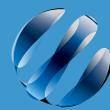


INDIA SKILLS REPORT 2017



Powered By



Wheebox
Measuring World's Talent and Skill Potential

Knowledge Partner



Academic Partner



India Partner



Confederation of Indian Industry



Reaching over
5,60,000 students
across **29** states,
7 Union territories
and **125+** employers



Together, to score more



PeopleStrong

PeopleStrong is India's leading HR Solutions and Technology Company, enriching experience of over 175+ customers and over 500,000 users. With the vision to Simplify Worklife, PeopleStrong delivers its technology and services in one offering, using its on-demand technology product 'PeopleStrong Alt', which has distilled hours of 'natural R&D' — a decade long experience of servicing the HR functions of top Indian companies. Known for its penchant to innovate, PeopleStrong has many firsts to its name, the recent one being India's first native HR App, which aims to transform the future of work and work life in the HR world. It is the first company in the space to be successfully assessed on SSAE16.

Wheebox

Wheebox is India's leading online talent assessment Company that partners' corporations for finding and

retaining best talent using validated, reliable and standardized test for pre-hiring and learning needs assessments. Wheebox benchmarks over 2 million users annually across the globe. Staying aligned to the vision of Wheebox to "Measure World's Talent", It partners over 5000 higher and vocational education campuses for conducting its proprietary "Wheebox Employability Skill Test" for final year graduates to benchmark competencies that matter the most for being employable in corporations. Wheebox partners many fortune 500 corporations and hundreds of small and medium enterprises to power their hiring and competency development assessment needs globally. Wheebox also powers "India Skills Report" skill supply side study and complements thousands of colleges to identify, benchmark and spot areas of competencies and supplementing with Institution wide and candidate report for developing competencies for employment by partnering Confederation of Indian Industry, PeopleStrong, LinkedIn, Association of Indian Universities, United Nations Development Program and All India Council for Technical Education. Wheebox also partners many Indian states to design and deploy State

About the Team

Skills Report and Ministry of Labor and Employment with its proprietary BARO Career Interest Report for suggesting careers to candidates across Model Career Centers in India.

CII – India Partner

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has over 8000 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 200,000 enterprises from around 240 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

The CII theme for 2016-17, Building National Competitiveness, emphasizes Industry's role in partnering Government to accelerate competitiveness across sectors, with sustained global competitiveness as the goal. The focus is on six key enablers: Human Development; Corporate Integrity and Good Citizenship; Ease of Doing Business; Innovation and Technical Capability; Sustainability; and Integration with the World.

With 66 offices, including 9 Centers of Excellence, in India and 8 overseas offices in Australia, Bahrain, China, Egypt, France, Singapore, UK and USA, as well as institutional partnerships with 312 counterpart organizations in 106 countries, CII serves as a reference point for Indian industry and the international business community.

LinkedIn

LinkedIn connects the world's professionals to make them more productive and successful and transforms the ways companies hire, market and sell. Our vision is to create economic opportunity for every member of the global workforce through ongoing development of the world's first Economic Graph. LinkedIn has more than 400 million members and has offices around the world.

AIU

Association of Indian Universities (AIU) is one of the premier institutions of the Country working for the cause of Higher Education. Established in 1925 as Inter University Board of India and Ceylon, it was rechristened as Association of Indian Universities in 1973. As a representative body of Universities of India, it liaises with the universities and the government (central as well as state) and coordinates among the universities and other apex higher education organizations of the world. The main objective of the AIU is to protect and promote the interest of universities and facilitate their activities especially by way of sharing information and increasing cooperation in the field of culture, sports, allied areas, and help universities in mutual recognition of degrees. Being a communion of highest academics of the country i.e. the Vice Chancellors, it inevitably assumes the role of a Think Tank and Academic Leader in the country. At present out of 831 universities in the country, 635 are the members of the Association. Apart from Indian Universities, there are more than 10 foreign universities as associate members of the AIU.

UNDP

UNDP works in more than 170 countries and territories, helping to achieve the eradication of poverty and the



reduction of inequalities and exclusion. We Help countries to develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience in order to sustain development results.

UNDP has worked in India since 1951 in almost all areas of human development from democratic governance to poverty eradication, to sustainable energy and environmental management. UNDP's programmes are aligned with national priorities and are reviewed and adjusted annually.

All India Council for Technical Education (AICTE)

The AICTE was set up in November 1945 based on the recommendations of CABE to stimulate, coordinate and

control the provisions of educational facilities and industrial development of the post war period. At that time, mandate of AICTE basically covered only programs in Engineering and Technology.

The growth of Technical Education in the Country before independence was very slow. The number of Engineering Colleges and Polytechnics (including Pharmacy and Architecture Institutions) in 1947 was 44 and 43 with an intake capacity of 3200 and 3400 respectively. Due to efforts and initiatives taken during successive Five Year Plans and particularly due to Policy changes in the eighties to allow participation of Private and Voluntary Organizations in the setting up of Technical Institutions on self-financing basis, the growth of Technical Education has been phenomenal. Total number of Engineering (UG) and Diploma institutes approved by the Council till the AY 2016-17 are 3285 and 3925 respectively with approved intake of 1553360 and 1244778.



Foreword

“Currently with one of the highest youth population in the world, India faces its greatest opportunity as well as challenge. It is slated to become the world’s youngest nation by 2022 and this population bulge not only provides for a huge reservoir of manpower, but also draws unprecedented focus towards making this talent pool employable. The Government of India through its initiatives, such as Make in India, Smart Cities, Digital India, Start Up India; are working towards making India a global economic powerhouse. Skill Development is an essential catalyst for the success of each of these initiatives.

The India Skill Report 2017, a joint Initiative of CII, PeopleStrong, Wheebox, UNDP and AICTE, is a step in strengthening the skill landscape through quantitative and qualitative analysis of the demand and supply sides of the labor market. The report, now in its 4th edition

presents not only the employability factor of the youth from across the country from different educational background but also the needs & expectations of the employers thereby facilitating better employment opportunities for the youth. This understanding will go a long way towards bridging the skills gap thereby ensuring India’s global competitiveness and increasing Industrial productivity.

I congratulate the India Skill Report Team for the fourth successful edition of this report and creating an interesting repository from Industry and Academia on one platform. My best wishes to the team!”

Pramod Bhasin

Chairman CII National Committee on Skill Development
Founder, Genpact & Chairman, The Skills Academy

A group of people, mostly men in business attire, are shown from the chest up, giving thumbs up. The image is slightly blurred, with a focus on the hands in the foreground. The background is a mix of light and dark colors, suggesting an indoor setting.

Acknowledgements

The fourth edition of India Skills Report, India's only and most referred report on the talent landscape is here and we would like to recognize and express our gratitude to everyone involved in this joint initiative.

We express our sincere gratitude to the experts from business, government and civil society who took out time and shared their views on the skill levels and Talent supply chain and contributed in creating this Report. Their inputs brought in a reality dimension to the report and helped us in bringing in making the report truly powerful and practical.

This report is a combination of the efforts made to assess the 500,000 plus candidates from 29 states and 7 union Territories of India who appeared for WEST and those made to the corporates spread across 11 Industry sectors who participated in India Hiring Intent Survey. We would

like to thank them for their participation. Thanks are also due to the heads of all participating Educational Institutes, who helped us in ensuring our reach to the talent pool of India. This initiative would not have been possible without their guidance and support.

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 WEST and Corporate Job Survey. Their support helped us in making students and corporates across the nation, part of this initiative in large numbers.

Thanks for being part of this initiative with us. We hope with your support we will be able to create India's first and unique platform for the skill development and deployment.



Testimonials

“ The gender gap in the India's workforce is both a challenge and an opportunity. Women are key stakeholders in the development process and can be the most important agents of change in the lives of their children and communities. This report makes the critical recommendation of bridging gender gaps across industries to achieve set skill development targets.

~ Clement Chauvet, Chief-Skills and Business Development, UNDP



“ Holistic development of a nation will depend on the success of new initiatives of Government – Make in India, Unnat Bharat, Digital India etc.

To meet the demand of human resource for all such initiatives, a close coordination is needed between the Industry and Academia. The Skill Report will help in understanding the need of Industry and preparedness of youth of this nation to take up the challenge to convert this nation to Unnat Bharat.

~Anil D. Sahasrabudhe, Chairman, AICTE

“ Matchmaking of skills and jobs is a mammoth task, especially for a country like India which has over 60% of its total population in the "working" age. There has been a lot of focus on skill supply and demand matchmaking in the last year, especially with the launch of Model Career Centers. Such initiatives give hope that we will finally be able to reap the actual benefits of Demographic Dividend.

The India Skills Report with a holistic picture of both sides is a handy information base that can help in creating impact. Kudos to the team for yet another edition.

~Sandeep Sinha, Co-founder and Managing Partner, Lumis Partner



“ I take this opportunity to congratulate Wheebox and their Team for coming up with India Skills Report 2017. It will act as an important vehicle to bridge the skill gap and help implement the Skilling India initiative effectively. The Open and Distance Learning (ODL) institutions of India in collaboration with different industry sectors may play a vital role in achieving the skilling goal through NSQF framework.

~Prof. Manoj Kulshrestha, Professor of Civil Engineering and, Director In charge (Campus Placement Cell), Indira Gandhi National Open University

“ I am happy to see the launch of the 4th edition of the India Skills Report and I congratulate Wheebox and its partners for the same. Our beloved President Late Abdul Kalam had a vision “STAND UPTO THE WORLD, unless India do so no one will respect us. Let's explore the young talent which will transform India from a developing nation to a developed nation. The India Skills Report is an important benchmark in this respect. The insights captured in this report would surely help in taking steps for matching the skilled demand from industry and the supply of talent pool. My best Wishes to Wheebox for the future and forever.



~Dr. Anand R. Bhalerao, Principal and Dean, Bharati Vidyapeeth Deemed University



“ CII is proud to be a partner to the India Skills Report 2017. The report, now in its 4th edition, is a joint initiative to address the common goal of quantitatively analyzing the mismatch of jobs and skilled workforce across India. The report is consistently quoted by Industry & Government across forums in India and this is the real testament of its success. I congratulate the ISR team for providing the Industry with such comprehensive data of the supply side, that directly helps Industry to hire skilled youth across domains.

~Chandrajit Banerjee, Director General, Confederation of Indian Industry

“ A skilled workforce with employable skills and connected to the right job opportunities can help us become an economic superpower in the near future. Various initiatives by the Government of India such as Make in India, Digital India and Skill India have helped propel the growth in the hiring market, creating a wide spectrum of economic opportunities for talent across regions. At LinkedIn, as we continue to bolster our efforts in bridging the skills gap and matching talent to the right opportunities, we are happy to be a part of the launch of fourth edition of 'The India Skills' report. We are determined to support the report's overall objective of facilitating better employment opportunities for the growing workforce in the country. The report through its insights and data findings, serves as a great knowledge and learning tool for Indian professionals to stay abreast of the latest happenings in the industry and stay ahead of the skills required for professional excellence.



~Irfan Abdulla, Director Talent Solutions, LinkedIn India



“ Technology is the game changer for business growth in today's scenario. And it is transforming the world of work, the workplace and the workforce. In industries like ours where the demands for skills is volatile, uncertain, complex and ambiguous, initiatives to help understand availability, access and areas of interest of talent in India will help create a connect so the information and insights the India Skills Report promises to provide will be of significant value.

~Prithvi Shergill, Chief Human Resource Officer, HCL

“ It is a pleasure indeed to note that India Skill Report 2017 is being released by Wheebox on 9th November 2016. India skills report in its previous reports has made a considerable impact by providing comprehensive information on skill assessment to the stakeholders, particularly the employment sector. Each year passing, it is getting enriched with its content and coverage by encouraging wider participation of institutions. It has created a great deal of enthusiasm among the stakeholders eliciting an encouraging response. I am sure it will be more enriched in times to come.



~Prof. Furqan Qamar, Secretary General, Association of Indian Universities



“ India Skills Report gives valuable insights on skill gap areas and employability ratio in the States of India. This data can be useful for establishing community colleges / vocational institutes offering relevant courses in trades using appropriate resources linked with the industry in respective States.

Moreover, the employability Skill Test initiated by Wheebox enables the students to realize their skill sets and encourages to hone them further as per global requirements by the industry.

~Dr. Mamta Bhatia, Former OSD, Campus of Open Learning, University of Delhi & Associate Professor, Physics, Acharya Narendra Dev College, University of Delhi

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EXECUTIVE SUMMARY

From being a mere concept couple of years ago to a reality which holds the future of immense human potential of the country, Job – Talent matchmaking in India has seen a journey of its own. India has a population of over 1.2 Bn almost half of which is already eligible to work, and yet there are so many jobs which remain unfilled in the absence of right candidate. Matchmaking is the only way this Great Indian Talent Conundrum can be solved and it is great to see that the initiatives like National Career Services, Model Career Centers are finally in place. Though both these initiatives are just an year old, but the much needed start has been made giving birth to the hope that this initiative will grow further every passing day and will be the change India needs.

India Skills Report 2017 is an effort that aims to support this initiative; by providing a stock of the talent landscape of India and supporting in charting the future direction of matchmaking. Currently in its fourth season, the report captures the various initiatives taken by the government, the challenges and the impact on economy growth. It captures the skill levels of the supply side as assessed on WEST, the Employability skill assessment test and needs of the demand side of the Talent Supply chain as captured by India Hiring Intent Survey.

WEST, this year as well, reached all 29 States and 7 Union Territories and 3,000 educational campuses across India and assessed about 5.6 lakh candidates on parameters like knowledge, skill aptitude and behavioral components. Skill gaps that are scientific in nature were validated using reliable Talent assessment tools. The result was an overall picture depicting how the students rank in terms of skills that would be imperative to judge the employability in the coming times. The India Hiring Intent Survey reached over 125+ Employers, spread across 11 major sectors like Manufacturing, Core, ITES, IT, BFSI etc. to get an idea of job demand and potential hiring intent for the coming year. Like the previous years, this year too, the report consists of four major sections. While section 1 sets up the context of the report focusing on what changes have undergone in the past one year, Section 2 and 3 are dedicated to the detailed analysis of the Supply and Demand side of talent. Section 4 matches

the information from both the ends to provide a consolidated view of the skill landscape and make suggestions that can help in improving the current situation to meet the challenging demands of the bright future. If we look at the results this year, the percentage of candidates employable showed a minor improvement from last year, rising to 40% from 33.12%. The hiring sentiment also looks positive, with employers across sectors expecting an average increase of about 10% from last year's hiring numbers. It is interesting to see, that despite lot of speculation going on regarding the growth potential and success of various initiatives; both employability and hiring intent remain positive for the third consecutive year. In addition to the various geographic and demographic cuts around which the demand and supply side is analyzed; a special segment has been included on the female skilling and job market participation. Here is a summary of the report in infographics and numbers!



