

Commerce

Sectoral study

Trends in terms of occupations
and skills

In collaboration with:



November 2021

Introduction (1/2)

In an increasingly complex labour market, driven by technological, environmental and societal transitions, the skills gap is a major concern for governments, businesses and society as a whole.

In-depth analyses of the trends in occupations and skills of the Luxembourgish labour market are crucial in order to better understand, anticipate and address this skills gap. In this context, the Ministry of Labour, Employment and the Social and Solidarity Economy (MTEESS) and the Public Employment Service (ADEM) have initiated sectoral studies, which are part of ADEM's Future Skills Initiative and the partnership for employment between ADEM and the Luxembourg Employers' Association (UEL).

Work conducted in the ADEM/UEL partnership working groups has confirmed the lack of data (comprehensive and of good quality) on skills in demand and available in Luxembourg (and in the Greater Region), both in public administrations and in the private sector. ADEM currently has the richest data on this subject, stemming from the job vacancies that are declared by companies and from matching indicators between vacancies and jobseekers. It should be noted that this data is limited to the job vacancies actually declared to ADEM, which does not cover all the vacancies in Luxembourg, despite the legal obligation to declare every vacancy. Our sectoral studies are therefore not pretending to be representative of the Luxembourgish labour market as a whole; they are a first attempt at a granular and extensive analysis to create more transparency on this particular market.

The sectoral studies cover seven sectors: 1) finance, 2) industry, 3) construction, 4) hospitality/horesca, 5) commerce, 6) transport and logistics, and 7) crafts. In order to validate the conclusions from the analyses (especially given that the data is not comprehensive of the whole market), ADEM collaborated with the corresponding employers' organisations that represent each sector. For this sectoral study of the Commerce sector, ADEM thanks the Chamber of Commerce for their collaboration and fruitful exchanges.

Introduction (2/2)

Each sectoral study includes 1) an introductory chapter with the definition of the sector's scope and an overview of key figures, 2) a summary of qualitative trends in the sector (technological, societal and other), 3) an analysis of trends in occupations (key occupations, growing and declining occupations, shortages) with a list of occupations to be prioritised and audiences to be targeted for reskilling/upskilling, 4) an analysis of the in-demand skills in the sector's job offers, and 5) a glossary.

The target readers of these studies are both employers, who will find a benchmark of the situation and trends in their sector, and employees/jobseekers who will be able to better adapt to these trends.

The findings of our studies should help us to:

- introduce new instruments to address the skills gap;
- define and implement targeted training/upskilling/reskilling actions;
- guide career choices;
- develop the national skills strategy (which is currently handled by the *Skillsdäsch* with the support of the OECD).

These sectoral studies are only a starting point. They will of course have to be complemented by and confronted with other analyses carried out through new ADEM collaborations or by different actors in the ecosystem.



Isabelle Schlessner
Director of ADEM

Chamber of Commerce's perspective

"As a professional employers' chamber, the Chamber of Commerce represents all sectors of the Luxembourg economy (including commerce), except for crafts and agriculture. As part of its mission to develop and promote vocational training, both initial and continuing, the Chamber of Commerce naturally takes into account the many challenges the sectors are facing, whether digital, ecological, regulatory or linked to the aftermath of the Covid-19 pandemic.

In a country like Luxembourg, where the job market is particularly dynamic, it is crucial that companies can find the talent they need. There is already a certain mismatch between job supply and demand and a shortage of talent in certain sectors. These observations are regularly supported by the surveys conducted by the Chamber of Commerce as part of the "Baromètre de l'Economie". The commerce sector is no exception to this reality, as shown by the present sectoral study carried out by ADEM, and the first shifts in terms of occupations, and therefore skills, are already taking place.

The Chamber of Commerce is convinced that vocational training, both initial and continuing, is the key to meeting these challenges. These challenges highlight the need for companies, as well as for individuals, to adopt a strategy of regularly adapting the skills to the changing needs of the market. In this context, we are also convinced that training will need to take place more often, for longer periods and in various formats (modules, certificates, diplomas).

The Chamber of Commerce thus places the notion of skills at the very heart of its training strategy. It intervenes in the entire value chain of vocational training with the aim of enabling everyone to engage in a holistic learning process aligned with the vision of lifelong learning. This training strategy is intended to be inclusive, in the sense that it is carried out in very close collaboration with the key players in each sector (professional associations and federations, company panels). The starting point is the identification of current and future skills needs, for which the Chamber of Commerce has developed a methodology that it applies to the various sectors of activity it represents.

This involves making a diagnosis of the sector, drawing up the key professions (occupation framework) and initiating a discussion on the skills needs inherent in these professions, which ultimately leads to the adaptation of the training offer. In order to make the link between "skills needs" and "training provision to meet them", it is important to analyse the factors of transformation and their impact on occupations, how these occupations are evolving and how to design bridges, between occupations in the same sector or between sectors of activity. On the basis of this in-depth knowledge of the sectors and occupations, the training offer can be enriched, whether it be initial or continuing vocational training.

The Chamber of Commerce attaches great importance to this close relationship with institutional actors, associations or professional federations in order to understand the needs of the market, to identify and involve the experts in the field (from the specific sector) and to co-construct the most relevant training solutions.

Given the major changes that the Commerce sector is undergoing, due to both structural and economic factors, the Chamber of Commerce has chosen to focus its efforts first on this sector, and more specifically on retail trade. The results of the "Baromètre de l'Economie", 2021 edition (1st half), show that the retail sector is the 3rd sector, after finance and industry, to anticipate a significant increase in the skills needs of its staff over the next 3 to 5 years. At the same time, companies in the commerce sector are among the least satisfied with the diversity of training opportunities in the sector.

The "bottom-up" approach of co-construction, for which each step is carried out and validated with a group of experts, is complementary to the work and studies carried out by ADEM. The approaches will be able to mutually enrich each other, with ADEM having access to data and flows that will provide a good number of insights into the sector, and the Chamber of Commerce comparing its observations and analyses with the field each time. The ultimate objective is to be able to respond to the current and future skills needs of the Commerce sector by adapting the vocational training offer."

-Chamber of Commerce

Table of contents

1. <u>Definition of the sector and key figures</u>	6
<u>Definition of the sector</u>	7
<u>ADEM's key figures of the sector</u>	8
2. <u>Sectoral trends</u>	10
<u>Experts' perspectives</u>	11
<u>Main trends</u>	12
3. <u>Occupation-level analysis</u>	14
<u>Method</u>	15
<u>Distribution across categories of occupations</u>	16
<u>Most in-demand occupations ("Top 15")</u>	17
<u>Growing occupations</u>	18
<u>Declining occupations</u>	23
<u>Emerging occupations</u>	24
<u>Occupations with no particular trend</u>	25
<u>Focus on 2020 (context of the pandemic)</u>	26
<u>Occupations with the greatest shortage of candidates</u>	27
<u>Occupations with a surplus of candidates</u>	29
<u>Conclusion of the occupation-level analysis</u>	30
4. <u>Skills-level analysis</u>	32
<u>Method</u>	33
<u>Skills-level analysis: Commerce</u>	34
<u>Most in-demand attitudes and values</u>	35
<u>Most in-demand skills and knowledge</u>	36
<u>Languages and experience required in the Commerce sector</u>	38
<u>Skills profiles of several key occupations</u>	39
<u>Conclusion of the skills-level analysis</u>	43
5. <u>Glossary of ROME occupations</u>	44

1. Definition of the sector and key figures



Definition of the sector

For this sectoral study, the sector is defined according to the NACE code, the European Statistical Classification of Economic Activities. The Commerce sector is defined by the NACE category G. It includes both wholesale trade (buying goods in large quantities and selling them to retailers, professional users or public authorities), retail trade (selling goods in the condition in which they are bought, or after minor alterations, usually to private customers, regardless of the quantities sold) and trade in motor vehicles and motorbikes.

Branche d'activité (NACE)	
G	Commerce; réparation d'automobiles et de motocycles
45	<i>Commerce et réparation d'automobiles et de motocycles</i>
46	<i>Commerce de gros, à l'exception des automobiles et motocycles</i>
47	<i>Commerce de détail, à l'exception des automobiles et motocycles</i>

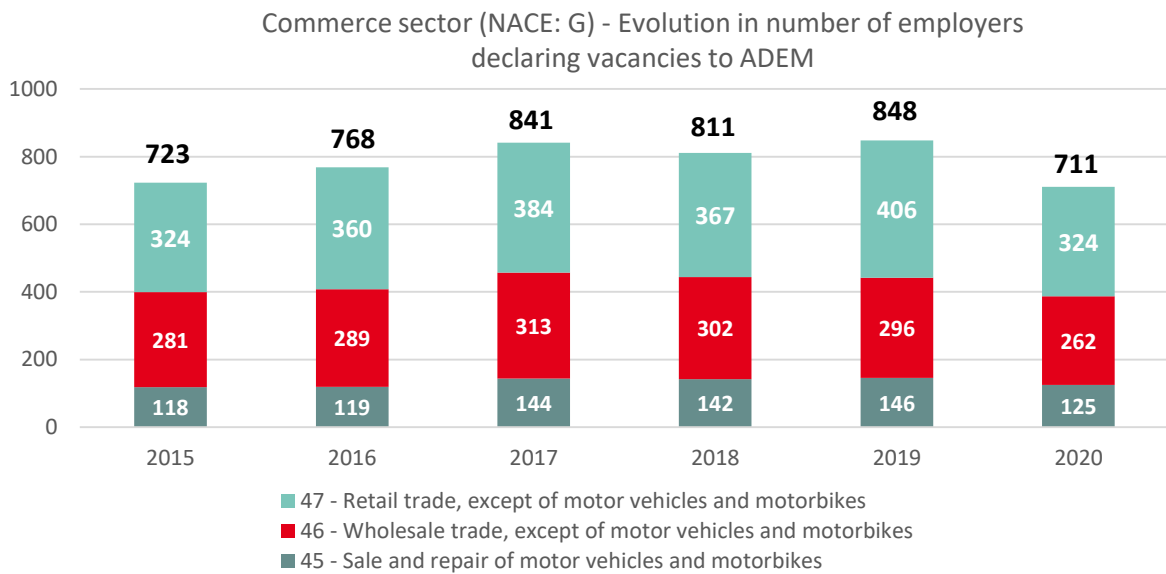
Source : <https://statistiques.public.lu/catalogue-publications/nace/PDF-NACE-2.pdf>

ADEM's key figures of the sector (1/2)

Our analysis in this study is based on job vacancies reported to ADEM by employers in the Commerce sector (NACE category G).

The following graph illustrates the number of employers in the sector who have reported job vacancies to ADEM, and the evolution of this number over the 2015-2020 period.

Of the +7,900 companies that existed in the sector in 2020¹, 711 reported vacancies to ADEM, most of which were in retail trade, followed by wholesale trade.



In general, the number of employers reporting vacancies was fairly stable after 2016, but declined in 2020 as the Covid-19 pandemic limited recruitment needs.

Source: job vacancies declared to ADEM

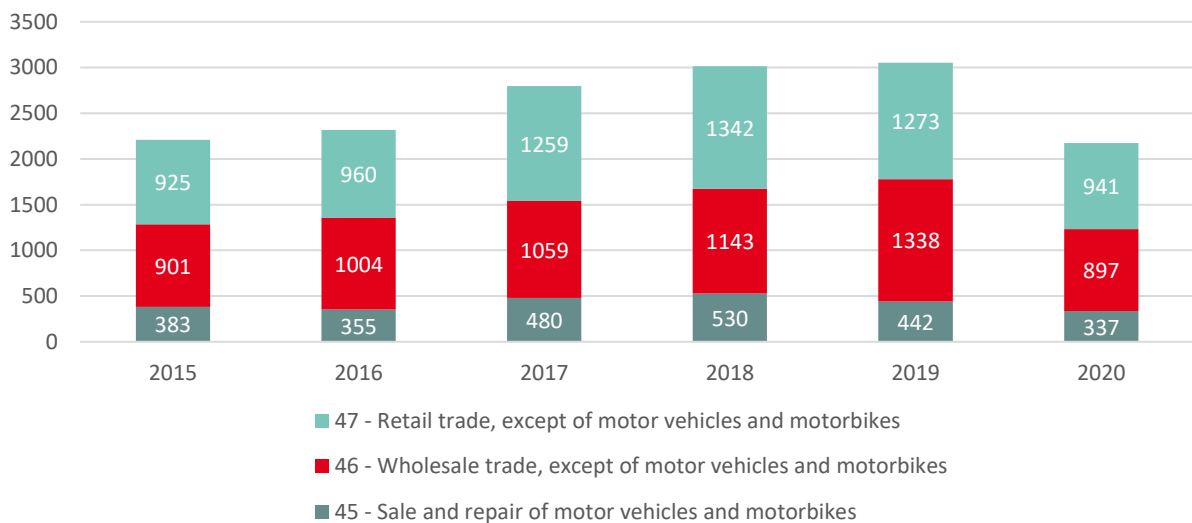
¹<https://statistiques.public.lu/catalogue-publications/repertoire/2020/repertoire-entreprises-luxembourgeoises.pdf>

ADEM's key figures of the sector (2/2)

Let us now look at the evolution of the number of job positions reported by these employers, excluding positions related to employment measures. Jobs declared via interim agencies are also excluded as they fall under a different sector.

