



INNOVATING FOR A SELF-RELIANT INDIA

Heavy Engineering and Manufacturing

Industry Partner



Confederation of Indian Industry

Academia Partner







About The Team

taggd.



Taggd is a digital recruitment platform that provides 'Ready-to-Hire' talent to India Inc. Combining the power of human knowledge and data, Taggd has successfully fulfilled talent mandates of more than 100+ clients and ensured hiring managers' success for half a million jobs from over 14+ sectors. With a vision to fulfill 1 Million Jobs by 2025, the Taggd talent platform strives to connect people to people, people to companies, and people to opportunities, just right, every time. Taggd believes hiring right should be non-incidental. It's not just a belief but is Taggd's way of working. And the Taggd talent platform does that by democratising the art and science of hiring. Taggd is the knowledge partner for the India Skills

Report. With access to cutting-edge resources and intelligence, Taggd sheds light on the job and hiring landscape cross-nation, providing qualitative and quantitative data from industry experts.



Sunstone Eduversity is a leading higher education service provider that invests in up skilling students across the country. Sunstone incorporates a blend of practical and theoretical education to deliver job-ready skillsets. Sunstone offers its services in 22+ campuses spread across 18+ Indian cities, with industry aligned learning content designed for 7+ tailored programs that are leveraged to enhance employability. Sunstone's unique blend of the latest technology, hybrid learning pedagogy and unparalleled focus on personality development, provides students with a holistic educational experience.



Confederation of Indian Industry

The Confederation of Indian Industry (CII) is entrusted with sustaining development in India through partnering industries, government entities, civil societies, and organizations as an advisory and consultant. CII is a non-profit, non-government entity that is driven by industries and managed

organizations responsible for spearheading various national development schemes. Founded in 1895, the premier association is made up of 9000+ members from private and public sectors, MNCs and SMEs across the nation. With more than 300,000 enterprise affiliations and memberships, the CII spans 291 regional and national industries and sectors. CII collaborates with industry leaders and the government to project sustainable development modules and policies. With a range of specialized services and a vast global reach, with its aim being boosting competitiveness & efficiency and creating opportunities for economic and social growth. CII is a renowned networking platform handling pressing issues pertinent to sustainable development with a growing affiliate body. It enables industries to identify and execute corporate citizenship initiatives. Various civil societies work with CII to instigate and incorporate reliable development opportunities across industries and sectors.



Acknowledgement

Dr. A P J Abdul Kalam, our nation's favourite President, once said, **"We will be remembered only if we give our younger generation a prosperous and safe India, resulting out of economic prosperity coupled with civilizational heritage."**

And we, the team of Decoding Jobs 2022, could not agree more, because it is only India's young talent that is central to India's story of an economically strong and prosperous future. The initiative which started off on its independent journey (through our India Skills Report Initiative) three years ago, with an intent to bring deeper conversations on Jobs at the center of discussions between India Inc, the Academia and the Government, today has evolved into a platform where leaders from across Industries contribute towards creating an authentic reference point – for everything related to jobs. This could not have happened without the coming together of some of the best hearts and minds from industry, academia, and the government.

First and foremost, we would like to thank the 200+ Talent Leaders and CXOs across Industries, who worked with us over the past four months to provide glimpses of the hiring scenario – especially in these volatile times, when all our past knowledge and predictability models were put to test. Be it the Think



Tank – CHRO Round Table Series or our primary research, your contributions made the initiative possible.

We would also like to express our sincere gratitude to our Industry Partners – Confederation of Indian Industries and our Academia Partners – Sunstone Eduversity, for their unparalleled support. We would like to thank all team members of Sunstone Eduversity who helped in amplifying the reach of the initiative to a much wider audience. We are proud to have partnered with you all on this national cause which sets the nation's direction in this New World of Jobs in this new decade.

Last but not the least, we wish to thank all the members of the CII National Committee on Skills

Development and Livelihood, and CII office bearers across states, who have lent invaluable support in administering our primary research. Your support is really appreciated.

The energy and support which we received from all our partners, advisors, and guides in this journey of Decoding Jobs was inspiring. We really hope that you would find the outcome of this effort, which is brought to you in the form of the industry sectoral reports, meaningful and relevant, as you go about Decoding Jobs in the pursuit of the right fit talent in your respective industry.



Foreword from the Ministry

We must strive to make the 21st century India's century. And the path to do that is self-reliance. Aatmanirbhar Bharat has become a 'mantra' for the 130 Cr Indians today. I am confident that India will realise this dream.

"Make India' and 'Atmanirbhar' (self-reliance) through upskilling and reskilling should be the core focus. We understood during the COVID-19 crisis that skills are the key to our lives. Skill development is a key focus, and every Indian must take this seriously.

Those born in 21st century will help India growth and develop further. Hence, skill development is a national requirement. Our vision is greater investment, better infrastructure, increased value addition and maximum job creation.

The 16 action points envisaged by the government will help in boosting jobs in the rural sector. While integrated approach in agriculture will add value to horticulture, fisheries and animal husbandry, youth will get new opportunities in fish processing and marketing under the 'blue economy'.

The human resource of this sector – doctors, nurses, attendants, and, also manufacturing of medical devices - will see a lot of scope. Atmanirbhar Bharat doesn't mean only reducing imports, it means to enhance our capacity, our creativity, our skills.

The private sector's contribution is as important as public sector's in the economy's development. We have recently established a dedicated fund of INR 5,000 crore for enhancing 12 "Champion Services Sectors". Among others, these include IT & ITeS, tourism, medical value travel and audiovisual services. Sectors like manufacturing and telecom... brought great benefits for the country. India's contribution to vaccination development during Covid-19 pandemic has been a testament to the private sector's valuable contribution to the Indian Economy.



सत्यमेव जयते

Foreword from CII



Sanjay C Kirloskar

Chairman, CII National Committee on Skill Development & Livelihood 2021-22 and Chairman & Managing Director, Kirloskar Brothers Ltd

With the economy poised to reach the 5 trillion-dollar mark in the next few years, India is expected to be one of the top three economic powers in the world in the next 10-15 years. While substantial measures by the government provided the biggest boost to growth, especially after the Pandemic, Industry also stepped in to propel the Indian economy towards growth and stabilization.

The 3rd edition of Decoding Jobs Sectoral Reports is our pioneering effort to provide in-depth analysis

into the fast-changing employment landscape of India's key sectors and shed light on upcoming trends, jobs, skills, best practices, and key asks of the job ecosystem, all at one place.

What comes next is the setting up of a modern self-reliant India, built to compete on the global stage with the capital and talent to steer the future-forward. For India to achieve its true potential, it needs to capitalize and harness the vast talent pool. This will only be possible if the nation offers opportunities of growth for the young workforce. While the pandemic presented challenges to the job ecosystem, it also opened new avenues of growth. The current wave of digitization along with the industry 4.0 revolution can drive high-growth industries to attract investments and become hubs for both domestic and international markets. With the right steps, India can increase the rate of employment required to absorb the 1 million talents joining the workforce every month. There is a critical need for skilled talent and new employment opportunities. Hence, the employment and employability landscape must be understood by decoding trends that influence the demand of qualified talent in the nation. That's exactly what the 3rd edition of Decoding Jobs Industry Sectoral Reports aims to achieve.

Combining the insights gained from engaging with 200+ enterprises both through discussions

and a primary survey, this edition of Decoding Jobs focuses on each of the key sectors of the economy, namely, Automotive, BFSI, Internet Business, Manufacturing & Engineering, IT & Tech, Healthcare & Pharmaceuticals. The series also covers a special edition on GICs that look hopeful in the coming year. This report aims to bring about a cohesive understanding of talent demand across these sectors combined with the macro-economic factors that influence the industry growth. The idea is to shed light on what employers expect, and how employees are expected to grow to supplement these expectations. Stakeholders, employers, and even academicians stand to gain from an understanding of what the business ecosystem requires, as it hopes to scale into the future.



Message from the President's Desk



Devashish Sharma

Founding Member and President, Taggd

Mahatma Gandhi's famous quote, "Live as you were to die tomorrow. Learn as if you were to live forever," applies aptly to the current state of the business environment of the country. The Indian economy has transformed in massive ways in a relatively short time and continues to do so. Particularly, the digital adoption experienced across industries has unraveled new avenues for growth. While many industries such as the BFSI, Pharmaceutical, and IT are expected to ramp up on hiring in the current calendar year, there is significant weight on the shoulders of young India. If we are to create a

self-reliant India with new jobs and new standards of living, we must take stock of the recent changes as a turning point for widespread transformation.

