

Sectoral Report 2022

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# Decoding JCBS



INNOVATING FOR A SELF-RELIANT INDIA

Automobile Industry

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.

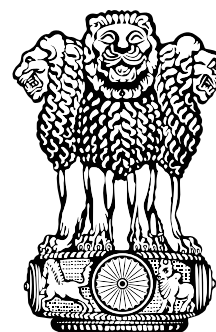
"Make India' and 'Atmanirbhar' (self-reliance) through upskilling and reskilling should be the core focus. We understood during the COVID-19 crisis that skills are the key to our lives. Skill development is a key focus, and every Indian must take this seriously.

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.



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## 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."**

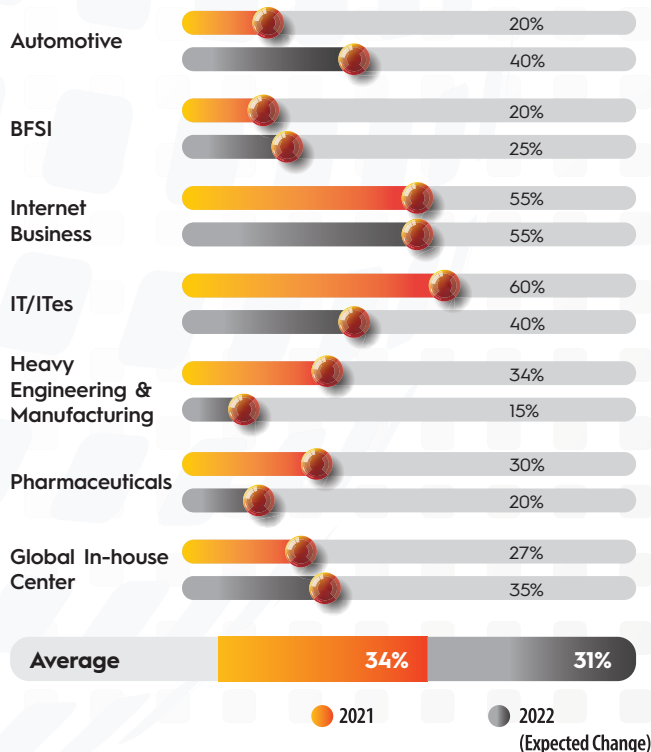
According to experts, most Indian employers, at both government and private levels, are highly optimistic about increasing their internal staffing and workforce levels in 2022. The overall hiring intent is expected to grow to 31%, which is a direct reflection of the recovery that the Indian economy is 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

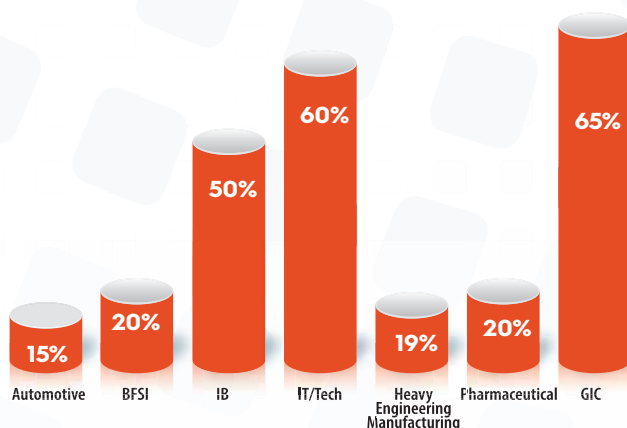


expected to work remotely in 2022 across sectors, with IT and tech leading the pack at 60% of its workforce working remotely. Internet business and ecommerce remain at a close second, with 50% of the workforce working in hybrid or remote formats. Many companies are making remote working a permanent model; 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.

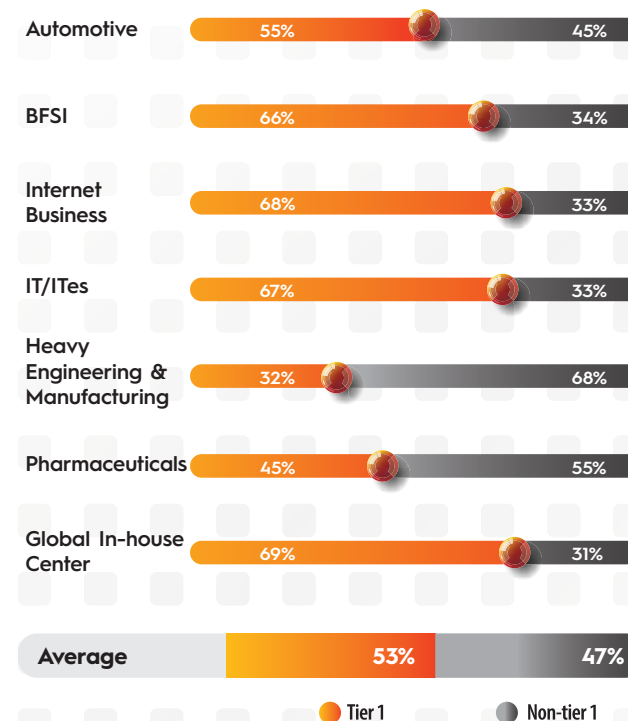
Technical and soft skills go hand in hand. Most companies are looking for employees eager about upskilling, reskilling, and adopting tech-related skills and are more adaptable and flexible to changes.

