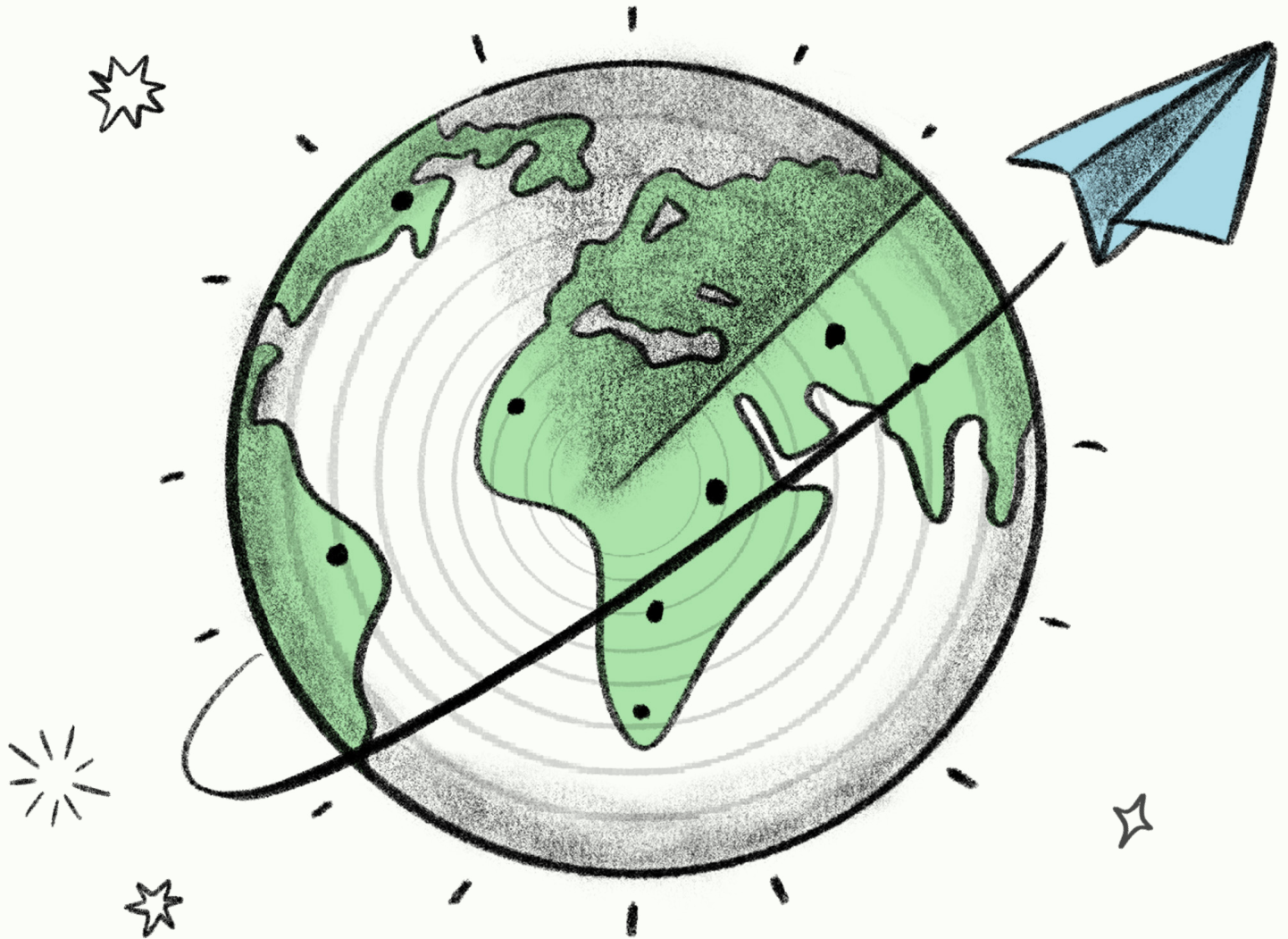


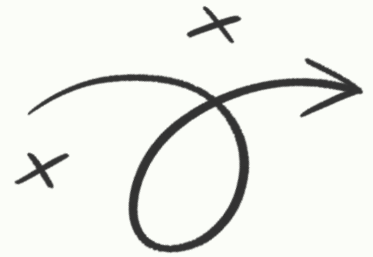
OYSTER'S 2025
GLOBAL HIRING TRENDS
AND **IMPACT REPORT**



WORKFORCE AND TALENT INSIGHTS
FOR A GLOBAL WORLD OF WORK

Oyster

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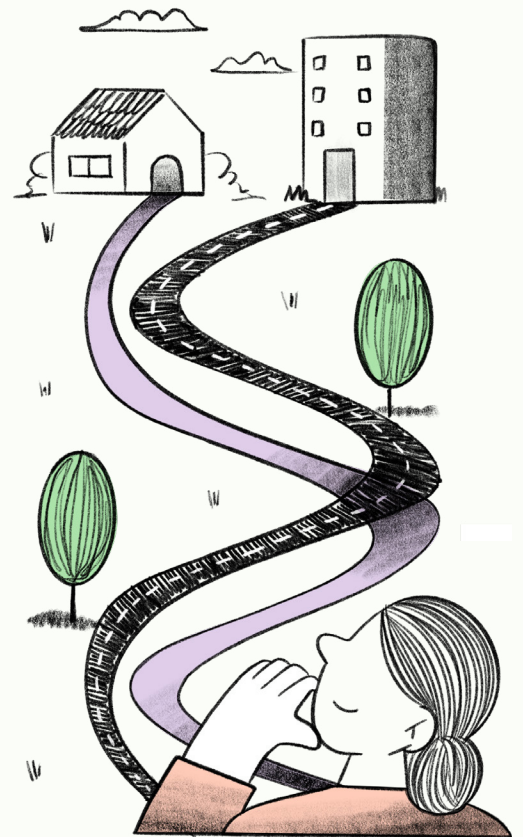


Introduction

The state of global hiring continues to evolve to meet the needs of businesses today. While the pandemic accelerated the adoption of global hiring and remote work—[working from home increased tenfold following the outbreak](#)—half a decade later, our data demonstrates that cross-border hiring remains a strategic tool for cost-conscious growth in the face of economic instability. And, for companies in search of specialized skill sets, local talent shortages are fuelling the search for talent further afield.

