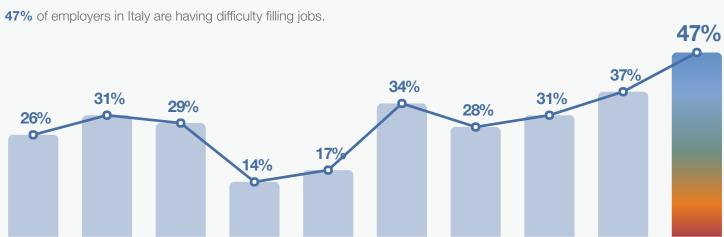
# Results

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**



2014

2013

2018 Talent Shortage Survey data was collected in Q4 2017

2011

2010

#### The Hardest Skills to Find

2.

Skilled Trades followed by Technicians and Manufacturing are the hardest roles to fill.

2012



2009

**SKILLED TRADES** (electricians, welders, mechanics)



**TECHNICIANS** (quality controllers, technical staff)



**MANUFACTURING** (production & machine operators)



2015

2016

**LOGISTICS** (truck, delivery, construction, mass transit)



2018\*

2019

(sales representatives/ managers/graphic designers)



**ACCOUNTING & FINANCE** (certified accountants, auditors, financial analysts)



**OFFICE MANAGEMENT** (administrative assistants, PAs, receptionists)



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



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

64%



2019 Talent Shortage Survey

#### **Difficulty Filling Roles** by Company Size

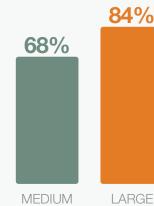
Large companies (250+ employees) have the most difficulty filling roles; followed by medium (50-249 employees), small (10-49 employees) and micro (less than 10 employees).



2019 Talent Shortage Survey







50-250

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 Flexibility ranks among the top 3 priorities for workers of all ages, genders and geographies. It's the 2<sup>nd</sup> 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.

## 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