



ManpowerGroup™

2015

# TALENT SHORTAGE SURVEY

10<sup>th</sup> Annual  
TALENT SHORTAGE SURVEY

# FOREWORD

By Jonas Prising, ManpowerGroup CEO

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It's ten years since ManpowerGroup conducted our first Talent Shortage Survey, and a great deal has changed. The world has experienced a global recession, an uneven recovery, and demographic, technological and economic shifts that have transformed the employment landscape.

*We have seen the emergence of the Human Age, where talent is the new differentiator.* Through all of this uncertainty, the one constant is that talent shortages continue unabated. From speaking to CEOs and business

leaders across the 80 countries and territories in which we operate, I know talent shortages are something companies struggle with all over the world.

The working population is declining, forcing employers to select from shrinking talent pools. Technology is evolving faster than ever, changing the skills needed for jobs and shortening the life cycle of those skills. We are also seeing a bifurcation of the workforce — those with in-demand skills versus those with high-supply skills. Yet, too little has changed in these ten years.

The first step to addressing talent shortages is to *make sure talent strategy is aligned with business strategy.* The same old recruitment and workforce practices won't yield different results, so it is time to harness new people practices, and explore untapped talent pools. *Employers need to foster a learning culture within their organizations and encourage employees to own their careers.* They need to promote their employee value proposition to position the company as a talent destination.

Businesses can no longer count on maintaining a sustainable competitive advantage over decades, but must be prepared to identify and achieve more transient competitive advantages. The ability to drive the speed and agility needed to succeed hinges on attracting, recruiting and managing talent, and organizing the workforce in ways that support the business strategy.

Here at ManpowerGroup, we're proud to work with clients around the globe to develop, source and retain the best talent for them through our strong and connected brands.

# OVERVIEW

ManpowerGroup surveyed more than 41,700 hiring managers in 42 countries to identify the proportion of employers having difficulty filling positions, which jobs are difficult to fill, and why. Employers were also asked about the impact talent shortages have on their organizations and what steps they are taking to address them.

## 41,700 EMPLOYERS WERE ASKED:

- ▶ How much difficulty are you having filling jobs due to lack of available talent?
- ▶ Compared to last year at this time, how much difficulty are you having filling jobs?
- ▶ What is the one job you are typically having the most difficulty filling?
- ▶ What level of impact does this talent shortage have on your ability to meet client needs?
- ▶ How are talent shortages/skills gaps impacting your organization?
- ▶ Why are you having difficulty filling this specific job?
- ▶ What strategies are you pursuing to overcome these difficulties?

## BEYOND THE AVERAGES

The number of global employers reporting talent shortages in 2015 peaks at a seven-year high of 38%. Beyond the averages, 83% and 68% of employers in Japan and Peru respectively are struggling to fill jobs, compared to only 11% of Irish employers. The number of employers reporting talent shortages climbs most sharply in Singapore (to 40%), South Africa (31%), Romania (61%) and Greece (59%). In contrast, the number of Argentinian employers falls most significantly to 37%.

## THE TALENT THAT'S HARD TO FIND

Skilled Trades positions are the jobs employers globally have the greatest difficulty filling for the fourth consecutive year, with Sales Representatives rising to second place. Last year's second and third-placed jobs, Engineers and Technicians, slip back to third and fourth respectively. The biggest climber in the global top 10 this year is Drivers, moving from 10th to fifth position.

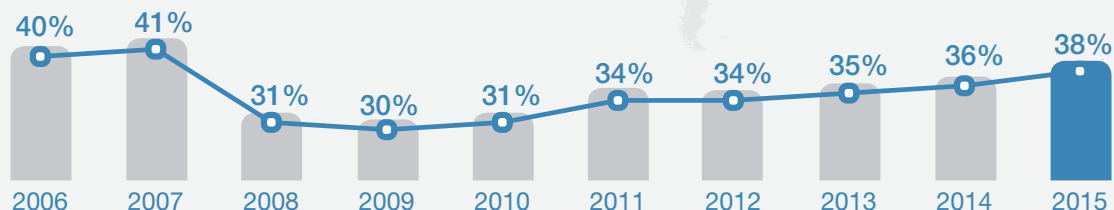
## BUSINESS IMPACT

The proportion of employers who say talent shortages impact their ability to serve client needs remains at the same level as 2014 (54%) reinforcing that not enough is changing to address talent shortages globally. More than one in five global employers is still not pursuing strategies to tackle talent shortages.

This report includes global, regional and country level data. For more details on talent shortages around the world, including an interactive data explorer tool, infographic, insight and blogs, visit [manpowergroup.com/talentshortage](http://manpowergroup.com/talentshortage)

# HIGHLIGHTS FROM THE 2015 TALENT SHORTAGE SURVEY

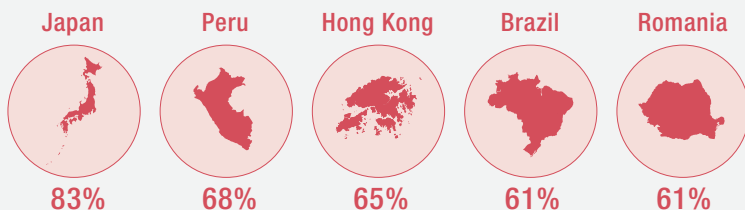
Globally, **38% OF EMPLOYERS** are having **DIFFICULTY FILLING JOBS** in 2015



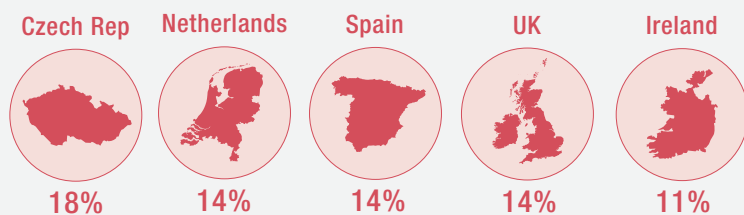
- A two percent increase since 2014
- Highest percentage since 2007

## COUNTRIES EXPERIENCING MOST DIFFICULTY FILLING JOBS IN 2015

**JAPAN, PERU AND BRAZIL** were also three of the top five countries where employers reported difficulty filling jobs in 2014.



## COUNTRIES EXPERIENCING LEAST DIFFICULTY FILLING JOBS IN 2015



## HARDEST JOBS TO FILL

For the fourth consecutive year, **SKILLED TRADES** vacancies are the hardest jobs to fill globally. **SALES REPRESENTATIVES** are in second place, followed by **ENGINEERS, TECHNICIANS AND DRIVERS**.

- 1 ▶ **Skilled Trade Workers** (especially chefs/bakers/butchers, mechanics and electricians)
- 2 ▲ **Sales Representative**
- 3 ▼ **Engineers** (especially mechanical, electrical and civil engineers)
- 4 ▼ **Technicians**
- 5 ▲ **Drivers** (especially truck/lorry/heavy goods drivers, delivery/courier drivers, heavy equipment/construction drivers)
- 6 ▶ **Management/Executives**
- 7 ▼ **Accounting & Finance Staff** (especially book keepers, certified accountants and financial analysts)
- 8 ▲ **Office Support Staff**
- 9 ▼ **IT Staff** (especially developers and programmers, database administrators, and IT leaders and managers)
- 10 ▲ **Production/Machine Operations**

## TOP 5 KEY REASONS FOR DIFFICULTY FILLING JOBS



## EMPLOYERS ARE NOT DOING ENOUGH TO ADDRESS TALENT SHORTAGES

More than **1 in 5** employers is not pursuing any strategies to address talent shortages



Only **1 in 10** is adopting recruitment strategies to utilize untapped talent pools



Only **1 in 20** is looking to enhance benefits or increase starting salaries

**5%** are redefining qualifying criteria to include individuals who present a “teachable fit”

Only **1 in 5** is providing additional training and development to existing staff

## WHAT EMPLOYERS CAN DO





# GLOBAL

## HOW MUCH DIFFICULTY DO EMPLOYERS HAVE FILLING JOBS DUE TO LACK OF AVAILABLE TALENT?

*Talent Shortages are on the rise globally. The problem is most severe in Japan, Peru and Hong Kong*

Worldwide, the percentage of employers who are experiencing difficulties filling job vacancies continues to rise in 2015. When compared with 2014, the proportion increases from 36% to 38%. This is the highest figure reported since before the global economic recession started in 2008: in 2007, 41% of employers were facing a talent shortage, falling to a low of 30% in 2009 (Figure 1).

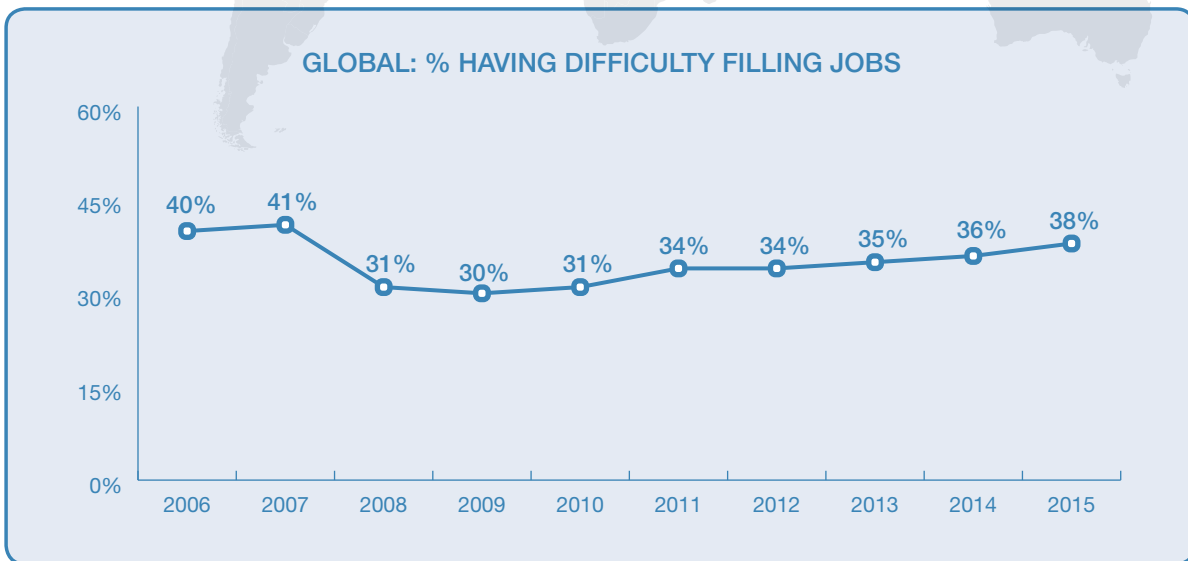


FIGURE 1

Hiring managers report the most severe talent shortage in Japan (83%), as has been the case since 2010. Around two in three employers report difficulty filling jobs in both Peru (68%) and Hong Kong (65%), while talent shortages are an issue for 61% of employers in both Brazil and Romania.

A greater percentage of employers report talent shortages in 29 of the 42 countries and territories this year, when compared with 2014. The most notable increases are evident in Singapore (40%), South Africa (31%) and Romania (61%), where the proportions facing recruitment difficulties due to talent shortages climb by 30, 23 and 21 percentage points from 2014, respectively. Elsewhere, the proportion reporting talent shortages decreases in 12 countries, six of which are located in the Americas. The most notable declines of 26 and 12 percentage points are reported in Argentina (37%) and Panama (46%), respectively, while decreases of 11 percentage points are reported by employers in both Finland (22%) and Turkey (52%).

Nine of the 10 countries with the least severe talent shortage issues are located in Europe, the Middle East and Africa region (EMEA). As in 2014, the lowest level of difficulty filling jobs is reported in Ireland (11%), although this figure increases by 9 percentage points year-over-year. Elsewhere, talent shortages are an issue for just 14% in three countries – the Netherlands, Spain and the U.K. (Figure 2).

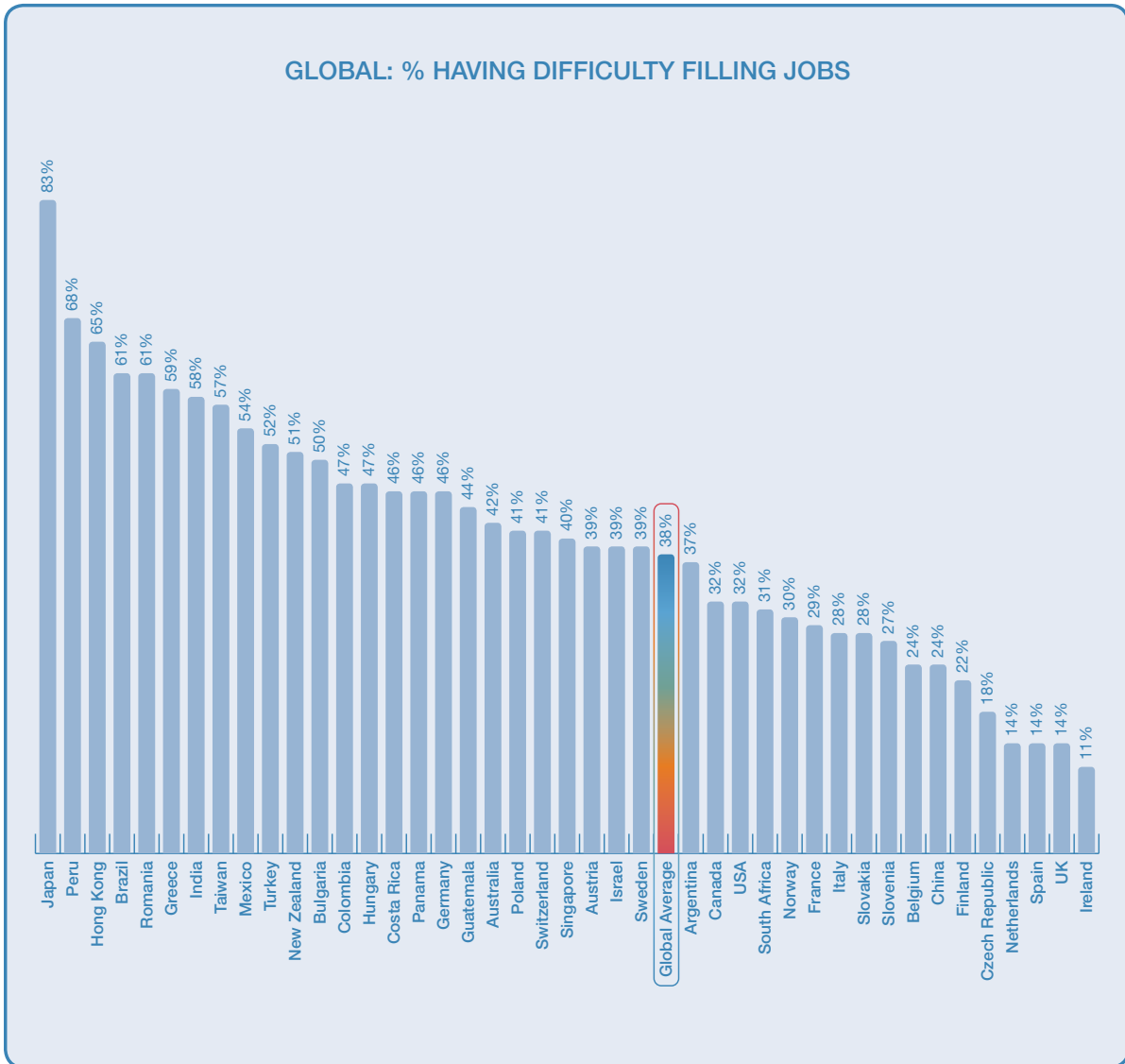


FIGURE 2



## WHAT IS THE ONE JOB EMPLOYERS HAVE MOST DIFFICULTY FILLING?

*Globally, the hardest-to-fill jobs continue to be in skilled trades roles, followed this year by sales representatives*

Across all 42 countries and territories as a whole, employers report that skilled trades vacancies are the hardest to fill, as was the case in each of the previous three years. However, the second hardest job to fill has changed from 2014, with the sales representative role rising up the list from fourth, meaning that the engineer category slips from second to third and the technician category from third to fourth this year.

Employers report considerably more difficulty recruiting drivers in 2015, with the category climbing the rankings from 10th to fifth, while the production/machine operator category is new to the top 10 this year, climbing from 12th to 10th. Moving in the other direction, the sales manager category slips out of the top 10 this year (Figure 3, Figure 4).

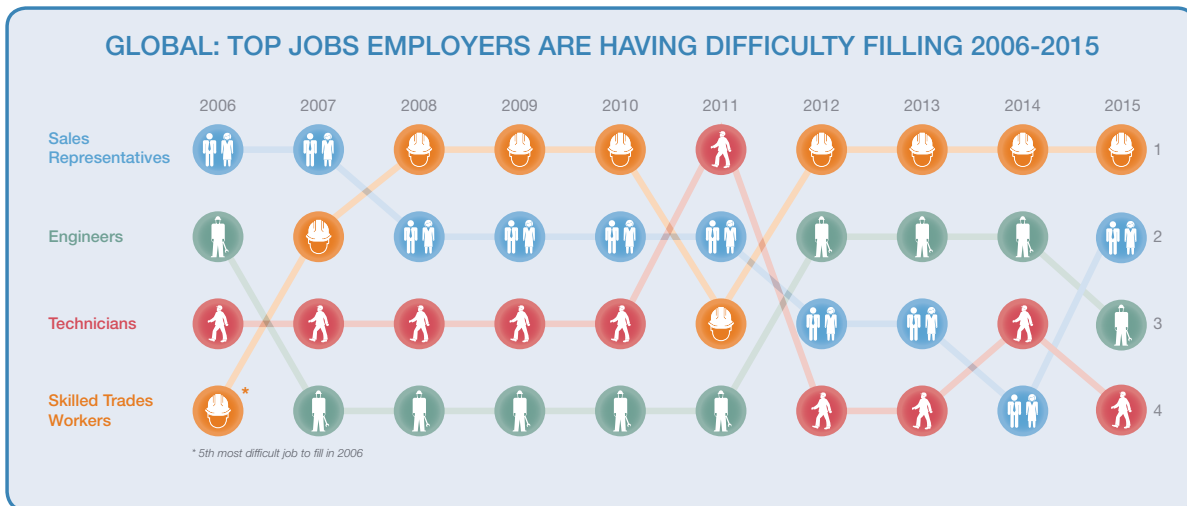


FIGURE 3



FIGURE 4



**LEVEL OF DIFFICULTY FILLING JOBS COMPARED WITH 2014**

*The level of difficulty faced by employers dealing with talent shortages has eased when compared with 2014*

While the proportion of employers who face difficulties with recruiting due to talent shortage is increasing over time, the survey suggests that employers are not experiencing an increase in the level of difficulty. While 7% of employers globally report greater difficulty filling jobs than in 2014, 19% say they face less difficulty, while 63% believe the level of difficulty is unchanged (Figure 5).