Fast-evolving technology, automation, and the search for efficiency remain top of mind for global leaders. On top of that, for several years now, the world, and particularly the tech industry, has been challenged by global talent shortages. [Korn Ferry](#) estimates that by 2030, there will be 85 million unfilled jobs globally (including over 6 million in the United States), resulting in \$8.5 trillion in lost revenue. In order to adapt, businesses have had to evolve, both their approach to work and their approach to hiring.

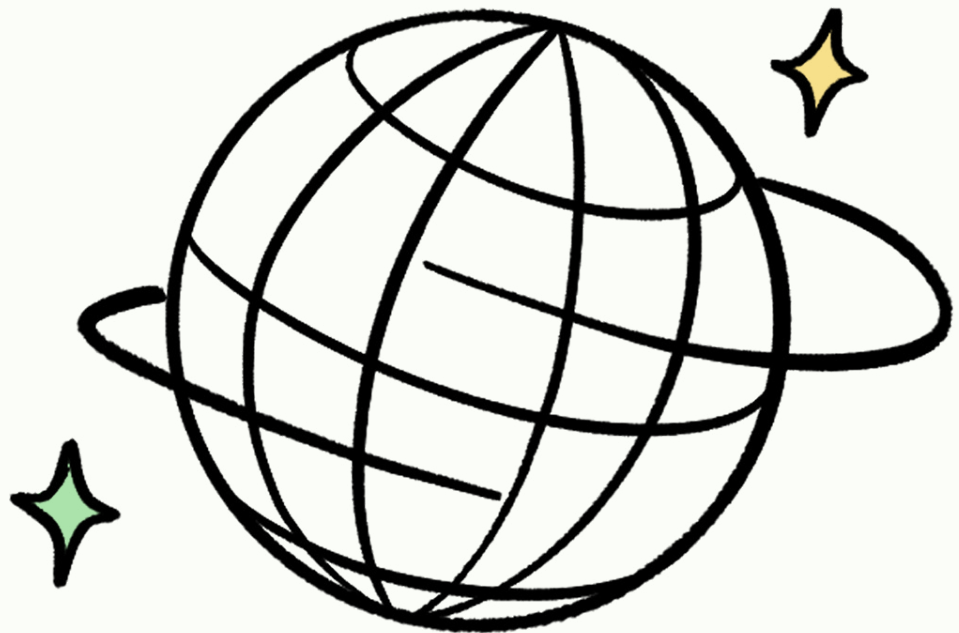
While we're seeing most companies settle into a hybrid attendance model, the global talent landscape continues to diversify and alternative employment models are on the rise. Companies are doing what they need to do in order to navigate challenging times—and global hiring can offer the flexibility they need to address specific skills gaps and business needs.



About this report

As a global employment platform enabling companies to hire across borders, Oyster has had a front-row seat in watching developments in the rapidly evolving landscape of global employment. In this report, we're sharing an in-depth look at key global hiring trends: top hiring destinations and employer countries, in-demand job families and roles, shifting employment models, salary and compensation expectations, and more.

To provide these insights, we analyzed a year's worth of data from Oyster's global employment platform, specifically focusing on new team members hired in 2024. We also surveyed over 500 HR professionals across the United States, U.K., Canada, Spain, Germany, and France to understand their reasons for hiring global talent and their readiness for remote and hybrid team management.



Chapter 1

Findings at a glance



Companies hiring globally through Oyster made **43%** of their hires in Europe, with U.K., Spain, and Germany being the most popular talent markets within that region.



The median salary of a team member hired through Oyster in 2024 was **\$74,700**, which represents a **4%** increase from 2023.



Of all countries, the top hiring destinations in 2024 were the Philippines, the United States, India, Canada, and the United Kingdom.



57% of companies plan on hiring talent in another country in the next 12 months.

Chapter 2

The global talent landscape

Companies are thinking more strategically about how and where they can grow their workforces to meet dynamic and ever-changing business demands. Talent shortages and tighter budgets are driving companies to explore other solutions, such as cross-border hiring.

In 2024, the global talent landscape continued to diversify. Hiring patterns on the Oyster platform indicated an increase and growing confidence in hiring talent from emerging markets.

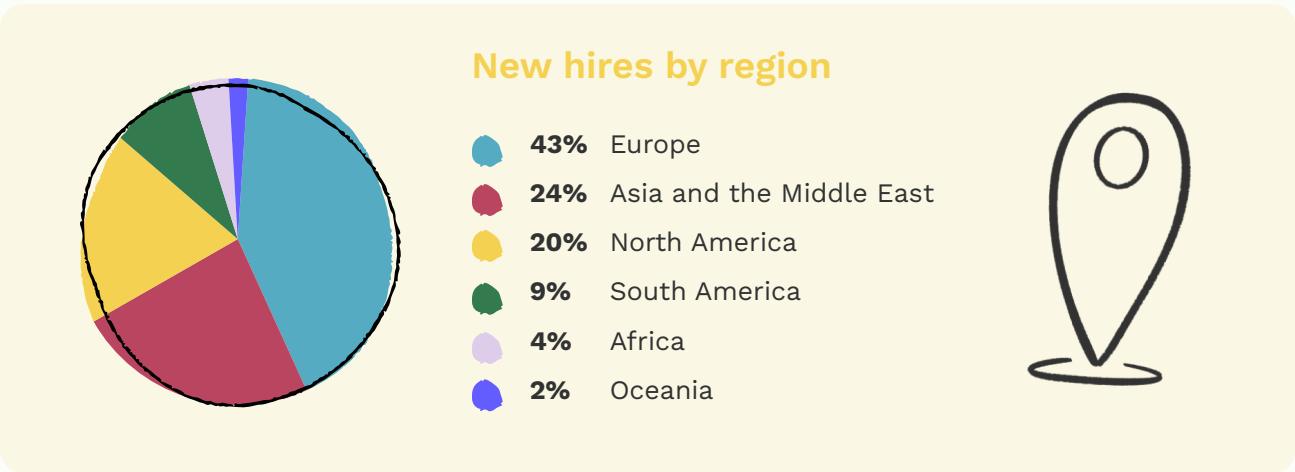
In addition to our platform data, we asked our survey respondents if they planned on hiring international talent in the next 12 months. Positively, **57% shared that their companies did intend to hire global talent.**

So, where are companies hiring? Let's take a look.



