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.

54% of companies globally report talent shortages, the highest in over a decade.

### France Results

- **Talent Shortages**
  - 36% of employers in France are having difficulty filling jobs.

### The Hardest Skills to Find

**Skilled Trades** followed by **Driving & Logistics** and **Sales & Marketing** are the hardest roles to fill.

### 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

- **Challenging work in the form of education, experience and exposure**
- **Flexibility and control over calendar** is a must and contributes to worker wellbeing
- **Personalized career insight, driven from data and assessment**
- **Purpose is a must.** Workers want to take pride in what they do and who they work for

### A Holistic Talent Strategy

- **Build**: Invest in learning and development to grow your talent pipeline
- **Buy**: Go to external markets to find the best talent that cannot be built in-house in the timeframe required
- **Borrow**: Cultivate communities of talent outside the organization, including part-time, freelance, contract and temporary workers to complement existing skills
- **Bridge**: Help people move on and move up to new roles inside or outside the organization