NORWAY’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. **MANUFACTURING & PRODUCTION**
3. **SALES & MARKETING**
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. **INITIATIVE TAKING SKILLS**
2. **CREATIVITY & ORIGINALITY SKILLS**
3. **LEADERSHIP & SOCIAL INFLUENCE SKILLS**
4. **ACTIVE LEARNING & CURIOSITY SKILLS**
5. **RELIABILITY & SELF-DISCIPLINE 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.

**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*