The consequences of a two-year-long continuing battle with the global pandemic are evident in the organized and unorganized sectors. Hospitality, travel, and real estate are slowly reviving their way back and the results usher a new wave of hope to the people. Growing sectors such as Pharmaceutical, IT, GIC, and Heavy Engineering and Manufacturing have shifted to hybrid work environments, launched initiatives to upskill and reskill their workforce, and adopted digital technologies to sustain virtual operations. Meanwhile, India has witnessed more unicorns being listed on the global market, helping India emerge as a celebrated digital entrepreneurship destination in the world.

While the industries have had several reasons to pat their backs, they've also had to manage some roadblocks. The ongoing tech talent crunch, palpable skills gaps, the Great Resignation are only a few of these to name. The Government of India has renewed its plan to accelerate the India Skill Mission which aims to provide 40 crores of young Indians with job-relevant training. Large conglomerates too are investing in

skill-driven programs to match the rising demand for qualified talent. The IMF expects India to post rapid growth and become a \$4trillion economy by 2024 given its young population, large labour force, and rising educational attainment. Moreover, Our Hon'ble Prime Minister's vision of Aatmanirbhar Bharat has provided the much-needed stimulus to businesses across key sectors. It rightly aims to reduce the financial burden of employers and encourages them to hire more. With continued improvements in the rate of investments, renewed focus on manufacturing and exports,



prudent fiscal policies, and inclusive employment generation India at 75 is rightly marching towards the goal of an annual growth of 9 per cent in FY22-23.

What comes next is the setting up of a modern India, built to compete on the global stage with the capital and talent to steer towards the future. Therefore, it becomes essential for industry leaders to decode trends that influence the nation's employment and employability landscape. That is what we intend to facilitate with our Decoding Jobs Industry Sectoral Reports. The reports combine macro-economic factors that influence the Indian economy, demographic details of the talent market, demand forecasts shared by talent leaders, and disruptions that impact the job landscape. They serve as a handy guide to understanding the job landscape. We have established incisive intelligence about the emerging trends in India's talent market, to give readers a concrete plan while entering the new year.

Since its inception, Taggd has aimed to furnish a trustworthy and data-driven interpretation of the Indian talent ecosystem. We've helped organizations across 15+ sectors find the right talent that best matches their requirements. Combining the insights gained from engaging with 200+ CXOs in an exclusive evening, this

year marks the unveiling of the 3rd edition of Decoding Jobs Industry Sectoral Reports. The current year's reports cover a special segment on building self-reliance, looking forward to big plans of government and industry expected to introduce 10 million jobs in the market.

We express immense gratitude to the CII National Committee of Skills Development and Livelihood for partnering with us and carrying through with debates, decisions, and discus-



sions about India's talent leadership. We are pleased to partner with Sunstone Eduversity, our academic partners who contributed with great insights and unparalleled involvement. Combining the intel collected, we were able to consolidate a holistic environment to assess and monitor the talent market of India.

We express our joy and pleasure in engaging with industry talent leaders, who took time from their busy schedules to promote our mutual benefit, for which we are ever grateful. Their invaluable experiences bring depth and understanding to our mission of measuring the world's talent and creating a self-reliant skill-ing ecosystem.

I believe that readers will find the Decoding Jobs 2022 Industry Sectoral Reports a revelation that is both interesting and thought-inspiring to take India's talent forward while building for self-reliance. While you take the next steps and decisions in the job market, the recognized individuals and intelligence provided in these reports are both useful and applicable to the current scenario of India's employment and employability. Let's build a future based on understanding and mutual collaboration, knowing that our greatest strength is achieved by nurturing the young talent of this country.

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Executive Summary

"India Inc is bouncing back - faster, stronger, and more confident than ever."

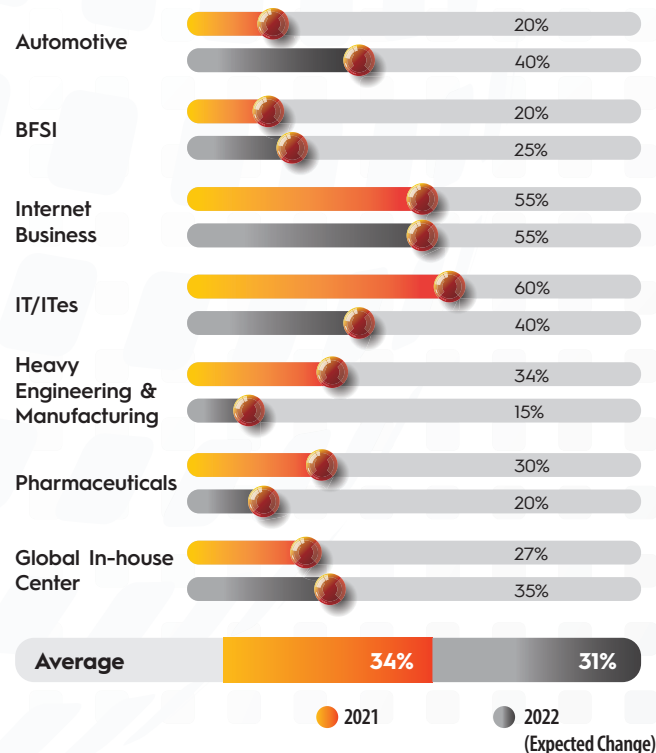
According to experts, most Indian employers, at both government and private levels, are highly optimistic about increasing their internal staffing and workforce levels in 2022. The overall hiring intent is expected to grow to 31%, which is a direct reflection of the recovery that the Indian economy is witnessing post the pandemic. While the pandemic continues to make India's economy vulnerable and volatile, employers and businesses are finding ways to create safe and conducive working environments for their workforce. It, in turn, has been accelerated by the faith of the Indian government and foreign investors. Their faith has helped boost the economy in the last year. Sectors, including entertainment, hospitality, and retail, were dented due to the lockdown are slowly witnessing a rise in sales again with the push towards digital infrastructure and transformation.

2021 witnessed India's economic infrastructure slowly regaining momentum and improving productivity that it lost in 2020. In fact, lockdown or no lockdown, the resilience of India's workforce is clear - to grow, scale, and innovate irrespective of the crisis-driven circumstances.

Hiring intent is expected to increase by 31% over the last year.

What's going to be different this year? More flexibility. Employers have slowly realised that to ensure that they can retain talent and their workforce remains optimally productive, employees and workers need to be accorded a high degree of flexibility in terms of working hours and working environments. Close to 23% of the workforce is

HIRING INTENT BY INDUSTRY



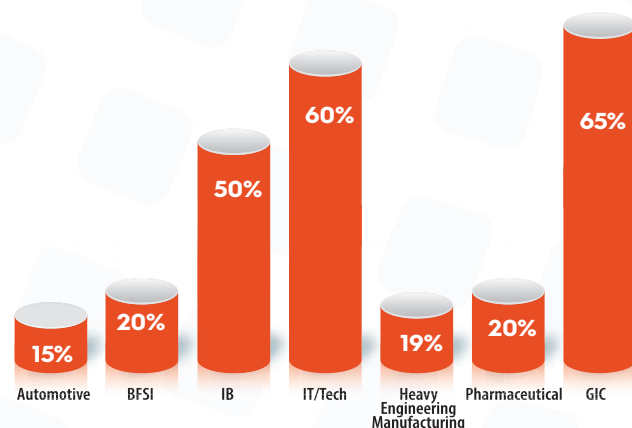
expected to work remotely in 2022 across sectors, with IT and tech leading the pack at 60% of its workforce working remotely. Internet business and ecommerce remain at a close second, with 50% of the workforce working in hybrid or remote formats. Many companies are making remote working a permanent model; some are also providing their employees with the flexibility to operate from home and office, as required.



2022 is the year that employers are finding themselves to be more prepared to face challenges because of the ongoing pandemic. Employers are now unwilling to go off-track; instead, they want to ramp their business up like never before. Top sectors where hiring appears to be at an all-time high include healthcare and pharmaceuticals, edtech, IT, ecommerce and internet business, FMCG, agriculture and agritech, and essential retail services. Across white-collar segments, employment is expected to grow propelled by favourable GDP forecasts, an increase in government stimuli, and a rise in economic activity.



EXPECTED REMOTE WORK IN 2022



Across white-collar segments, employment is expected to grow propelled by favourable GDP forecasts, an increase in government stimuli, and a rise in economic activity.

While promoters and employers remain cautious of oncoming waves of the pandemic, they are hopeful that their business will not be as severely impacted, considering they are in a better position to deal with temporary lockdowns or working at half capacities. One of the biggest lessons most companies have learnt in 2021 is that cutting down on hiring or letting go of staff is not the answer to dealing with the pandemic. Most players in the market are hopeful that hiring will continue to grow steadily.