Here, we note significant growth between 2015 and 2019 for all three sub-sectors, followed by a significant drop in 2020 due to the Covid-19 pandemic, impacting the jobs reported by all three sub-sectors.

Commerce sector (NACE: G) - Evolution of job positions declared to ADEM



Job positions declared to ADEM (excluding employment measures)	2015	2016	2017	2018	2019	2020
G – WHOLESALE AND RETAIL TRADE; TRADE IN MOTOR VEHICLES AND MOTORBIKES	2209	2319	2798	3015	3053	2175
45 - Sale and repair of motor vehicles and motorbikes	383	355	480	530	442	337
46 - Wholesale trade, except of motor vehicles and motorbikes	901	1004	1059	1143	1338	897
47 - Retail trade, except of motor vehicles and motorbikes	925	960	1259	1342	1273	941

By comparison, actual recruitment in the sector (based on the entry declarations that employers make to the Centre Commun de la Sécurité Sociale (CCSS), was 15,690 in 2018, 17,860 in 2019 and 14,450 in 2020.¹ This difference is explained by the fact that a recruitment is not necessarily preceded by a vacancy publication, and that not all vacancies are declared to ADEM (despite the legal obligation).

Source: job vacancies declared to ADEM

¹<https://adem.public.lu/fr/marche-emploi-luxembourg/faits-et-chiffres/statistiques/igss/Tableaux-interactifs-flux-emploi.html>

2. Sectoral trends



Experts' perspective

ADEM Employer advisors for the Commerce sector


"The situation due to Covid-19 is creating economic difficulties for companies, especially in the commerce sector. This has had a direct impact on the number of jobs being reported. On the other hand, we are seeing an increase in employment measure contracts (CRE, CIE, *stages de professionalisation*, etc.), for which the rules have been made more flexible. Since January 2021, the Commerce sector has once again shown a strong demand for salespeople, warehouse workers, cashiers and delivery drivers.

The pandemic is also making it very difficult to hire foreign workers, such as Polish or Romanian nationals. As a result, ADEM and the Ministry of Agriculture have put in place incentives for residency applicants to participate in the harvest this season.

The relationship between ADEM and employers has changed since the Covid-19 period, as we have lost the opportunity to meet them face to face. Nevertheless, the collaboration continues closely (via digital channels) and this study provides us with insights that allow us to have in-depth discussions with employers."



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Chamber of Commerce

"As the dividing lines are sometimes difficult to draw between the different branches of commerce (wholesale, retail), the Chamber of Commerce has chosen, as a first step, to study the retail trade sector in depth, in order to be able to detect its specific needs and thus adapt and enrich its vocational training offer.

The retail sector is currently undergoing profound changes. Cyclical effects linked to the Covid-19 pandemic have amplified important structural effects. In addition to the more general trends, which can also be observed in other countries, such as changes in lifestyles and consumption patterns, the development of e-commerce, digitalisation, there are also specific trends which are unique to the country. Among these, we can mention :

- **The scale of the commercial offer:** the commercial offer seems very vast in relation to the size of the country. Therefore, the Luxembourg retail trade must rely, more than ever, on its attractiveness within the Greater Region;
- **The weight of real estate:** commercial rents have reached levels that are increasingly weighing on the profitability of sales outlets and may compromise the price competitiveness of commercial actors. Regarding housing costs for private households, the sharp rise observed from year to year continues to constrain the purchasing power available for discretionary expenditures to certain branches of commerce.

As a result of all these trends, the retail sector is being reconfigured with a reduced number of players, or even the disappearance of certain categories of trade and major brands. As a result, this may mean major shifts in employment and professional reconversions that need to be supported."

Main trends (1/2)

Technology trends

- e-commerce (e.g. via letzshop.lu), but also competition from Amazon (accelerated by the pandemic)
- e-commerce enables personalisation of the experience (based on data analytics); physical shops can collect data via loyalty systems
- Contactless payment (also via smartphone)
- Automation trends, e.g. among cashiers (self-service checkouts)
- "Just walk out" concept (e.g. Amazon Go) based on sensors and cameras (not yet present in Luxembourg)
- Social media presence and influencer marketing

Societal trends

- Convenience: many shops are grouped together in shopping centres to avoid multiple trips → Cloche d'Or (130 shops), Royal-Hamilius (16 shops, including Galeries Lafayette), Infinity (22 shops)...
- Home delivery, drive-in
- Customer experience at the centre ("retailtainment" trend, e.g. adult sleepover at Ikea to test mattresses)
- Awareness of buying locally (letzshop.lu, "Made in Luxembourg" label)
- Longer opening hours and Sunday openings
- Specialised and high-end grocery stores

Legal / regulatory trends

- Legislations linked to the pandemic, sanitary measures, short-time working
- Labour laws (working hours, Sunday work, etc.)
- New VAT rules applicable from 01/07/2021 for e-commerce

Main trends (2/2)

Environmental trends

- Environmental awareness of consumers, interest in sustainable and circular products (often accepting higher prices)
- Impact on supply chains (ethical, transparent, sustainable)
- The culture of disposability, linear consumption and fast fashion remains still prevalent however

Economic trends

- Among the three main categories of trade, wholesale trade, which is the most important in terms of value added, shows the worst performance in 2020, with a decline in turnover in value of almost 20% over one year (-13% for motor trade and -6% for retail trade).¹
- Multiple impacts of the pandemic on businesses: closures, fewer potential customers in business centres due to working from home, potential decrease in purchasing power of customers, fear of gathering, limitation of opening times during sales season
- Competition and cost pressure from Amazon, Alibaba, etc. and from large retailers in the Greater Region
- The increase in property prices has both a direct effect on the profitability of retail businesses (via rents) and an indirect effect (via reduction of consumer purchasing power)

Employment trends

- Heavy reliance on cross-border workers (and foreign residents)²

Source: research, expertise of ADEM employer advisors and the Chamber of Commerce

¹ <https://statistiques.public.lu/catalogue-publications/note-conjoncture/2020/PDF-NDC-02-20.pdf>

² <https://adem.public.lu/fr/marche-emploi-luxembourg/faits-et-chiffres/statistiques/igss/Tableaux-de-bord.html>

3. Occupation-level analysis



Occupation-level analysis: method

The aim of this chapter is to analyse the composition of the job vacancies in the Commerce sector in terms of occupations, trends (growth, decline, emergence, stability) in these occupations and the degree of talent shortage. All occupations (sector-specific or transversal) recruited by employers in the sector are considered in this analysis.

This analysis is based solely on ADEM data, i.e. job positions declared to ADEM by employers from the Commerce sector (cf. page 9). This excludes employment measures and vacancies reported by temporary work agencies ("agences d'intérim") and private recruitment agencies, where we have no information on the employers nor the sector they are attached to.

Vacancies that have not been declared to ADEM are not included in the analysis. We are aware of the limitations of this approach as the vacancies reported to ADEM do not cover all the vacancies/actual recruitments in the market and are therefore not fully representative.

For this reason, we do not draw conclusions on the total number of recruitments in Luxembourg by occupation; we only analyse *relative* figures: the proportion of the different occupations among all jobs declared by the sector, the growth trend of the jobs declared for an occupation, the degree of talent shortage of an occupation by comparing the number of declared vacancies to the number of eligible candidates among jobseekers.

To analyse growth trends, we compare the years when ADEM's coverage rate (of actual market recruitments) remains sufficiently comparable.

Despite these precautions, the relative analyses (proportions, trends, shortages) are still not entirely representative. We have therefore collaborated with the Chamber of Commerce to confront our data with their knowledge of the reality of the sector and compare them with the results of other analytical approaches (such as those of the Chamber of Commerce, described on page 4). This collaboration allowed us to place our quantitative analyses into a context and add qualitative input and explanations.

In the future, and in order to considerably improve the reliability of our studies, it is essential that the rate of job vacancies declared to ADEM increases and corresponds better to the actual reality of the labour market. And this not only for the purpose of finding the right candidates, but also to increase the transparency of the labour market and the possibility to analyse real market needs, trends and shortages.

To structure the occupations in our analyses, we base ourselves on the ROME classification, which ADEM has used since 2014 to categorise its vacancies according to a typology of occupations. The ROME classification includes different levels of granularity, and the level used in our analyses varies according to what is considered most useful. For each reference to an occupation ("métier" according to ROME) or function ("appellation" according to ROME) used in this document, a description is provided in Chapter 5.

Distribution across categories of occupations

First, we present the distribution of jobs declared by the Commerce sector (over the 2015-2020 period) across the different categories of occupations. These categories are based on the ROME classification (level 2).

The graph shows the strong heterogeneity in occupations recruited by the Commerce sector. *Non-food trade* professions are the most representative category in the sector (14% of the positions declared to ADEM). They are followed by *sales force* professions (commercial relations with professional and private customers, commercial assistants), *vehicles/machinery professions* (mainly mechanics) and *large-scale distribution professions* (cashier and shelving staff), each of which accounts for around 9%. The *food trade* professions, *warehousing and handling*, and *road transport* each account for about 7%. The remainder is divided between various support occupations (administrative, IT, accounting, marketing, etc.) and certain craft occupations (installation technicians, etc.).

Commerce sector (NACE: G) - distribution of declared job positions across occupation categories (2015-2020)



The evolution of this distribution over the years does not show any particular trend.

Categories of occupations	2015	2016	2017	2018	2019	2020
D12 - Non-food trade professions	14%	11%	15%	12%	18%	11%
D14 - Sales force professions	11%	12%	10%	9%	8%	8%
I16 - Vehicles, machinery, mechanics professions	9%	8%	10%	11%	8%	8%
D15 - Large-scale distribution professions	9%	9%	9%	10%	9%	8%
D11 - Food trade professions	7%	7%	5%	8%	8%	8%
N11 - Warehousing, load handling and moving professions	5%	6%	7%	6%	9%	7%
N41 - Road transport professions	4%	7%	8%	6%	6%	8%
M16 - Secretarial and administrative professions	8%	7%	7%	5%	5%	6%
M18 - IT professions	2%	2%	2%	4%	2%	3%
M12 - Accounting professions	3%	2%	2%	2%	2%	2%
M17 - Marketing professions	2%	2%	2%	2%	2%	2%
I13 – Equipment installation professions	2%	3%	2%	2%	1%	2%
Other	23.7%	23.3%	22.4%	22.7%	21.4%	26.0%