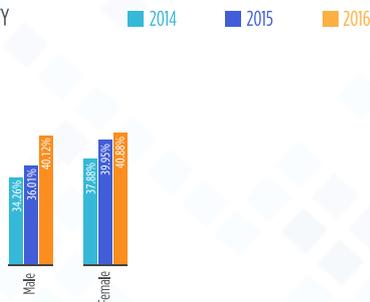
INDIA SKILLS REPORT – A SNAP SHOT

WEST Wheebox Employability Skill Test

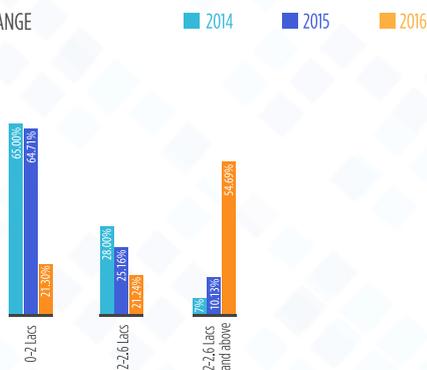
GRAPH OF EMPLOYABILITY



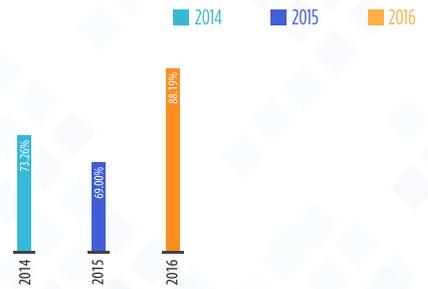
GENDER WISE EMPLOYABILITY



EXPECTED SALARY RANGE



GRAPH FOR INTERNSHIP



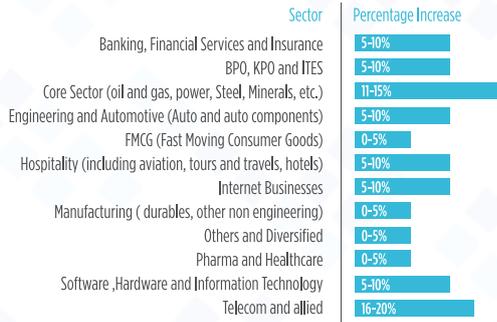
MOST INTERESTED IN INTERNSHIP



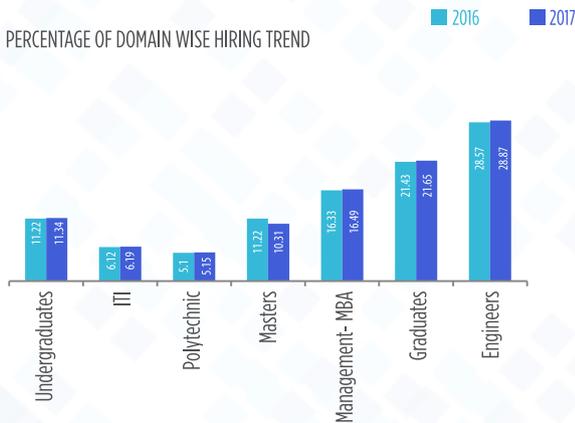
STATES WITH HIGHEST EMPLOYABLE POPULATION



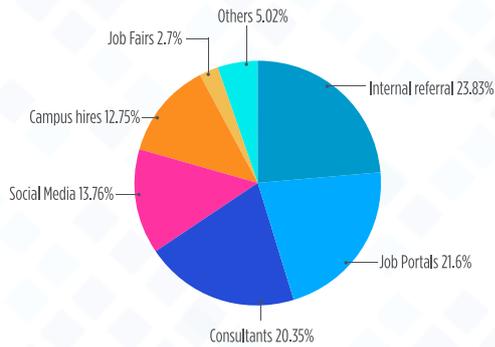
INDIA HIRING INTENT



PERCENTAGE OF DOMAIN WISE HIRING TREND



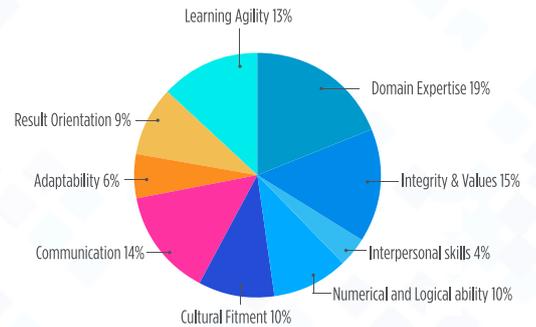
PREFERRED SOURCING CHANNELS



Industry wise Gender Diversity

INDUSTRY	GENDER	PERCENTAGE
Banking, Financial Services and Insurance	a. Male	78.79
Banking, Financial Services and Insurance	b. Female	21.21
BPO, KPO and ITES	a. Male	62.63
BPO, KPO and ITES	b. Female	37.37
Core Sector (oil and gas, power, Steel, Minerals, etc.)	a. Male	74.75
Core Sector (oil and gas, power, Steel, Minerals, etc.)	b. Female	25.25
Engineering and Automotive (Auto and auto components)	a. Male	81.82
Engineering and Automotive (Auto and auto components)	b. Female	18.18
FMCG (Fast Moving Consumer Goods)	a. Male	70.71
FMCG (Fast Moving Consumer Goods)	b. Female	29.29
Hospitality (including aviation, tours and travels, hotels)	a. Male	73.74
Hospitality (including aviation, tours and travels, hotels)	b. Female	26.26
Internet Businesses	a. Male	62.63
Internet Businesses	b. Female	37.37
Manufacturing (durables, other non engineering)	a. Male	78.79
Manufacturing (durables, other non engineering)	b. Female	21.21
Others and Diversified	a. Male	59.6
Others and Diversified	b. Female	40.4
Pharma and Healthcare	a. Male	71.72
Pharma and Healthcare	b. Female	28.28
Software ,Hardware and Information Technology	a. Male	66.67
Software ,Hardware and Information Technology	b. Female	33.33
Telecom and allied	a. Male	83.84
Telecom and allied	b. Female	16.16

SKILLS REQUIRED BY EMPLOYERS







INDIA: THE GROWTH STORY IN UNPREDICTABLE TIMES!

What with the fifth largest economy of the world moving out of a 14 year old politico-economic union and the largest economy all set to experience a change of guard and that too after one of the most dramatic election campaigns ever and if that was not enough, the second largest economy expecting a major slowdown – the global economic environment could not have gotten more unpredictable than this. With all of this happening, year 2016 can surely be called one of the most eventful years in this decade. While year 2020 has always been predicted to be the game changing year for the global economy, these recent developments indicate that it is year 2016 that is going to be the turning point year that will determine the larger part of the future that the world is going to experience.

The Indian economy too is riding this very turning point. While in terms of economic growth and overall economic indicators, India's situation is way better than all other global economies – after all it is the fastest growing economy in the world – however, when it comes to sectoral growth and increase in business, jobs and investments, India is facing the ripples of this global churning.

Even though the India growth story might not seem as exciting as one might really have expected it to be today, the sheer volume of its human potential and the changing world of work it is experiencing still makes it an interesting read. Both the highlighted segments are booming with steady growth and are engaged in intense competition and constant evolution. Digital transformation is challenging conventional ways every single day and there is a workforce which is not only surplus in volumes, but is also looking for readily available “knowledge” or “skill” intensive jobs. It is a challenging place to be in, however, it is inflection point of both the earlier highlighted segments that would decide the success of India as an economy.

The gravity of this situation was very well understood by the Government that came into power two years back, and much needed direction and initiatives were triggered right from the top. The 12th Five Year Plan provided a framework to address this issue. The Ministry of Skill Development and Entrepreneurship was created to focus on skill development and job creation at the same time. The new national policy of skill development and numerous other initiatives like PMKVY were

launched. Matchmaking between Job and Skill became a reality with the opening of Model Career Centers (which could be called the modern day employment exchanges) and a special focus was given to skilling and re-skilling in the Union Budget as well.

Though all this is really exciting and will surely provide the desired impetus; the intensity and frequency of these initiatives will need to be ramped up significantly considering the volumes that stare in our nation's face. India is the world's only hope when it comes to the supply of talent in the coming years. It's an optimistic situation for us, when we see the confidence the world has in this land of diverse and discrete opportunities. Fueling this global optimism and confidence, there have been some initiatives like linking the PMKVY to provide skilled candidates as per globally accepted standards (a joint initiative by the Ministry of Skills and the Ministry of Foreign Affairs), which show that we are moving in the right direction. As we enter into the year 2017, it is not merely the direction and intent of an initiative, but the velocity of the progress that will determine success. Such a current state of affairs clearly demands rapid action in this direction.

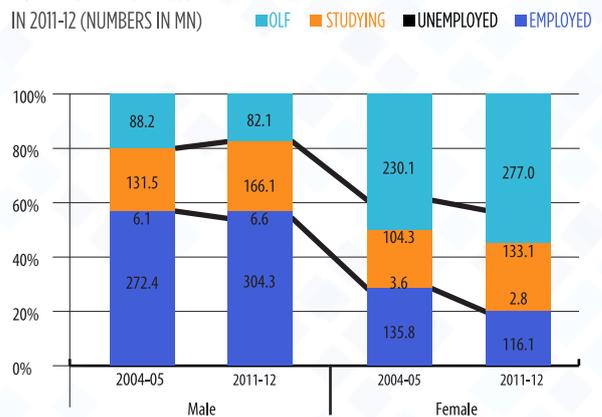
While a particular segment of initiatives demands an increase in velocity, there are a few others which demand immediate attention, and not just from the Government. While there are some areas where the Government has major control, there are some other pieces where other actors of the ecosystem – the academia and the employers – have an equally important role to play. Some of the major ones which need to be tackled tactfully are:

Leveraging the “Better Half”

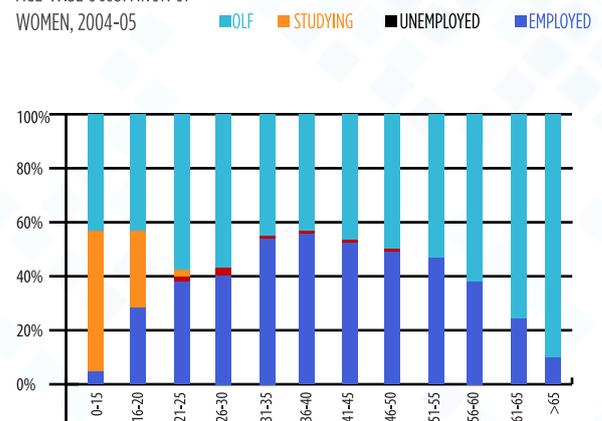
In a country where women comprise 48.5% of the population, one cannot ignore to charter the plan on skilling / re-skilling them and making them ready to join the labor pool. In the words of Prime Minister Narendra Modi “If the capacity of women is built and they are linked with the development process, then the development of any country gets speeded exponentially”. However, the current situation is not really that encouraging. In reality however, on an average, the gender diversity in organizations is limited to 71:29. Though some new age sectors are still doing better, there are others where this number drops to a meager 7-10% of the total workforce. Another important

aspect that is still not the focus area of the Government as yet is that the women in the age group of 21 years and above are (working age) going out of the labor force. As per a research shared by IMA, there has been a significant increase in women who are dropping out of the labor force, and this drop is most significant in the age group between 21-50 years.

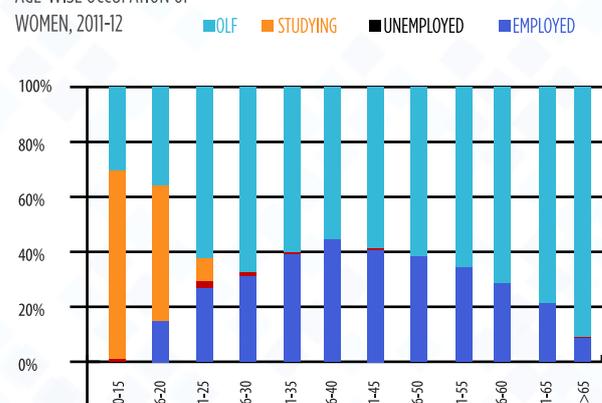
NUMBER OF EMPLOYED WOMEN DIPPED IN 2011-12 (NUMBERS IN MN)



AGE-WISE OCCUPATION OF WOMEN, 2004-05



AGE-WISE OCCUPATION OF WOMEN, 2011-12



While there might be some society driven or personal reasons which might be resulting in this drop, the larger truth is that even if these women do start looking for a job, they really don't have many options to pursue. We live in a knowledge powered economy where skills get outdated easily. In case of women specifically, if they do plan to join back into the labor force, there are no avenues available for them to update themselves and come up to speed with the new business demands.

Though we see a rise in women employability every year, one cannot just sit back watching the numbers improving. If we truly want to leverage this half of the workforce, there needs to be special attention paid to not only skilling of women, but also on re-skilling and making women job ready. Though bodies like the National Skill Development Corporation along with the Sector Skill Councils and UNDP are doing some work in this field, this problem also requires focus from the employers who need to be ready to employ them and provide them with opportunities to return as part of the "working" population.

Skilling to cope up with the "Amplification" of the world

Technology and socio-economic trends are constantly changing business models and how work is organized. The skills which were needed twenty years back might not be relevant today and nearly half of all the jobs are predicted to be at a risk of automation, while at the same time, an entire new set of jobs are emerging. These are the jobs which fulfill the consumer's expectation of getting practically everything "on-demand". These jobs need a workforce which is skilled enough to create and manage such systems.

For creating capable knowledge workers of the 21st century, we need to empower and train them with what is really relevant in this age and its contribution to employers. A simple example will clarify this further. If workers like plumbers and carpenters are given the certification of skilled labor that is allowed to work anywhere, but they do not know the basic use of mobile apps, which is a trending skill these days, the certification will really not get them through. Skilling has to be an amalgamation of knowledge, aptitude, attitude and the right competencies for the job.



Get ready for the "Gig" economy

According to a recent study on hiring trends, the number of workers hired as freelancers or contract workers has risen from 20% to 25% in the contingent workforce in the past two years, and it is only expected to increase further. Many workers in India and around the world are opting out of the daily grind of working for an employer. More of them are opting for a flexible style of work — one that lets them remain in control of their time and allows them to work – when and how they want. This is the so-called "Gig Economy" or "Flex Economy". As we move towards being the single largest global talent pool, it is important that we ready ourselves to meet the global rules of work. Here again, while the Government needs to create a framework which can help workers opt for modes of work without any difficulty, the employers need to be ready to provide with similar levels of flexibility.

Apprenticeships

This is one area which has attracted a lot of focus from the Government. Several initiatives to promote apprenticeships have been kick started. The amendments to both the Apprentices Act,

1961 and the Apprenticeship Rules, 1992, that aim at increasing the number of apprentices in the workforce, and the launch of a National Web Portal for Apprenticeship Training as a part of the Government's drive towards achieving efficient implementation, are both good examples. Unfortunately though, the engagement of employers in this area has been very low. Firstly, there has been a problem of awareness about new regulations that are in effect. Secondly, the benefits of apprenticeships and the impact they can have on the economy is largely unknown. With these new regulations coming in, employers in the public sector and those falling under the direct purview of the law are still taking some initiatives and there are some programs already in place that are sponsored by a few such large employers. However, considering the supply side volumes that are to be managed, the problem would continue to exist unless such sponsorship does not become a standard practice amongst employers across all sectors. Sponsorship programs like these have helped developed economies like the US and the UK in managing their talent during the highest growth phases in the histories of these nations. More so, such apprenticeship programs bring cost benefits to employers along with providing a trained high quality employee, which otherwise might have been difficult to find in the first place. It is thus important that special focus is given in this area.

Conclusion

We all are aware that the Skilling India program is a mammoth task that the nation has taken on. One must however remember that skilling programs are just the beginning and not the end. If skilled professionals are not job ready, all of this becomes a moot point. Be it skilling, job creation, their match making or the focus on other areas like women employment and apprenticeships; it is the joint effort of the Government, the employers and the academia which will make meaningful and impactful change happen. The good thing is that we have made a start and are moving in the right direction. All we need to just improve is the speed of execution. All actors of the ecosystem need to focus on how they can contribute in this journey. Once this happens, there is no doubt that all apprehensions would simply fade away – whether these are apprehensions regarding India's potential in becoming one of the world's largest developed economies or of becoming the HR Capitol of the world!





Testing the Skill Reservoir For Future Jobs

Skilling in India and India as a future talent powerhouse has been one of most deliberated topics of the recent times. But what is catching attention amongst employers, governments and academia is 'Future of Jobs. Where World Bank's recent report states many jobs that exists today and may be flourishing may not exist in future. And strikingly future here does not mean 4 or 5 decades, it means between only 5 to 10 from now.

Let us state an old report, as per the reports by World Bank, India is one of the few countries in the world where the working age population will be far in excess of those dependent on them and this will continue for at least three decades till 2040. This huge potential is the propellant for India's move from being a developing nation to a "Developed Nation" if we are able to equip and continuously upgrade the skills of the population in the working age group. But if many jobs are getting mechanized and can be managed by a few people and intelligent algorithms then we are heading to a large challenge where many of us do not know the unknown future. Plenty of low to moderate skilled people for jobs that may not exist.

If we look at the current stock of the Skill landscape in India, the situation is alarming. As per India Skills Report 2017, we found out that of all the students entering the job market across the country, hardly 2/5 meet the criteria of the employment set by the employers. The severity of the situation is accentuated by many levels when the economy is looking up, new jobs are getting generated in ecommerce, energy, retail, telecom, hospitality and financial industry; but there are not enough "skilled" people available. It is this gravity of the

situation that has started various initiatives to combat this problem. In fact, the Government of India has adopted skill development as a national priority. The Eleventh Five-Year Plan has a detailed road- map for skill development in India and favours the formation of Skill Development Missions, both at the State and National levels, to create such an institutional base for skill development in India at the national level, a "Coordinated Action on Skill Development" with three-tier institutional structure consisting of the PM's National Council on Skill Development, the National Skill Development Coordination Board (NSDCB) and the National Skill Development Corporation (NSDC) was created. The most important initiative in last 12 months was to create a stand alone "Skills Ministry" headed by energetic and forward looking minister. Though many of these initiatives are yet to show results for concrete employment for our youth, but they are certainly are in the right direction. Even at Government quarters the buzzword is moving from skilling to outcome i.e. employment or employability of skilled candidates.