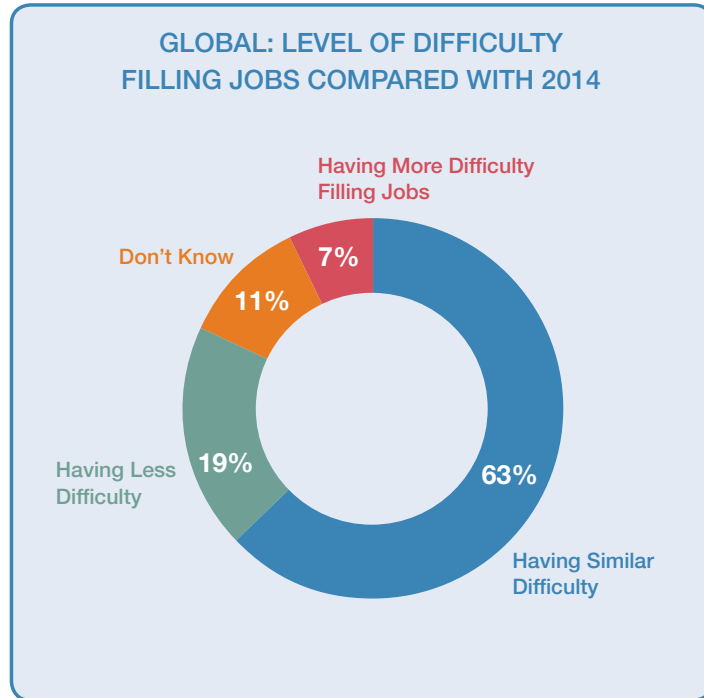


FIGURE 5

**LEVEL OF IMPACT OF TALENT SHORTAGE ON ABILITY TO MEET CLIENT NEEDS**

*Most employers who do have a talent shortage say there is an impact on client-facing relationships*

As in 2014, more than half of those employers who are facing a talent shortage say it is having a high (20%) or medium (34%) impact on their ability to meet client needs. Only around one in five (21%) feel that talent shortages are not having any impact on client-facing activity (Figure 6).

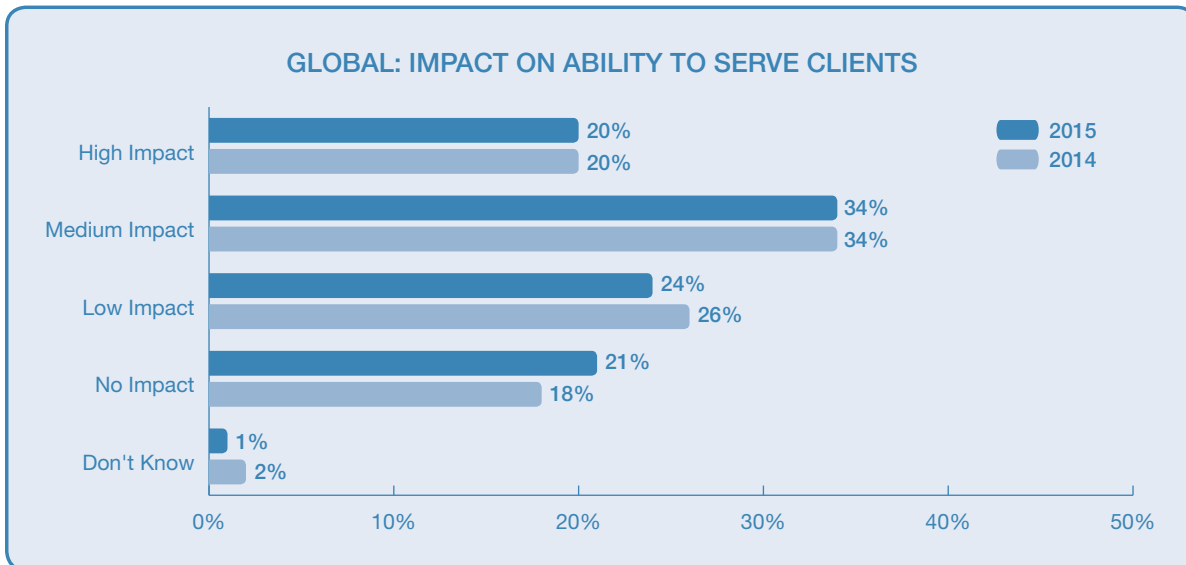


FIGURE 6



## HOW TALENT SHORTAGES ARE MOST LIKELY TO IMPACT THE ORGANIZATION

*Employers expect reduced competitiveness and more limited ability to serve clients if they can't hire all the talent they need*

Among employers who feel that talent shortages are impacting their ability to meet client needs, the most likely consequences are expected to be a reduction in ability to serve clients (42%) and reduced competitiveness/productivity (42%). In addition, 30% expect an increase in employee turnover and 26% anticipate lower employee engagement and morale. One in four (25%) expects reduced innovation and creativity in their organization and the same proportion say talent shortages can lead to higher compensation costs (Figure 7).



FIGURE 7

## WHY EMPLOYERS ARE HAVING DIFFICULTY FILLING JOBS

*Talent shortages worldwide continue to be driven by a lack of available applicants and a lack of technical competencies among those who are available*

A lack of available applicants is the most common reason employers give to explain why they face difficulty filling jobs in 2015. More than one in three (35%) say this is an issue, up from 31% in 2014. The lack of candidates with the required technical competencies has a similar impact in terms of driving talent shortage, with 34% saying this is a reason why they can't fill jobs. The technical competencies employers are seeking include candidates who have industry-specific professional qualifications (16%) and those with industry-specific skilled trades certifications (13%).

More than one in five hiring managers (22%) say that lack of experience is behind talent shortages and 17% report a lack of workplace competencies. The most frequent soft skills deficits are lack of professionalism (6%) and lack of enthusiasm, motivation and a learning mindset (6%).

A further barrier for 13% of employers is candidates with salary expectations that exceed what is offered. In addition, 5% say that candidates don't want to work in the location where there are vacancies and 5% are struggling to fill jobs because the company, business sector or occupation has a poor image (Figure 8).

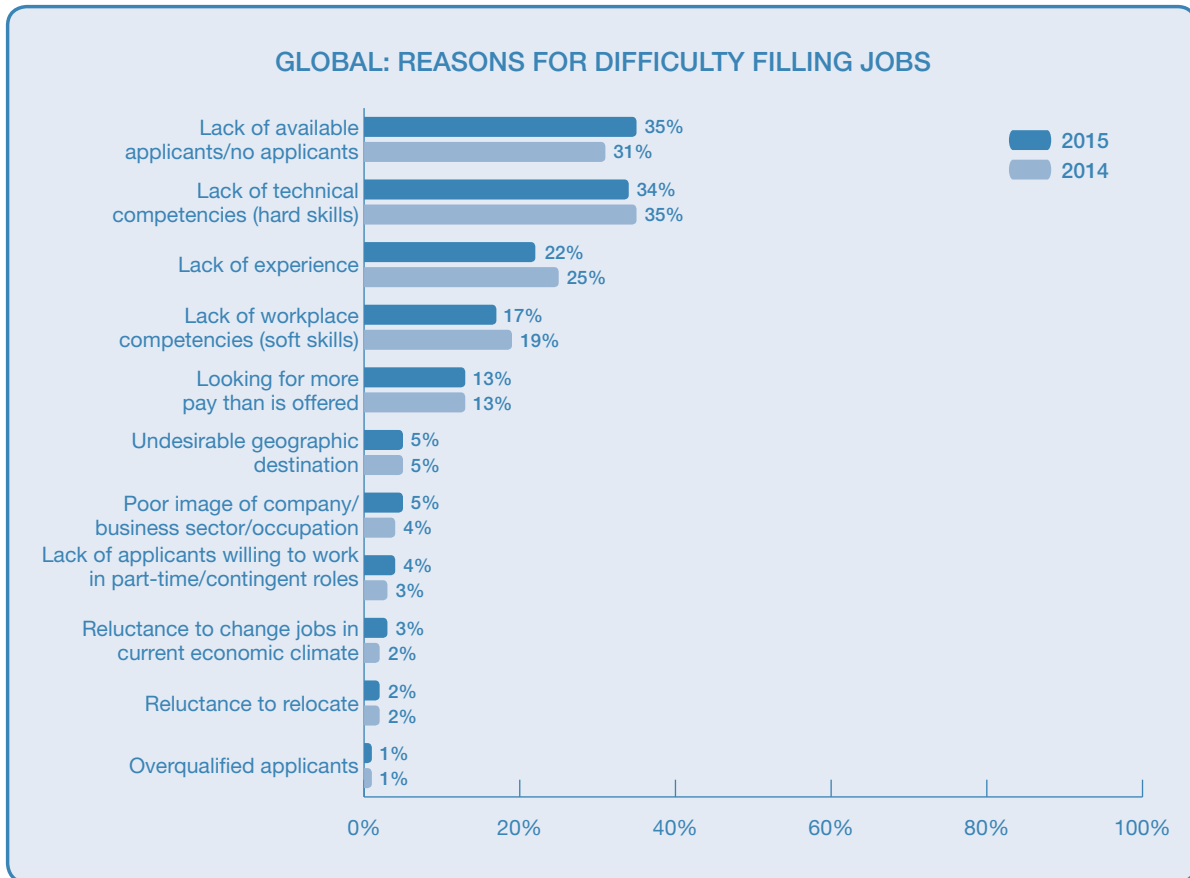


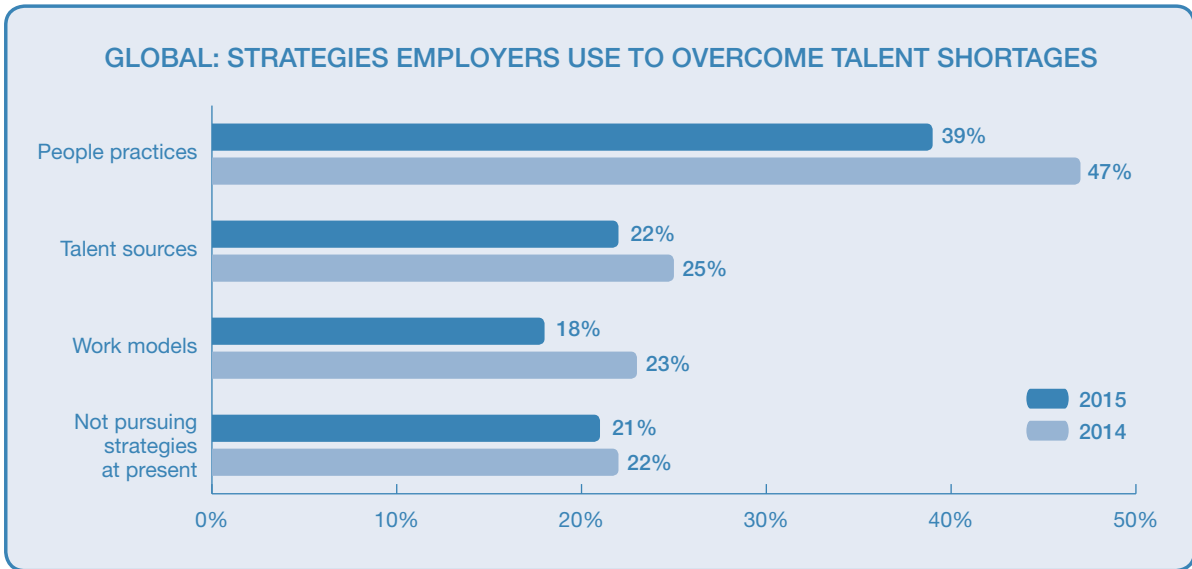
FIGURE 8

### WHAT STRATEGIES EMPLOYERS ARE PURSUING TO OVERCOME TALENT SHORTAGES

*Developing the capabilities of existing staff, seeking out new recruitment channels and tapping into different labor pools are the most widely-used strategies for addressing talent shortages at the global level in 2015*

In order to address talent shortages, hiring managers at the global level are most likely to be adopting new people practices (39%), although this proportion is down from 47% in 2014. More than one in five (22%) employers seeks to explore new talent sources in order to tackle the difficulties they face filling jobs, while 18% are implementing alternative work models (down from 23% last year) (Figure 9).





**FIGURE 9**

One in five employers (20%) at the global level are revising their people practices to provide more training and development for existing staff. Most commonly, this takes the form of training to develop new skills (13%) and training to enhance existing skills (12%). There is also a trend for utilizing non-traditional recruiting practices, both internally and externally to the organization, selected by 18% in 2015, compared to 13% in 2014 and 10% in 2013. Some employers are offering enhanced benefits (5%) and/or higher starting salaries (5%), while 5% are seeking to redefine qualifying criteria to include individuals who lack some required skills or qualifications but have the potential to acquire them.

With regard to seeking out new talent sources, 10% of employers are seeking to explore previously untapped talent pools, particularly candidates from outside their immediate region (3%) and young people (3%). Meanwhile, 8% of employers are appointing candidates who don't have the relevant skills at present but do have potential to learn and grow.

Employers who report implementing alternative work models to address talent shortages are most likely to be increasing focus on improving their talent pipeline (7%), although the proportion taking this approach is down from 10% in 2014 and 13% in 2013. One in 20 (5%) are redesigning existing work procedures, for example by sharing work assignments between different employees.

# AMERICAS

The 2015 Talent Shortage Survey includes responses from nearly 14,000 hiring managers in Argentina, Brazil, Canada, Colombia, Costa Rica, Guatemala, Mexico, Panama, Peru and the United States.

## HOW MUCH DIFFICULTY ARE EMPLOYERS IN THE AMERICAS HAVING FILLING JOBS DUE TO LACK OF AVAILABLE TALENT?

*The level of concern over talent shortages falls back from the high point reached in 2014, but continues to be well above the trend set from 2008-13*

Lack of talent in the labor market continues to be an issue for more than two in five Americas employers in 2015, with 42% reporting difficulties filling jobs. While this figure reflects a dip of 6 percentage points on 2014, the proportion saying they face a talent shortage is the second highest for the region since 2007 (Figure 10). Across the region, employers report greatest concern about talent shortages in Peru (68%) and Brazil (61%), and more than half of the Mexican employers (54%) in the survey also report difficulties filling jobs. The problem is least apparent in the U.S. and Canada, although a third (32%) in both countries do say they are encountering this kind of recruitment issue.

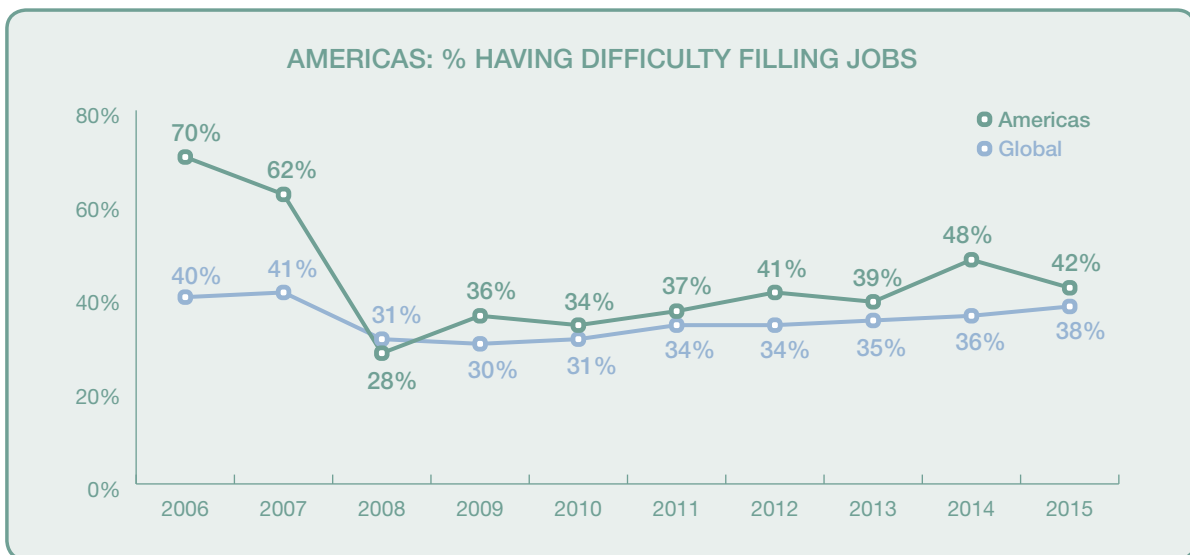


FIGURE 10



When compared with 2014, the number of employers facing difficulties has fallen back in six of the 10 countries in the region. The most striking decline of 26 percentage points is reported in Argentina (37%), while the figure for Panama (46%) slips by 12 percentage points. Meanwhile, talent shortages have become more of an issue in four countries, particularly Mexico (54%) and Colombia (47%), where the percentage of employers reporting a lack of talent increases by 10 percentage points.

## WHAT IS THE ONE JOB EMPLOYERS HAVE MOST DIFFICULTY FILLING?

*Skilled trades vacancies have overtaken technician roles as the hardest-to-fill for Americas employers*

For the first time since the survey started in 2006, Americas employers report the greatest difficulty filling skilled trades roles. The category was placed second in 2014 and fourth in 2013. Prior to the current survey, the technician category was placed first in six of the previous seven years, but is now in second spot. The third hardest-to-fill job roles are for sales representatives, up from sixth place in 2014, while fourth place is taken by the secretaries, PAs, administrative assistant and office support category, which was ranked seventh in 2014.

Reflecting the global trend, driver vacancies have moved up the rankings this year, placed fifth in the Americas compared with 11th in 2014. Meanwhile, the sales managers category drops out of the top 10 in 2015 (Figure 11).

### AMERICAS: TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

- 1 | SKILLED TRADES WORKERS
- 2 | TECHNICIANS
- 3 | SALES REPRESENTATIVES
- 4 | SECRETARIES, PA'S, ADMINISTRATIVE ASSISTANTS & OFFICE SUPPORT STAFF
- 5 | DRIVERS
- 6 | ENGINEERS
- 7 | MANAGEMENT/EXECUTIVES
- 8 | PRODUCTION/MACHINE OPERATORS
- 9 | ACCOUNTING & FINANCE STAFF
- 10 | LABORERS

FIGURE 11



## LEVEL OF DIFFICULTY FILLING JOBS COMPARED WITH 2014

*The difficulty of finding recruits for hard-to-fill roles is easing for many Americas employers*

Americas employers are considerably more likely to say the level of difficulty they are coping with has eased (31%) in the past year, rather than worsened (7%). The majority (56%) report no change in the level of difficulty they are experiencing. Hiring is most likely to be seen as more difficult this year in Brazil (11%) and Peru (10%), while the greatest numbers saying that hiring is becoming easier are in Panama (46%) and Argentina (42%).

## LEVEL OF IMPACT OF TALENT SHORTAGE ON ABILITY TO MEET CLIENT NEEDS

*A majority of Americas employers think talent shortages have a medium or high impact on their ability to deliver client needs*

Talent shortages are felt to have a high impact on client relationships by one in five (20%) Americas employers, while a further 32% report a medium impact. A similar proportion (32%) say talent shortages have a low impact on their ability to meet client needs. Fewer than one in six employers (15%) think that talent shortages have no impact, although this proportion is up from 10% in 2014 (Figure 12).

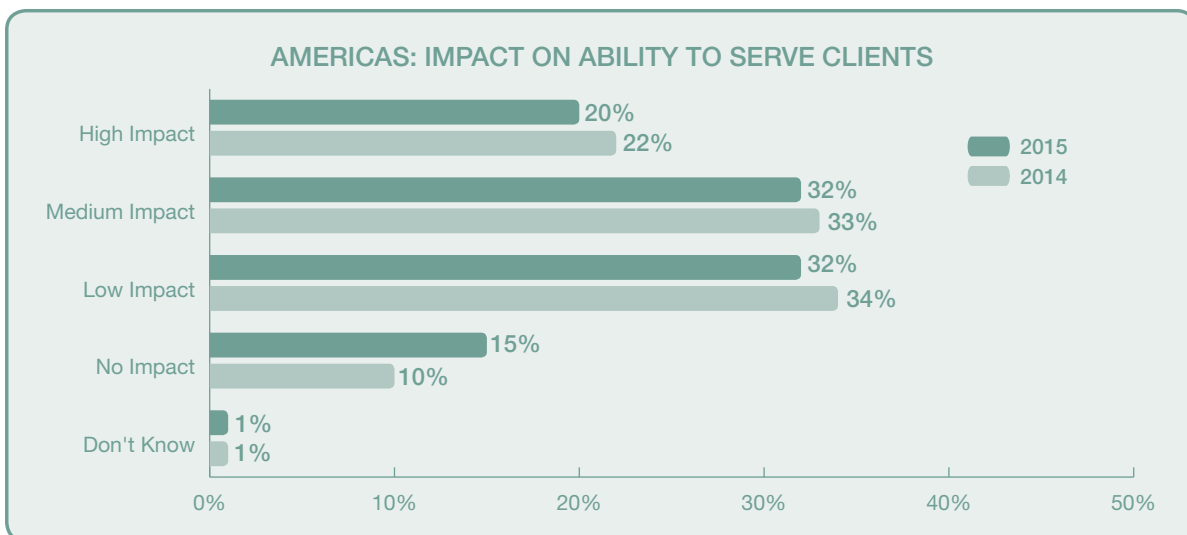


FIGURE 12

The perception that talent shortages have a high impact on ability to meet client needs is strongest in Brazil (32%) and Colombia (29%). Meanwhile, U.S. employers are more likely than elsewhere to report no impact on client-facing activity (22%).



