

# DECODING JOBS-2021

taggd.

By ✱ PeopleStrong

MANUFACTURING &  
ENGINEERING INDUSTRY  
**THE INDIA STORY**

Academia Partner



Industry Partner



Confederation of Indian Industry  
125 Years - Since 1895





# ABOUT THE TEAM

## taggd.

**Taggd** is a Digital Recruitment Platform by PeopleStrong, that provides ready-to-hire talent to India Inc. Covering 14+ sectors and having onboarded 100+ clients, Taggd manages permanent recruitment for over half a million jobs. Combining the power of human knowledge and data, Taggd brings the best talent acquisition and digital hiring solutions that have revolutionized the way businesses work and deliver. In 13 years, Taggd developed in-depth industry knowledge and recruitment expertise, establishing a talent network through digital intelligence. For businesses, Taggd offers access to a robust tech stack that complements business operations. Some esteemed clientele include Wipro, Pfizer, Honeywell, Mahindra, Dr. Reddy's, Tata Motors, Citi, Quantiphi, among a growing list of national and transnational brands. Taggd has been rated amongst the leaders in the NEAT Matrix, by Nelson Hall which is one of the leading global analyst entities. As the knowledge partner for the India Skills Report, Taggd explores insights into the Jobs landscape across the nation, with quantitative and qualitative insights from the academia and thought leaders of the industries. The Covid-19 pandemic was a shock to the economy, especially small-medium businesses. In this year's report, we aim to uncover the crisis and its impact on the talent demand and supply of India going forward.




**Sunstone Eduversity** is one of the most respected and reputed B-schools of the country founded by **Mr. Ashish Munjal(CEO)** , **Piyush Nangru(COO)**

and **Divyendra Rathore(CPO)** and invested in by Prime Ventures and Saama Capital among other investors like **Rajul Garg** and **Purvi Ventures**. Sunstone's reputation precedes it, that's the reason more than 250 companies prefer hiring candidates from Sunstone Eduversity with over 50 working on customized campus hiring solutions.

So far 300 students have graduated in 2020 and 900+ will graduate in 2021 across 8 campuses. Sunstone aims to enroll 2500+ students in the 2021 batch across 12+ campuses and 10,000+ students by 2023.

### To hire from us, contact us

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### Confederation of Indian Industry 125 Years - Since 1895

**The Confederation of Indian Industry** works to sustain India's development by partnering with industries, the government, and civil societies through an advisory and consultative role. CII is a non-government, non-profit industry led and managed organisation pioneering the development of India. Established in 1895, the premier business association consists of more than 9100 members from the public and private sectors, SMEs and MNCs nationwide. There are more than 300,000 other enterprise memberships covering more than 291 national and regional sectors and industries. CII works closely with the government on policy issues, mingling with thought leaders to chart progress in sustainable development. It also offers a range of specialised services and global networks to enhance efficiency, competitiveness and opportunities for the industry. CII is also a platform for networking and building strong ties to tackle key issues.

Beyond business, CII assists industries in identifying and executing corporate citizenship programmes. Civil society organizations partner with CII to carry forward integrated and inclusive development across numerous verticals and domains. This includes healthcare, education, livelihood, diversity management, skill development, women's empowerment, water and resources to state a few. During the global pandemic, India witnessed a shift in the employability landscape, setting the trend for workplace culture and competencies required to excel. With the theme of 2020-21, as the **"employability landscape of the nation in the**

**post-pandemic world,"** CII will focus on the key areas that are responsible for economic fortitude. These areas are - employment creation, rural-urban connectivity, energy security and access, environmental sustainability, and governance. With 68 offices worldwide, including 9 Centres of Excellence, in India, and 11 overseas offices in Australia, China, Egypt, France, Germany, Indonesia, Singapore, South Africa, UAE, UK, and the USA, and institutional partnerships with 394 counterpart organisations in 133 countries, CII serves as a reference point for Indian industry and the international business community.





# 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 2021, 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) two 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 uncertain 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 also profusely thank our community partners Monster India and Digital Learning partners Board Infinity, who helped in accelerating 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 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 dossiers, meaningful and relevant, as you go about Decoding Jobs in the pursuit of the right fit talent in your respective industry.

# FOREWORD FROM THE PRESIDENT'S DESK



**DEVASHISH SHARMA**

Founding Member & President  
Group Chief People Officer, PeopleStrong

The disruption brought by the COVID-19 crisis shook the entire world. As the economy came to a standstill with the implementation of safety measures, a large part of businesses in the first half of 2020 were answering a basic, yet complex question: how to ensure business continuity. While the consequences of the sudden halt were evident and immediately visible in the unorganized job market, the impact on the organised sector soon came into the picture. All industries were affected, however, specific industries such as Hospitality, Travel, Automobile, Real Estate and Manufacturing, took a massive hit. As the outbreak continued, organizations across the board learnt to navigate the path to the new normal. The government on its part intervened with measures to resuscitate both the unorganized and organized sectors, including an INR 5,000 Crore relief package for our affected construction workers, framing rules for labour codes and, in our vastly agrarian economy, increasing our farm budget 11 folds from 2010. In his address to his counterparts of the G20 nations, the Hon'ble Union Minister of State for Labour and

Employment (Independent Charge), Shri Santosh Kumar Gangwar said that "India's belief that encouraging innovation, entrepreneurship and industry-led skill development were the key drivers of youth development." He laid stress on India's economic future closely tied to the universally relevant issue of gender equality, providing collateral-free loans to women entrepreneurs seeking to start their own businesses.

As we enter 2021 and a new decade, we enter a new world of work. As McKinsey Global Institute has rightly put, India is at a defining moment or a turning point. The disruptions caused by COVID-19 have accelerated the changes induced by the new wave of digital transformation. What we do in the next couple of years will help India prepare herself for the road ahead on her growth trajectory. This emphasizes the urgency of decoding the trends and the forces shaping the talent landscape at this '**Dawn Of The New Decade**'.



***“There is no reason to be disappointed. India will progress very fast and the skills of our youth will take India ahead”***

As the recruitment solutions arm of PeopleStrong, Taggd aims to help organizations across 14+ sectors find the best talent match. Since its inception, Taggd has sought to develop a deeper



understanding of the Indian talent landscape. We are proud of our multi-year association as Knowledge Partner of India's most preferred report on talent, The India Skills Report, which is in its 8th year edition. Over the years, in many of our discussions with senior representatives from the industry, academia and the government, we realised that there is a need for more in-depth insights into the talent market. This led to the launch of our Decoding Jobs Sectoral Dossiers - a compendium report of sector specific talent that combines the macro economic factors governing the Indian economy, disruptions impacting the job landscape, demographic details of the current talent pool, along with current demand insights shared by talent leaders to better understand the job landscape of the selected sectors.

