FINLAND’S 2022 TALENT SHORTAGE

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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>2013</td>
<td>27%</td>
</tr>
<tr>
<td>2014</td>
<td>33%</td>
</tr>
<tr>
<td>2015</td>
<td>22%</td>
</tr>
<tr>
<td>2016</td>
<td>37%</td>
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<tr>
<td>2018</td>
<td>46%</td>
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<tr>
<td>2019</td>
<td>66%</td>
</tr>
<tr>
<td>2022</td>
<td>70%</td>
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</tbody>
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**Top Five In-Demand Roles**
Whoever holds the talent holds the future. These are the most sought-after professions by employers globally.

1. **SALES & MARKETING**
2. **IT**
3. **ADMINISTRATION & OFFICE SUPPORT**
4. **MANUFACTURING & PRODUCTION**
5. **HR**

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

1. **ACTIVE LEARNING & CURIOSITY SKILLS**
2. **RESILIENCE & ADAPTABILITY SKILLS**
3. **CREATIVITY & ORIGINALITY SKILLS**
4. **REASONING & PROBLEM-SOLVING 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.

- **Micro: >10 employees**
  - 74% difficulty filling roles
- **Small: 10-49 employees**
  - 73% difficulty filling roles
- **Medium: 50-249 employees**
  - 70% difficulty filling roles
- **Large: 250+ employees**
  - 70% difficulty filling roles

**Talent Shortages Across Industries**

- **Banking & Finance**: 65%
- **Construction**: 65%
- **Education, Health & Government**: 76%
- **Manufacturing**: 66%
- **Restaurants & Hotels**: 88%
- **Wholesale & Retail Trade**: 81%
- **IT & Technology**: 70%

**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