



The Future of Work

Strategies for the digital transition

April, 20th 2023

Copyright © 2023 Deloitte Development LLC. All rights reserved.



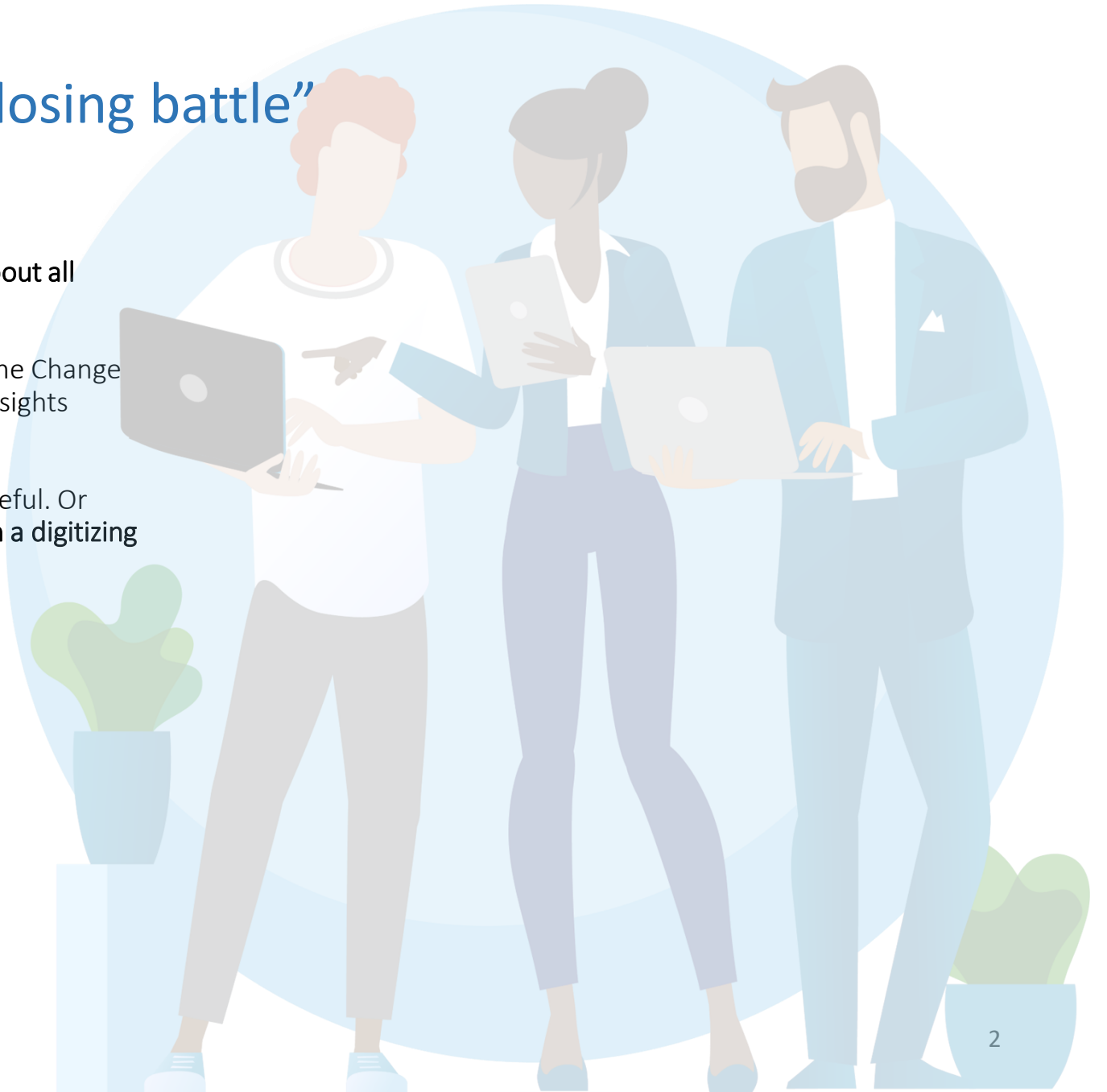
“Retraining to avoid fighting a losing battle”

“Jobs are disappearing, new roles are being created and just about all existing jobs are changing significantly in terms of content.

We have been making this clear since 2018 with Agoria's Be The Change program. Those labor market analyses provide us with clear insights about the "future of work.