Also it is one thing to start any initiative, its equally important to measure how effective is it? Especially when it has something as crucial as "talent" or "skills" at stake, that holds the future of the country. It is important to have framework to measure if our efforts are resulting in a "skilled" workforce. Online and proctored assessment is one such tool that has been adapted by corporations to gauge talent or skills in their prospective employees. As the aim of India Skills Report is to bring supply and demand side of the skill landscape together, it made sense to deploy the same tool to evaluate the talent pool (that is used by corporations to measure their

employees). With this thought in mind, the Wheebox Employability Skill Test was introduced. Launched way back in 2013, today the test maps 29 states and 7 union territories in India; the test is conducted to identify the skill gap that exists in the industry today by deploying a scientific approach across 320 domain areas. Compared to last year, when we were measuring competencies around English, Numerical aptitude, problem solving and domain skills this year the online and adaptive test measured new competencies viz. Critical thinking skills, self determination, emotional intelligence and conflict resolution apart from learning agility, adaptability, teamwork and computing skills measured last year to overall map competencies for global employability. The test reached unprecedented numbers of more than 550 thousand candidates only from India alone. This must be the largest sample population for any employability study across the world. Not only India locations and domains, this year the employability test saw participation from many countries across the globe also one of the most interesting part was to see thousands of test takers with working experience between 1 and 3 years.

The basic objective of Wheebox employability skill test (WEST) was to bring reliable and authentic assessment to various aspects of education, training and employment. Every effort was made to provide a statistically valid multi-dimensional adaptive assessment to judge the employment suitability of a large pool of students. Parallely, feedback was also provided to students on development areas they need to work on to improve their employability supported by our learning partner 'Wadhvani foundation'.

This year the test went live on 15th July on the occasion of "World Youth Skills Day" and was open till 25th October 2015. The reception we received from Universities, Colleges, Academic Institutions and most importantly students was unprecedented. Across domains students took this test to know their skill level were supported with detailed feedback and development plans, individualized learning plans and matched employment opportunities from our partner LinkedIn. Like last year, this year's report showcases the demographic and geographic coverage of skill levels and across genders.

Though the results do not appear to be promising, we

are confident that with such efforts being put by stakeholders like Government, Corporations and academia, we will see more of the talent being employable. The need of the hour is to evangelize the large challenge that is just round the corner. All countries experience demographic dividend once in their lifetime and India's demographic dividend is just an opportunity for next 25 years, Once gone it will never come again. Though we are late in identifying the opportunity still if we do not prepare ourselves rapidly to reap the benefits, our future generations will never forgive us.

We recommend multi-prong approach to solve the problem, with our limited understanding in this year we propose India to identify critical competencies for employment of future. Critical thinking skills powered by communication skills are the need of skills that our candidates need. Non-cognitive skills will be more in demand from employers globally. There has to be mother sector skills councils that designs content and measures must to have skills viz. English Language skills, Non Cognitive skills for every candidate irrespective of Universities, Colleges, Academic Institutions or other sector skill councils.

Candidates with such certified skills other than domain skills will be in demand not only in India but globally specially developing economies.

Measurement of skills must be the paramount of government's radar, Skilling may not be standardized ever due to human factors involved or curriculum or even admission of students from every walk of life. Hence we shall control what is controllable, i.e. Assessment and certification. If that is standardized and non-biased (Using electronic methods) then we can vouch for the certificates that we provide to each candidate. Employers value certificates because they value the agency that provides the certificate.

The preceding sections provide the detailed analysis of the supply side of the skill landscape of India. We hope that this information helps in providing a more effective solution of the Skilling Challenges of the country; where all the players can collaborate and contribute to create a developed nation. Let us prepare our candidates for the jobs of future. Do reach us out with your valued comments, feedback at info@wheebox.com



WEST – An Analysis

We live in a digital world! Be it food, clothes, education or any other commodity everything is available in mere clicks, taps and swipes. In this journey, though these technological advancements have rendered many jobs irrelevant (through automation) but “talent” or more specifically employable talent” is still something every organization is on a constant look out for.

Thus when a report to showcase the state of Talent Landscape of India, employability of the talent was the logical focus area. With a country, where more than 65% of the population falls under the age of 35 years, knowing the skills of the students against the jobs available in the market and understanding how ready they are in the market offers a new perspective to the employers, government and the economy as a whole. The tool used for this purpose is Wheebox Employability Skill Test and it measures the Job readiness of the talent which is joining the job market in the year 2017. With the help of WEST - Wheebox Employability Skill Test – a sample of over 560 thousand final year students across domains and subject areas was assessed. Based on researches that say that knowledge, skill, aptitude and behavioral components make the recipe of success in a job, this year WEST assessed about 5.6 lakh+ candidates across 29 states and 7 union territories on various parameters like numerical & logical ability, soft skills and domain knowledge etc. In addition to the parameters used there were few behavioral parameters introduced: Learning Agility, Adaptability, Interpersonal Skills, Emotional Intelligence, Conflict Resolution, Self Determination as, they are vital when seeking employment. The candidates were assessed on these parameters using psychometric tests.

The candidates were evaluated on all these sections and a combined score of the three sections was used to come up with the final score. All those who scored more than 60% in the overall score were considered employable.

The scores of these 560000 students along with the geographic and demographic information were then sliced and diced to offer a framework and a rationale to both the labor market (supply side) in the form of a glimpse into the current skill levels and to the business market (Demand side) in the form of the relevant and remediable information for devising effective talent strategies.

Out of the total students who have appeared for Wheebox Employability Skill Test across domains 40.44% were found employable, a significant improvement on the percentage employable in 2013. This is very encouraging. Especially with the new found focus on “employability” than mere skilling, it gives an indication that a start has been made in the right direction.

Similar to last year, the spread of this “employable” population can be seen across the length and breadth of India. Though some states have had more participation in comparison to others; the overall composition from North-West-South-east was distributed well.

Coming to how the students from across states performed, here are the top 10 states where the maximum percentage of employable candidates were found.

STATES WITH HIGHEST EMPLOYABLE POPULATION



When compared to last year's results, states that got added this year were Karnataka, Gujarat and Telangana. The states which slipped off the list were: Delhi, Himachal Pradesh and Jharkhand. If we further drill down to see the city level performance, we see the same subset of different regions as in the states. The list of cities that topped the chart are New Delhi, Pune, Udaipur, Sholapur, Nashik, Bengaluru, Jaipur, Aurangabad, Lucknow, Warangal. Though tier-1 cities are prioritized in terms of most amenities, their contribution toward the economy while tier- 2 and 3 cities are still evolving, an interesting observation on the level of employability came out. As per this year's data candidates from Tier 2 cities were found equally employable to Tier 1 cities.

When we look at the domain specific employability ratios, just like last year, B.Tech/B.E. graduates had the highest percentage of employability this year as well. Though there has been a very minor drop in overall percentage, but engineers are still displaying the characteristics of an employable workforce. Engineers are closely followed by the MBA graduates. Off all the test takers from various domains the ones with the lowest percentage of employable candidates are MCA, B.Sc. and Polytechnic. Here an interesting thing to notice is that courses which have interactions with corporates in the form of internships or corporate projects are performing better year on year. Though the union budget, 2016-17 has taken major initiatives to develop & digitize academic landscape but more focus should be given on other domains, making their course content more job

relevant may be through E- learning and M learning modes and introduce programs where they can interact with the corporates.

GRAPH OF EMPLOYABILITY



Apart from the domain knowledge, the other parameters a candidate is judged on while looking out for a job include Communication skills, Computer skills, Numerical & Logical aptitude, Critical thinking and few behavioral traits like Learning Agility, Adaptability, Interpersonal Skills, Emotional Intelligence, Conflict Resolution, Self Determination. As WEST aims to test the candidates on the same parameters which they will get judged on as they start their careers, these aspects were part of the test. When the scores on these parameters were analyzed as per the geographic spread below are the states which performed better.

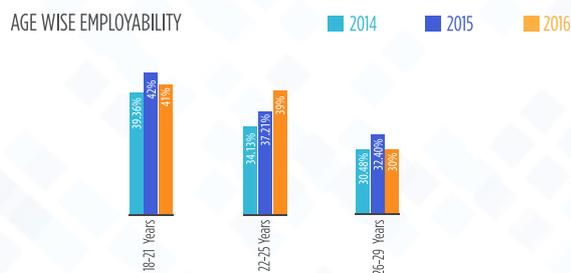
BEST PERFORMERS IN SKILLS

English (As Second Language)	Numerical	Critical Thinking	Computer
West Bengal	West Bengal	Delhi	Rajasthan
Maharashtra	Delhi	West Bengal	Delhi
Rajasthan	Maharashtra	Rajasthan	Maharashtra
Telangana	Bihar	Maharashtra	West Bengal
Uttar Pradesh	Haryana	Karnataka	Karnataka
Karnataka	Uttar Pradesh	Kerala	Uttar Pradesh
Haryana	Andhra Pradesh	Himachal Pradesh	Andhra Pradesh
Andhra Pradesh	Kerala	Andhra Pradesh	Tamil Nadu
Tamil Nadu	Himachal Pradesh	Haryana	Telangana
Gujarat	Rajasthan	Madhya Pradesh	Gujarat

While there are few names which are different in each of these segments there are states like Maharashtra, Delhi, West Bengal, Andhra Pradesh who have been able find a place in all the lists. Of these states, Maharashtra, west Bengal and Andhra Pradesh have featured in the top 10 states based on overall scores. This makes these states an attractive hiring destination for employers. In contrast to

this there are some states who have performed exceptionally well in one of the segments but not in others. It would be worthwhile for these states to provide an overall growth to their young students as it a combined package which attracts the employers.

In addition to analyzing the scores based on states and domains the data was also studied based on candidate demographics. For e.g. to understand the correlation between age and employability, the WEST score of over 5 Lac students was studied on the basis of Candidate's age group. Talking about the employability at different age level, Like last year the maximum number of employable resources are present in the age group of 18-21 years. Out of total number of candidates in the age group of 18-21 years who appeared for the test about 41% scored more than 60% and hence were part of the employable pool. For the age group 22-25 years this number was 39% and for the age group 26-29 years this number was 30%.



This age-wise data was further analyzed to understand the presence of employable candidates in these different age groups geographically. The states having most employable candidate for the **age group of 18-21 years** belong to: **West Bengal, Maharashtra, Rajasthan, Karnataka, Uttar Pradesh, Andhra Pradesh, Haryana, Telangana, Gujarat, Tamil Nadu.**

Coming to the **age group of 22-25 years**, top states where most people in this age group are employable are: **Delhi, Uttar Pradesh, Rajasthan, Maharashtra, Karnataka, Haryana, Andhra Pradesh, Tamil Nadu, Kerala, West Bengal.**

Similarly, for the **age group 26-29 years** the states are **Delhi, West Bengal, Haryana, Bihar, Karnataka, Rajasthan, Maharashtra, Uttar Pradesh, Andhra Pradesh, Tamil Nadu.**

Another demographic cut on which the assessment

score of the students was studied upon was gender wise employability. Workplace diversity is gaining fast momentum these days and it's very important to know how the supply side of female candidate looks like. In continuation with the trends of last three years, the employability amongst female candidates was found to be on a higher side than the male candidates. Employability in female candidates was assessed to be 40.88%, while that in male candidates was assessed to be 40.12%. Both these numbers show a slight improvement from last year, where 39.95% females and 36.01% male candidates were found employable. An interesting trend is that over the years the employability percentage difference between Male and female candidates has decreased with every passing year. This looks like a good signal for a balanced talent pipeline of future, however we need to focus on increasing these numbers all together. Having said that, the numbers have definitely shown year on year progress, may be because of number of new initiatives taken by governments bodies. Especially women focused initiatives like Rashtriya MahilaKosh (RMK), Working Women Hostels, National Mission for Empowerment of Women (NMEW) etc can further encourage employability amongst women (particularly in Tier 3 or rural areas). A reputed economy is the one where an individual has equal opportunities irrespective of the gender, caste or creed, It is heartening to see that we are moving towards that future.



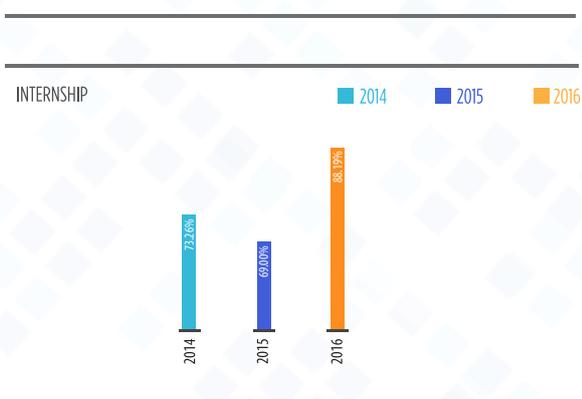
In addition to this analysis, the gender wise employability numbers were also studied based on Geographic presence. According to the data the top ten states that have the maximum number of male and female employable candidates respectively are:

STATES WITH MAXIMUM MALE AND FEMALE EMPLOYABLE CANDIDATES

 Males	 Females
West Bengal	Rajasthan
Maharashtra	Andhra Pradesh
Haryana	Karnataka
Uttar Pradesh	Telangana
Karnataka	Maharashtra
Gujarat	West Bengal
Rajasthan	Uttar Pradesh
Telangana	Haryana
Andhra Pradesh	Tamil Nadu
Tamil Nadu	Gujarat

It was interesting to see a well distributed spread of states from all regions in both the lists.

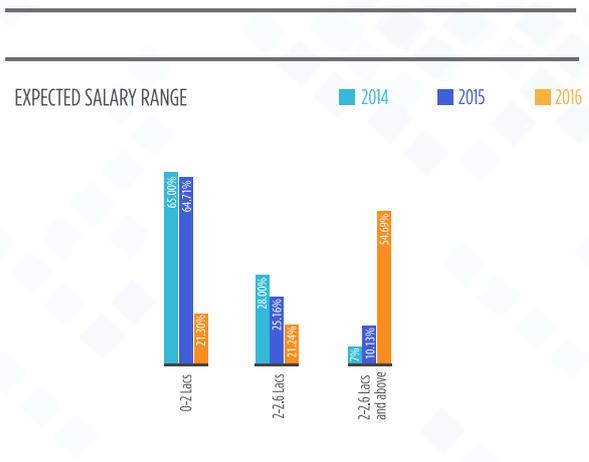
Moving on from the Geographic and demographic analysis of WEST scores, some other interesting trends were observed. It's a valid fact that "internships/apprenticeship" substantially increase the chance of graduates finding employment. If the students have already gone under the corporate and industry experience once, it gives them more confidence and better perspective while looking out for jobs in the market. With this in mind we asked the WEST takers about their interest in internship, and the responses were very encouraging. Of the 4.8 lakh students who participated in the survey, 88% were interested in apprenticeship. There is good amount of 20% increase as compared to last year. This definitely shows the enthusiasm of majority of talent pool to work with the employers. On the other side, it is a golden opportunity for employers to create a talent pool that they can use to meet their talent demands.



The benefits of this initiative are for both supply and demand side and they should work to make this happen. To facilitate this initiative, the responses of the WEST

takers were analyzed "geographically" to identify where the employers can find these "apprentices/interns". The top ten states where the candidates were more interested for internships are Rajasthan, Tamil Nadu, Andhra Pradesh, Maharashtra, Gujarat, Karnataka, Telangana, Haryana, Uttar Pradesh, West Bengal.

The WEST takers were asked another interesting question- Their expected salary ranges. One of the dilemma that all the corporates are facing at today's time is to get the right resource at right time and in the right cost. Understanding Salary expectations of the employee side will definitely help in charting better manpower plans for every organization. When asked about the salary preferences even this year most of the candidates prefer a salary of upto 2.6 lacs. With the improving economy, better standard of living, metropolitan lifestyle, the salary expectations have definitely increased as compared to previous years. This is true for both males & females. A good percentage from both the sides has started expecting their starting salary above 2.6 Lakhs.



The graph below also shows the states where the candidates expecting various salary ranges can be found. Employers can make use of this data to reach out to them.

Top 5 states where employees prefer salary of 0-2 lakh	Top 5 states where employees prefer salary of 2-2.6 lakh	Top 5 states where employees prefer salary of more than 2.6 Lakh
Tamil Nadu	Tamil Nadu	Maharashtra
Uttar Pradesh	Maharashtra	Tamil Nadu
Maharashtra	Uttar Pradesh	Uttar Pradesh
Andhra Pradesh	Andhra Pradesh	Andhra Pradesh
Gujarat	Karnataka	Rajasthan

Finally, the candidates were also asked to share their preferred areas of work. As the digital and gig economy kicks in jobs cannot remain restricted the few glamorous cities. They will trickle down to thousands of pin codes across the country. And interesting thing is the future workforce understands this. Be it male or female, their preferred areas to work include both metropolitan as well as tier 1 and 2 cities. As more and more smart cities come into existence and create talent demand, we hope that the percentage of these cities will further go up as these cities are much convenient to live that the metros which have reached a saturation in terms of their resource availability.