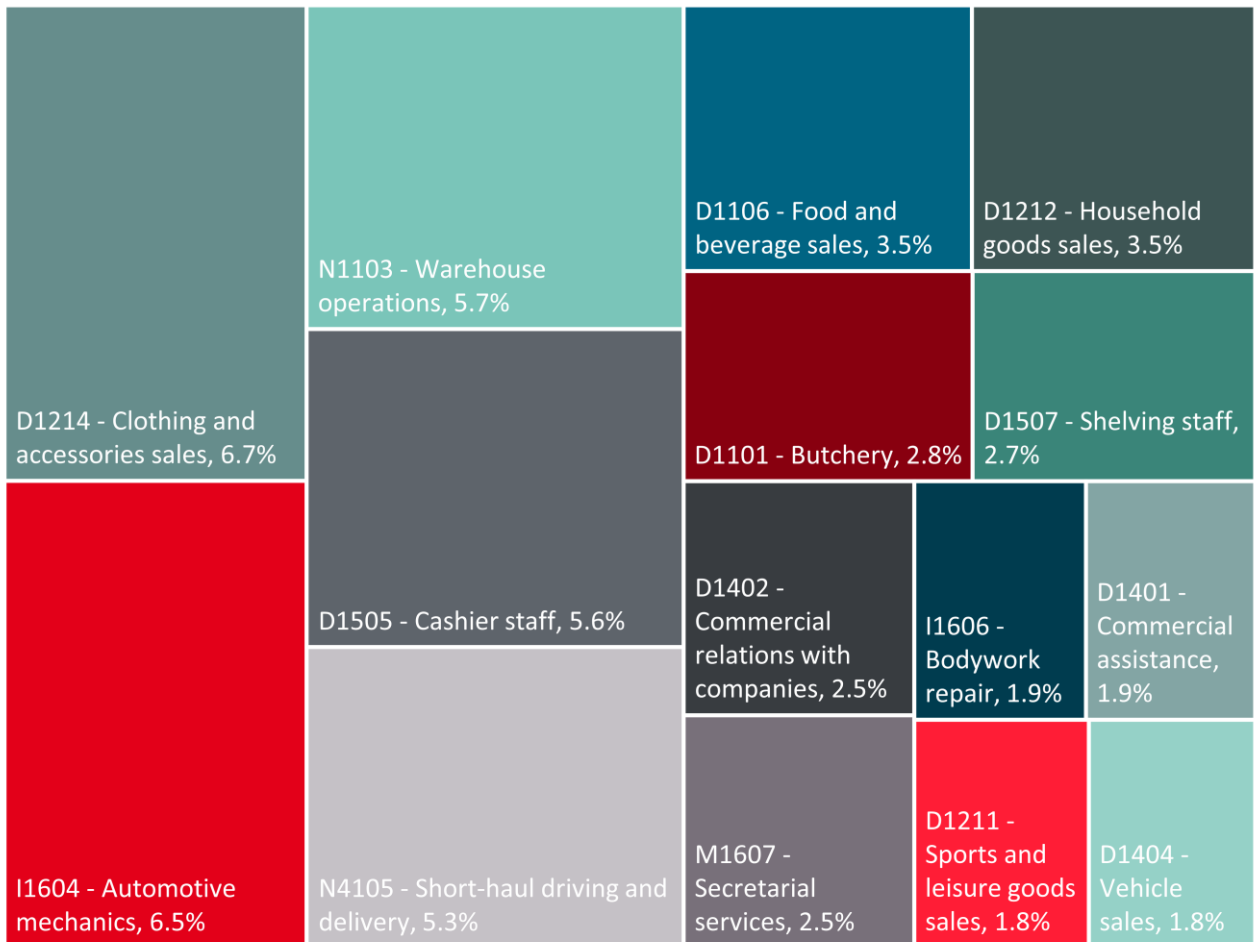
Most in-demand occupations ("Top 15")

The following illustration shows the "Top 15" most in-demand occupations (level 3 of the **ROME** reference system) as well as their proportional share among all the job positions declared by this sector, over the 2015 - 2020 period.

As a reminder, the analysis includes all occupations recruited by employers in the Commerce sector, including occupations traditionally associated with the craft sector (e.g., butchers).

The two most in-demand occupations were clothing salespeople with 6.7% and mechanics with 6.5%. They are followed by (3.) warehouse workers, (4.) cashiers and (5.) delivery drivers. Spots 6-15 go to food salespeople (3.5%), household goods salespeople (3.5%), butchers (2.8%), shelving staff (2.7%), B2B commercial staff (2.5%), secretaries (2.5%), bodywork repairers (1.9%), commercial assistants (1.9%), sports/leisure goods salespeople (1.8%) and car salespeople (1.8%).

THE OCCUPATIONS MOST IN-DEMAND BY EMPLOYERS IN THE COMMERCE SECTOR (2015-2020)



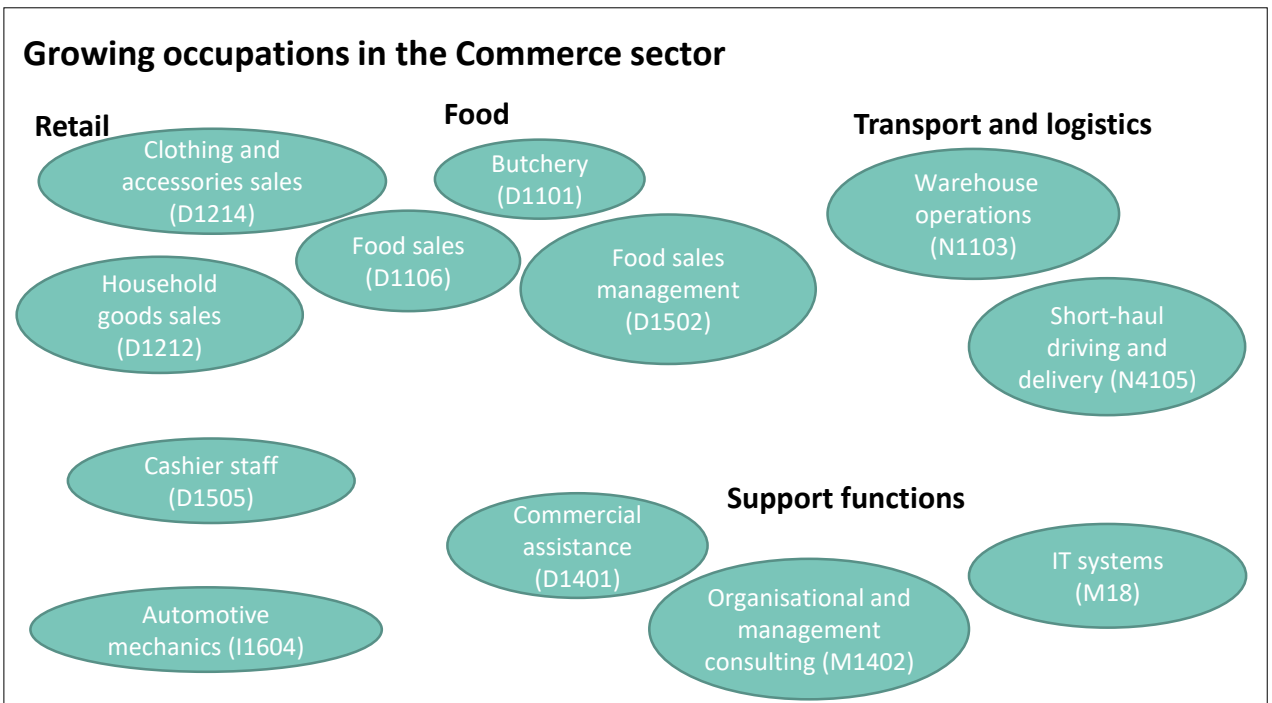
Source: job vacancies declared to ADEM

Note: the definitions of the occupations are available in Chapter 5 (ROME Glossary)

Growing occupations (1/5)

Following the analysis of the distribution, we consider the trends (growth, decline, emergence, stability) for the different occupations recruited in the Commerce sector, starting with growth.

The following illustration shows the 12 occupations for which a growth trend in the demand from employers has been identified, based on the vacancies reported to ADEM.



Three indicators have been considered for this list:

1. the evolution of the occupation's proportional share among all the jobs declared by the sector;
2. the evolution of declared job positions (illustrated by the Trendline);
3. the contribution to growth between 2015 and 2019, i.e. the rate by which the occupation contributed to the growth of all jobs reported by the sector between 2015 and 2019 (this indicator takes into account both the growth trend and the importance of this occupation to the sector).

The year 2020 was excluded from the growth analysis because of the particularities in the context of the pandemic (the trends specifically linked to the pandemic are treated separately in this chapter).

The data for the three indicators is detailed on the following pages for the 12 occupations for which a growth trend has been identified (given that these conclusions are based on our own judgement, we share the data transparently, allowing the reader to draw their own conclusions).

The trend is also based on a view of the past (2015 - 2020 period) and does not take into account possible developments that could influence the trend in the future.

Growing occupations (2/5)

Clothing and accessories sales (D1214)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
6.25%	4.41%	7.57%	4.85%	10.53%	5.35%

Trendline ¹

2015	2016	2017	2018	2019
138	102	212	146	321

Contribution to growth ²

+21.8%

The occupation of salesperson for clothing and accessories, a typical **retail trade** occupation, is characterised by a significant but fluctuating growth trend (both in terms of volumes and proportional share in the sector). In 2019, however, many positions for this occupation were reported by one wholesale trade employer, Galeries Lafayette (which opened in Luxembourg at the end of 2019). This partly explains the peak in 2019. Even without Galeries Lafayette, the growth trend remains. As this occupation has significant weight in the sector (1st place on p.17), the contribution to growth is very strong (22%).

Household goods sales (D1212)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
3.67%	3.24%	3.29%	3.29%	4.13%	3.20%

Trendline ¹

2015	2016	2017	2018	2019
65	62	80	96	123

Contribution to growth ²

+5.4%

The sale of household goods is required both in **wholesale and retail trade**. This sales occupation has grown in both domains (although growth in wholesale trade has been more volatile). This growth was mostly in terms of volumes, not necessarily in terms of proportional share compared to other occupations in the sector.

Food sales (D1106)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
2.85%	3.76%	2.75%	4.52%	3.15%	4.25%

Trendline ¹

2015	2016	2017	2018	2019
63	87	77	136	96

Contribution to growth ²

+3.9%

Food salespeople are particularly in demand in **retail trade**, but also (to a lesser degree) in **wholesale trade**. The number of reported jobs has grown and the occupation has increased in proportion in the sector. This is the only (significant) sales occupation that has increased in proportion in 2020 (because the reported jobs have remained fairly stable, compared to other occupations more impacted by the pandemic).

Source: job vacancies declared to ADEM

¹ Illustration of the evolution of the volumes of job positions declared between 2015 and 2019 (excluding 2020)

² Contribution of the occupation to the growth of all job positions declared by the sector between 2015 and 2019

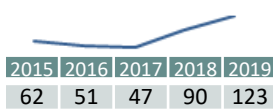
Growing occupations (3/5)

Butchery (D1101)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
2.81%	2.20%	1.68%	2.99%	4.04%	2.93%

Trendline ¹



Contribution to growth ²
+7.3%

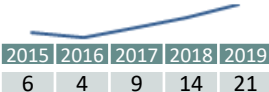
Butchers are in demand in both **wholesale and retail trade sectors**, and demand has been growing in both areas, both in terms of volume and proportion. While demand in 2019 was particularly high, it somewhat stabilised in 2020.

Food sales management (D1502)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
0.27%	0.17%	0.32%	0.47%	0.69%	1.05%

Trendline ¹



Contribution to growth ²
+1.8%

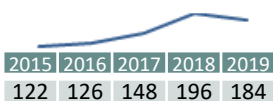
Food sales managers (mainly in **retail trade**) experienced significant growth after 2016, both in terms of volumes and proportional share. Even in 2020, the number of jobs reported increased, increasing their proportion compared to other occupations that were more affected by the pandemic. As the occupation has less weight in the sector, the contribution to growth is naturally also lower.

Cashier staff (D1505)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
5.66%	5.70%	5.43%	6.55%	6.04%	3.38%

Trendline ¹



Contribution to growth ²
+7%

Despite the introduction of self-service checkouts in recent years, the trend towards automation of cashier staff has not yet materialised to a great extent. After a growth period between 2015 and 2018, a slight decrease can be observed in 2019 (volumes + proportion). In 2020, on the other hand, the proportional share has decreased considerably (it is not known whether this is related to the pandemic or due to automation).

Source: job vacancies declared to ADEM

¹ Illustration of the evolution of the volumes of job positions declared between 2015 and 2019 (excluding 2020)

² Contribution of the occupation to the growth of all job positions declared by the sector between 2015 and 2019

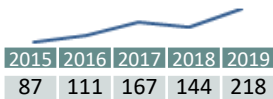
Growing occupations (4/5)

Warehouse operations (N1103)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
3.99%	4.79%	6.00%	4.79%	7.15%	6.90%

Trendline ¹



Contribution to growth ²

+15.5%

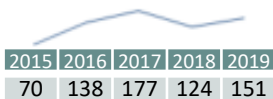
Warehouse staff is in great demand in **wholesale trade**, but also (to a lesser degree) in **retail trade** and in **vehicle trade**. The demand for this occupation has been growing (significantly) in all these domains. In 2020, the positions increased strongly in retail trade (due to home delivery & drive-in in the context of the pandemic) but decreased in wholesale trade. Overall, the proportional share remained stable.

Short-haul driving and delivery (N4105)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
3.23%	6.04%	6.37%	4.13%	4.96%	7.23%

Trendline ¹



Contribution to growth ²

+9.6%

For delivery drivers (mainly in **wholesale trade**, but also in **retail trade**), the number of reported jobs has also increased over the 2015-2019 period, especially in wholesale trade. The proportional share increased in 2016/2017 and declined again afterwards compared to other occupations. In 2020, the demand remained stable and the proportional share gained in weight compared to other occupations more impacted by the pandemic.

Automotive mechanics (I1604)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
6.39%	5.57%	7.50%	7.51%	6.27%	5.53%

Trendline ¹



Contribution to growth ²

+5.9%

Automotive mechanics experienced an increase in positions, especially between 2016 and 2017, and stabilized after that (and lost proportion again compared to other occupations where demand continued to grow).

