THE NETHERLANDS’ 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.

| Year | %
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<tbody>
<tr>
<td>2012</td>
<td>7%</td>
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<tr>
<td>2013</td>
<td>9%</td>
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<tr>
<td>2014</td>
<td>5%</td>
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<tr>
<td>2015</td>
<td>14%</td>
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<tr>
<td>2016</td>
<td>17%</td>
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<tr>
<td>2018</td>
<td>43%</td>
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<td>2019</td>
<td>60%</td>
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<tr>
<td>2021</td>
<td>73%</td>
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<td>2022</td>
<td>66%</td>
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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. IT
2. MANUFACTURING & PRODUCTION
3. ADMINISTRATION & OFFICE SUPPORT
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. CRITICAL THINKING & ANALYSIS SKILLS
2. RESILIENCE & ADAPTABILITY SKILLS
3. RELIABILITY & SELF-DISCIPLINE SKILLS
4. ACTIVE LEARNING & CURiosity SKILLS
5. LEADERSHIP & SOCIAL INFLUENCE 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
  - 2012: 57%
  - 2013: 68%
  - 2014: 63%
  - 2015: 71%

- SMALL: 10-49
- MEDIUM: 50-249
- LARGE: 250+

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