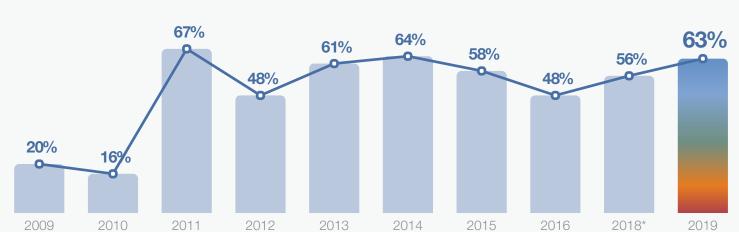
54% of companies globally report talent shortages, the highest in over a decade.

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

63% of employers in India are having difficulty filling jobs.



2018 Talent Shortage Survey data was collected in Q4 2017

The Hardest Skills to Find

Sales & Marketing followed by IT and Engineering are the hardest roles to fill.



SALES & MARKETING (sales representatives/ managers/graphic designers)

2.



(cybersecurity experts, network administrators, technical support)



3.

ENGINEERING (chemical, electrical, civil, mechanical)



FINANCE (certified accountants, auditors, financial analysts)



HEALTHCARE (doctors, nurses & other non-nursing health professionals)



TEACHERS



SKILLED TRADES (electricians, welders, mechanics)



MANAGEMENT /EXECUTIVE (department leaders, function heads)



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



(restaurant and hotel workers)

2019 Talent Shortage Survey

Difficulty Filling Roles by Company Size

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



2019 Talent Shortage Survey

NA **MICRO** <10



10-49



LARGE 250+

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



2nd most important factor. 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.

Flexibility ranks among the top 3 priorities for workers of all ages, genders and geographies. It's the

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

A Holistic Talent Strategy

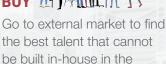
To meet the needs of today's in-demand talent, an effective talent strategy should comprise a mix of four key elements: Build, Buy, Borrow and Bridge



talent pipeline







timeframe required





talent outside the organization, including part-time, freelance, contract and temporary workers to complement existing skills