

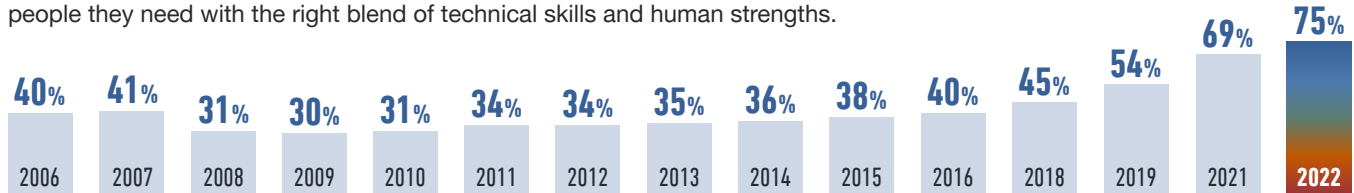
# THE 2022 GLOBAL TALENT SHORTAGE

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



## 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.



### Top Five In-Demand Roles

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

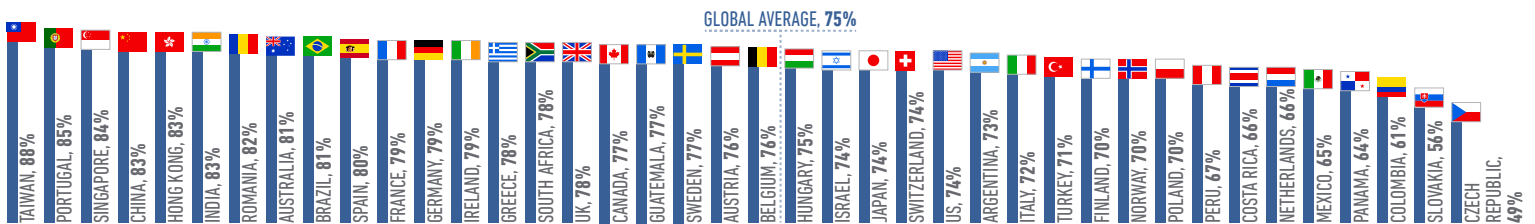
- 1 IT & DATA
- 2 SALES & MARKETING
- 3 OPERATIONS & LOGISTICS
- 4 MANUFACTURING & PRODUCTION
- 5 CUSTOMER FACING & FRONT OFFICE

### Top Five Soft Skills

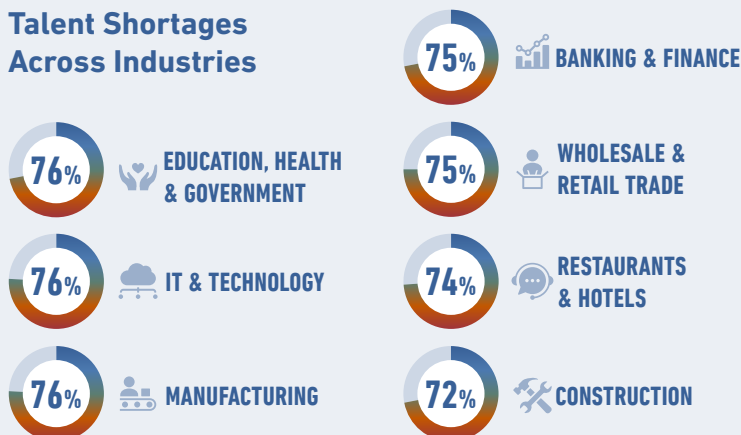
As every aspect of life becomes more tech enabled, human strengths stand out in the digital age.

- 1 RELIABILITY & SELF-DISCIPLINE
- 2 RESILIENCE & ADAPTABILITY
- 3 REASONING & PROBLEM-SOLVING
- 4 CREATIVITY & ORIGINALITY
- 5 CRITICAL THINKING & ANALYSIS

## Talent Shortages Around the World



## Talent Shortages Across Industries



## 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