Source: job vacancies declared to ADEM

¹ Illustration of the evolution of the volumes of job positions declared between 2015 and 2019 (excluding 2020)

² Contribution of the occupation to the growth of all job positions declared by the sector between 2015 and 2019

Growing occupations (5/5)

Commercial assistance (D1401)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
1.40%	1.34%	1.82%	2.13%	1.94%	2.51%

Trendline ¹



2015	2016	2017	2018	2019
31	31	51	64	59

Contribution to growth ²
+3.3%

The occupation of commercial assistance (customer contact, administration of commercial operations) is mainly occupied in **wholesale trade**, but also in **retail and vehicle trade**. They saw a rise in demand and a gain in proportional share over the studied timeline. In 2020, demand remained stable and proportional share increased.

Organisational and management consulting (M1402)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
0.95%	0.65%	1.00%	1.20%	2.76%	2.19%

Trendline ¹



2015	2016	2017	2018	2019
21	15	28	36	84

Contribution to growth ²
+7.5%

Organisational consultants (incl. project managers) were particularly in demand in **wholesale trade**. The number of declared positions and their proportional share have experienced a significant and continuous growth between 2015 and 2019 (the proportional share has almost tripled).

IT systems (M18)

Evolution of proportional share

2015	2016	2017	2018	2019	2020
2.27%	2.68%	2.39%	4.25%	2.17%	3.34%

Trendline ¹



2015	2016	2017	2018	2019
50	62	67	128	66

Contribution to growth ²
+1.9%

Because of the great range in the underlying occupations, we consider the IT occupations as a whole category. We note that these occupations already have a significant proportion in the sector and that demand has grown, especially in 2018. In 2020, the proportional share has also increased compared to other occupations (which may be related to the importance of e-commerce in the context of the pandemic).

Source: job vacancies declared to ADEM

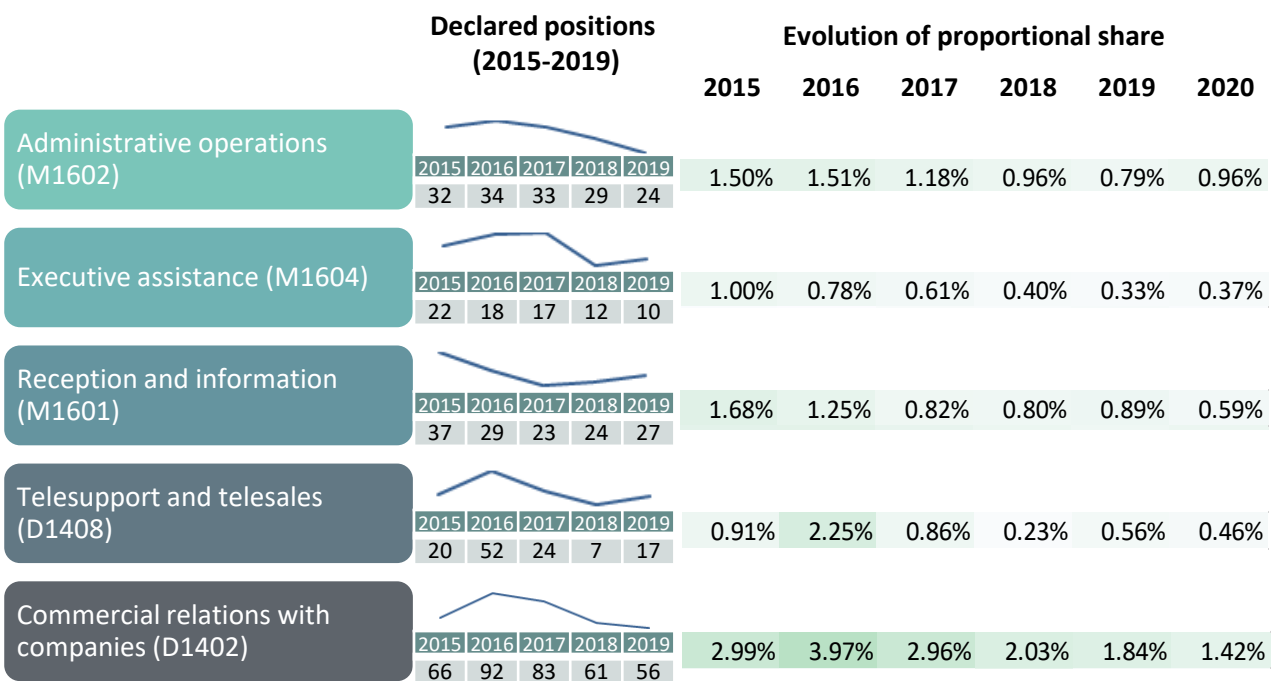
¹ Illustration of the evolution of the volumes of job positions declared between 2015 and 2019 (excluding 2020)

² Contribution of the occupation to the growth of all job positions declared by the sector between 2015 and 2019

Declining occupations

Other occupations are experiencing a downward trend in terms of volume and proportion in the sector. This is the case, for example, for administrative jobs that are strongly affected by automation trends (administrative operations and executive assistants) and basic customer contact jobs (reception and information desk, telesupport and telesales).

There also seems to be a decline in demand for (B2B) commercial relations staff (= sales representative, account manager, ...).



Source: job vacancies declared to ADEM

Emerging occupations

As for emerging occupations, i.e. occupations which were not or hardly in demand in the sector 5 years ago but which are beginning to appear/increase in job vacancies, our data provides some leads. It should be noted that the existing ROME codes are quite fixed in time and are not always granular enough to capture all of the emerging trends.

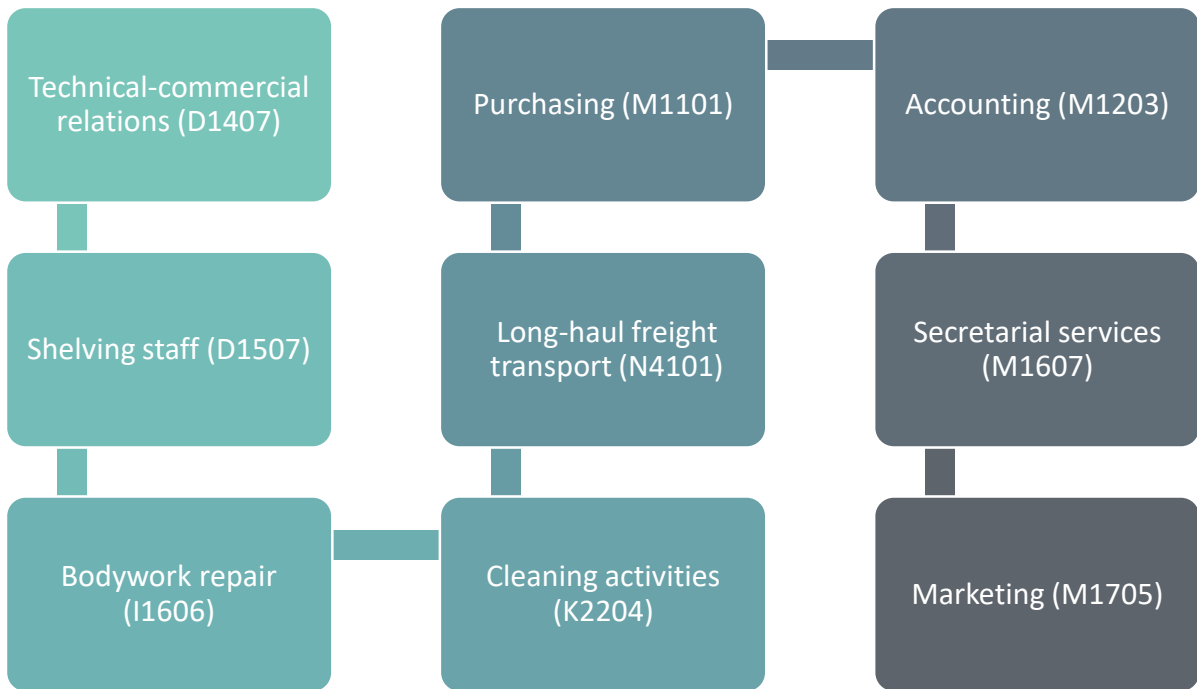
The following illustration shows some of the occupations that have slightly emerged in the job vacancies in the Commerce sector, covering the areas of: international trade, web marketing and communication, product management, market research, financial and legal analysis, HR development, cloud architecture, software engineering, full-stack development and software-as-a-service (SaaS) consulting. Even if these occupations are not yet very significant in the Commerce sector, they can give an indication of the skills that are increasing in demand in the sector (even in other occupations).

		Declared positions					
		2015	2016	2017	2018	2019	2020
Commerce :	International trade assistant (D1401)			3	6	3	2
	Communication incl. web communication (E1103)	3	4	4	8	15	5
Commun. / Marketing / Research :	Product management (M1703)	6	7	9	11	10	5
	Digital marketing manager & web marketer (M1705)		2	6	10	5	7
	Market research (M1403)	1				2	2
Finance / Legal / HR :	Management control (M1204)		1	4	6	8	7
	Legal assistance (K1902)			1	3	1	2
	Human resources development (M1502)	1			5	5	1
IT :	Cloud architect (M1802)			2	3	2	7
	Software engineer (M1802)	1		2	14	6	1
	Full-stack developer (M1805)				3	4	14
	SaaS consultant (M1806)		1		3	3	6

Source: job vacancies declared to ADEM

Occupations with no particular trend

For other (significant) occupations in the sector, no particular trend has been identified over the 2015–2019 period, i.e. declared job positions were fairly stable or fluctuated too much to identify a clear trend. This is the case for the occupations below.



Source: job vacancies declared to ADEM

Focus on 2020 (context of the pandemic)

The Covid-19 pandemic has had a major impact on the Commerce sector, with some occupations being more affected than others.

The illustration below shows the occupations whose proportional share has fallen the most between 2019 and 2020. This may be related to the pandemic, but not with certainty. We have excluded occupations that already showed a clear downward trend before 2020.

	Declared positions		Comparison of proportional share in 2020 with 2019
	2019	2020	
Butchery (D1101)	123	64	-27.52%
Greenery sales (D1209)	17	5	-59.03%
Sports and leisure goods sales (D1211)	46	20	-39.43%
Clothing and accessories sales (D1214)	321	117	-49.23%
Retail management (D1301)	31	10	-55.06%
Cashier staff (D1505)	184	74	-43.98%
Automotive mechanics (I1604)	191	120	-11.75%

Two other occupations showed the opposite trend; their demand/proportion increased exceptionally in 2020.

	Declared positions		Comparison of proportional share in 2020 with 2019
	2019	2020	
Shelving staff (D1507)	58	86	106.56%
Supply chain management (N1301)	8	21	265.68%

Source: job vacancies declared to ADEM

Occupations with the greatest shortage of candidates (1/2)

After analysing the growth trends, we now focus on the shortage level for the various occupations recruited in the Commerce sector. To assess the degree of shortage, three indicators are taken into account for the 2018 - 2020 period:

1. the average number of matches (= definitive proposals of candidates by ADEM advisors) made per declared position;
2. the rate of declared job vacancies to which no suitable candidates (among the available jobseekers) could be proposed;
3. A direct comparison between registered jobseekers registered under this specific occupation (candidates) and the number of positions reported for the occupation (across all sectors).

Example	Average matches/position (18-20)	Rate of unmatched vacancies (18-20)	Candidates/position (18-20)
	0.7	26%	0.6

These three indicators provide a complementary perspective on the level of shortage. The candidates/position comparison shows how many jobseekers are theoretically looking for a job in this occupation compared to the number of declared positions (an indicator below 1 indicates a basic lack of hypothetical candidates for the occupation). On the other hand, the average of the matches and the rate of unmatched vacancies give an indication of the (mis-)match of qualifications/skills between positions and candidates.

Occupations that are not significant in the sector at all (i.e. very few declared positions) are excluded from the shortage analysis.

The occupations for which the degree of shortage appears to be strongest (based on the three indicators: very few matches on average, high rate of unmatched vacancies, candidates/position < 1) are listed on the following page.

These include butchers, commercial occupations (individual/B2C commercial relations, technical sales staff, product management), industrial equipment installers (maintenance technicians, electromechanics), bodywork repairers, supply chain managers, (organisational) project managers, IT consultants/experts and IT developers/analysts.

(Other occupations may also be experiencing labour shortages, but the list of occupations on the next page is limited to those that appear to be most affected).