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

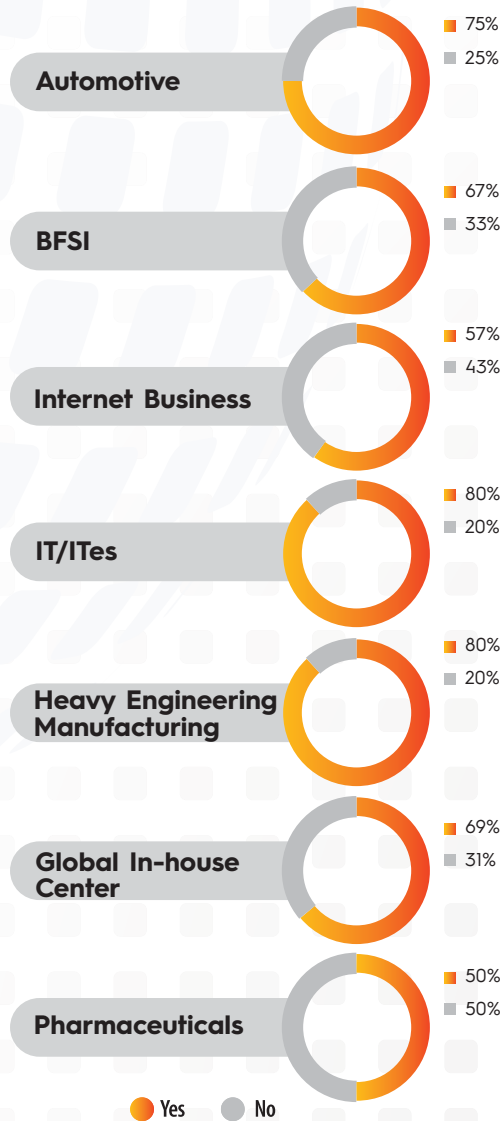


degree of talent and comprise qualified and educated youth. According to a report by Deloitte, 92% of companies gave their employees increments in 2021, averaging 8% - a double growth from 2020's pay hike, with the IT sector offering the highest compensatory structures. Organisations are favouring employees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

