



# BE THE CHANGE

For an inspirational or strategic interaction  
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**.AGORIA**

# Detailed and supported by science



## Quantitative research into the demand

- ▶ How big is the labour demand today?
- ▶ What is the **expected evolution** of this demand up to 2030?



## Quantitative research into the supply

Who is **available** to work between now and 2030?



## Qualitative research

Which **competences** are **indispensable** in a digitalising world?  
Now and in the future.

## ABOUT THIS STUDY

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ICT	annum	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>L</b>													
FL		82.440	82.791	84.653	85.612	86.116	86.791	87.620	88.347	89.075	89.803	90.532	91.262
WAL		23.925	23.904	23.754	24.163	24.723	25.105	25.451	25.830	26.206	26.589	26.975	27.366
BXL		27.642	27.018	26.094	25.884	25.942	25.694	26.037	26.084	26.199	26.278	26.372	26.457
<b>BE (excl. V)</b>		<b>134.008</b>	<b>133.713</b>	<b>134.501</b>	<b>135.658</b>	<b>136.780</b>	<b>137.589</b>	<b>139.108</b>	<b>140.261</b>	<b>141.480</b>	<b>142.670</b>	<b>143.880</b>	<b>145.085</b>
growth rate		0,19%	-0,22%	0,59%	0,86%	0,83%	0,59%	1,10%	0,83%	0,87%	0,84%	0,85%	0,84%
FL + V		88.221	88.596	90.589	91.615	92.155	92.877	93.764	94.543	95.321	96.100	96.881	97.662
WAL + V		24.836	24.814	24.658	25.082	25.664	26.060	26.419	26.813	27.203	27.601	28.002	28.407
BXL + V		29.017	28.361	27.391	27.171	27.232	26.971	27.332	27.381	27.502	27.585	27.684	27.772
<b>BE + V</b>		<b>142.074</b>	<b>141.772</b>	<b>142.639</b>	<b>143.869</b>	<b>145.050</b>	<b>145.909</b>	<b>147.516</b>	<b>148.736</b>	<b>150.027</b>	<b>151.286</b>	<b>152.567</b>	<b>153.841</b>
<b>y/L (lopende prijzen)</b>													
FL		118.252	99.400	115.682	119.625	122.168	125.534	128.727	132.117	135.601	139.180	142.855	146.629
WAL		100.525	78.553	96.218	103.082	102.523	105.977	109.306	112.777	116.284	119.889	123.562	127.318
BXL		161.543	158.712	168.143	176.688	178.201	182.035	181.650	183.382	184.611	186.107	187.481	188.931
<b>BE (excl. V)</b>		<b>124.017</b>	<b>107.658</b>	<b>122.422</b>	<b>127.566</b>	<b>129.245</b>	<b>132.517</b>	<b>135.080</b>	<b>138.089</b>	<b>141.099</b>	<b>144.228</b>	<b>147.418</b>	<b>150.701</b>
growth rate		2,13%	-13,19%	13,71%	4,20%	1,32%	2,53%	1,93%	2,23%	2,18%	2,22%	2,21%	2,23%
BE + V		116.976	101.538	115.437	120.286	121.876	124.961	127.381	130.220	133.060	136.014	139.024	142.122
<b>y (lopende prijzen)</b>													
FL		9.749	8.229	9.793	10.241	10.521	10.895	11.279	11.672	12.079	12.499	12.933	13.382
WAL		2.405	1.878	2.286	2.491	2.535	2.661	2.782	2.913	3.047	3.188	3.333	3.484
BXL		4.465	4.288	4.388	4.573	4.623	4.677	4.730	4.783	4.837	4.890	4.944	4.998
<b>BE</b>		<b>16.619</b>	<b>14.395</b>	<b>16.466</b>	<b>17.305</b>	<b>17.678</b>	<b>18.233</b>	<b>18.791</b>	<b>19.368</b>	<b>19.963</b>	<b>20.577</b>	<b>21.210</b>	<b>21.864</b>
growth rate		2,32%	-13,38%	14,38%	5,10%	2,15%	3,14%	3,06%	3,08%	3,07%	3,08%	3,08%	3,08%

## ABOUT THIS STUDY

# AGORIA



Sector	Job (Belgium, Flanders, Wallonia)	Belgium			
		2020	2030		
Chemicals and life sciences	IT service manager	1.599	1.720	121	
Chemicals and life sciences	IT specialist	2.871	3.372	501	
Construction	IT service manager	2.981	4.600	1.619	
Construction	IT specialist	3.570	4.588	1.018	
Corporate and personal service	IT service manager	2.961	4.222	1.262	
Corporate and personal service	IT professional	12.208	21.931	9.723	
Corporate and personal service	IT technician	3.672	6.144	2.473	
Education	IT service manager	4.077	4.838	762	
Education	IT professional	2.561	3.097	536	
Education	IT technician	1.459	1.669	210	
Financial services	IT service manager	2.991	4.151	1.159	
Financial services	IT professional	12.453	13.816	1.363	
Financial services	IT technician	951	1.094	143	
Healthcare	IT service manager	3.967	6.366	2.400	
Healthcare	IT professional	3.502	4.827	1.324	
Healthcare	IT technician	1.220	1.762	542	
ICT	Production & ICT service manager	10.138	11.583	1.444	2020
ICT	Software & application developer	53.857	64.611	10.754	85.484
ICT	Database & network professional	10.844	13.009	2.165	2030
ICT	IT technician	10.645	12.129	1.484	101.331
Media and digital entertainment	IT service manager	1.770	2.443	673	
Media and digital entertainment	IT professional	3.066	4.393	1.327	
Media and digital entertainment	IT technician	5.595	6.691	1.096	
Public sector	IT service manager	1.358	1.568	210	
Public sector	IT professional	9.544	10.348	805	
Public sector	IT technician	2.282	2.515	232	
Technology industry	IT service manager	1.254	1.279	26	
Technology industry	IT specialist	4.590	6.582	1.992	
Traditional industry	IT service manager	2.053	2.068	15	
Traditional industry	IT specialist	2.261	2.575	314	
Transportation and logistics	IT service manager	3.745	4.871	1.126	
Transportation and logistics	IT specialist	3.035	7.122	4.087	
Utilities	IT service manager	568	702	135	
Utilities	IT specialist	2.094	2.478	384	
Wholesale and retail	IT service manager	3.482	4.096	614	
Wholesale and retail	IT professional	9.489	12.801	3.312	
Wholesale and retail	IT technician	3.131	4.777	1.647	
		<b>207.842</b>	<b>266.839</b>		