The government has also given businesses a lot of impetus through its Make in India push which has significantly improved ease of doing business and is helping India shift towards a global manufacturing hub across all sectors. One of the main initiatives is pushing individuals to reskill and upskill because employers are looking to invest in more diverse jobs. The primary intent is to attract capital from domestic and foreign investors to advance technologically.

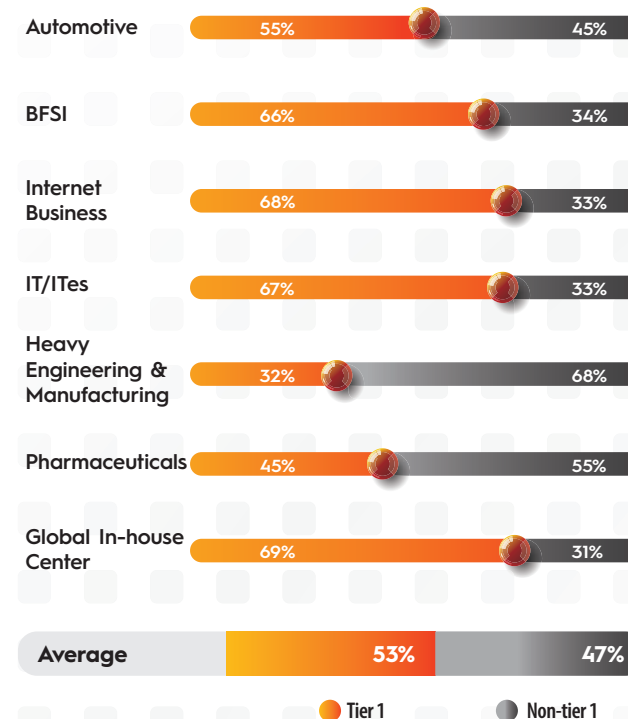
Technical and soft skills go hand in hand. Most companies are looking for employees eager about upskilling, reskilling, and adopting tech-related skills and are more adaptable and flexible to changes.

In terms of the gender mix, there is an upward growth towards hiring more women across all sectors. From senior management positions to the labour workforce, more women employees are at the forefront, showing almost a 36% increase as businesses are aiming for safer and more inclusive working spaces.

When it comes to location, there is a huge increase of about 47% of people expected to be hired in non-tier-1 cities and 53% growth in tier-1 cities. It is a reminder that smaller towns and cities are slowly churning out a high

The overall hiring intent is expected to grow to **31%**, a direct reflection of the recovery that the Indian economy is witnessing post the pandemic.

HIRING INTENT BY LOCATION



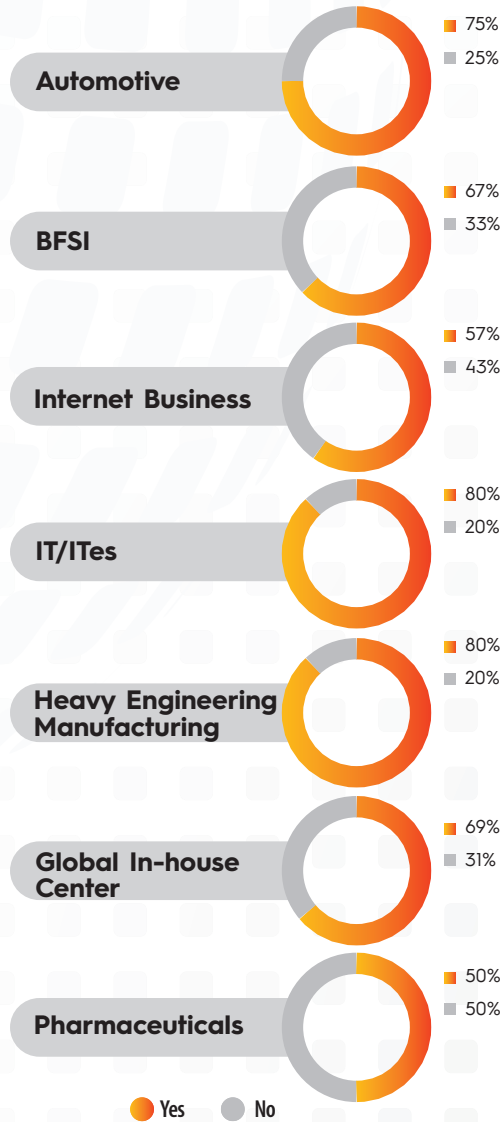
degree of talent and comprise qualified and educated youth. According to a report by Deloitte, 92% of companies gave their employees increments in 2021, averaging 8% - a double growth from 2020's pay hike, with the IT sector offering the highest compensatory structures. Organisations are favouring employees based on the degree of their skill and performance levels, pushing more and more employees to reskill.



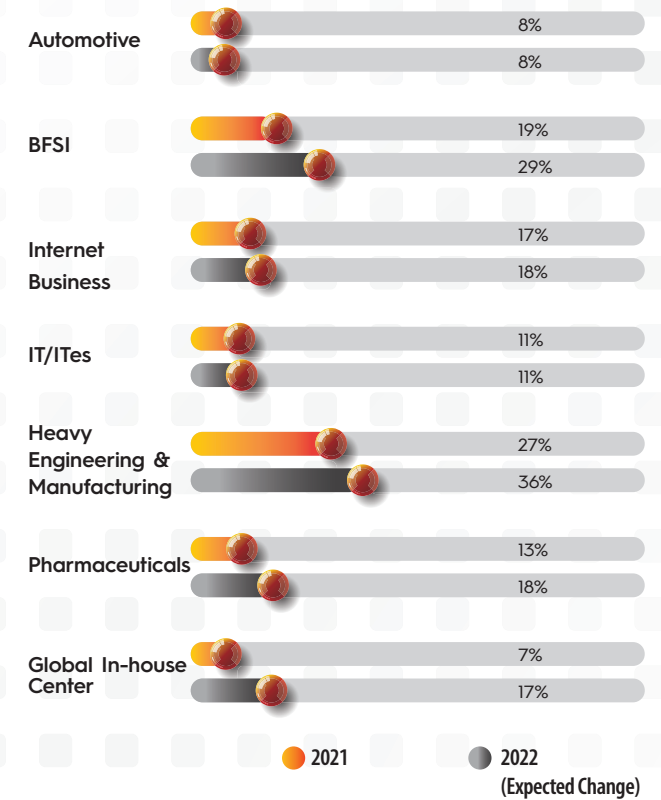
TOP SKILLS IN DEMAND IN 2022



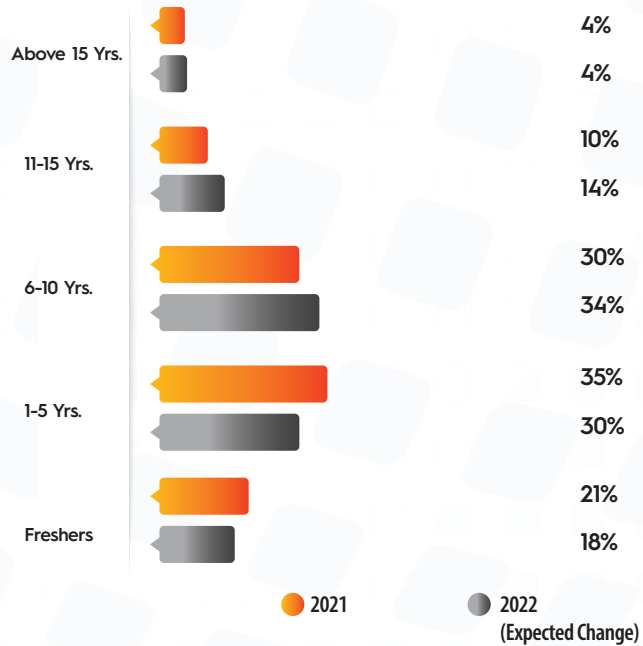
IS THERE SKILL GAP IN YOUR INDUSTRY?