Last year, we had the opportunity to gather in person and engage with 200+ CXOs in an exclusive evening and we unveiled the first edition of the Decoding Jobs Dossiers along with the India Skills Report. We delved into six major sectors namely, BFSI, Information Technology, Heavy Engineering and Manufacturing, Automobile and ancillary, E-commerce, and Pharmaceutical. In the current year, in addition to the six key sectors covered, we have included a special report on the talent landscape of Global-In-House centres, owing to the rising prominence of India as a preferred destination for GICs. Going forward, we want to continue adding industries and solve for better understanding of the organised talent economy.

We would like to take this opportunity to express our gratitude to the CII National Committee on Skills Development and Livelihood for their support in taking forward the insights of the report in key debates, decision making engagements and many ongoing discussions on the Indian talent landscape. We are also grateful to Sunstone Eduversity who represented the academia and contributed through comprehensive insights and helped us put together an entire ecosystem. Last but not the least, the industry talent leaders who took out time from their busy schedules and

shared their invaluable experiences and insights, this report would not have found its essence without them.

I sincerely hope that you find The Decoding Jobs 2021 Industry Sectoral Dossiers Compendium to be intriguing, insightful and relevant for reference and inference, while you take your decisions related to the jobs and talent in your specific industry, recognising that people and their talent will remain at the core of our nation's global economic leadership in this coming decade.

"I am pleased to share the 2nd edition of Decoding Jobs Sectoral Dossiers.

These reports are in-depth analyses of the Indian job landscape and have gained significant interest across Industry leaders, Governments, and Thought Leaders in Education and Skills. 2021 marks the beginning of the new decade and a new normal necessitating the need to understand the changing talent and hiring landscape of the Industry. This edition captures the hiring intent and trends of seven key sectors namely Automotive, Banking, Financial Services, Insurance, Global In-house Centers, Internet Business, Information Technology, Manufacturing & Engineering, and Pharmaceuticals and Healthcare. With the qualitative and quantitative analysis conducted over the last 5 months, this report tries to bring in a more realistic and holistic view of the talent landscape of these sectors in the country. I am sure the curated reports will enable a further cohesiveness of the stakeholders - Government, working professionals, students, corporations, training institutes, policymakers, and academia take necessary steps to make India the Human Resource capital of the world." **Mr. Arun Nanda, Chairperson, CII National Committee on Skill Development and Livelihood & Chairman, Mahindra Holidays & Resorts India Ltd.**



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# INTRODUCTION

The Indian Manufacturing and engineering industry are high growth sectors. Since the Covid-19 outbreak in India in March 2020, the industry faced various disruptions, but the resulting impact from the slowdown was gradually and steadily minimized. This vital industry's recovery from the economic plunge is most critical for our economy. Considering this, steps taken in restyling it with a more resilient infrastructure, enabling a technological framework for operations and nurturing a vital entrepreneurial culture has intensified this industry's performance potential.

Over the past few years, India has been set on the path to becoming a global manufacturing giant. According to the United Nations Conference on Trade and Development (UNCTAD), India has also ranked among the top 10 recipients of Foreign Direct Investment (FDI), thus advancing the South Asian front. At present, India's cumulative FDI for the manufacturing sector has exceeded US\$ 89 billion, while the sector's GVA has been estimated at US\$ 397.14 billion in FY20.

## India's Way Into The Manufacturing Sector

For decades now, the Indian manufacturing sector has evolved in multiple directions, building a strong industrial foundation. Therefore, the industry's quick response and reinforcement towards the shift in global dynamics in wake of the novel coronavirus has been commendable. Companies engaged are striving to expand capacity creation in all sectors that are directly or indirectly fundamental to the needs of the population, such as power, mining, oil & gas and numerous consumer durables. The growth in productivity has allowed India to effectively match global competition. As forecasted

by the National Manufacturing Competitiveness Council, the industry is set to confer a maximum of 25 per cent to the GDP by 2025 compared to the current share of 16 per cent.

**Manufacturing and Heavy engineering sector (exclusive of automobile and pharmaceutical set ups) added about 0.08 million new hires in 2020 and is expected to add about 0.1 million new hires in 2021.**

The triumphs of the manufacturing and engineering industry today relate to securing know-how technology, skill-based orientation, and promising state policies. Since COVID 19, industries have also embarked on the journey to create and adopt sustainable structures and models for future development. Top companies have responded from the forefront and have actively supported the authorities and NGOs to ensure that the required support reaches the people in need. Thus, the pandemic has clearly demonstrated to us the value of the manufacturing and engineering industry.

## Government Initiatives

From implicit protection policies to an explicit wave of liberal reforms, the Indian government has performed keeping in mind the best interests of

this industry. In the past few years, the 'Make in India' initiative has been launched to place India as a manufacturing hub on the global map. Studies suggest that India must create a maximum number of jobs to sustain over this decade. The policy's core intention is to create a 100 million jobs by 2022, of which **manufacturing is identified as 'the biggest growth driver for India to spur economic growth and job creation in this decade'.**

Listed below are some more initiatives that have been introduced by the government to accelerate the growth of the manufacturing and engineering industry:



Skill training initiative for 3 lakh migrant workers starting November 2020 by the Ministry of Skill development and Entrepreneurship to empower migrant workers.



As of May 2020, the government has increased the FDI in defence manufacturing from 49 percent to 74 percent.