## HOW TALENT SHORTAGES ARE MOST LIKELY TO IMPACT THE ORGANIZATION

*For Americas employers, the greatest organizational impact of talent shortages is expected to be impaired ability to serve clients*

Almost two in five (39%) Americas employers who expect talent shortages to have an impact on their organization anticipate a reduced ability to serve clients, while 37% say talent shortages can have a negative impact on productivity and competitiveness. Three in 10 (30%) believe talent shortages lead to increased employee turnover, with 25% expecting to pay higher compensation costs (Figure 13).

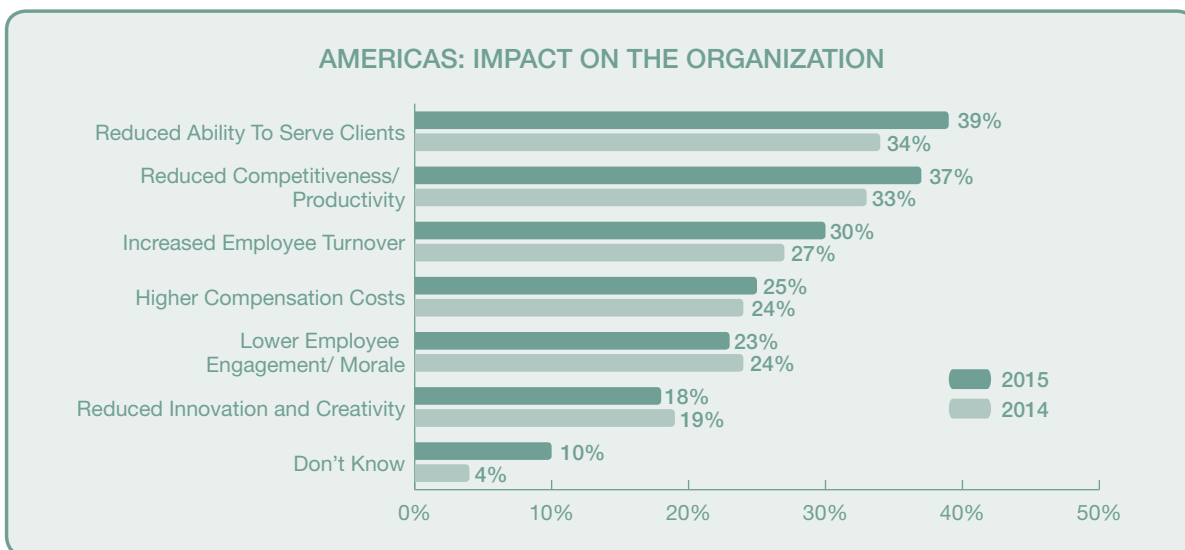


FIGURE 13

## WHY EMPLOYERS ARE HAVING DIFFICULTY FILLING JOBS

*Lack of available applicants is the dominant reason for the talent shortage in the Americas in 2015*

One key factor stands out as the main reason Americas employers are facing difficulties filling jobs in 2015 – a lack of available applicants. The proportion identifying this as an issue has jumped from 25% in 2014 to 34% this year. Meanwhile, the percentage of Americas employers who encounter a lack of hard skills in their candidates has declined to 24% in 2015, down from 34% last year. The proportion identifying the lack of candidates with professional qualifications of relevance to their industry declines from 17% to 12% this year, but this remains the most common hard skill deficit in the eyes of employers.

In 2014, lack of experience was the second most important reason underlying the talent shortage in the region. However, the proportion indicating that this is an issue in 2015 stands at 22%, down from 29% last year.

Two further reasons are important for more than one in 10 hiring managers. Candidates who are seeking more pay than is offered pose a problem for 12% of employers in the region, while 11% identify lack of workplace competencies as an issue. A lack of professionalism (5%) is seen as the most common workplace competency deficit (Figure 14).

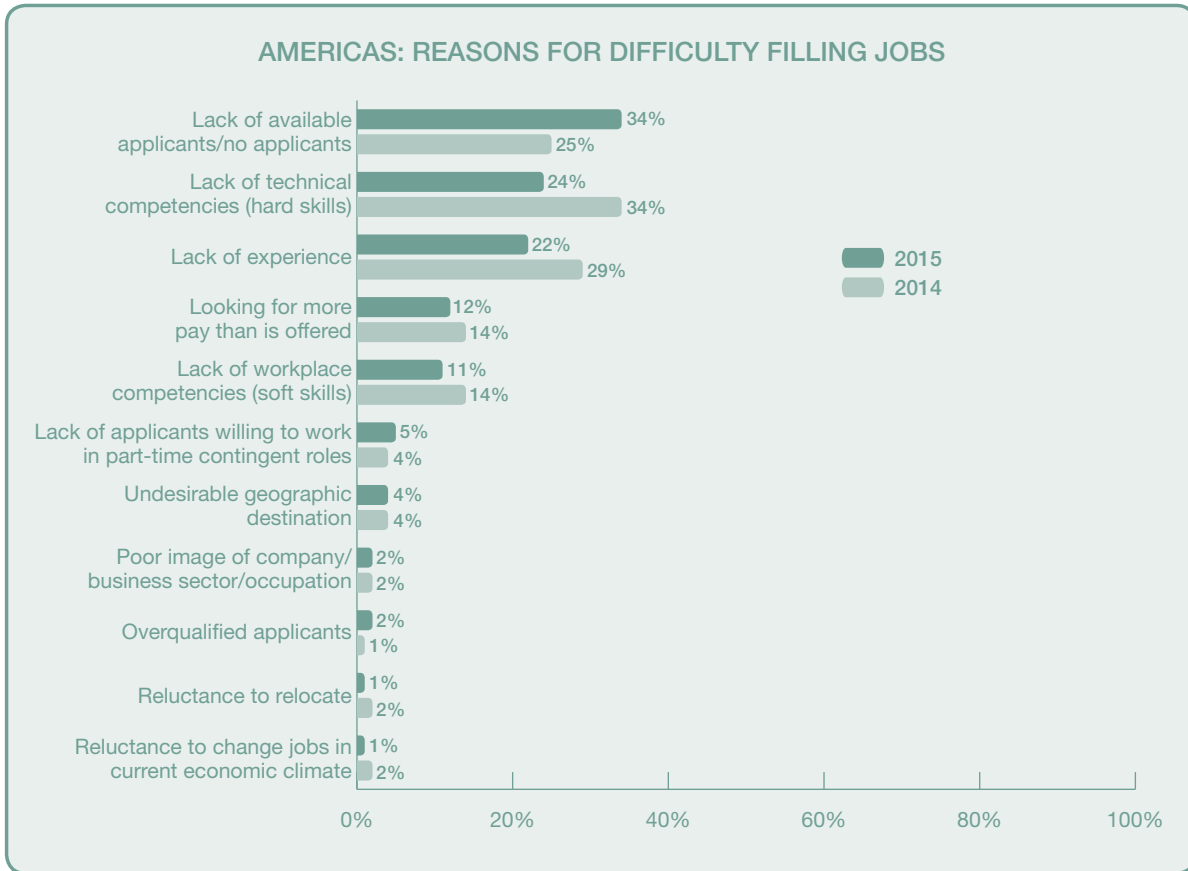


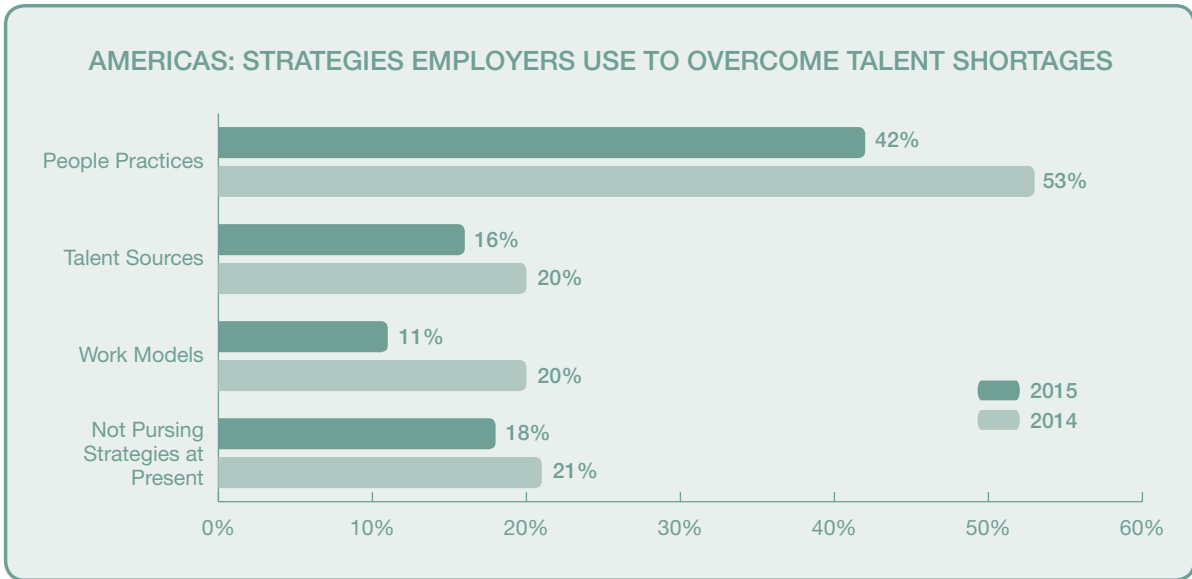
FIGURE 14

### WHAT STRATEGIES EMPLOYERS ARE PURSUING TO OVERCOME TALENT SHORTAGES

*Americas employers are most likely to address talent shortages by offering additional training to existing staff and by seeking to explore non-traditional recruiting approaches*

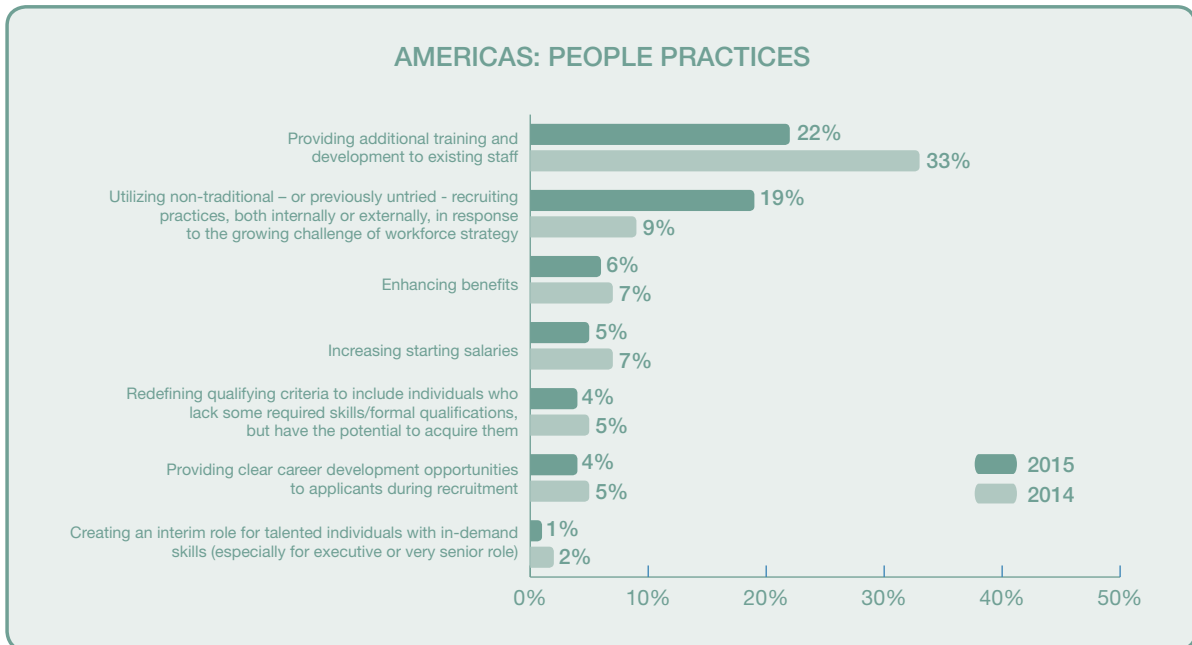
More than four in 10 (42%) Americas employers are adopting people practices to address the difficulties they face sourcing candidates with the skills they need, although the proportion taking this approach declines from 53% in 2014. Employers are seeking to explore new talent sources in 16% of cases while 11% are seeking to implement alternative work models. Meanwhile, 18% say they are not adopting any particular strategy to deal with talent shortages. (Figure 15)





**FIGURE 15**

In terms of people practices, employers are most likely to be offering further training and development opportunities to existing employees (22%), even though this is down from 33% in 2014. The most widely-used approach is to develop new skills (14%) followed by enhancing existing skills (12%). Meanwhile, almost one in five (19%) are seeking to utilize non-traditional recruiting practices to address the talent shortage, and this approach is becoming increasingly popular, up from 9% in 2014 and 7% in 2013. Some employers are offering enhanced benefits (6%) and/or increased starting salaries (5%) in an effort to attract talent (Figure 16).



**FIGURE 16**

Those Americas employers who are exploring new talent sources typically do so by recruiting from more untapped talent pools (6%), such as candidates from outside the local region (3%) and young people (2%). In addition, 6% are partnering with educational institutions to create curriculum aligned to particular talent needs (Figure 17).

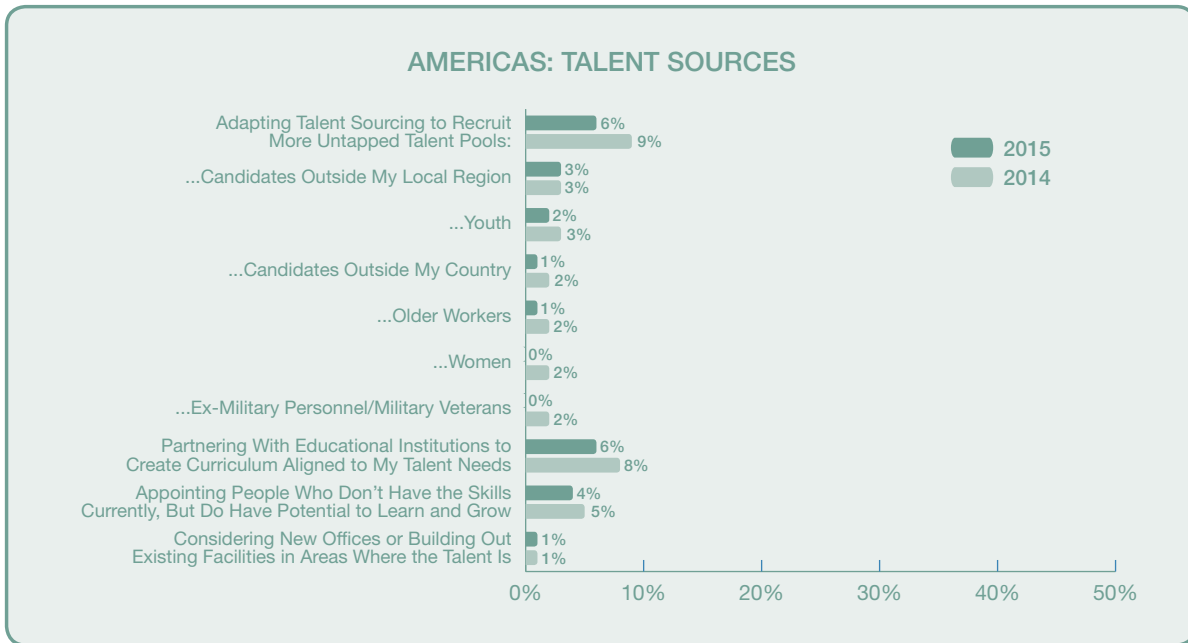


FIGURE 17

The most frequently used alternative work model approach to addressing talent shortages continues to be increasing the focus on the talent pipeline, but just 4% currently adopt this approach, compared to 8% in 2014 and 16% in 2013 (Figure 18).

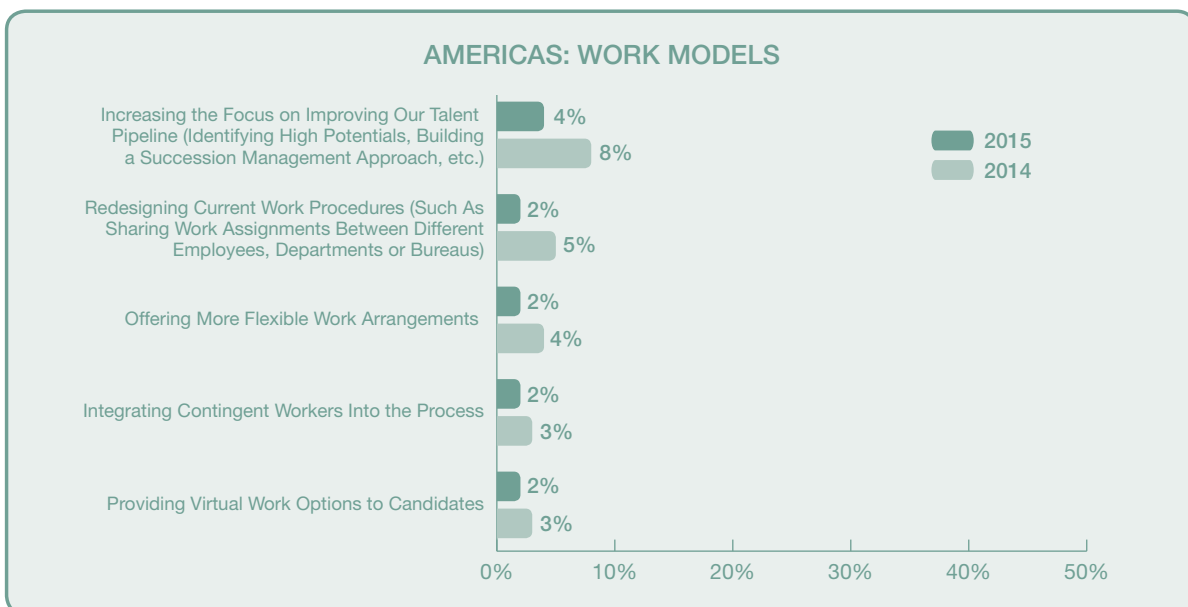


FIGURE 18



# ASIA PACIFIC

The 2015 Talent Shortage Survey includes responses from over 7,700 hiring managers in Australia, China, Hong Kong, India, Japan, New Zealand, Singapore and Taiwan.

## HOW MUCH DIFFICULTY ARE EMPLOYERS IN THE ASIA PACIFIC HAVING FILLING JOBS DUE TO LACK OF AVAILABLE TALENT?

*The number of Asia-Pacific employers reporting difficulties due to labor market talent shortages continues to be higher than the global average*

The incidence of employers facing difficulties when trying to recruit new talent has resumed an upward trajectory in 2015. Following a dip to 45% last year, the current proportion who report talent shortages stands at 48% and is the second highest since the research started in 2006 (Figure 19). Japanese employers continue to face the most severe shortage, with 83% saying they encounter difficulties. Elsewhere in the region, lack of appropriately talented candidates is most likely to be a concern in Hong Kong (65%), India (58%) and Taiwan (57%). However, talent shortages are least likely to cause difficulties for Chinese employers (24%).