Mapping out the global talent market

In 2024, companies used Oyster to hire team members in 110+ countries around the world. Of these new hires, 43% were based in Europe, with Asia (inclusive of the Middle East) and North America following at 24% and 20%, respectively. Companies hired at a lower propensity in South America and Africa, which accounted for 9% and 4% of new hires in 2024. Oceania had the fewest hires, coming in at 2%.



Below, we break down these regions and examine the top three hiring destinations in each continent.

Top 3 hiring destinations in each region

Europe

(% of new hires in Europe)

United Kingdom

14%

Spain

14%

Germany

12%

North America

(% of new hires in North America)

United States

38%

Canada

33%

Mexico

16%

Asia

(% of new hires in Asia)

Philippines

36%

India

29%

United Arab Emirates

4%

Africa

(% of new hires in Africa)

South Africa

40%

Nigeria

18%

Egypt

11%

South America

(% of new hires in South America)

Brazil

32%

Colombia

23%

Uruguay

15%

Oceania

(% of new hires in Oceania)

Australia

78%

New Zealand

22%

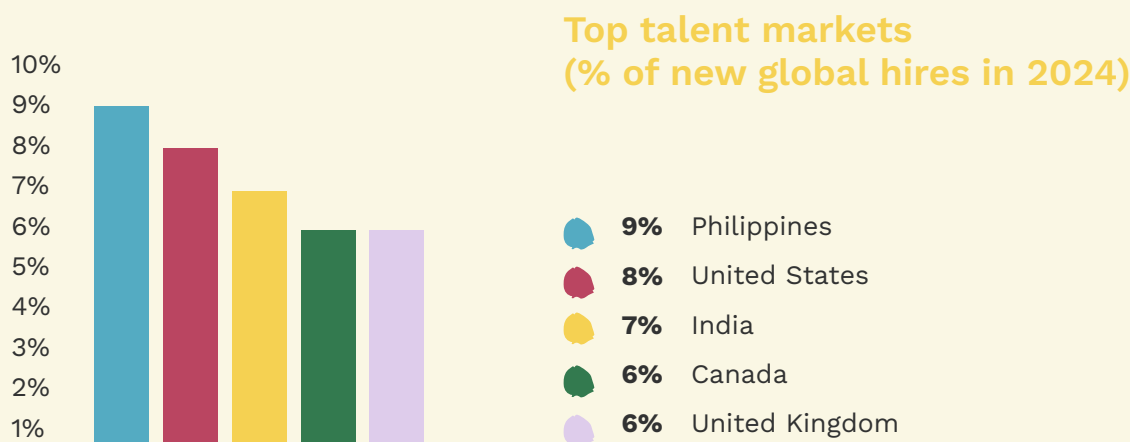
An interesting trend is that while Europe is the most popular continent for hiring, there wasn't any one country that emerged as a clear favorite. In Asia, on the other hand, the Philippines and India were not only frontrunners, but accounted for nearly two-thirds of new hires on that continent. Similarly, South Africa was by far the most popular talent market in Africa, representing two-fifths of new hires, and Brazil was the frontrunner in South America, with nearly a third of new hires.

Top five talent markets

The above section offered a high-level view of top hiring destinations by continent. But what were the top hiring destinations across all regions?

If we drill down further, the top talent markets in 2024 were the Philippines, the United States, India, Canada, and the United Kingdom.

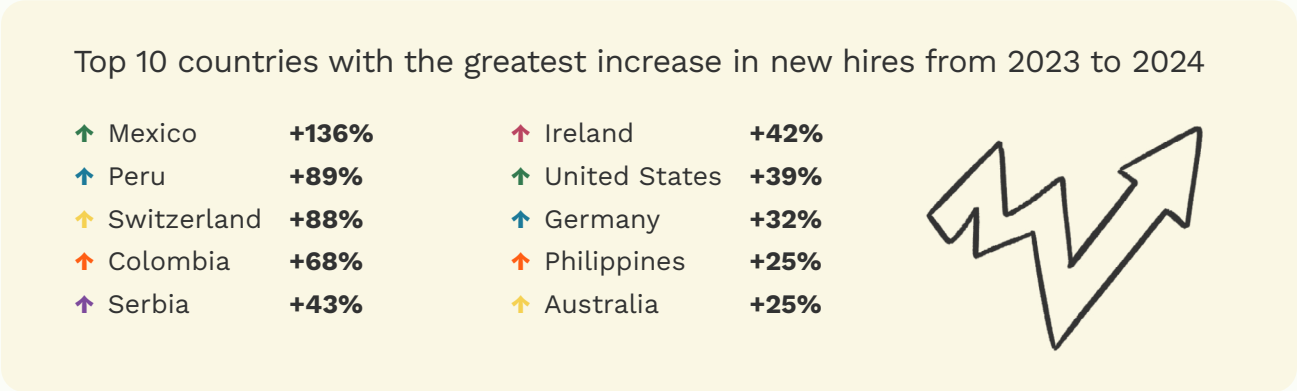
The number of new hires increased in four of these countries from 2023 to 2024, ranging from an 11% increase in India to a 39% increase in the United States.



Additional reading: Three of these countries made our list of top countries for finding stellar international tech talent. [Take a read to learn about five more.](#)

Talent markets to watch

Companies looking to hire across borders might wonder which talent markets are gaining traction in terms of increased propensity of hiring. Based on Oyster’s hiring data, below are the countries that saw the greatest growth in new hires from 2023 to 2024. Note that in order to ensure statistical significance, we omitted countries that had fewer than 25 new hires in 2023.



Two nations unveiled as top employer countries

So far, we’ve looked at the countries and regions where companies hired remote, cross-border talent. But where were the employers themselves based?

We looked at the data and found that among companies hiring globally with Oyster, 44% were based in the United States and 22% were in the United Kingdom. In other words, the **United States and the United Kingdom** accounted for a full two-thirds of companies hiring internationally through Oyster in 2024.

Another interesting finding: of all new hires in 2024, more than half (54%)

were hired by companies in the United States.

It’s not surprising that the U.S. is home to almost half the companies hiring through Oyster, and that U.S. companies hired over half of the new hires made through Oyster in 2024. The United States is the world’s largest economy and the leading hub for business and innovation, so it makes sense that they’re the biggest employer country for global talent. Additionally, hiring U.S. talent is more competitive and more expensive, so it’s increasingly necessary for U.S. employers to look abroad to fill their talent needs.

