

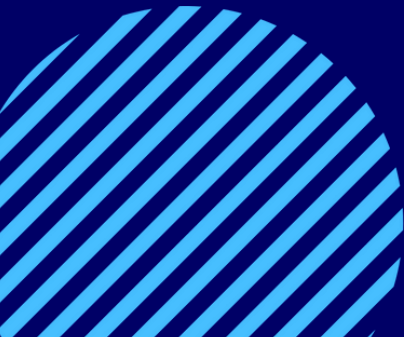
November 2025

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MARKET OVERVIEW

The diversified industries sector in late 2025 is experiencing **uneven growth** across consumer and industrial markets. Persistent **macro uncertainty**, particularly around **tariff policies** and **energy price volatility**, continues to shape investment decisions and hiring sentiment. While **European markets** show relative resilience, global hiring remains **cautious**—especially in discretionary and export-driven industries.

CONSUMER SECTOR INSIGHTS

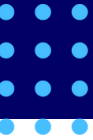
- **Retail Performance:** The **sports retail segment** remains weak, with **Nike, Adidas, and Puma** scaling back hiring. Puma has announced plans to **cut one in eight office roles**.
- **Corporate Restructuring:** Conglomerates continue to **streamline portfolios**, selling non-core divisions. Example: **Kering's \$4 billion sale** of its fragrance business to **L'Oréal** (Oct 2025).
- **Regional Strength:** **Spain** shows robust momentum with **3.5% year-on-year retail growth**, led by **Decathlon, Leroy Merlin, and Uniqlo**.

INDUSTRIAL SECTOR INSIGHTS

- **Automotive:** Chinese manufacturers, particularly **BYD**, are rapidly increasing market share across the **UK and Europe**, challenging traditional brands.
- **Trade Policy Uncertainty:** Many industrial firms remain on hold, awaiting clarity on the **U.S. tariff litigation**, which has delayed investment decisions.
- **Energy Market:** Outlook remains **mixed**—**low oil prices** and **oversupply** suppress traditional energy profits, while **renewables** underperform expectations due to weak demand.

HIRING LANDSCAPE

- Despite headwinds, several key employers continue targeted hiring in **finance, strategy, and digital operations**:
 - **Airbus** – *Finance NextGen Program*
 - **Hilti** – *Outperformer India Program*
 - **Organon** – *Finance Associate Director*
 - **Leca Solutions** – *Pharma Business Strategy Analyst*
 - **Cox** – *Director, Business Analysis & Structuring*
 - **Chalhoub Group** – *E-commerce / Market Intelligence Roles*



OUTLOOK

Through 2026, hiring is expected to remain **selective and strategic**, emphasizing **transformation, efficiency, and market expansion**. Growth opportunities will likely center on:

- **Southern Europe retail**, driven by mid-market expansion;
- **EV and clean-tech manufacturing**; and
- **Strategic finance leadership roles** within multinational firms.

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EXECUTIVE SUMMARY

The meeting discussed pathways into the **luxury industry**, emphasizing that **internships and early hands-on experience** are the most reliable entry points. Participants concluded that **formal graduate programs are less common and less effective** in this field due to its competitive nature and frequent staff turnover. The key takeaway was to **focus on networking, internships, and industry-aligned skill development** to build credibility and access opportunities.

CONCISE MEETING SUMMARY

Main Discussion Points:

- Discussion centered on **career entry routes within the luxury sector**.
- Luxury roles typically arise from **internships or junior positions**, not graduate schemes.
- The **luxury job market is competitive**, with high turnover and many applicants for limited roles.
- **Networking and personal branding** were highlighted as essential tools for standing out.
- Mentioned **differences between luxury and other industries**, particularly in hiring processes and expectations.

Decisions/Conclusions:

- Consensus that **internships should be prioritized** as the primary entry route.
- Agreement that **graduate programs are limited** and not the main path into luxury.
- Recognition that **building a strong professional network** is crucial for success.

Action Items:

- **Identify and apply early** to internship opportunities at luxury brands.
- **Engage alumni networks or mentors** for guidance and introductions.
- **Tailor resumes and portfolios** specifically for the aesthetics and expectations of luxury employers.
- Continue to **monitor shifts in industry hiring trends** to stay competitive.

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The Diversified Industries sector encompasses a broad range of industries including consumer goods, luxury, industry, and healthcare. The focus is on large multinational corporations. The session highlights the sector's role as a dynamic and evolving space, offering wide career possibilities for graduates with diverse academic and professional backgrounds. Careers in this sector are particularly influenced by global corporations that shape consumer trends, brand strategies, and operational models across multiple markets.

The discussion emphasized that while each sub-sector has its own characteristics, the unifying theme is the need for adaptable, innovative, and globally minded talent who can navigate cross-functional environments and complex organizational structures.

TRENDS

Several major trends are shaping Diversified Industries today:

- Digitalization and e-commerce growth are transforming consumer behavior, requiring companies to invest in technology-driven strategies.
- Sustainability and ESG (Environmental, Social, Governance) pressures are influencing corporate strategy, branding, and supply chain operations.
- Globalization and emerging markets continue to drive expansion, demanding professionals who can work across cultures and markets.
- Consumer-centric innovation is accelerating in luxury, events, and FMCG, with personalization and brand storytelling becoming key differentiators.
- Talent expectations have shifted: companies increasingly seek graduates who combine analytical, creative, and communication skills.

OPPORTUNITIES

The sector offers a wide range of opportunities for graduates and professionals:

- Global corporations and multinational networks provide exposure to diverse career paths across marketing, supply chain, operations, and strategy.
- Growth in sustainability and digital roles opens pathways for individuals with expertise in ESG, data analytics, digital marketing, and innovation management.
- Cross-sector mobility allows professionals to transition between industries (e.g., from FMCG to luxury or from events to corporate communications).
- Strong career pipelines exist for graduates who leverage alumni networks, internships, and mentorship opportunities to access top employers.



RECOMMENDATIONS

To maximize opportunities in the Diversified Industries sector:

- Students and graduates should focus on building hybrid skillsets, combining technical expertise (data, digital, ESG) with strong communication and leadership skills.
- Academic institutions should strengthen corporate partnerships to align curricula with industry demands and offer experiential learning opportunities.
- Organizations should embrace diverse global talent and provide pathways for cross-functional career growth.
- Continuous learning and adaptability should be prioritized, enabling professionals to keep pace with technological and consumer-driven changes.
- Networking and mentorship should be leveraged strategically, as industry connections play a critical role in accessing opportunities within large corporations.