HIRING INTENT FOR 3RD PARTY/GIG/ CONTRACTUAL WORKERS

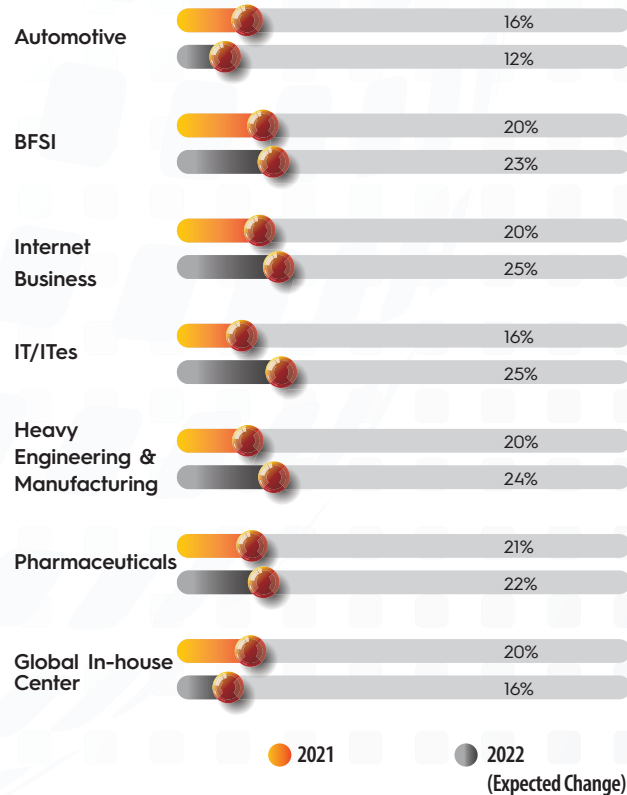


HIRING INTENT BY WORK EXPERIENCE

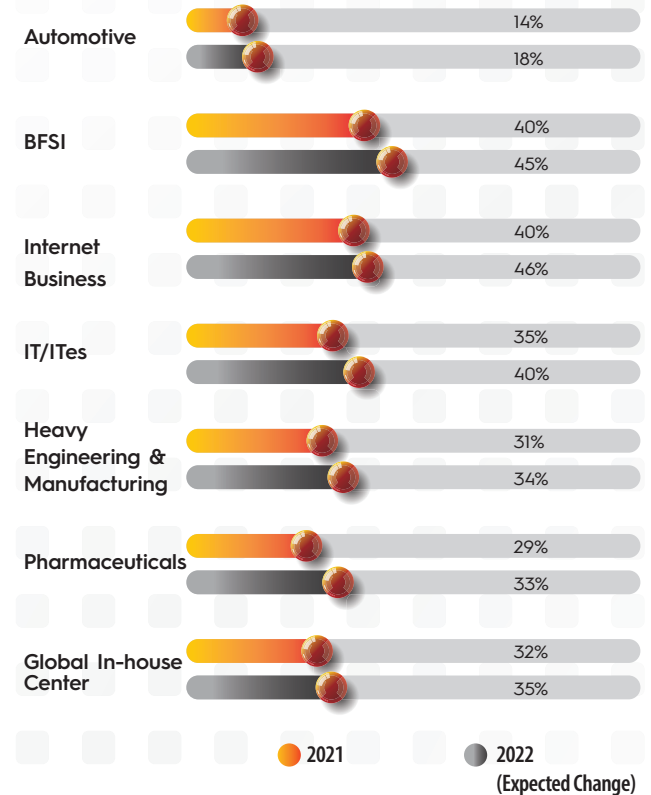


 Employers focus on hiring **early career professionals** (with upto 5 years experience) to fire up growth

HIRING INTENT OF FRESHERS BY INDUSTRY



HIRING INTENT OF PROFESSIONALS WITH 1 TO 5 YEARS EXPERIENCE



Introduction

Manufacturing has emerged as one of the high-growth sectors in India. With 24-months of sluggish development during the worldwide pandemic that shut down entire nations, the sector has gone through enormous difficulties, but towards the end of 2021, has recorded the highest production growth in 9 months, fueled by growth in domestic consumption.

As a highly growing sector, manufacturing has recently boomed in India. Further to the 'Make in India' and 'Atma Nirbhar Bharat' initiatives, India has become a global manufacturing hub as the Indian economy has received a lot of filip in terms of job creation, global talent recognition, and investment opportunities in this sector.

During the pandemic, efficiencies grew and self-reliance became top priority for India. The growth and push in India's manufacturing sector, also dependent on the investment climate, began witnessing an upward spike, especially owing to the adoption and use of technology, trained manpower, and improved research and development giving way to a strong knowledge base.

Crucial for employment generation, India's manufacturing sector plays a huge role in the overall

development of the economy. The YoY growth in this sector is at **1%**, leaving much room for steady growth, accelerated by the government's push towards initiatives to improve the manufacturing capabilities through 'Make in India', where, the objective has been to create 100 million additional manufacturing jobs by 2022, leading to the manufacturing sector's contribution to the GDP at **20%**, by 2025. Considering the manufacturing sector comprises skilled and unskilled labour across organised and unorganised sectors, the employment crisis has been nothing short of real, becoming more severe because of the COVID-19 pandemic. While restrictions seem to now be lifting, one can witness economic activities slowly gaining normalcy.

The industry
is expected to
generate **11 Million
additional jobs**
between 2023
and 2030



According to the Center for Monitoring Indian Economy, the total share in India's manufacturing sector in terms of its total employment, has undergone a sharp drop from **9.4%** to **7.3%**, including across sub-sectors, except in the chemicals industry. From industrial employment, there's been a sort of reverse or de-industrialization as people are flocking back to the agricultural sector. Two of the major reasons for this, include the absence of small and mid-size manufacturing plants and units considering a largely polarised manufacturing sector with heavy and large-scale units churning revenue streams of **\$100 million+**, while smaller units struggle to cross even **\$1 million** in terms of their annual turnover - a fact also confirmed by the government's MSME data. Having said that, mid-sized manufacturing units have also been known to generate the highest number of jobs as the larger companies and units typically rely on technology and automation, with only a handful of skilled labour managing and operating the units. On the other hand, smaller units, while they do employ and largely rely on labour, are unable to generate mass employment owing to financial and other constraints.

Progress in India's manufacturing sector depends largely on regulatory and policy interventions, as well as public infrastructural investments. Secondly, it also depends highly on the entrepreneurs and businesses that run, especially the micro, small, and mid-sized manufacturing units. In light of this, the

manufacturing sector is strongly expected to rise again, especially due to the backing of government policies such as Make in India and the Atma Nirbhar Bharat scheme.

GLOBAL SECTOR OUTLOOK

With plenty to learn from the manufacturing sectors of countries like Japan, China, and Korea, India needs to work through the manufacturing lifecycle to avoid making mistakes such as hiring workers (skilled and unskilled) from distant places instead of giving impetus to local talent. This gap can be filled only by imparting proper education and skills.



With manufacturing at its core, the sector is expected to grow to **USD 5 trillion** by 2026, towards a safer, greener and shared ecosystem. With the potential to fast become a global hub for manufacturing this decade (by 2030), it is expected that **\$500 billion** be additionally infused into the economy annually.

INDIA SECTOR OUTLOOK

As targeted by the National Manufacturing Competitiveness Council, the manufacturing sector is set to contribute to the nation's GDP at **25%**, by 2025, compared to the current share of **~17%**.

GOVERNMENT INITIATIVES SHAPING THE JOB LANDSCAPE

To promote a healthy environment for the growth of manufacturing, the Indian government has undertaken many initiatives. With expectations of enhancement of domestic manufacturing, there has been a push to significantly develop infrastructure, utility, and logistics, to boost the manufacturing sector. Notable initiatives include -



PLI Scheme: Approved by the government, the commercial development of a PLI scheme is expected to begin from April 2023, where 16 plants will be established for the purpose of manufacturing key starting materials, active pharmaceutical ingredients, and drug intermediates. Resulting in an overall investment of **~INR 348 crore**, and **~3000+ jobs**, the goal outlined in India's plan vis-a-vis this PLI scheme, is to reach an objective goal of **\$1 trillion** in manufactured goods exports, by 2021.



Operation Green Scheme: Earlier limited to staple crops like potatoes, tomatoes and onions, the Ministry of the Food Processing Industry, has expanded to 22 more perishable products to improve agricultural exports, thereby facilitating infrastructure for more horticulture projects.



Expansion in the Digital Industry: In March 2021, the Indian government announced that it would provide **\$1 billion** (in cash) to each semiconductor industry in the smartphone and electronics space, if such industry focused on creating manufacturing units. This move aims at improving the overall manufacturing supply chain.



Start-up India Showcase: India's Ministry of Commerce and Industry in July 2021 announced the Start-up India showcase. Under this showcase, 104 start-ups across the food-tech, defence, green energy health-tech, edu-tech, etc. sectors, have been promised a digital discovery platform to receive social networking opportunities.



Textile Sector: PLI Scheme amounting to **INR 10,000+ crores**, announced by PM Modi, in textiles, for man-made fibre apparel, fabrics and other segments, leading to the potential of both skilled, and unskilled labour. The government is also focused on pushing the Mega Investment Textiles Parks (MITRA) scheme, under which the objective is to build seven textile parks over the next 3 years, by focusing on world-class infrastructure, to enable the creation of global industry champions, that can benefit from such large economies of scale and agglomeration.



