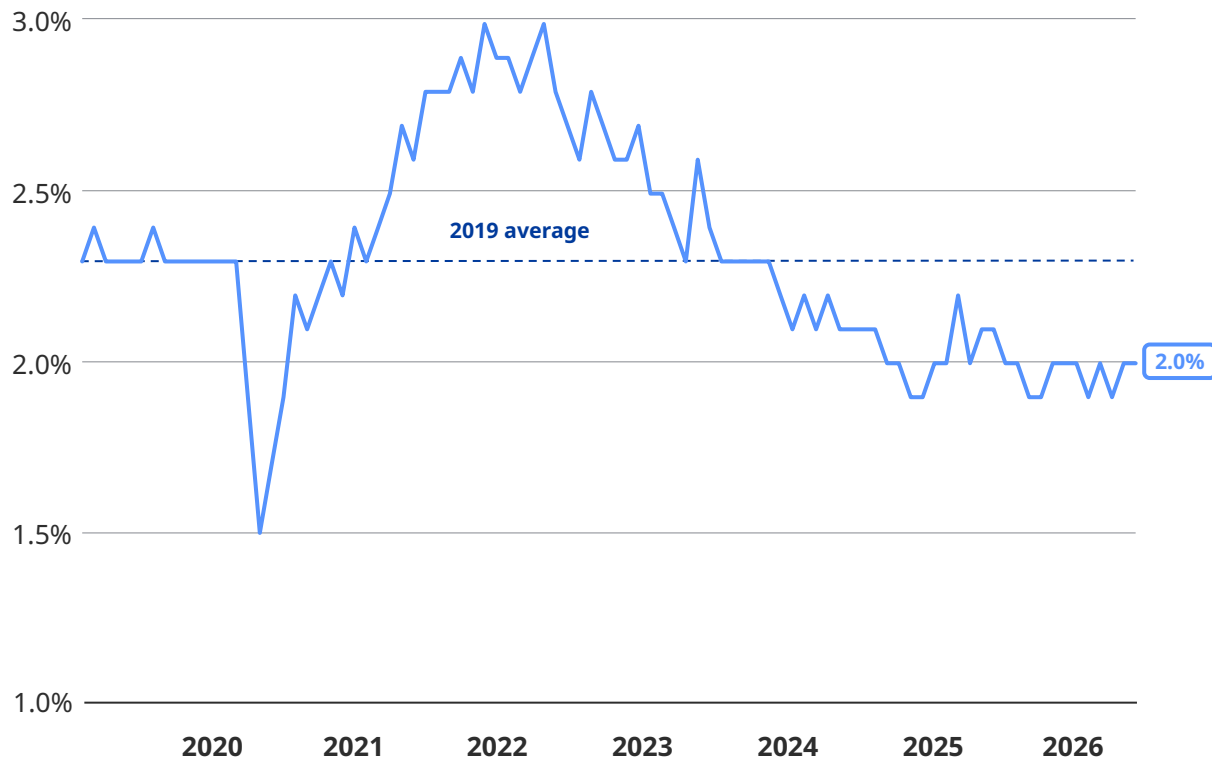
Employers are keeping the workers they have.



Source: US Bureau of Labor Statistics, Layoffs and discharges rate in the US, January 2019–June 2026.

The quits rate is low as workers hold on to their jobs

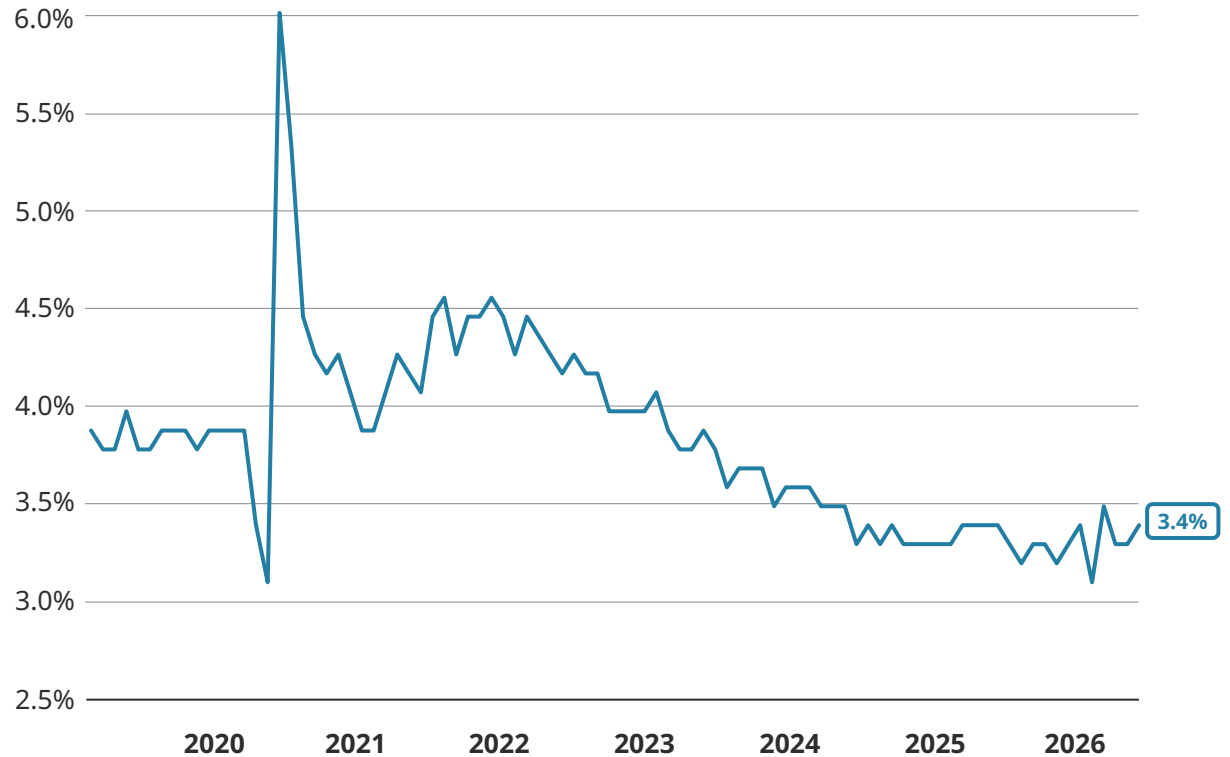
Low quits contribute to stability, but stifle much-needed energy.



Source: US Bureau of Labor Statistics, Quits as percentage of employment in US, January 2019–June 2026.

Hiring has sunk back to 2014 levels

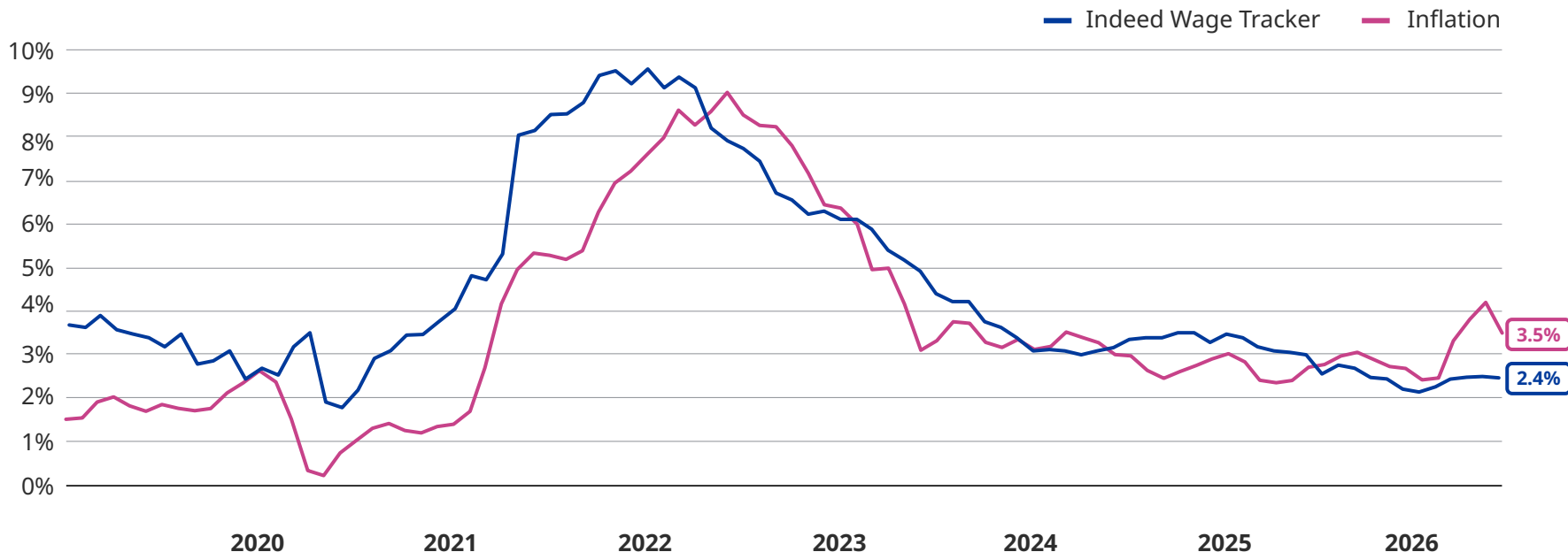
Employers are cautious.
That has consequences.