“The U.S. is one of the largest markets for entrepreneurship and business innovation. For fast growing companies employing knowledge workers, solutions like Oyster and TriNet make it easier than ever to build teams across domestic and international borders,” says Jackie Breslin, Executive Director, Client HR Consulting Services at TriNet. “We’re seeing more and more that employers are being strategic but ambitious in where they choose to grow and we believe this signals incredible opportunities for both employers and talent.”

The readiness and propensity to hire remote, global talent may also have to do with the difficulty of bringing in highly skilled talent on work visas. In the U.S., the annual cap on work visas, the onerous paperwork, and the lottery system means there’s a great deal of uncertainty on the part of both employers and candidates. Meanwhile, in the U.K., Brexit has made it harder for European talent to relocate to the U.K. It’s possible that these kinds of bureaucratic barriers have made U.S. and U.K. employers more willing to employ remote, cross-border talent.

Average number of Oyster hires per company

We reviewed our data over the past five years and uncovered that on average, companies hired 5.29 team members through Oyster. This suggests a desire to go beyond one-off hires and, instead, grow teams and fill roles throughout the organization without the limitations of proximity.

Successful global organizations know this to be true. Just ask the team at Graphite, who employ amazing talent from across the world.

“

By working with a highly distributed team of global talent, companies can gain a strategic advantage that would have been out of reach without the support and systems provided by platforms like Oyster.”

Ethan Smith
CEO at Graphite

Talent call: Experts wanted

In 2024, 55% of the categorized new hires on the Oyster platform were for senior and mid-level job titles.

This finding seems to be reflective of the current talent and expertise shortage. According to [Gallup's 9 Future of Work Trends](#), **“organizations are facing an expertise supply crisis** as a large portion of the workforce nears retirement. This trend is compounded by technological disruptions that reduce opportunities for novice employees to develop expertise.”

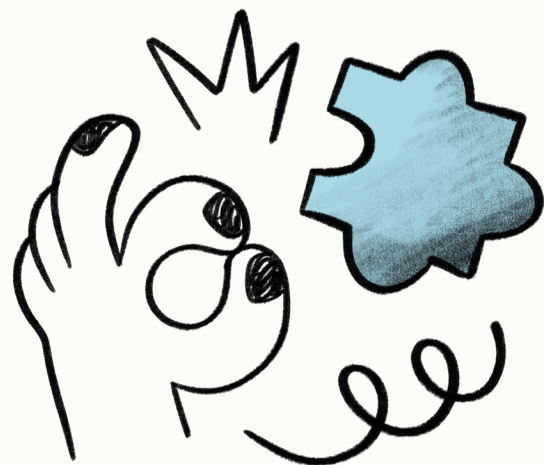
To find the right experts, companies may have to look outside of their city, or even country. Meanwhile, junior knowledge workers may be struggling to keep up with the skill demands as technology advances at a rapid pace. Our data shows that only 7%* of new hires in 2024 were for junior roles.

Oyster's VP of People, Marina Farthouat, adds that “it can also be related to the type of company and stage they're at. Small to medium companies in the tech sector and startup phase often need to purchase expertise at that point. As companies mature, they'll have

more resources and a lot of interest in getting entry-level profiles because they can train them, look after them well, and, from a budget perspective, it makes more sense.”

But Marina doesn't want companies to discount young talent just yet. “There's still a lack of comprehension of how talented people can be at the beginning of their career.”

**The number of junior hires may be underreported, as seniority level data was not available for 37% of new hires. In some cases, this may be due to incomplete records or because the individuals were engaged as contractors, for whom seniority level is not always specified.*



Chapter 3

From hybrid to the gig-ification of knowledge work

The pandemic accelerated, and for some companies forced, the shift to remote work. Now, after five years, businesses and knowledge workers can go back to the office. But not all have opted for the full RTO treatment.

Some companies (like Oyster!) are still fully remote, while many others have adopted a hybrid attendance model. Some are building a team of full-time workers, while others are leveraging contract, fractional, or part-time workers. In short, the pandemic changed the world of work—making it altogether more flexible and introducing newer approaches that consider factors like location, tighter operating budgets, and talent acquisition strategies.

What the remote work shift exposed is that many types of work can be performed without being in an office from nine to five. According to the [World Economic Forum's assessment](#) of the current jobs landscape, 218 job types out of 5,400 have the potential to become global digital

jobs that can be performed remotely from anywhere. That represents 73 million global workers!

With this discovery, **certain industries and jobs have flourished by hiring remote talent.** Companies now have access to more talent and can fill skill gaps more affordably. Knowledge workers have access to more flexible work opportunities and can find a job that suits their needs.

In this section, we explore top job families, job roles, industries, employment models, and workplace models—and their potential drivers—to better understand the world of work today.



Top job families

By 2030, the number of global digital jobs that can be performed remotely from anywhere is expected to [rise by roughly 25% to around 92 million](#). However, there are certain jobs that are better suited for remote work than others.

We took a look at all active team members on the Oyster platform—not just new hires in 2024—to see what areas of the business are most supported by international talent. Globally, the top three job families on our platform are information technology (IT), sales and marketing, and office and administrative support.

35%

Information Technology

12%

Sales and Marketing

6%

Office and Administrative Support

While these are the top job families in every region, there are a few notable insights:

- In Asia and South America, office and administrative support ranks higher than sales and marketing.

- Of all team members hired through Oyster in Asia, 42% were in IT roles (higher than the global average).
- Of all team members in North America, just 26% are in IT jobs (lower than the average).

“IT roles are naturally remote-friendly, with high global demand and portable skills that let talent ‘plug in’ from anywhere,” explains Erin Goodey, Director of People Services at Oyster.

“Sales and marketing hires often align with global expansion—bringing in local experts who understand regional nuances. Admin and support roles have long been outsourced to extend coverage across time zones, ensuring round-the-clock support via roles like assistants, customer service, and operational support.”

“

IT roles are naturally remote-friendly, with high global demand and portable skills that let talent ‘plug in’ from anywhere.”

Erin Goodey

Director of People Services
at Oyster

Top job roles for each region

Most of the top job roles across all regions are in line with the top job families. The **number of software engineers hired in 2024 was much higher** than any other type of knowledge worker, accounting for 18% of new hires globally.

The percentages below indicate the proportion of top roles hired in 2024 in each region. Note that the role titles have been standardized.