Source: job vacancies declared to ADEM

Occupations with the greatest shortage of candidates (2/2)

		Average matches/position (18-20)	Rate of unmatched vacancies (18-20)	Candidates/position (18-20)
Food	Butchery (D1101)	0.7	26%	0.6
Commerce	Commercial relations with individuals (D1403)	1.1	20%	0.6
	Technical-commercial relations (D1407)	2.6	18%	0.7
	Product management (M1703)	0.3	76%	0.5
Installation / Mechanics	Installation and maintenance of industrial equipment (I1304)	1.6	30%	0.4
	Bodywork repair (I1606)	2.5	23%	0.6
Logistics	Supply chain management (N1301)	0.9	60%	0.6
Projects & IT	Organisational and management consulting (M1402)	0.5	71%	0.6
	IT consulting (M1806)	0.3	77%	0.1
	IT development (M1805)	0.6	62%	0.3

In addition to the above occupations that have a fundamental shortage of candidates (candidates/position < 1), two other occupations that theoretically have a surplus of candidates, but where the matches/position and unmatched vacancy rate still indicates a shortage (skill shortage rather than candidate shortage) are presented below.

Marketing (M1705)	1.0	54%	1.5
Commercial strategy (M1707)	1.0	66%	1.3

Source: job vacancies declared to ADEM

Attention: there might still be a skills shortage

Occupations with a surplus of candidates

In contrast, some occupations have a surplus of candidates, i.e. more jobseekers are registered for the occupation than there are declared positions.

This does not mean that employers do not experience shortages in these occupations. A surplus of candidates that theoretically fit the vacancy does not exclude a shortage in terms of skills, and employers may still have difficulty finding "the right candidate".

Occupations with a surplus of candidates (as well as a rather high average matches/position rate and a lower rate of unmatched vacancies) are listed below. These are mainly occupations that require fewer qualifications such as retail sales, cashiers, shelving, warehouse operations and load handling, delivery driving, cleaning and administrative occupations.

		Average matches/position (18-20)	Rate of unmatched vacancies (18-20)	Candidates/position (18-20)
Sales/ Cashier:	Food sales (D1106)	4.8	8%	3.6
	Household goods sales (D1212)	4.7	6%	1.8
	Clothing and accessories sales (D1214)	5.7	5%	5.0
	Cashier staff (D1505)	6.2	6%	4.9
Manual:	Shelving staff (D1507)	4.8	4%	13.3
	Warehouse operations (N1103)	5.5	7%	2.4
	Load handling (N1105)	3.1	5%	2.7
	Short-haul driving and delivery (N4105)	4.1	11%	3.4
	Cleaning activities (K2204)	7.1	2%	3.4
Admin.:	Reception and information (M1601)	8.1	8%	3.9
	Administrative operations (M1602)	8.4	5%	4.3
	Secretarial services (M1607)	7.6	4%	1.7

Source: job vacancies declared to ADEM

Conclusion of the occupation-level analysis (1/2)

On the basis of the preceding analysis, we are now able to draw some cautious conclusions on which occupations should be given priority in career guidance, initial and continuous training and talent attraction. This also provides a framework for identifying the target groups to whom training and guidance for upskilling and reskilling should be offered in priority. These conclusions are based on the trend (growth, decline, stability, emergence) and the level of shortage identified for the occupation. Since these are strictly based on the past however (2015-2020), it is useful to add a third, more future-oriented dimension: the risk of automation of the occupation.

This indicator is here based on a study conducted by researchers at Oxford University¹, which estimated (in 2017) the risk of automation for 702 different occupations (according to the SOC benchmark, used in Anglo-Saxon countries). The method of this study and the results are certainly debatable, but it is still the most comprehensive and granular analysis of the automation risks for such a variety of occupations. To use this study, we have therefore linked our ROME occupations to the closest SOC occupation. Given the limitations of this study, we have not used the precise figure for the risk of automation but rather a classification (high, low, moderate, etc.), which should only give an indication of the potential future evolution of the occupation.

Priority occupations

The following occupations, which - on the basis of our analysis - are experiencing a shortage and/or a growth trend, and are not too strongly under risk of automation in the near future, can be considered as priority occupations in career guidance, training (initial and continuous) and talent attraction.

Occupations	Positions 2018-2020	Trend	Shortage	Risk of automation ¹
D1101 - Butchery	277	growth	shortage	rather high
D1403 - Commercial relations with individuals	65	/	shortage	bottom
D1407 - Technical-commercial relations	100	/	shortage	bottom
I1304 - Installation and maintenance of industrial equipment	60	/	shortage	moderate
I1606 - Bodywork repair	156	/	shortage	rather high
M1402 - Organisational and management consulting	168	growth	shortage	rather low
M1703 - Product management	26	emergence	shortage	rather low
M1802 – IT expertise	51	growth	shortage	rather low
M1805 – IT development	112	growth	shortage	bottom
N1301 - Supply chain management	37	/	shortage	bottom
I1604 - Automotive mechanics	537	growth	balanced	moderate

¹ Frey, C.B., Osborne, M. (2017): The future of employment: How susceptible are jobs to computerisation? Technological Forecasting and Social Change, Volume 114.

Conclusion of the occupation-level analysis (2/2)

Priority target groups (for upskilling and reskilling)

The following occupations are, based on the data, experiencing a surplus of candidates, a risk of automation and/or a downward trend. Candidates working in these occupations or originating from them (in the case of jobseekers) can be targeted as priority groups in training and guidance for upskilling or reskilling trajectories. The last column of the table provides some examples of potential upskilling/reskilling trajectories. These remain purely indicative and should be evaluated and developed further with the social partners.

Occupations	Trend	Shortage	Risk of automation ¹	Upskilling/reskilling trajectories
D1106 - Food sales	growth	surplus	rather high	Commercial assistance (D1401), Commercial relations with individuals (D1403)
D1214 - Clothing and accessories sales	growth	surplus	rather high	Commercial assistance (D1401), Commercial relations with individuals (D1403)
D1408 - Telesupport and telesales	decline	balanced	high	Commercial assistance (D1401), Commercial relations with individuals (D1403)
D1505 - Cashier staff	growth	surplus	high	Food sales management (D1502)
D1507 – Shelving staff	/	surplus	rather low	Food sales management (D1502)
M1601 - Reception and Information	decline	surplus	high	Commercial assistance (D1401), Commercial relations with individuals (D1403)
M1602 - Administrative operations	decline	surplus	high	Legal secretary (M1607)
M1604 - Executive assistance	decline	balanced	rather high	Office manager (M1604), Commercial assistance (D1401)
M1607 - Secretarial services	/	surplus	high	Office manager (M1604), Legal secretary (M1607)
N4105 - Short-haul driving and delivery	growth	surplus	moderate	Long-haul freight transport (N4101), Public road transport (N4103)

¹ Frey, C.B., Osborne, M. (2017): The future of employment: How susceptible are jobs to computerisation? Technological Forecasting and Social Change, Volume 114. FACILITONS L'EMPLOI

4. Skills-level analysis



Skills-level analysis: method

The job vacancies declared to ADEM contain a wealth of information regarding skills required by Luxembourg-based companies. This information exists mainly in an unstructured format (as job descriptions). The only structured data that exists in a comprehensive and reliable way are the languages and level of experience required.

In order to make use of this unstructured data, ADEM decided to collaborate with an external provider (based in Europe) who has developed a text mining (automated text analysis) approach to extract structured data on the skills mentioned in the job vacancy descriptions. This model is widely used by the European Commission in its Skills-OVATE project and has proven to be sufficiently reliable for this type of analysis.

However, it should be noted that text mining techniques are still in a development phase and may generate errors or miss certain information. A distinct advantage is the ability to analyse large volumes of text in a very short amount of time and at a low cost.

The model also works in different European languages (English, French, German...).

In May 2021, ADEM shared the descriptions of 142,000 job offers (years 2015 - 2021¹) with the provider and obtained the results in June 2021. 1.28 million mentions of specific skills were identified in these job offers.

For a majority of the identified skills, the service provider has made the link with the ESCO skills reference framework. This makes it possible to analyse the skills according to a hierarchy of granularity and different categories (Attitudes & Values, Skills, Knowledge). The ESCO hierarchy

also has some limitations (e.g. overlaps between attitudes & values and skills & knowledge, hierarchy choices that are sometimes difficult to understand...) but has the advantage of being a granular and internationally recognised reference framework.

Language skills are excluded from the text mining analysis because ADEM possesses structured (more reliable) data on languages that was analysed separately.

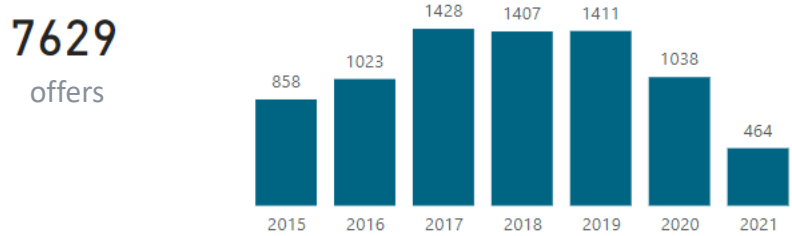
The results give an indication of the skills in demand by Luxembourg-based companies, by sector (NACE) and by occupation (ROME), as well as the evolution of this demand over time. It should be noted, however, that a job vacancy advertisement does not necessarily provide a complete picture of the skills that are actually required to perform a job: it is often written in a particular way to appear more attractive and therefore rarely includes the less "marketable" skills (e.g. stress management) nor the more technical skills of the job which might appear obvious.

While this data will be used for more in-depth analysis, ADEM takes advantage of these sectoral studies to give a first overview of the skills advertised by the sector and for some key occupations in this particular sector (as well as trends in the evolution).

¹ The year 2021 includes data until the end of April

Skills-level analysis: Commerce sector

Among the 17,665 job vacancies declared to ADEM (2015 – April 2021) by employers in the Commerce sector and including at least a minor job vacancy description, only 7,629 included details (identifiable by text mining) of the skills required. The graph below shows the distribution of these offers over the years considered.



It should be noted that in the Commerce sector, the rate of job vacancies without (identifiable) skills information is higher than for other sectors.

Among these 7629 job vacancies that showed results, we can specify to what degree a specific skill or a category of skills has been identified (at least once).

The graph below shows these rates for the different categories of the ESCO classification (at their highest hierarchy level: ESCO 0):

- **Attitudes and values:** in 56% of the job vacancies, at least one mention of an *attitude* or *value* was identified
- **Knowledge:** the overall rate of vacancies in which at least one mention of a specific *knowledge* has been identified is around 72%.
- **Skills:** the overall rate of vacancies in which at least one mention of a specific *skill* has been identified is around 78%.
- There remain 5% of vacancies in which a skill has been identified that was not linked to the ESCO framework (this data is excluded from the analysis hereafter).

ESCO 0	2015	2016	2017	2018	2019	2020	2021	Total
⊕	3%	4%	4%	6%	4%	5%	5%	5%
⊕ attitudes and values	56%	53%	53%	58%	58%	58%	59%	56%
⊕ knowledge	71%	70%	71%	74%	72%	72%	75%	72%
⊕ skills	75%	79%	75%	78%	78%	79%	83%	78%

While the overall demand for skills remained roughly stable from 2015 to 2020, the year 2021 showed an increase in this demand.

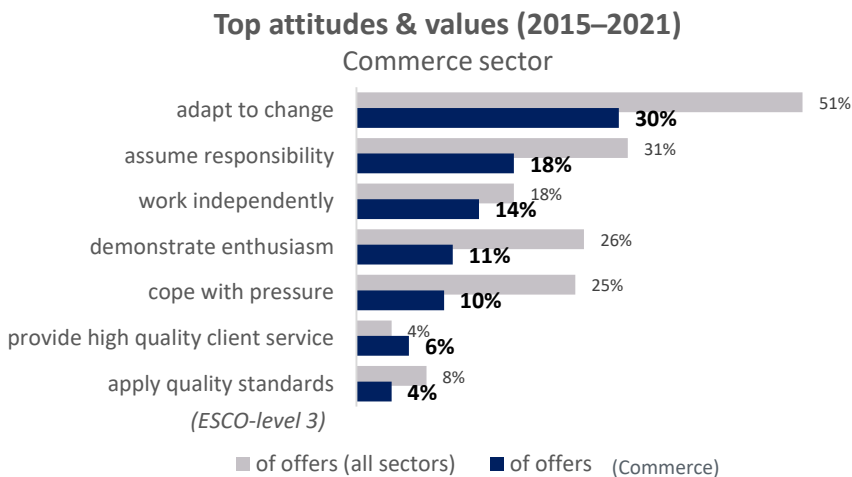
The remainder of this chapter presents the most in-demand skills (distinguishing between "attitudes & values" and "skills & knowledge") mentioned in the job vacancies of the Commerce sector and for some key occupations within the sector (as well as the trends in their evolution).

Most in-demand attitudes & values in the Commerce sector

The graph below presents the attitudes and values that are the most in demand in job vacancies declared by employers in the Commerce sector over the 2015 - 2021 (until April) period. These skills are captured at the ESCO level 3 and the definitions can be found on the classification's [website](#). The graph shows, in blue, the percentage of job offers in the Commerce sector in which the skill was mentioned and, in grey, the percentage of all job offers (across all sectors) in which the skill was mentioned.