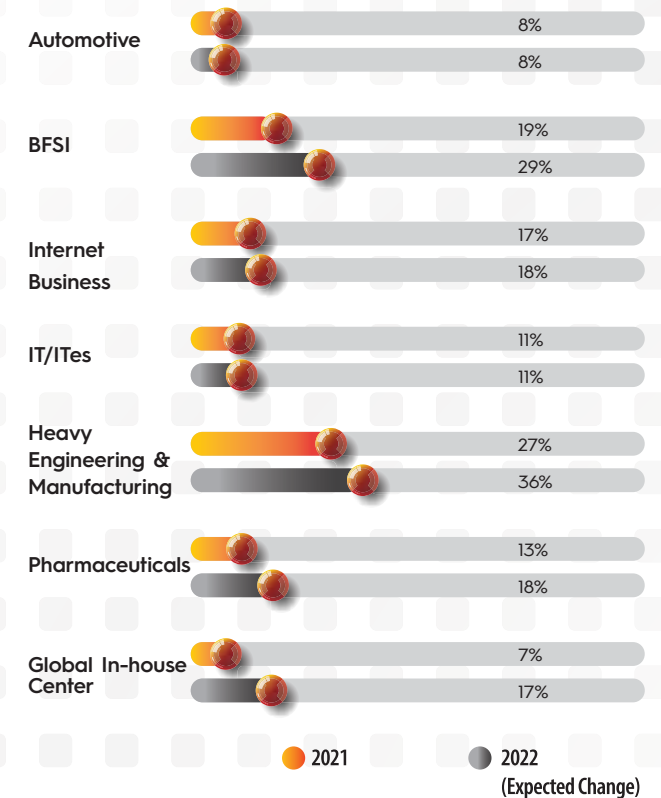
## TOP SKILLS IN DEMAND IN 2022



## IS THERE SKILL GAP IN YOUR INDUSTRY?

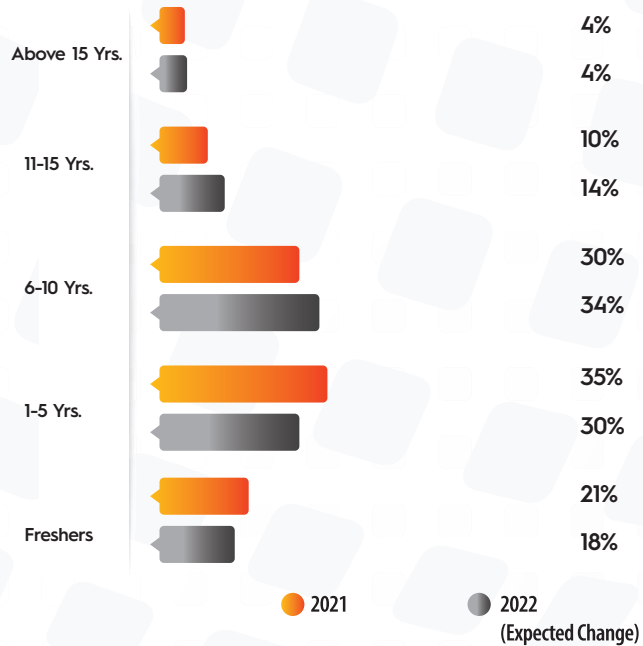


## HIRING INTENT FOR 3<sup>RD</sup> PARTY/GIG/ CONTRACTUAL WORKERS



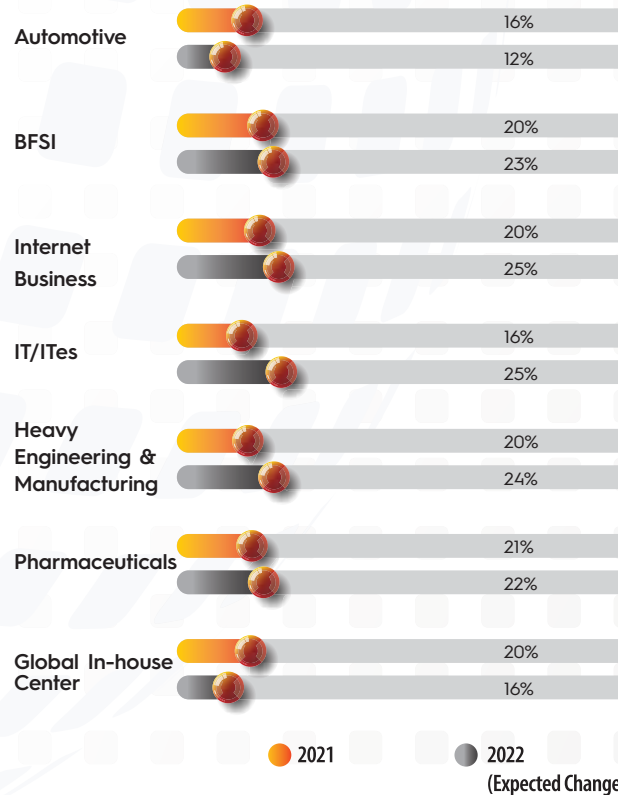


## HIRING INTENT BY WORK EXPERIENCE

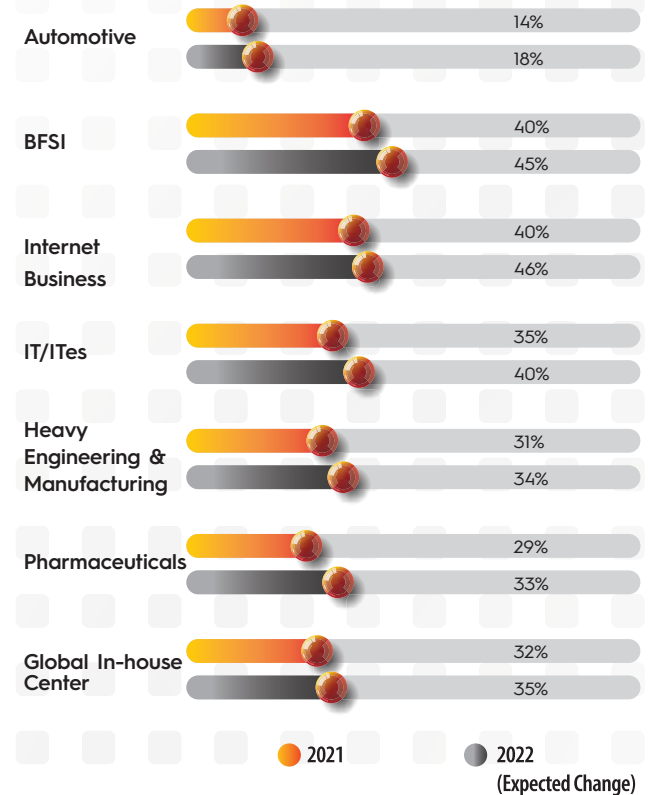


💡 **Employers focus on hiring early career professionals (with upto 5 years experience) to fire up growth**

## HIRING INTENT OF FRESHERS BY INDUSTRY



## HIRING INTENT OF PROFESSIONALS WITH 1 TO 5 YEARS EXPERIENCE



## Introduction

Despite the global pandemic slowing sales down, India's automobile industry remains to be the world's 5th largest, as of 2020, and the 7th largest in respect of commercial vehicle manufacturing. Currently, the two-wheelers segment continues to dominate the market, spearheaded by the nation's young middle class and working population. As a prominent auto and auto parts exporter, the India market is expected to experience significant growth. This is also attributed to the government's initiatives such as converting India into a world leader in both the two-wheeler and the four-wheeler markets and with the current market demand and push, also toward electric vehicles (EVs).

India is supported by a large availability of both skilled and unskilled workers in the organized and unorganized sectors, at comparatively lower costs. With an abundance of opportunities for foreign and domestic investments, the automobile industry is growing demands with respect to the job landscape and hiring intent. Direct employment in the Automobile sector is expected to be nearly 14 million by 2022.

Direct employment in the Automobile sector is expected to be nearly **14 million** by 2022.

Currently the sector employs close to 37 million people (direct and indirect) and is poised to become one of the largest job-creating engines in the country, with the creation of approximately 65 million jobs in the new decade (2021 to 2030). While an ominous decline in the hiring landscape was witnessed during the pandemic with an estimated job loss of 4 lakhs, and many faced economic challenges due to lay-offs and complete shutdown of manufacturing units, the late 2020s looked much brighter, with recoveries in the hiring landscape. Direct employment in the Automobile sector is expected to be nearly 14 million by 2022.

What changed? As businesses began adopting digital transformation, the overall market demand changed. Automobile companies in India are now looking at chasing tech talent, stemming from the digitisation boost that the nation has succumbed to. With an intent to boost auto sales virtually, and deliver superlative customer experiences, the manufacturing, production, supply, and procurement functions in the automotive sector are witnessing massive changes in the way they operate.

### Glimpse of Talent Demand in the Automotive Sector

|                                                                   |                                           |
|-------------------------------------------------------------------|-------------------------------------------|
| 18,000+                                                           | 25,000+                                   |
| Open tech role positions (quarterly) in 2021                      | Expected growth demand in jobs in 2022    |
| 23-25%                                                            | 20-25%                                    |
| Projected spike in hiring talent in the automotive sector in 2022 | Increments expected to be offered in 2022 |

## GLOBAL SECTOR OUTLOOK

In the last 2 decades, the Indian auto industry has received an overall FDI inflow of ~USD 24.5 bn, or 5.1%. In terms of capex provisions for manufacturing and production, global investors, and funds are excited about investing in greenfield and brownfield projects, specifically in auto electronics and EVs. Through government driven incentives like the PLI scheme (discussed later), India is quickly emerging as a global hub for local manufacturing.