North America	
Software Engineer	13%
Marketing Coordinator	6%
Customer Service Representative	4%

Africa	
Software Engineer	14%
Data Analyst	12%
Customer Service Representative	4%

Asia	
Software Engineer	18%
Data Analyst	5%
Customer Service Representative	5%

South America	
Software Engineer	21%
Brand Ambassador	6%
Translator	5%

Europe	
Software Engineer	19%
Account Manager	4%
Marketing Coordinator	4%



AI jobs

In 2024, 20 new hires had the word “AI” in their job title, which represents a 150% growth in comparison to 2023, when only 8 AI-related roles were hired.

The most common AI-related roles in 2024 were:

- AI Software Engineer
- AI Engineer
- Senior AI Controls
- Solutions Engineer

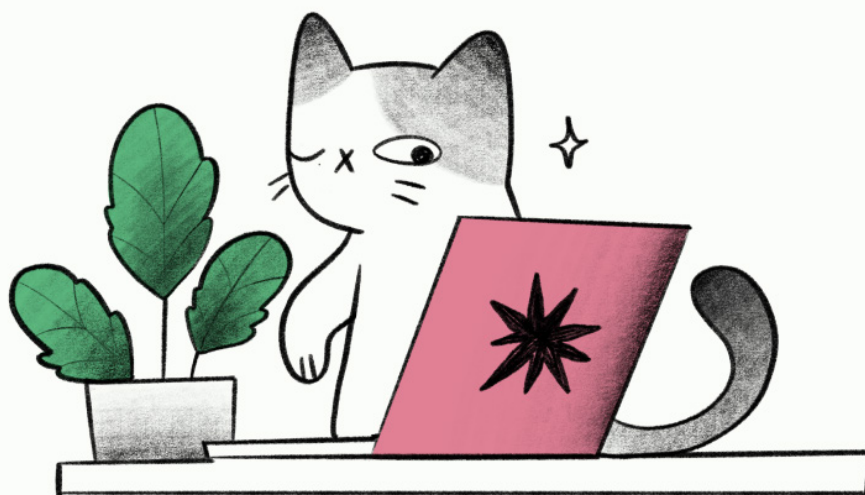
The regions in which most AI-related roles were hired in 2024 are Asia and Europe. This rise in AI jobs—alongside the growth in IT hires—suggests that [AI, automation, and technology will continue to define the next era of work.](#)

Top industries (% of new hires in 2024)

Some industries, like jobs, are better aligned with remote work than others. Below are the top industries in which new team members were hired in 2024, with the software and services industry in the top spot.

Software & Services	35%
Commercial & Professional Services	16%
Consumer Services	5%
Diversified Financials	4%
Media	3%

It’s notable that three industries (software and services, commercial and professional services, and consumer services) grew in the number of hires from 2023 to 2024.



Contract and consulting work is on the rise

The new hire data from 2024 that we've discussed so far includes both full-time employees and contractors. But separating out these two categories reveals that there was a 46% increase in new contractor engagements from 2023 to 2024, whereas the number of new full-time hires decreased slightly by 2%. This suggests that contractors are increasingly in demand as companies look for flexible and scalable solutions for their workforce needs.

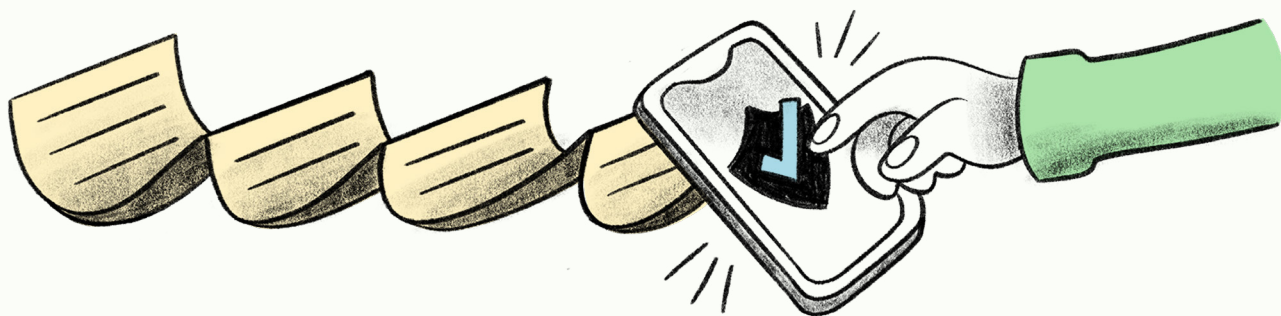
Additionally, we also discovered a sharp rise in consulting hires, which grew 10x from 2023 to 2024.

An increase in contract and consulting work indicates a rise and prevalence in fractional, part-time, project-based, or general consulting services. For employers, this could be a strategy to fill short-term talent needs quickly and remain agile, or to mitigate tighter talent budgets.

“Fractional is not the gig economy’s distant cousin—it’s its executive suite. The rise in fractional hires is more than a financial maneuver; it’s a shift in mindset,” explains John Arms, fractional work expert and co-founder of Voyageur University.

“Companies are realizing they don’t need to ‘own’ talent to benefit from it. And top professionals aren’t waiting around for titles—they’re building purpose-driven, flexible careers on their own terms. What’s showing up in the data is what we see every day: Fractional is becoming the go-to growth model for modern businesses and a meaningful calling for modern professionals.”

This type of work is also in line with the rising employee desire for flexibility and autonomy. According to a [McKinsey survey](#), these nontraditional employees, “the do-it-yourselfers,” made up the largest percentage of their respondents.



The state of hybrid work

Remote, hybrid, or in office—now, employers have the choice. According to many recent studies, the future of work (or at least the right now of work) is: hybrid.

In a [2024 global survey conducted by Zoom](#), 64% of leaders shared that their organization is currently implementing a hybrid model. Our survey respondents agree. We polled over 500 HR professionals and 84% shared that some or all of the employees at their organizations are hybrid workers.

Interestingly, Zoom's research is segmented by region. While hybrid work is the most common setup across all regions, in-office work is more prevalent in North America, and remote work is more common in Asia. Western Europe predominantly favors a hybrid model.

Hybrid work seems to have the Goldilocks Effect on workers, too. In another Gallup study, over half of U.S. remote-capable employees expect or prefer remote work. Reasons for preferring hybrid work include flexibility, work-life balance, increased productivity, and connection.

Is hybrid the future of the office?