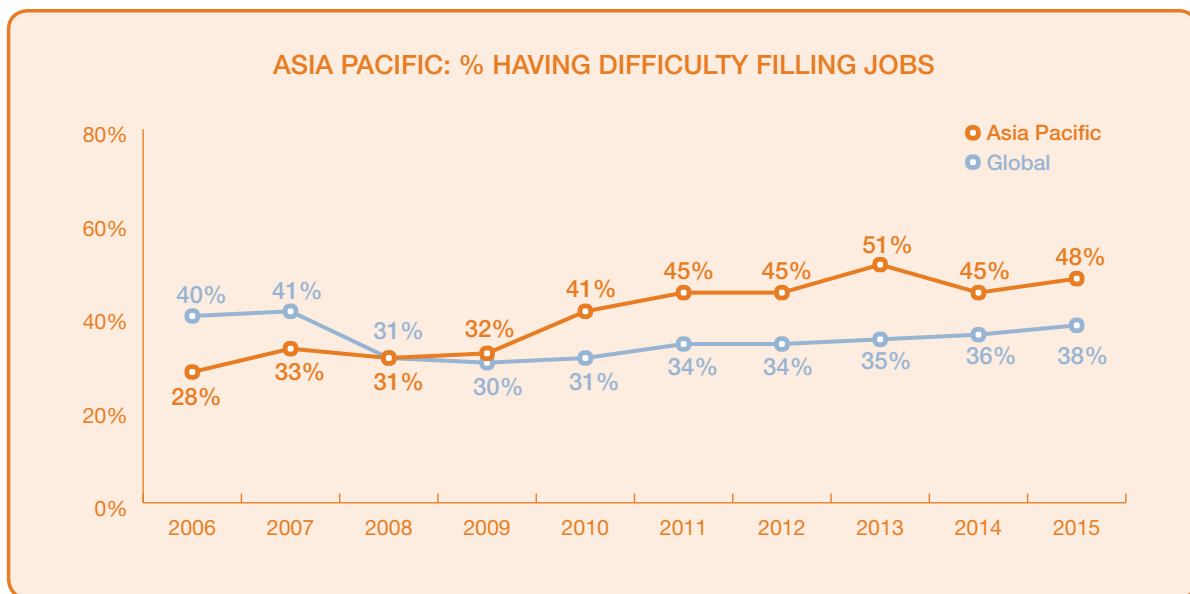


FIGURE 19



The number of employers reporting difficulties filling jobs increases in five of the eight Asia-Pacific labor markets when compared with 2014. A sharp climb of 30 percentage points is reported in Singapore (40%), with other noteworthy increases in Taiwan (up 12 percentage points to 57%) and Hong Kong (up 9 to 65%). Meanwhile, the proportion reporting a problem declines by 8 and 6 percentage points in New Zealand (51%) and India (58%), respectively.

## WHAT IS THE ONE JOB EMPLOYERS HAVE MOST DIFFICULTY FILLING?

### *Sales representatives are once again the hardest recruits to find for Asia Pacific employers*

The sales representative category returns to the top of the list of most difficult-to-fill job roles for Asia Pacific employers this year, following the 2014 blip where the category was placed second. Historically, sales representatives have been hardest to recruit in the region every year except 2014. Engineer vacancies are the second hardest-to-fill, down from first place last year, while the technician category moves up the list from sixth in 2014 to third this year.

Skilled trades roles are ranked fourth on the list while IT staff are becoming more difficult to find, with the category climbing from seventh on the list in 2014 to fifth in 2015. Two categories of employees move into the top 10 this year. The secretaries, PAs, administrative assistant and office support category is ranked eighth, up from 12th in 2014, while drivers are ranked 10th, up from 15th last year. Meanwhile, production/machine operators and researchers (R&D) drop out of the top 10 this year (Figure 20).

#### ASIA PACIFIC: TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

- 1 | SALES REPRESENTATIVES
- 2 | ENGINEERS
- 3 | TECHNICIANS
- 4 | SKILLED TRADES WORKERS
- 5 | IT STAFF
- 6 | ACCOUNTING & FINANCE STAFF
- 7 | MANAGEMENT/EXECUTIVES
- 8 | SECRETARIES, PAs, ADMINISTRATIVE ASSISTANTS & OFFICE SUPPORT STAFF
- 9 | SALES MANAGERS
- 10 | DRIVERS

FIGURE 20



## LEVEL OF DIFFICULTY FILLING JOBS COMPARED WITH 2014

*Asia-Pacific employers report a mixed picture on how hiring difficulties have changed in the past 12 months*

Opinions are mixed among Asia-Pacific employers when it comes to how much difficulty they have to deal with when compared with 2014. While 13% say they face fewer hiring difficulties than last year, 12% say they are finding it harder to fill jobs and 55% say the level of difficulty is unchanged. Employers are most likely to report greater difficulties in Japan (30%), Hong Kong (20%) and Taiwan (20%). Hiring is most likely to be regarded as less difficult this year in Singapore (32%) and India (27%).

## LEVEL OF IMPACT OF TALENT SHORTAGE ON ABILITY TO MEET CLIENT NEEDS

*Asia-Pacific employers report the highest level of impact on ability to meet client needs*

Close to two in three Asia-Pacific employers with a talent shortage problem say this is having a medium (40%) or high impact (23%) on their ability to meet client needs. The total of 63% in these two categories is five percentage points up on 2014 (58%). Meanwhile, 22% say they see little impact on client-facing activity and 12% believe there is no impact (Figure 21).

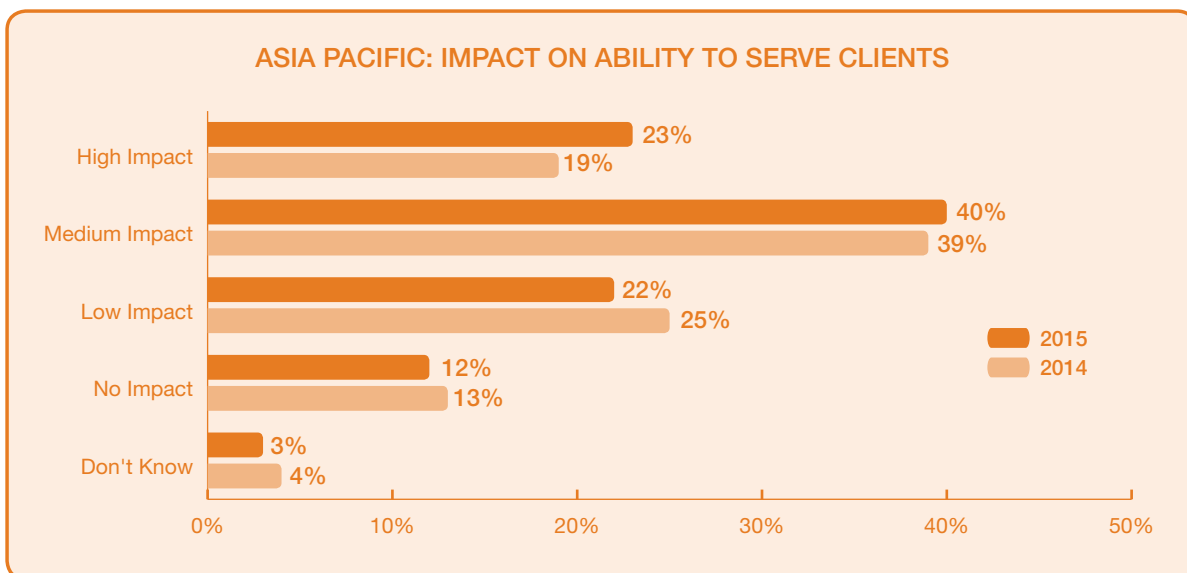


FIGURE 21

Singapore employers are particularly concerned about this issue, with 52% saying talent shortages have a high impact on client relations, and the proportion is also above average in Japan (35%). Meanwhile, Indian employers are most likely to report no impact on client-related activity (26%).

## HOW TALENT SHORTAGES ARE MOST LIKELY TO IMPACT THE ORGANIZATION

*Reduced competitiveness and lower productivity are most likely to be regarded as the key business consequences of talent shortage in Asia Pacific*

Asia-Pacific employers expect reduced competitiveness and productivity to be the main consequence of talent shortages (41%), followed by a reduced ability to serve clients (35%). Around one in four hiring managers anticipate reduced innovation and creativity in their organization (23%), and a similar proportion expect an increase in payroll turnover (23%) (Figure 22).

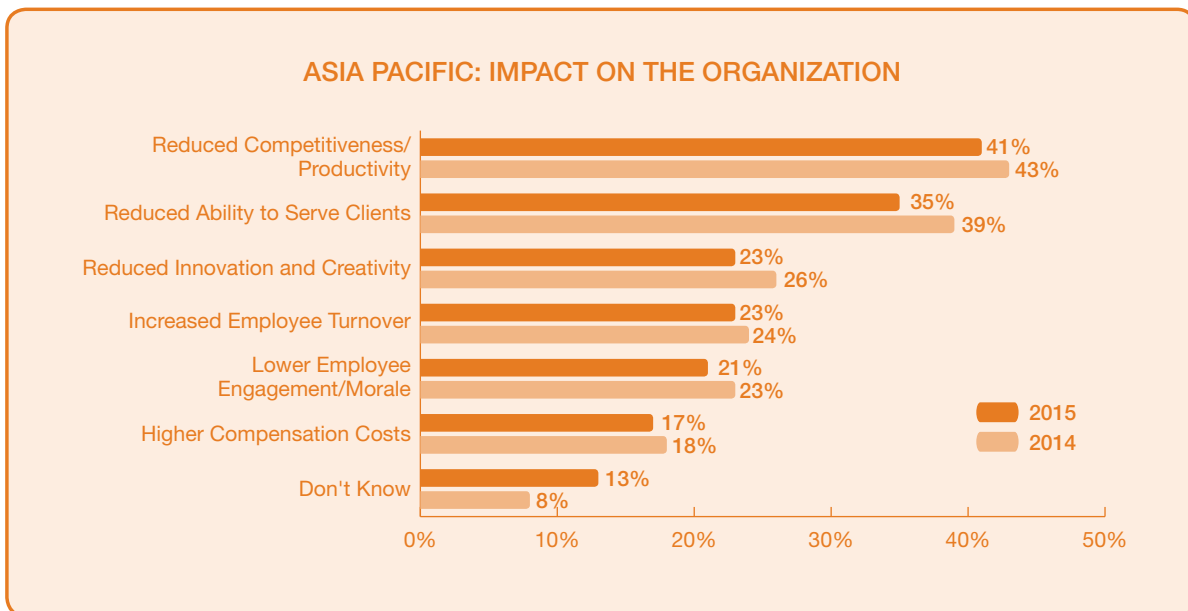


FIGURE 22

## WHY EMPLOYERS ARE HAVING DIFFICULTY FILLING JOBS

*Hard skills deficits in the labor force underlie the talent shortage in Asia-Pacific, according to employers*

Talent shortages in the Asia-Pacific region continue to be driven by the lack of technical competencies in the labor pool – 35% of employers identify this as a reason underlying the difficulties they are facing. The skills gaps are most obvious for employers seeking candidates with relevant industry-specific skilled trades certifications, with 13% identifying this as a key area of skills deficit, up from 9% in 2014. A similar number (12%) report a shortage of candidates with relevant professional qualifications.



A general lack of applicants is also a considerable concern for Asia-Pacific employers. One in three (33%) say this is driving the talent shortage, up from 31% in 2014. Meanwhile, there has been a modest decline in the proportion of employers identifying workplace competency deficits as a concern, down to 28% from 32% last year. Employers who identify this kind of issue are most likely to focus on lack of professionalism (9%), lack of enthusiasm (9%), lack of adaptability (8%) and poor team working/interpersonal skills (8%).

General lack of experience is identified as an issue by 18% while 14% find that some candidates have unrealistically high pay expectations (Figure 23).

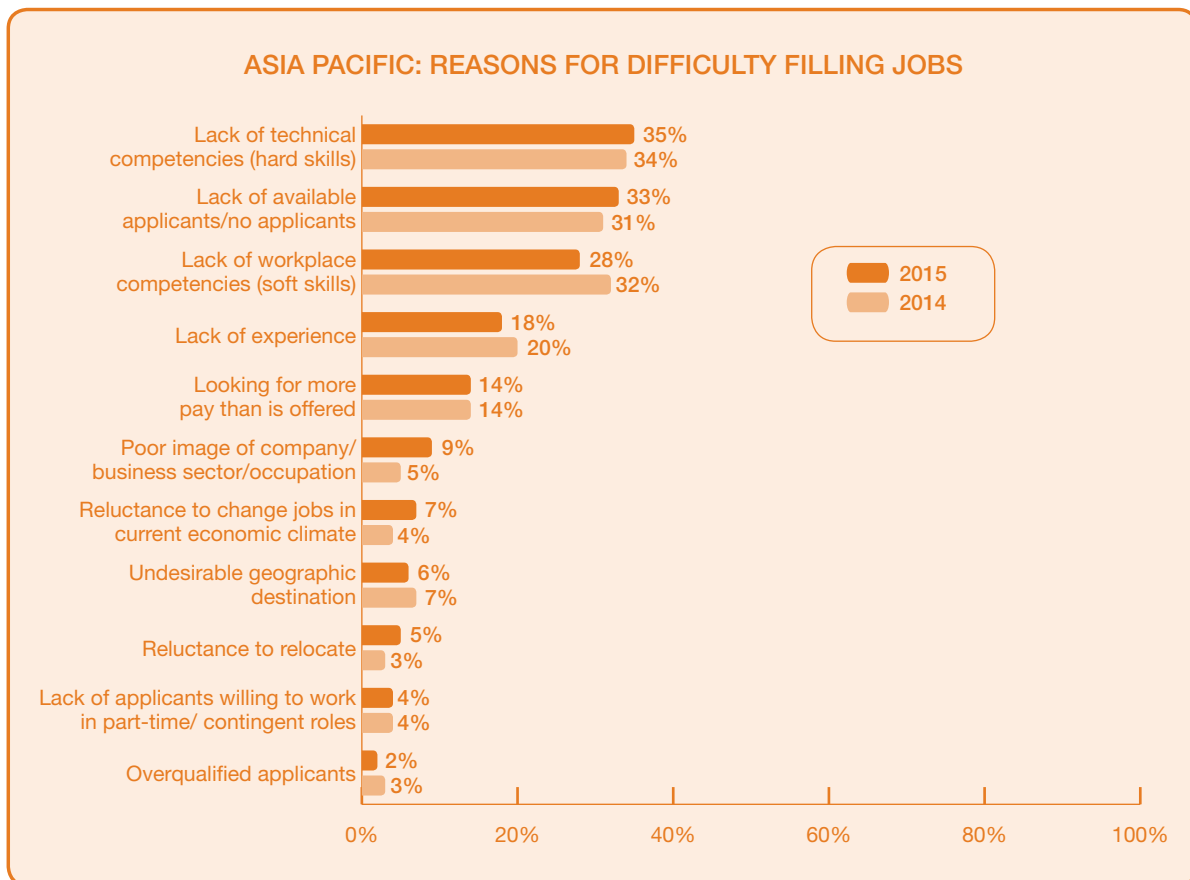


FIGURE 23

### WHAT STRATEGIES EMPLOYERS ARE PURSUING TO OVERCOME TALENT SHORTAGES

*More recruitment from non-traditional talent pools and additional training and development for existing staff are both key approaches to tackling talent shortages in the Asia-Pacific region*

In 2015, one in three (34%) Asia-Pacific employers is changing existing people practices to tackle the issue of talent shortage. While changing people practices is the most widespread approach, fewer employers are indicating that this is part of their strategy than in either 2013 (44%) or 2014 (48%). Almost three in 10 (29%) are seeking out ways to explore new talent sources, while 26% are

implementing alternative work models. However, the proportion who say they don't have a defined strategy (20%) is increasing, up from 17% in 2014 and 14% in 2013 (Figure 24).

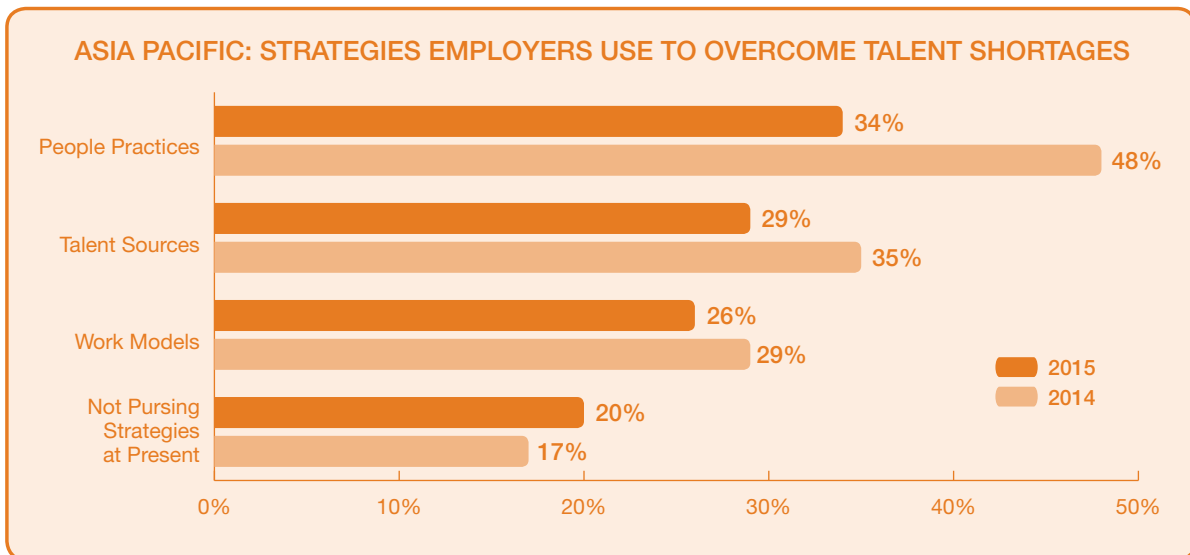


FIGURE 24

The most frequently adopted people practice being used by Asia-Pacific employers to address the talent shortage is to provide additional training and development to existing employees (19%). Typically, this takes the form of new skills development (12%) or enhancing existing skills (10%), with 5% providing additional certification/accreditation to some members of staff. Meanwhile, 14% are utilizing non-traditional recruitment approaches, 8% are increasing starting salaries and 7% are enhancing benefits packages (Figure 25).



FIGURE 25



For those employers seeking to explore new talent sources, the most common approach is to recruit more staff from previously untapped talent pools (19%), including candidates from outside the immediate region (5%), those from outside the country (5%) and older workers (5%). In addition, 6% are appointing people who don't currently have the required skills but do have potential to learn and grow (Figure 26).