Source: US Bureau of Labor Statistics, Hires as a percentage of employment in US, January 2006–June 2026.

Prices are outgrowing paychecks

If this continues, consumer spending could drop, and GDP growth could suffer.



Source: Indeed Wage Tracker (January 2019–May 2026), Consumer Price Index (January 2019–June 2026), Year-over-year growth, CPI vs Indeed Wage Tracker.

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Half of office jobs could vanish within a decade

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The jobless future is arriving faster than anyone planned for

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AI will erase millions of jobs, global labor report warns

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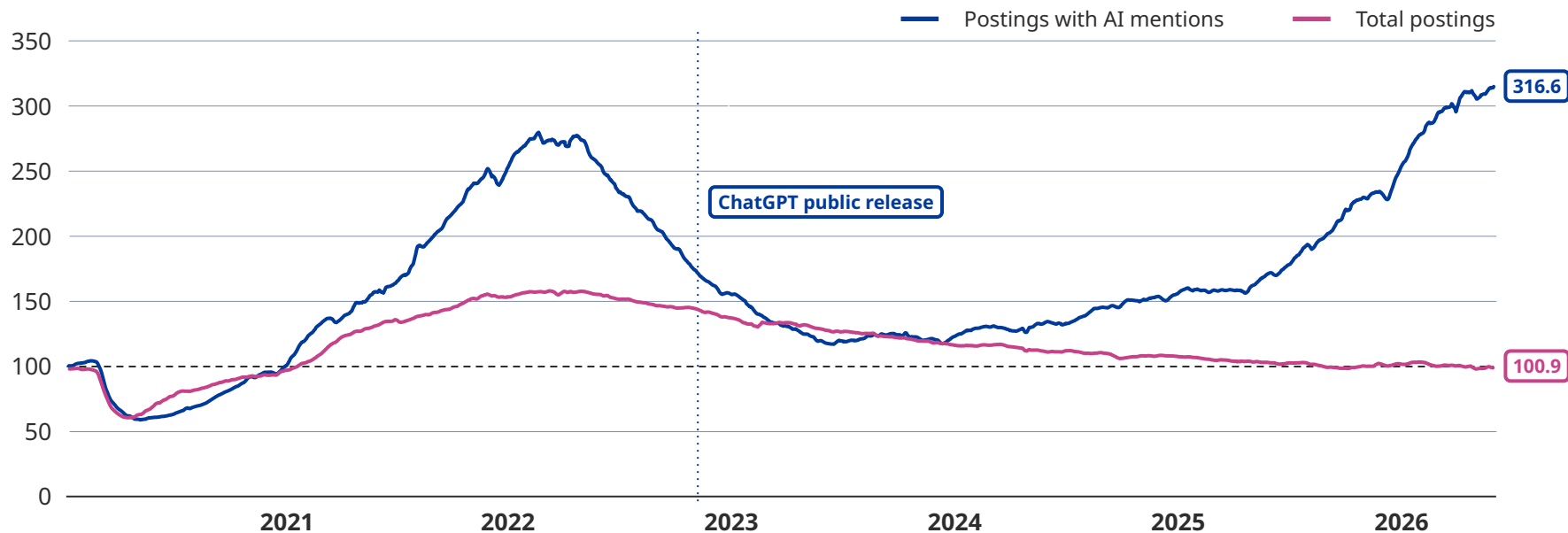
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Robots are coming for your career, new industry index shows

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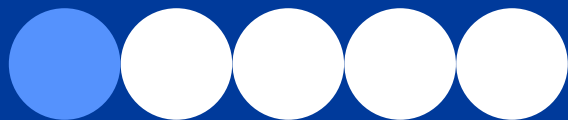
AI will erase millions of jobs, global labor report warns

AI job postings are growing



Source: Indeed, Job postings on Indeed containing AI terms, compared to all postings, Index (100 = February 1, 2020), data through June 2026.

Many US employers still haven't adopted AI — yet

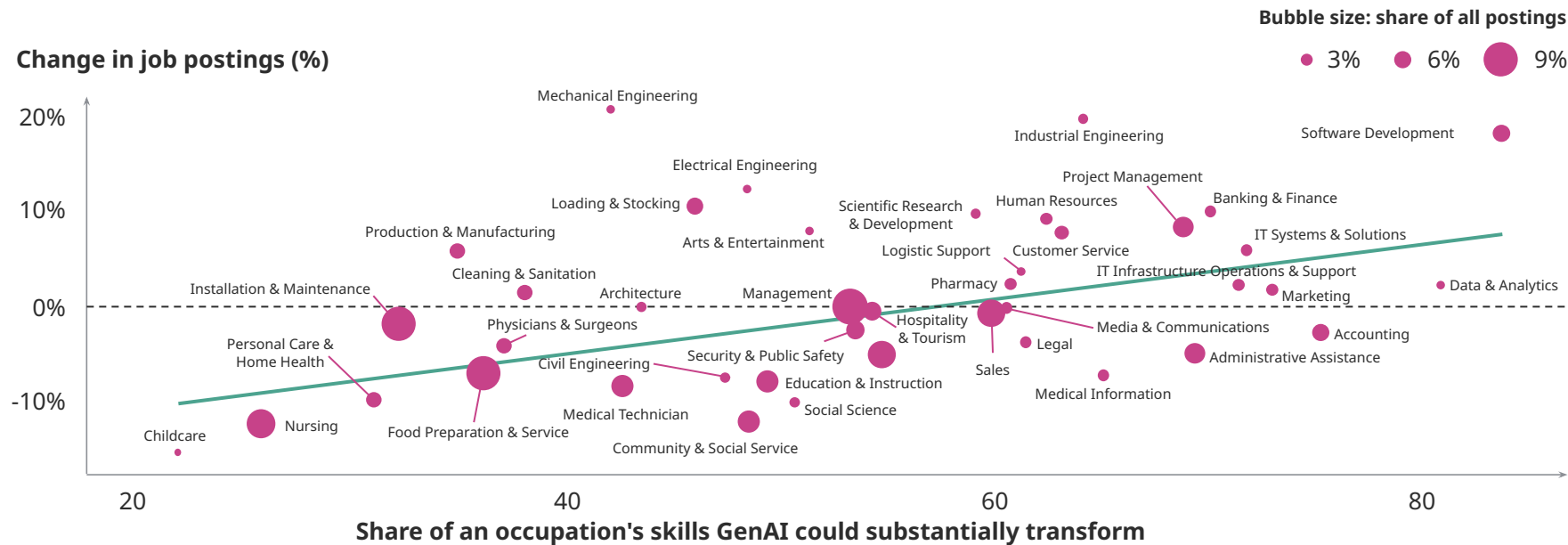


**Only about 1 in 5 companies
are using AI today**

Source: US Census Bureau Business Trends and Outlooks Survey (BTOS). Note: The question firms were asked about AI usage changed in early December, 2025, from asking about AI use in 'producing goods and services' to asking about AI use in 'any business functions.' The later values are not directly comparable to the earlier series.