The most in-demand value/attitude was adapting to change (which is the case in the majority of sectors), with 30% of job vacancies mentioning it. We also note that job vacancies in the Commerce sector generally require less attitudes/values than other sectors on average.

The only attitude/value that was asked for more in Commerce was to provide high quality client service.



As for the evolution over the years of the demand for the different attitudes and values, we observe a general growth trend in the demand. Particularly for adapting to change and assuming responsibility in 2020/21, while autonomy, enthusiasm and coping with pressure increased from 2017/18 on.

<u>Evolution of the top attitudes & values</u>	Year						
	2015	2016	2017	2018	2019	2020	2021
adapt to change	31%	27%	27%	30%	30%	32%	35%
assume responsibility	19%	16%	18%	17%	18%	20%	25%
work independently	12%	12%	14%	17%	15%	16%	14%
demonstrate enthusiasm	7%	8%	10%	13%	12%	13%	11%
cope with pressure	8%	7%	8%	10%	11%	12%	13%
provide high quality client service	5%	6%	5%	7%	7%	6%	5%
apply quality standards	3%	4%	4%	4%	5%	4%	5%

Most in-demand skills & knowledge in the Commerce sector (1/2)

Skills & knowledge are also captured at ESCO level 3. This has the advantage of grouping together similar skills but the disadvantage that the meanings of some categories are not always very obvious (which is why we sometimes give specifications in brackets). In the Commerce sector, the skills that stand out the most are: providing assistance to people/customers (similar to the provide high quality client service attitude/value on the previous page), using a computer and sales knowledge.

Top skills & knowledge (2015–2021)

Commerce sector



The analysis of the evolution over the years is less clear than for attitudes and values. We observe a growth in particular in interpersonal skills (teamwork, communication...), the use of digital tools and software, problem-solving, and (project) management skills.

Evolution of the top skills & knowledge

	2015	2016	2017	2018	2019	2020	2021
providing general assistance to people	24%	28%	29%	25%	28%	27%	28%
accessing and analysing digital data (=use a computer)	20%	23%	25%	27%	24%	26%	24%
wholesale and retail sales	27%	26%	22%	23%	22%	19%	26%
marketing and advertising	20%	18%	19%	16%	17%	14%	18%
working in teams	15%	14%	14%	20%	19%	20%	22%
personal skills and development (=communication, collaboration)	14%	13%	13%	17%	18%	18%	20%
performing general clerical and administrative tasks	13%	14%	15%	17%	13%	15%	16%
using digital tools for collaboration and productivity	11%	12%	13%	15%	15%	16%	15%
developing solutions (=create solutions to problems)	13%	11%	14%	16%	14%	14%	20%
computer use (=computer software)	11%	14%	15%	16%	13%	16%	17%
planning and scheduling events and activities	11%	10%	11%	12%	12%	11%	16%
managing and analysing digital data	9%	11%	13%	14%	13%	13%	10%
work skills (=customer service)	10%	12%	13%	12%	13%	10%	12%
management and administration (project management, CRM...)	9%	9%	10%	12%	11%	14%	12%
solving problems	8%	7%	9%	11%	10%	9%	14%

Most in-demand skills & knowledge in the Commerce sector (2/2)

In addition to the previously-mentioned top skills, others can be identified as emerging skills (having a growth trend, but still not very significant in volume).

Emerging skills

2015 2016 2017 2018 2019 2020 2021

Interpersonal skills

be attentive

1% 2% 2% 2% 3% 5% 3%

coordinate communication within a team

1% 2% 1% 1% 2% 2% 3%

Organisational skills

manage time

5% 5% 7% 7% 7% 7% 9%

delegate activities

4% 4% 4% 5% 5% 6% 7%

Creativity

brainstorm ideas

1% 2% 2% 3% 3% 3% 4%

think creatively

4% 4% 5% 8% 7% 6% 7%

develop creative ideas

3% 4% 5% 6% 7% 6% 8%

Business skills

project management

2% 3% 2% 4% 3% 4% 4%

customer relationship management

2% 2% 3% 4% 4% 4% 4%

identify suppliers

2% 1% 2% 2% 4% 5% 5%

develop strategy to solve problems

4% 3% 4% 6% 4% 5% 8%

Digital skills

implement front-end website design

1% 1% 1% 2% 1% 2% 3%

database

1% 1% 1% 2% 2% 3% 2%

implement a virtual private network

0% 0% 1% 1% 3% 2% 1%

web programming

1% 1% 1% 2% 1% 2% 3%

use markup languages

0% 1% 1% 2% 1% 2% 3%

business ICT systems

1% 1% 1% 2% 2% 2% 2%

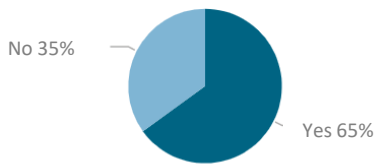
unified modelling language

0% 0% 0% 0% 0% 1% 2%

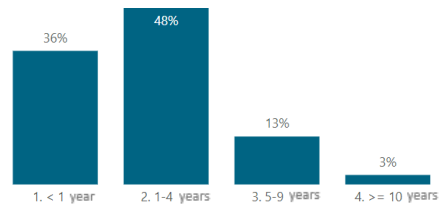
Languages and experience required in the Commerce sector

Alongside the unstructured data extracted by text mining, the job vacancies also include structured data on the languages and years of experience required for the position. This data is analysed hereafter based on the 7,629 vacancies taken into account (2015 - April 2021).

Experience requirements (2015-2021)



Duration of required experience (2015-2021)



In the Commerce sector, 65% of the job offers have explicitly required experience (in the field). Almost half of them (48%) require experience of 1 to 4 years and 36% require experience < 1 year. 13% of these offers require experience of 5 to 9 years and only 3% require experience ≥10 years. These requirements have significantly increased over the 2015–2021 period. Looking only at offers from the past two years, 75% required experience (55% of these offers required experience of 1 to 4 years and only 27% experience < 1 year).

Language proficiency is structured according to the [CEFR](#) (Common European Framework of Reference for languages) levels, which captures the requirements for the three official languages (Luxembourgish, French and German) as well as English.

French is the most requested language in the sector and appears in 85% of the job vacancie as compulsory (43% require a level B for "independent user" and 33% a level C for "proficient user"). For 5% of them, French is considered only an asset and in 11% of the vacancies it does not appear at all.

German is compulsory in 43% of the offers, English in 42% of the offers and Luxembourgish in 36% of the offers. For Luxembourgish, a level B is often sufficient.

These requirements have been rather stable over the 2015-2021 period, except for the requirements of English which have been slightly increasing.

Language requirements (2015–2021)

	A	B	C	Total
Luxembourgish				
0. None	43%			43%
1. Asset	9%	10%	1%	20%
2. Compulsory	9%	19%	8%	36%
Total	43%	18%	30%	100%

	A	B	C	Total
French				
0. None	11%			11%
1. Asset	2%	3%	0%	5%
2. Compulsory	9%	43%	33%	85%
Total	11%	11%	45%	100%

	A	B	C	Total
English				
0. None	45%			45%
1. Asset	6%	6%	1%	13%
2. Compulsory	5%	20%	17%	42%
Total	45%	11%	26%	100%

	A	B	C	Total
German				
0. None	39%			39%
1. Asset	7%	10%	1%	18%
2. Compulsory	7%	25%	11%	43%
Total	39%	14%	35%	100%

Skills profiles of several key occupations (1/4)

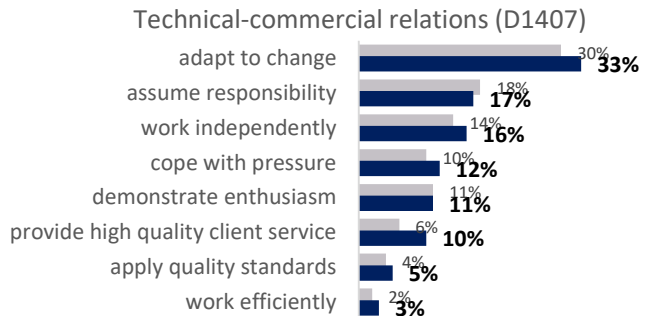
Technical-commercial relations (D1407)

The technical sales profession came out of our analysis as one of the professions to be prioritised (see page 30).

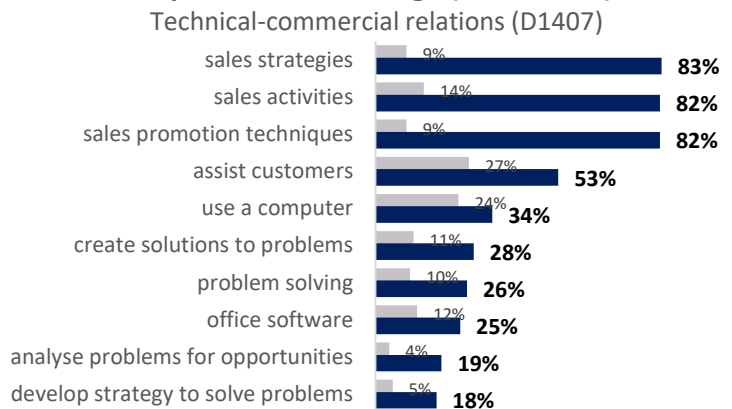
Top skills

The following graphs show the skills (attitudes and values, skills and knowledge) most in demand for technical sales staff, compared to the average of the Commerce sector. The required attitudes/values are similar to those required for the sector in general, except for providing high quality client service, which is more in demand for this occupation. In terms of skills and knowledge, we note mainly sales skills, but also digital and problem-solving skills.

Top attitudes & values (2015–2021)



Top skills & knowledge (2015–2021)



■ % of offers (Commerce) ■ % of offers (technical-commercial relations)

Growing skills

While the majority of skills remained more or less stable over the 2015-2021 period, the following skills have grown/emerged:

Business skills

	2015	2016	2017	2018	2019	2020	2021
pricing strategies	8%	9%	3%	12%	6%	14%	16%
set production KPI			3%	5%	6%	10%	5%
report analysis results			3%	5%	6%	10%	5%

Personal skills

liaise with managers			3%	5%	6%	10%	5%
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Digital skills

use office systems	8%	9%	18%	26%	15%	29%	16%
erp				7%	6%	10%	5%

Skills profiles of several key occupations (2/4)

Automotive mechanics (I1604)

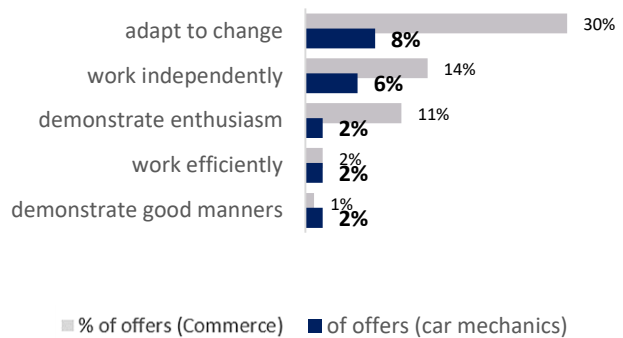
Mechanics are also one of the key occupations (p. 17) to be prioritised (p. 30).

Top skills

For mechanics, the different attitudes and values are less explicitly required than for the sector in general, with the exception of working efficiently and professionalism (demonstrating good manners).

Top attitudes & values (2015–2021)

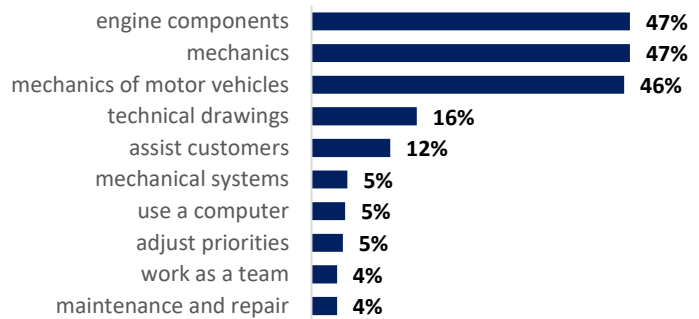
Automotive mechanics (I1604)



In terms of skills and knowledge, the most important are the job-specific skills related to mechanics and, to a lesser degree, customer assistance.

Top skills & knowledge (2015–2021)

Automotive mechanics (I1604)



Growing skills

For the following skills, a growth or emergence trend has been identified:

	2015	2016	2017	2018	2019	2020	2021
Job-specific skills							
technical drawings	3%	6%	22%	18%	15%	12%	22%
apply quality standards			1%	1%		1%	3%
maintain work area cleanliness			1%	1%	5%	4%	
Customer service							
assist customers	11%	4%	9%	10%	15%	15%	19%
demonstrate good manners				3%	3%	1%	3%
Organisation							
adjust priorities		2%	3%	4%	8%	6%	9%

Skills profiles of several key occupations (3/4)

Organisational and management consulting (M1402)

Another profession to be prioritised, showing both growth and a shortage in candidates, are project managers.