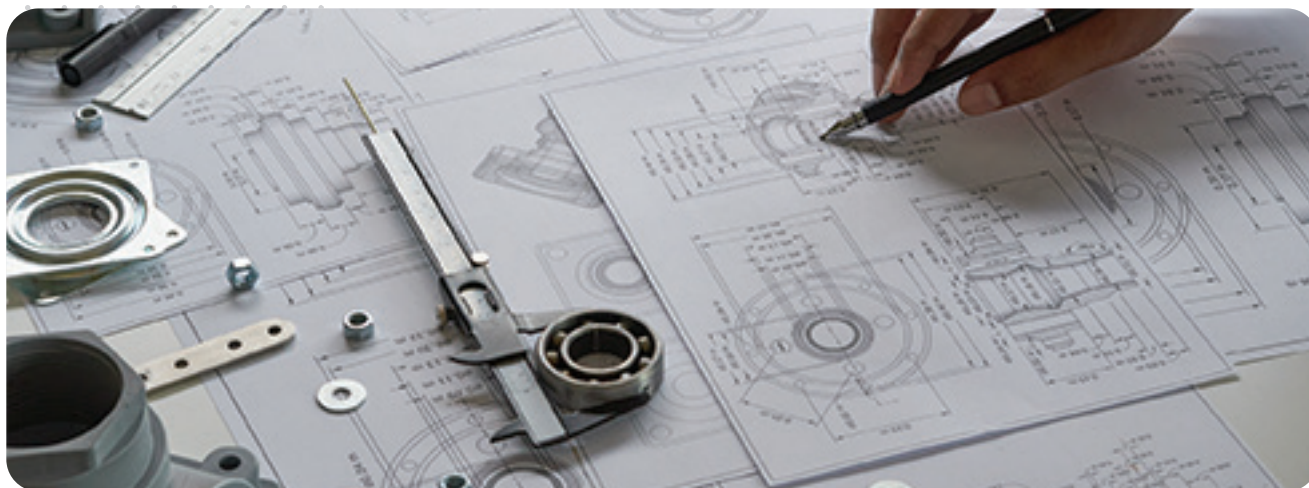
As many as 15000 Industrial Training Institutes have been recognised in India as of August 2020.



Disbursing loans of up to Rs 1 crore for Micro, Small and Medium Enterprises (MSMEs) through quick and efficient online portals.



Export incentives and the creation of Special Economic Zones is further expanding the manufacturing belt.



## Indian Manufacturing & Engineering Industry Emerges Stronger In The Covid Crisis

The pandemic has provided manufacturing industries the chance to experiment and recourse on many systems, processes, and policies, which

have in turn led to a rapid increase in productivity and output, making up for the delays and lost time during the lock down. This has in turn increased the hiring percentage in the industry.



This significant 'hiring' trend pertains to the setting up of new manufacturing plants of giant companies like Boeing, GE, Siemens, Toshiba, HTC and most recently Elon Musk's Tesla. After the lockdown, the industries had to push hard initially to stabilize demand supply shortages and logistic related issues. The industry easily navigated through digital facilities operating local manufacturing plants and factories, as well as global manufacturing. In addition to digital adaptation, the operations under new safety protocols have prepared the workforce

**The manufacturing sector is expected to witness a growth of 33% in hiring in 2021 from last year after a sharp pandemic-induced decline of -36% in 2020. Hiring levels across the sectors are expected to touch pre-pandemic levels by early 2022.**

for the future. The manufacturing sector currently employs around 11 lakh permanent jobs. Around 1 lakh additional permanent jobs are expected to be created in the sector in the next one year, taking the overall number to 12 lakhs. It would add roughly 9% to the current jobs pool as investment into manufacturing experiences a rise.

## **Skills, Multitasking, and Flexibility Drive The Indian Manufacturing & Engineering Industry**

### **Industry size and key factors**

The sector accounts for **12%** of the nation's employment.

Small and medium enterprises (SMEs) and micro small and medium enterprises (MSMEs) contribute to **95%** of the total industrial activity.

The sector is set to expand to a **25%** share in the GDP by 2022.



As the manufacturing sector is crucial towards job creation, the industry has attracted a significant workforce in its development process. In the wake of the COVID 19 crisis, this rare, skilled, and flexible workforce has paid off beyond its potential. Other than increasing the share of the manufacturing industry, the government is also committed to scale the export of engineering goods to US\$ 200 billion by 2030. The engineering exports reached US\$ 75.90 billion in FY20.

To emerge as a giant in this sector, India has taken a quantum leap in investing in its talent pool:

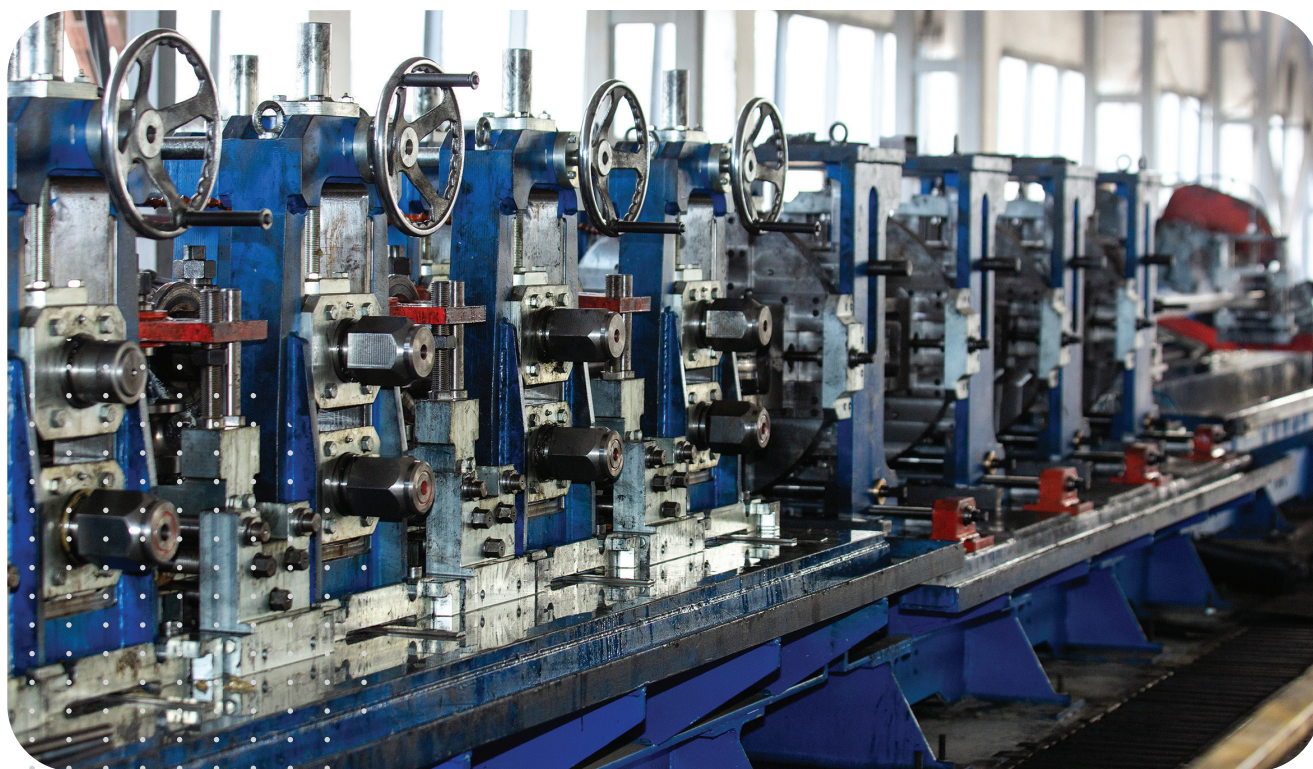
**Decentralization of structure:** The path of decentralization is an essential one. With the acceptability to remote working, industries have emerged with better structure to improve productivity. The decentralization of leadership has increasingly improved the efficiency and effectiveness. According to the Future of Jobs Report 2020, more than **65%** of the respondent companies have modified the composition of the value chain.

