



FRAGOMEN

Engineering Global Mobility:

Building the Talent Bridge for the Semiconductor Era

November 2025

WITH YOU
TODAY



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Global Elections

Global Elections

Over Half Of Worldwide Population Voted In Elections In 2024..and Elections Continue In 2025



Countries with an election in 2024, by democracy score



Mexico, July Morena's re-election as ruling party is almost assured, and Mexico will have a woman president for the first time.

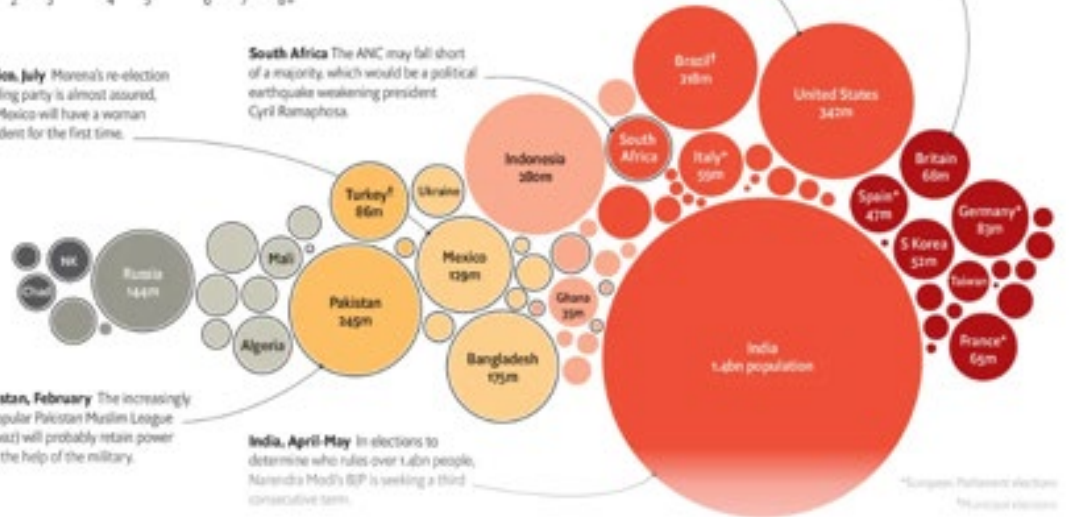
South Africa The ANC may fall short of a majority, which would be a political earthquake weakening president Cyril Ramaphosa.

Pakistan, February The increasingly unpopular Pakistan Muslim League (Nawaz) will probably retain power with the help of the military.

India, April-May In elections to determine who rules over 1.4bn people, Narendra Modi's BJP is seeking a third consecutive term.

US, November 5th Domestic politics are likely to remain painfully polarised, but who wins matters greatly for foreign policy.

Britain A win for Labour could see the Conservatives unravel, but will also expose Labour's schisms.



Busy Election Season Brings Change

- **Argentina:** October 2025 - critical vote to decide if Milei retains power or if opposition regains ground
- **Chile:** November 2025 - outcome may reshape Chile's political balance
- **Bangladesh:** February 2026 - test for democratic process after years of contested politics and governance struggles
- **Ethiopia:** June 2026 - important for Ethiopia's unity and East African security
- **Sweden:** September 2026 - key for EU policy and Nordic politics
- **United States:** November 2026 - balance of power in Congress will shape the final two years of the presidential term.



Global Skills Shortages

Global Skills Shortage Brings Workforce Shifts

Factors contributing to unfilled positions



The greying of the workforce



A mismatch between degrees granted and skills needed



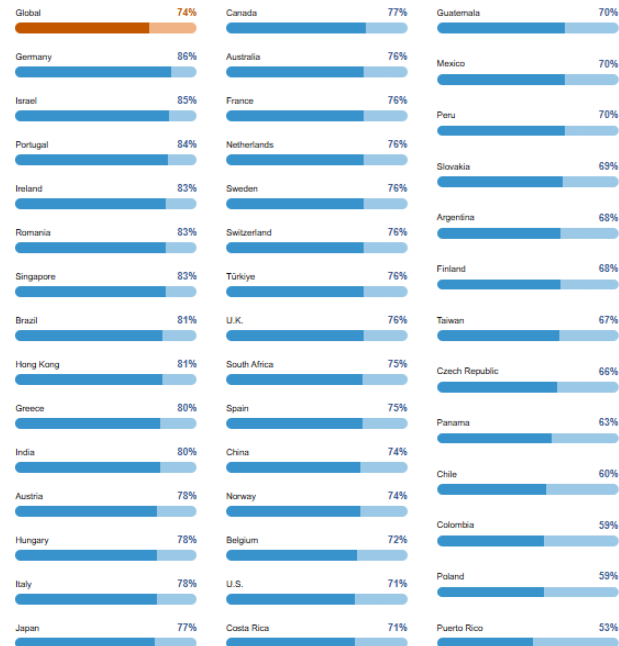
The COVID-19 effect



Restrictive immigration policies

...leads to global talent deficit

Talent Scarcity Around the World



Source: ManpowerGroup, 2025 Global Talent Shortage



Global Immigration Trends – Semiconductor Industry

Immigration Trends – Semiconductor Industry

- 1 - Global Work Visa Processing
- 2 - Compliance and Enforcement in High-Tech Manufacturing
- 3 - Skills Shortages and Workforce Gaps
- 4 - Regionalization and Friendshoring of Semiconductor Supply Chains
- 5 - Digitization of Borders and Export Controls
- 6 - Strategic Immigration as Industrial Policy



Key Challenges and Solutions

3 Key Challenges and Solutions

Global Geopolitical Conditions Demand Workforce Resilience.

- Businesses Should:
 - Develop Robust Crisis Management Plans
 - Monitor Regional Risks
 - Ensure Emergency Readiness For Employees

Red Tape, Talent Gaps, And Economic Shifts Demand Innovative Mobility Solutions.

- Businesses Should:
 - Adopt Innovative Hiring Strategies
 - Explore Alternative Talent Pools
 - Consider Flexible Work Options

Growing Compliance Risks Require Increased Vigilance.

- Businesses Should:
 - Prioritize Proactive Compliance Strategies
 - Track Employees And Their Immigration Statuses (Leverage Technology)
 - Stay Informed About Regulatory Changes

THANK YOU