Top skills

In general, the demand in attitudes/values is considerably higher for this occupation than for the rest of the sector. Adapting to change, coping with pressure and enthusiasm are the most important, but quality assurance is also much more important than for other occupations in the sector.

In the skills/knowledge category, teamwork and communication are essential, but also problem solving, creativity and time management. In this sector, managing suppliers and purchasing also seem to be part of the job.

Growing skills

The following skills were identified as growing:

		2015	2016	2017	2018	2019	2020	2021
Personal skills	adapt to changing situation	41%	36%	66%	68%	83%	71%	94%
	tolerate stress	53%	36%	66%	71%	84%	71%	82%
	solving problems	35%	43%	66%	61%	77%	61%	59%
Communication	communication	41%	36%	84%	89%	84%	80%	94%
	Assertiveness	6%	7%	13%	21%	29%	15%	35%
	self-promote	6%	7%	25%	21%	30%	41%	35%
	report facts	12%	14%	13%	16%	12%	20%	41%
Collaboration	work as a team	59%	64%	88%	84%	84%	71%	88%
	delegate activities		7%	6%	16%	13%	15%	24%
	maintain working relationships	12%	14%	22%	16%	33%	29%	29%
Business skills	quality standards	24%	29%	41%	37%	46%	49%	59%
	identify suppliers	6%	21%	38%	37%	48%	49%	53%
	order supplies	18%	21%	50%	55%	60%	49%	59%

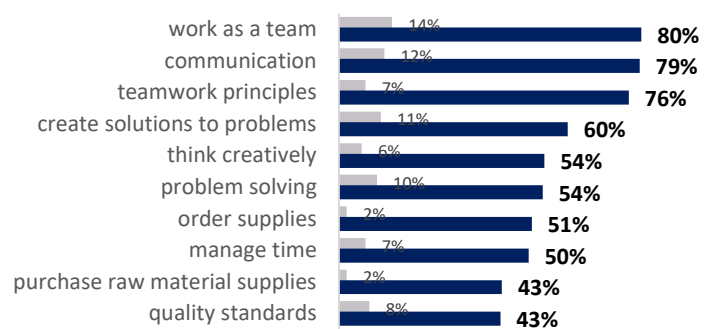
Top attitudes & values (2015–2021)

Organisational consulting (M1402)



Top skills & knowledge (2015–2021)

Organisational consulting (M1402)



■ % of offers (Commerce) ■ % of offers (organisational consulting)

Skills profiles of several key occupations (4/4)

Clothing and accessories sales (D1214)

To explore another key occupation in the Commerce sector, we have selected clothing/accessories salespeople (1st place in terms of proportional share, p. 17).

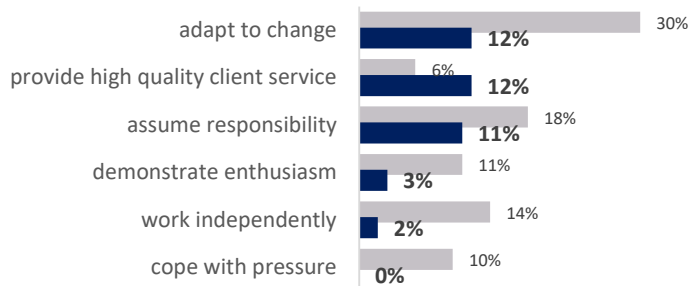
Top skills

Here, the different attitudes and values are less strongly in demand than for the sector in general, with the exception of client service.

In terms of skills/knowledge, customer assistance and sales activities are at the top of the list; we also note skills specific to selling goods (merchandising techniques, directing customers to merchandise, supervising merchandise display).

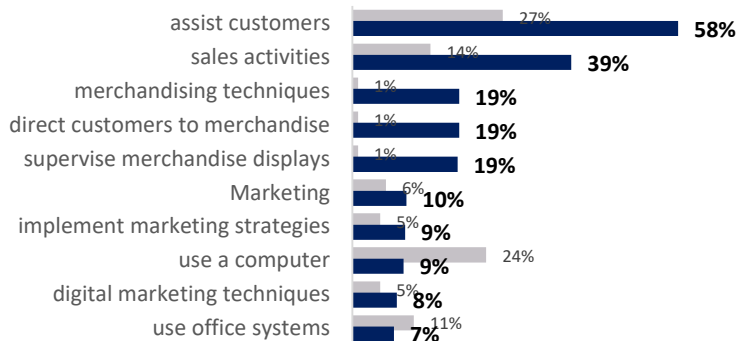
Top attitudes & values (2015–2021)

Clothing and accessories sales (D1214)



Top skills & knowledge (2015–2021)

Clothing and accessories sales (D1214)



■ % of offers (Commerce) ■ of offers (clothing sales)

Growing skills

For the following skills, a growth trend has been identified:

	2015	2016	2017	2018	2019	2020	2021	
Sales/Contact	assist customers	34%	64%	60%	58%	71%	46%	78%
	sales promotion techniques		2%	2%	3%	10%	8%	11%
	sales strategies	4%	2%	4%	3%	11%	8%	11%
Personal skills								
adapt to change	12%	11%	7%	22%	8%	15%	22%	
Digital skills								
	use a computer	8%	6%	10%	14%	6%	10%	22%
use microsoft office	4%	2%	5%	7%	5%	10%	22%	

Conclusion of the skills-level analysis

The text mining approach has enabled us to transform unstructured text into structured data that can be made to use. Although a job advertisement generally does not provide a complete image of the skills actually required to do a job, it contains insightful information on what skills the employers in Luxembourg decide to put on the forefront. Given that a job advertisement is often a projection of the company into the near future, it also provides insights into future requirements.

Based on the analysis in this chapter, we can observe that skills expectations are increasing in the Commerce sector.

Personal/interpersonal and digital skills stand out as particularly in-demand, and to a lesser extent also skills specific to the occupation or to the Commerce sector. It is important to note that in our analysis, job-specific skills are probably underestimated compared to transversal skills, both because the text mining model finds it easier to identify transversal skills that appear more often in general and because job advertisements tend to mention transversal skills more often whereas job-specific skills might be considered an obvious requirement for a specific job.

These results of our skill-level analysis can be used to enrich the current training offer in Luxembourg, for example by integrating more transversal skills into the various existing trainings.

However, for the reasons mentioned above, these results need to be complemented by other analytical methods and with qualitative input from experts on the different occupations.

The results will also enable employers in the sector to reflect on the role of these skills in their company, and jobseekers to position themselves during the job application process (CV, cover letter, job interview) in relation to these skills.

5. Glossary of ROME occupations



Glossary of ROME occupations

This glossary aims to facilitate the understanding of all ROME labels used in the document. It includes, per ROME occupation, examples of functions (“*appellations*” in the ROME terminology) as well as a definition. The [ADEM website](#) enables the user to search for all ROME occupations and to find further details, such as typical activities and required skills. The ROME code in the table refers directly to the ROME page for that occupation.

Code	Occupation	Functions	Definition
D1101	Butchery	<ul style="list-style-type: none"> • Butcher • Butcher's helper • Butcher-caterer 	Carries out the preparation of meat and butchery specialities according to the rules of hygiene and food safety. Can sell butchery products. Can manage a food retail business (butchery, catering, etc.).
D1106	Food and beverage sales	Salesperson for: <ul style="list-style-type: none"> • General food products • Meat products • Bakery-Pastry • Fish products • Organic products • Wines and spirits • Cheese 	Carries out the sale of food products (fresh and non-fresh) in accordance with retail regulations, food hygiene and safety rules and the commercial objectives of the company. Can prepare (cooking, cutting, making trays, etc.) fresh products.
D1209	Greenery sales	<ul style="list-style-type: none"> • Florist • Garden centre salesperson 	Sells indoor plants (cut flowers, flowering plants, floral arrangements, dried flowers, etc.), outdoor plants (ornamental shrubs, fruit trees, bedding plants, roses, bulbs, etc.) and garden centre products or accessories (pots, fertilisers, potting soil, plant protection products, etc.) to private customers in accordance with trade regulations, health and safety rules and regulations. Sells garden centre products or accessories (pots, fertilisers, potting soil, plant protection products, etc.) to private customers in accordance with trade regulations, health and safety rules and the company's commercial strategy. May create decorations for public or private events (fairs, weddings, funerals, etc.). May coordinate a team.

Code	Occupation	Functions	Definition
D1211	Sports and leisure goods sales	<ul style="list-style-type: none"> • Sports goods salesperson • Salesperson for stationery and books • Salesperson for toys • Newsstand salesperson • ... 	Sells articles and accessories intended for sports, cultural or leisure activities to private customers in accordance with trade regulations, the company's strategy and commercial objectives. May offer additional services (cycle adjustments, maintenance of musical instruments, etc.). May coordinate a team.
D1212	Household goods sales	<ul style="list-style-type: none"> • Kitchen salesperson • Household appliance salesperson • Furniture salesperson • ... 	Carries out the sale of products intended for the fitting out, decoration and equipment of the home to a private clientele according to the trade regulations, the strategy and the commercial objectives of the company. May carry out after-sales service operations. May coordinate a team.
D1214	Clothing and accessories sales	<ul style="list-style-type: none"> • Ready-to-wear salesperson • Jewellery salesperson • Shoe salesperson • ... 	Sells articles intended for personal equipment and hygiene (clothing, shoes, jewellery, handbags, perfumes, etc.) to private customers in accordance with the trade regulations, the company's strategy and commercial objectives. May offer additional services to sales (alterations, loyalty cards, etc.). May coordinate a team.
D1301	Retail management	<ul style="list-style-type: none"> • Shop manager • Retail manager • Service station manager • ... 	Carries out the commercial and administrative management of a small or medium-sized sales area and develops its commercial profitability. Manages an organizational structure.

Code	Occupation	Functions	Definition
D1401	Commercial assistance	<ul style="list-style-type: none"> • Administrative and commercial assistant • Customer service assistant • ... 	Carries out the commercial and administrative processing of customer orders with a focus on quality (service, cost, deadline, etc.). Communicates technical information on the company's products/services to customers. Can prospect for customers and sell products/services.
D1402	Commercial relations with companies	<ul style="list-style-type: none"> • Commercial representative • Sales representative. • Account manager • .. 	Contacts a clientele of companies or resellers in order to present and sell products or services according to the commercial objectives of the company. Carries out commercial follow-up of customers (loyalty operations, satisfaction surveys, etc.). May coordinate the activities of a sales team.
D1403	Commercial relations with individuals	<ul style="list-style-type: none"> • Commercial representative for individuals • Sales representative for individuals • ... 	Contacts private customers, presents and sells products or services according to the company's sales methods and strategy. May lead sales meetings in people's homes. May carry out a technical study when selling specific equipment (kitchen, swimming pool, veranda, blinds, etc.). May coordinate a team.
D1404	Vehicle sales	<ul style="list-style-type: none"> • Car salesperson • Motorbike salesperson • Heavy vehicle salesperson • ... 	Presents vehicles (cars, motorbikes, camping cars, boats, etc.) to customers, advises them on their choice, offers them additional services (financing, extended guarantees, maintenance contracts, etc.) and concludes the sale. May prospect for customers (private individuals, major accounts, etc.). May purchase vehicles. May coordinate a sales team.

Code	Occupation	Functions	Definition
D1407	Technical-commercial relations	<ul style="list-style-type: none"> • Technical sales engineer • Technical sales representative 	Prospects for a professional clientele, proposes technical solutions according to the needs and requirements of the client and negotiates the commercial conditions of the sale. May coordinate a sales team and lead a network of sales representatives.
D1408	Telesupport and telesales	<ul style="list-style-type: none"> • Teleadviser • Telemarketer • Call-center agent 	Prospects, advises a clientele (individuals, companies, etc.) and sells products or services (travel, telephony, equipment, clothing, etc.) by telephone according to the company's commercial objectives. May coordinate a team.
D1502	Food sales management	<p>Department manager for</p> <ul style="list-style-type: none"> • Food produce • Fresh produce • Drinks • ... 	Supervises the flow of sales, sets up commercial operations and coordinates the activities of a team of salespeople and self-service employees in one or more departments of fresh food products (fruit and vegetables, meat, fish, dairy products, etc.) or non-fresh produce (groceries, canned goods, liquids, etc.) in accordance with trade regulations, food hygiene and safety rules and the store's commercial strategy. Can advise customers on the products on the shelves. Can prepare (cut, prepare dishes, etc.) fresh produce.
D1505	Cashier staff	<ul style="list-style-type: none"> • Cashier • Car park cashier • Service station cashier 	Carries out the recording of sales and the collection of goods, articles (clothing, food, fuel, etc.) or services (motorway tolls, parking, etc.). May restock products in shop.
D1507	Shelving staff	<ul style="list-style-type: none"> • Shelving worker 	Carries out the shelving (installation, marking out, labelling, etc.) of food products (fresh and non-fresh) or non-food products on a sales area in accordance with trade regulations, the company's commercial objectives and health and safety rules. May collect payment for products or articles.

