With 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**

<table>
<thead>
<tr>
<th>Year</th>
<th>Skilled Trades</th>
<th>Technical</th>
<th>Manufacturing</th>
<th>Buying &amp; Logistics</th>
<th>Health Care</th>
<th>Professionals</th>
<th>Sales &amp; Marketing</th>
<th>Office Management</th>
<th>Accounting &amp; Finance</th>
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**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 as 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. **Personalized career insight, driven from data and assessment**
   - 81% of workers who have been assessed report higher job satisfaction.
2. **Pay always matters**
   - Pay is the top attraction and retention factor for all workers under 65 years old, regardless of gender.
3. **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.
4. **Purpose is a must**
   - Purpose, brand and reputation rank among top 10 attraction factors for all workers.
5. **Challenging work in the form of education, experience and exposure**
   - People want challenging work, to develop skills and further careers.

**The Hardest Skills to Find**

1. **SKILLED TRADES (electricians, welders, mechanics)**
2. **TECHNICIANS (quality controllers, technical staff)**
3. **MANUFACTURING (production & machine operators)**
4. **DRIVING & LOGISTICS (truck, delivery, construction, mass transit)**
5. **SALES & MARKETING (product representatives, salespeople, account managers)**
6. **ACCOUNTING & FINANCE (certified accountants, auditors, financial analysts)**
7. **OFFICE MANAGEMENT (administrative assistants, PAs, receptionists)**
8. **HEALTHCARE (doctors, nurses & other non-nursing health professionals)**
9. **PROFESSIONALS (lawyers, accountants, researchers, engineers, placement)**
10. **TEACHERS (non-IT project managers, researchers, lawyers, procurement)**

**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).

**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**
   - Help people move on and move up to new roles inside or outside the organization.
4. **BRIDGE**
   - Cultivate communities of talent outside the organization, including part-time, freelance, contract and temporary workers to complement existing skills.