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. 

**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.

1. **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.

2. **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.

3. **Personalized career insight, driven from data and assessment**
   - 81% of workers who have been assessed report higher job satisfaction.

4. **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.

5. **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.

**Difficultly Filling Roles by Company Size**

- **Micro** (less than 10 employees): 67%
- **Small** (10-49 employees): 52%
- **Medium** (50-250 employees): 50%
- **Large** (250+ employees): 63%

**Talent Shortages Over Time**

<table>
<thead>
<tr>
<th>Year</th>
<th>Talent Shortage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>39%</td>
</tr>
<tr>
<td>2010</td>
<td>35%</td>
</tr>
<tr>
<td>2011</td>
<td>35%</td>
</tr>
<tr>
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<td>29%</td>
</tr>
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<td>33%</td>
</tr>
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<td>2017</td>
<td>50%</td>
</tr>
<tr>
<td>2018</td>
<td>42%</td>
</tr>
<tr>
<td>2019</td>
<td>54%</td>
</tr>
</tbody>
</table>

*2018 Talent Shortage Survey data was collected in Q4 2017

**CLOSING THE MISMATCH**

WHAT WORKERS WANT

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

A Holistic Talent Strategy

1. **BUILD**
   - Invest in learning and development to grow your talent pipeline.

2. **BUY**
   - Go to external markets 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**
   - Help people move on and move up to new roles inside or outside the organization.

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