Tech Platforms: The launch of 6 tech-innovation platforms in July 2021, have



paved the way for India's manufacturing industries to compete at a global level.



Defence: Tender of **INR 50,000 crores** floated under the Make in India scheme by the Defence ministry for the purpose of Project-75 India, to manufacture and build conventional submarines.



Chemicals: A government-approved PLI scheme was announced in May 2021, amounting to **~INR 18,000 crore**, towards producing advanced chemical cell batteries. This PLI scheme has the potential of attracting investments worth INR 45,000 crore, leading to boosting core component technology capacity, and driving India towards becoming a global hub for clean energy.



Telecom: Collaboration deals such as with the Indo-Canada Chamber of Commerce have been entered into, for the promotion of Make in India initiatives in telecom. This has the potential to facilitate investment and manufacturing.



Marine: With significant investments proposed in the construction of fish landing centres and modern fishing harbours that cover 5 of the country's



major harbours across Chennai, Paradip, Kochi, Visakhapatnam, and Petuaghat, a multipurpose Seaweed Park has also been proposed to be built in Tamil Nadu. India expects to improve its exports in the textile and marine sectors through these initiatives.



Tea: In the tea sector, one of India's largest, close to **INR 1,000 crore** has been allocated under the Union Budget, to improve the welfare of workers in the tea industry across West Bengal and Assam - especially women and children.

The sector saw a sharp drop in total employment from **9.4% to 7.3%**, including across sub-sectors, except in the chemicals industry.

Job Trends That Defined the Sector in 2021

- **Adoption of 3D Printing:** 3D printing is reshaping the manufacturing industry and opening new doorways for skill development and recruitment in the sector. Industries such as electronics, aviation, and pharmaceutical have already started leveraging the technology in their manufacturing

processes. This has also fueled the demand for skilled talent, particularly with computer-aided designs (CAD) and product design skills.

- **Increased Emphasis on Skilling:** Due to the ongoing talent war and the shortage of skilled labour in the manufacturing sector, there has been an increased emphasis on skilling, by the industry as well as the government. The mechanical complexities of the sector also widen skills gaps in the operations, sales, and marketing functions. To mitigate these challenges, the government has launched the Skill India program to empower the workforce with relevant skills. Whereas, the

industry is answering the call with cross-industry training, technology-oriented training, and soft skills development.

- **Rise of New-age Technologies:** Large manufacturing firms have started leveraging new-age technologies such as artificial intelligence (AI), data analytics, and the internet of things (IoT) to increase operational efficiency. As per a recent study, 34% of manufacturers plan

34% of manufacturers plan to leverage IoT technology for their processes whereas 32% aim at building it into their products.



to leverage IoT technology for their processes whereas 32% aim at building it into their products. The rising adoption has created a need for tech talent skilled in the use of technologies.

CHALLENGES IN TALENT ACQUISITION IN 2021

- **Need for Digital Skilled Workforce:** 80% of India's manufacturing sector comprises workforce in the demographic of 45-60 year. While this demographic possesses knowledge and experience, it is moving towards retirement, paving the way for a younger workforce, equipped with the right digital and tech knowledge. When it comes to productivity and efficiency, skilled human resources that can adapt to a fast-paced tech and workforce system. Currently, there is a shortage of such human resources, thereby leading to a shortage in profitability. Upskilled workers have the capability to operate machinery and handle and use smart technology easily. With the onset of digitization, the need of the hour is for digital skilled workers, as well as electronic and data engineers to help the manufacturing sector accelerate towards growth.
- **Need for Soft Skills:** While manufacturing may be considered as a 'hardy' job, soft skills are important to carry out operations and functions, among both blue-collar workers and white-



collar employees. These include the ability to handle ambiguities in the work structure, multi-task, and ensure collaboration in carrying out operations, especially at a time when companies are exploring the possibility of hybrid work environment.

- **Remodeling for Specialization:** Digitization has increased the overall access that companies have for a larger talent pool and human resources. This has pushed manufacturing companies to remodel their internal job structures to bring about more specialization and streamline businesses to become more niche. Moreover, the overall advancement of technology has also paved the way for specialized roles, and has had an impact on the number of available jobs, from generalized job roles, to more specific requirements.

- **Talent Attraction & Retention:** Considering the wave of lay-offs, wage cuts, employee turnover, loss of talent personnel in both management and non-management departments, and even complete business closure, it has become increasingly difficult to retain good talent. Businesses are now giving their workplaces a complete upliftment to both attract the right talent, and retain it. This can happen with better employee welfare policies, and encouraging a more positive working culture, to keep people motivated.
- **Scarce Talent Availability:** Many private colleges and universities are moving away from offering core engineering courses, leading to the movement of good talent to other industries, away from manufacturing.

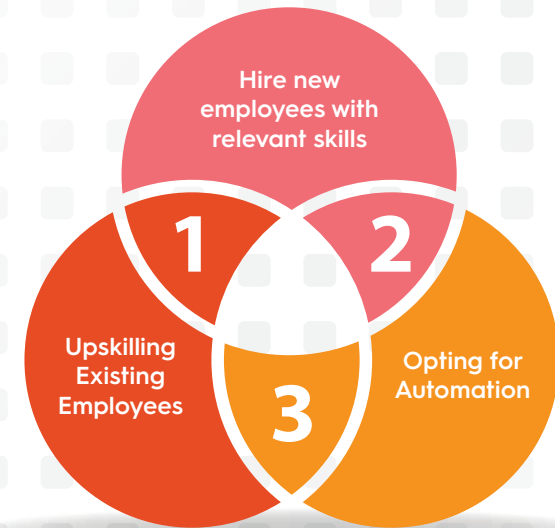


BEST PRACTICES TO OVERCOME TALENT ACQUISITION CHALLENGES

- **Partnering with training institutes / educational institutes:** The manufacturing sector can witness growth by partnering with training and educational institutes to help students and professionals understand the needs and requirements of the sector, and accordingly train with a more practical approach, by filling the skill gaps.
- **Continuous skilling and agile movement:** Employees and workforce need to be encouraged to continuously upskill and reskill. This will allow movement across various verticals within an organization, as opposed to contributing to a high attrition rate.
- **Focusing on lost talent & gender diversity:** There are many professionals in the sector who lost their jobs during the pandemic, or took a break. Such professionals have a lot of work experience which can contribute towards overall sectoral growth. In addition, companies also need to focus on hiring more women with enhanced skill sets, to bring about gender parity.
- **Hybrid model & flexibility:** Many companies are nudging women in mid-senior roles, to take up senior positions backed by a hybrid model

and fixed term contracts, allowing them greater flexibility to work.

Top 3 ways companies plan to bridge the talent gap in 2022



- **Expanding talent pool:** By hiring people with technical expertise from non-tier 1 cities, companies are exploring how to make the hybrid model work.
- **Offering ESOPs:** Companies are offering ESOPs as a way to attract and retain employees over time.

BUILDING CAPABILITIES THROUGH SKILLING

In terms of capacity building in the manufacturing sector, some of the biggest growth constraints that business owners and entrepreneurs are looking to combat, include -

- Skill gaps in heavy engineering and manufacturing, as reported by 80% employers
- Need for training and development to upgrade business skills
- Lack of managerial skills including high quality management level expertise, especially in smaller cities
- Low awareness of global manufacturing and quality related standards, as well as tech-driven processes and systems
- Lack of marketing capabilities to attract talent

When asked how companies are planning to tackle the challenge of filling skill gaps, they responded that upskilling existing employees is their go-to plan of action, followed by hiring new permanent employees with relevant skills, and/or opting for automation. As the world's biggest labour market, only 12% of the current workforce possesses digital

skills. In spite of this, the demand for skilled tech workers is expected to increase 9x by 2025.

KEY ASKS FROM THE SECTOR

- **From the Government:** The government led skilling initiatives have successfully provided assistance to the sector with readily available young, skilled talent that organizations can quickly hand-pick and induct internally. However, the industry expressed that an increase in institutes offering training, reskilling, and upskilling will be highly beneficial to overall sectoral growth.
- **From Academia:** Private institutes need to focus on providing practical education that meets the needs of the market's demands, especially in terms of heavy engineering and manufacturing verticals. This can be done by constantly updating internal course structures, exploring industry-academia partnerships, providing

Only **12%** of India current workforce possesses digital skills.

apprenticeships, internships, and placement opportunities.