Sometimes counterintuitive, often challenging but always hopeful. Or how about "for every job that disappears due to automation, in a digitizing world 3 new jobs will be created?" Do you feel the challenge?"

Bart Steukers, CEO Agoria



“We can not afford this”

“The "war for talent" is raging ever more emphatically: **with a vacancy rate of 4.9% - the 2nd highest in Europe** - our companies have been fighting a bitter battle to attract people for years.

Companies are increasingly taking on an important training role themselves. Out of necessity, because it is becoming increasingly difficult to find people with the required qualifications. Together with Agoria and Deloitte, **we want to anticipate this 'skills transition'**: how do we map out which jobs will disappear, and which ones will gain in importance? How do we optimally evolve from point A to point B?

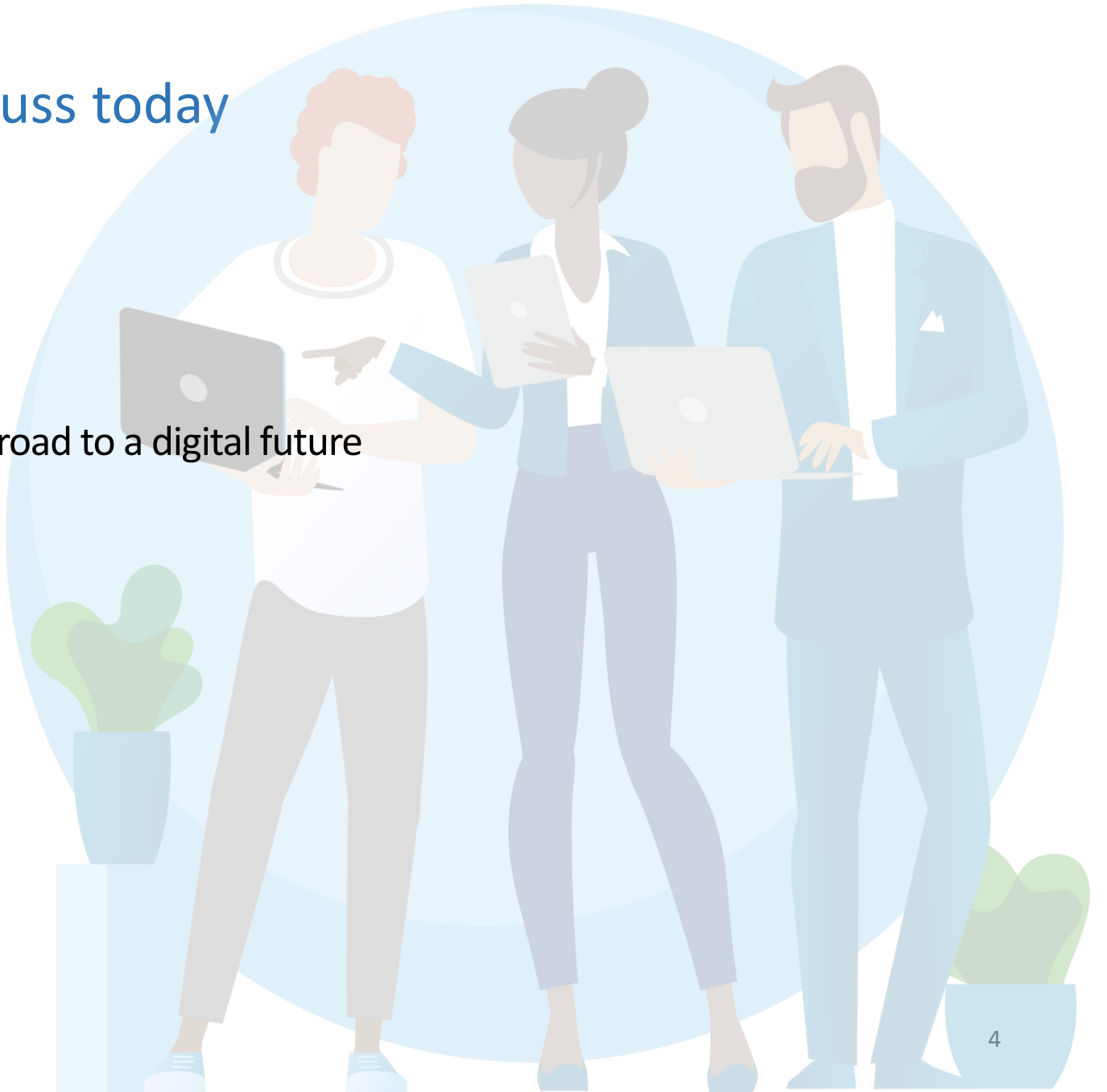
We formulate concrete recommendations for companies, individuals and policies and illustrate this with a case study. Training and lifelong learning are a crucial key to a sound labor market and competitiveness policy. Our recommendations aim for a more holistic approach to the skills transition.”