With manufacturing at its core, the sector is expected to grow to USD 5 trillion by 2026, towards a safer, greener and shared ecosystem.

## INDIA SECTOR OUTLOOK

Since the lockdown, timely re-opening of research, development, manufacturing and production facilities, units, and plants have helped the economy greatly recover. The pandemic has led to a rise in the mix of both urban and rural auto demands, with more emphasis on EVs and shared mobility. In FY21, India's SUV sales alone touched a record breaking 1 million units as an ode to the younger population's aspirational growth and purchasing power.





## GOVERNMENT INITIATIVES SHAPING THE JOB LANDSCAPE

As of July 2021, India's automobile market has slowed in performance, however continues to steadily grow, and is hopeful of overtaking Japan to gain the 4th ranking, globally. With a record 3.38 million in sales, the passenger car market in India reached its peak in spite of the National Automotive Plan being introduced, which led to a fall in sales growth. In turn, since COVID-19, sales have declined even further, leading to the employment landscape hitting an all-time low.

There's good news too. By 2026, the Indian government's projections for the Indian automotive market is at USD 300 bn, implying a CAGR of 6.94% (FY16-FY20). Exports are likely to increase to USD 80 bn.

Since 2020, the government's focus has been streamlined at pushing for the manufacturing and production of EVs. In light of this, states in India are hard at work, finalizing their respective EV policies, the most recent being the Electric Vehicle Policy of Assam, as of October 2021.

As a significant driver of technological development and macroeconomic growth, India's automobile industry is spearheaded by initiatives led by the government including -



**E-Amrit:** Web portal where beneficial information regarding EVs is disseminated in line with discussions at the COP26 Summit.



**PLI Scheme:** The recently government-approved Production Linked Incentive Scheme for the Auto Industry is expected to bring in investments ~INR 42,500 cr over the next 5 years, and in incremental production of 2.3 lakh crores. This will facilitate stronger growth in India's export and manufacturing capabilities.



**Vehicle Scrappage Policy:** Milestone in developing India's automobile journey and leading it to a sustainable ecosystem, this policy has been created to responsibly phase out unsafe, old and polluting vehicles, and in turn, replace them with more fuel-efficient counterparts. Not only will the policy lead to growth in sales, but also employment.



**FAME India Scheme II Phase:** Proposed to be implemented over the course of 3 years, this policy outlays INR 10,000 crores to enable speedier adoption of EVs and spearhead the growth of hybrid and electric technology that helps the nation move towards a digital future. The proposals under the scheme are set to propel a high degree of employment in the sector.



**Automotive Mission Plan 2016-2026:** Defining India's growth trajectory in the automobile sector, is the AMP 2026 which provides a plan in terms of India's policies and regulations in line with research, development, design, testing, technology, manufacturing, export & import, sales, use and repair, recycling of components etc. As a prime mover of the Make in India initiative and manufacturing sector, the aim of this plan is to increase exports five-fold. This will lay the foundation for a lot more growth, including in terms of employment generation. Moreover, the plan envisions India becoming the top nation in the world with respect to the production and sale of small cars, tractors and buses, and two and three wheelers. It is also expected to reach the 3rd position in terms of provision of heavy trucks and passenger vehicles.







### National Electric Mobility Mission Plan 2020:

Objectives under the NEMMP 2020 include developing indigenous manufacturing and production capabilities, setting up the required automobile infrastructure, focusing on consumer awareness, and increasing technological capacities. All of these are bound to lead to more employment, especially those in specialised sectors.

Over and above this list, there is a huge amount of financial support being extended by the government in the form of:



**R&D Incentives:** R&D incentives in the form of tax deductions of up to 200% for carrying out industry and private sponsored research, tax deductions of up to 150% of expenses incurred on scientific research by government-approved in-house R&D facilities.



**State Incentives:** There are also several state incentives in the form of rebate costs on land, stamp duty exemptions and relaxations on land sale or lease, incentives on power tariff, interest rate concessions on loans, investment subsidies and tax incentives, special mega project packages etc., especially in states like Andhra Pradesh, Gujarat, and Jharkhand.



**Export Incentives:** 2% benefit provided to automobile manufacturers under the Merchandise Export Incentive Scheme.



**Area-based Incentives:** Units based out of SEZ/ NIMZs are eligible for further incentives, especially in terms of special projects being set out of states like Himachal Pradesh, Jammu & Kashmir, Uttarakhand, and northeastern states.

## Job Trends That Defined the Sector in 2021

Presently, against the backdrop of digital transformation and shift to EV, India's auto industry is in urgent need of a strong breed of workers and employees that exhibit technical skills, sharp critical thinking abilities, are capable of demonstrating novel ideas to facilitate sales and improved revenue streams.

- **Increased demand for tech talent with EV push:**

In terms of job creation and demand, there is a shift from mechanical and automobile engineers towards employing data scientists, technology specialists, analysts, electronic and electrical engineers. OEMs are focusing on hiring employees that exhibit advanced digital skills to meet the need created by sustainability, digitisation and urbanisation, in the automobile sector. By 2020, over 1 lakh engineers have found jobs in the auto industry, in a quest to meet the rising demand for digital skills, which are presently waiting to be filled.

### CHALLENGES IN TALENT ACQUISITION IN 2021

- **Limited Talent Pool:** One of the biggest gaps this sector faces is the availability of the right talent. With the advent of digital technologies, such as robotics and IoT, the demand for tech talent has increased while several roles have become redundant. Moreover, Currently, tech talents are

industry agnostic. Thus, the automobile companies are not competing for not only within the automobile industry but also competing with software, FMCG, Insurance companies.