WHAT MATTERS MOST: TOP PRIORITIES FOR CHROS IN 2022

- **Building tech talent:** Manufacturing is becoming increasingly digitized. The sector is leveraging new age technologies such as artificial intelligence, internet of things, machine learning, and 3D printing. However, due to the tech talent skills gap in the market, finding the right professionals skilled in the use of these technologies becomes challenging. Therefore, the sector is likely to prioritize reskilling and upskilling the workforce to build these skills.
- **Sourcing skilled professionals:** The ongoing talent war has made the manufacturing sector compete with not only industry peers, but also with businesses across industries for skilled talent. This had made it harder to source the right candidate given a greater strain on the limited talent pool. The sector is likely to invest in more efficient ways of sourcing talent, such as investing in recruitment tech, leveraging third-party recruitment firms, and investing in skill development to bring in-house workforce up to speed.

Decoding the Talent Landscape of India

India is a young nation with over 65% of its population below 35 years. Although there was a slump in the employability index of Indian youth in 2020 owing to the Covid-19 crisis, there has been a noted rise in youth employability from 45.97% in 2020 to 46.2% in 2021 as per the India Skills Report 2022. Despite an upward graph in the employability index, why do we still talk about the skill gap in India?

The total enrolment in higher education escalated to a whopping 38.5 million in 2021, however, the employability index dwindled in comparison. This can be attributed to a significant gap in the pedagogical approach taken in universities and colleges across India. Institutes struggle to prepare their students to fight the challenges of the business world. Their curricula often consists of outdated course material, irrelevant to the ongoing happenings in the industry. This, in turn, churns out qualified, however, unemployable professionals thus leading to a staggering employability index across India.

The Impact of the Pandemic on Indian Education

With the Covid-19 pandemic ushering in a new age governed by technology, remote learning and work are to emerge as the new normal across industries like education, business consultancy, IT, and financial services. There is a striking need for the assimilation of hybrid learning into the traditional moulds of the Indian education system.

Alongside that, the pandemic also invited a host of mental health problems which has led to companies

looking for employees who exhibit important behavioural skill sets to enhance workplace culture and ensure better communication within teams. Top companies in India are adopting new recruitment strategies centred around specific soft skills that include communication, agility, proactiveness, and empathy. However, there is a gap at the institutional level to adapt to these practices for the holistic development of a student.

Creating Employable Freshers from the Get-go

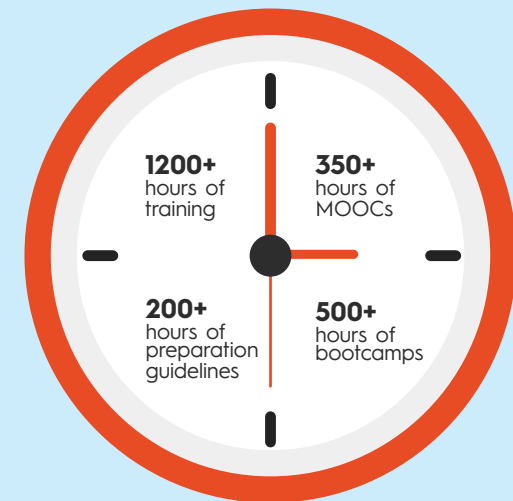
Sunstone encourages students to push across boundaries by preparing them for challenging job roles. This is achieved through a rigorous curriculum that incorporates 40+ subjects and 1500+ hours of training that inculcates both technical as well as cognitive skills. This can be further achieved through a two-pronged approach:

- Bolstering the current system of education through its tech led modes of learning hybrid model work.
- By disrupting the existing system by introducing industry exposure, focusing on individual learning outcomes, honing critical soft skills, and inculcating employability competency.

Marrying together theoretical learning with practical application of the same, Sunstone integrates immersive and actionable learning to drive outcomes and constructs customised students' learning experiences. To fill the gaps in the current higher education scenario, Sunstone employs a tailored approach that offers:

- **Industry-oriented curriculum:** Industry-aligned learning content developed with top experts from diverse domains.
- **Internships:** Experiential internships that offer industry exposure to students prior to placement.

- **Tech-first approach:** Tech-led approach that makes students well-versed with the digital platform of learning and working.
- **Industry immersion:** Hybrid training and boot camps conducted by industry leaders to create job-ready professionals.
- **Breaking the confines of the classroom:** Elevated student experience consistent across the country.



- **Community experience:** Robust community and strong student network which enables students to connect with potential employers and maintain strong bonds with their peers.

All these aspects contribute in establishing a successful career path for students, making them better communicators, efficient workers, and exemplary leaders. Sunstone steps in to prepare students to be job-ready right on the first day of work. This is achieved by modular training and development lessons and lifelong placement support.



Expanding Employment Avenues with Advanced Training

The directly proportional need for skilled freshers and an improvement in learning standards was a thought that resonated with everyone present. Indian youth comprises a qualified but unskilled workforce and the demand and supply gap is a matter of concern. Thus, it is imperative to devise strategies moving forward which can ensure an upward trend in the youth employability index in India.

The 'hire-train-deploy' model has been actively adopted by Sunstone which ensures a dedicated focus on domain-specific and role-specific training. This

grants recruiters the space to deploy professionals from Sunstone as per their requirements. Through this model:

- 60+ clients serviced till date
- 2500+ students placed till date
- 50+ job profiles offered till date



Hire

With Sunstone Hiring Options are not Restricted

- You do a Preliminary Screening of our Hires



Train

Sunstone Invests in Domain-Specific & Role-Specific Trainings

- Abridged Training Program - 1 week to 4 weeks
- Extensive Training Program - 5 weeks to 12 weeks



Deploy

Deploy the Professionals from Sunstone as Required

- Whole Batch
- Staggered Deployment

The industry-specific profiles that are serviced are:

Inventory Manager

Plant Manager

Operations Research Analyst

Sales Manager

Operations Consultant

Sunstone offers recruitment partners with a single window access to a remarkable pool of young talented professionals from across the country ready to be hired.

Ensuring Holistic Development of Young Graduates

The marked shift from the demand for purely technical skills to a blend of diplomatic and soft skills has redefined the recruiting trends in the Indian workforce. A crying need for soft skills in employees working with global players has come to redefine the demands of the industry. This need for intellectual finesse is delivered at Sunstone Eduversity.

The nature of work across industries has significantly shifted from being purely tactical and transactional to incorporating innovative strategies to enhance employee engagement. This is where Sunstone steps in with its holistic education which is able to render the students to be job-ready, infused with sought-after technical as well as soft skills.



PIYUSH NANGRU

Co-Founder and COO,
Sunstone Eduversity

Decoding Hiring Intent and Trends 2022

A primary survey was conducted across ~200 companies from various sectors to gauge the hiring intent of India, in 2022. The respondents from the heavy engineering and manufacturing sector have expressed that the optimism seen towards the end of 2021 will continue in 2022.

The sector reported a **34%** increase in hiring in the year 2021. This unusual increase in hiring can be attributed to pent-up demand, replacement hiring due to attrition, alongside the steady growth in demand for tech talent due to the transition to industry 4.0. Despite business uncertainties, the heavy engineering and manufacturing sectors have witnessed unprecedented attrition for 6-7 months in 2021. As the sector stabilises and recovers, companies estimate the hiring activity to grow by **15%** in 2022. Now, the overall hiring percentage has increased exponentially, considering the growth and scalability of business, and the need to attract talent to strengthen teams internally, which will otherwise be lost to alternate career moves.

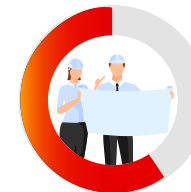
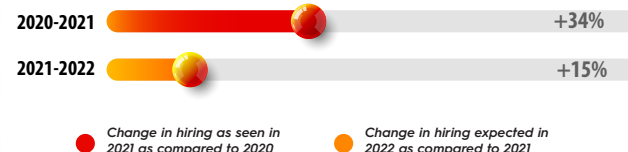
Nearly **69 percent** reported a positive hiring for 2022, of these some companies indicated unchanged hiring numbers, and some reported an increase



in hiring numbers, while a vast majority indicated subdued hiring numbers for 2022 as compared to unusually high numbers seen in 2021.



Manufacturing Sector in India registered 34% increase in hiring in 2021



69% employers expressed a positive hiring intent for 2022

● Positive Hiring Intent ● Negative Hiring Intent

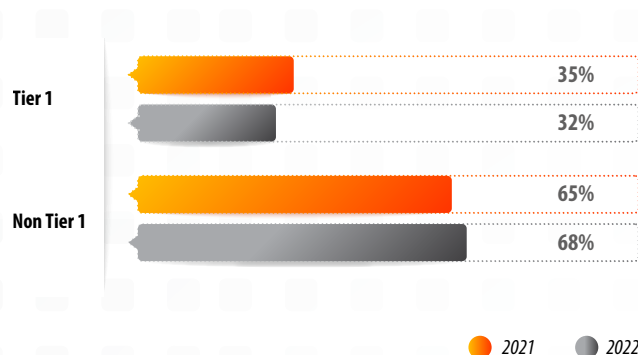
HIRING INTENT BY LOCATION

Post the pandemic, a high percentage of labour began flocking back to their hometowns, and began gravitating towards the agricultural sector. However, now, with an evolving business landscape,

a reverse migration back to the cities can be seen, as reflected in the tale below - hiring in non-tier 1 cities, is expected to go up to **68%** in 2022 from the current **65%** recorded in 2021.



