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**

<table>
<thead>
<tr>
<th>Year</th>
<th>Netherlands Talent Shortage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>19%</td>
</tr>
<tr>
<td>2010</td>
<td>17%</td>
</tr>
<tr>
<td>2011</td>
<td>17%</td>
</tr>
<tr>
<td>2012</td>
<td>9%</td>
</tr>
<tr>
<td>2013</td>
<td>9%</td>
</tr>
<tr>
<td>2014</td>
<td>14%</td>
</tr>
<tr>
<td>2015</td>
<td>17%</td>
</tr>
<tr>
<td>2016</td>
<td>17%</td>
</tr>
<tr>
<td>2017</td>
<td>24%</td>
</tr>
<tr>
<td>2018</td>
<td>37%</td>
</tr>
</tbody>
</table>

**The Hardest Skills to Find**

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

1. Skilled Trades (electricians, welders, mechanics)
2. Healthcare (doctors, nurses & other non-nursing health professionals)
3. Technicians (quality controllers, technical staff)
4. Manufacturing (supervisors, production operators)
5. Sales & Marketing (sales representatives, managers, sales support)
6. Professionals (non-IT project managers, researchers, lawyers, procurement)
7. Personnel (hr managers, recruiting managers, human resource assistants)
8. Management/Executive (department leaders, function heads)
9. Accounting & Finance (certified accountants, certified financial analyst)
10. 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).

**Difficulty Filling Roles by Company Size**

<table>
<thead>
<tr>
<th>Company Size</th>
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<tr>
<td>Large (250+)</td>
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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 five top needs and desires that are non-negotiables for all workers.

1. 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.
2. Flexibility and control over calendar: Flexibility ranks among the top 3 priorities for workers of all ages, genders and geographies. It’s the 2nd most important factor.
3. Purpose is a must: Workers want to take pride in what they do and who they work for.
4. Personalized career insight, driven from data and assessment: 81% of workers who have been assessed report higher job satisfaction.
5. 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.

**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.
2. Buy: Go to external markets 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.

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