- **The Soft Skill Gap:** Over the last few years, the automobile industry has evolved drastically. The technical components of a vehicle are now taken over by the digital experiences, thereby establishing the need for tech specialists who are adept at addressing the various confusion and questions in the minds of the customer.





## BEST PRACTICES TO OVERCOME TALENT ACQUISITION CHALLENGES

- **Investment in Freshers:** Considering the ever-evolving landscape, talent suited to the industry needs to be developed. In light of this, hiring policies are also witnessing changes with higher focus on sourcing and hiring fresh talent and tapping into new market opportunities in terms of product and service offerings, all while remaining competitive in areas like overall value creation and customer service.
- **Exploring Gig Workers:** It is far more common to have apprentices and contractual staff in the automobile sector, particularly on the manufacturing front. Given that automobile sector currently offers jobs in both in manufacturing and corporate, companies expect about 20% of the teams could be gig. Many OEMs reported that they are identifying roles that are not related to compliance and audits for the same.
- **Exploring Partnerships:** partnered with an agency that is helping us to analyze what kind of roles are there in our organization which can be gig working and I firmly believe that around 20-25% of roles can be identified as for the gig working.
- **Employee Referrals:** OEMs have an advantage in terms of attracting talent.

## BUILDING CAPABILITIES THROUGH SKILLING

With digitization in demand, nearly 75% of employers in the sector feel that there is a skill gap. Workers and employees are being pushed towards upskilling

themselves so they can become leaner in their skillset and focus more on bridging skill gaps. Some evolving skill requirements, away from traditional manufacturing, include:

- Conceptualization of product design and development
- Diagnostics and troubleshooting of car clinics and research
- Supply chain optimization to improve sales efficiency
- Building strong procurement in line with local trade practices and supplier development
- Dealer-OEM interfacing
- Building strong retail distribution networks through lead generation and development of customer loyalty

When asked how companies are planning to tackle the challenge of bridging the skill gap, they responded that internal training and development and on-the-job training through focused mentorship is their go-to plan of action, followed by hiring new employees with relevant skills and opting for automation.

Here are some ways in which automobile companies can build capabilities in their sector:

- **Understanding Differentiation:** This involves segmenting groups of employees according to their skillset and operations. This helps to undertake talent assessments and enables creating a competitive advantage within the organization.



- **Holistically Developing Talent:** Automobile companies use frameworks for facilitating effective learning and training to develop their talent in a way that their potential can be harnessed optimally.

## Top 3 WAYS companies plan to bridge the talent gap in 2022



## KEY ASKS FROM THE SECTOR

- **From the Government:** The government is focused on transforming India into the world's largest automobile hub in terms of manufacturing, in the next 5-10 years. For this, the government estimates the creation of about 37 million jobs, both directly and indirectly. Partnerships are crucial, between the government and private companies, with the government pushing the sector to revive demand both domestically, and globally. The government could invest more in infrastructure to support a long-term foundation and help companies overcome challenges with respect to supply chain disruption.
- **From Academia:** Considering tech businesses are in great demand, and the demand for this is only going to increase here onwards, private and public schools and institutions should incorporate

practical, tech-related curricula as part of the education imparted. Many schools have already integrated tech-related studies, some right even from kindergarten. Students are encouraged to participate more in rapidly changing real-world scenarios by engaging with startup leaders, and being encouraged to experiment and innovate as part of their studies.

## WHAT MATTERS MOST: TOP PRIORITIES FOR CHROs IN 2022

- **Talent retention:** With soaring attrition rates, it has become imperative for the sector to invest in retaining the workforce. This entails building an emphatic attitude towards leadership, embracing employee feedback, and investing in the well-being of employees. It will also entail leveraging employee engagement activities and technologies, especially

given the remote collaboration challenges put forward by the ongoing pandemic.

- **Embracing the phygital:** Automakers are focused on incorporating a phygital approach by digitizing consumer touchpoints in the overall sales journey. Companies are looking to undertake online end-to-end sales by automating processes and leveraging technology including AI, ML, Big Data, robotics, and IoT. Even though the overall human labor dependency has reduced, a large number of jobs have opened up in auto-tech, engineering, designing, marketing, and sales and customer support associated with automobiles.



# 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 consist 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. Software skills and tech talent has been escalating in demand and AI/ML/R&D are sure to notice a spike owing to increasing investment in e-mobility solutions. Thus, 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.

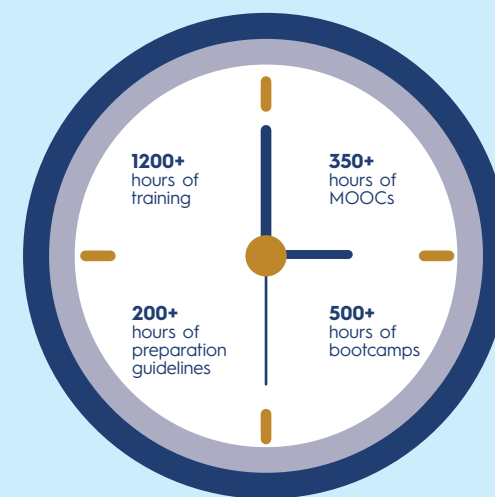
## Creating Employable Freshers from the Get-go

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.
- 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 courses 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 all campuses in the country.
- **Community experience:** Robust community and strong alumni network which will enable 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



### With Sunstone Hiring Options are not Restricted.

- You do a Preliminary Screening of our Hirees



### Sunstone Invest in Domain-Specific & Role-Specific Trainings.

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



### Deploy the professionals from Sunstone as Required

- Whole Batch
- Staggered Deployment

The industry-specific profiles that are serviced are:



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 that we at Sunstone deliver, has markedly risen in the Automotive sector. Getting people from the traditional sector to unlearn technical aspects and learn customer-centricity is a change central to the growth of this industry.

