THE 2022 GLOBAL TALENT SHORTAGE

Global talent shortages reach a **16-YEAR-HIGH** as **3 IN 4 EMPLOYERS** report difficulty finding the talent they need.



40%

75%

Talent Shortages Over Time

From manufacturing to marketing, transport to trade, employers cannot find the people they need with the right blend of technical skills and human strengths.

| 40% | 41 % | 31% | 30% | 31% | 34% | 34% | 35% | 36% | 38% | 40% | 45% | 54% | 07% | |
|------|-------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2018 | 2019 | 2021 | 2022 |

Top Five In-Demand Roles

Whoever holds the talent holds the future. These are the most sought-after professions by employers globally.

| 1 | IT & DATA | |
|---|--------------------------------|---|
| 2 | SALES & MARKETING | |
| 3 | OPERATIONS & LOGISTICS | 9 |
| 4 | MANUFACTURING & PRODUCTION | S |
| 5 | CUSTOMER FACING & FRONT OFFICE | |

Top Five Soft Skills

As every aspect of life becomes more tech enabled, human strengths stand out in the digital age.

| RELIABILITY & SELF-DISCIPLINE | |
|-------------------------------|--|
| RESILIENCE & ADAPTABILITY | |
| REASONING & PROBLEM-SOLVING | |
| CREATIVITY & ORIGINALITY | |
| CRITICAL THINKING & ANALYSIS | |
| | RESILIENCE & ADAPTABILITY REASONING & PROBLEM-SOLVING CREATIVITY & ORIGINALITY |

Talent Shortages Around the World

| | C | | _ | | | | | | | | | | | | | | G | LOBA | L AVE | RAGE, | 75% | | | | | | | | | | | | | | | | | |
|-------------|---------------|-------------------|---------------|----------|-------------|----------------|------------|----------|------------------|--------------------|-------------------|------------------|-------------------------|--------|------------|---------------|------------|-------------|-------------|-------------|-----------|----------|-----------------|--------|---------------|----------|------------|------------|-------------------|-------------------|------------------|-----------------------|------------------------|-------------------|------------|-----------------------|-------------|--------------|
| TAIWAN, 88% | IKI UGAL, 85% | NOAF UNE, 94 / 10 | JNG KONG, 83% | DIA, 83% |)MANIA, 82% | ISTRALIA, 81 % | (AZIL, 81% | AIN, 80% | ANCE, 79% | .RMANY, 79% | ELAND, 79% | tece, 78% | IUTH AFRICA, 78% | (, 78% | (NADA, 77% | IATEMALA, 77% | VEDEN, 77% | ISTRIA, 76% | :LGIUM, 76% | JNGARY, 75% | RAEL, 74% | PAN, 74% | VITZERLAND, 74% | 3, 74% | (GENTINA, 73% | 4LY, 72% | IRKEY, 71% | NLAND, 70% | JRWAY, 70% | 1LAND, 70% | .RU, 67 % | ISTA RICA, 66% | ETHERLANDS, 66% | EXICO, 65% | .NAMA, 64% | 0.000.000 61 % | UVAKIA, 56% | PUBLIC, % |



A Holistic Talent Strategy

To keep pace, an effective talent strategy should comprise a mix of four key elements:

BUILD: Invest in learning and development to grow your talent pipeline

BUY: Go to the external market to attract talent that can't be built in-house

BORROW: Cultivate communities of talent outside the organization

BRIDGE: Help people move on or move up to new roles within the organization

We surveyed more than 40,000 employers across 40 countries and territories. **Explore the data at manpowergroup.com/talentshortage**