**Training and Experimentation:** The employees from the sector have taken pride in enabling sustainable models of operation, optimizing their skill sets. The use of software-as-a-service and learning modules has intensified the performance potential. The upskilling in the sector ranges from coding, e-marketing, cybersecurity to alternative energy, machinery, product innovations etc.

**Capacity building for specialized work:** The Future of Jobs Report 2020 suggests that nearly **36.4%** companies will expand their workforce pertaining to technological integration while a significant **45.5%** will expand towards hiring contractors doing task specialized work. This is leading India

into the direction of a larger gig economy with an enormous talent pool.

The upcoming manufacturing and engineering industries are attracting immense interest from foreign investors given the modest manufacturing cost and innovation mindset. The government is also set with its planned investment of US\$ 1.43 trillion in infrastructure. The road forward determines an increased turnover from the manufacturing industry up to US\$ 115.17 billion by FY2025. The engineering R&D market is also expected to increase from US\$ 36 billion in FY2019 to US\$ 42 billion by FY2022, soaring the employment and hiring trajectory.





# DECODING THE TALENT LANDSCAPE OF INDIA



## The Talent Landscape - A Sunstone Eduversity Perspective

Looking at the macroeconomic environment, it is no surprise that India is finally waking up to the importance of good quality & result-oriented higher education. Education is now considered a major factor driving growth in India. This is evident in the exponential growth of EdTech startups & the emergence of unicorns in this space.

However, the potential of result-oriented education is far from realised, especially in the higher education arena. Real-world knowledge is still delivered scarcely and the skill-gap of individuals ready to join the workforce is widening as the environment continues to change more rapidly than ever before. This pain is being felt by corporations across industries.

The New Education Policy has been instrumental in creating new guidelines, directives, and to facilitate the higher education fraternity of this country.

However, we find that a vast majority of education “sellers” fail to provide a quality education that both young aspirants and their potential employers are looking for. The kind of nurturing, results orientation, and industry alignment is missing due to the sluggishness and short-sighted strategies of these “sellers”.

## The Education Skill-Chasm

Looking specifically at business education, the expectation vs reality gap is a chasm, especially at the entry-level.

Graduate and Management degrees are a promise for aspirants for a fulfilling corporate career. However, unknowingly many graduates fall prey to education providers who offer a mediocre curriculum in return for their money, effort, and time invested. And when such providers fail to create industry-ready professionals, leading to poor placement season, students enter a vicious cycle. It is shocking but true, that the last updated curriculum for many universities was in 2014, post which rules and regulations like GST and Demonetization were introduced and implemented. We find, in many cases, the latest financial curriculum of universities does not include these changes to date and these institutes still teach the old taxation system.

Out of the 4400 MBA colleges in India, only handful colleges at the top of the list, deliver expected results for students and the industries - both entities aligned to the same outcome.

This is just the beginning. This will evolve into an agile education template that will serve the corporate more efficiently. These special requests and requirements of the companies to train the students, so they can fit in very well in the corporate environment of a given organization and create a boundary less pipeline of talent for HRs looking at entry level hiring

## **Rethinking Education With A Pragmatic Lens – A Sunstone Case Study**

There is a need to take on the mantle of bringing industry alignment and accountability to education, especially at the entry level management. The course material needs to be carefully structured to prepare students to deal with real world problems and hit the corporate ecosystem running on day one.

Future forward leadership in education means practicing and building skills and competencies to take the students ahead in their careers with a **3 pronged approach**.



### **Result-Oriented In Curriculum**

Education providers need to understand that the outcome of a management graduate is not just getting a job but starting a career journey and fitting into the corporate world with ease. This is achieved by aligning very closely with the industry's requirements.

In this regard, the management program at Sunstone is made with extreme precision, with industry-driven requirements, and evolving demands of the industry so that students can bring the best on the table and are prepared to face every challenge given to them in the future.

The curriculum is updated every 6 months, making it extremely relevant to industry's needs. For example, at Sunstone, a Balanced Scorecard framework is not a part of the curriculum for an HR recruiter at joining at entry level. More useful modules such as Hiring from LinkedIn are taught.

Frequent revamps also allow education providers to be more agile and dynamic and change as industry changes.

**During the pandemic, Virtual Onboarding, Virtual Interviewing, got added to the curriculum etc to ensure students are well versed with best practices.**

**Tik Tok advertising was introduced for all digital marketing students. But, when Tik Tok got banned, we were able to replace it with Instagram Reels**

within weeks.

For the student, every takeaway from this course will resonate with what he will definitely face in his sales career. We designed this course not from a theory or information perspective but from an experienced perspective. To train the student to be ready to face all those challenges and be better equipped to handle them when he joins a job. For example, we included Sales Management Systems in the curriculum where we taught the students how to work on leads and ensure they go through the complete lifecycle from leads to prospect to customer. - **Mr Girish Batra, Founder & CEO, NetAmbit.**

Mr Batra designed and created the Sales Management curriculum at Sunstone Eduversity. Guest Lectures Series is another initiative that deserves mention, as it adds to vision of seamless alignment. These lectures ensure not only the alignment of the academic team & management with the industry, but directly lets students interact with corporate leaders and entrepreneurs. These special requests and requirements of the companies to train the students, so that it helps students fit in very well in the corporate environment of a given organization and create a boundary less pipeline of talent for HRs looking at entry level hiring.



### **Focal Shift In Specialisations And Trainings**

It is also not advisable for future looking education providers to rely only on traditional theoretical knowledge. Instead, a pragmatic approach to management education is a necessity. The industry, aligned with Applied Specializations, are a testament of that. Apart from regular specializations such as Marketing, Finance, HR, Operations, etc., specialisations such as the following are more industry and job focussed.

