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.

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. **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.

5. **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.

**What Skills Are Hard to Find?**

The hardest skills to find are followed by IT and Technicians.

1. **Skilled Trades**
2. **IT**
3. **Technicians**
4. **Sales & Marketing**
5. **Engineering**
6. **Manufacturing**
7. **Driving & Logistics**
8. **Construction**
9. **Sales & Marketing**
10. **Supervisors**
11. **Hospitality**

**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).

**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.

**Closing the Skills Gap:**

**WHAT WORKERS WANT**

Spain Results

41% of employers in Spain are having difficulty filling jobs.

<table>
<thead>
<tr>
<th>Year</th>
<th>Large (250+ employees)</th>
<th>Medium (50-250 employees)</th>
<th>Small (10-49 employees)</th>
<th>Micro (less than 10 employees)</th>
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</thead>
<tbody>
<tr>
<td>2019</td>
<td>36%</td>
<td>48%</td>
<td>51%</td>
<td>66%</td>
</tr>
</tbody>
</table>

*2018 Talent Shortage Survey data was collected in Q4 2017

**2019 Talent Shortage Survey**