With migrant workers coming back, companies expect hiring to touch **68% in Non-tier 1 cities**

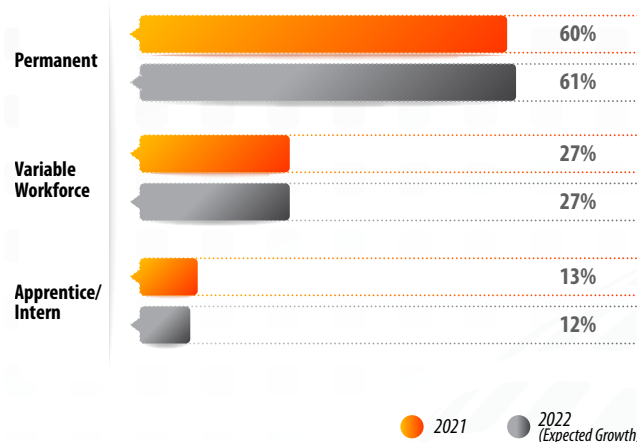


HIRING INTENT BY WORKFORCE MIX

As per experts, a large chunk of 'gigable' jobs are in the manufacturing sector. However, the manufacturing sector will continue to hire in a similar pattern as 2021 with a slight needle movement in the composition.

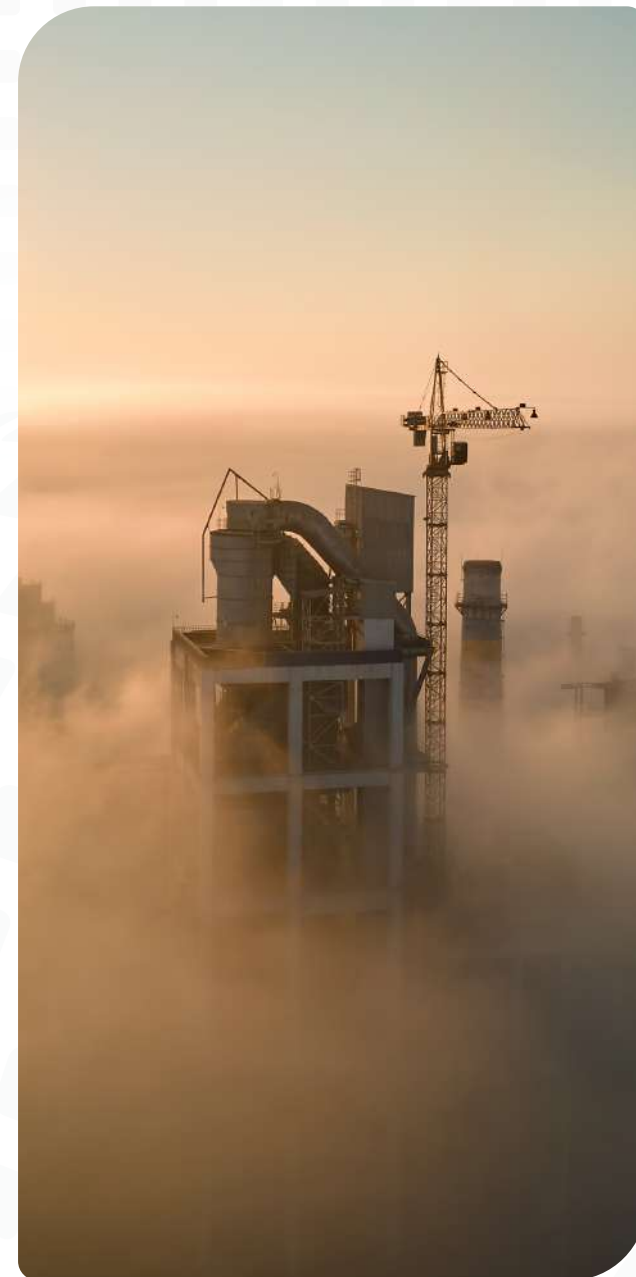


Permanent employees will continue to make up **three-fifths of the new hires in 2022**



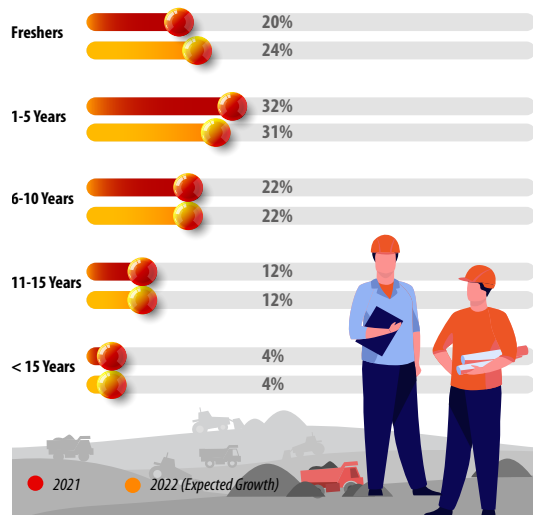
HIRING INTENT BY WORK EXPERIENCE

Nurturing and building talent in-house has become a priority for the companies in order to meet the growing shortage of skilled employees. This is reflected in the hiring intent for 2022 where the surveyed companies expressed an upswing in the hiring intent of freshers. Around **24%** of the new hires are expected to be individuals with no experience as compared to **20%** hired in 2021. However, professionals with 1 to 5 years of experience will continue to remain in maximum demand.





Manufacturing sector is set to bet big on freshers, expected to see an **increase of 4 percentage points** in 2022

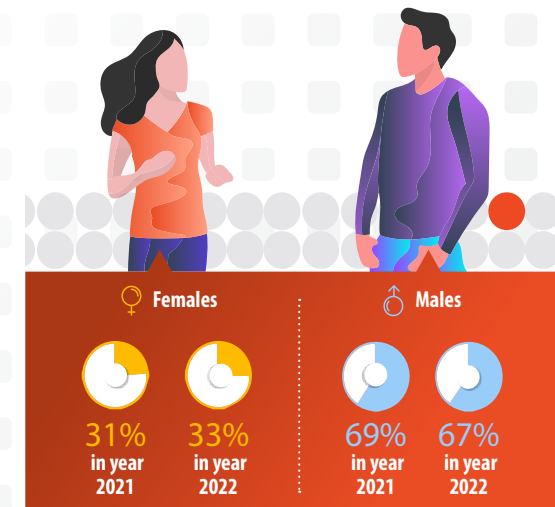


HIRING INTENT BY GENDER DIVERSITY

While dominated by the male workforce, there is expected steady rise in the number of female workers, both skilled and unskilled, hired in the manufacturing sector. According to the survey, there is a positive hiring intent for hiring female professionals and workers, at a **2%** expected increase, especially as talent acquisition heads across various companies have been mandated to increase their female workforce to at least **45%** by 2025.



Composition of new hires by gender in Heavy Engineering and Manufacturing sector



HIRING INTENT BY SKILLS

The pandemic has accelerated the digital transformation of companies in heavy engineering and manufacturing. Considering most new-age equipment is now linked through advanced technology and the internet, and even manufacturing companies are exploring remote ways of working, the need of the hour is to integrate digital technology. This includes remote installation of plants, provision of remote customer support and troubleshooting, using artificial intelligence, machine learning, and data analytics to grow and scale.

As we move towards industry 4.0 at a speed, leaders reported that skills such as learning agility and collaboration are now must-have skills from the earlier good-to-have skills. In terms of technical skills, IoT and AI continue to remain in demand.

Top Technical Skills in Demand



REMOTE WORKING

While the world has moved into a phase of remote working, manufacturing continues to remain a sector where employees and workforce are expected to be physically present on shop floors. However, with changing times and priorities, more and more

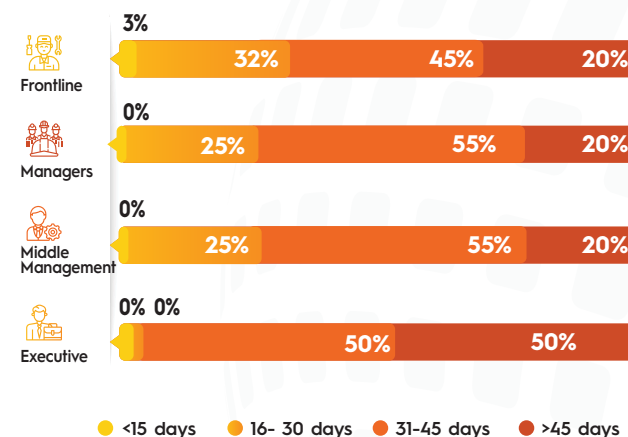
organizations are exploring a hybrid work model. Surveyed companies from the sector reported that they forecast **20%** of the workforce can continue to operate remotely in 2022, particularly professionals operating from the corporate offices.