- Banking Operations
- Insurance Management
- Retail Management
- HR & Recruitment
- Sales Management
- Logistics & Supply Chain
- Digital Marketing
- Market Research
- Data Analytics

Apart from specialisation, short and focussed training can also boost employability. As an example, Sunstone Eduversity offers 1200 hours of extra specializations, assessments, etc. for all the industries that recruit with Sunstone. Special training modules help students stay a step ahead of every other individual out there in the company they join.

For example, during the pandemic, Sunstone launched a “WFH workshop for millennial managers” to ensure Sunstone graduates can effectively manage their teams in remote environments and corporates don’t face challenges in training their new hires.

Another special module has been added in training to introduce students to high growth industries where job opportunities are on a rise, even during the pandemic. For example, introducing students to the EdTech and Pharma sector, insight into industries’ evolution, footprint, market, competitors, and more.



### **Tailor-Made Talent Availability**

Availability of Tailor-made talent supply can help education providers keep a tab on the industry pulse. This edge is one of the reasons why



providers such as Sunstone Eduversity have been a first choice for some corporate giants looking for MBAs for entry-level roles. Many companies reach out to Sunstone's Recruitment teams with sometimes more custom requirements seeking the perfect candidate for their company.

**One organization needed female candidates with an academic requirement of over 70% throughout. Along with this requirement, the candidate should have had an excellent knowledge of SQL and POWER BI. Sunstone was able to filter and provide multiple such candidates on demand.**

Another example is how a training was created specifically to deliver for one of the recruiting partners, and then retained for all students. POWER BI was introduced and delivered in a short-span of time to fulfil the requirement. Now

**Sunstone has a mandatory 2 months of BI training for every student.**

Similarly, the Tableau course, which is a popular course at Sunstone, was taught as a data visualization tool. However, special requests for other tools such as Informatica, have also been taken up on demand and implemented for all students.

*Contributed by Piyush Nangru, Co-Founder & COO, Sunstone Eduversity*



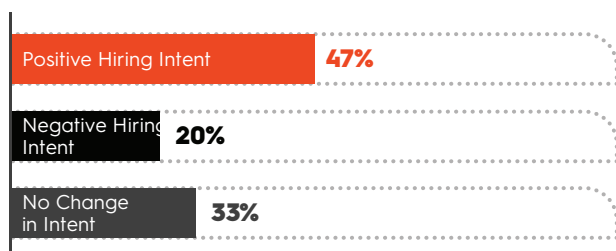
**Piyush Nangru**  
Co-Founder & COO,  
Sunstone Eduversity

# DECODING THE HIRING LANDSCAPE

## Manufacturing & Engineering Hiring Intent and Trends in 2021

The India Hiring Intent Survey 2021 reflects the hiring intent of the manufacturing and engineering industry in India in 2021. Manufacturing companies that participated in the survey indicated a positive hiring intent recorded at **47%**. An overall **33%** of the respondents submitted no change in their hiring intent at all as they continue with their procedural hiring. As COVID 19 highlighted the vulnerability of the industry, nearly **20%** indicated a negative hiring intent.

### HIRING INTENT

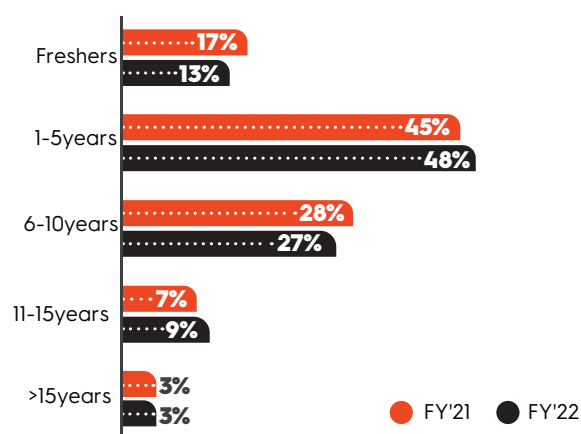


### Hiring Intent by Work Experience

Almost half of respondents responded that they would like to hire people in the 1 to 5 experience bracket. However, little change is expected in the hiring intent of the workforce with experience of more than 5 years. The companies have reflected no intent of hiring more professionals with experience of 15 years and above. Rather, they are preserving their permanent in-house employees and have actively engaged in fulfilling positions internally through Internal Job Postings (IJPs). Many companies have created cross functional talent pools on bench for talent rotation across common job role families. However, the respondents also expressed

that the hiring intent for interns is expected to rise twofold from **77%** in 2020, indicating optimism for the manufacturing industry and talent in 2021.

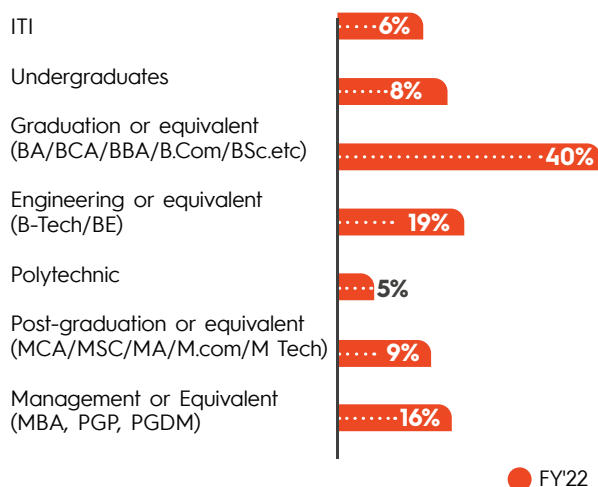
### HIRING INTENT BY WORK EXPERIENCE MIX



### Hiring Intent by Education

The demand for hiring ITI professionals is expected to increase from an average of 1 to 11, suggests the survey. The survey also recorded a great demand for engineers in the sector, increasing to an average of 24 in 2021 compared to merely 1 in 2020. The Indian manufacturing sectors are looking for competitive and highly trainable workers, particularly in design and engineering, project planning, execution, operations and maintenance, transmission and distribution, and trading and regulatory. As more and more companies roll out their Make in India plans, there will be an increasing need for hands on the shop floor, including technicians, engineers, designers, program managers, etc. Also, the expected post-pandemic revival is leading to shelved project plans once again coming to the fore and gaining priority, resulting in increased demand for talent.

