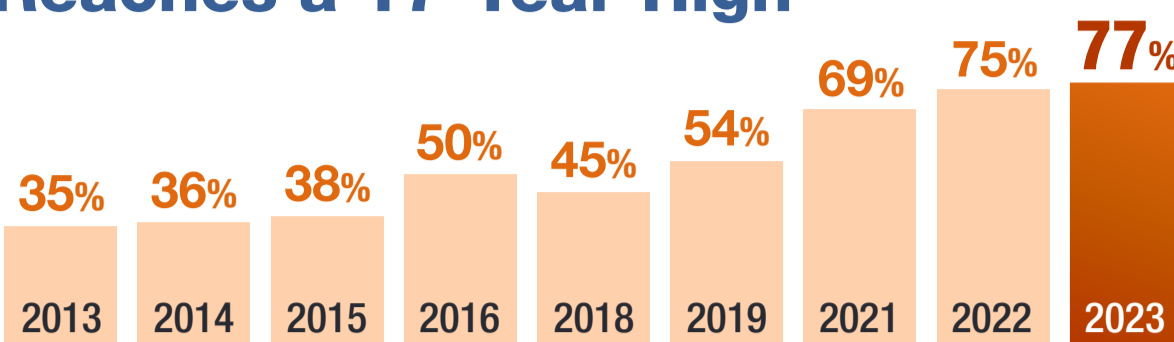


# 2023 Global Talent Shortage

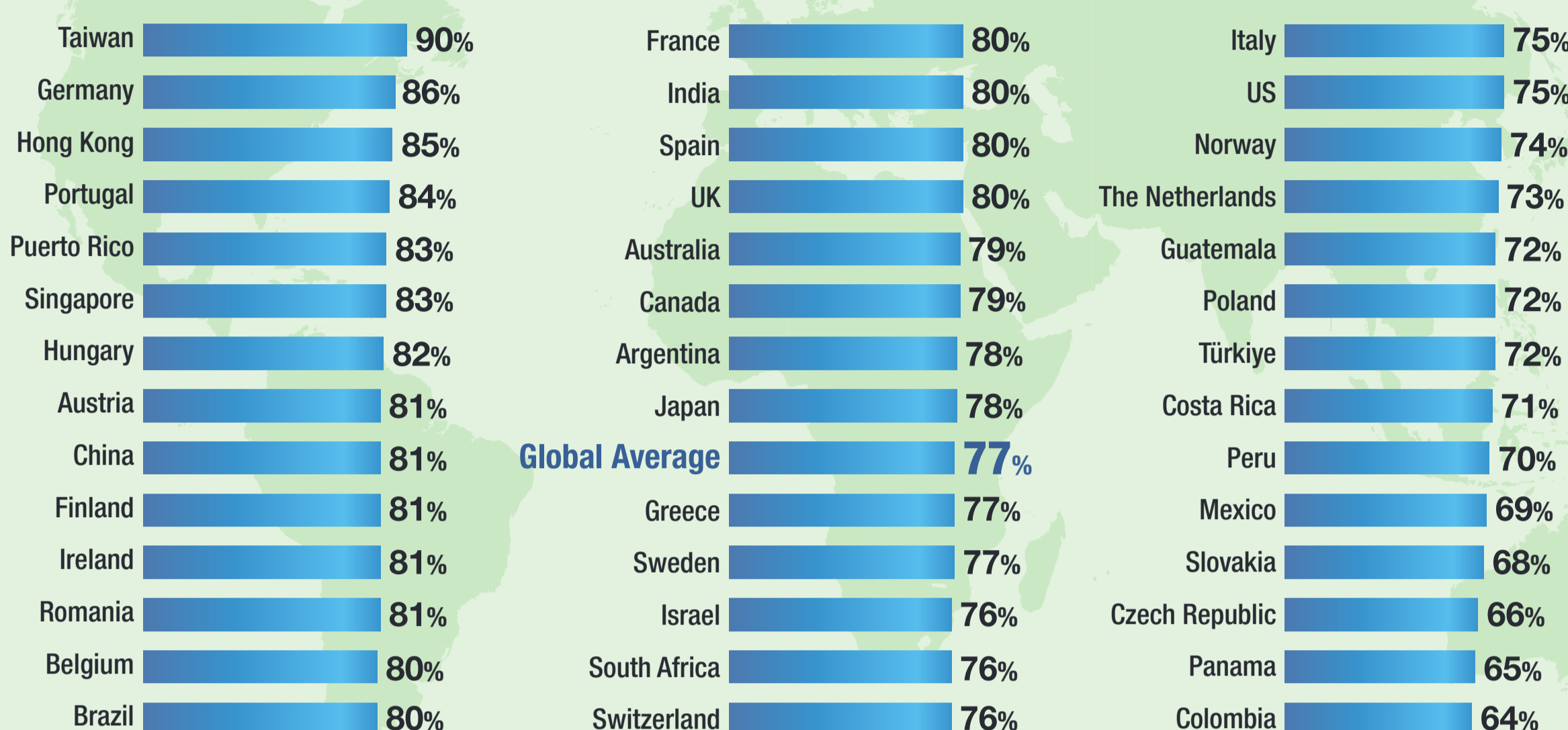
## Global Talent Shortage Reaches a 17-Year-High

Nearly 4 in 5 employers globally report difficulty finding the skilled talent they need in 2023, strengthening +2 percentage points year-over-year and more than double the difficulty in 2015 (38%).



