

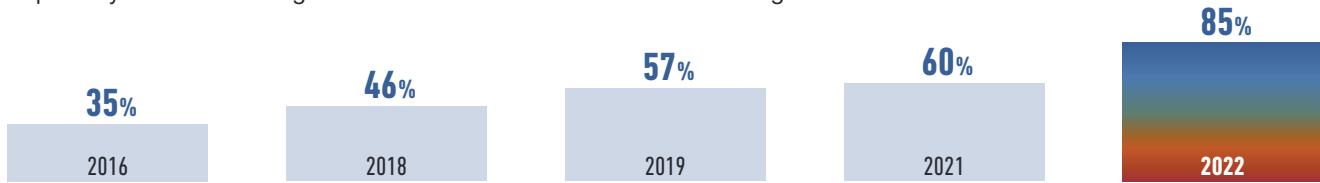
# PORTUGAL'S 2022 TALENT SHORTAGE

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 OPERATIONS & LOGISTICS
- 4 SALES & MARKETING
- 5 HR

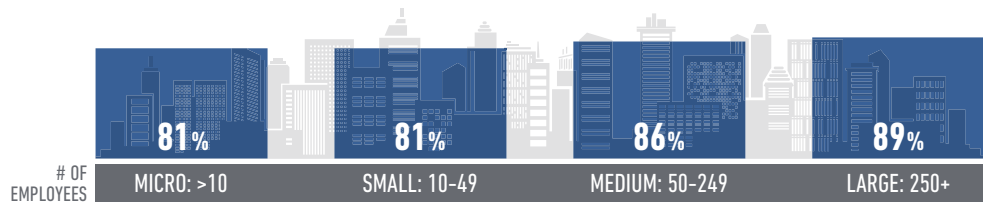
## Top Five Soft Skills

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

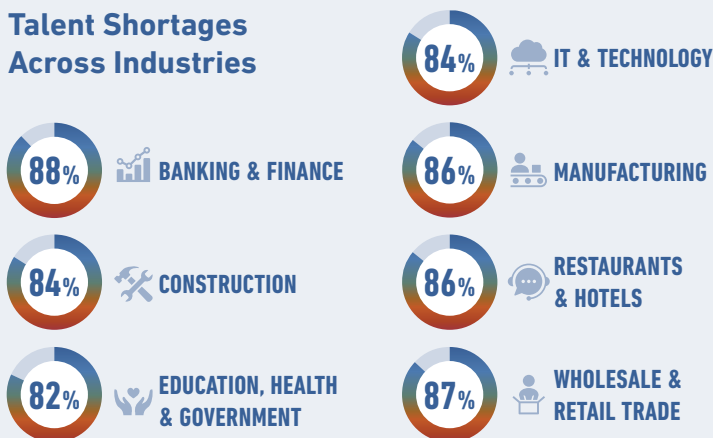
- 1 RESILIENCE & ADAPTABILITY SKILLS
- 2 RELIABILITY & SELF-DISCIPLINE SKILLS
- 3 INITIATIVE TAKING SKILLS
- 4 COLLABORATION & TEAMWORK SKILLS
- 5 REASONING & PROBLEM-SOLVING SKILLS

## 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