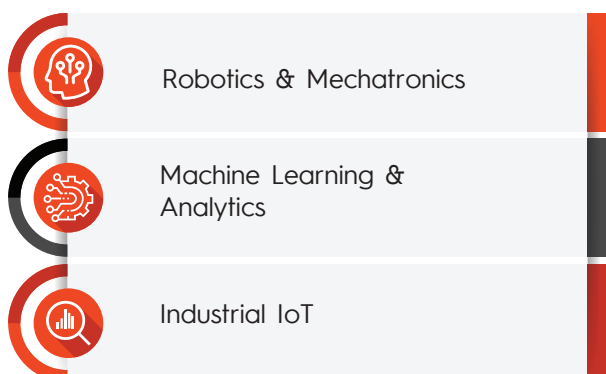
## HIRING INTENT BY EDUCATION MIX



## Hiring Intent By Skills

The survey takers have attested a great deal of importance towards skills for hiring. Some of the right talent and skills will include soft skills such as agility, crisis management, problem solving, virtual leadership and management, communication. In terms of hard skills, business and data analytics, design, technology skills, innovation, experience in operations, sales and distribution are going to be critical skill sets in this sector, especially to design industrial automation and build in operational efficiency and productivity improvement.

## TOP 3 TECHNICAL SKILLS IN DEMAND



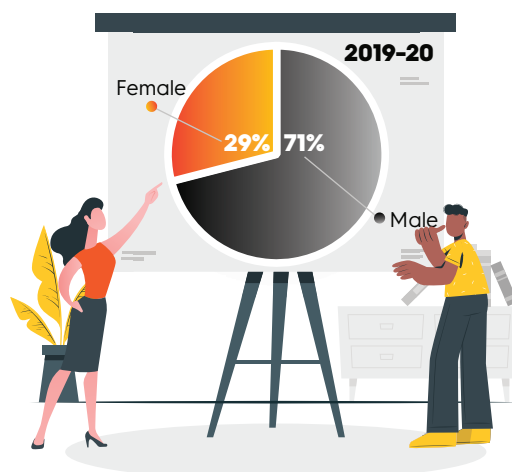
## TOP 3 SOFT SKILLS IN DEMAND



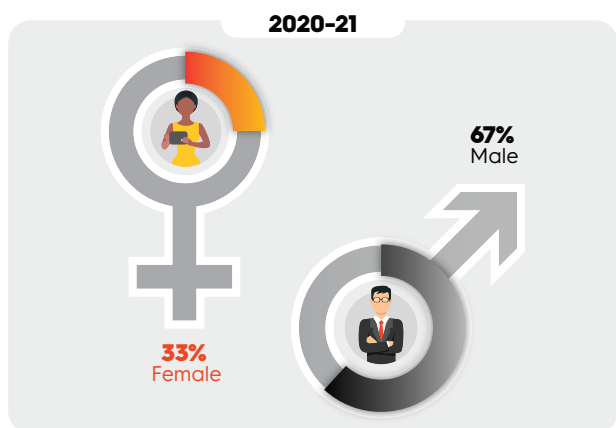
## Hiring Intent By Gender Diversity

The manufacturing and engineering sector is highly dominated by male workforce, but the survey has revealed a positive intent for the hiring of female professionals. While **63%** male populace and **37%** female were engaged in the sector in 2020, the numbers are expected to increase by a **2%** for women and decrease for men. This increase might seem meagre, but Talent Acquisition heads of leading manufacturing giants have been mandated to increase women participation in their workforce to **45%** by 2025.

## HIRING INTENT BY GENDER DIVERSITY MIX



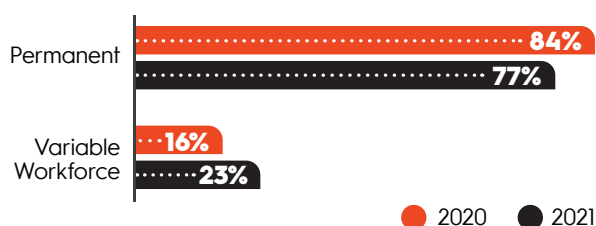




## Share Of Permanent And Gig Workforce

India is emerging as a gig economy in the post covid world. Therefore, on one hand, while the percentage of permanent employees will most certainly drop from **80%** in 2020 to **70%** in 2021, on the other hand, the percentage of variable workforce will most likely increase from **20%** in 2020 to **30%** in 2021. Due to this shift towards a gig led agile workforce, companies are expected to cut hefty costs and build capacity and flexibility for the work at hand.

### HIRING INTENT BY WORKFORCE MIX

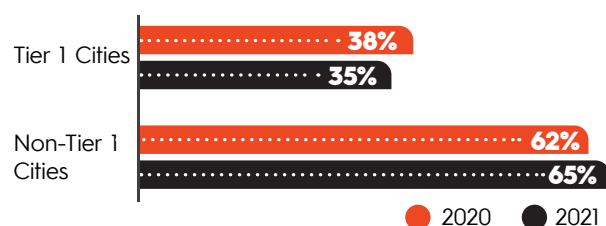


## Job Demand By Location

While the growth of non-tier 1 cities from 2020 to 2021 is estimated at 13 percent, the average amount of job demand and related hiring is expected to grow in non-tier 1 cities from 62 to 65. With the

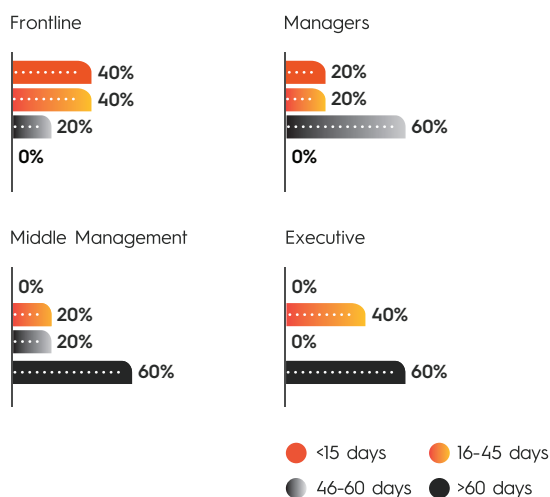
upcoming wave of new plants and r&d centers being planned in tier 2 cities, SEZs growth, and an increased reverse migration, the respondents clearly asserted a hiring intent of around 43 percent from non-tier 1 cities, as compared to 38 percent in the previous year.