19% of the workforce in Heavy Engineering and Manufacturing are expected to work remotely in 2022

KEY HIRING METRICS FOR 2021

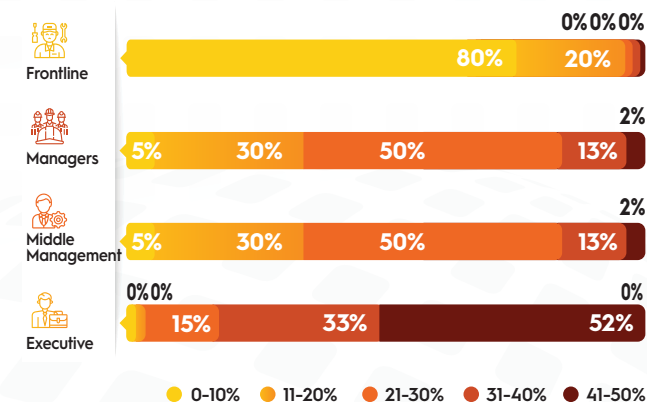
Average Time to Hire

Nearly half of middle management positions took about **45 days** to fill in **2021** as compared to a turnaround time of **60+ days** in **2020**



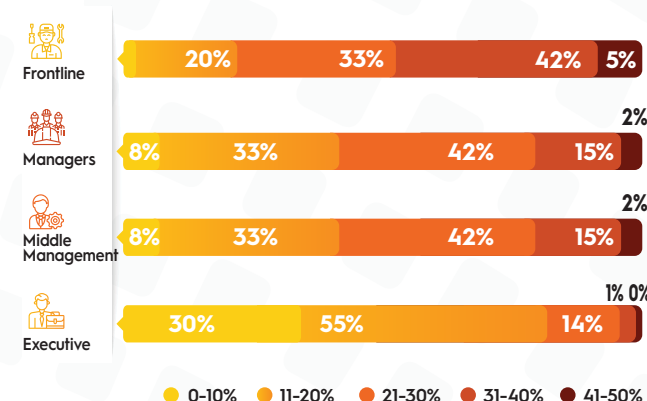
Cost Per Hire

The cost per hire for frontline hires has dipped in **2021** as compared to **2022**



Average Hike %

Average hike across all segments registered a growth in **2021**



The Way Forward

Over the years, large-scale manufacturing has witnessed an exaggerated emphasis, thanks to policymakers, and the strong requirement to attract big ticket investments both locally, and internationally. However, the time now is for readjusting priorities by learning from the overall manufacturing life cycle of other countries like China, to build a more holistic plan through which an entire league of small, mid-sized and large scale manufacturing industries can thrive, automatically leading to a push for more jobs.

From global beauty and cosmetic brands to electronic gadgets, India's manufacturing sector has become a very attractive hub in terms of foreign investments. Luxury brands, automobiles, mobile phones etc., are some sectors that have established manufacturing in the country, and are looking to expand their reach. Now, with a push towards digital, with digital jobs on the rise, manufacturing isn't at a low, perspectives need to change.

With a potential of reaching \$1 trillion by 2025, India's manufacturing sector has the ability to scale up immensely in the coming years, which ultimately means job creation and employment opportunities.

With the government's push towards building a more sustainable ecosystem, industrial corridors and smart cities, India has the potential to scale its manufacturing capacity significantly and ensure overall holistic development, especially through policy interventions. The requirement to develop both digitally and physically will assist in monitoring, integrating, and holistically promoting advanced manufacturing practices for overall development.



Leaders Speak



Rakesh Mehta
Executive Vice President &
Head - HR, JSW Energy

“ Young engineers, graduates or postgraduates are not looking for the manufacturing industry. Also, the problematic thing could be that now many private colleges are shifting from the core engineering verticals such as mechanical, chemical, or analytical to computer science or IT domain. So, India needs to make the right sort of speculation, and if over time the manufacturing industry gets to up but talent shift has been seen, so it will not be an easy task to find the right fit. ”



Sameer Mathur
Global Director HR, AECOM

“ Manufacturing Industry has seen a gradual development in several months. But during the pandemic, labor migration has been seen drastically, so I believe we have already hit rock bottom, and it is absolutely impossible to go down than this. So, in my sense, the manufacturing industry will bounce back again as the domestic consumption rate is not reducing. The consumer industry posted almost 80 to 100% growth results in the last couple of years. ”



Saravanan M P
Director HR & CSR, KONE
Elevators India Pvt. Ltd.

“ India is a rapidly urbanizing country and the industry's growth runs along Urbanization. The aspiration of reaching the USD 5 trillion economy by 2025, along with numerous administration strategies and guidelines will aid manufacturing industry to boost up soon. ”

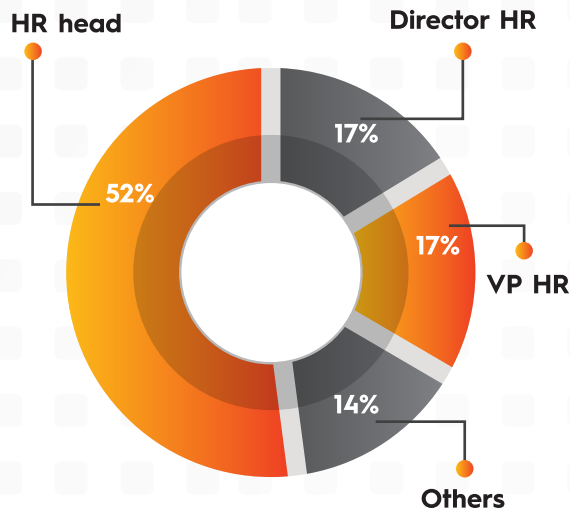


Sheetal Shetty
Head of Recruitment,
Collins Aerospace

“ Reskilling and multiskilling can set out as a boon in the sector. Also, a need to shed light on empowering women workers and professionals who hit the break in their jobs during the pandemic can be a breather for the manufacturing sector. ”

Methodology

The third edition of the Decoding Jobs, Decoding Jobs 2022 was the culmination of our efforts of over 5 months in collaboration with our partners Sunstone Eduversity and Confederation of Indian Industry. The initiative consisted of a series of round tables, a primary survey and exhaustive one on one conversations with business and Talent leaders across Industry Sectors. The third edition of the Decoding Jobs Think Tank Roundtable Series 2022 brought together some of the top Indian and global talent leaders to understand the hiring trend and outlook in their respective sectors. These roundtables were moderated by our Chief Growth Officer, Manish Gupta, and our Chiefs of Customer Success, Anshuman Srivastava and Vishal Bhardwaj. The primary survey received 200+ respondents from diverse industry sectors, in which the respondents shared their hiring predictions and inputs on other forecasts for 2022. These surveys were filled in by the Chief of HRs or TA heads. Here is a quick summary of the respondent profile:



Anshuman Srivastava
Chief Customer Success,
Taggd



Manish Gupta
Chief Growth Officer,
Taggd



Vishal Bharadwaj
Chief Digital Transformation,
Taggd

This year, as the market tries to bounce back from the impact of the pandemic, the job agenda has become more important not only for employers, but also for government and academia. These 'Think Tank Roundtable' discussions were held with more than 80+ senior industry leaders across major key industries : automotive, BFSI, internet business, global-in-house centers (GICs), information technology, manufacturing and heavy engineering, and pharmaceuticals and healthcare. The participating leaders joined the discussion and shared how their respective sectors weathered the pandemic, drawing attention to the various measures the companies took to turn challenges into opportunities. The discussion also focused on identifying key trends, challenges, and forecasts to realize the vision of self-reliant India.

The outcomes of the very engaging and insightful discussions helped in qualifying the quantitative indicators of our primary survey. It also stressed upon qualitative measures that can be taken to build employee capability in the new normal. These focused group discussions were conducted by Taggd and academic partner Sunstone Eduversity, in collaboration with the Confederation of the Indian Industry (CII).







Corporate Office
A-10, Infocity-1, Sector-34,
Gurugram, Haryana, India- 122001
Email: contact@taggd.in
Phone: +91 9650600718