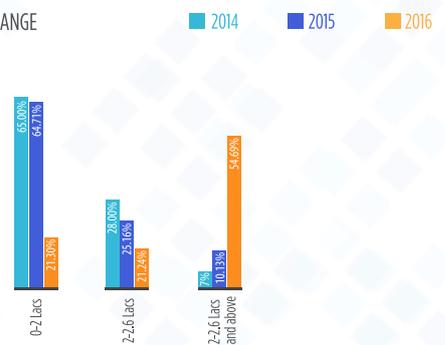
PREFERRED CITIES TO WORK FOR

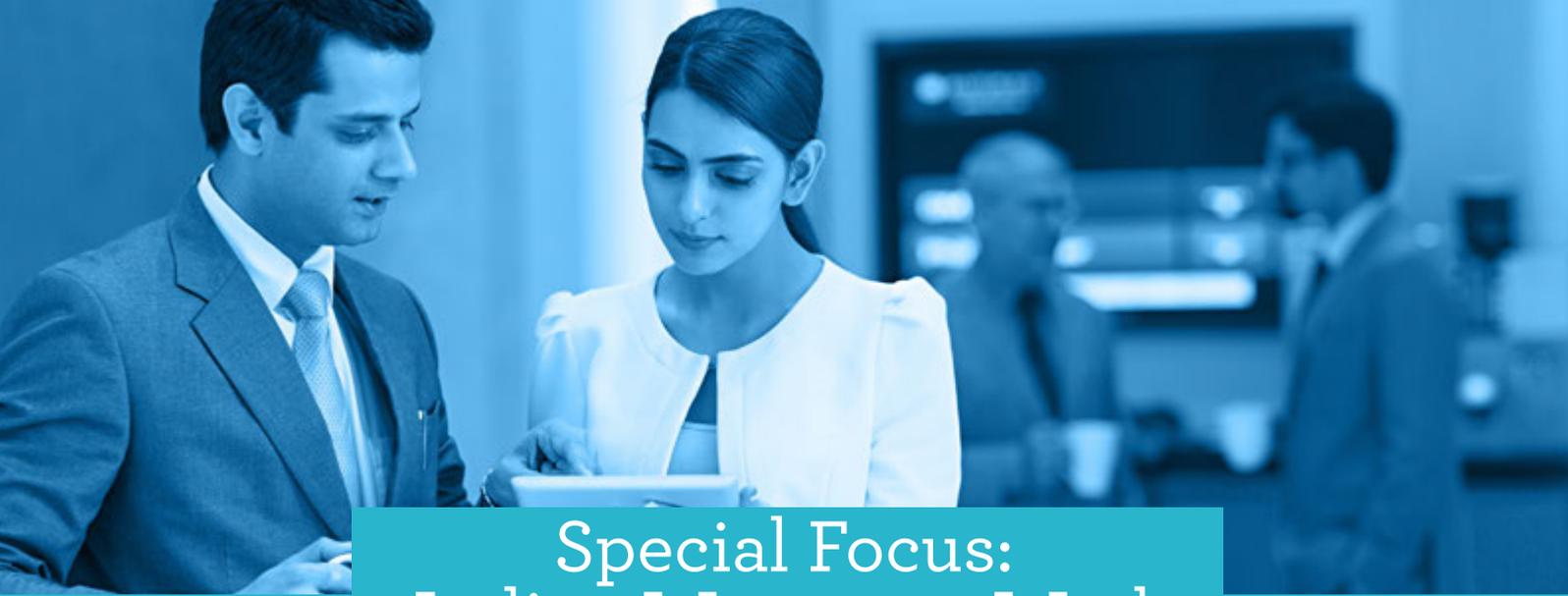


Furthermore the power to control the world resides on the tip of our fingers with the smart phone disruptions and the employees becoming cosmopolitan, with different generations working together in the virtual networks, So, Job location doesn't play a major factor.

With this we came to the end of this section of the study, which captures the key trends on the supply side of talent. The data and statistics above gives a clear picture about the availability and expectations of the labor market available in India. Hope this information will motivate action, imagination, and leadership by employers in balancing the gap between supply and demand side of Talent.

EXPECTED SALARY RANGE



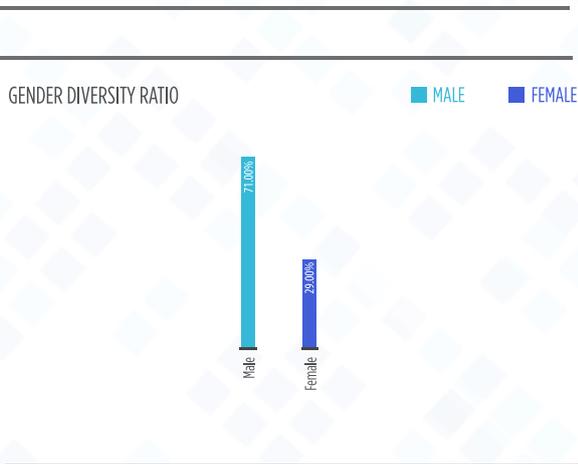


Special Focus: Indian Women at Work

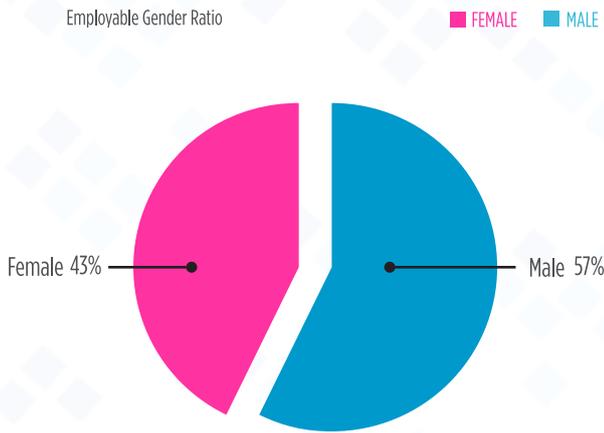
Gender diversity is vital to any workplace. It can be defined as a means to consider and to promote different skills, resources and potentials of women & men as an equivalent in a relevant setting. Achieving gender diversity in an organization is not easy but is a plausible goal which leads to multiple benefits and long term profits. Men and women have different viewpoints, ideas, and insights, which enables better problem solving in business. India skills report, which focuses on matchmaking between demand & supply of skills and employability is an important step in capturing gender diversity in the workplace. The report pivots around gender wise employability, distributed across major sectors. It emphasis on workplace locations, salary and internship programs preferred by both the genders. Over the past few year's gender diversity has become one of the most discussed about topics as diversity is

considered as the competitive differentiator, that brings about a shift in the value proposition of the company.

Gender Diversity and bringing more women to join the workforce has been a key focus area for the Government and the corporates alike. According to the data captured in India Hiring Intent Survey, the gender ratio is still at 71:29. But there are efforts being made by employers, who have taken hiring targets to bring more women to the workforce. Though there are still some sectors which specifically because of the work conditions cannot hire women in large numbers, for all other sectors it would be interesting to identify the states where more employable female workforce is available. As per the WEST data, the states from where the composition of employable female candidates is significantly high are "Rajasthan, Andhra Pradesh, Karnataka, Telangana, Maharashtra, West Bengal, Uttar Pradesh, Haryana, Tamil Nadu, Gujarat". If we compare this data with the current preferred hiring locations of employers across sectors like BFSI, Core, Hospitality and Telecom are on the right track, especially from hiring more females as freshers. We are increasingly venturing into a world where women do not want to restrict themselves from doing any kind of work. They are ready to take up challenging roles even in sectors like core, mining and telecom. Though the number might not be very high but if employers in these sectors are able to devise an impactful training program to hire fresher female candidates and shape them into the high performing executives of tomorrow the future might be completely different from today's reality.



Employable Gender Ratio



India hiring intent survey, which focuses on how much, where and how hiring is done, captures interesting information on the gender diversity prevalent in the organizations and also if there are any hiring initiatives being taken up by the corporate to change the situation.

Sector wise data cuts, show that of 11 sectors covered as part of the survey, hardly half of the sectors have 30% of their workforce as women. This is not a good situation to be in and lot of efforts need to be made, right from educating women, making them employable to hiring and engaging them better and providing them a career growth. In relation to this question when employers were asked the question that if they had some gender specific hiring targets, not even half of the employers could claim that any steps have been taken in this direction.

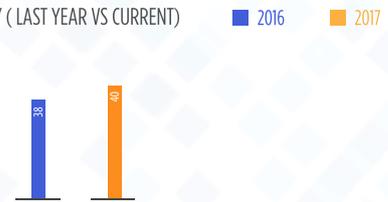
Industry wise women hiring targets



Only 40% of the employers shared that either they already have or are planning to have gender diversity hiring targets. The sectors where at least half of the respondents claimed to have diversity hiring targets are BFSI, BPO, KPO and ITES, Software, hardware and IT.

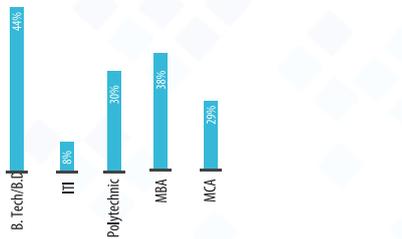
However, it was interesting to see that the average target which these companies have kept for themselves range between 25-45%. Such initiatives, if they are successful can go a long way in including more women in workforce.

INDIA WIDE EMPLOYABILITY (LAST YEAR VS CURRENT)



Despite some progress made over the last few decades in increasing women’s participation in labour force and narrowing gender gap in wages, gender equality in the world of work still remains an elusive goal. India has more working women than does any other country in the world. Of the entire workforce , 25-30 percent are female, and of these women, only 20 percent work in urban India. Despite the number of political and industrial forums, mandated Government policies, and widespread discussion in the media, the issue of gender diversity continues to remain largely unresolved. Indeed, men’s and women’s jobs differ greatly, whether across sectors, industries, occupations, types of jobs, or types of firms. While these differences evolve with economic development, the resulting changes in the structure of employment are not enough to eliminate employment segregation by gender. According to the WEST report, 41% of women India wide are employable. This figure remains nearly unchanged as compared to the last year whereas percentage of employable male population has increased from 36 to 40 percent. Though both the genders show similarity in their employability rate, but organizations do not reflect the same. The current scenario in organizations show a mismatch between hiring vs employability. With a gender ratio of 71:29 (Male: Female) and similar employability across the genders, organizations are still struggling to integrate gender equality in their hiring strategy.

Employable women according to Degree



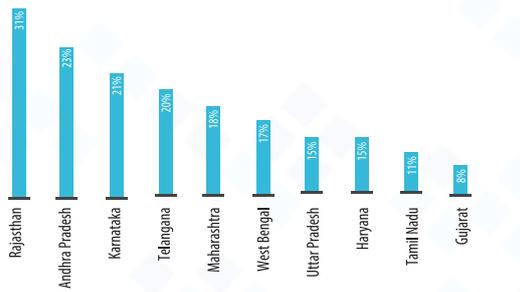
38% of post graduate women are job market ready whereas in case of graduation, this percentage is 45% ,but these numbers do not find uniform reflection in the hiring strategy. Women constitute more than 50% of the workforce in Sectors like E-commerce and Retail, manufacturing and engineering have less than 25% of females in their workforce whereas for Sectors like BFSI and BFS, BPO, ITES this percentage is restricted to 25. Even after considering that there are sectors where it is improbable to have a set target to hire women due to non conducive working environment, wage gap and restrictions from entering a particular field, the gender diversity quotient of current workforce in the organization as well as in their hiring intent is downright discouraging. However with the Indian government mandating policies, the paradigm is slowly shifting. Organizations are gradually realizing that in order to deliver the best solutions to challenges and sustainable value to their stakeholders, they require workforce diversity of thought, skills, experience, working style and talent capability and that by bringing together men and women from diverse background and giving each person the opportunity to contribute their skills, experience and perspectives, the corporates are able to deliver the best solutions to challenges and sustainable value to their stakeholders. Around 75% of organizations plan to increase the percentage of women in workforce by nearly 10% to 40%.This, though seems like a small number but is infact a giant leap towards improving gender diversity across various sectors.

Industry Wise Women Employability

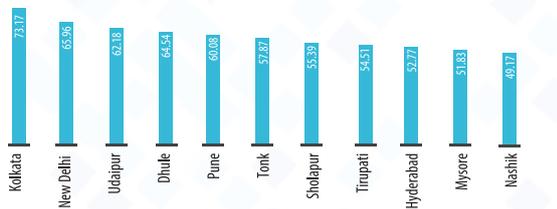


With organizations intending to increase the percentage of women in workforce every year, it would be provincial for us to not infer the hiring trends from the employability percentage of women across each domain. One of the most interesting segments of India Skills Report is the mapping of hiring diversity targets across each sector with the employable workforce. In Automotive and core sector industries, where demand for engineers and ITIs are higher than other sectors, the hiring diversity targets are nearly 55 and 12 percent respectively, there is a very minimal gap between the two genders. Nearly 44% of women who are engineering graduates are skilled and job market ready and surprisingly this figure is nearly 45% for male engineering graduates. If we talk about ITIs, the gap between the two genders is comparatively high. Nearly 8% of women in ITI's are employable whereas this percentage is nearly 16%.In Banking Financial Services and Insurance sector the hiring diversity targets are nearly 47% female and 53% male respectively. Nearly 38% of women who are postgraduates are skilled and job market ready and this figure is nearly 46% for male postgraduates. Though the current scenario shows a dis balance between the hiring strategy and employability, it is not as bleak as it seems. The employability percentage across genders is on a rise with women being at par with men, sectors are finally working and trying to create a more gender inclusive hiring strategy.

State wise Employable Women



City wise Employable women

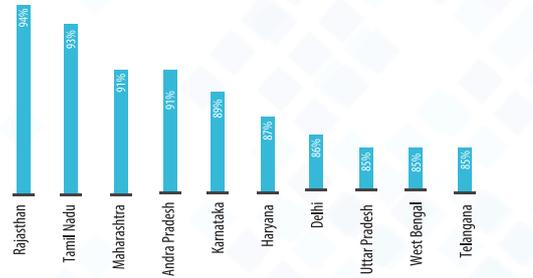


Building an inclusive workplace is a key organizational cultural change. It requires a vision, an aligned team and dedicated resources, time, team and budget. A credible gender inclusive hiring strategy peaks if employability across geography is not taken into consideration while creating it. It is very essential to know how employability varies across states for each gender. It in turn saves a lot of time, resource and helps in making an informed decision. According to the WEST report, the top 10 states to hire from for a gender diverse team are Rajasthan, Andhra Pradesh, Karnataka, Telangana, Maharashtra, West Bengal, Uttar Pradesh, Haryana, Tamil Nadu and Gujarat.

With nearly 31% employable women, Rajasthan tops the list and has shown a rise of 5% as compared to last year. Andhra Pradesh which was on top the last year, comes second with 23%. This time Gujarat, Karnataka and Telangana also make their way in the list with 8%, 21% and 20% respectively. Uttar Pradesh shows a sharp decline in the percentage from 50% in last year to 16% this year. The other states are nearly in the same position as last year. Data populated city wise shows an extremely interesting trend, with the top 3 cities with highest percentage of employable workforce being New Delhi at 67%, Udaipur at 62% and Dhule at 61%. With cities like

Hyderabad at 53%, Pune at 60%, Bengaluru at 45% and Lucknow at 39%, the list gets marginal representation from Tier 1 cities whereas cities like Dhule, Tonk, Sholapur, Manchar, Jodhpur and other tier 2 and tier 3 cities tops the list. Colleges located in Tier 1 cities provide better exposure to students. They are the preferred destination for students who have the luxury of choice and are hence academically superior. It is interesting that even with limited resources and average education facilities the youth in tier 2 and tier 3 cities is empowered and is performing better than its peer. With the various skill developmental programs formulated aimed at empowering and skill development of the youth the employability level across tier 2 and tier 3 cities shows a rise of nearly 7% as compared to last year.

City wise Female Internship



Internships are key to building experience as a student or recent graduate. Employers are much more likely to hire someone with internships and work experience rather than someone with a generic resume, lacking experience. 89% of the employable workforce wants to avail internship as compared to 69% last year. The top states with highest percentage of users who want to avail internship are Rajasthan, Tamil Nadu and Andhra Pradesh. One of the major reasons of this increase is as internships provide them with the building blocks for the future. With opportunities that help set the foundation for career gaining insights about their planned field, it also helps them in networking and skill development.

When this percentage was evaluated for gender inclusivity, it was found that 90% of women want to avail internships over 86% of males. Rajasthan leads here with 94% of women preferring to avail internships as compared to 90% of males. It is followed by Tamil Nadu with 93% of females to 93% of males, Maharashtra with 91% of females to 89% of males, Andhra Pradesh with 90% of females to 86% males, Karnataka with 89% females to 84% males and Haryana with 86% females to 83% male. It is easier to deduce that women consider internships as



a booster to their accomplishments and their career but most of the corporates do not have a formulated plan for taking interns on board.

