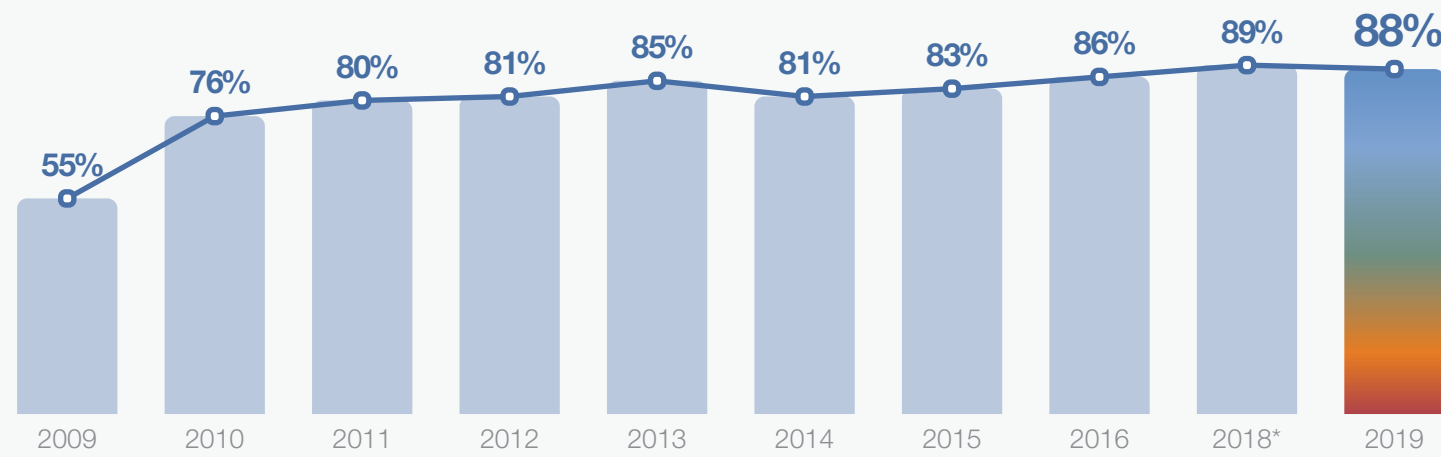


**54% of companies globally report talent shortages, the highest in over a decade.**

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

88% of employers in Japan are having difficulty filling jobs.



\*2018 Talent Shortage Survey data was collected in Q4 2017

## The Hardest Skills to Find

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



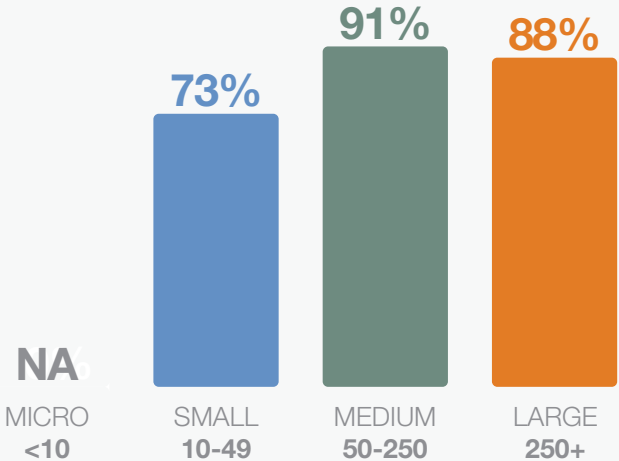
2019 Talent Shortage Survey

## Difficulty Filling Roles by Company Size

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



2019 Talent Shortage Survey



## 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.



**Personalized career insight, driven from data and assessment**

81% of workers who have been assessed report higher job satisfaction.



**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.

## A Holistic Talent Strategy

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

**1 BUILD**



Invest in learning and development to grow your talent pipeline

**4 BRIDGE**



Help people move on and move up to new roles inside or outside the organization

**1 BUILD**



**2 BUY**



**2 BUY**



Go to external market to find the best talent that cannot be built in-house in the timeframe required

**3 BORROW**



**3 BORROW**



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

**BUILD, BUY, BORROW AND BRIDGE**