AI-exposed jobs are leading the recovery

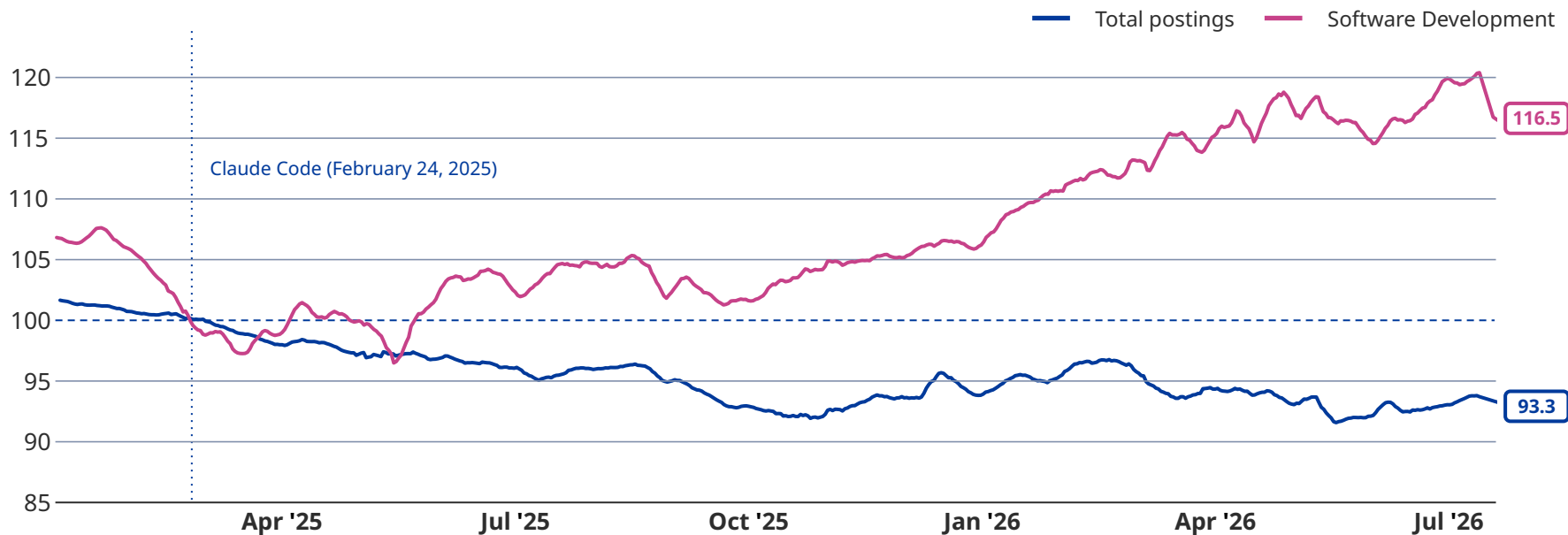
Growth in highly AI-exposed occupations suggests AI is increasingly augmenting, not replacing, human workers.



Source: Indeed. GenAI exposure based on the Indeed Hiring Lab AI at Work Report 2025 (GSTI). United States, May 2025–May 2026 | Based on JPI, seasonally adjusted

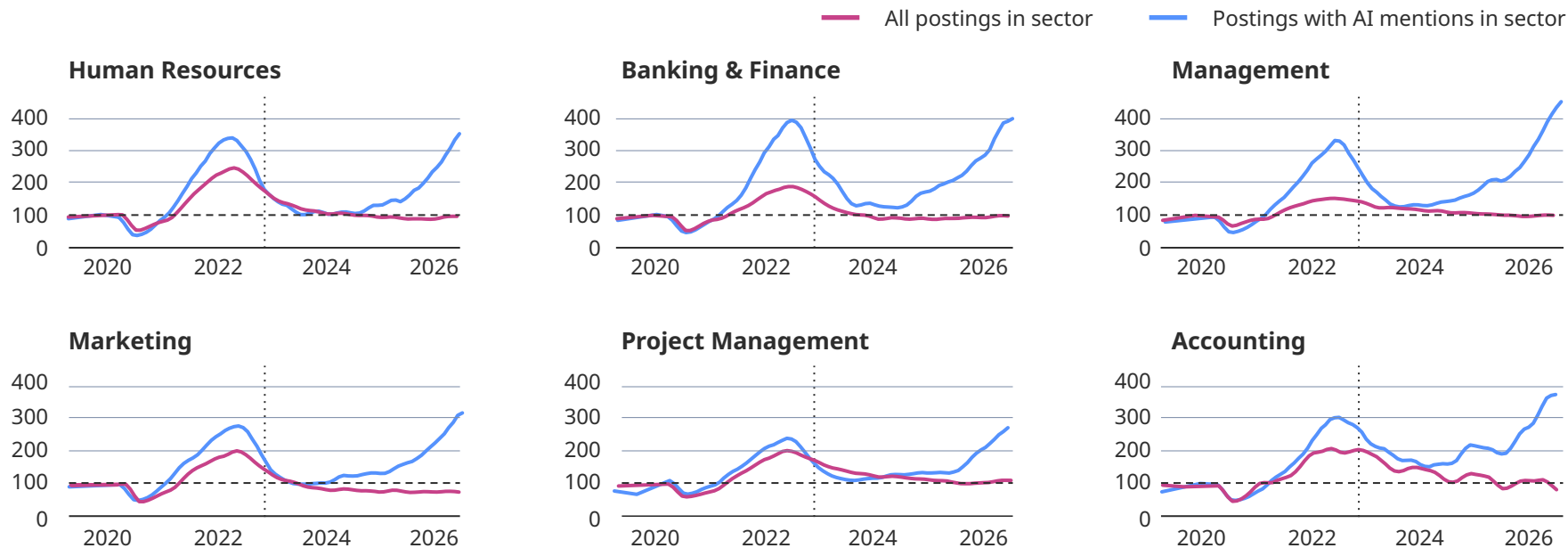
Software development roles are bouncing back

The sector everyone expected AI to wipe out is growing instead.



Source: Indeed, US, January 2025–August 7, 2026, seasonally adjusted (100 = Feb 24, 2025).

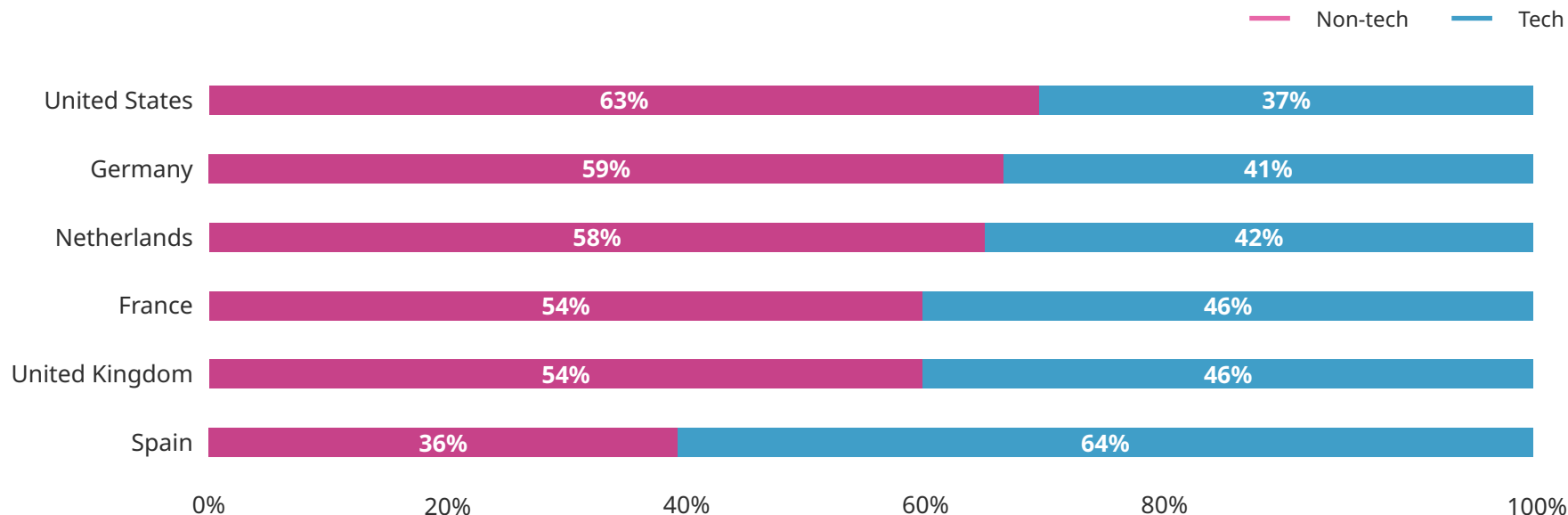
Postings with AI mentions are defying recent trends in many knowledge work sectors



Source: Indeed, (100 = February 1, 2020), data through April 2026. Vertical dashed line is Q4 2022, when ChatGPT-3 was made public.