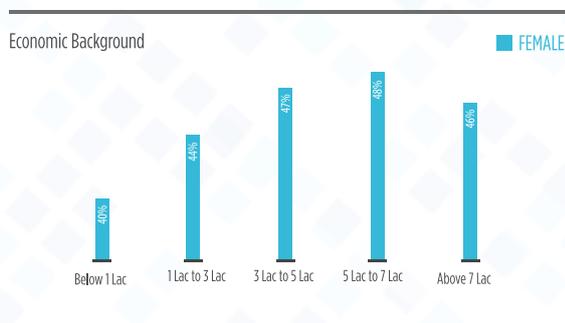
We have talked extensively about how gender inclusivity should be the primary consideration in formulation of a diverse hiring strategy but parity of salaries between the two gender is also one of the deciding factors. With more than 10% of female users preferring starting salary from 2 to 2.6 lacs, there has been a decline of nearly 10% as compared to last year. However, the percentage of male users preferring starting salary between 2 to 2.6 lacs is at nearly 11%. This percentage has also registered a decline of 9% as compared to last year. The India wide percentage of women preferring starting salary of 2.6 lacs and above is at 22% which is nearly 10% less than the that of men at 33%. There is a gender pay gap favoring full-time working men over full-time working women. Causes for occupational gender pay gaps may include women and men working in different types of organizations, a lack of women in more senior or high-paid roles within occupational categories, differences in education choices, differences in salary negotiations, differences in the types of positions held by men and women, differences in the pay of jobs men typically go into as opposed to women (especially highly paid high risk jobs), differences in amount of work experience, and breaks in employment. Diversity at workplace could only not be combated with policies or strategy but also offering equal work as well as pay to both the genders. Workplace Diversity will strive on it.

State wise work preference



India skills report gives an insight of workplace preference of females over males. Tamil Nadu, Maharashtra ,Andhra Pradesh and Rajasthan are the top states preferred by females where as Maharashtra, Tamil Nadu, Uttar Pradesh and Andhra Pradesh are the top states preferred by males. With nearly 80% of the employable female population coming from tier 2 and tier 3 cities, their preference is cities like Bangalore, Pune, Chennai, Hyderabad etc. The most pertinent question that comes here is why?

Is this a trend across both the genders? Is it because tier 2 and tier 3 cities could not provide them opportunities? or is it other factors like safety, mode of transport, proximity to home? This question though trivial helps us in understanding that what motivates the genders to chose a particular city and company against others. Economic Background impacts the employability across genders. Higher education leads to higher employability and better wages 44% of employable females as compared to 55% of males come from a household with annual income of 1 to 3 lacs, 47% of employable females as compared to 53% of males come from a household with annual income of 3 to 5 lacs , 48% of employable females as compared to 52% of males come from a household with annual income of 5 to 7 lacs,46% of employable females as compared to 54% of males come from a household with annual income of above 7 lacs and 40% of employable females as compared to 60% of males come from a household with annual income of below 10 lacs. Its interesting to observe that there is a steep rise in the percentage of employability as the household income increases. It is mandatory to understand that socio economic situations are modest constraints on the employability of the genders.



In the end, Why Gender Diversity matters? Is it just a policy or a strategy to be discussed in board rooms but not to be implemented? Or is it just going to be fuel for long going debates?

Good corporate decision-making requires the ability to hear and consider different points of view, which comes from people who have different backgrounds, experiences, and perspectives. Companies that have women directors and executive officers send a clear message that they value diversity of thought and experience. Advancing women to positions of leadership is smart business as they bring

Diversity of Thought: Women on boards bring different perspectives to the difficult issues facing today's corporations. It is widely believed that diversity of thought results in better decision making.

Competitive Advantage: A diverse workforce is better positioned to thrive in today's global economy where the pace of change is accelerating and rapidly changing economic realities require nimble, strategic and well informed directors.

Availability of Essential Skills: Women executives offer the skills and experience that most companies need, including industry knowledge, operational experience, and functional expertise. There is a huge, untapped pool of talent.



Perspective

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Clement Chauvet
Chief – Skills and Business Development, UNDP



The Rules of Talent Refinery

Jobs and the excitement around them never ceases to attract the attention of people all around. Be it the Government, Academia, Employers or the Candidates, everyone in the talent ecosystem is interested in and gets impacted by what happens in the job market. This was the sole reason why, when India Skills Report – India's only report which aims at bringing information from the supply and demand side of talent together, was envisaged it was considered important to include first-hand information on what the job scenario would look like in the coming year. The India hiring intent survey captures interesting trends which will be the highlight of the hiring story of India.

Though the current year was full of mixed interpretations of the job market's behavior, there were no doubts on the magnitude of the work and workforce story of India. The new initiatives launched saw different levels of implementation and rigor. There were some concerns on the velocity of progress but the direction of the same was supported unanimously. In the area of jobs and skills, for the first time the concept of matchmaking became a reality with the launch of Model Career Centers. These are physical centers which where job seekers, can walk-in and get necessary support to secure a job based on their skills. Though only two centers have been launched till date and lot more needs to be done to take these initiatives PAN India, but this surely was a landmark achievement in the space of skill and job matchmaking. India skills report and India hiring Intent Survey, for the past three years has been an initiative to support this journey. It aims to support match making between the skill supply and job demand side by equipping both ends of the talent supply chain with necessary information and trends about each other. While the snapshot of Supply side was captured through in-depth analysis of WEST scores of about 5 Lac students, the outcomes of the

India Hiring Intent survey, an online survey, conducted on about 125+ employers across India shares the insights about the demand side. Employers were questioned on the following major points: The Hiring potential and outlook for the coming year, profile wise hiring mix, sourcing channels, and experience level wise hiring mix etc. This information was collected to understand what kind of talent companies in different sectors are looking for and what is the kind of skills/education qualification required to be eligible for the same. The information about the profile mix was collected to identify the skills for which major hiring is done in each industry sector. To understand the geographic focus of the companies representing different sectors, information about their "Talent sourcing" states was collected. We tried to demystify what was the most important skill companies look for. In totality the effort was made to provide as much insights as possible to the supply side about the thought process of Corporates, so that they can take wiser decisions in future and are ready to face the market with better preparation.

In this fourth edition of India Skills Report initiative, it was heartening to receive the support of Corporates across major sectors. A unanimous support was provided by them in conducting the survey. In order to validate the responses received from the employers, follow up telephonic interview was also done with a randomly selected sample of employers. This encouraging response and participation by corporates is another positive indicator of the corporate's intention to play a role in solving the Talent woes of the country. We hope that the insights provided in the coming pages, based on the data provided by surveyed employers, would help in taking better decisions and creating a balanced skill-job landscape in the country.



India Hiring Intent 2017

India and its growth story has been catching global interest for over 2 years now. The human potential of the country was never in question, but there were often doubts on whether the quality of available talent will match the standards of employers and if it does, will the employers be able to create jobs with enough rigor to catch up the number of people who are joining the workforce every year. It was a valid concern, which even the Government of India shared. And hence the past two years witnessed the launch of various initiatives like Make in India, startup India, Smart Cities – which not only aimed to provide a boost to the economy (which was at a standstill), but also generate lot of jobs. While we are still a year or two away from measuring the actual results, some early impact can be seen. Today with 7.6% growth rate, India is the fastest growing economy in the world. There is an increasing focus on sustaining this growth and making

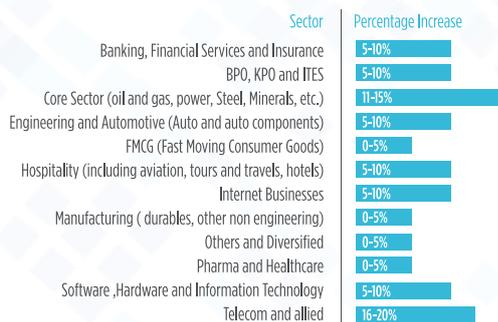
sure that these initiatives deliver on the promises made. The hiring story shows a similar trend. If we look at the hiring intent for the past 3 years, the strong relationship between economic growth and hiring gets reinstated. From a meager 2% increase in hiring intent in the year 2014, when the economic growth outlook was really low (~ 5%) to a 14% growth in hiring intention last year the trend has been almost the same. This year is not so different. As the businesses focus on reaping the results of the growth, hiring intent reflects the effect of this strategy. Almost all businesses across sectors have shown an intent to hire at a similar or a higher rate than last year. The average increase in hiring intent is about 7-10% compared to last year.

Though when we look at an overall level, it looks like that growth in hiring intent is dropping every year, but when

you look at the consolidated records for the past three years there has been an increase of over 40% when compared to year 2014, which is a phenomenal number.

When we drill down the data further to different Industry sectors, interesting trends can be seen. The sectors which have shown a decent increase in their hiring intent from the last year are: Telecom and allied, Power & Energy management. This appears to be in direct correlation with the growth that companies in these sectors. Telecom in the recent times has been witnessing lot of action which has resulted in a positive hiring intent (though a significant contribution in the hiring is expected from telecom allied players). In rest of the sectors hiring will remain steady or steady to moderate. However, there are some sub-segments in these segments which expect significant hiring activity – examples are Auto allied companies (part of Engineering & Auto), Quick service restaurants (part of hospitality sector) and small-medium sized internet business companies who are on their growth trajectories.

PERCENTAGE INCREASE IN HIRING NUMBERS



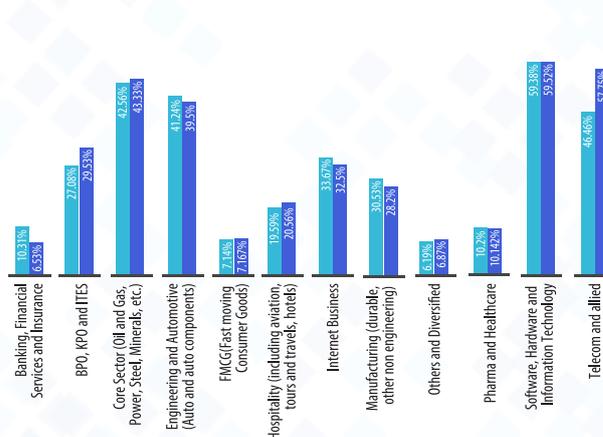
Though the sectoral hiring trends show some interesting shifts compared to last year, the domain wise hiring mix more or less would remain the same. Engineers are still getting hired the most followed by general graduates and MBAs as they did this year. An interesting trend is that the undergraduates with some professional courses are hired more than the candidates from Masters, ITI and Polytechnic courses. This reinstates the fact that vocational/professional courses which are built keeping the jobs in mind increase the chances of getting a job.

PERCENTAGE OF DOMAIN WISE HIRING TREND

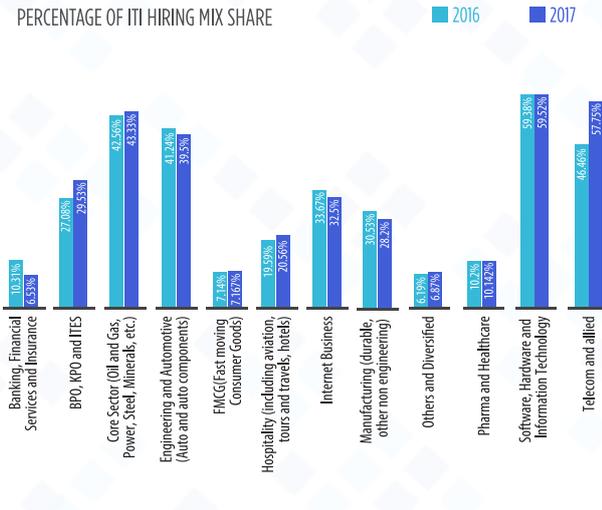


The sectors which are specifically showing preference for undergraduates with specialised courses are BFSI, Hospitality, FMCG and Core and Energy management. In these sectors the number of undergraduates hired/expected to be hired in next year in more than 15% of the hiring done in respective sectors. When it comes to some other trends which show the change in the hiring pattern in last year, Core and energy management seems to have a preference for undergraduate specialised talent over it is, Manufacturing(excluding Auto and FMCG) aims to hire more management graduates MBAs this year and Telecom & Allied aims to hire almost 10% more engineers. When we look at these trends it becomes all the more clear that industries which are going through a growth phase show an increase in demand for specialists, for e.g. Telecom going for more engineers and industries like Hospitality going for undergraduates and specialist degrees.

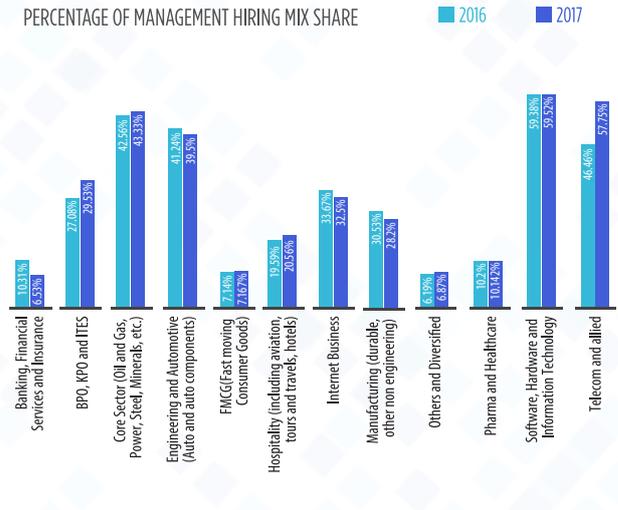
PERCENTAGE OF UNDERGRADUATES HIRING MIX SHARE



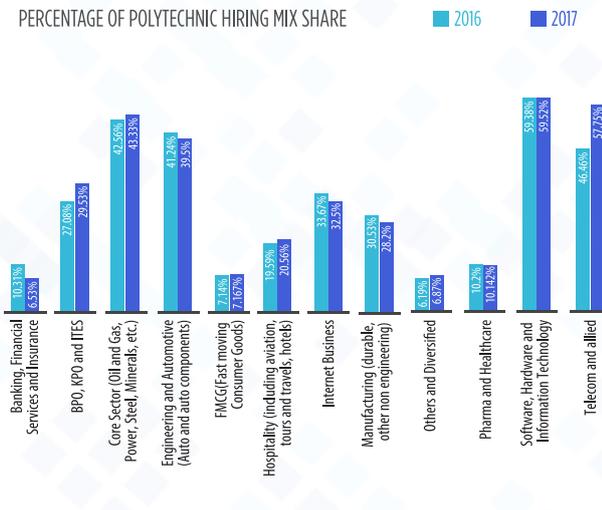
PERCENTAGE OF ITI HIRING MIX SHARE



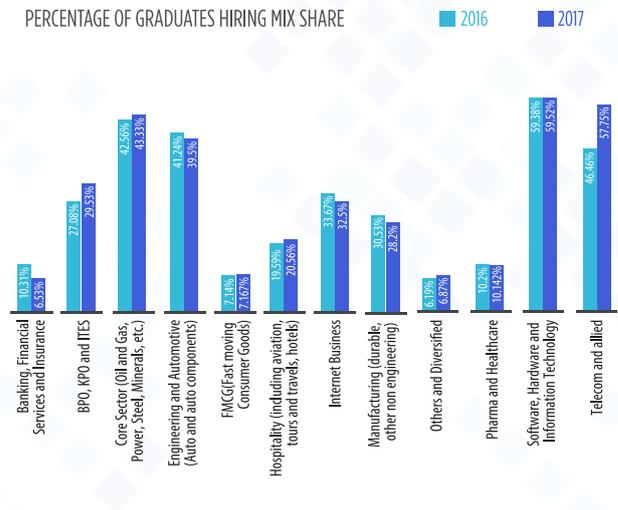
PERCENTAGE OF MANAGEMENT HIRING MIX SHARE



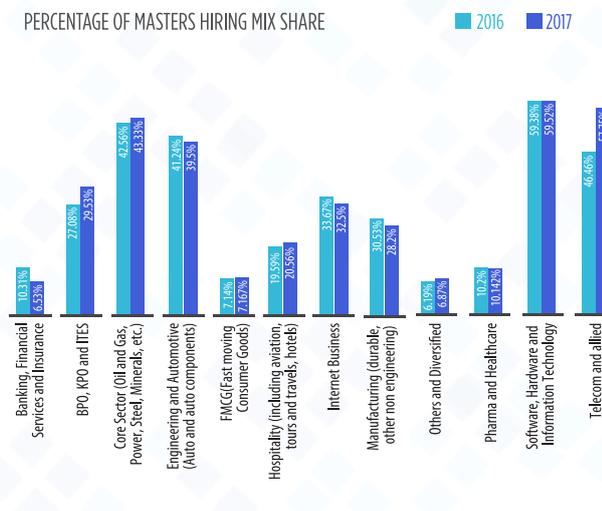
PERCENTAGE OF POLYTECHNIC HIRING MIX SHARE