Monica De Jonghe, Director general and executive manager of competence center 'Work and social security' FEB



An outline of what we will discuss today

1. **Macroeconomic Insights**
2. Citizens & businesses: together on the road to a digital future
3. Case Study: data stewardship



Jobs that come, jobs that go

Strong job creation is complementary to the fact that we are digitizing and automating processes. We see an equally strong need for profiles that are in close contact with people, citizens, patients, customers, students and for whom there is a strong focus on 'human skills'.

Rising importance of data skills and 'human skills'

Analyses show that people in a digitizing world will especially need to **acquire skills on:**

- Knowledge of data collection and data management
- Knowledge of data visualizations and data analysis
- Knowledge of how to make decisions based on data.

Additionally, **social, emotional, human skills**, will also become increasingly important



Reskill, a fresh start with good assets

According to the **Deloitte Global Human Capital Trends Survey:**

- 72% of corporate decision makers believe 'the ability of people to adapt, retrain and take on new roles' is key to cope with disruptions in the future.
- 41% of those executives find 'elevating employees to a higher level through upskilling, retraining and mobility' the most important forward-looking action.

Striking is that only 17% of executives indicate that there is great willingness among employees to adapt, retrain and take on new roles.

Estimation of jobs coming & going	
Estimated number of jobs disappearing between 2023 and 2030	126.000
Estimated number of additional jobs created between 2023 and 2030	477.000
Estimated net job gains	351.000

Jobs that come, jobs that go

Strong job creation is complementary to the fact that we are digitizing and automating processes. We see an equally strong need for profiles that are in close contact with people, citizens, patients, customers, students and for whom there is a strong focus on 'human skills'.



Sectors with strongest predicted **job creation** between now - 2030:

1. Services to businesses
2. Healthcare sector
3. Construction
4. ICT
5. Wholesale and retail trade
6. Education

Demand for digital experts and 'data stewards'

- Need for additional digital experts: **45,000 additional profiles** between now and 2030. This is a figure on top of all the replacements that need to be provided. Of those additional profiles, 10,000 digital experts in the ICT sector itself are in demand.
- The **new digital job** questions mainly concern the following areas:
 - **Data & AI**
 - **Cybersecurity & ethics**
 - **Infrastructure**

In the financial sector, which includes banks and insurers, 5,500 of support and administrative jobs will be obsolete.

An estimate of the additional need for the broadly defined profile of "data steward" brings us to 7,600 additional requested profiles between now and 2030, spread across different sectors