What the past five years have shown us is that a lot can change when it comes to the workplace. However, there are signs that the adoption of hybrid work is a long-term decision. Organizations are implementing [the tools](#), training, and programming to ensure their teams can thrive in a distributed, hybrid environment.

When we asked our respondents if they believe their leaders are well equipped to manage a global team, 67% responded “yes.” Furthermore, 56% shared they have formal programs or training in place to thrive as a distributed team, including how to work across time zones and be more culturally aware.



Chapter 4

Global compensation trends

After looking at the top job families, roles, and industries, we delved into compensation data for new hires in 2024 to gain insight into the median salaries of the most frequently hired roles, the jobs that pay the most, and which talent markets command the highest salaries. Note that Oyster supports payments in 140+ currencies, but the salary data has been standardized here by converting to the equivalent in U.S. dollars.

We found that the median salary of new hires on Oyster's platform in 2024 was \$74,700—a 4% increase from 2023, which is in line with [global compensation trends](#).

Oyster's salary data also reveals that **companies are spending top dollar for leadership roles in finance and IT**, which suggests that companies are dedicating their resources to certain areas of the business.

Outside our salary data, industry research suggests that **companies are leaning into other types of compensation to attract and retain talent**. Non-monetary compensation, such as flexible hours, wellness programs, L&D, and customizable rewards are opportunities for employers to explore.



2024 global salary data

In a global setting, it’s hard to know what a fair and competitive salary looks like. While we’ve got some country and role-specific data to share with you here, you can leverage [Oyster’s Salary Insights tool](#) to uncover benchmarks for 200+ roles, 9 seniority levels, and 130+ countries.

[Try the Tool](#)

Median salary on the Oyster platform

→ **\$74,700** (+4% since 2023)

Median salaries for in-demand roles

Account Manager: **\$89,295**
Software Engineer: **\$84,786**
Marketing Coordinator: **\$82,115**
Customer Service Representative: **\$51,719**
Data Analyst: **\$39,094**

Countries with highest median salaries

Switzerland: **\$146,000**
Singapore: **\$128,000**
Israel: **\$124,000**
Norway: **\$117,000**
Panama: **\$117,000**

Highest-paying roles

What are the highest-paid roles for which companies hired remote talent through Oyster? Below are the most lucrative roles based on active team members on Oyster in 2024. Note that role titles have been standardized and roles with less than 5 employees have been excluded.

Vice President Engineering: **\$280,000**
Finance Director: **\$204,000**
Security Researcher: **\$201,000**
Chief Marketing Officer: **\$192,000**
General Manager: **\$191,000**

The fact that these are the top five highest-paying roles is not surprising—particularly the first three. Technology is advancing quickly and top tech talent is in high demand, especially when it comes to engineering and security, which need strong leadership to drive these teams.

Skilled finance leaders are also valued right now, as companies rely on them to manage “do more with less” budgets more efficiently and responsibly.

Compensation trend: Total rewards

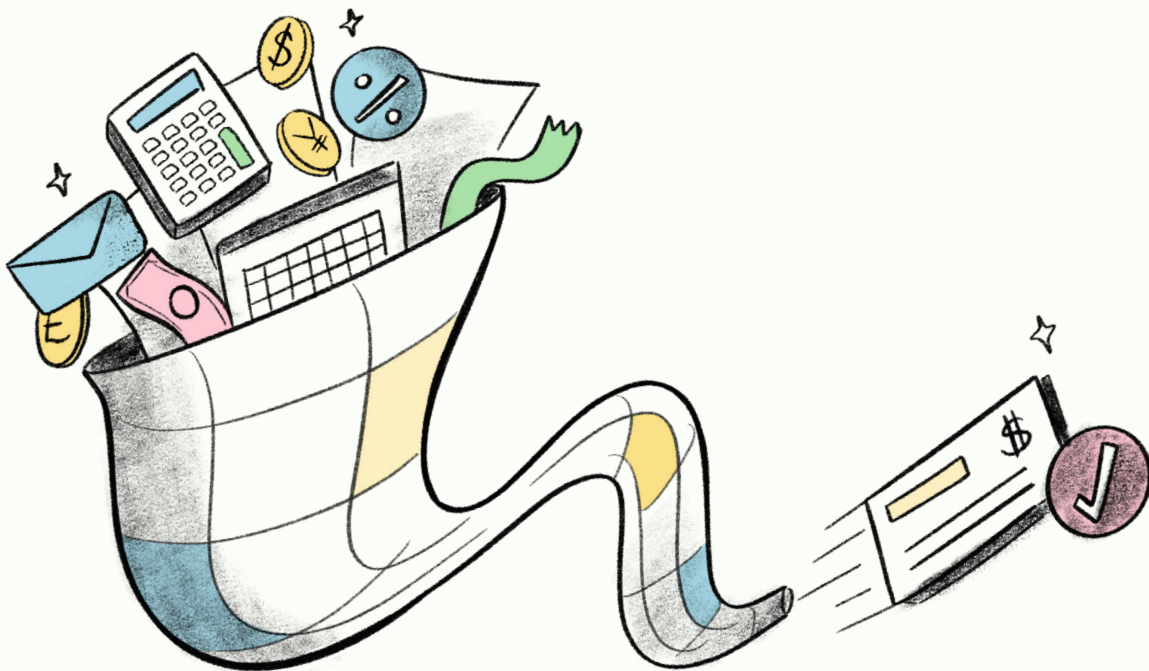
One of [Figures' compensation predictions](#) for 2024 and beyond was that employers will look beyond base salary and put a greater emphasis on total rewards as a full package.

Why? Many employers are operating with tighter budgets right now—and offering other perks and benefits can deliver value to employees while staying budget-friendly.

Offering total rewards doesn't just benefit the employer. Many employees favor non-monetary compensation—and we're not just talking about free lunches. In [McKinsey's Great Attrition research](#), **many employees share that they seek workplaces**

that provide flexibility, support for health and well-being, and meaningful work over those that offer generous salaries. In terms of compensation, this could look like flexible working hours, access to mental health professionals, wellness spending accounts, and subsidized certifications.

A challenge that many People leaders of distributed teams face is designing a total rewards package that excites everyone. In [Mercer's 2024 Global Talent Trends study](#), the top request from employees related to improving compensation is having more types of rewards and the opportunity to personalize their packages.