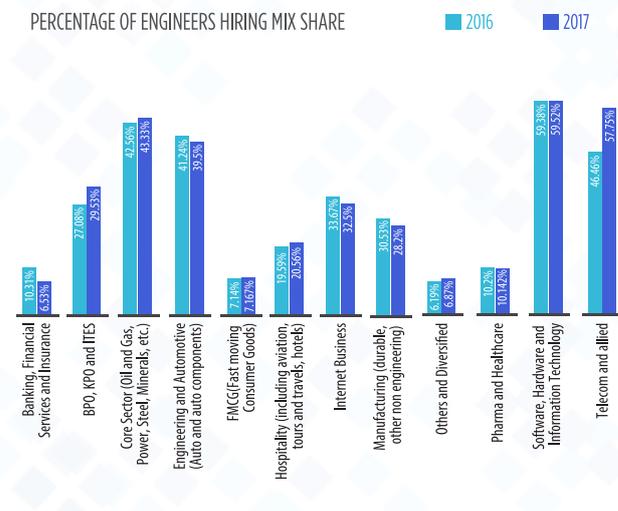
PERCENTAGE OF GRADUATES HIRING MIX SHARE



PERCENTAGE OF MASTERS HIRING MIX SHARE



PERCENTAGE OF ENGINEERS HIRING MIX SHARE



Another interesting thing that India hiring intent survey captures is the country wide spread of the hiring activity. When employers across sectors were asked to choose the top states where they hire the most from below are the states which got maximum mentions

PREFERRED STATES FOR HIRING



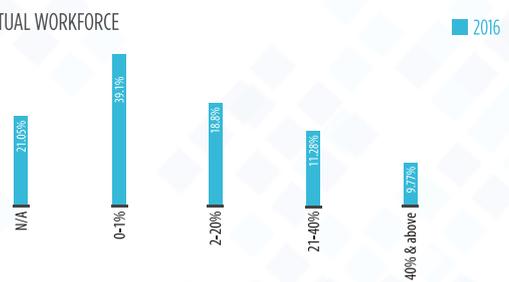
When compared to last year the top 10 states more or less remained the same only change has been the entry of the Telangana in the list. However unlike last few years there were some other states like Punjab, Kerala which missed it by a minor difference. When it comes to sector wise state preferences the trends were not very different. And in most of the cases these preferences match with those of prominent presence of that sector. For e.g. BFSI companies chose Maharashtra which is home to the financial capital of India, Software and IT industry preferred Karnataka.

SECTOR WISE MOST PREFERRED STATES

Industry	2014	2015	2016
Banking, Financial Services and Insurance	Maharashtra	Maharashtra	Maharashtra
BPO, KPO and ITES	West Bengal, Delhi	Maharashtra	Karnataka
FMCG (Fast Moving Consumer Goods)	Uttar Pradesh	Tamil Nadu	Maharashtra
Core Sector (Oil and Gas, Power, Steel, Minerals, etc.)	Maharashtra	Uttar Pradesh	Maharashtra, Andhra Pradesh
Engineering and Automotive (Auto and auto components)	Tamil Nadu	Maharashtra	Maharashtra
Hospitality (including aviation, tours and travels, hotels)	Maharashtra	Delhi	Delhi, Maharashtra
Other Manufacturing (not including FMCG, Automotive and Engineering)	Maharashtra	Maharashtra	Maharashtra
Others and Diversified	Delhi	Delhi	Delhi
Pharma and Healthcare	Kerala, Tamil Nadu	Tamil Nadu, Karnataka	Gujarat, Maharashtra
Software and IT	Karnataka	Karnataka, Andhra Pradesh	Karnataka
Telecom and allied	Karnataka	Maharashtra, Karnataka	Delhi, Maharashtra

Further to the geographic spread of hiring and preference of different sectors, few other hiring trends were captured. In the recent times, there has been lot of buzz created around gig economy and uberization of jobs. The Indian workforce is yet to reach that level of flexibility, and currently the only form in which this flexibility exists is contractual workforce. So we thought it would be interesting to understand the composition of permanent and contractual employees. As per the responses captured from over 125+ respondents across sectors almost 60% of the employers have less than 10% of their workforce as contractual employees. Infact 1 in every 5 employers surveyed mentioned that they have no contractual staff.

CONTRACTUAL WORKFORCE

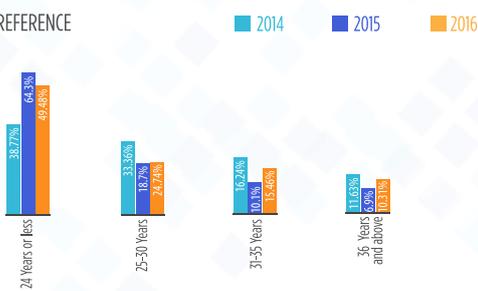


Industry wise, the share of contractual workforce shows a bit of variation, which can be attributed to their respective workforce needs. While in sectors like internet business, BPO, KPO, ITES, Software, Hardware & IT, Telecom almost 50% of organisations have negligible contractual workforce, there sectors like manufacturing, engineering & auto, FMCG, Pharma & Healthcare where the composition of contractual workforce is significantly higher.

Along with the contractual workforce composition, the employers were asked about the interns they hire in their companies. According to the information shared by the companies, a little over 5% of the total hiring done comprises of the interns or apprentices. This number again varies across industry sectors, for sectors like BFSI, Hospitality, Manufacturing, Pharma & Healthcare and Software, Hardware & IT this number is above 5%; while for others it is much lower than the average number. It is encouraging to see an interest in internships from both Manufacturing & Services segment companies. However, having said that lot more needs to be done if a balance between talent supply and demand is to be maintained. Employers should understand the fact that such programs not only help the supply side but they also help themselves in creating a future ready talent pool.

Further in quest to understand the hiring trends and preferences of the employers, questions were asked on the preferred age group, experience range, most important skill required, and the sourcing channels used by them. The purpose of these questions was to provide some inputs to the supply side and help them understand what and where are the employers looking for in their quest for talent. When questioned about the preferred age group; the overall trend shows a clear inclination towards young candidates; with about 75% employers preferring to hire candidates of age below 30 years. Though this could also be attributed to the availability of more employable population in this age group from the supply side, it is still interesting to note that even traditional sectors like BFSI, FMCG which had a significant generational diversity are increasingly opting for younger population. There are hardly one or two sectors where the preference for over 30 years of age is more than 30%.

AGE WISE PREFERENCE



SECTOR WISE AGE PREFERENCE

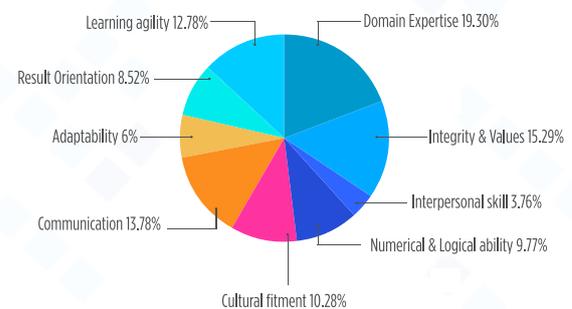
Banking, Financial Services and Insurance	22-25 years
BPO, KPO and ITES	22-25 years
Core Sector (Oil and Gas, Power, Steel, Minerals, etc.)	22-25 years
Engineering and Automotive (Auto and auto components)	22-25 years
FMCG	18-21 years
Hospitality (including aviation, tours and travels, hotels)	18-21 years
Internet Business	22-25 Years
Other Manufacturing (not including FMCG, Automotive and Engineering)	22- 25 years
Others and Diversified	22-25 years
Pharma and Healthcare	26-29 years
Software and IT	26-29 years
Telecom and allied	22-25 years

Similar trend can be seen in terms of the experience range as well. Of over 125+ employers who responded to the survey this year over 65% showed a clear inclination to hire candidates with 0-5 years' experience. The sectors which showed clear reference for freshers are BFSI, Hospitality, and Core sector (which includes energy management). Interestingly sectors like BPO, KPO, ITES, Internet business, Manufacturing showed more interest

in hiring candidates in the experience range of 1-5 years. Along with this almost 80% of the employers shared their interest towards Campus hiring plans. While there were some sectors like internet business, manufacturing where the percentage of companies either hiring candidates from campus or planning to hire in future is lower than others, but in any sector number is not lower than 2/3. This is surely a good news for the supply side.

Another important insight that India hiring Intent survey provides to the supply side is the single most important thing, the employers look out for in their prospective employees. This year apart from the domain expertise employers were given options like Numerical & Logical ability, Communication, Cultural fitment, Integrity & Values, Result orientation, Adaptability, Interpersonal skill, Learning agility and they were asked to choose the most important thing they want in their candidates. The top 4 skills which were selected by the larger segment of employers (almost 60%) were domain expertise, communication skills, Integrity & values and learning agility. Though the preferences have not changed much, communication skills have received a significant number of votes compared to the last year.

SKILLS REQUIRED BY EMPLOYERS



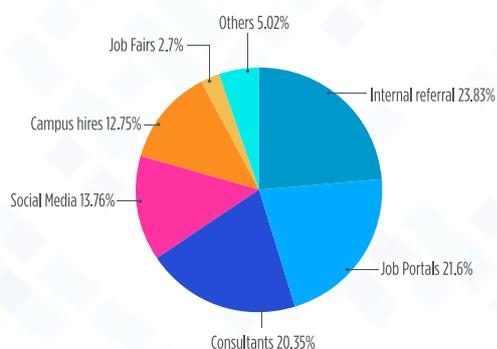
These preferences again, did differ for some industry sectors. For e.g. majority of employers from BPO/KPO/ITES sectors chose communication, Core sector, Engineering & Auto, Pharma & Healthcare, Telecom employees chose Domain expertise. For rest of the sectors Integrity and values along with domain expertise or learning agility have been chosen as the most important trait. In today's times when domain expertise is important but just not enough, it is always helpful for the candidates to understand what can make them a better fit for the jobs available. And it seems employers are looking for a packaged deal in the talent they hire.

SECTOR WISE SKILL PREFERENCES

Banking, Financial Services and Insurance	i) Learning agility
Banking, Financial Services and Insurance	h) Result orientation
Banking, Financial Services and Insurance	f) Adaptability
BPO, KPO and ITES	i) Learning agility
BPO, KPO and ITES	h) Result orientation
BPO, KPO and ITES	g) Interpersonal skill
Core Sector (oil and gas, power, Steel, Minerals, etc.)	h) Result orientation
Core Sector (oil and gas, power, Steel, Minerals, etc.)	g) Interpersonal skill
Core Sector (oil and gas, power, Steel, Minerals, etc.)	f) Adaptability
Engineering and Automotive (Auto and auto components)	i) Learning agility
Engineering and Automotive (Auto and auto components)	h) Result orientation
Engineering and Automotive (Auto and auto components)	g) Interpersonal skill
FMCG (Fast Moving Consumer Goods)	i) Learning agility
FMCG (Fast Moving Consumer Goods)	h) Result orientation
FMCG (Fast Moving Consumer Goods)	f) Adaptability
Hospitality (including aviation, tours and travels, hotels)	i) Learning agility
Hospitality (including aviation, tours and travels, hotels)	h) Result orientation
Hospitality (including aviation, tours and travels, hotels)	g) Interpersonal skill
Internet Businesses	i) Learning agility
Internet Businesses	g) Interpersonal skill
Internet Businesses	e) Integrity & Values
Manufacturing (durables, other non engineering)	i) Learning agility
Manufacturing (durables, other non engineering)	h) Result orientation
Manufacturing (durables, other non engineering)	f) Adaptability
Others and Diversified	i) Learning agility
Others and Diversified	h) Result orientation
Others and Diversified	g) Interpersonal skill
Pharma and Healthcare	i) Learning agility
Pharma and Healthcare	h) Result orientation
Pharma and Healthcare	e) Integrity & Values
Software ,Hardware and Information Technology	i) Learning agility
Software ,Hardware and Information Technology	h) Result orientation
Software ,Hardware and Information Technology	g) Interpersonal skill
Telecom and allied	i) Learning agility
Telecom and allied	f) Adaptability
Telecom and allied	e) Integrity & Values

Further to the question of what are the employers looking for, job seekers are interested to know where are the employers searching for the candidates, i.e. what is their preferred sourcing channel? In continuation to the last year's trends, for almost 1 in every 4 employers surveyed, Internal referrals came across the most preferred sourcing channels. Internal referrals have been the favorites of the recruiters for quite sometime now, with the kind of benefits that they bring out (viz: reduction in early attrition, lesser sourcing time, lower cost etc.) it is not at all surprising that it comes out to be the most preferred channel across industry sectors, for the third consecutive year. After all with the results internal referral is providing by minimal effort, other options are losing their charm.

PREFERRED SOURCING CHANNELS



Though the preference for Internal referrals continues in almost all sectors, in sectors like Manufacturing, Pharma & Healthcare, Engineering & Auto and Core sectors where niche talent is required, consultants and job boards are still preferred by lot of employers. This information can be of help to the supply side and the candidates as they chart out their path to reach their preferred jobs.

Apart from the two segments of the survey, which focused on how much, where and how of hiring being done, India hiring intent also captured interesting information on the gender diversity prevalent in the organizations and also if there are any hiring initiatives being taken up by the corporates to change the situation. Though over the past few year's gender diversity has been one of the most talked about topics and even regulatory bodies are putting up norms to ensure there are enough women on top; the gender ratio is still stuck at 71:29. This number is almost same as it was last year.

Sector wise data cuts show that of 11 sectors covered as part of the survey, hardly half of the sectors have 30% of their workforce as women. This is not a good situation to be in and lot of efforts need to be made, right from educating women, making them employable to hiring and engaging them better and providing them a career growth. In relation to this question when employers were asked the question that if they had some gender specific hiring targets, not even half of the employers could claim that any steps have been taken in this direction. Only 40% of the employers shared that either they already have or are planning to have gender diversity hiring targets. The sectors where at least half of the respondents claimed to have diversity hiring targets are BFSI, BPO, KPO and ITES and Software, hardware and IT. However, it was interesting to see that the average target which these companies have kept for themselves range between 10-40%. Such initiatives, if they are successful can go a long way in including more women in workforce.

INDUSTRY WISE GENDER DIVERSITY

INDUSTRY	GENDER	PERCENTAGE
Banking and Financial Services	a. Male	65
Banking and Financial Services	b. Female	35
Banking, Financial Services and Insurance	a. Male	78.79
Banking, Financial Services and Insurance	b. Female	21.21
BPO, KPO and ITES	a. Male	62.63
BPO, KPO and ITES	b. Female	37.37
Core Sector (oil and gas, power, Steel, Minerals, etc.)	a. Male	74.75
Core Sector (oil and gas, power, Steel, Minerals, etc.)	b. Female	25.25
E-commerce	a. Male	33.33
E-commerce	b. Female	66.67
Engineering and Automotive (Auto and auto components)	a. Male	81.82
Engineering and Automotive (Auto and auto components)	b. Female	18.18
FMCG (Fast Moving Consumer Goods)	a. Male	70.71
FMCG (Fast Moving Consumer Goods)	b. Female	29.29
Hospitality (including aviation, tours and travels, hotels)	a. Male	73.74
Hospitality (including aviation, tours and travels, hotels)	b. Female	26.26
Internet Businesses	a. Male	62.63
Internet Businesses	b. Female	37.37
Manufacturing (durables, other non engineering)	a. Male	78.79
Manufacturing (durables, other non engineering)	b. Female	21.21
Others and Diversified	a. Male	59.6
Others and Diversified	b. Female	40.4
Pharma and Healthcare	a. Male	71.72
Pharma and Healthcare	b. Female	28.28
Retail	a. Male	48
Retail	b. Female	52
Software ,Hardware and Information Technology	a. Male	66.67
Software ,Hardware and Information Technology	b. Female	33.33
Telecom and allied	a. Male	83.84
Telecom and allied	b. Female	16.16



This brings us to the end of India Hiring Intent section of the report which aims to share the hiring intent of different industry sectors in the coming year and snapshots of the key hiring trends which will be shaping up. The idea is the both supply and demand side of talent can get an understanding of the other side of the table and calibrate accordingly. Though it is encouraging to see an increase in hiring numbers for a third consecutive year in a row, there are lot of areas which need to be looked at on both sides. The details of which will be

covered in the concluding section of the report. Having said that, with the kind of effort being made by the Government, academic institutions and bodies and employers together there is hope for lot of improvement. As all the aspirational growth projects enter into their second and third year, there will hopefully be some impact visible by this time next year. And when we bring the next edition of India Hiring Intent to you next year, it will bring shades of this growth!

