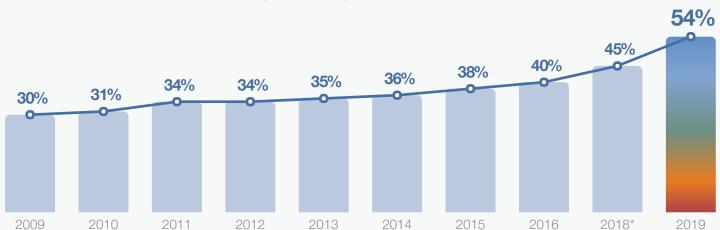
# lobal Results

54% of companies 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**

**54%** of employers around the world are having difficulty filling jobs.



2018 Talent Shortage Survey data was collected in Q4 2017

#### The Hardest Skills to Find

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

3.



SKILLED TRADES (electricians, welders, mechanics)



(sales representatives/ managers/graphic designers)

**MARKETING** 



**TEACHERS** 



(chemical, electrical, civil, mechanical)



5.

**DRIVING & LOGISTICS** (truck, delivery, construction, mass transit)



(cybersecurity experts, network administrators, technical support)



**FINANCE** (certified accountants, auditors, financial analysts)



**MANUFACTURING** (production & machine operators)



CONSTRUCTION (laborers)



**HEALTHCARE** (doctors, nurses & other non-nursing health professionals)

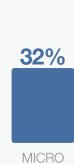
2019 Talent Shortage Survey

### **Difficulty Filling Roles** by Company Size

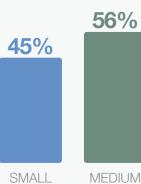
Large companies (250+ employees) have the most difficulty filling roles; followed by **medium** (50-249 employees), **small** (10-49 employees) and micro (less than 10 employees).



2019 Talent Shortage Survey







**MEDIUM** 50-250



LARGE 250+

## 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.



No spoiler alert necessary: 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.



81% of workers who have been assessed report higher job satisfaction.

Personalized career insight, driven from data and assessment

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.



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 2<sup>nd</sup> most important factor.



Purpose, brand and reputation rank among top 10 attraction factors for all workers.

Purpose is a must. Workers want to take pride in what they do and who they work for

#### 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

A Holistic Talent Strategy

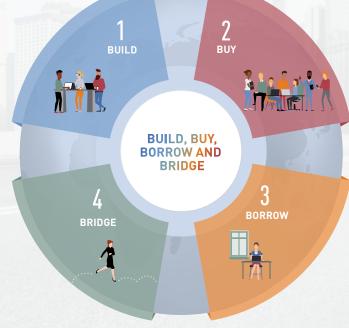
comprise a mix of four key elements: Build, Buy, Borrow and Bridge

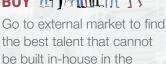


talent pipeline



or outside the organization





timeframe required





talent outside the organization, including part-time, freelance, contract and temporary workers to complement existing skills