Skills, the key to activation & productivity

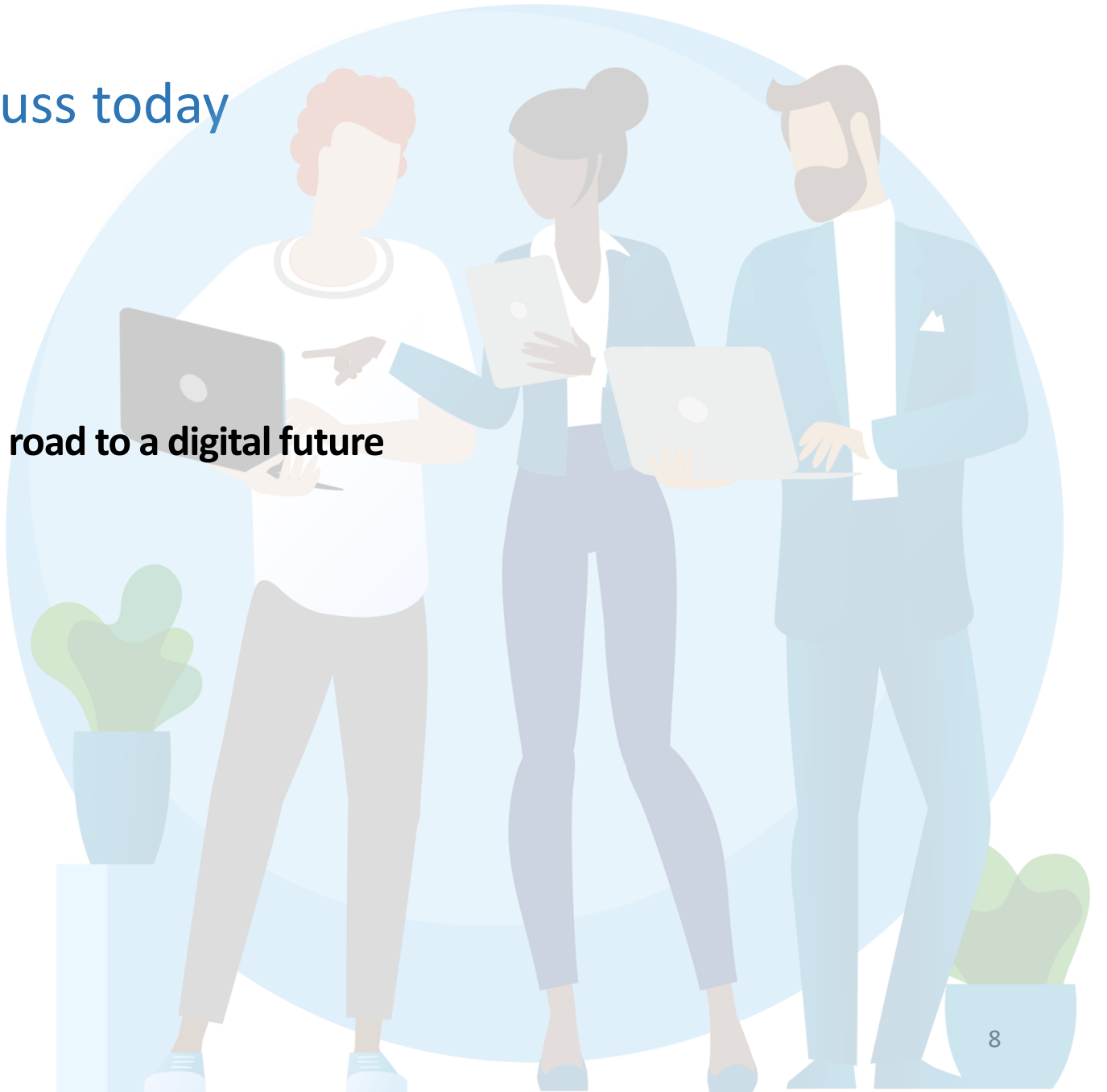
Automatization and digitization will bring substantive changes for a lot of existing jobs. In addition, new opportunities, completely new jobs and roles, are also being created. For people to seize the opportunities associated with this trend, and to make their roles futureproof, new skills are needed.



- 1 Reskill to avoid fighting a losing battle
- 2 Becoming more productive from a better **work comfort**
- 3 **Upskilling**, of collective interest to citizens, business and policy

An outline of what we will discuss today

1. Macroeconomic Insights
2. **Citizens & businesses: together on the road to a digital future**
3. Case Study: data stewardship



Citizens & businesses: together on the road to a digital future

We face numerous changes of which 'data' is one example. The crucial first step to getting them on board with your data-driven story is to clearly explain to them why your company wants to become a data-centric organization.

Purpose & grow appetite for change



Why?

- Becoming more **customer-centric** with data
- Data allow activities and processes to be **streamlined**
- Data can lead to **better decision-making**



How?

- A **talent and development** strategy
- The strongest candidates are often **close by**
- Offer **autonomy**
- Role **diversity** and **complementarity**

Taking matters into your own hands



Why?

The **linear career**, a full career in the same job or with the same employer, is increasingly **becoming the exception**.