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 its students job-ready, infused with sought-after technical as well as soft skills.



**Piyush Nangru**

Co-Founder and COO, Sunstone Eduversity

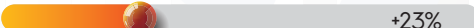


## Decoding Hiring

### 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 automobile sector have expressed that the optimism seen towards the end of 2021 will continue in 2022.

 **Auto sector reports increased hiring at 23% in 2021 over 2020**

2020-2021  +23%

2021-2022  +25%

● Change in hiring in 2021 as compared to previous year

● Change in hiring in 2022 as compared to previous year

Between 2021 and 2022 the overall hiring intent in the automotive sector is expected to see an increased growth - from a steady upward growth at 20% to a 40% growth rate, 2022 is projected to witness almost a double increase in the overall hiring intent.



**75%**

**of employers reported a positive hiring intent for 2022**

● Positive hiring intent

● Negative hiring intent



### HIRING INTENT BY LOCATION

The hiring intent in 2022, based on location, is expected to remain similar to the previous year. The automobile sector is expected to continue favouring non-tier 1 cities with 55% hiring, while tier 1 cities are likely to see 45% of the overall hiring.



**Hiring intent in the automotive sector makes a steady shift towards non-tier 1 cities**

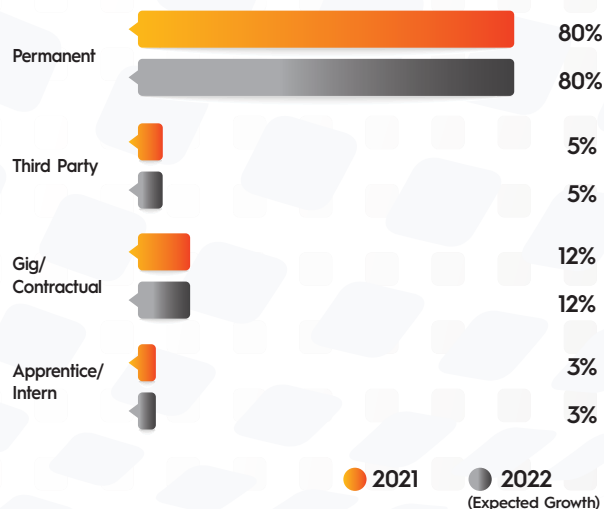


● 2021 ● 2022

## HIRING INTENT BY WORKFORCE MIX

In terms of composition of the hiring intent, the auto sector is expected to witness stability in terms of its permanent employees and workforce, as well as third party contractors, gig economy workers, and apprentices and interns. This sector is expected to have a plateaued growth -

 **Employers continue to bet big on permanent employees, and explore ways of incorporating the gig culture**

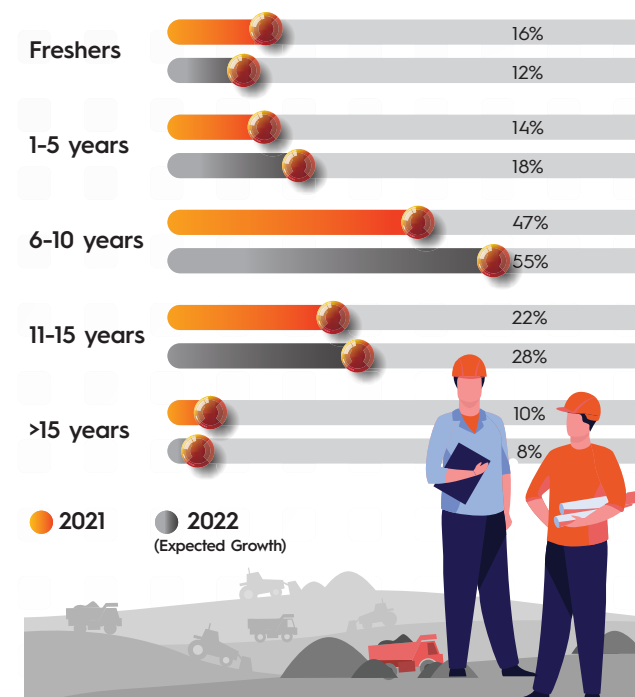


## HIRING INTENT BY EXPERIENCE

In terms of experience, while experienced professionals are preferred, the auto sector is now shifting towards employing individuals with skills to suit a digital landscape and propel companies towards the use of tech to ensure innovation and growth. As provided in the table below, employees with an experience level between 1-15 years

have maximum benefit in terms of job opportunities. The idea is to hire experienced professionals who are also focused on reskilling or upskilling, and can effortlessly lead and manage, both administratively, as well as in terms of manufacturing and production.

 **Fresher hiring is expected to dip, while demand for professionals with 1-5 years of experience can go up in 2022**

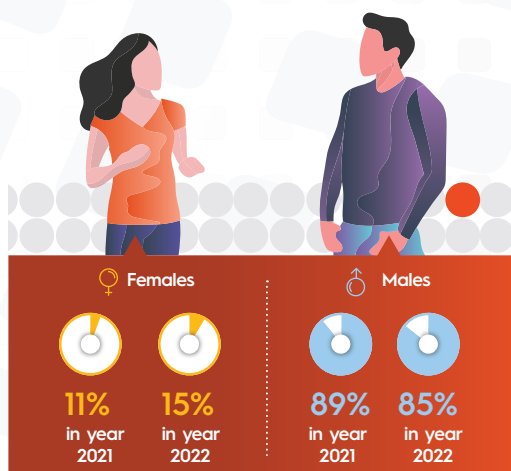


Considering the push towards remote working, the auto industry requires people to be present in physical or phygital formats to ensure smooth operations. In this respect, 15% of the jobs in this sector are expected to continue remotely, with most people going back to work on premises.