AI is no longer just a tech story

About 2/3 of US jobs with “AI” in the title are outside of traditional tech sectors



Source: Indeed. Share of AI-touched job titles (%+ AI postings in Q1 2026), tech vs non-tech

AI is inventing new kinds of work

Yesterday	Today
Truck driver	AI autonomous truck test driver
Teacher	AI literacy & innovation teacher
Project engineer	AI project engineer
Electrical engineer	Electrical engineer, battery systems for AI data centers
Operator	AI safety operator

So, that's where we are:

Low hire, low fire

The whole market has gone still

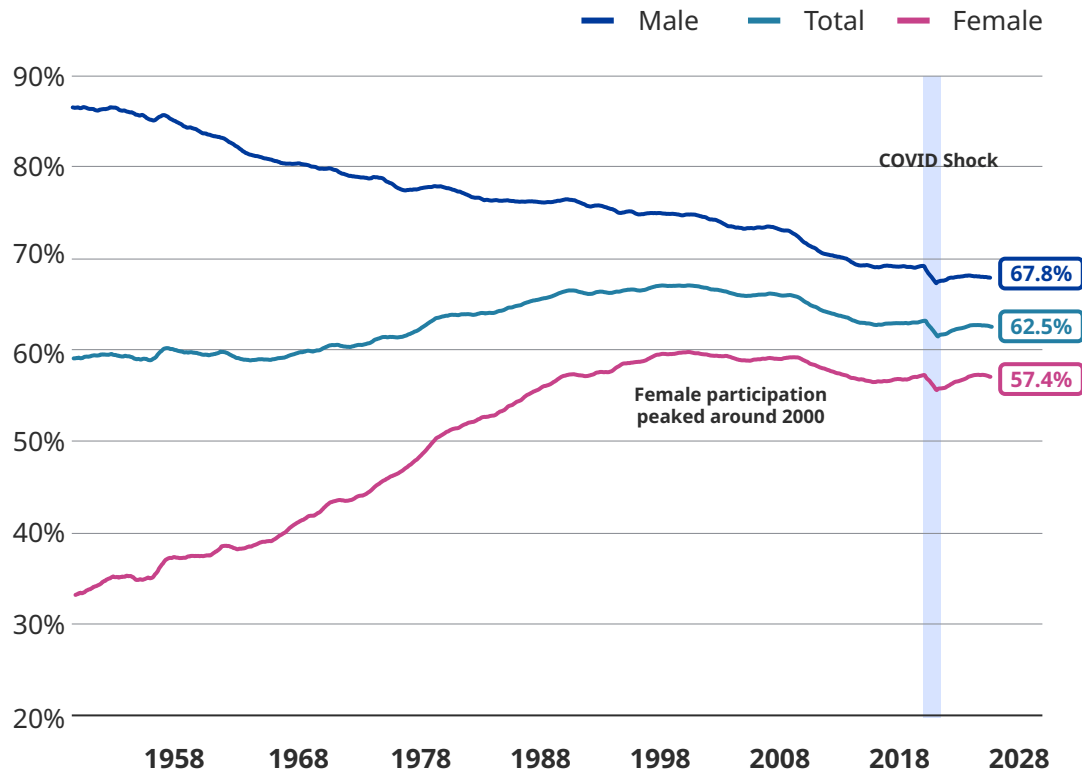
AI is real, but it's still early

And it's already creating more work than it's replacing

Where we're headed

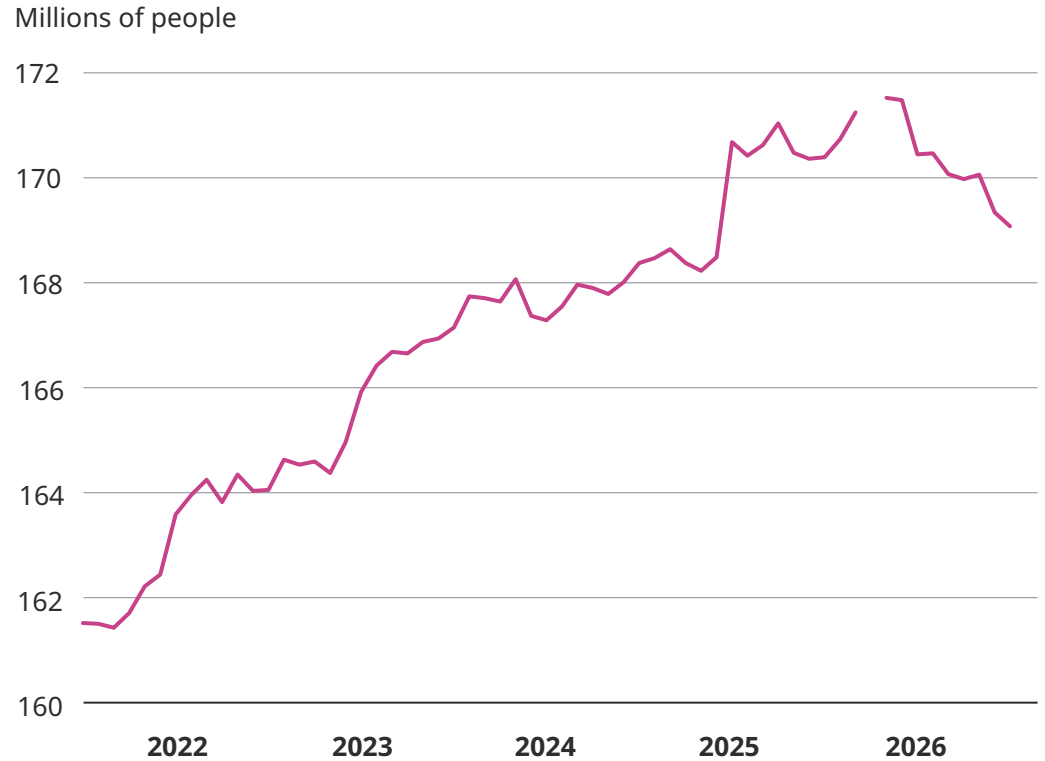
Fewer workers, sooner than you think

Labor force participation has fallen, largely driven by a decline in working men



Source: US Bureau of Labor Statistics, Current Population Survey. Not seasonally adjusted. 12-month rolling averages.

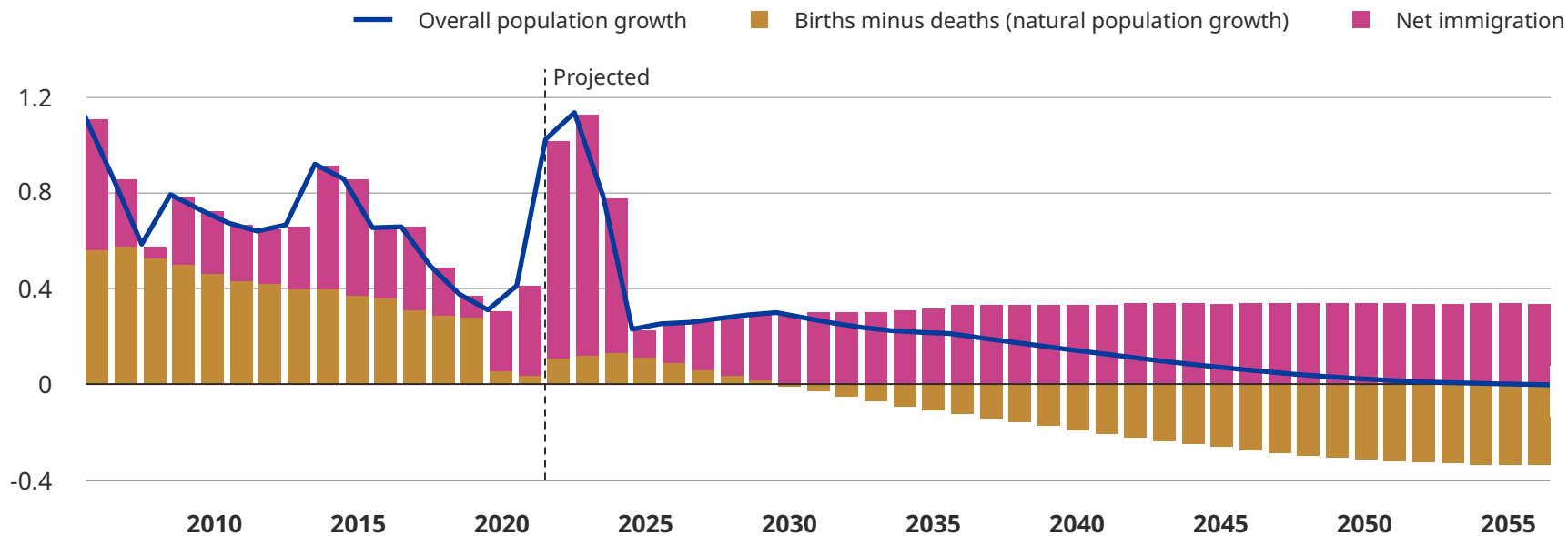
The workforce
has already
begun to shrink