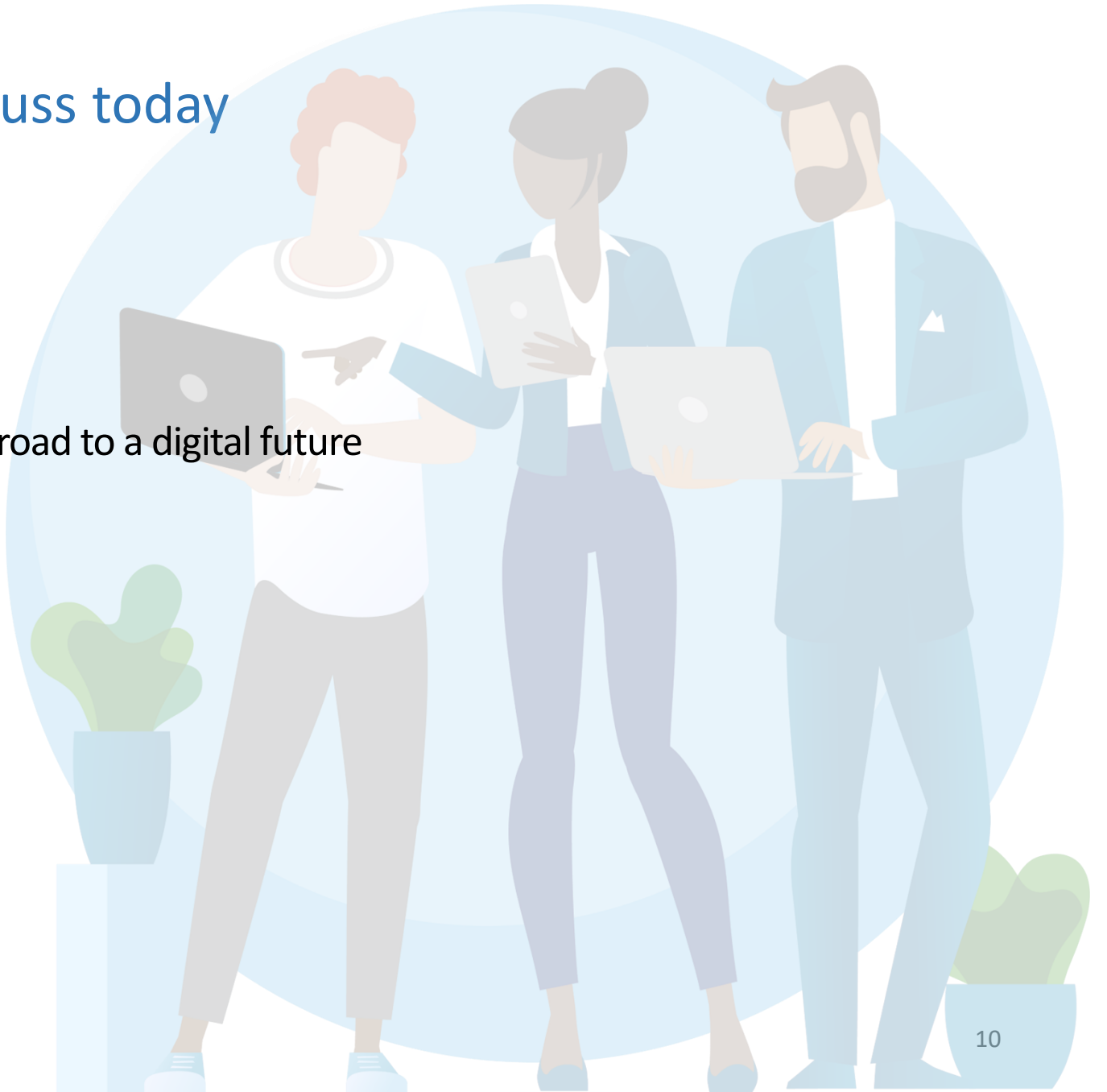


How?

- **Learning** as a gift, however, figures around training participation are quite low. *Of all working people in our country, 10.2% attended training in the last month, vs European average (10.8%) vs the Netherlands (26.6%), Finland (30.5%) or Sweden (34.7%)*
- Taking a look in the mirror for **perspective**
- **Strategic skills planning** (best level ?)

An outline of what we will discuss today

1. Macroeconomic Insights
2. Citizens & businesses: together on the road to a digital future
3. **Case Study: data stewardship**



Case Study: data stewardship



Gartner calculated that data of poor quality costs organizations on average about 12.9 million euros annually. This loss underscores the need for a data governance program per enterprise and justifies the focus on the emerging role of **data steward**.

A data steward is a data governance **role** that allows an organization to **take control of all types and forms of data** in order to properly **manage** them.

Case Study: data stewardship

Advocates for data quality

Data stewards therefore have **three main roles**.