Conclusion





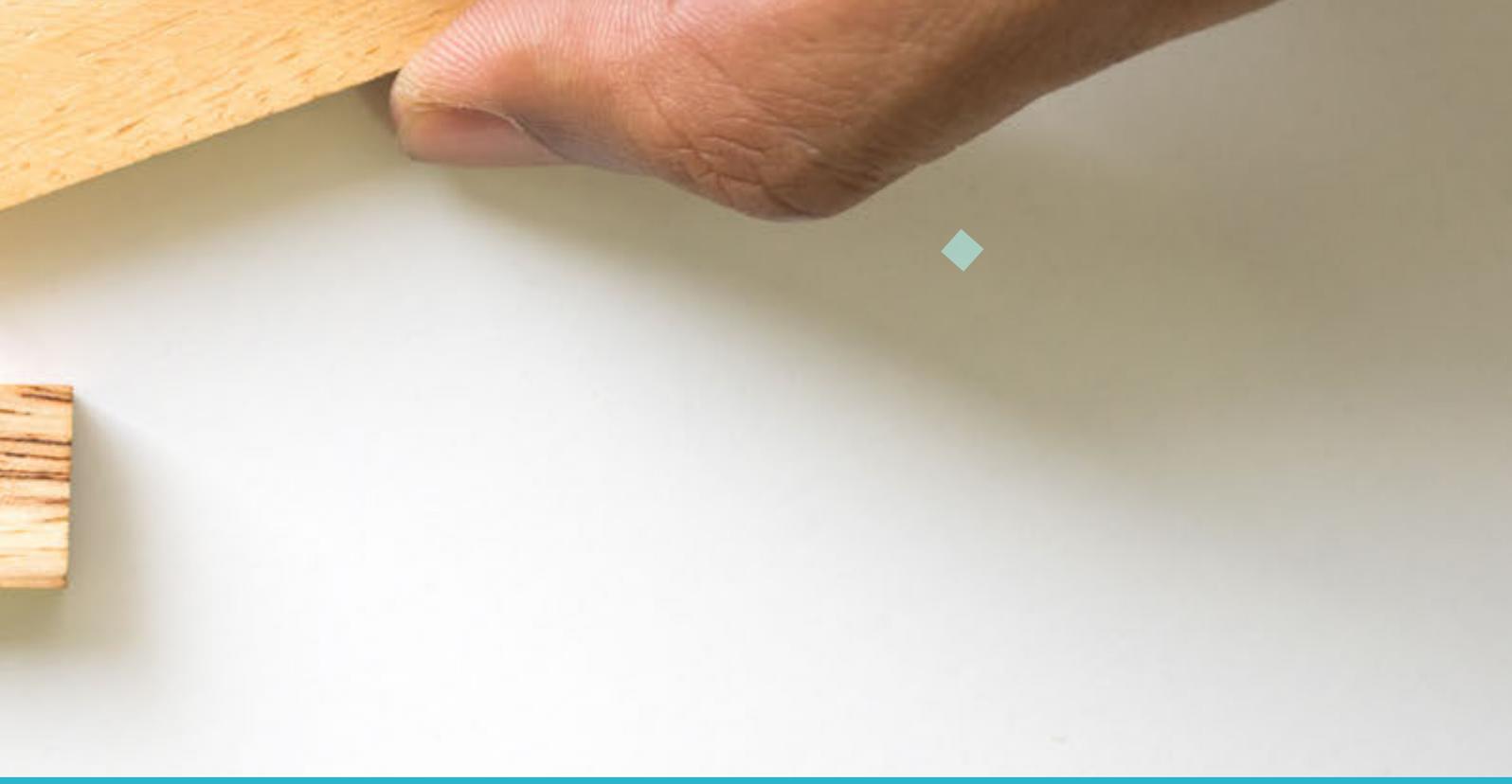
The India Skills Report 2017, in the previous three segments has captured various interesting aspects of the talent landscape. With the detailed analysis of WEST assessment, it has painted a clear picture of the employability status of the workforce which will join the market in the next few months. Though the percentage of employable candidates is still less than 50%, it is surely encouraging to see an increase from 34% in year 1 to over 40% in the current year. The India hiring Intent survey, on the other hand shared an outlook on how the hiring across sectors is going to vary as we move towards year 2017. Here again though the increase in hiring activity is estimated to be around 10% from current year to the next year; it is exciting to see a growth in hiring for the third consecutive year.

Like the previous three editions, these results have the reflection of the economic and business sentiments prevailing in India. Global economic environment is still volatile; it is commendable to retain this progress in the right direction and stand tall as the fastest growing economy of the world. As we reach the concluding segment of the report, we have tried to bring in some elements of matchmaking – from the data captured through WEST and India Hiring Intent Survey. For doing the same the analysis of WEST scores of about 5.6 Lakh test takers across states; age groups; domain areas and gender were studied parallel to the Analysis of responses of over 125+ employers to the India Hiring Intent Survey on the hiring trends and results were interesting as always!

Matchmaking talent supply and demand across states Using West and India Hiring Intent survey we were able to arrive at two interesting datasets. One was the top 10 states, which had the maximum composition of employable workforce and other the top 10 states where the maximum hiring activity happens. So parallel to the knowledge of where the best skill pool resides, we had the states from where the employers chose to hire. And below are the key states which made it to the list!

MOST PREFERRED HIRING DESTINATIONS AND TALENT AVAILABLE





When compared to the last year's data, there has been an increase in the number of states from 7 to 9. Though Delhi which was part of the list last year has moved out, the new state of Telangana, Karnataka and Gujarat entered the list.

As was the trend last year, these are the states where various skill development and industrial development initiatives are in place which are perhaps resulting in both supply and demand sides to come together. There are Investor meets, trade fairs being organised & facilities being provided for new business establishment which helps in market development and Various training and skill development initiatives to convert the "qualified" graduates to "skilled" prospects for employers. For e.g. the State government of Telangana has been making lot of effort both in the area of job creation by partnering with global companies, and at the same time working to increase the employability of its available workforce by investing in assessments, training and counselling. Early results look very encouraging. Similar efforts are being made by all the above states, and the initiatives are at different levels of implementation/completion. In direct

contrast of the above states, there were few states which did feature amongst the Top states in one of lists but failed to feature in other. However, unlike past three years the number of such states is very less. Which is encouraging.

Further to this, the data captured through WEST and India Hiring Intent Survey was also studied on the basis of the industry sectors and the state wise preferences of the sectors. The industry sectors which are considered in India Skill Report are different, not only in their area of work, services and products offered, but also in their hiring preferences. A combined study of data from the supply and demand side brought out the following insights. The Analysis of WEST data provided the various states where most of the "employable" candidates of different domains could be found. And in parallel, India Hiring Intent survey shared Industry wise domain preferences of each Industry sector. Combining both the data sets the Top states where the best talent for each domain areas is available, following states were identified as lucrative hiring regions for each of industry sectors:

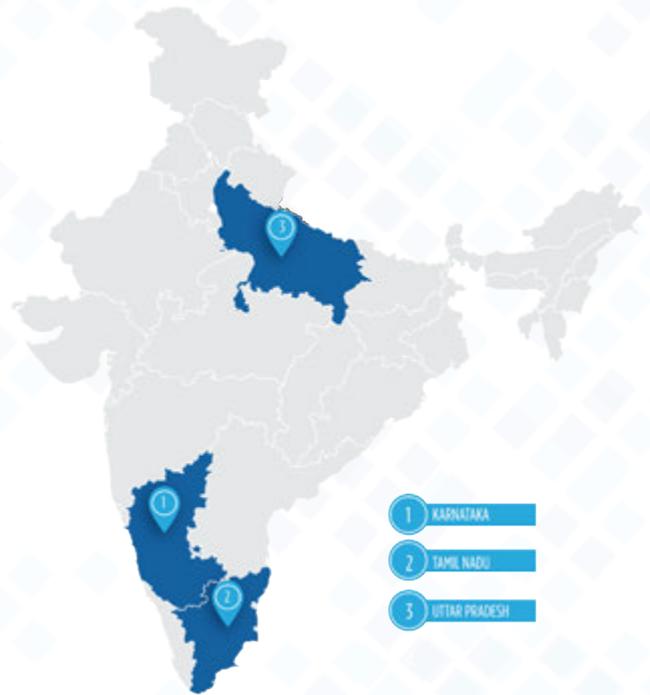
Matchmaking, Supply and Demand of Talent



BANKING, FINANCIAL SERVICES AND INSURANCE



BPO, KPO AND ITES



CORE SECTOR (OIL AND GAS, POWER, STEEL, MINERALS, ETC.)



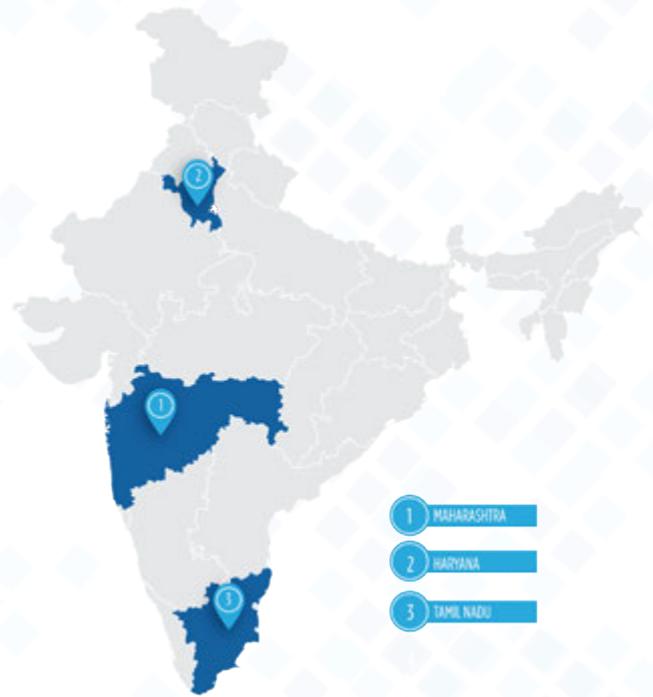
ENGINEERING AND AUTOMOTIVE (AUTO AND AUTO COMPONENTS)



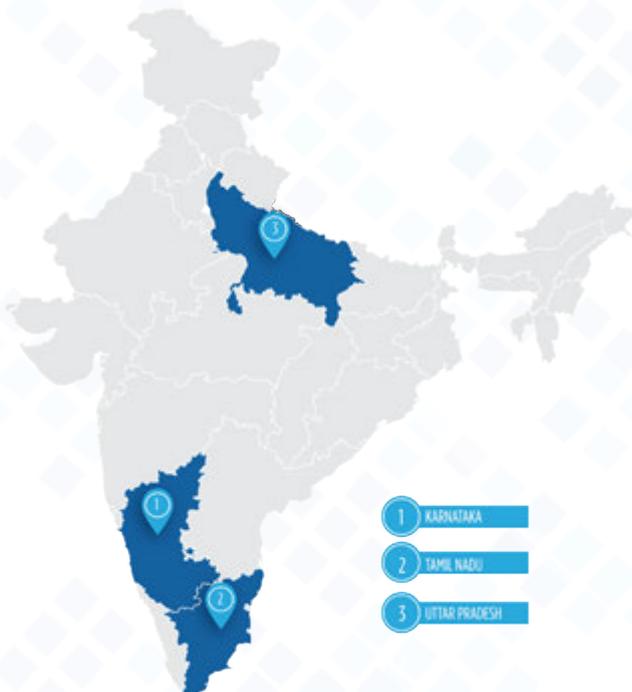
FMCG



HOSPITALITY (INCLUDING AVIATION, TOURS AND TRAVELS, HOTELS)



OTHER MANUFACTURING (NOT INCLUDING FMCG, CD, AUTOMOTIVE AND ENGINEERING)



PHARMA AND HEALTHCARE



SOFTWARE AND IT



In today's times when hiring the right talent and right time is very important, this information is very useful for the employers and can help them as they devise the hiring plans.

Matchmaking talent supply and demand - Demographic View

Different sectors involve and specialize in different kinds of work and thus hire different composition of workforce. For e.g. An industry that requires too much physical prowess, tends to have more male employees, an industry like BPO where the work timings are odd hires young population who can adjust to these time swings. To understand the overlaps between the Supply and Demand side over these factors when data captured through Wheebox Employability Skill Test and India Hiring Intent was studied together interesting insights came up. As per the data captured from most preferred age group for hiring as per the employers across industry sectors is below 30 years. On an average

TELECOM AND ALLIED



almost 75% of the employers preferred to hire from this age group. As per WEST analysis employability of workforce is highest in the age group 18-21 years, closely followed by 22-25 years.

The combination of these data points along with the experience wise hiring preferences of various sectors brought good news for sectors BFSI, Hospitality, and Core sector, which not only have a preference for this age group but also prefer to hire freshers in their workforce. It might really help if academia and government can work along with employers to keep the talent ready for these sectors. Another important insight which might be helpful for the supply side is that almost 80% of employers across sectors are either hiring or have plans to hire from campuses. This hiring could happen in the form of permanent employment or in the form of internships. Either ways employers are interested in building a talent pool, and students are also equally interested to avail this opportunity (88% candidates wanted to avail internships). We just need to create channels for this interaction to happen. This is a high priority item and will have a lasting impact in the matchmaking journey of talent landscape.

Bridging the Gender Gap





“Gender Diversity” and bringing more women to join the workforce has been a key focus area for the Government and the corporates alike. According to the data captured in India Hiring Intent Survey, the gender ratio is still at 71:29. But there are efforts being made by employers, who have taken hiring targets to bring more women to the workforce. Though there are still some sectors which specifically because of the work conditions cannot hire women in large numbers, for all other sectors it would be interesting to identify the states where more employable female workforce is available. As per the WEST data, the states from where the composition of employable female candidates is significantly high are “Rajasthan, Andhra Pradesh, Karnataka, Telangana, Maharashtra, West Bengal, Uttar Pradesh, Haryana, Tamil Nadu, Gujarat”. If we compare this data with the current preferred hiring locations of employers across sectors like BFSI, Core, Hospitality and Telecom are on the right track, especially from hiring more females as freshers. We are increasingly venturing into a world where women do not want to restrict themselves from doing any kind of work. They are ready to take up challenging roles even in sectors like core, mining and telecom. Though the number might not be very high but if employers in these sectors are able to devise an impactful training program to hire fresher female candidates and shape them into the high performing executives of tomorrow the future might be completely different from today's reality.

This brings us to the end of India Skills Report 2017 Analysis. Every passing year we try to bring in more insights both from the supply and demand side of talent. We hope these insights help all the key players in the talent landscape in taking decisions and thus help in shaping the India of our future. The day when India would be expected to play the role of the HR capitol of the world is not far and we believe that the efforts being put by everyone in the ecosystem will make this journey an exciting one!

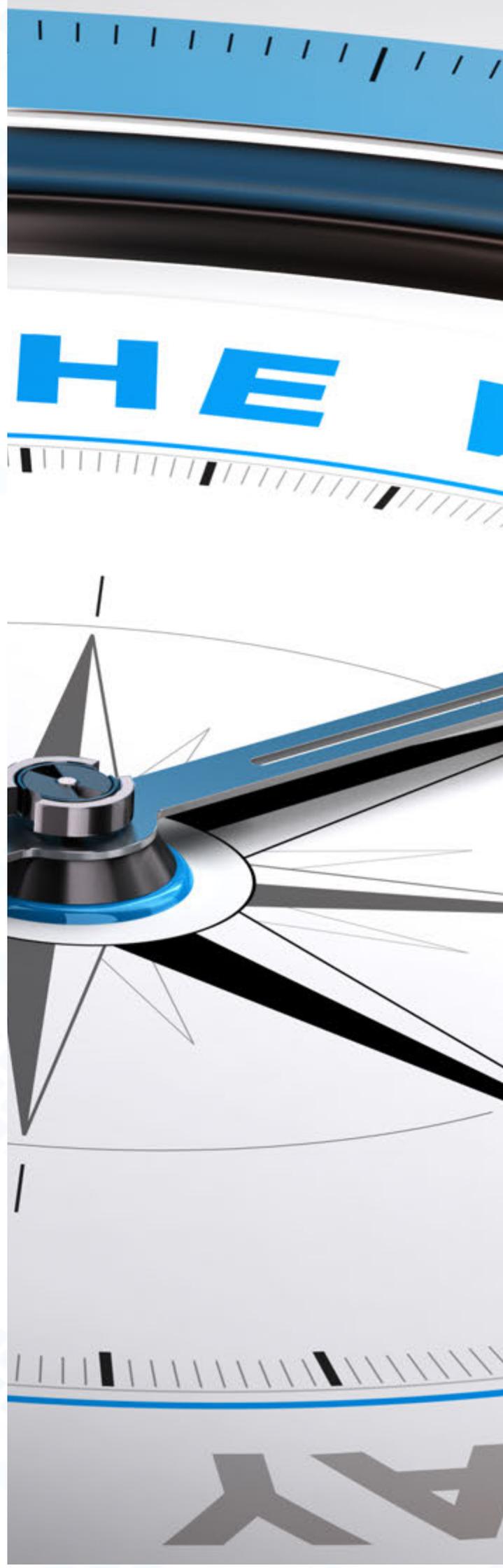
As we launch the fourth edition of India Skills Report, it is exciting to see numerous initiatives in the space of skilling and job-skill matchmaking which are either changing or have the capacity to change the picture of the talent landscape. The idea of this report was to equip the two ends of talent supply chain- the supply side (candidates and academia) and the demand side (the employers) with necessary information which can bridge the gap existing between two sides.