## HIRING INTENT BY GENDER DIVERSITY

Much remains to be done in the sector to bring gender parity up to speed with a ratio of male to female working professionals at 85:15. Gender inclusivity in areas such as sales, technical work, manufacturing, and production remains at a growth of 15% as businesses are made more conducive and safe.

 **Female share in the automotive workforce is expected to improve slightly to 15% in 2022**



## HIRING INTENT BY SKILLS

There is an increased demand in big data analytics, artificial intelligence, and machine learning, in terms of product design, marketing and branding, and product development. This has led to demand creation for robust teams that comprise individuals bagging science and management position roles.

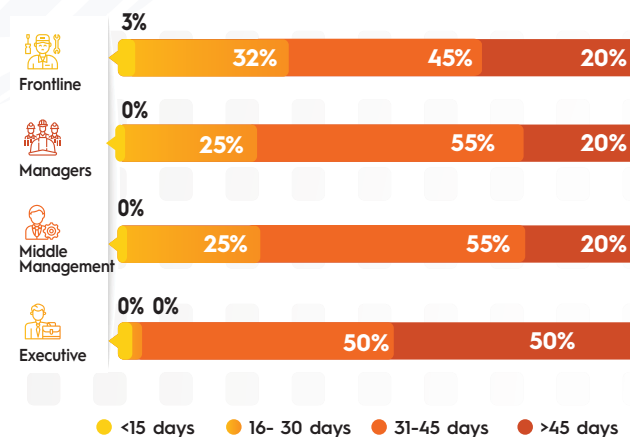
While the world has moved into a phase of remote working, the automobile sector continues to remain a sector where the workforce is expected to be physically present on shop floors. However, with changing times and priorities, more and more organizations are exploring a hybrid work model. Surveyed companies from the sector reported that they forecast 15% of the workforce can continue to operate remotely in 2022, particularly professionals operating from the corporate offices.

 **15% of the workforce in automobile sector are expected to work remotely in 2022**

## KEY HIRING METRICS FOR 2022

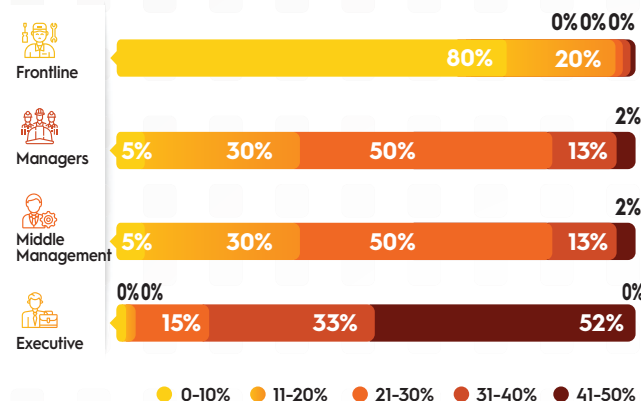
### Average Time to Hire

 **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**



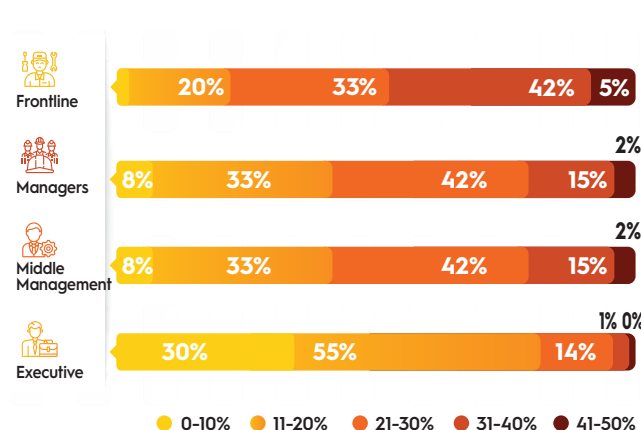
## Cost Per Hire

 **The cost per hire for frontline hires has dipped in 2021 as compared to 2020**



### Average Hike %

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

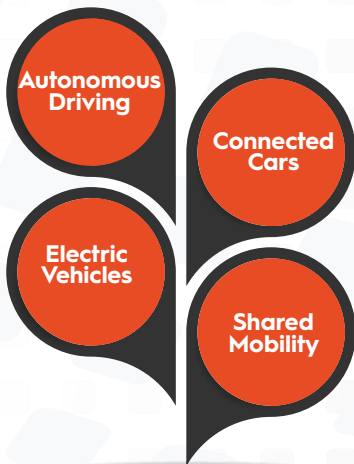




## The Way Forward

In the automobile industry, the manufacturing, supply-chain and production capabilities have a strong future in digital analytics and integration of technology in operations. Most companies, especially in emerging markets like India, are striving towards becoming digitally reliant, promoting disruptive trends.

India expects to witness stellar growth in ACES trends in the near future. This means the focus is on:



With a present 2% growth in the EV sector, the opportunities and potential are limitless. Indian auto companies have the ability to become innovation hubs in India as well as abroad, especially in terms of 2W, 3W, as well as PVs such as SUVs, cars and light CVs. One of the best strategies to undertake this, is by following the winning blueprint of international players in the market.

Automotive suppliers have received a lot of impetus from the government, especially when it comes to establishing a strong footing in the global EV supply chain. Moving

into EV will allow Indian promoters and suppliers to improve their revenue streams by tapping into the local and global markets, through portfolio diversification, and meeting market demands.

From creating strong product creation and development systems to robust customer-value delivering mechanisms, India's automotive framework has room for carrying out operational processes right from the manufacturing stage to post-sales service, in an agile manner.