## Talent Scarcity Around the World

Employers report difficulty filling open roles with the biggest impacts being felt in Taiwan, Germany, and Hong Kong.



## Skillsets Employers are Seeking Most

Human strengths stand out in the digital age.

### Top 5 Soft Skills

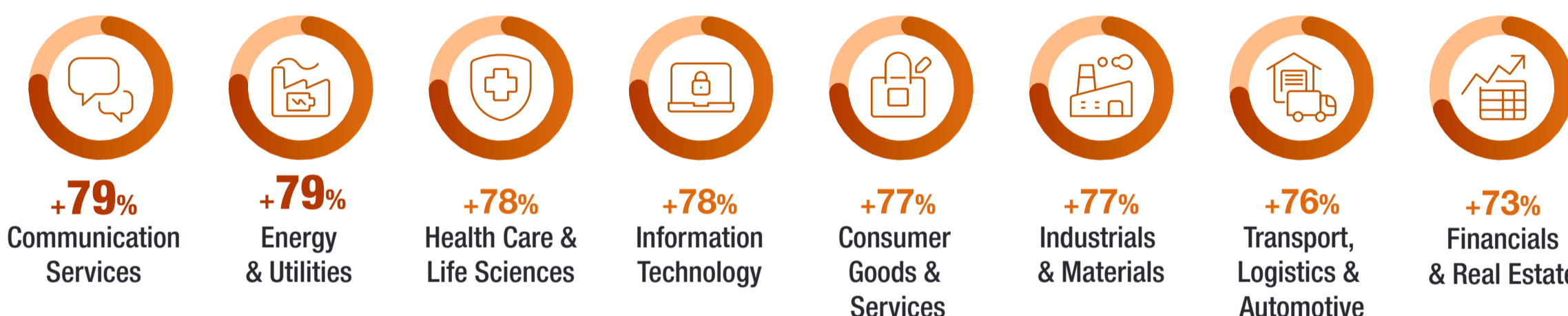
- 1 | Reliability & Self-Discipline 29%
- 2 | Creativity & Originality 26%
- 3 | Critical Thinking & Analysis 26%
- 4 | Reasoning & Problem-Solving 26%
- 5 | Resilience & Adaptability 26%

### Top 5 Technical Skills

- 1 | IT & Data 27%
- 2 | Engineering 22%
- 3 | Sales & Marketing 20%
- 4 | Operations & Logistics 19%
- 5 | Customer Facing & Front Office 17%

## Talent Shortages Across Industries

From Communication Services to Energy & Utilities, employers cannot find the skilled talent they need.



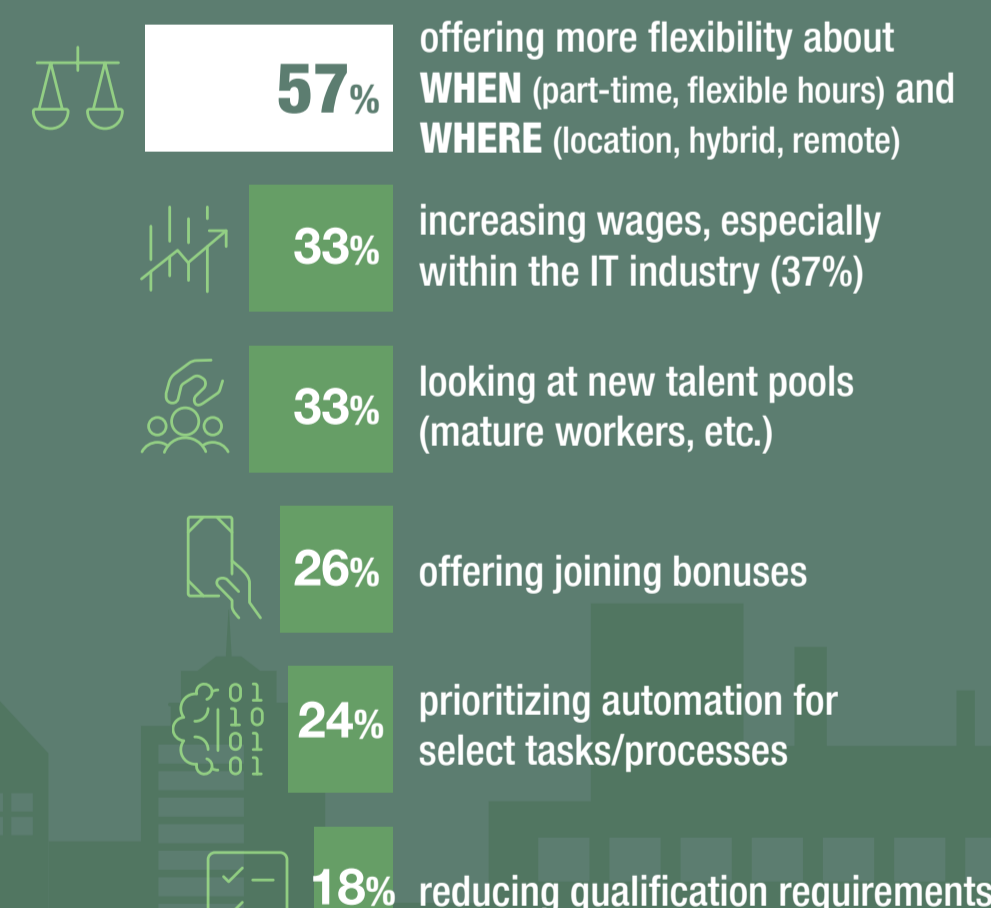
## How Employers are Addressing the Skills Gap