Chapter 5

Three key takeaways

1. Software talent is in demand, but is there supply?

While the growth in IT hires may make it seem there are software engineers galore, it's likely reflective of a tech [talent shortage](#).

As technology rapidly evolves, companies are struggling to fill roles with in-demand skill sets. In 2024, [48% of HR leaders](#) viewed skills shortages as a top threat to their business. Hiring globally enables them to find experts in niche areas, like AI, to meet their specific needs—regardless of location.

This is one of the reasons why we're seeing even greater diversification in global hiring. Companies are tapping into new talent pools to source the talent they're looking for.

2. The Gig Economy is here to stay

The Gig Economy is no longer a passing trend—it's a major force reshaping the future of work for both employers and knowledge workers.

The term “Gig Economy” is used to describe a labor market characterized by short-term contracts, freelance work, and temporary positions. Individuals work as independent contractors rather than traditional employees.

As we saw in our data, there was an increase in contract and consulting hires over the past year. For companies, it's a scalable way to hire top talent while maintaining workforce agility.

But employees seem to be favoring this employment model too. According to [this 2025 FlexJobs](#) report, 41% of workers have quit or considered

quitting their jobs to pursue a full-time side hustle, suggesting that the workforce of today is searching for greater career agency, flexibility, and financial security.

By 2028, more than 90 million people in the United States alone are expected to be freelancers or working on short-term contracts.

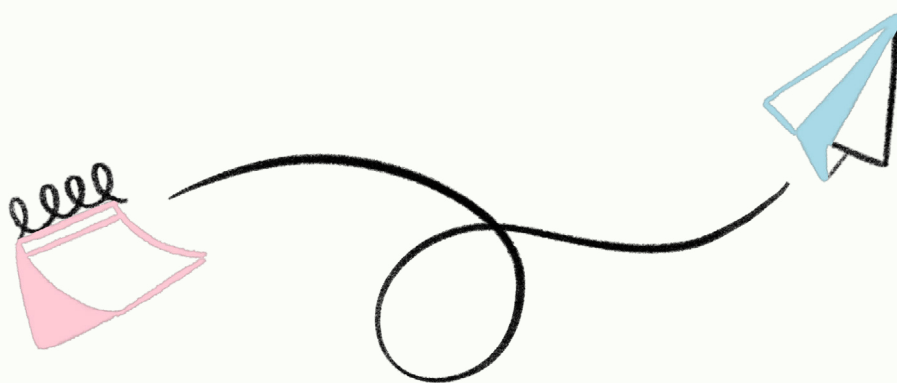
3. Be flexible, stay agile

One of the key takeaways from [Zoom's Future of Work report](#) is that the workplace isn't done evolving.

In their survey, most leaders (75%) believe it is very or moderately likely that their organization will change its workplace model within the next two years. Eighty-two percent foresee their workplace becoming either slightly more or much more flexible. This could be to attract talent, to maintain workforce agility, or other reasons.

For employees, flexibility is one of the top benefits. But who knows what employees will value most tomorrow? In Zoom's survey, 58% expect their preferences to change over time. To keep teams happy, employers will need to continue to listen to their people to understand their needs.

External factors, like the macroeconomic environment, will change. Internal factors, like budgets and skills needs, will change. Employee expectations and preferences will change. Consequently, in order to thrive, organizations need to be willing to change, too.



Chapter 6

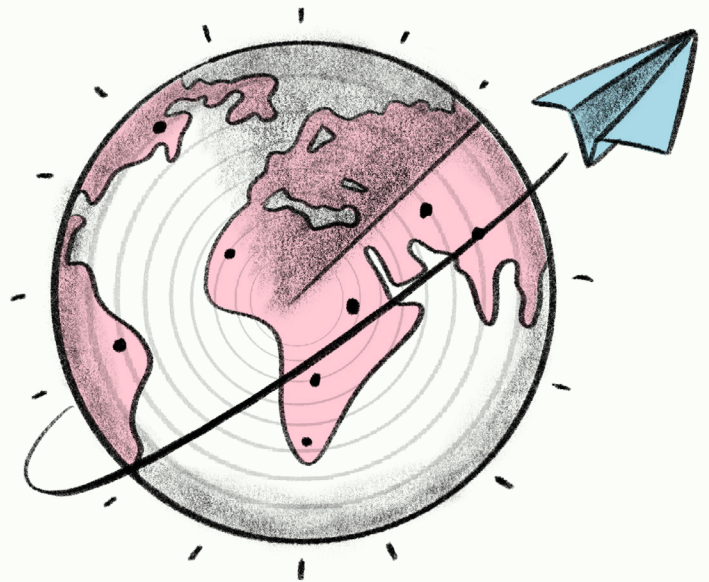
Oyster's continued impact on the global world of work

At Oyster, our mission is to create a more equal world by enabling companies to hire talent anywhere, regardless of geography. Every year since 2022, we've reported on our impact on people, businesses, communities, and the environment—to demonstrate our progress towards our mission.

So, what does our 2024 global hiring data say from an impact lens?

This year's impact update explores several key areas. Firstly, we revisit our primary metric—gross payment volume (GPV) in emerging markets—to assess how our platform is facilitating employment in historically underserved regions. We then examine hiring and employment trends in emerging markets with particular attention to year-over-year changes. Lastly, we explore how salaries and job roles compare between emerging and developed markets, as well as how they vary by gender.

These comparisons offer insights into how global hiring is shifting and how equity and access to opportunity continue to be a part of that shift. By continuing to measure and report on these trends, we aim to be transparent and provide a clearer picture of the progress being made and the work that still needs to be done.



GPV in emerging economies increases

Gross payment volume (GPV) refers to the total monetary value of payments processed through a platform or service over a specific period of time.

In this case, we’re calculating the total salaries (in USD, inclusive of taxes) that the Oyster platform paid into emerging economies.

In 2024, the GPV to emerging economies was over \$137M, which is a +29% increase from last year. In 2023, this value was \$107M.

To put these findings into greater perspective, in 2021 the GPV to emerging economies was just under \$10M. We’re proud of the progress we’ve made on this in just three short years.

Impact metrics				
Emerging economies: Gross payment volume and percentage of workers				
	2021	2022	2023	2024
Gross Payment Volume in USD*	\$9,156,090	\$57,932,171	\$107,723,710	\$137,596,649
Percentage of team members based in emerging markets**	36.1%	41.3%	43.7%	47%
*(Calendar year) **(Active at least one day within the calendar year)				

As a metric, GPV directly correlates to the amount of financial opportunity that talent in emerging markets have as a result of increased access to global career opportunities.