The need of the hour is to review the talent-to-value or T2V on each organizational level. This process will ensure that each critical role has been staffed with highly productive employees and workers which efficiently carry out business objectives, instead of falling into the organizational hierarchy trap. The T2V strategy can help create data-driven and individualized development plans which help businesses easily scurry towards high performance and success.

Advanced digital analytics and the use of data have also displayed unprecedented productivity, especially when it comes to creating bottom-line impact. Auto companies are seamlessly riding the wave of change through CXO-level intervention towards digital transformation. Increase in digital enquiries and digital sales are paving the path for transformed ways of conducting sales, virtual prospecting and lead generation, by leveraging technology.

Companies are using advanced tech and end-to-end digital analytics to focus on creating stronger business impact, more user-centric designs, and better testing capabilities.

As India quickly recovers from the slowing impact of the pandemic, the auto sector is set to contribute significantly towards India's dreams of becoming a USD 5 trillion economy in the coming years - which especially means stupendous growth in terms of job creation and demand.





## Leaders Speak



**Balachandra NV**  
Executive Director HR,  
Ashok Leyland

“ We expect a very positive outlook for the next 18 months. A significant product shift is happening in the auto sector. Companies will focus on digital capabilities as it is transforming the industry outlook and the ability to serve customers. ”



**Felix Jeffery**  
Director  
HTC Global Services

“ Talent in the technology front is very much in demand. Companies need to course correct and not fuel the price-based talent war. Apart from the hire and train model, strategic technology partners who offer the required competencies are best suited to help companies in the talent war. In the beginning, we noticed a dip in productivity, but it has stabilized now. ”



**Harish Pillai**  
Head HR,  
Ford

“ From an IT/ITES space there has been a sudden spurt of exponential growth during last two year. India is a hub of the largest, diverse and the most attractive labour market in the world, closely followed by Malaysia, Philippines, China, Mexico, Brazil & Hungary. We would be witnessing a major rise in IT, technology & Analytics talent space: example cyber-defense, software engineering, AI, IoT, ARVR, ML, ADAS, Bigdata, etc. ”



**Rajeshwar Tripathi**  
CHRO, Automotive & Farm  
Sectors of Mahindra &  
Mahindra Ltd

“ The hiring in automotive sector has bounced back and we expect this momentum to continue because of both growth as well as higher level of attrition. In terms of changing skillset, the changes are significant because of disruptions in technology and digitization. This is reflecting in higher demand in areas like data scientists/analytics, digitization and EV domain. ”



**Sameer Balpande**  
Global TA Head  
Quantiphi

“ IT has a lot of potential, and the key to moving forward in this hyperactive market would not be just hiring experienced talent but collaborating with universities to get "Industry ready talent. ”

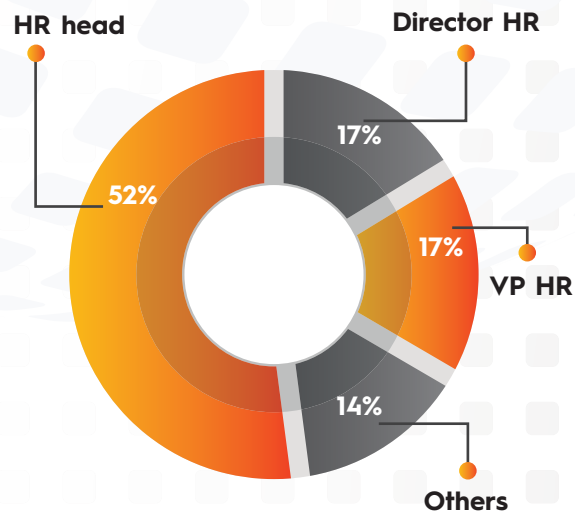


**Sanju Laitonjam**  
Global Head TA  
Zycus Infotech Pvt Ltd

“ We have seen incredible growth in global organizations setting shop in India or expanding their existing presence. This trend got further tail winds as work from anywhere became mainstream post the pandemic. ”

## 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



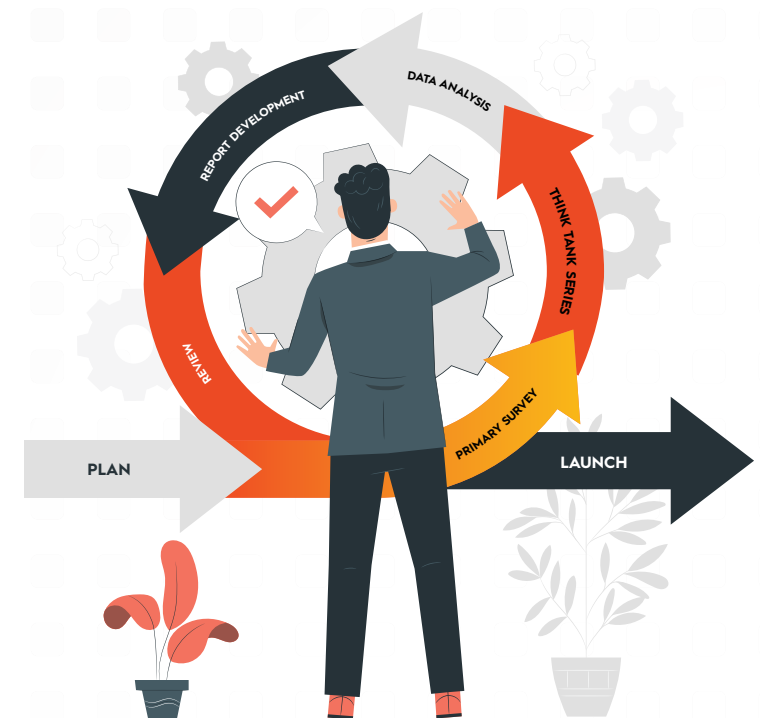
**Manish Gupta**  
Chief Growth Officer,  
Taggd



**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).





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