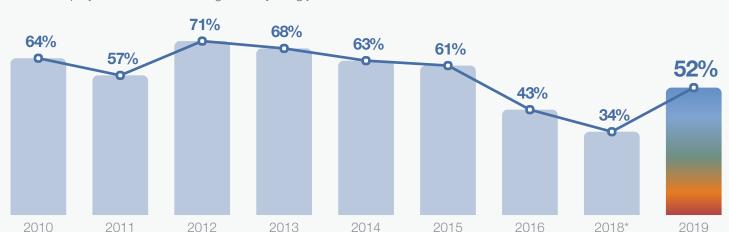
# **ManpowerGroup**

54% of companies globally report talent shortages, the highest in over a decade.

With such an acute talent shortage, employers are challenged with catering to the needs and desires of an increasingly in-demand workforce while others are trying to do the same. To be successful, they need to understand what workers want as part of a holistic talent strategy.

#### **Talent Shortages Over Time**

**52%** of employers in Brazil are having difficulty filling jobs.



2018 Talent Shortage Survey data was collected in Q4 2017

#### The Hardest Skills to Find

Skilled Trades followed by Accounting & Finance and Office Management are the hardest roles to fill.



SKILLED TRADES (electricians, welders, mechanics)



**ACCOUNTING & FINANCE** (certified accountants, auditors, financial analysts)



MANAGEMENT (administrative assistants, PAs, receptionists)



(sales representatives/ managers/graphic designers)



(cybersecurity experts, network administrators, technical support)



(non-IT project managers, researchers, lawyers, procurement)



**SUPERVISORS** (coaches, advisors, directors)



**TECHNICIANS** (quality controllers, technical staff)



(production & machine operators)



LOGISTICS (truck, delivery, construction, mass transit)

2019 Talent Shortage Survey

### **Difficulty Filling Roles** by Company Size

Medium companies (50-249 employees) have the most difficulty filling roles; followed by large (250+ employees), small (10-49 employees) and micro (less than 10 employees).

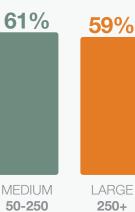


2019 Talent Shortage Survey



**MICRO** <10





### What Workers Want

Get it right the first time. What attracts workers to an organization can also be what engages and makes them stay. When competition for talent and skills is so acute, getting it right up front brings return on investment for the long term. Globally, these are the top five needs and desires that are non-negotiables for all workers.



No spoiler alert necessary: Pay always matters – but how it's delivered matters more Pay is the top attraction and retention factor for all workers under 65 years old, regardless of gender.



81% of workers who have been assessed report higher job satisfaction.

Personalized career insight, driven from data and assessment



Challenging work in the form of education, experience and exposure People want challenging work, to develop skills and further careers. Challenge ranks among the top

5 priorities for workers of all ages, genders and geographies.



Flexibility and control over calendar is a must and contributes to worker wellbeing Flexibility ranks among the top 3 priorities for workers of all ages, genders and geographies. It's the 2<sup>nd</sup> most important factor.



Purpose, brand and reputation rank among top 10 attraction factors for all workers.

Purpose is a must. Workers want to take pride in what they do and who they work for

## Winning in the digital age demands faster, more targeted approaches than ever before.

A Holistic Talent Strategy

To meet the needs of today's in-demand talent, an effective talent strategy should comprise a mix of four key elements: Build, Buy, Borrow and Bridge



talent pipeline







timeframe required





including part-time, freelance, contract and temporary workers to complement existing skills