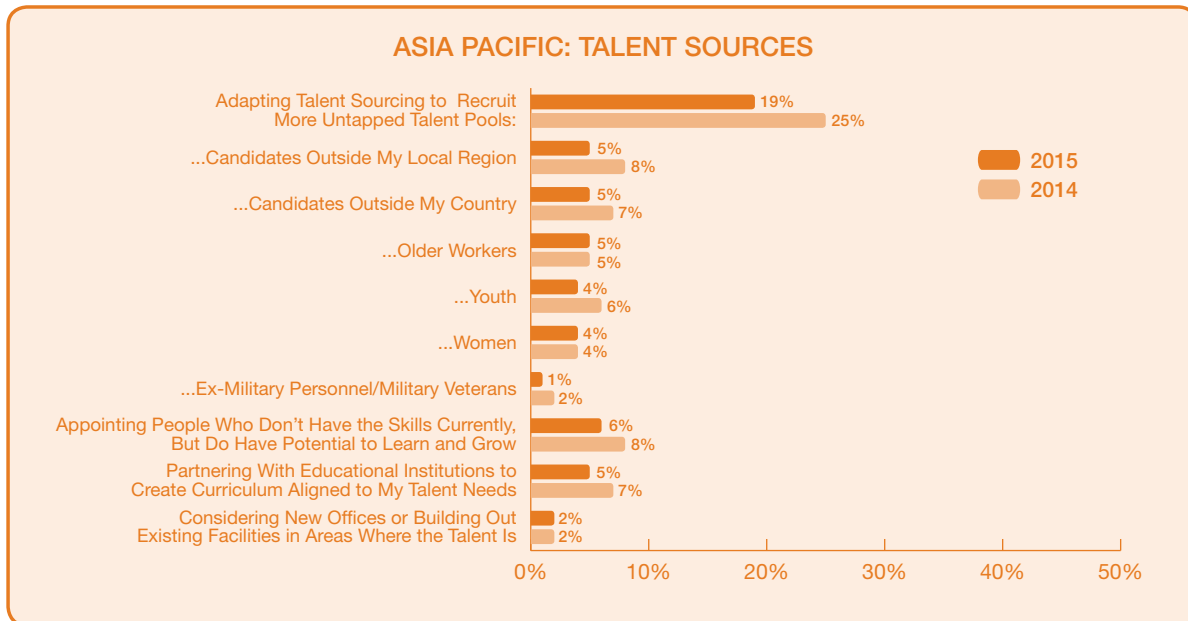


FIGURE 26

Employers who are implementing alternative work models are most likely to be increasing the focus on their talent pipeline (13%) and/or redesigning current work procedures, such as sharing work assignments (7%) (Figure 27).

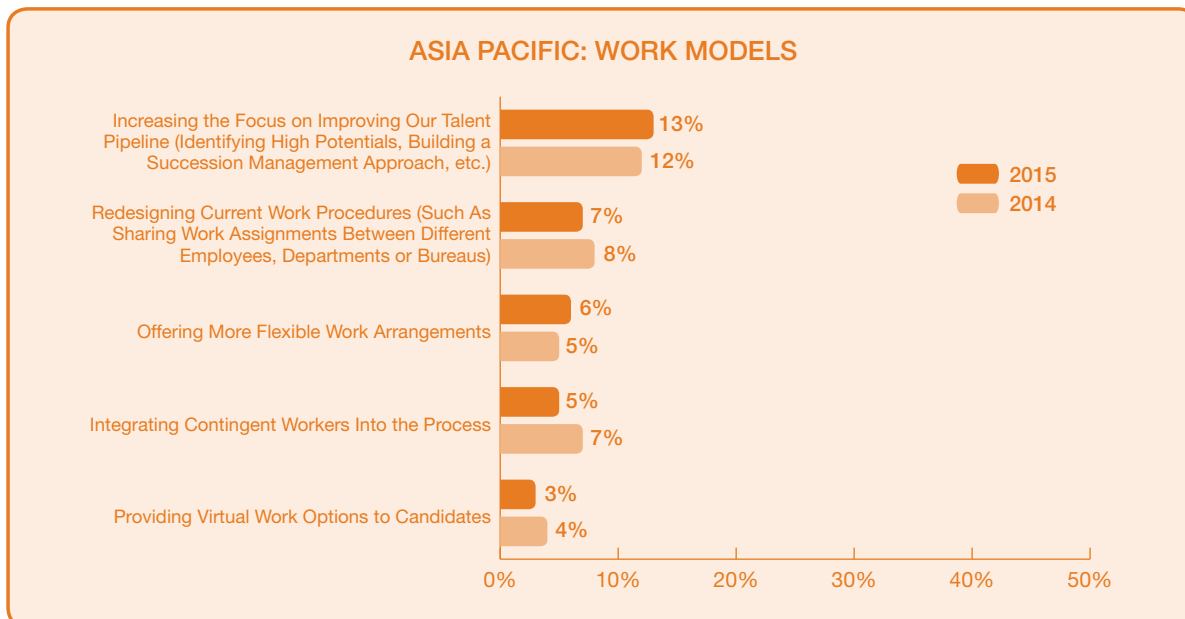


FIGURE 27



# EMEA

The 2015 Talent Shortage Survey includes responses from over 20,000 employers in Austria, Belgium, Bulgaria, Czech Republic, Finland, France, Germany, Greece, Hungary, Ireland, Israel, Italy, Netherlands, Norway, Poland, Romania, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Turkey and U.K.

## HOW MUCH DIFFICULTY DO EMEA EMPLOYERS HAVE FILLING JOBS DUE TO LACK OF AVAILABLE TALENT?

*Talent shortages are a growing concern in EMEA, with employers in most countries more likely to report hiring difficulties than was the case 12 months ago*

The proportion of EMEA employers who report facing difficulties with filling jobs is at its highest since 2008 (Figure 28). Almost one in three (32%) say they having recruitment difficulties due to lack of talent in the labor market, five percentage points above the proportion reported in 2014 (27%). The talent shortage problem is most acute in Romania (61%) and Greece (59%), while employers in Turkey (52%), Bulgaria (50%) and Hungary (47%) also report well above average levels of concern.

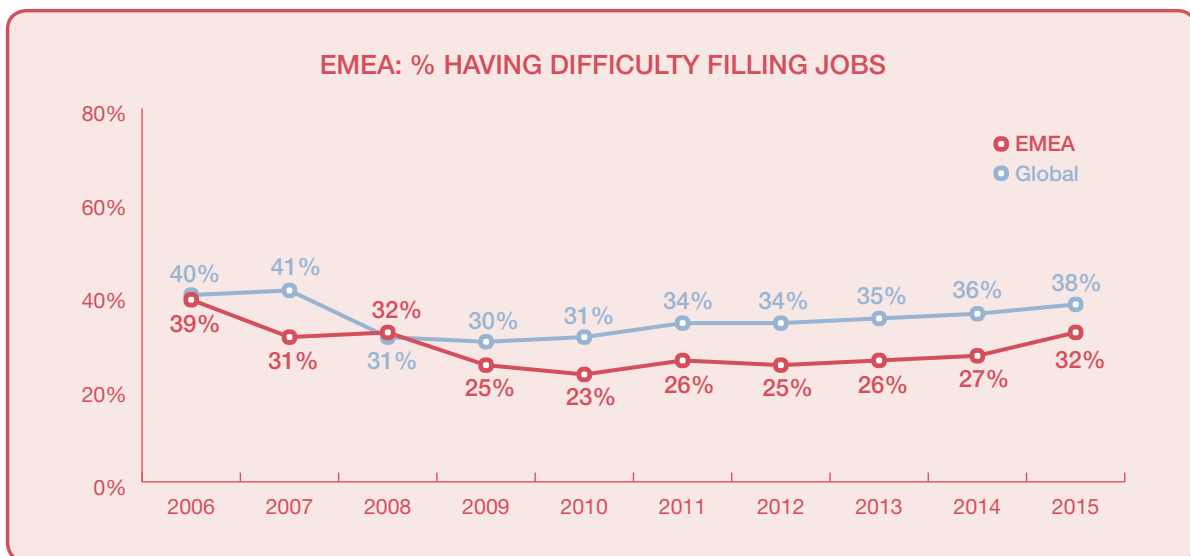


FIGURE 28

However, EMEA employers continue to report lower levels of difficulty resulting from talent shortages than their counterparts in other regions, with EMEA countries making up nine of the 10 countries where talent shortages are least prevalent. Irish employers report the least difficulty filling jobs, with just 11%

indicating that this is a problem. Elsewhere, only 14% of Dutch, Spanish and British employers report talent shortage issues while the corresponding figure for the Czech Republic stands at +18%.

Employers in 20 of the 24 EMEA countries report higher levels of concern about talent shortages in 2015 compared with 2014. The most notable increases of 23 and 21 percentage points are reported in South Africa (31%) and Romania (61%), respectively, followed by Greece (up 17 to 59%), Belgium (up 11 to 24%) and Spain (up 11 to 14%). However, the proportion reporting talent shortages in their local labor market declines in four countries, most notably Finland (down 11 percentage points at 22%), Turkey (down 11 at 52%) and Israel (down 10 at 39%).

### WHAT IS THE ONE JOB EMPLOYERS HAVE MOST DIFFICULTY FILLING?

*The pattern of talent shortage in EMEA remains consistent, with skilled trades roles remaining at the top of the list*

The most difficult roles to fill in EMEA continue to be in skilled trades categories such as bricklayers, electricians and plumbers, according to employers who rank the category at the top of the list for the ninth consecutive year. The consistent nature of talent shortage in EMEA is underlined by the fact that categories placed second and third – engineers and sales representatives – have not changed for the past four years.

The fourth position on the EMEA list in 2015 is occupied by the driver category, up from sixth in 2014, while the technician category drops from fourth to sixth. A further noteworthy change is the return of the IT staff category to the top 10, moving from 11th in 2014 to eighth this year. As a result of this change, the restaurants and hotel staff category drops out of the top 10 (Figure 29).

#### EMEA: TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

- 1 | SKILLED TRADES WORKERS
- 2 | ENGINEERS
- 3 | SALES REPRESENTATIVES
- 4 | DRIVERS
- 5 | MANAGEMENT/EXECUTIVES
- 6 | TECHNICIANS
- 7 | ACCOUNTING & FINANCE STAFF
- 8 | IT STAFF
- 9 | SECRETARIES, PAS, ADMINISTRATIVE ASSISTANTS & OFFICE SUPPORT STAFF
- 10 | LABORERS

FIGURE 29

## LEVEL OF DIFFICULTY FILLING JOBS COMPARED WITH 2014

*Most EMEA employers feel the level of difficulty associated with hiring activity has remained the same in the past 12 months*

More than seven in 10 EMEA employers say they face a similar level of difficulty with hiring when compared with this time last year (72%). Around one in eight (13%) reports less difficulty year-over-year, but 5% are experiencing a harder time recruiting. Hiring difficulties are most likely to be increasing in Hungary (16%), Romania (12%) and Bulgaria (11%), while those most likely to feel their difficulties are easing are based in Spain (51%), Greece (31%) and Norway (25%).

## LEVEL OF IMPACT OF TALENT SHORTAGE ON ABILITY TO MEET CLIENT NEEDS

*EMEA employers report split views on how much impact talent shortages have on their ability to meet client needs*

Almost half of EMEA employers facing a talent shortage at the present time believe that this is having a high (18%) or medium (31%) impact on their ability to meet client needs. However, a similar proportion of employers feel there is only low impact (17%) or no impact (32%) (Figure 30).

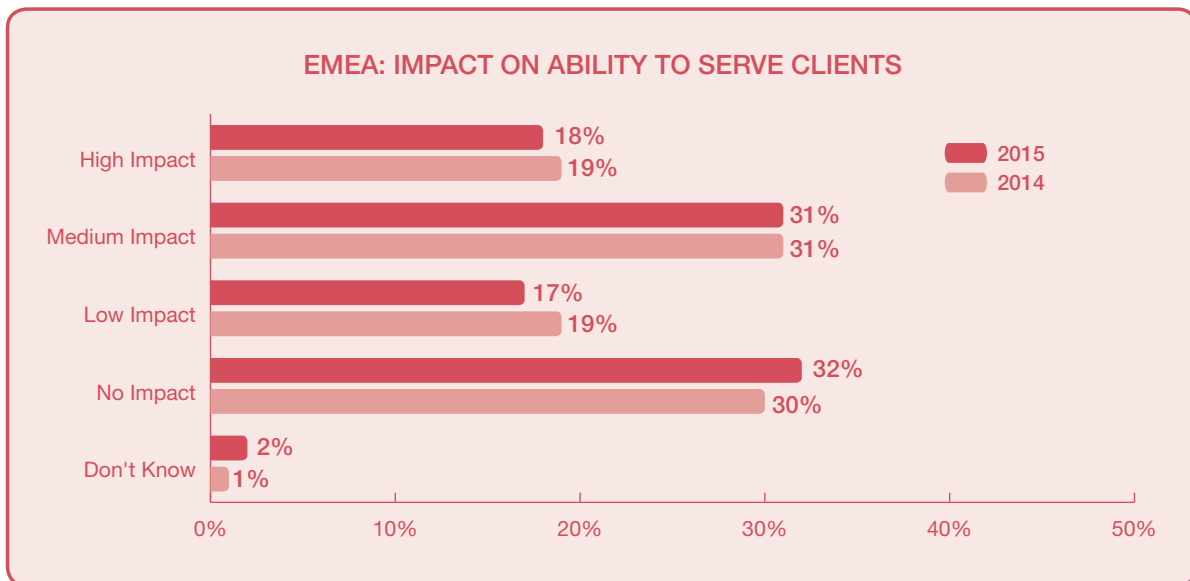


FIGURE 30

Employers are most likely to feel talent shortages are having a high impact in the Czech Republic (28%) and Sweden (28%). By contrast, majorities of employers in Finland (61%) and Hungary (57%) believe there is no impact.

## HOW TALENT SHORTAGES ARE MOST LIKELY TO IMPACT THE ORGANIZATION

*A reduction in the ability to serve clients is seen as the greatest business impact of talent shortages in EMEA, followed by reduced productivity and competitiveness*

Well over half (55%) of the EMEA employers who expect talent shortages to impact their organization say a reduced ability to serve clients is the most likely consequence – and the proportion holding this view has climbed from 51% in 2014. More than half (51%) expect reduced productivity and competitiveness as a result of talent shortages (up from 46% in 2014), while the proportion expecting reduced innovation and creativity stands at +37%, up from 29% in 2014 and 21% in 2013. More than one in three (36%) anticipate increased employee turnover (Figure 31).

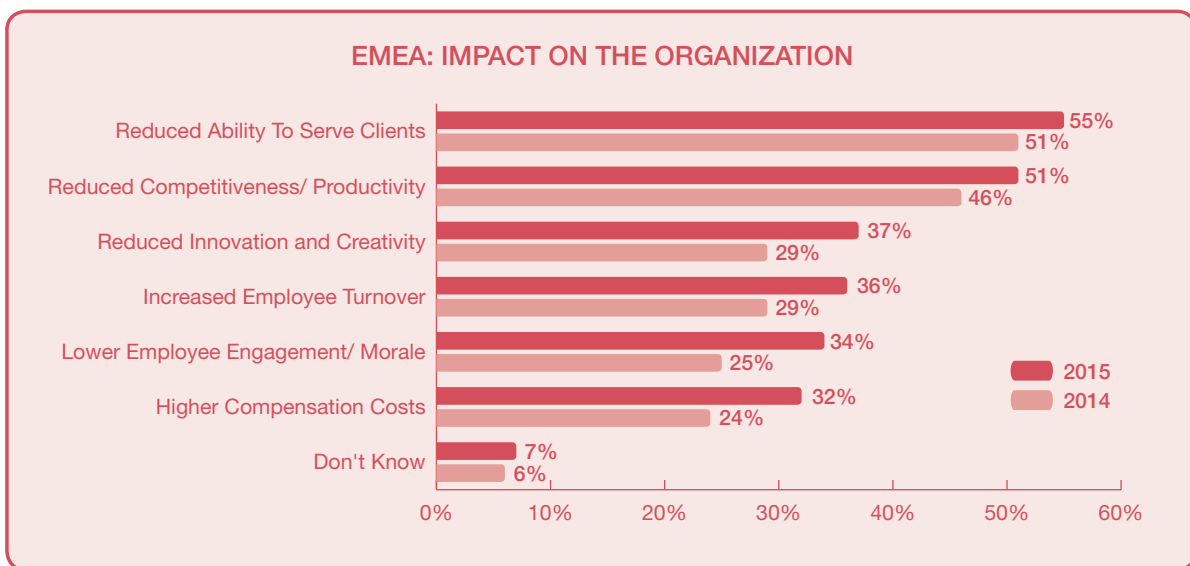


FIGURE 31

## WHY EMPLOYERS ARE HAVING DIFFICULTY FILLING JOBS

*A hard skills deficit in the workforce is the primary factor underlying talent shortages in EMEA*

A lack of candidates with the necessary technical competencies is the most common reason for the talent shortage in EMEA, according to employers. More than four in 10 (43%) identify this issue in 2015, up from 35% in 2014. Overall, 22% say that a key hard skill deficit is the lack of candidates with industry-specific professional qualifications, up from 16% in 2014, while 19% find a lack of candidates with relevant skilled trades certifications (up from 15% in 2014).

As in 2014, 37% of EMEA employers report a simple lack of candidates in the job market as a reason underlying the talent shortage, while around one in four (24%) say that candidates lack experience.

Soft skills deficits are identified by 16%, and these are most commonly related to lack of enthusiasm and motivation (7%) and lack of professionalism (5%). In 12% of cases, employers say candidates expect more pay than is being offered (Figure 32).

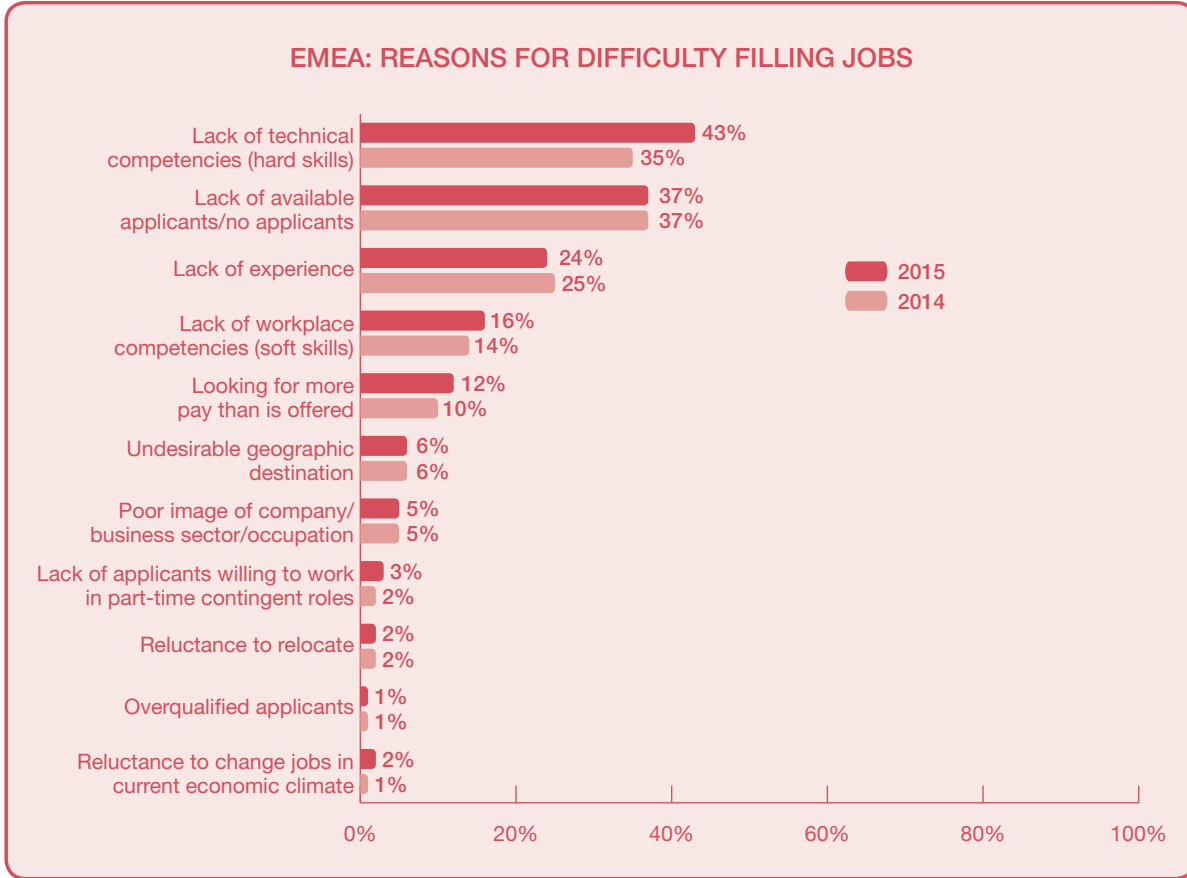
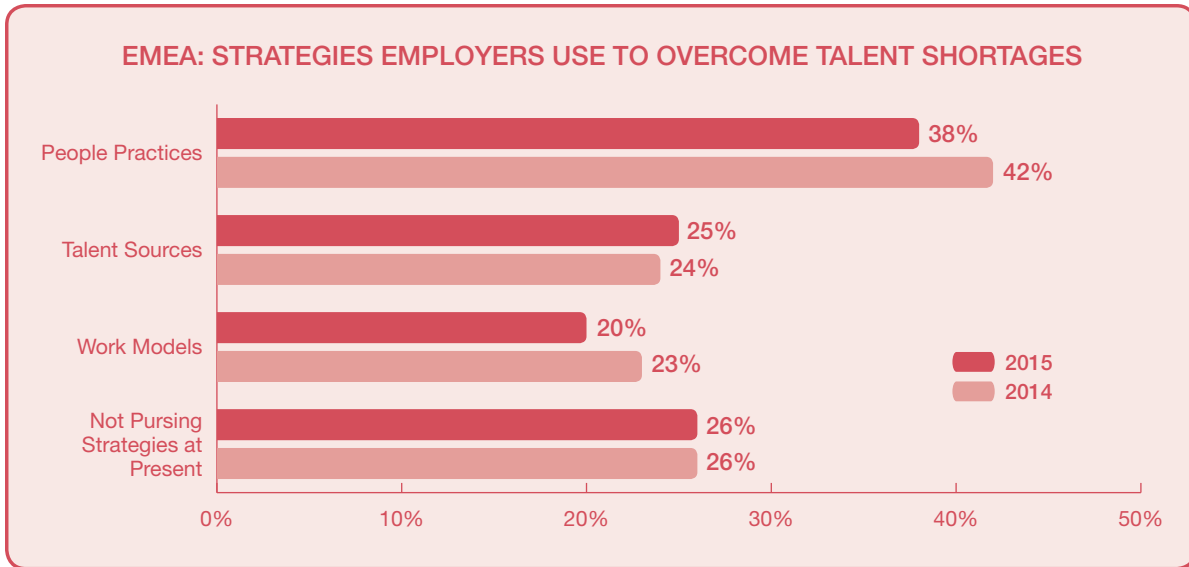