Source: US Bureau of Labor Statistics via FRED®, civilian labor force level

US natural population growth is projected to turn negative by 2030

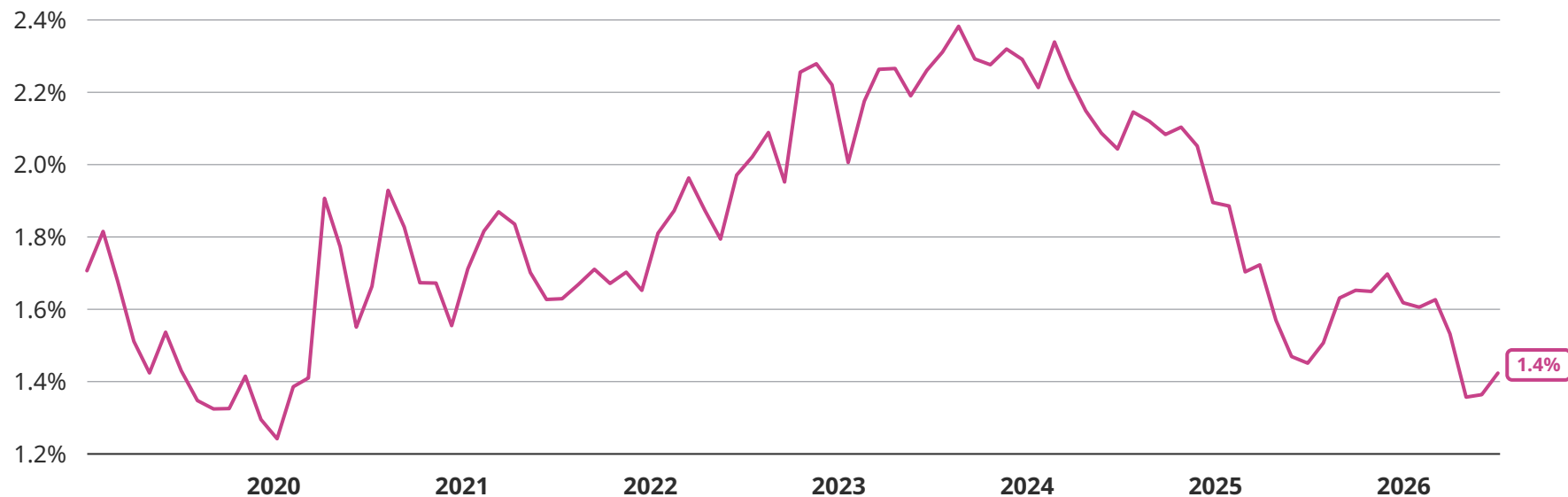
The total population could begin shrinking by the 2050s.



Source: Congressional Budget Office. All values from 2022 are projections. Composition of population growth, 2010–2055.

Fewer people abroad want US jobs

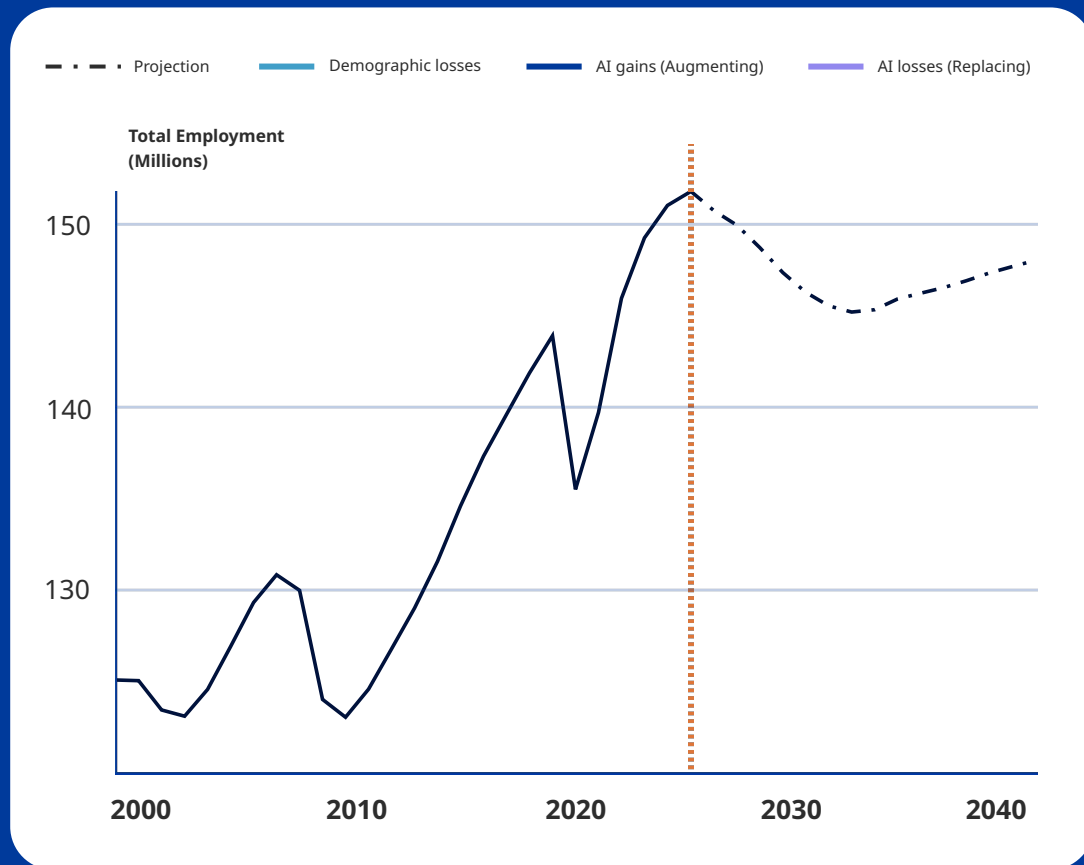
Foreign interest in US jobs is at a six-year low.



Source: Indeed, Share of clicks on US job postings by job seekers abroad by month, through June 2026

The same worker shortage, two very different outcomes

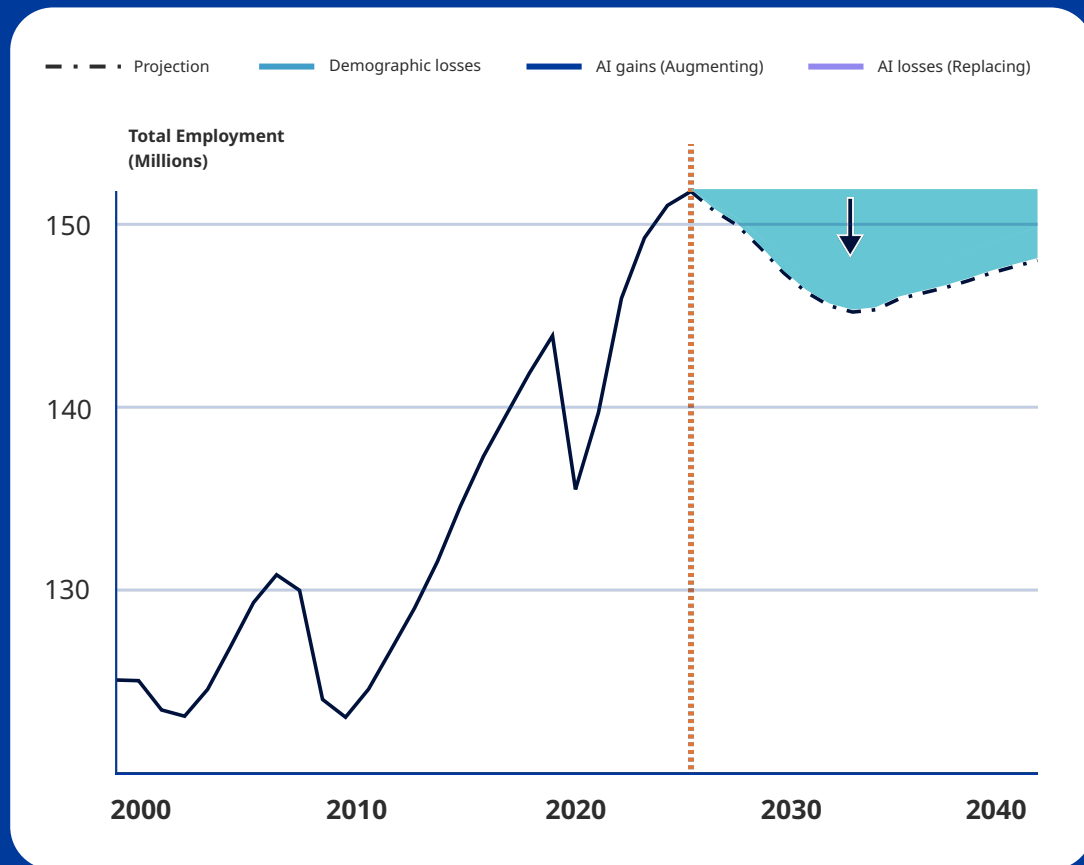
Employment will shrink no matter what. If AI evolves to augment workers instead of replace them, it will cushion the blow.



