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

- 2011: 54%
- 2012: 51%
- 2013: 54%
- 2014: 44%
- 2015: 50%
- 2016: 62%
- 2017: 68%
- 2019: 62%

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

### 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.

- **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 2nd most important factor.
- **Personalized career insight, driven from data and assessment**
  - 81% of workers who have been assessed report higher job satisfaction.
- **Purpose is a must. Workers want to take pride in what they do and who they work for**
  - Purpose, brand and reputation rank among top 10 attraction factors for all workers.
- **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.

### The Hardest Skills to Find

Construction followed by Skilled Trades and Engineering are the hardest roles to fill.

1. **Construction** (electricians)
2. **Skilled Trades** (electricians, welders, mechanics)
3. **Engineering** (chemical, electrical, civil, mechanical)
4. **Driving & Logistics** (truck drivers, construction, mass transit)
5. **Technicians** (healthcare professionals)
6. **Hospitality** (hospitality workers)
7. **Healthcare** (nurses, doctors, non-nursing health professionals)
8. **Manufacturing** (production workers)
9. **Sales & Marketing** (sales representatives, marketing, graphic designers)
10. **Office Management**

### Difficulty Filling Roles by Company Size

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

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

### A Holistic Talent Strategy

1. **Build**
   - Build talent in learning and development to grow your talent pipeline
2. **Buy**
   - Go to external market to find the best talent that cannot be built in-house in the timeframe required
3. **Borrow**
   - Cultivate communities of talent outside the organization, including part-time, freelance, contract and temporary workers to complement existing skills
4. **Bridge**
   - Bridge people moving up to new roles inside or outside the organization

Go to external market to find the best talent that cannot be built in-house in the timeframe required.

Explore talent shortage data and learn more about what workers want at manpowergroup.com/talent-shortage.