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.

**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.

The hardest skills to find are:

1. **Sales & Marketing**
2. **Engineering**
3. **Technicians**
4. **Manufacturing**
5. **Office Management**
6. **Construction**
7. **Skilled Trades**
8. **Accounting & Finance**
9. **Driving & Logistics**
10. **Technicians**

- **Singapore Results**

**Talent Shortages Over Time**

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

**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).

- **Build**
  - Invest in learning and development to grow your talent pipeline
- **Buy**
  - Go to external market to find the best talent that cannot be built in-house in the timeframe required
- **Borrow**
  - Help people move on and move up to new roles inside or outside the organization
- **Bridge**
  - Cultivate communities of talent outside the organization, including part-time, freelance, contract and temporary workers to complement existing skills

**A Holistic Talent Strategy**

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**The Hardest Skills to Find**

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

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**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**
   - 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 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 2nd most important factor.
3. **Personalized career insight, driven from data and assessment**
   - 81% of workers who have been assessed report higher job satisfaction.
4. **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.
5. **Pay always matters**
   - Pay is the top attraction and retention factor for all workers under 60 years old, regardless of gender.

In Singapore, 41% of employers in Singapore are having difficulty filling jobs.

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