1. They are responsible for creating "a single source of truth" in the organization.
2. They are responsible for the quality of the data
3. They are responsible for the appropriate use of the data.

Where are data stewards located?

Data stewards are often **spread across the entire organization**. We distinguish two types of operational data stewards: business data stewards and technical data stewards.

Who can become a data steward?

The role of data steward is a **very accessible role**. Anyone who is used to working in a structured and well-organized manner can be trained to fill the role of data steward in an enterprise.

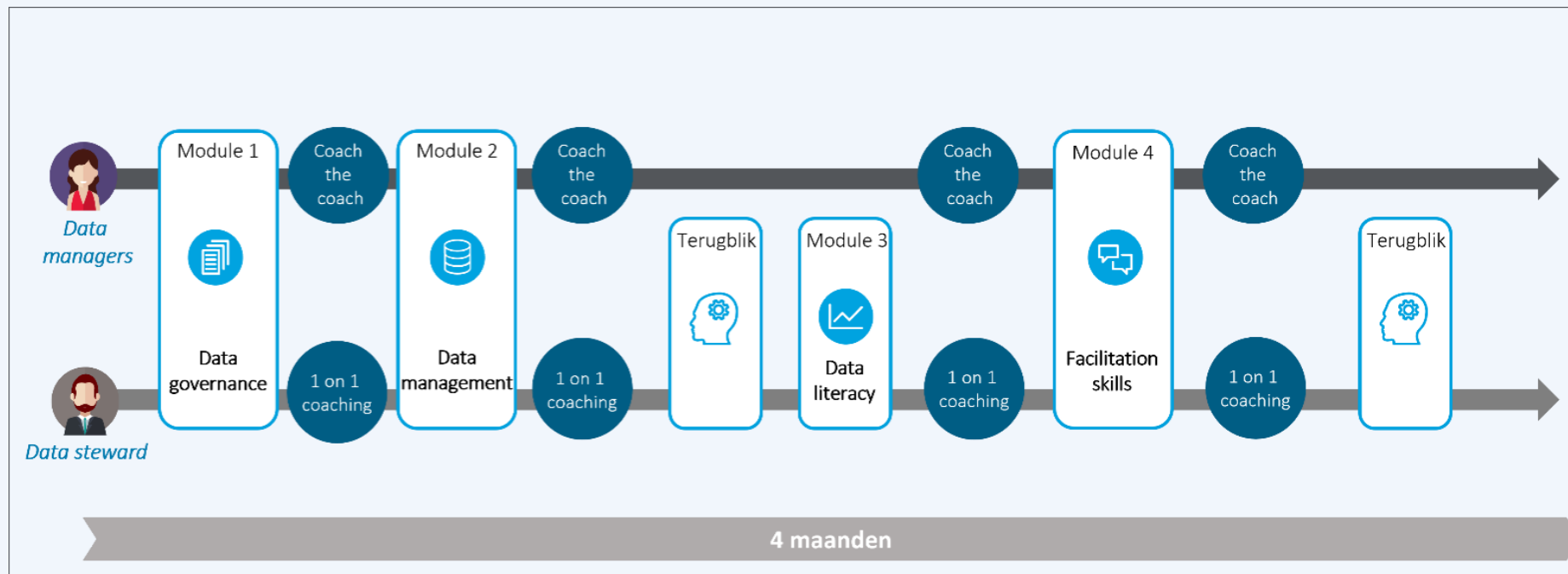
Growth opportunities for a data steward



Case Study: data stewardship

In the own organization you can train them based on your own case, your own governance and with the tools that are preferred in your organization.

An **example of a data steward program** that can be customized to your organization



Summary



The transition to sustainable digitalization is in full swing and is having a major impact on the labor market.



63% of profiles will require at least a professional application level of data literacy by 2030.



By proactively retraining or retraining employees based on digital and data skills, Belgium can anticipate and avoid costs.



More than ever is the time to take control of your career.



Organizations must devise strategies to retrain all employees in order to keep them employed in a sustainable manner.



Governments best create a climate in which digitization and the competence transition are optimally supported, where up/reskilling is seen as an investment.



A role that is being busily sought in just about every industry and in the financial services industry in particular, is that of data steward. (case applies to other



By switching from a 100% focus on one function to a principle of role diversity in the organization of work, you organize a degree of flexibility.

Based on multifunctional teams, organizations can become more innovative and performant.