Source: All 10 JOLTS supersectors combined. Projections by Indeed Hiring Lab. Source for historical data: BLS.

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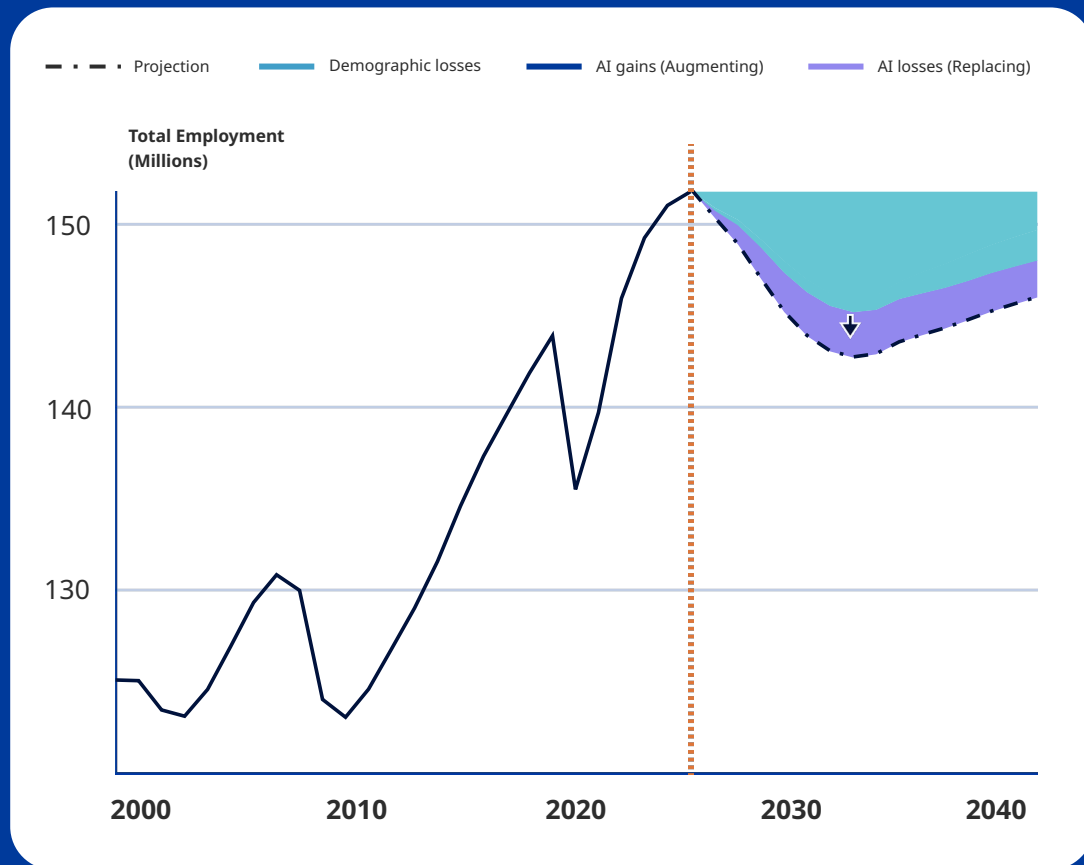
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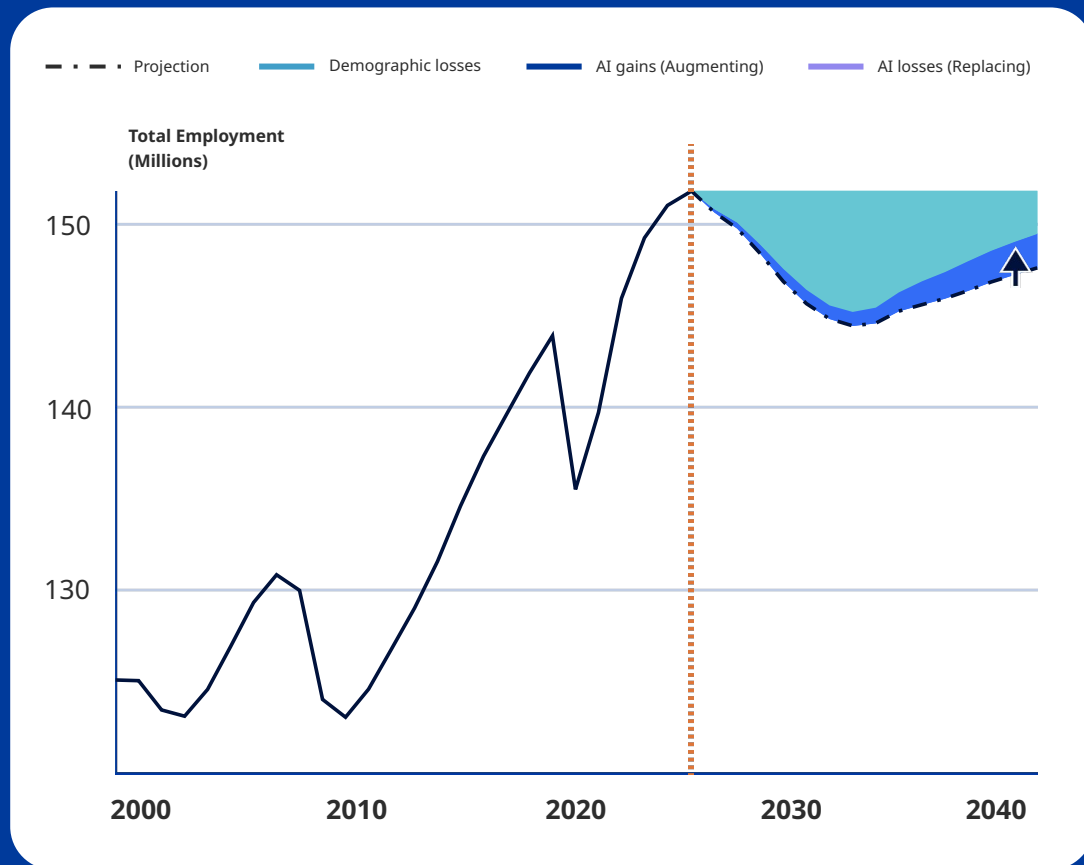
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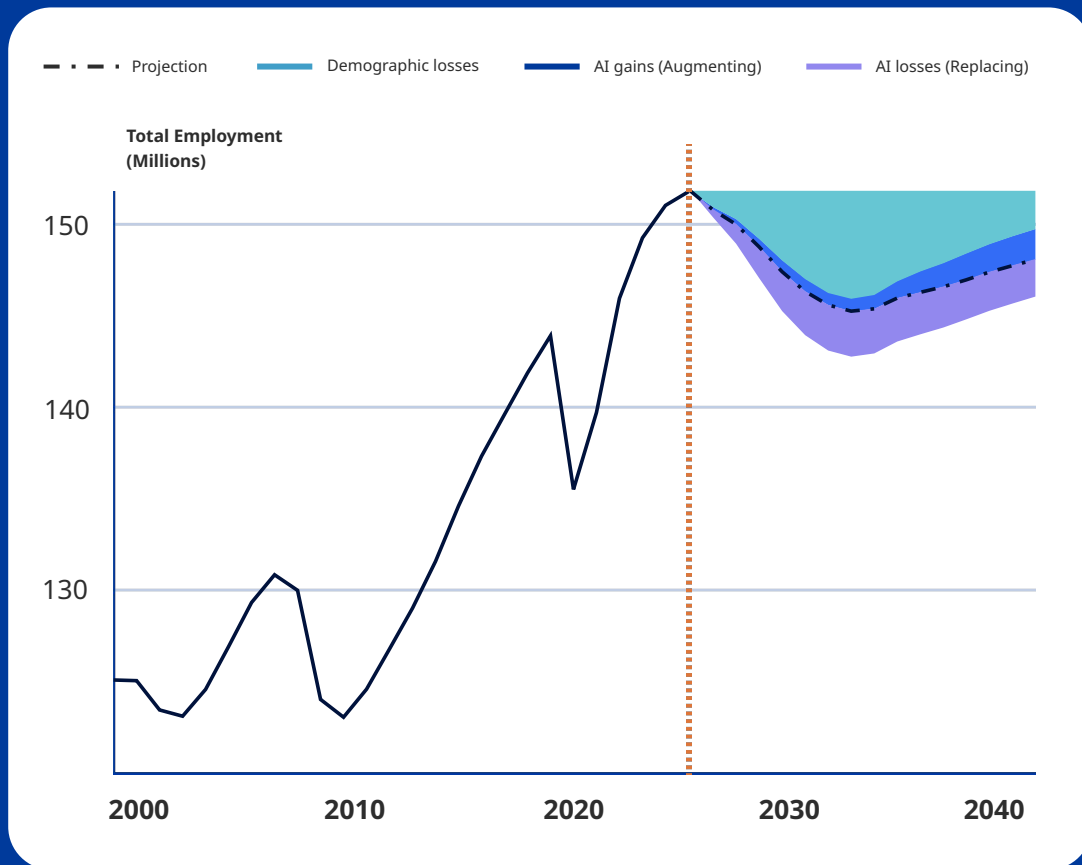
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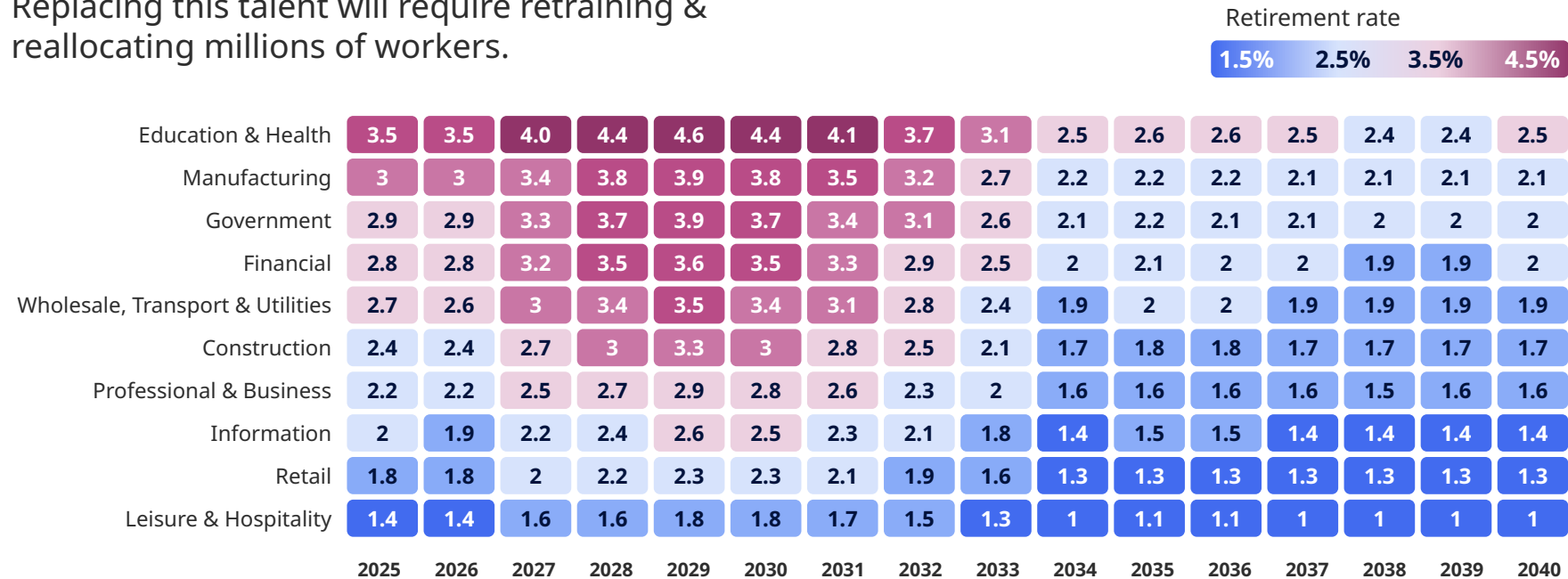
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Retirements will be concentrated in hands-on fields where AI will be less helpful

