

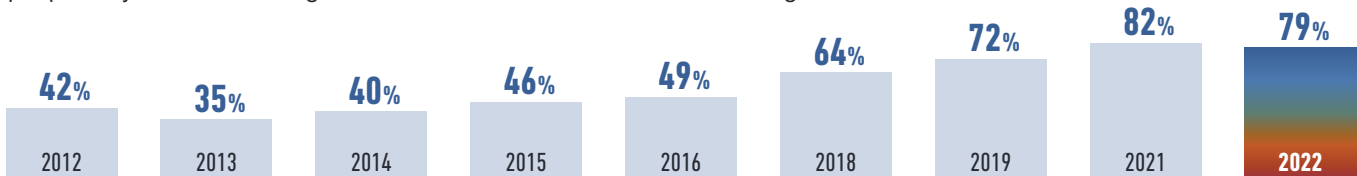
GERMANY'S 2022 TALENT SHORTAGE

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.



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 HR
- 3 CUSTOMER FACING & FRONT OFFICE
- 4 OPERATIONS & LOGISTICS
- 5 SALES & MARKETING

Top Five Soft Skills

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

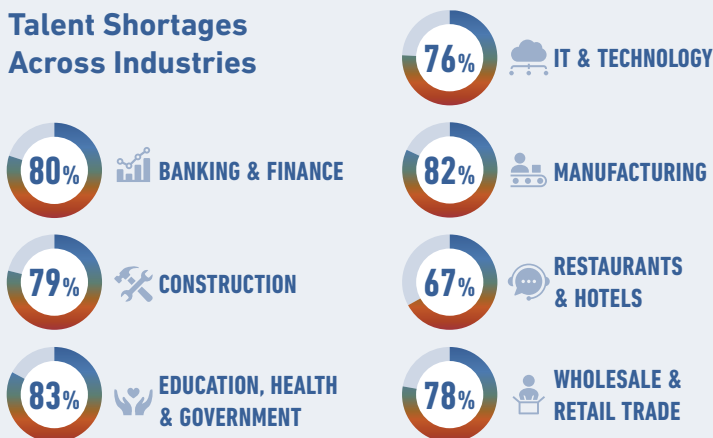
- 1 RESILIENCE & ADAPTABILITY SKILLS
- 2 RELIABILITY & SELF-DISCIPLINE SKILLS
- 3 COLLABORATION & TEAMWORK SKILLS
- 4 CRITICAL THINKING & ANALYSIS SKILLS
- 5 REASONING & PROBLEM-SOLVING SKILLS

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



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