FIGURE 32

### STRATEGIES EMPLOYERS ARE PURSUING TO OVERCOME TALENT SHORTAGES

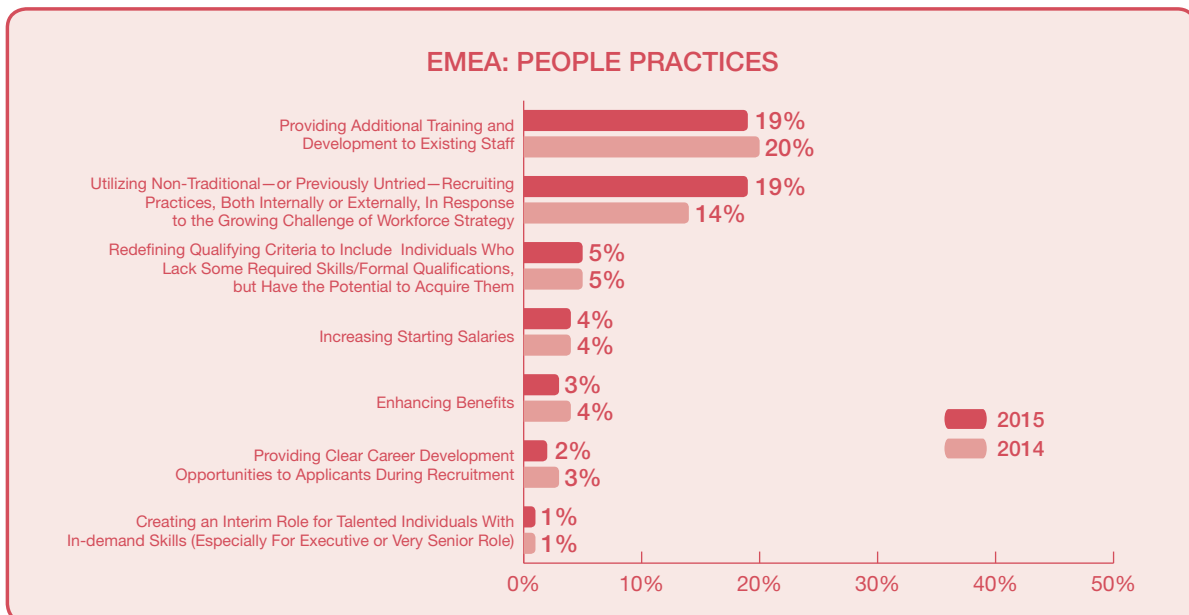
*EMEA employers continue to address the talent shortage issue by developing existing staff, but are also increasingly seeking out non-traditional recruitment channels to help address their people needs*

The adoption of new people practices continues to be the most common over-arching strategy for EMEA employers seeking to address talent shortages, selected by 38% this year. However, this proportion is down from 42% in 2014 and 44% in 2013. Meanwhile, the proportion of employers who are seeking to explore new talent sources continues to grow, standing at 25% in 2015, up from 24% in 2014 and 19% in 2013. One in five (20%) are implementing alternative work models to address their talent needs. As in 2014, one in four (26%) do not have a fixed strategy to address their hiring difficulties at this point in time (Figure 33).



**FIGURE 33**

Provision of new training and development opportunities to existing staff continues to be an important approach in the battle to manage the impact of talent shortages in EMEA, with 19% of hiring managers indicating that they offer this kind of opportunity. Most activity is focused on developing new skills (14%), enhancing existing skills (13%) or supporting employees to achieve additional accreditation/certification (5%) (Figure 34).



**FIGURE 34**

EMEA employers are looking increasingly to non-traditional recruitment routes as another approach to address the talent shortage. Almost one in five (19%) are doing this in 2015, compared with 14% last year and 11% in 2013. In addition, 5% are redefining qualifying criteria to include individuals who lack some required skills and qualifications but have the potential to acquire them.

In terms of exploring new talent sources, EMEA employers are most likely to say they are appointing people who do not yet have the required skills but do have potential to develop and grow (13%), and this is becoming more common, up from 11% last year and 7% in 2013. Some employers (8%) are looking to recruit more from previously untapped talent pools, focusing particularly on young people (3%), while a similar proportion (8%) are partnering with educational institutions to create curriculum aligned to specific talent needs (Figure 35).

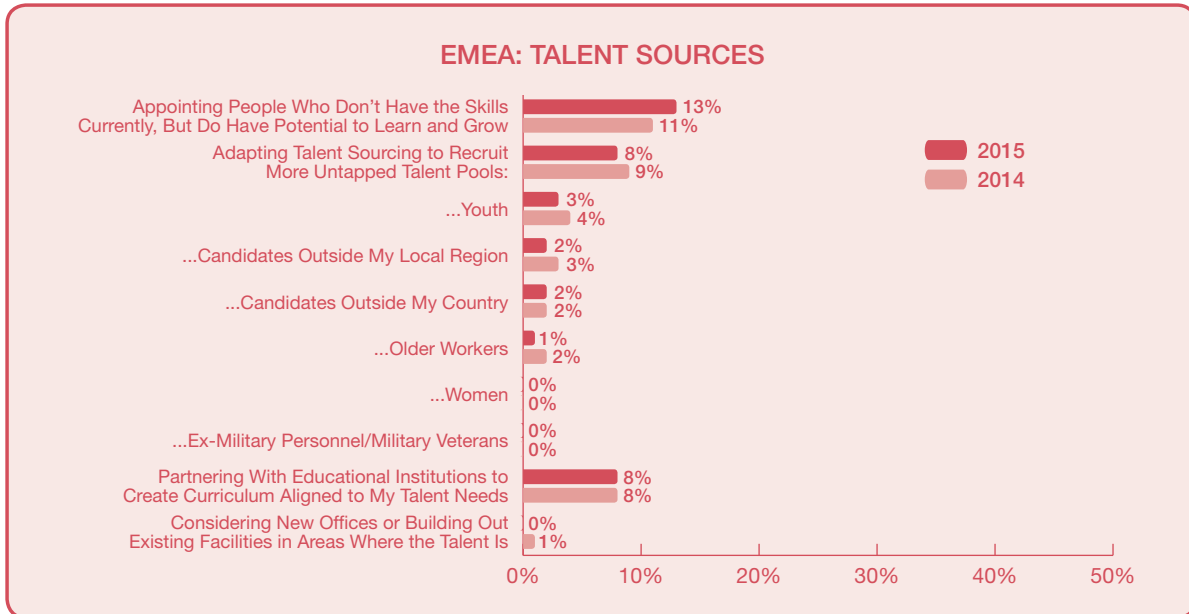


FIGURE 35

For employers who are using alternative work models to help overcome talent shortages, the most common approaches are to increase the focus on improving the company talent pipeline (7%) and to integrate contingent workers into the process (7%) (Figure 36).

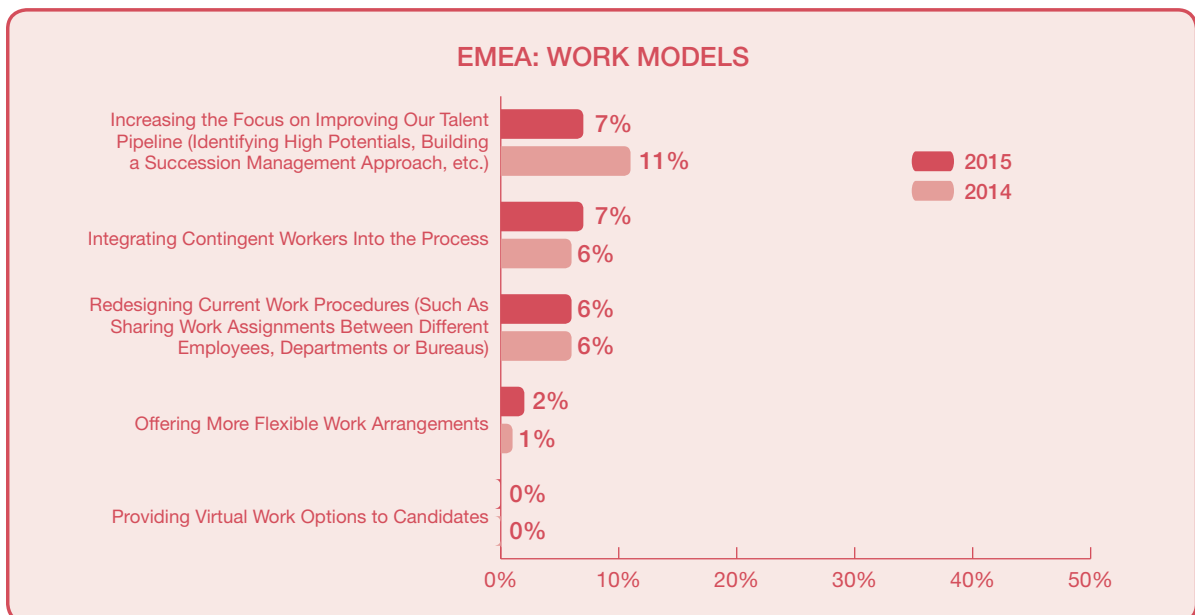
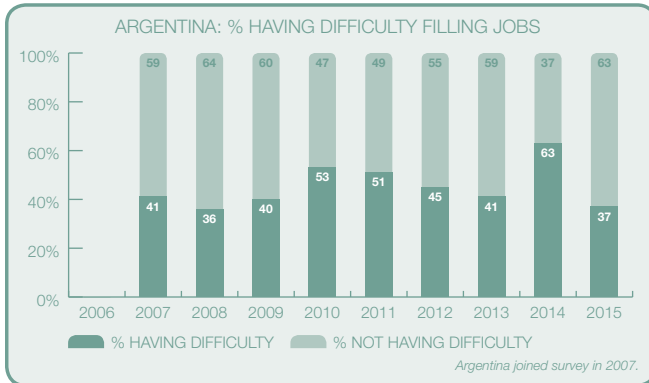


FIGURE 36

# APPENDIX

## Americas

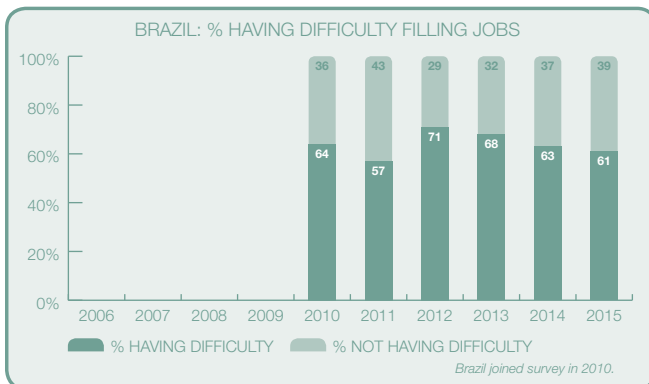
Responses from nearly 14,000 hiring managers in Argentina, Brazil, Canada, Colombia, Costa Rica, Guatemala, Mexico, Panama, Peru and the United States.



### ARGENTINA

#### TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

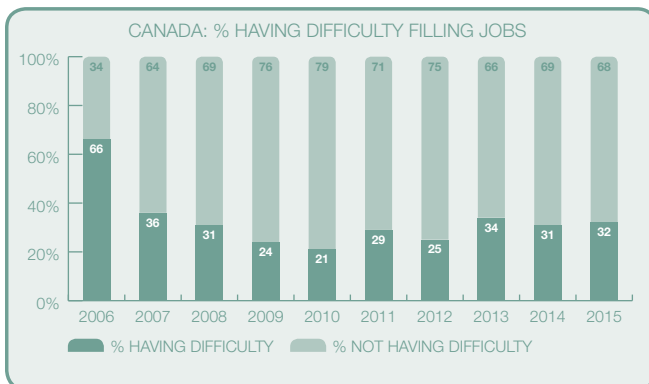
- 1 | Technicians
- 2 | Engineers
- 3 | Skilled Trades
- 4 | Sales Managers
- 5 | Drivers
- 6 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
- 7 | IT Personnel
- 8 | Laborers
- 9 | Management / Executive (Management / Corporate)
- 10 | Sales Representatives



### BRAZIL

#### TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

- 1 | Technicians
- 2 | Skilled Trades
- 3 | Production Operators / Machine Operators
- 4 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
- 5 | Laborers
- 6 | Drivers
- 7 | Sales Representatives
- 8 | Engineers
- 9 | Accounting & Finance Staff
- 10 | IT Personnel

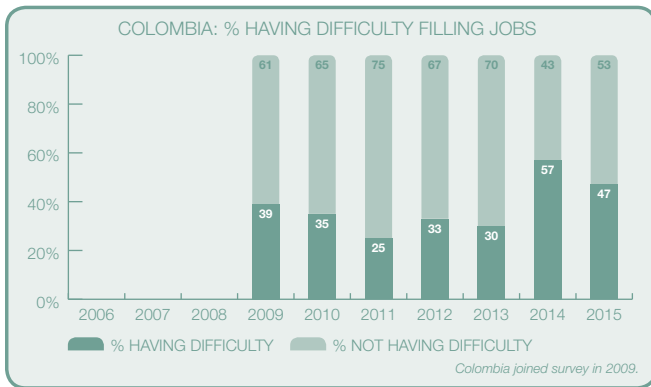


### CANADA

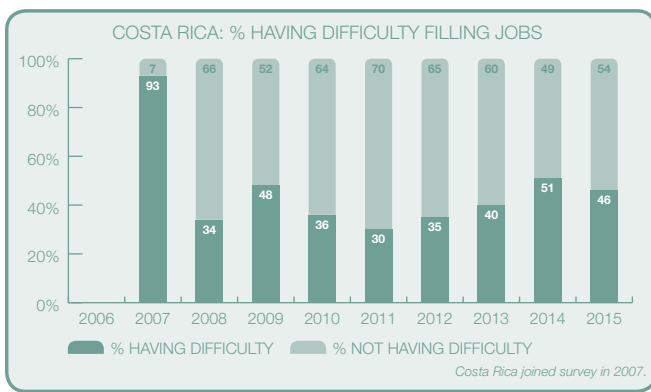
#### TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

- 1 | Skilled Trades
- 2 | Drivers
- 3 | Management / Executive (Management / Corporate)
- 4 | Technicians
- 5 | Sales Representatives
- 6 | Engineers
- 7 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
- 8 | Laborers
- 9 | Accounting & Finance Staff
- 10 | Teachers

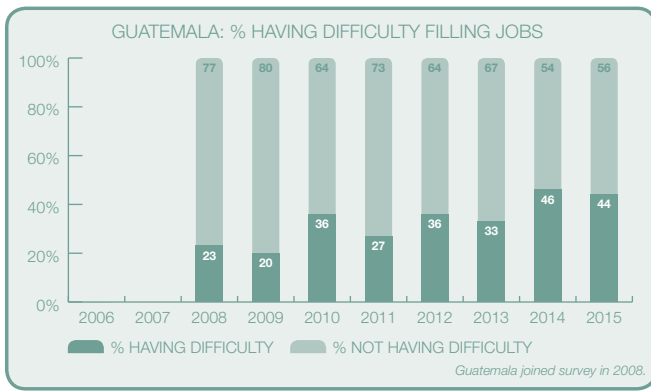




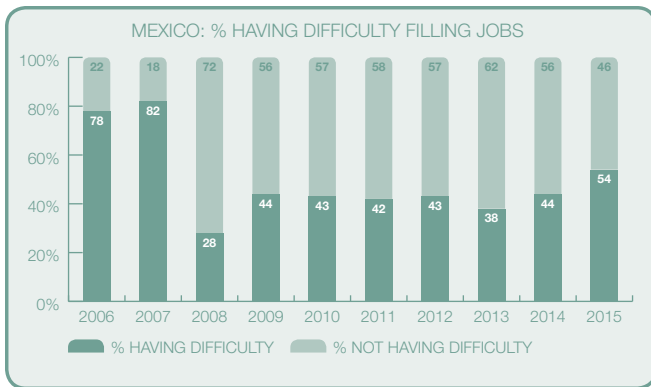
- COLOMBIA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Engineers
  - 2 | Technicians
  - 3 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 4 | Skilled Trades
  - 5 | Management / Executive (Management / Corporate)
  - 6 | Production Operators / Machine Operators
  - 7 | Sales Managers
  - 8 | Sales Representatives
  - 9 | Laborers
  - 10 | Accounting & Finance Staff



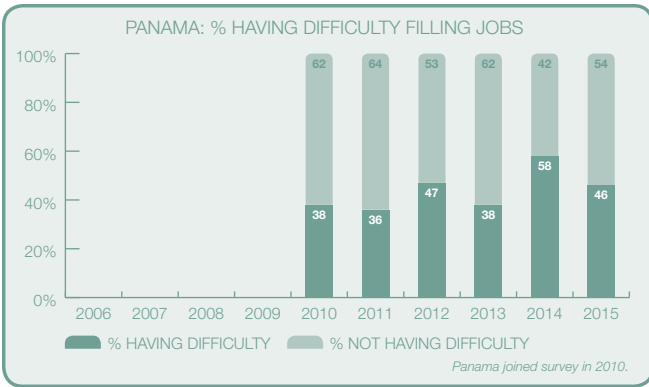
- COSTA RICA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Technicians
  - 2 | Management / Executive (Management / Corporate)
  - 3 | Skilled Trades
  - 4 | Sales Representatives
  - 5 | Production Operators / Machine Operators
  - 6 | Engineers
  - 7 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 8 | Laborers
  - 9 | Accounting & Finance Staff
  - 10 | Drivers