# Increasing pressure on the labour market



**142,000**

vacancies

2019:  
more than  
142,000 vacancies



**+0.56%**

labour demand

Between now and 2030:  
annual increase in labour  
demand of 0.56%



**-0.11%**

labour supply

Between now and 2030:  
annual decrease in labour  
supply of 0.11%



**541,000**

vacancies

2030:  
541,000 vacancies  
without extra measures



# Which strategies should we roll out?



**Activation**



**Sustainable  
productivity growth**



**Continuous  
training**

# 27 crucial skills in a digitizing world

	<p><b>DAILY USE</b></p> <ul style="list-style-type: none"> <li>■ Using digital devices &amp; apps</li> <li>■ Guarding identity and digital well-being</li> <li>■ Searching for and assessing information</li> </ul>	<p><b>COLLABORATION</b></p> <ul style="list-style-type: none"> <li>■ Digitaal cooperation</li> <li>■ Project management</li> <li>■ Multi-disciplinary work</li> </ul>	<p><b>COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>■ Empathy</li> <li>■ Multilingualism</li> <li>■ Goal-oriented communication</li> </ul>	<p><b>CREATIVITY &amp; INNOVATION</b></p> <ul style="list-style-type: none"> <li>■ Creative and innovative thinking</li> <li>■ User-oriented thinking</li> <li>■ Creating digital content</li> </ul>
	<p><b>SOLUTIONS</b></p> <ul style="list-style-type: none"> <li>■ Devising efficient solutions</li> <li>■ Using digital tools</li> <li>■ Solving technical problems</li> </ul>	<p><b>PERSONAL DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>■ Active self-development</li> <li>■ Resilience</li> <li>■ People management &amp; coaching</li> </ul>	<p><b>SECURITY</b></p> <ul style="list-style-type: none"> <li>■ Protecting digital devices</li> <li>■ Protecting data &amp; privacy</li> <li>■ Respecting copyright</li> </ul>	<p><b>DATAMANAGEMENT &amp; AI</b></p> <ul style="list-style-type: none"> <li>■ Collecting &amp; managing data</li> <li>■ Analysing and visualizing data</li> <li>■ Making data-driven decisions</li> </ul>

# CIO – ICT service manager

ISCO 133



## Digiskills level of job profile



## Profile demand

Today	43.200
2030	57.900

### Upskilling 2022 - 2030: + 12 skill levels

#### Level 0 to 1

#### Level 1 to 2

- Empathy
- Creating digital content
- Resilience

#### Level 2 to 3

- Guarding identity and well-being
- Digital cooperation
- Multidisciplinary work
- Goal-oriented communication
- Creative thinking & innovation
- User-oriented thinking
- People management & coaching
- Analysing and visualising data
- Making data-driven decisions



# CIO – ICT service manager

## Daily use

Using digital devices & apps	2020	1	2	3
	2030			
Guarding identity and well-being				
Searching for & assessing information				



# CIO – ICT service manager

## Collaboration

Digital cooperation				
Project management				
Multidisciplinary work				



# CIO – ICT service manager

## Communication

Empathy				
Multilingualism				
Goal-oriented communication				



# CIO – ICT service manager

## Creativity & innovation

Creative thinking and innovation				
User-oriented thinking				
Creating digital content				

# CIO – ICT service manager



## Solutions

Devising efficient solutions				
Using digital tools				
Solving technical problems				



# CIO – ICT service manager

## Personal development

Active self-development	Light Green	Light Green	Light Green	White
	Light Green	Light Green	Light Green	White
Resilience	Light Green	Light Green	White	White
	Light Green	Light Green	Dark Green	White
People management & coaching	Light Green	Light Green	Light Green	White
	Light Green	Light Green	Light Green	Dark Green



# CIO – ICT service manager

## Security

Protecting digital devices				
Protecting data & privacy				
Respecting copyright				



# CIO – ICT service manager

## Data management & AI

Collecting & managing data				
Analysing and visualizing data				
Making data-driven decisions				



# CIO – ICT service manager

## Software, apps & web

Web, Mobile & app design				
Development & coding				
Managing the cloud & networks				

# CIO – ICT service manager

## AS IS

The best technical profile in class

Making tools and solutions work

Cost / Investment

Managing a team of selected profiles

Operational focus

Combining strong strategic & technical insights

Guaranteeing user acceptance & 100% effectiveness

ROI & source for business opportunities

Modelling a team and making it evolve

Member of the strategic board

**AGORIA**



## TO BE



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