Global talent shortages reach a 16-YEAR-HIGH as 3 IN 4 (75%) 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
2. SALES & MARKETING
3. MANUFACTURING & PRODUCTION
4. OPERATIONS & LOGISTICS
5. HR

**Top Five Soft Skills**
As every aspect of life becomes more tech enabled, human strengths stand out in the digital age.

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

**Difficulty Filling Roles by Company Size**
Shifting demographics, including shrinking birth rates and the rise in early retirees, means talent is scarcer than ever before.

**Talent Shortages Across Industries**

- 82% IT & TECHNOLOGY
- 84% MANUFACTURING
- 82% RESTAURANTS & HOTELS
- 84% WHOLESALE & RETAIL TRADE
- 80% BANKING & FINANCE
- 79% CONSTRUCTION
- 84% EDUCATION, HEALTH & GOVERNMENT

**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