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.

The Hardest Skills to Find

The hardest skills to find are often in areas such as Skilled Trades, followed by Technicians and Sales & Marketing. These roles are the hardest to fill.

Difficulty Filling Roles by Company Size

<table>
<thead>
<tr>
<th>Company Size</th>
<th>Large (250+ employees)</th>
<th>Medium (50-249 employees)</th>
<th>Small (10-49 employees)</th>
<th>Micro (less than 10 employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 Talent Shortage Survey</td>
<td>22%</td>
<td>31%</td>
<td>40%</td>
<td>42%</td>
</tr>
</tbody>
</table>

What Workers Want

Getting it right the first time is what attracts workers to an organization. Centrally what engages and makes them stay.

When competition for talent and skills is so acute, getting it right up front brings a return on investment for the long term.

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
2. Flexibility and control over calendar
3. Personalized career insight, driven from data and assessment
4. No spoiler alert necessary: Pay always matters – but how it’s delivered matters more
5. Purpose is a must. Workers want to take pride in what they do and who they work for

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.

[Diagram of the holistic talent strategy]

Explore talent shortage data and learn more about what workers want at manpowergroup.com/talent-shortage.