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
- 27% of employers in Ireland are having difficulty filling jobs.
- Talent shortages have been increasing over time, with 27% of employers reporting difficulty filling roles in 2019.

### The Hardest Skills to Find
- Skilled Trades
  - followed by Sales & Marketing
  - and Office Management
- Difficulty Filling Roles by Company Size
  - Large companies (250+ employees) have the most difficulty filling roles; followed by medium (50-249 employees), small (10-49 employees) and micro (less than 10 employees).

### 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 a strong return on investment (ROI) 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
  2. Flexibility and control over calendar is a must and contributes to worker wellbeing
  3. Personalized career insight, driven from data and assessment
  4. No spoiler alert necessary: Pay always matters – but how it’s delivered matters more
  5. Purpose is a must. Workers want to take pride in what they do and who they work for

### Talent Shortage Survey
- 20% of companies globally report talent shortages, the highest in over a decade.
- Ireland results:
  - 27% of employers in Ireland are having difficulty filling jobs.
  - 75% of employers in large companies (250+ employees) report difficulty filling roles.
  - 54% of companies globally report talent shortages, the highest in over a decade.

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

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### A Holistic Talent Strategy
1. **Build**
   - Invest 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**
   - Help people move on and move up to new roles inside or outside the organization