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

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

Skilled Trades followed by Construction and Engineering are the hardest roles to fill.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Skill Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Skilled Trades</td>
</tr>
<tr>
<td>2</td>
<td>Construction/Demand</td>
</tr>
<tr>
<td>3</td>
<td>Engineering/Plumbing/Environment</td>
</tr>
<tr>
<td>4</td>
<td>Manufacturing/Production</td>
</tr>
<tr>
<td>5</td>
<td>Driving/Logistics</td>
</tr>
</tbody>
</table>

Difficulty Filling Roles by Company Size

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

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
2. Flexibility and control over calendar is a must and contributes to worker wellbeing
3. Personalized career insight, driven from data and assessment
4. 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

HOSPITALITY
- (restaurant and hotel workers)
- IT (cybersecurity experts, network administrators, technical support)
- DRIVING & LOGISTICS (truck, delivery, construction, mass transit)
- MANUFACTURING (production & machine operators)
- SALES & MARKETING (sales representatives, managers, product designers)
- ACCOUNTING & FINANCE (certified accountants, auditors, financial analysts)
- TECHNICIANS (quality controllers, technical support)
- ENGINEERING (chemical, electrical, civil, mechanical)
- CONSTRUCTION (laborers)
- SKILLED TRADES (electricians, welders, mechanics)

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

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