



Future Outlook on Labour and Skills Needs: Information and Communication Technology MONITORING REPORT 2025

Key findings

The OSKA study conducted in 2021 projected that the number of ICT specialists would increase 1.5 times by 2027. The monitoring study confirmed that labour demand in the field continues to grow.

However, fewer system administrators, user support specialists, and technicians have entered the labour market than expected. On the other hand, the number of software developers and ICT project managers/product owners has grown more than anticipated.

According to OSKA's forecast, the employment of ICT specialists will continue to increase in the coming years, and by 2027, more than 40,000 people will be working in these professions.

In the OSKA context, the ICT field includes both specialists working in the ICT sector and those employed in ICT occupations across other economic sectors, including the public sector.

The 2024 monitoring study revealed that slightly less than half of new ICT specialists came from graduates or dropouts of ICT programmes, and about a quarter entered the field through retraining or as foreign labour.

The 2021 study already highlighted the need to develop managers' capacity to lead digital transformation, but this has now become a top priority. A company's readiness to develop and implement new digital technology-based solutions largely depends on the manager's digital competence.

To adopt new digital technologies, a manager does not need to be an ICT specialist, but they must be familiar with digital opportunities to act as an informed decision-maker or a "smart client".

The future key competencies for ICT specialists are increasingly interdisciplinary—particularly the integration of ICT skills with domain-specific knowledge. Skills related to data valorisation (adding value to data) are becoming more important, as is knowledge of how to ensure information and cyber security within an organisation.

Estonia's competitive advantage can be strengthened by increasing the share of ICT specialists with master's and doctoral degrees who create higher added value.