**GREECE’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.

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**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.

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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. HR
2. IT
3. MANUFACTURING & PRODUCTION
4. SALES & MARKETING
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 SKILLS
2. RESILIENCE & ADAPTABILITY SKILLS
3. COLLABORATION & TEAMWORK SKILLS
4. INITIATIVE TAKING SKILLS
5. CRITICAL THINKING & ANALYSIS SKILLS

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

- Micro: >10 employees: **77%**
- Small: 10-49 employees: **80%**
- Medium: 50-249 employees: **74%**
- Large: 250+ employees: **79%**

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**Talent Shortages Across Industries**

- **BANKING & FINANCE** 73%
- **CONSTRUCTION** 73%
- **EDUCATION, HEALTH & GOVERNMENT** 78%
- **MANUFACTURING** 75%
- **IT & TECHNOLOGY** 81%
- **RESTAURANTS & HOTELS** 83%
- **WHOLESALE & RETAIL TRADE** 76%

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**A Holistic Talent Strategy**
To keep pace, an effective talent strategy should comprise a mix of four key elements:

1. **BUILD**: Invest in learning and development to grow your talent pipeline
2. **BUY**: Go to the external market to attract talent that can’t be built in-house
3. **BORROW**: Cultivate communities of talent outside the organization
4. **BRIDGE**: Help people move on or move up to new roles within the organization

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We surveyed more than 40,000 employers across 40 countries and territories. Explore the data at manpowergroup.com/talentshortage