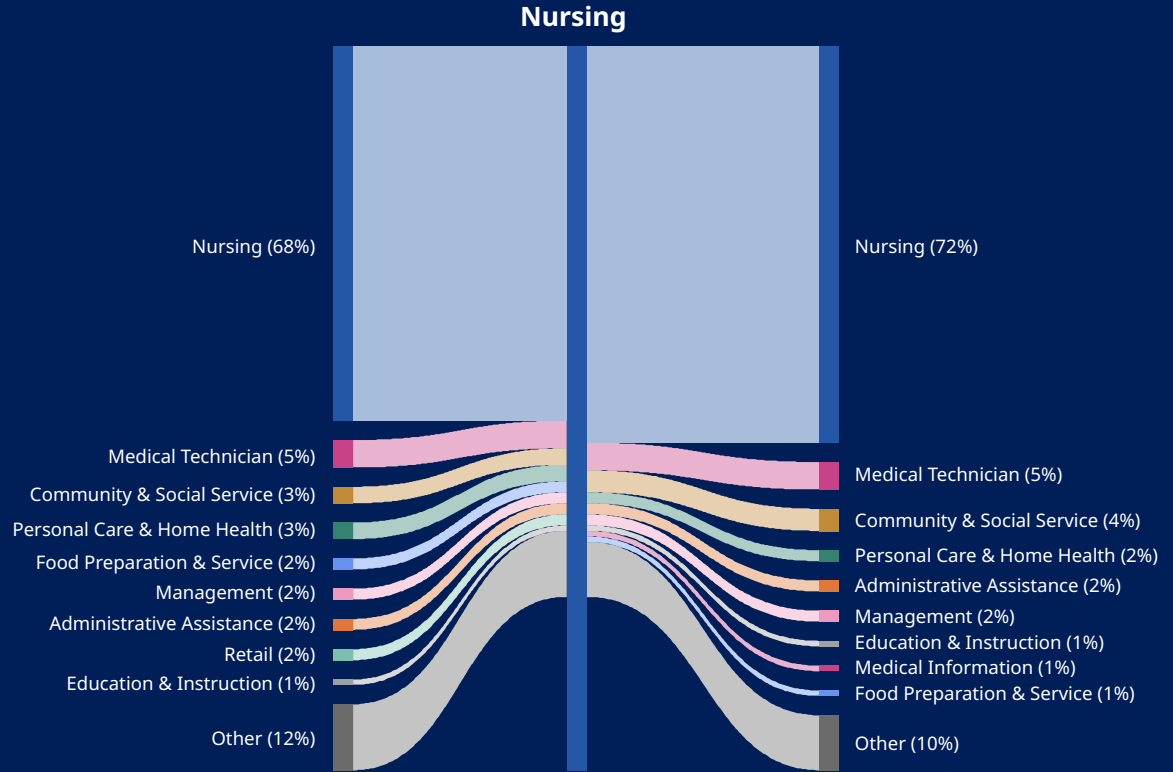
Replacing this talent will require retraining & reallocating millions of workers.



Projections by Indeed Hiring Lab. Data Sources: BLS Employment Projections; CDC NCHS Births; SSA 2024 cohort life tables. Retirement rate = annual retirements / sector employment.

Nursing is a sticky occupation

Nurses overwhelmingly come from prior nursing roles, and go on to subsequent nursing roles.



Source: Indeed, Inflows and outflows to and from nursing jobs by sector of origin or destination, percentage of people switching to new jobs (2022-2024)

What can we
do about it?