For example, if an engineer in an emerging market is able to access a role with an international company where their base pay is several times the national average, they then have a greater opportunity to improve their standard of living, support their family members, seek out better education for their children, access quality medical and health services, and support their local community.

As our GPV to emerging economies rises year over year, we’re hopeful that global knowledge workers will continue to lend their skills to the global companies that choose Oyster to hire great talent anywhere in the world.

Confidence builds in emerging markets

A strong and continuous increase in GPV is one indicator that companies are becoming more confident in hiring in emerging markets. But there's more data that tells this story.

1. Emerging markets are shaping the global workforce

As global hiring broadens its reach, knowledge workers based in emerging economies are playing a larger role in the talent landscape. In 2024, 47% of new hires on the Oyster platform came from emerging markets, which is a three-point increase from the previous year. As a result, knowledge workers from emerging economies now make up 44% of Oyster's active workforce, reflecting a steady shift toward more geographically diverse teams.

2. Employers keep coming back to emerging markets

While just 37% of companies' first international hires come from an emerging market, that number rises to 48% for subsequent hires—an 11-point increase. This trend suggests that once employers begin hiring in emerging markets, they're more likely to continue seeking talent in these markets, gaining confidence and moving past any initial uncertainty.

3. The growing knowledge worker gig economy encourages hiring in emerging markets

As the global workforce evolves, the growth of the gig economy is expanding access to talent in new ways. Our data reveals clear regional preferences in employment models: developed economies largely favor the Employer of Record (EOR) approach—with just 14% of talent engaged as contractors—while emerging markets see much higher contractor adoption, making up 47% of active relationships on our platform.

Amid ongoing talent shortages, especially in the tech industry, contract, fractional, and consulting roles offer employers a more agile path to filling critical gaps. These flexible models not only help companies respond quickly to shifting needs but also allow them to optimize hiring strategies across diverse markets.

Job trends: Emerging vs. high-income countries

A look at our data shows that employers are sourcing more tech talent from emerging markets, whereas they’re filling business and sales roles with talent from high-income countries.

Tech talent distribution

Emerging markets are becoming a key source of in-demand tech talent, from software engineering to data analysis and web development. As global demand for digital skills rises, these regions are seeing increased job opportunities and salary growth.

Role	% of active talent in emerging markets	% of active talent in high-income countries
Software Engineer	21%	16%
Data Analyst	5%	2%
Web Developer	2%	1%

Business and sales roles distribution

For business and sales roles, employers are hiring in higher-income countries more than emerging markets. This trend could be for several reasons, including better time zone alignment with clients and internal teams, enabling real-time collaboration. However, this trend could shift as emerging markets develop stronger global business infrastructure and as companies build more distributed go-to-market teams.

Role	% of active talent in emerging markets	% of active talent in high-income countries
Account Managers	1%	5%
Sales Representatives	3%	1%

Exploring gender disparities

Gender disparities still exist today. Each year, we look at our data to understand where we are and where we need to go to close gender gaps in the workplace. In particular, this section focuses on pay and role distribution based on gender.* We also break this data down into those in emerging markets versus those in high-income countries.

**Please note: These metrics are based on sex assigned at birth, where this information has been disclosed by team members*

Pay gap in 2024

The overall gender pay gap between men and women employed on the Oyster platform has remained largely unchanged compared to 2023. **The median salary for women is roughly 24,000 USD lower than the median salary of men.**

Median salary in USD in 2024	Emerging markets	High-income countries
Female team members on the Oyster platform	\$29,726	\$83,400
Male team members on the Oyster platform	\$50,749	\$106,141

While there wasn’t much change in the overall pay gap, a location-based analysis revealed some compelling insights.

In high-income countries

For female team members located in high-income countries, we saw signs of progress: **the median salary for women is growing at a faster rate than men.**

This is true for our year-to-year data, from 2023 to 2024, and our data covering the past three years. A notable data point? Female team members on the Oyster platform saw a 17% increase in median salary over the past three years compared to 13% for male employees, signaling ongoing, though gradual, progress in narrowing the gender pay gap in high-income countries.

In emerging markets

Unlike their counterparts in high-income countries, **women in emerging markets have seen a decline in median salary over time.** From 2023 to 2024, their median salary dropped by 3%, and over the past three years, it fell by 4%.

Meanwhile, male team members in emerging markets experienced steady salary growth, further widening the disparity within these regions.

On the Oyster platform, female team members in emerging markets now earn the least compared to all other groups assessed in this section (male team members in emerging markets, male team members in high-income countries, female team members in high-income countries), highlighting a troubling intersection of gender and geographic inequality and the need for targeted equity efforts.

Role distribution in 2024

We looked at the top five roles for all male and female team members on the Oyster platform to unveil any gender patterns across the workforce.

Top 5 roles for men (% of male team members on the platform)		Top 5 roles for women (% of female team members on the platform)	
1. Software Engineer	23.8%	1. Customer Service Representative	7.2%
2. Account Manager	4.9%	2. Software Engineer	7.0%
3. Sales Representative	3.7%	3. Marketing Coordinator	6.6%
4. Data Analyst	3.1%	4. Data Analyst	4.5%
5. Customer Service Representative	3.1%	5. Operations Coordinator	3.7%

It turns out that men are more represented in software engineering and sales roles, while women are found more in customer service and marketing roles.

As the most hired role on Oyster’s platform in 2024, it’s no surprise that “Software Engineer” appears on both top five lists. Although a higher percentage of male team members currently hold this position, **our year-over-year data shows that more women are being hired into software engineering roles.** As demand for tech talent grows, women are gaining increased access to opportunities in this traditionally male-dominated field.

Final thoughts

The data from our 2024 impact update tells a nuanced story of progress, opportunity, and ongoing challenges. We're seeing encouraging signs, particularly the rise in gross payment volume to emerging markets, growing confidence in emerging markets, and increased access for women to tech roles. We'll continue to monitor and report on these trends as we work towards a more equitable world of work where access to opportunity is not limited by geography.

WORLD  SENSING

25% growth year-over-year

“Oyster has allowed us to expand our workforce into the critical locations we need to drive business growth.”

Giuseppe Marrone

People Operations Lead at Worldsensing

[Read the full story→](#)



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