Code	Occupation	Functions	Definition
E1103	Communication	<ul style="list-style-type: none"> • Communication officer • Communication assistant • Online/Web communication officer • Public relations officer • Head of communications 	Organises and implements communication and information dissemination actions and produces communication tools/supports according to the company's strategy. May participate in defining the communication policy and drawing up the communication plan. May manage a department or a team.
I1304	Installation and maintenance of industrial equipment	<ul style="list-style-type: none"> • Industrial maintenance electrician • Industrial maintenance technician 	Carries out the maintenance, repair, monitoring and installation of industrial equipment of multi-technology design, in accordance with safety rules and regulations. May carry out the planning of maintenance or installation operations. May coordinate a team.
I1604	Automotive mechanics	<ul style="list-style-type: none"> • Car mechanic • Car repairman / towing service • Truck mechanic • Automotive electrician • Automotive technical expert • Garage owner • Car washer • ... 	Carries out repairs, overhauls and periodic inspections of private or industrial motor vehicles in accordance with safety rules and regulations. May carry out breakdown repairwork and road tests of vehicles. May coordinate a team.
I1606	Bodywork repair	<ul style="list-style-type: none"> • Bodywork repairer / Coachbuilder • Bodywork shop manager • Auto body painter 	Repairs by reshaping or replacing damaged bodywork or structural elements (marble work, etc.). Carries out finishing operations (surface preparation, painting, etc.) in accordance with safety rules and regulations. May carry out bodywork modifications and small-scale upholstery work. May coordinate a team.
K1902	Legal assistance	<ul style="list-style-type: none"> • Legal assistant • Notary clerk 	Provides administrative support (mail, information research, constitution of a document collection, etc.) for a legal professional (notary, bailiff, etc.) or a company. Draws up deeds or documents with legal value. Can authenticate judicial acts (interrogation, reconstitution, etc.). May draw up reports (inventory of fixtures, adultery, various types of damage, etc.). May participate in the organisation and running of a public auction. May coordinate a team.

Code	Occupation	Functions	Definition
K2204	Cleaning activities	<ul style="list-style-type: none"> • Surface cleaner • Cleaning team leader 	Carries out cleaning and maintenance operations on surfaces, premises and equipment on service and industrial sites in accordance with health and safety regulations. Can carry out surface renovation operations (plastic floors, carpets, marble, etc.). Can coordinate a team.
M1101	Purchasing	<ul style="list-style-type: none"> • Buyer 	Researches and selects products and suppliers according to the company's purchasing strategy and negotiates commercial contracts according to cost, time and quality objectives. May develop a purchasing strategy for the company. May coordinate a team.
M1203	Accounting	<ul style="list-style-type: none"> • Accountant • Fund accountant • Accounting clerk 	Records and centralises the commercial, industrial or financial data of an organisation in order to draw up balances of accounts, profit and loss accounts, balance sheets, etc. in accordance with legal requirements. Checks the accuracy of accounting entries and reports on the economic situation of the organisation. May carry out activities relating to payroll and personnel management. May coordinate the activity of a team or manage an organisation.
M1204	Management control	<ul style="list-style-type: none"> • Management controller (incl. financial controller, investment controller, business controller) • Controlling manager 	Organises and controls the economic management (definition of objectives, activity indicators, performance measurement, etc.) of an organisation (company, subsidiary, local authority, etc.) and optimises its financial profitability in accordance with the strategic choices decided by the management bodies and regulations (commercial, fiscal and financial). May carry out prospective studies of the organisation's results. May coordinate a team.

Code	Occupation	Functions	Definition
M1402	Organisational and management consulting	<ul style="list-style-type: none"> • (Organisational) project manager • Head of sustainability and CSR - Corporate Social Responsibility • Head of quality 	<p>Advises and assists company managers in developing strategies for transformation, adaptation and change management. Designs organisational and managerial change processes (human, technological, financial, IT, quality, safety, etc.) according to the expected objectives. May coordinate the activities of a team or manage a department.</p>
M1403	Market research	<ul style="list-style-type: none"> • Market research analyst • Economist • Statistician 	<p>Analyses data (economic, statistical, etc.) and transforms it into operational and strategic information to assist in decision-making for the organisation or company. Can carry out and implement data collection. May coordinate a team or manage a department.</p>
M1502	Human resources development	<ul style="list-style-type: none"> • Recruitment manager • Career managers • Human resources development manager • Corporate training manager 	<p>Implements the recruitment or training policy according to the strategic orientations of the organisation and the targeted development objectives. Participates in the development of the company's employment policy. May coordinate a team or manage a department.</p>
M1601	Reception and information	<ul style="list-style-type: none"> • Receptionist • Information desk clerk 	<p>Welcomes, informs and directs people at the reception area (station, company, etc.) or at the switchboard and issues passes, badges, tickets, invitations, etc. Can manage mail (collection, distribution, etc.), simple administrative tasks (filing, computer entry, typing of pre-established letters, etc.). May coordinate a team.</p>

Code	Occupation	Functions	Definition
M1602	Administrative operations	<ul style="list-style-type: none"> Administrative clerk 	Carries out routine administrative work (checking documents, typing and formatting pre-established letters, following up on administrative files, etc.) according to the organisation of the organisation or department. May be in charge of reprography and archiving activities. May be responsible for the reception of the organisation.
M1604	Executive assistance	<ul style="list-style-type: none"> Executive assistant Office manager Executive secretary 	Assists one or more managers (executive, director,...) in order to optimize the management of their activities (schedule management, travel organisation, communication, meeting preparation, reception,...). Organises and coordinates internal and external information, sometimes confidential, related to the operation of the organisation. May take charge of the complete follow-up of files (equipment maintenance contracts, follow-up of customer reminders, administrative management of personnel, etc.) or of specific events (organisation of seminars, trade shows, etc.). May coordinate a team.
M1607	Secretarial services	<ul style="list-style-type: none"> Administrative assistant Secretary Legal secretary 	Carries out the administrative processing of files (typing letters, formatting documents, etc.) and transmits information (e-mail, notes, faxes, etc.) on behalf of one or more departments or a manager, depending on the company's organisation. May take charge of the complete follow-up of files (maintenance contracts for equipment, the organisation, etc.). May coordinate a team.
M1703	Product management	<ul style="list-style-type: none"> Product manager Market manager Brand manager 	Manages the evolution of a product or range of products, from its design to its marketing, according to the company's sales and marketing strategy. May coordinate a team.

Code	Occupation	Functions	Definition
M1705	Marketing	<ul style="list-style-type: none"> Marketing manager Digital marketing manager Digital brand manager - online brand manager Marketing assistant 	Defines and implements the marketing strategy (prices, promotion, communication, product ranges, technical support, etc.) for all of the company's products. May manage a department or coordinate the activities of a team.
M1707	Commercial strategy	<ul style="list-style-type: none"> Commercial director Sales manager 	Defines and implements the company's commercial strategy according to economic profitability objectives. Manages a department and coordinates a team. May organise and develop international sales activities or a type of e-commerce sale.
M18	IT systems	<p>Occupation group:</p> <ul style="list-style-type: none"> M1801 - IT administration M1802 – IT expertise M1803 – IT management M1804 - Telecoms network design and development M1805 – IT development M1806 – IT consulting M1810 – IT architecture 	
M1802	IT expertise	<ul style="list-style-type: none"> IT methods engineer IT systems architect Cloud architect IT security architect IT auditor, IT security Expert penetration tester IT security manager 	Advises the company's IT and telecoms management on new technical developments and solutions (choice of software, hardware, network, etc.), with the goal of optimising and matching IT and telecoms resources with users' needs. Provides support (security, quality, methods, etc.) and technical assistance to the company's IT or telecoms teams (production, development), users and customers. Ensures compliance with quality and safety standards and procedures. May intervene directly on all or part of a project in his/her field of expertise.

Code	Occupation	Functions	Definition
M1805	IT development	<ul style="list-style-type: none"> • Project manager, IT design and development • Computer developer • Web developer • Big Data developer • Full-stack developer • Business intelligence developer - Business intelligence • Business analyst - Business intelligence • IT functional analyst • Computer application integrator • IT tester 	<p>Designs, develops and finalises an IT application project, from the study phase to its integration, for a client or a company according to functional needs and specifications. May lead development projects. May coordinate a team.</p>
M1806	IT consulting	<ul style="list-style-type: none"> • IT consultant • IT transformation project manager (MOA) • Information system functional architect • ERP / SaaS consultant 	<p>Translates the functional requirements of a client's IT system, according to the objectives of the business area (accounting, human resources, logistics, sales, production, etc.) and the economic and logistical constraints. Negotiates with IT specialists the components of an application and a software tool, throughout the design and development process, in the interests of the company and the end users. Assists the project manager in defining requirements, solutions to be implemented and their integration into the company's information system. Participates in information system implementation projects. May supervise a an information system transformation (MOA) project.</p>
N1103	Warehouse operations	<ul style="list-style-type: none"> • Warehouse worker • Warehouse assistant • Packing machine operator • Shipping logistics employee • Stock manager • Order picker 	<p>Carries out reception, storage, stock-keeping, order preparation and dispatch operations for goods, products, raw materials, etc. in accordance with quality procedures, health and safety rules and deadlines. Can carry out handling operations using light handling equipment (pallet truck, hand truck, trolleys, shopping trolleys, etc.) or self-propelled machines (forklift truck, etc.). Can carry out specific operations (packaging, simple assembly, packing, supplying production lines, etc.) and carry out sales operations at the counter.</p>

Code	Occupation	Functions	Definition
N1105	Load handling	<ul style="list-style-type: none"> • Load handler • Material handler 	Performs manual handling operations of goods, products, objects or materials (loading/unloading of vehicles, sorting, cleaning,...), according to safety rules. Can carry out simple operations (physical inventory, packing, etc.) using handling equipment or machinery (lifting table, hand truck, trolleys, hoist, straps, etc.) not requiring a driving licence (pallet truck, etc.).
N1301	Supply chain management	<ul style="list-style-type: none"> • Logistics manager • Supply chain manager 	Defines and implements organisational schemes for all or part of a logistics chain of physical flows of goods, from the purchase of raw materials to the distribution of finished products. Designs steering and management tools (procedures for monitoring orders, circuits and information systems, etc.) enabling the routing of products to be traced between the various actors in the logistics chain (producers, suppliers, transporters, distributors, etc.) with the aim of rationalisation and optimisation (quality, profitability, deadlines, safety). May be specialised in one phase: supply (inbound logistics), distribution (outbound logistics), etc. or organise operations in a particular field (humanitarian, national defence, etc.). May manage a team or a logistics department.

Code	Occupation	Functions	Definition
N4101	Long-haul freight transport	<ul style="list-style-type: none"> • Truck driver • Dump truck driver • ... 	<p>Drives a heavy road vehicle (maximum total weight authorised - greater than 3.5 tonnes) in order to transport goods (products, vehicles, etc.), over medium or long distances, in accordance with labour and road transport regulations and customer satisfaction requirements (deadlines, compliance, etc.). Carries out operations related to transport (securing loads, issuing documents, checking goods, etc.). May carry out loading/unloading operations and follow-up maintenance on the vehicle.</p>
N4105	Short-haul driving and delivery	<ul style="list-style-type: none"> • Delivery driver • Warehouse driver • Dump truck driver • Food delivery driver • ... 	<p>Delivers or collects goods, parcels, materials, waste, etc. from a predefined route and within a restricted geographical area. Carries out the delivery route using a light vehicle or a heavy goods vehicle in accordance with road transport regulations and customer satisfaction requirements (deadlines, quality, etc.). Carries out operations related to the delivery (route, loading/unloading of goods, issuing of delivery documents, etc.). May carry out specific operations (preparing orders, assembling furniture, collecting money, carrying meals, etc.).</p>

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ADEM launched the Future Skills Initiative in October 2020 as a framework that integrates the various projects related to the anticipation and development of future skills with the aim of employment preservation. This initiative is based on three pillars:

1. Conduct and contribute to national and sector-level studies on labour market developments and skills shortages,
2. Introduce new upskilling/reskilling programmes for jobseekers,
3. Raise awareness among employers when it comes to the importance of workforce planning (which includes proactively investing in the skills and employability of their employees) and develop a new programme to support employers in upskilling/reskilling their employees.

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