Key skills



AI

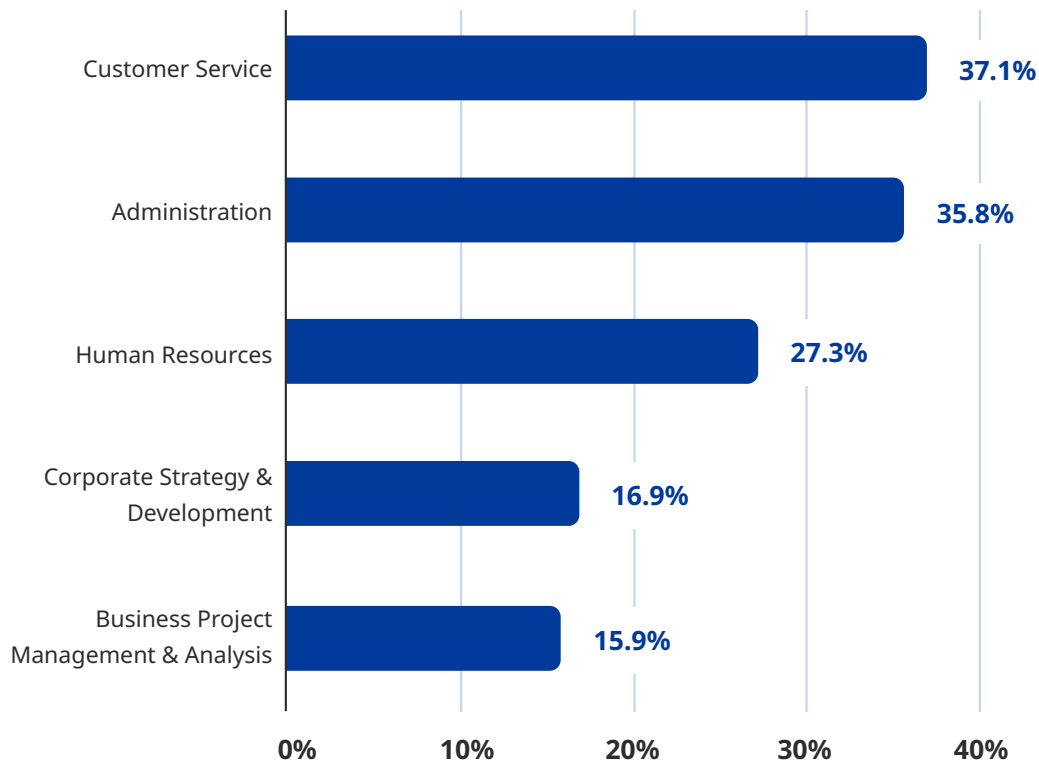
70%+

of all US jobs mentioned at least
one business operation skill

Source: Indeed

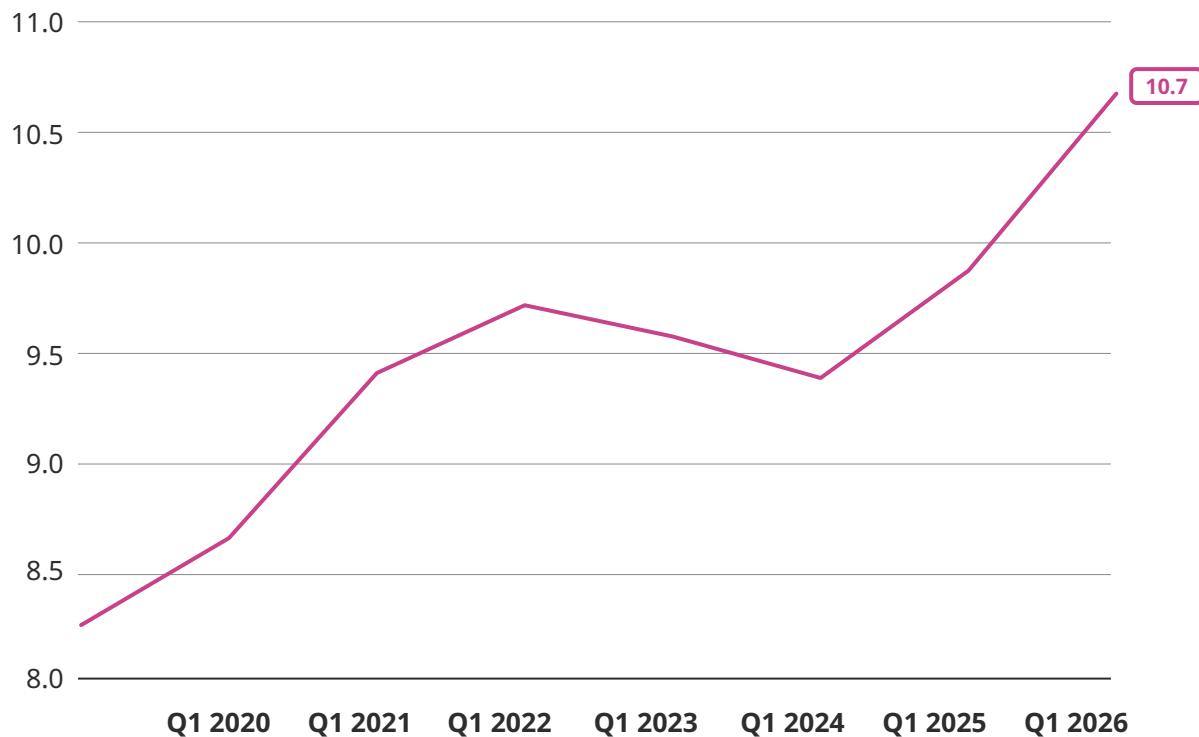
Business operations skills encompass HR, admin, and customer service skills

Customer service and admin skills appear in more than a third of US job postings.



Source: Indeed, Top 5 Business Operations skill subcategories by average share of job postings mentioning at least one skill (%), Q4 2025

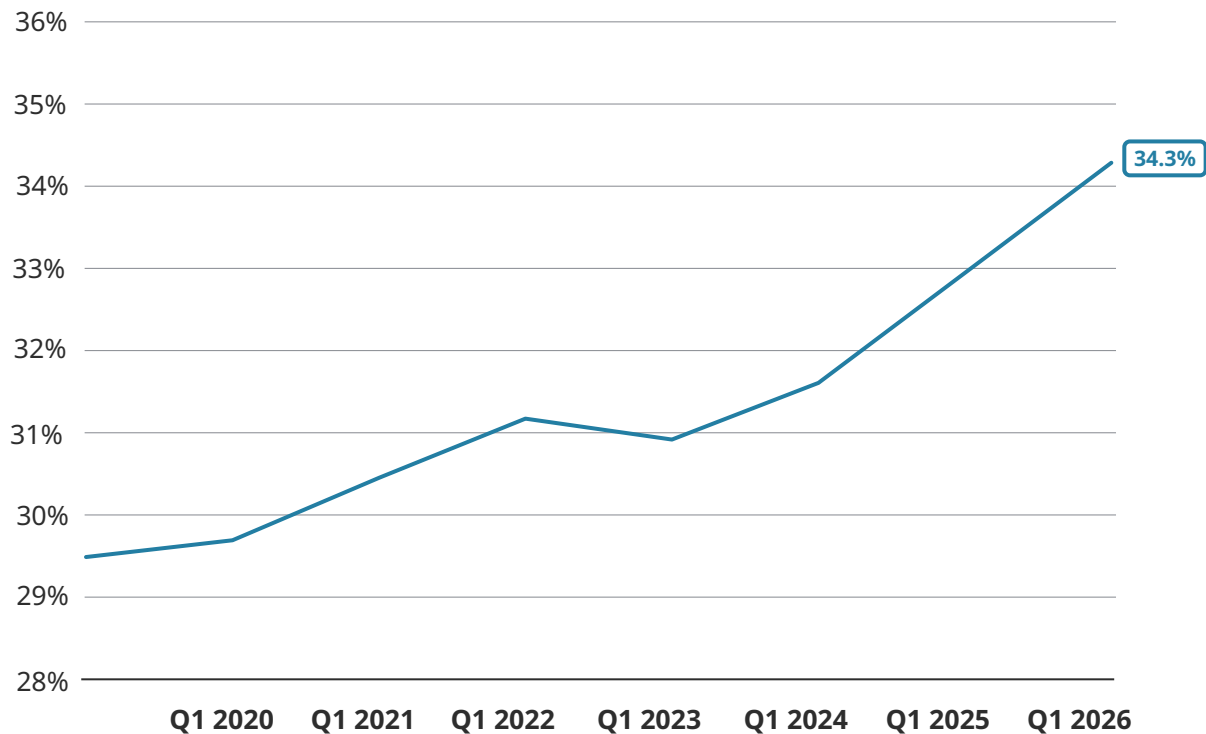
The typical job requires 2 more skills today than it did prior to the pandemic



Source: Indeed. Average number of skills in a typical US job posting.

Non-tech jobs are becoming more technical

More than a third of non-tech jobs require at least one tech skill.



Source: Indeed, Share of non-tech US job postings mentioning at least one technology skill.

Three things you can do



**Look for what
people can do**



**Judge in practice,
not on paper**



**Open up your
talent pool**

**The work
is growing.**

**The talent pool
is shrinking.**



**You can close
the gap.**

**And we're
here to help.**



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