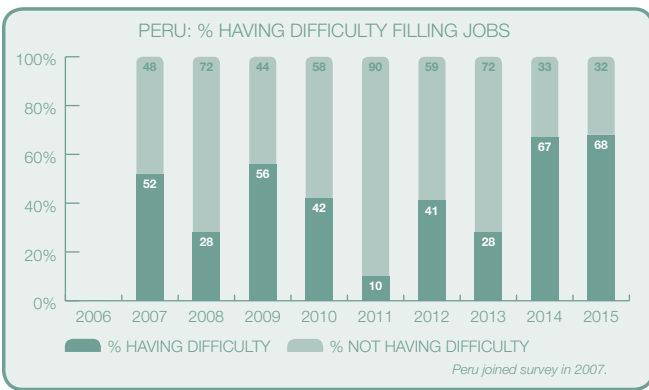
- GUATEMALA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Sales Representatives
  - 2 | Management / Executive (Management / Corporate)
  - 3 | Technicians
  - 4 | Laborers
  - 5 | Accounting & Finance Staff
  - 6 | Engineers
  - 7 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 8 | Skilled Trades
  - 9 | Production Operators / Machine Operators
  - 10 | IT Personnel



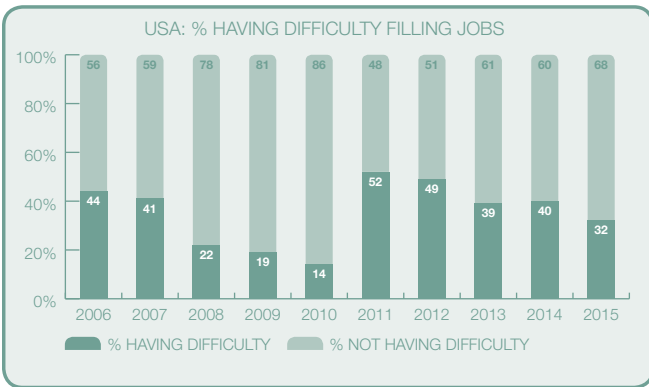
- MEXICO**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Sales Representatives
  - 2 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 3 | Skilled Trades
  - 4 | Engineers
  - 5 | Production Operators / Machine Operators
  - 6 | Technicians
  - 7 | Accounting & Finance Staff
  - 8 | Sales Managers
  - 9 | Management / Executive (Management / Corporate)
  - 10 | IT Personnel



- PANAMA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 2 | Technicians
  - 3 | Sales Representatives
  - 4 | Skilled Trades
  - 5 | Accounting & Finance Staff
  - 6 | IT Personnel
  - 7 | Engineers
  - 8 | Drivers
  - 9 | Sales Managers
  - 10 | Management / Executive (Management / Corporate)



- PERU**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 3 | Technicians
  - 4 | Production Operators / Machine Operators
  - 5 | Sales Representatives
  - 6 | Restaurants & Hotel Staff
  - 7 | Engineers
  - 8 | Customer Service Representatives & Customer Support
  - 9 | Drivers
  - 10 | Accounting & Finance Staff

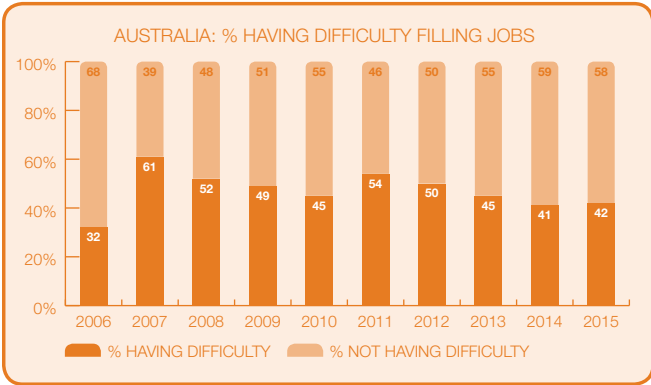


- USA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Drivers
  - 3 | Teachers
  - 4 | Sales Representatives
  - 5 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 6 | Management / Executive (Management / Corporate)
  - 7 | Nurses
  - 8 | Technicians
  - 9 | Accounting & Finance Staff
  - 10 | Engineers

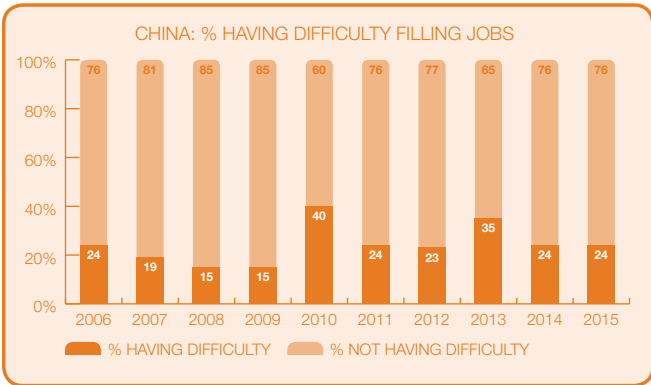
# APPENDIX

## Asia Pacific

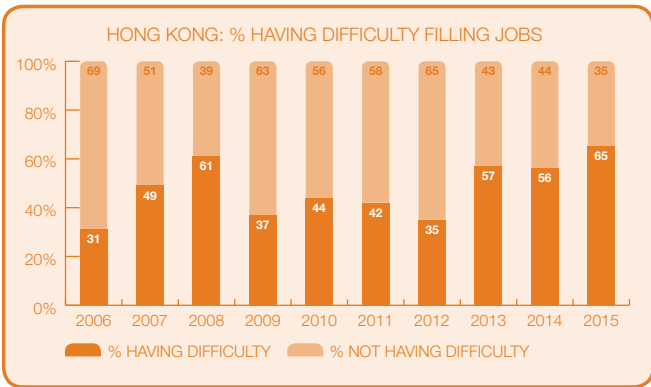
Responses from over 7,700 hiring managers in Australia, China, Hong Kong, India, Japan, New Zealand, Singapore and Taiwan.



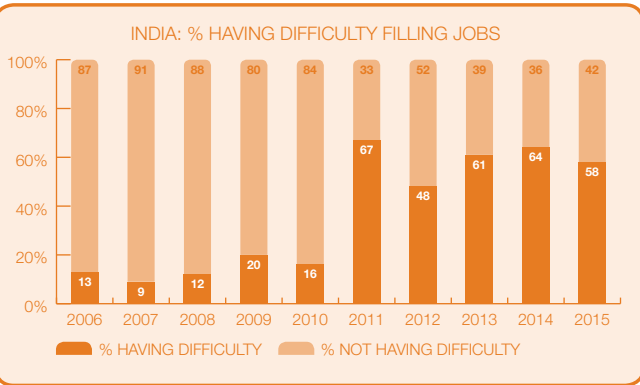
- AUSTRALIA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Management / Executive (Management / Corporate)
  - 3 | Sales Representatives
  - 4 | Engineers
  - 5 | Technicians
  - 6 | Laborers
  - 7 | Accounting & Finance Staff
  - 8 | Drivers
  - 9 | IT Personnel
  - 10 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff



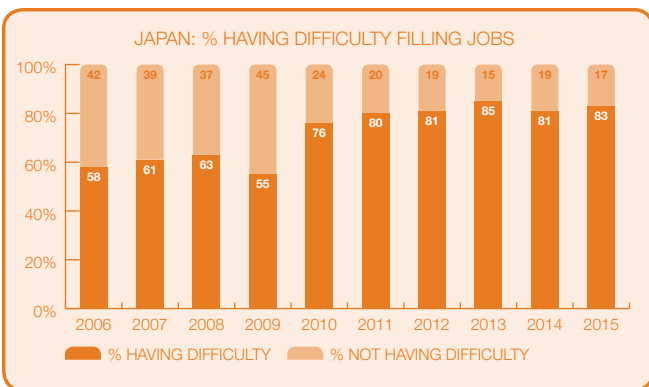
- CHINA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Technicians
  - 2 | Sales Representatives
  - 3 | Sales Managers
  - 4 | Management / Executive (Management / Corporate)
  - 5 | Laborers
  - 6 | Skilled Trades
  - 7 | Engineers
  - 8 | IT Personnel
  - 9 | Production Operators / Machine Operators
  - 10 | Researchers (R&D)



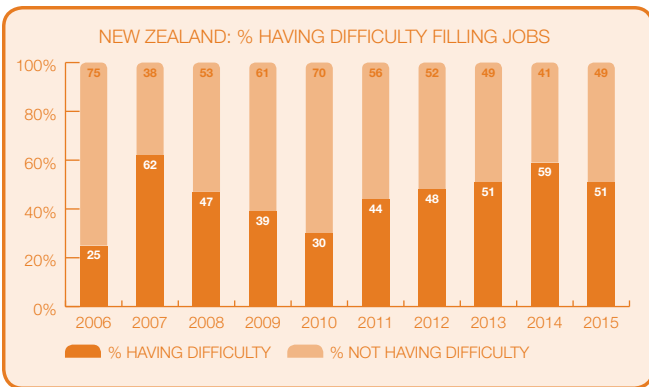
- HONG KONG**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Sales Representatives
  - 2 | Engineers
  - 3 | IT Personnel
  - 4 | Sales Managers
  - 5 | Accounting & Finance Staff
  - 6 | Cleaners & Domestic Staff
  - 7 | Drivers
  - 8 | Skilled Trades
  - 9 | Technicians
  - 10 | Laborers



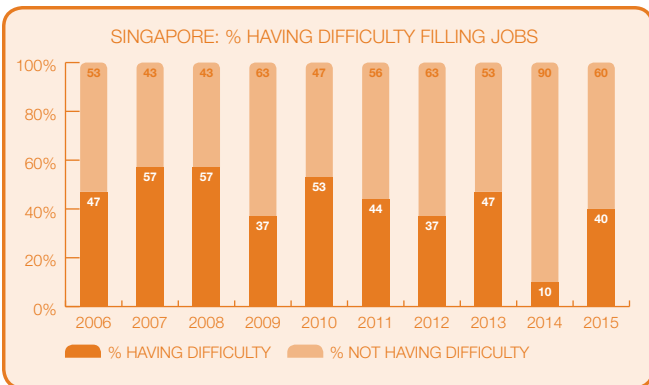
- INDIA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- Accounting & Finance Staff
  - IT Personnel
  - Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - Teachers
  - Engineers
  - Marketing / Public Relations / Communications Staff
  - Sales Managers
  - Management / Executive (Management / Corporate)
  - Legal Staff
  - Researchers (R&D)



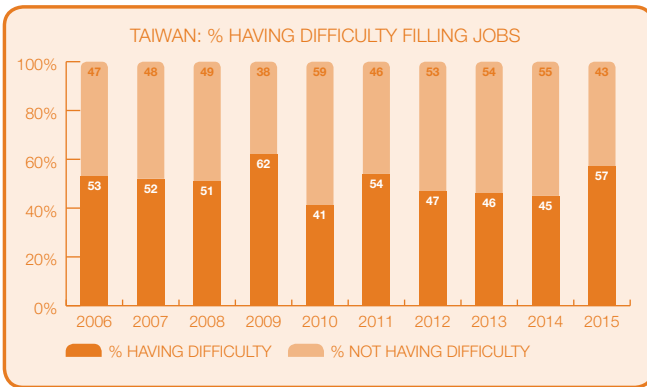
- JAPAN**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- Engineers
  - Sales Representatives
  - IT Personnel
  - Accounting & Finance Staff
  - Drivers
  - Technicians
  - Sales Managers
  - Doctors & other Non-Nursing Health Professionals
  - Laborers
  - Skilled Trades



- NEW ZEALAND**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- Skilled Trades
  - Technicians
  - Engineers
  - Sales Representatives
  - IT Personnel
  - Accounting & Finance Staff
  - Management / Executive (Management / Corporate)
  - Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - Doctors & other Non-Nursing Health Professionals
  - Drivers



- SINGAPORE**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- Accounting & Finance Staff
  - Sales Representatives
  - Engineers
  - Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - Marketing / Public Relations / Communications Staff
  - Production Operators / Machine Operators
  - Sales Managers
  - Insurance Staff (non-sales)
  - IT Personnel
  - Technicians

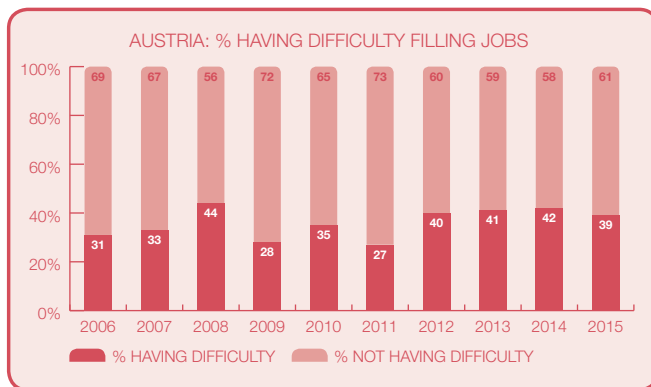


- TAIWAN**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Sales Representatives
  - 2 | Technicians
  - 3 | Engineers
  - 4 | Researchers (R&D)
  - 5 | Production Operators / Machine Operators
  - 6 | Management / Executive (Management / Corporate)
  - 7 | Drivers
  - 8 | Skilled Trades
  - 9 | IT Personnel
  - 10 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff

# APPENDIX

## EMEA

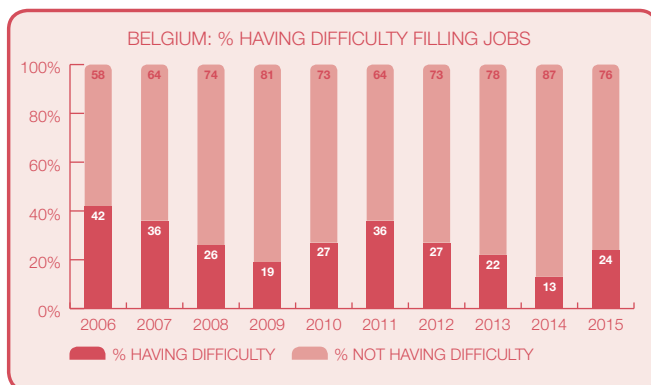
Responses from over 20,000 employers from hiring managers in Austria, Belgium, Bulgaria, Czech Republic, Finland, France, Germany, Greece, Hungary, Ireland, Israel, Italy, Netherlands, Norway, Poland, Romania, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Turkey and U.K.



### AUSTRIA

#### TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

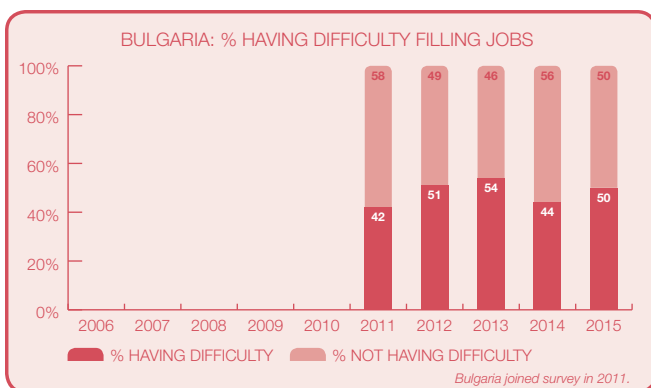
- 1 | Skilled Trades
- 2 | Technicians
- 3 | Drivers
- 4 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
- 5 | Management / Executive (Management / Corporate)
- 6 | Sales Representatives
- 7 | Engineers
- 8 | IT Personnel
- 9 | Accounting & Finance Staff
- 10 | Nurses



### BELGIUM

#### TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

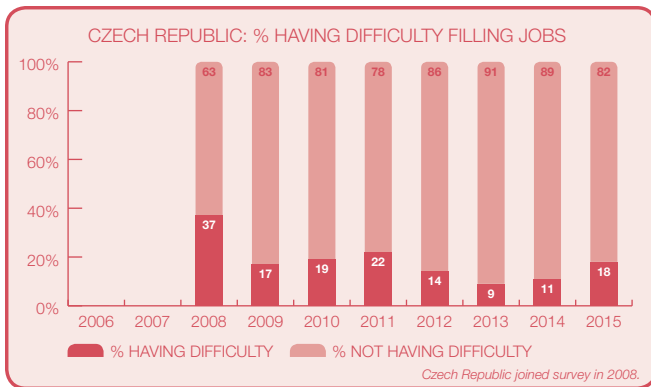
- 1 | Skilled Trades
- 2 | Sales Representatives
- 3 | Technicians
- 4 | Accounting & Finance Staff
- 5 | Drivers
- 6 | IT Personnel
- 7 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
- 8 | Engineers
- 9 | Project Managers
- 10 | Laborers



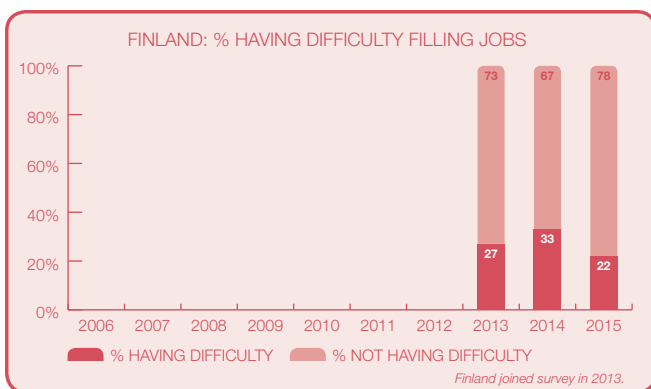
### BULGARIA

#### TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

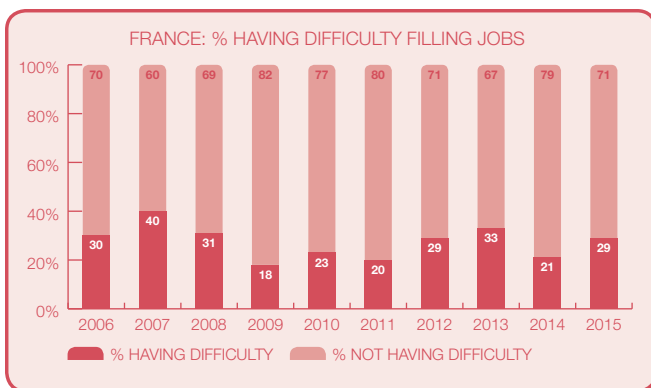
- 1 | Engineers
- 2 | Skilled Trades
- 3 | Management / Executive (Management / Corporate)
- 4 | IT Personnel
- 5 | Accounting & Finance Staff
- 6 | Drivers
- 7 | Doctors & other Non-Nursing Health Professionals
- 8 | Sales Representatives
- 9 | Project Managers
- 10 | Restaurants & Hotel Staff



- CZECH REPUBLIC**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Sales Representatives
  - 3 | Accounting & Finance Staff
  - 4 | Engineers
  - 5 | Technicians
  - 6 | Drivers
  - 7 | Sales Managers
  - 8 | Production Operators / Machine Operators
  - 9 | Management / Executive (Management / Corporate)
  - 10 | Laborers



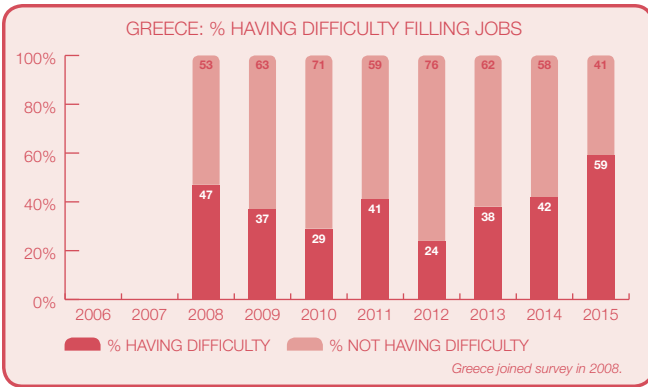
- FINLAND**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Drivers
  - 3 | Sales Representatives
  - 4 | Restaurants & Hotel Staff
  - 5 | Management / Executive (Management / Corporate)
  - 6 | Nurses
  - 7 | Laborers
  - 8 | Supervisors
  - 9 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 10 | Engineers



