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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>2016</td>
<td>35%</td>
</tr>
<tr>
<td>2018</td>
<td>46%</td>
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<tr>
<td>2019</td>
<td>57%</td>
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<tr>
<td>2021</td>
<td>60%</td>
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<tr>
<td>2022</td>
<td>85%</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. 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.

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