### HIRING INTENT BY LOCATION MIX

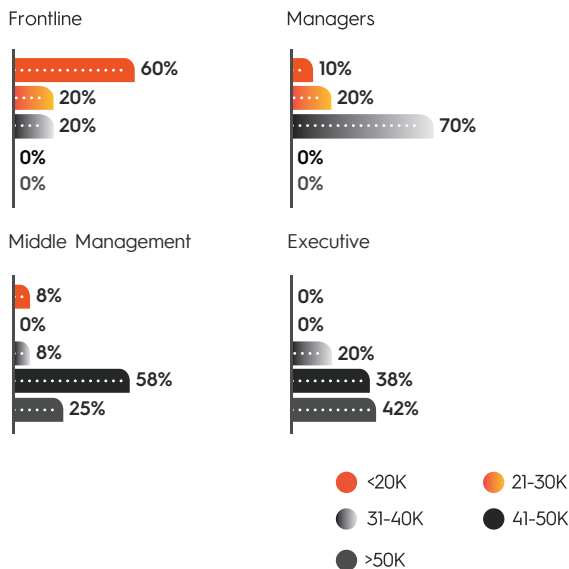


## Key Hiring Metrics Observed In The Manufacturing & Engineering Sector

### AVERAGE TIME TO HIRE



### COST PER HIRE



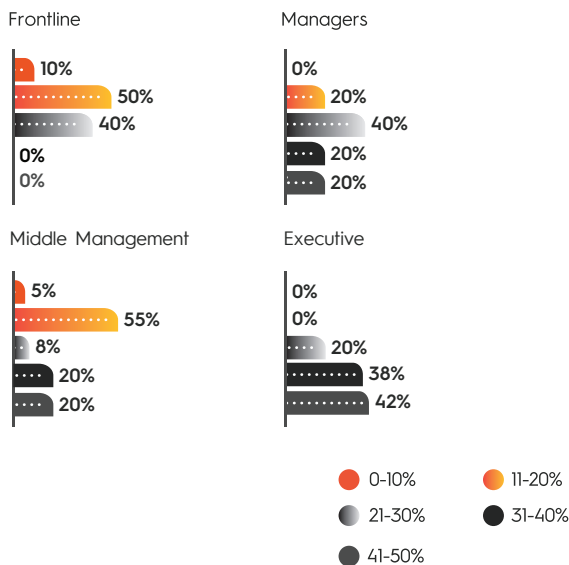
### Driving Factors To Set A Unit In The Sector

- The industry has gained considerable strategic importance owing to an ever-intensifying integration with other industrial segments.
- The respondents reviewed government parameters of relaxed excise duties on factory gate tax, capital goods, consumer durables and vehicles of high significance to boost the industry.
- The ease of setting up units in the country with maximum job creation has further incentivized the sector.

### India vs Rest Of The World

The capital inflow has upgraded the position of India in South Asia. Along with attracting investments from foreign players, India is putting up a strong competition as a manufacturing hub amongst its neighboring countries and other groups.

### AVERAGE HIKE %



# BUILDING TOMORROW

## MANUFACTURING & ENGINEERING SECTOR IN THE POST-PANDEMIC WORKPLACE



The manufacturing and engineering sector has significantly evolved over the last decade owing to the advent of advanced digital technologies and massive investments. The sector is set to perform and emerge as a multi-billion-dollar industry in 2021. A concerted, proactive preparation for a post pandemic world

has converted risks into opportunities. This, coupled with the fact that this sector has put its employees first, builds the foundation for an empowering model

### **Emerging Skills And A Fresh Outlook**

Relying on the deployment of advanced technologies, massive transformations will be recorded in the supply chain and value chain leading to significantly enhanced growth. The talent

pool in this sector will be wired to gravitate towards excellent forms of communication to keep up with customer support and feedback.

As work from home has become the new normal, skills such as distributed leadership, planning and preparedness for the best possible solution, innovation and analytical strengths will form some of the most critical asks from a preferred layer of talent.

While digital skills and automation top in priority for sectors across the world, the manufacturing industry will also seek the right talent with the ability to collaborate with machines. Although India has an advantage of a large talent pool, the quality of skills is still a challenge, thus there is a huge need for skilling.



Some of the key emerging jobs are data analysts and scientists, business development professionals, strategic advisors, software and applications developers, AI and machine learning specialists, internet specialists, big data specialists, sales representatives, technicians, robotic engineers, and process automation specialists. The onset of pandemic has also added value towards community-based models. Hence, an emotional and community-driven approach will be adopted.

## **Employment Model**

India has in the past witnessed the trend of hiring full time and permanent employees. However, it is now calling off the 9 to 5 routine and enrolling more gig workers for specialized tasks. The size of the gig and contract worked is projected to grow with little or no cut-off of permanent employees. This will also uproot the role of middlemen between gig workers and companies.

## **What Are The Candidates Looking For?**

The gig culture, despite its flexibility, amounts to certain risk factors like job security. While candidates possess high regard for flexibility, some seek security in terms of bonuses, hikes, medical insurance, and other attributes that cost the industry. Nevertheless, the demands of the candidate will resonate with companies in the sector as employees are put first in the post pandemic world.

India, who remains one of the most prominent key drivers of manufacturing, is expected to climb the global ladder at a time bound rate. However, the accomplishment of the notion requires constant updating of one's knowledge and skill sets to remain relevant in the business. To hire ever ready, budding, and technologically well-versed leaders is a step ahead in the right direction.

# LEADERS SPEAK



Hardcore manufacturing jobs will continue to be in demand, while maintenance jobs may squeeze due to better management of machines. Advancement in machinery and technical evolution will impact the count of jobs. However, talent scarcity in manufacturing is expected as new skills will be required to perform on the shop floors. Business Analytics will be the core in terms of skills required for future jobs. Ability to handle ambiguity, multi-tasking, adaptability to change and collaboration are going to be the must have skills for future hiring.

**-Ajay Chowdhury, SRF Limited**



The human factor, I think, came in a big way in during the pandemic. It once again reinforced the fact that we should work on the model of trust. Whether it was our white-collar employees or our blue-collared employees, everyone came forward to do their bit for the company. During the lockdown, we lost so much of production. The unlock was followed immediately by a national holiday. Our Union came forward and offered that while they would take the holiday, they would compensate by working for two subsequent Sundays to make up for the production.

**-Sanjay S Singh,  
United Phosphorus Limited (UPL)**



Every geography, every location has something different and hence you can't take centralized decisions. So, we had to depend on distributed leadership driven by data. This worked out and played out very well. I think crisis also creates a situation where collaboration increases. We at Tata, witnessed a huge amount of collaboration and experimented with multiple things. We experimented with structures, with working people, with policies, with our plants, and much more. A lot of the experiments turned out successful and we started seeing benefits in time.