Organizations are planning to invest in their people more than ever before.



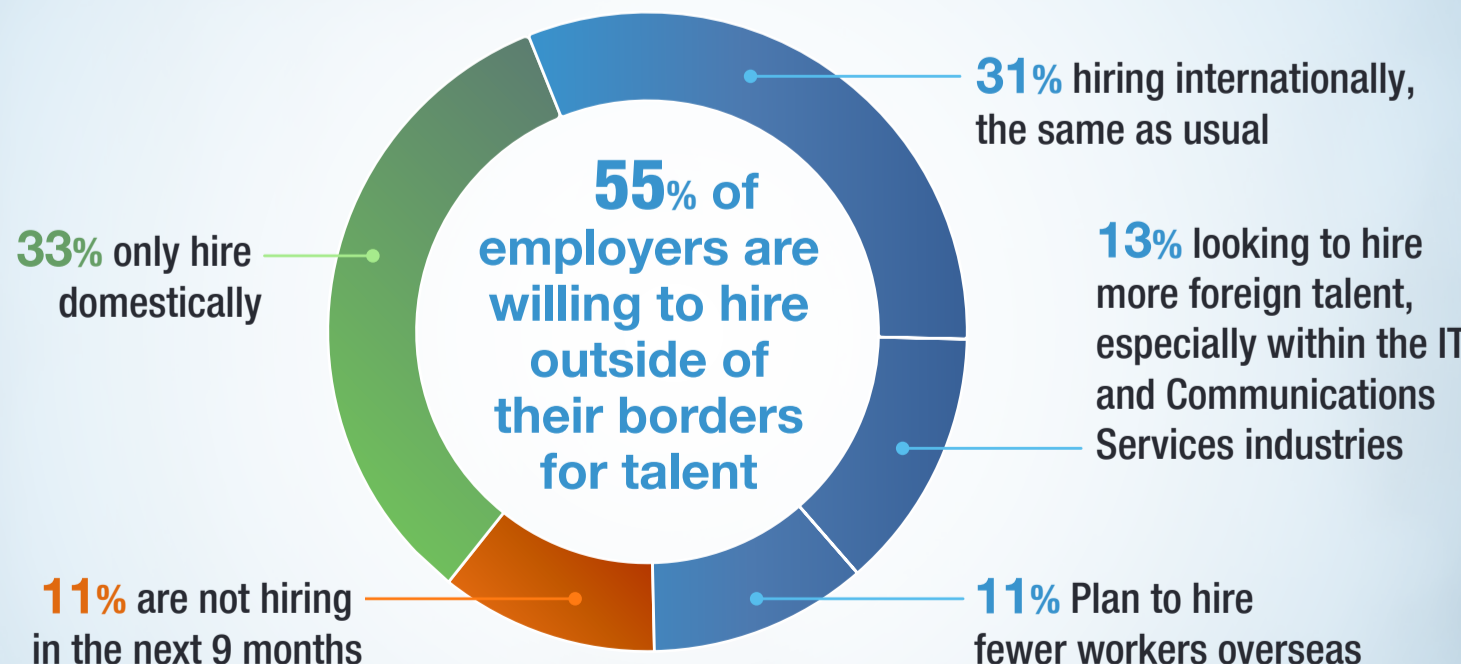
## Overcoming Talent Shortages

Nearly 3 in 5 organizations (57%) plan to offer more flexibility in when or where to work as talent scarcity grows.



## Cross-Border Teams Bridging Talent Gaps

As hiring demand continues despite growing talent scarcity, over half (55%) of employers are willing to hire internationally, although most are not planning to accelerate this.



## 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