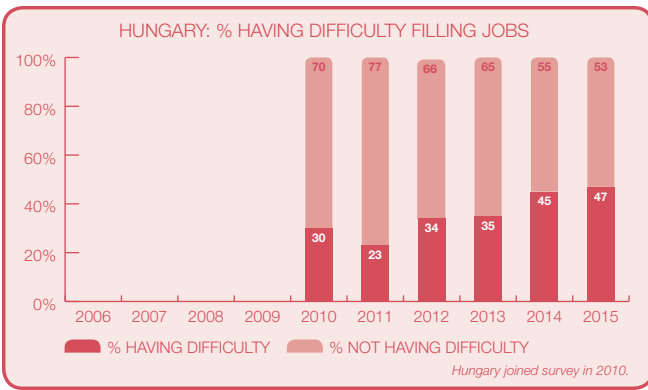
- FRANCE**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Drivers
  - 3 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 4 | Sales Representatives
  - 5 | Management / Executive (Management / Corporate)
  - 6 | Doctors & other Non-Nursing Health Professionals
  - 7 | Technicians
  - 8 | IT Personnel
  - 9 | Restaurants & Hotel Staff
  - 10 | Sales Managers



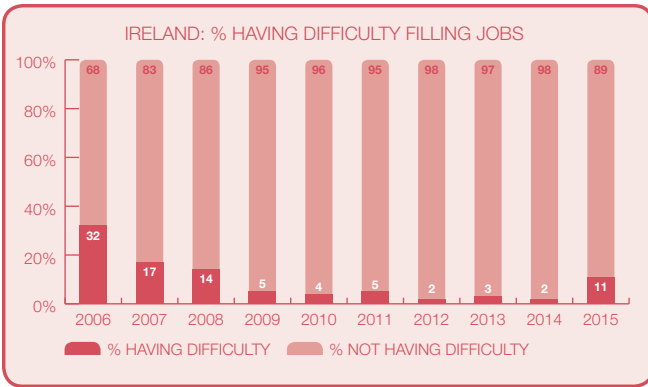
- GERMANY**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Management / Executive (Management / Corporate)
  - 3 | Technicians
  - 4 | IT Personnel
  - 5 | Engineers
  - 6 | Accounting & Finance Staff
  - 7 | Sales Representatives
  - 8 | Sales Managers
  - 9 | Drivers
  - 10 | Doctors & other Non-Nursing Health Professionals



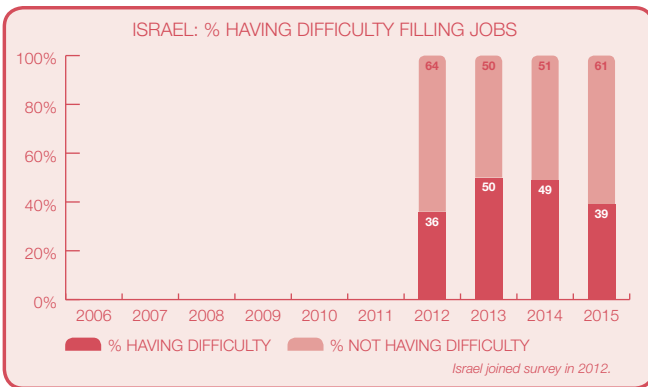
- GREECE**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Sales Representatives
  - 2 | Management / Executive (Management / Corporate)
  - 3 | Skilled Trades
  - 4 | Engineers
  - 5 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 6 | IT Personnel
  - 7 | Technicians
  - 8 | Accounting & Finance Staff
  - 9 | Laborers
  - 10 | Sales Managers



- HUNGARY**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Drivers
  - 3 | Engineers
  - 4 | Accounting & Finance Staff
  - 5 | IT Personnel
  - 6 | Supervisors
  - 7 | Doctors & other Non-Nursing Health Professionals
  - 8 | Production Operators / Machine Operators
  - 9 | Sales Representatives
  - 10 | Restaurants & Hotel Staff

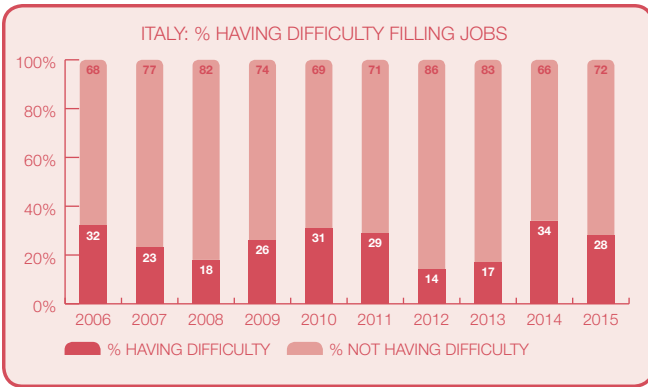


- IRELAND**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Sales Managers
  - 3 | Engineers
  - 4 | Sales Representatives
  - 5 | Drivers
  - 6 | Accounting & Finance Staff
  - 7 | IT Personnel
  - 8 | Management / Executive (Management / Corporate)
  - 9 | Nurses
  - 10 | Technicians

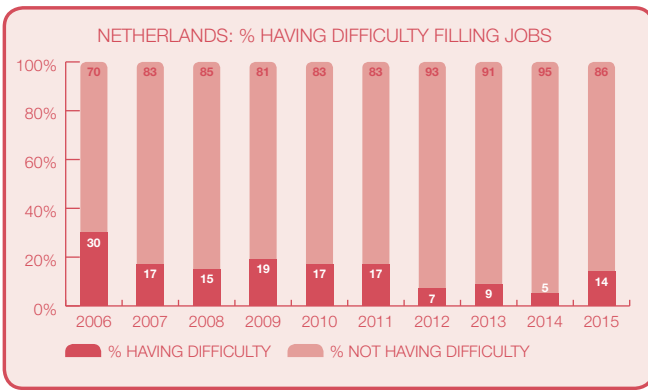


- ISRAEL**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Engineers
  - 3 | Management / Executive (Management / Corporate)
  - 4 | Drivers
  - 5 | Technicians
  - 6 | Sales Representatives
  - 7 | Accounting & Finance Staff
  - 8 | Cleaners & Domestic Staff
  - 9 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 10 | IT Personnel

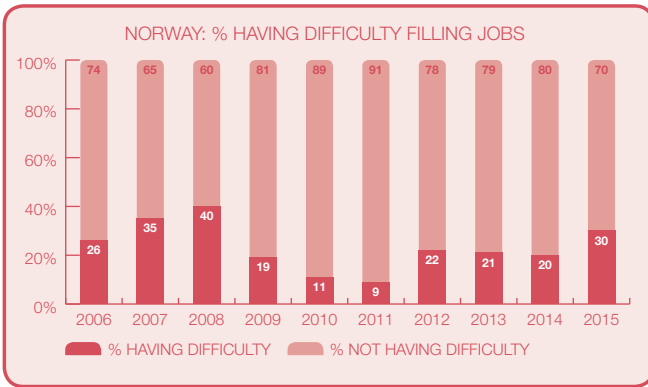




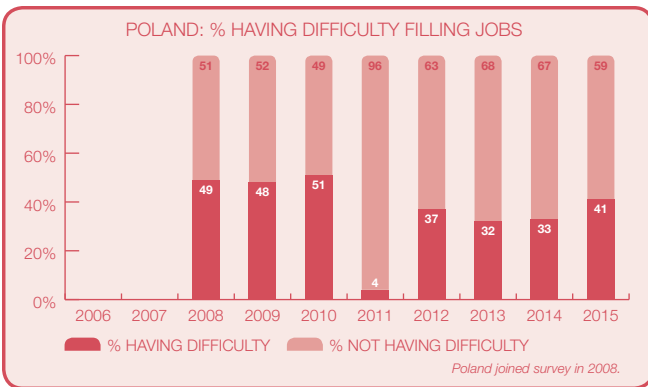
- ITALY**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 3 | Technicians
  - 4 | Sales Representatives
  - 5 | Accounting & Finance Staff
  - 6 | IT Personnel
  - 7 | Teachers
  - 8 | Sales Managers
  - 9 | Doctors & other Non-Nursing Health Professionals
  - 10 | Restaurants & Hotel Staff



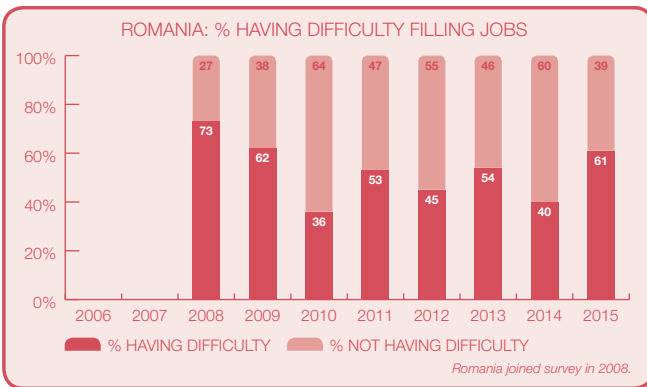
- NETHERLANDS**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 3 | Technicians
  - 4 | Doctors & other Non-Nursing Health Professionals
  - 5 | Management / Executive (Management / Corporate)
  - 6 | IT Personnel
  - 7 | Laborers
  - 8 | Customer Service Representatives & Customer Support
  - 9 | Engineers
  - 10 | Sales Representatives



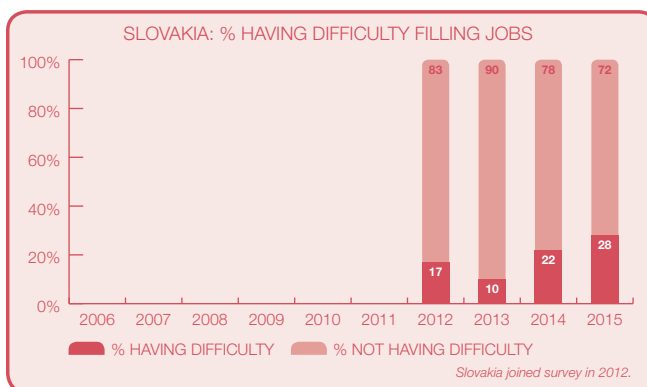
- NORWAY**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Engineers
  - 3 | Drivers
  - 4 | Accounting & Finance Staff
  - 5 | Management / Executive (Management / Corporate)
  - 6 | Technicians
  - 7 | Doctors & other Non-Nursing Health Professionals
  - 8 | Sales Representatives
  - 9 | Teachers
  - 10 | Nurses



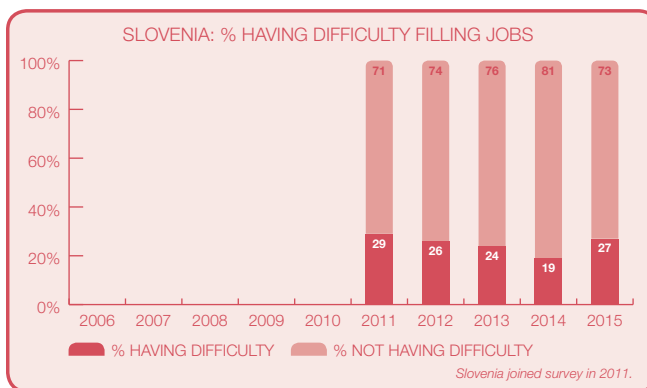
- POLAND**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Engineers
  - 3 | Technicians
  - 4 | IT Personnel
  - 5 | Drivers
  - 6 | Production Operators / Machine Operators
  - 7 | Accounting & Finance Staff
  - 8 | Management / Executive (Management / Corporate)
  - 9 | Sales Representatives
  - 10 | Laborers



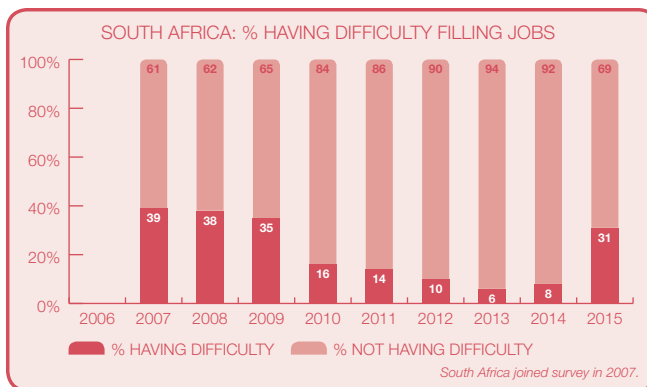
- ROMANIA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Engineers
  - 3 | Drivers
  - 4 | Management / Executive (Management / Corporate)
  - 5 | IT Personnel
  - 6 | Sales Representatives
  - 7 | Accounting & Finance Staff
  - 8 | Sales Managers
  - 9 | Restaurants & Hotel Staff
  - 10 | Laborers



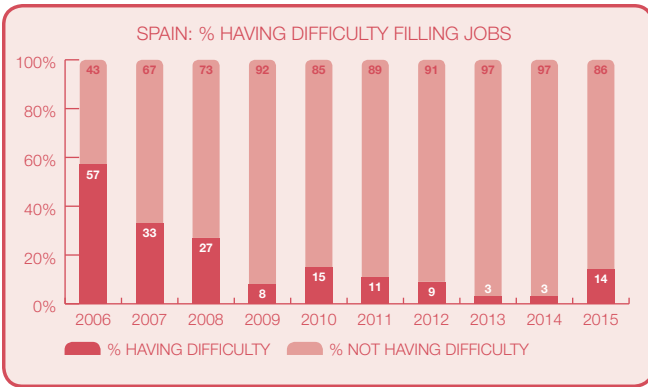
- SLOVAKIA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Drivers
  - 3 | Sales Representatives
  - 4 | IT Personnel
  - 5 | Engineers
  - 6 | Technicians
  - 7 | Accounting & Finance Staff
  - 8 | Restaurants & Hotel Staff
  - 9 | Sales Managers
  - 10 | Laborers



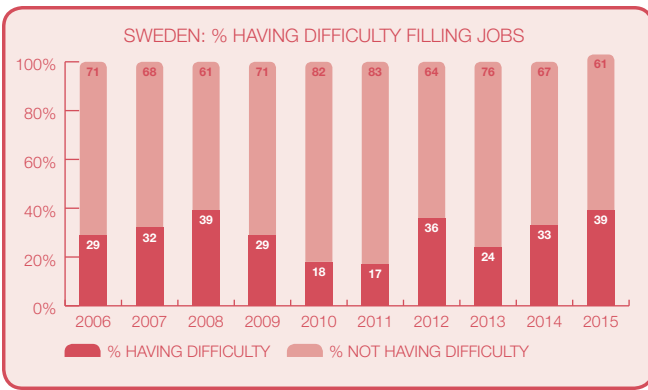
- SLOVENIA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Laborers
  - 3 | Engineers
  - 4 | Drivers
  - 5 | Sales Representatives
  - 6 | IT Personnel
  - 7 | Doctors & other Non-Nursing Health Professionals
  - 8 | Technicians
  - 9 | Restaurants & Hotel Staff
  - 10 | Sales Managers



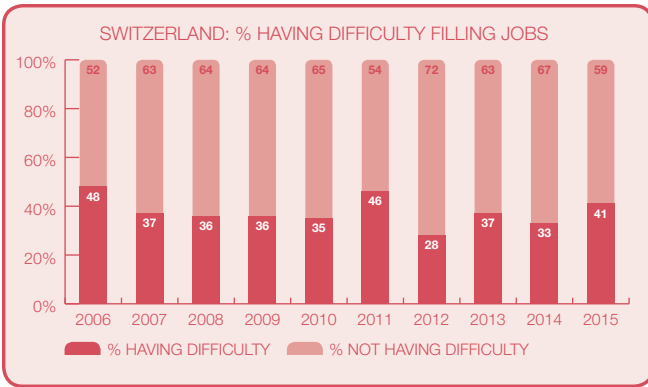
- SOUTH AFRICA**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Engineers
  - 3 | Management / Executive (Management / Corporate)
  - 4 | Accounting & Finance Staff
  - 5 | Sales Representatives
  - 6 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 7 | Drivers
  - 8 | Technicians
  - 9 | Teachers
  - 10 | IT Personnel



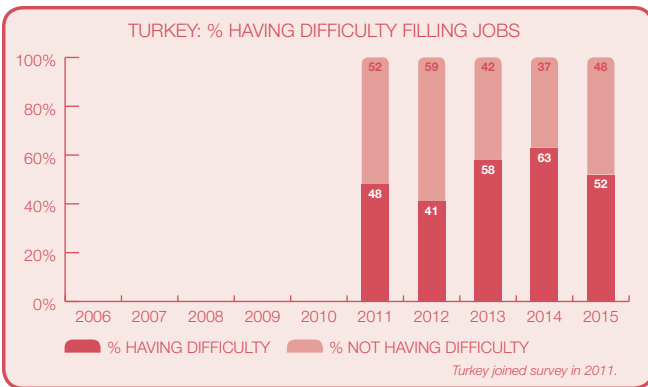
- SPAIN**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Technicians
  - 3 | Engineers
  - 4 | IT Personnel
  - 5 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 6 | Drivers
  - 7 | Nurses
  - 8 | Accounting & Finance Staff
  - 9 | Teachers
  - 10 | Legal Staff



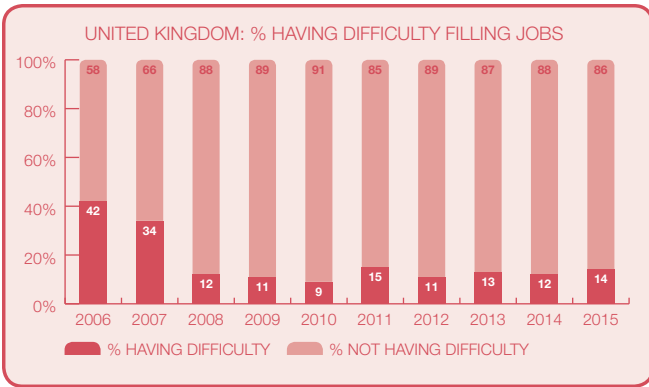
- SWEDEN**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Drivers
  - 3 | Sales Representatives
  - 4 | Doctors & other Non-Nursing Health Professionals
  - 5 | Restaurants & Hotel Staff
  - 6 | Supervisors
  - 7 | Engineers
  - 8 | Technicians
  - 9 | Production Operators / Machine Operators
  - 10 | Management / Executive (Management / Corporate)



- SWITZERLAND**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Management / Executive (Management / Corporate)
  - 3 | Sales Representatives
  - 4 | Accounting & Finance Staff
  - 5 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 6 | Engineers
  - 7 | Legal Staff
  - 8 | Technicians
  - 9 | Supervisors
  - 10 | Project Managers



- TURKEY**  
**TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Engineers
  - 3 | Technicians
  - 4 | Accounting & Finance Staff
  - 5 | Sales Representatives
  - 6 | Laborers
  - 7 | Marketing / Public Relations / Communications Staff
  - 8 | Restaurants & Hotel Staff
  - 9 | Drivers
  - 10 | Management / Executive (Management / Corporate)



- UNITED KINGDOM  
TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING**
- 1 | Skilled Trades
  - 2 | Engineers
  - 3 | Drivers
  - 4 | Sales Representatives
  - 5 | Accounting & Finance Staff
  - 6 | Management / Executive (Management / Corporate)
  - 7 | Nurses
  - 8 | Technicians
  - 9 | Secretaries, PAs, Receptionists, Admin Asst. & Office Support Staff
  - 10 | Customer Service Representatives & Customer Support

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