The pandemic did impact production temporarily; during this time, Tata Steel changed focus and created opportunities to collaborate and give back to communities. It has also given us the opportunity to explore digital technologies available today for running a manufacturing facility. We had never thought that steel plants can run from home, but they could be run from home. All digital facilities were available, the crisis made it possible to explore and adopt digital avenues.

In terms of jobs, blue-collared discrete technical jobs will continue to be in demand. But digital transformation is imperative, which will open the door for the need for new tech skills. Access to talent has increased which will push for modularization in manufacturing.

**-Suresh Tripathi, Tata Steel**



# METHODOLOGY

The second edition of the Decoding Jobs, Decoding Jobs 2021 was the culmination of efforts of over 5 months made by Taggd 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 primary survey received over 200+ respondents from diverse Industry sectors. In which the respondents shared their hiring predictions, and inputs on other trends which they saw coming up in 2021. These surveys were filled in by the Chief of HRs or TA Heads. Here is a quick summary of the respondent profile:

The second edition of the Decoding Jobs Think Tank Roundtable Series 2021 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 the Chiefs of Customer Success at Taggd, **Anshuman Srivastava and Vishal Bhardwaj**.

**DECODING JOBS**  
Metamorphosis Of The Workplace  
Key takeaways from #ThinkTankSeries2021

Participants (24):  
 1. Anshuman Srivastava (Taggd)  
 2. Vishal Bhardwaj (Taggd)  
 3. Anil Kumar (Sunstone Eduversity)  
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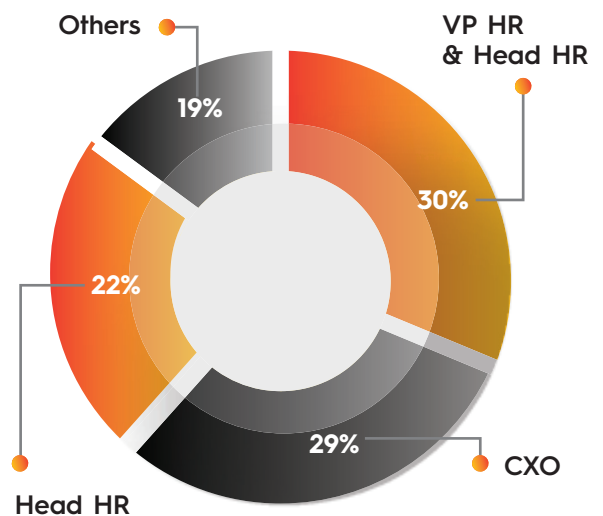
**Emergence Of A New Workplace**

- A welcome shift in hiring**  
Digital-led talent acquisition will be the approach for the new age. Processes such as zero-error virtual hiring and onboarding are now at the forefront.
- New models of employment**  
Companies are moving towards higher-order skills offshoring, leading to new employment models - contract, gig, full-time, etc.
- Enhanced Employee Experience**  
Increased engagement, focus on well-being, constant communication for motivation are focus areas for companies for a smooth transition to new normal

Participants (12):  
 1. Anil Kumar (Sunstone Eduversity)  
 2. Anil Kumar (Sunstone Eduversity)  
 3. Anil Kumar (Sunstone Eduversity)  
 4. Anil Kumar (Sunstone Eduversity)  
 5. Anil Kumar (Sunstone Eduversity)  
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 10. Anil Kumar (Sunstone Eduversity)  
 11. Anil Kumar (Sunstone Eduversity)  
 12. Anil Kumar (Sunstone Eduversity)

**ANSHUMAN SRIVASTAVA**  
Chief of Customer Success  
Automotive, Manufacturing  
& Engineering

**VISHAL BHARDWAJ**  
Chief of Customer Success  
Information Technology  
& Pharmaceuticals





This year, considering the upheaval the market is going through due to the current COVID-19 pandemic, the job agenda has become furthermore 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 outcomes of the very engaging and insightful discussions helped in qualifying the quantitative indicators of primary survey conducted by Taggd. It also stressed upon qualitative measures that can be taken to build employee capability in the new normal. One of the chief highlights was the need for concerted efforts between the government, industry and academia to address pressing skill concerns facing our workforce today.

These focused group discussions were conducted by Taggd and academic partner Sunstone Eduversity, in collaboration with the Confederation of the Indian Industry (CII)





**The Future Of Work**

- 
**Reskilling & Upskilling – the new imperative**  
 Equipping employees with the skills of tomorrow is a priority for organizations across industries.
- 
**Boundaryless talent pool**  
 Without geographical constraint, talent avenues have increased. Greater diversity is expected in the future workforce.

 Pratiksha Banerjee  
CII Information Systems & Management Consulting
  Rajiv Narthani  
Infogain India
  Sameer Bendre  
Persistent Systems
  Tushar Desai  
ITI
  Vishal Manchanda  
Ovent India
  Arjun Sen  
H&M
  Ashish Desai  
Goldman Sachs

 Ashutosh Anil Khandel  
Aurigen Pharmaceutical Services
  Deepak P. Srivastava  
Apotex
  Farhat Umar  
Mankind Pharma
  Raghu Chandrasekhar  
Siemens Healthcare
  Sameer Ramchand  
Ipca
  Soham Agnihotra  
Indigene
  Srikanth Mangrulkar  
Novartis Laboratories





**Opportunity for ATOM (Analytics, Technology, Operations, Medical Sciences) to grow**  
 Focus has moved to technology integrated roles across industries. There will be a greater need for people in ATOM.

**Digital dexterity, agility, resilience, good communication, design thinking**  
 These skills will be the mainstay drivers for businesses to move from business continuity to business growth.

 Tulika Joshi  
Emure
  Udit Joshi  
Mylan Laboratories
  Kamaldeep Singh  
Publicis Sapient
  Megha Gupta  
Piram India
  Mahesh Patil  
Quantiply
  Manish Singh  
HCL Infosystems
  Parvath Rao  
Mindtree

 Prashant Bhargava  
Oracle India
  Priyanka Choudhary  
Ct
  Ramesh S. Kumar  
Wells Fargo
  Sangreetha Datta  
Societe Generale
  Gaurav Shetty  
Horse Global
  Manish Mehta  
Ipsos
  Shy Kumar  
Lumina India

 Shiva Sundar  
Akamai Technologies
  Srinivas Nagaraj  
Philips GBS
  Sudesh Das  
Unilever Global
  Sumedha Pal  
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