While the report continues to do so every year, the relevance of such a report increases manifold when the government, academia, employers take time to act based on this information.

This interest from the both ends of supply chain and the Government, is what has helped in maintaining the reach of the report as well. In the fourth edition of India Skills Report we were able to reach out to over 550000 students across domains for taking WEST and over 125+ employers spread across 11 Industry sectors who participated in the India Hiring Intent Survey.

As the skilling and job- skills matchmaking initiatives pick up pace, not only at National level, but also at the state level, with the State Governments picking up the rigor , we see a report like this to play a much wider role. The corporates are increasingly understanding the need and impact of such initiatives and are partnering with the Government and academia not only in job creation but also in making the supply side job ready . India Skills Report with each coming year will continue to provide the much needed insights that can help in enriching such initiatives.

It looks like an exciting way ahead and we are all ready to be a part of this journey and contribute in bringing the Jobs and Skills together. Hope with each edition of India Skills Report we are able to contribute towards a developed and skilled India.



The Way
Forward



Appendix





10000
8000
6000
4000
2000
0
-2000
-4000
-6000
-8000

Jan Feb Mar

Mar Apr May Jun Jul Aug Sep Oct Nov Dec



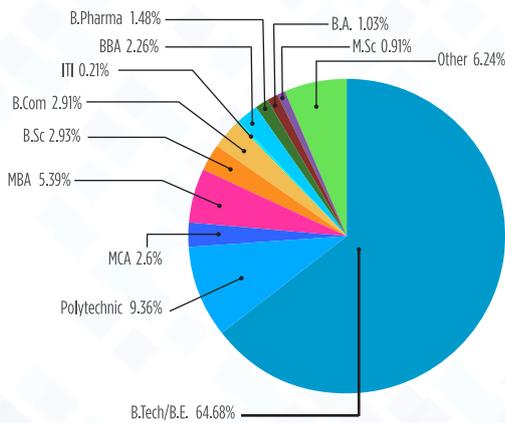
Objective of the Report

To create standard reporting guidelines on potential skill supply-demand gap, that can provides insights into the hiring trends of the market while understanding the needs of the job seeker and organizations.

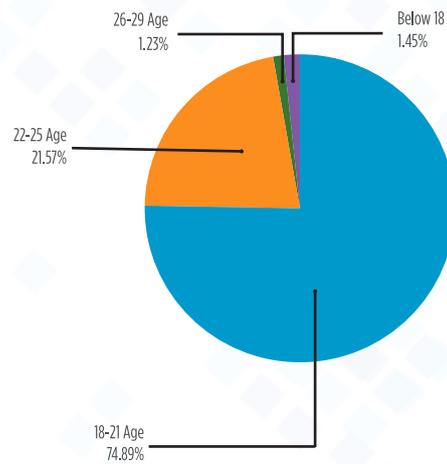
Wheebox Employability Skill Test

WEST was conducted, to check the “employability” of the skill pool using reliable talent assessment tool across domain areas. WEST assessed the test takers on five areas, Domain Knowledge, Communication Skills, Computer Skills, Numerical and Logical Ability and Behavioral traits. This test was taken by about 550000 students across states and domain areas. The detailed respondent profile of the test takers is shared below.

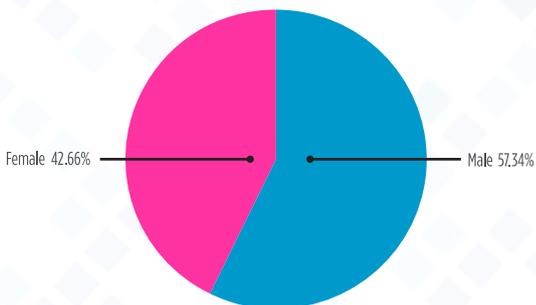
DOMAIN WISE DATA



AGE WISE DATA



GENDER WISE DATA



With the help of the scores of these respondents a comprehensive analysis of the skill pool was done, the details of which have already been shared in the report. The insights shared would hopefully help the academia, government and the employers to take steps for improving the quality of skill pool.

The India Hiring Intent Survey

The India Hiring Intent Survey, a close ended questionnaire was the instrument used to capture the outlook of the Employers or Job Demand side. In this 18 question survey, employers were asked about their hiring mix, their preferences for hires based on domain, age group etc. Information about their preferred states for hiring preferred skills in a candidate etc. were also captured to provide meaningful insights to the talent supply side. About 125+ employers across 12 Industry sectors participated in the survey and shared their thought process. The sector wise respondent profile is shared below.

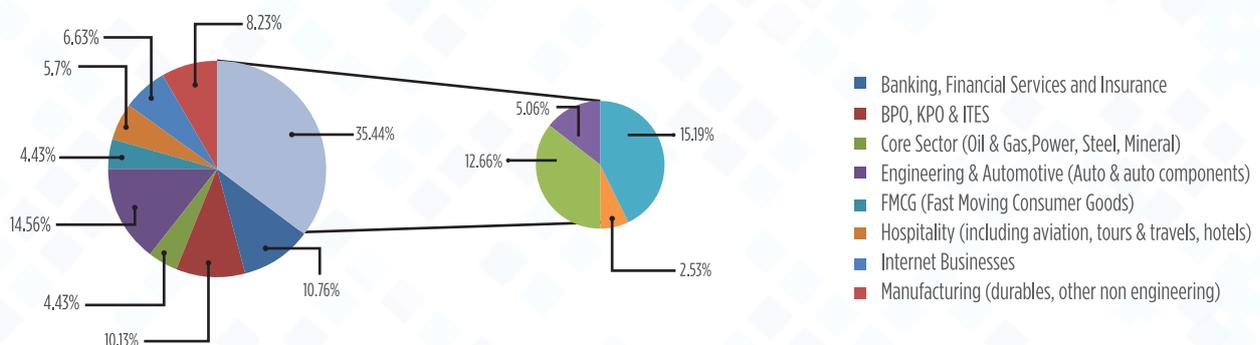
The detailed analysis of the responses received has already been covered in Report. These insights provide a glimpse of the corporate world to the skill supply side , can be used as guidelines for matchmaking the talent supply and demand sides.

Analysis – The methodology

The Analysis process for India Skill Report was a two step process. As the first step, a first cut analysis of the scores of test takers of the employability skill test, and the employers' response to the corporate survey was done separately. Normalization was done to remove any kind of skewness in the data. Inferences derived from these

Individual analyses were use to provide detailed insights of the "Supply" and "Demand" world which are covered in the section II and section III of India Skills Report. As would be evident from the analysis in these two sections, the data collected from the two sides was analyzed primarily from three angles: Demographic, Geographic and Sectoral. Demographic angle covered the insights of the WEST scores and Corporate Job survey from the perspectives, like age group, Gender etc. The Geographic stance provided the state wise status of employability in the skill pool and available jobs. And finally Industry wise focus (primarily for the corporate job survey) helped understand the industry wise preferences. Domain specific supply and demand status was also captured by analyzing the scores of Individual domains, and also analyzing the employer responses on their domain wise preferences. All this formed part of the first cut analysis of data collected. This first cut information from both ends was then used for matchmaking and drawing combined inferences that would help both the supply and demand sides of skills to take future decisions. These combined inferences are covered in detail in the Section IV of the Report. These individual and combined inferences drawn from Demand and Supply side data, paint a comprehensive picture of the skill landscape of India. This information can be used to create guidelines for consolidated action by academia, employers, students as well as Government against the Talent Supply-Demand mismatch challenge that stands in front of the nation.

RESPONDENT PROFILE





Integral University, Lucknow

Emerging University of North India - Integral University

Integral University, Lucknow has tied up with Yamaha Motors for in-campus training of technical students by their experts for which the practical labs are being set up in the campus by Yamaha Motors. Additionally, more than 100 industries, companies and technology parks have been impaneled by the University for summer training of our Engineering, MBA and Diploma students so as to make the students job ready during their academic programme. The Training and Placement department of the University is headed by a seasoned engineer and a naval commander having more than 35 years of Engineering, Management and training experience who has worked in various projects with Rolls Royce, British Aerospace, Singer Link miles (UK), Singapore Technologies and a large number of industries in India and abroad.

University has tied up with some of the best assessment experts like Wheebox etc who assess the University students at every stage for their employability and advise the University for training interventions. University has

also set up an Entrepreneurship Cell which is working in close coordination with LEDMAC (UK), E-Cells of IIT (Kanpur) and IIT (Kharagpur). These steps are designed to make our students ready for the industry well before their graduation.

In order to undertake the skill development, the students are awarded with a live project during their final year to sharpen their technical skills. These projects are evaluated by external examiners and industry experts. They are encouraged to work as social entrepreneurs in nearby villages adopted by the University so that students become useful to society. Our assessment partners continually assess the skill gap of our students and University uses their reports for timely interventions of skill training. So far more than 5000 alumni of the University are working with reputed companies like Tata Group, IBM, Infosys, Wipro, Capgemini, Deloitte, Infoedge, Nestle, Unitech, L&T, Biocon etc. In Government Sector our students are employed with Army, Navy, Airforce, Coast Guard, IAS, IPS and other state level services.

The University presently has more than 7500 students in the campus with sufficient hostel, wifi and library facility.



“ The University is associated with "India Skill Report (ISR)" initiative since last 02 years which has been a unique experience for us. The employability test "WEST" has been extremely useful for our students from placement preparation and job readiness point of view. Our association with ISR also helps us in getting the right inputs needed for excellence management of our education schemes, summer training and Industry interface policies.

On the occasion of publishing the India Skills Report 2017, I take the opportunity to wish the team very best and call upon all stake holders to utilize the analysis and recommendations of ISR for fine tuning the academic policies at the national level.

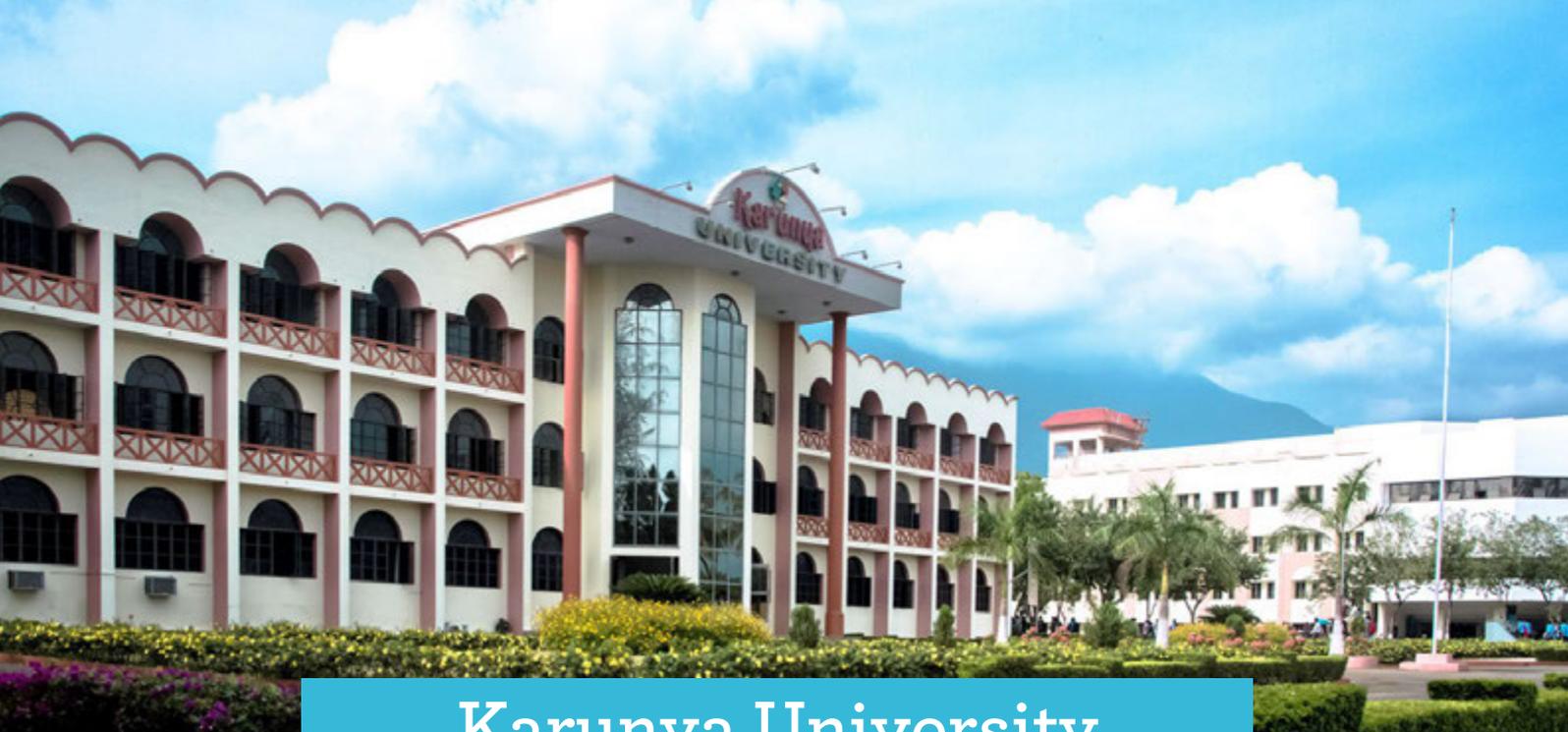
*~Commander (Er) RP Singh
Director (Training and Corporate Relations), Integral University*

About the University

Integral University, the first enacted Minority University in the country, started functioning from 1st April, 2004. The President of the Islamic Council for Productive Education, Dr. Saeed-ur-Rahman Azmi, and its General Secretary, Prof. Syed Waseem Akhtar, respectively took over as Founder Chancellor and Vice Chancellor of the University. Integral University was accorded recognition by U.G.C. under section 2(f) of U.G.C. Act, 1956. The University started its journey for providing quality education in 2004.

The existing faculties in the University were re-organized and new faculties of Science, Pharmacy, Education, Management Studies, Health & Medical Sciences, Agriculture Science & Technology and Humanities & Social Sciences were added. Besides this, progressively, a number of new programmes were added, including Master level programmes in Biotechnology, Industrial Chemistry, Electronics Circuits and Systems, Bioinformatics, Instrumentation Control, Microbiology, Production and Industrial Engineering, Machine Design, Computer Science, Civil Engineering, Power System and Drives etc. At present the University has 12 faculties and 47 departments. It offers 25 undergraduate programmes, 42 postgraduate programmes and 17 diploma courses, 3 certificate courses and 2 PG diploma courses. The

University has also taken up research programmes on a priority basis in almost all faculties of study. At present 451 research scholars are enrolled in the University under the PhD programmes and 185 scholars have already received doctoral degrees during the last seven years. Most of the courses conducted are approved by the concerned statutory bodies like CoA, PCI, NCTE, MCI and accredited by NBA-AICTE etc. The University is also accredited by IA (International Accreditation Organization), USA and NAAC. The University has a marvelous ambiance and academically lively and vibrant environment, highly conducive to higher and dedicated academic pursuits. "Go Green" is also one of the motto of Integral University. The campus has all the facilities like Medical Centre, Canteen, Students Activity Centre, Gymnasium, Sports-ground etc. In this constructive academic milieu, students adopt a superb savior-afire et savior-vive to lead a respectable and fulfilling life. Integral University lays special emphasis on student fraternity and brotherhood. The poor and deserving students, irrespective of their caste and creed, are given scholarships, in the memory of the (Late) Hazrat Abul Hasan Ali Hasni Nadvi alias 'Ali Miyan', the great thinker and philosopher. The University maintains transparency in its governance. All functional levels inclusive of academic programmes, administration, admissions, examinations, training and placement activities, finance and library services are fully computerized.



Karunya University

Raising Professionals with values and social concern.

Karunya is committed to raise Value based Professionals, Leaders and Technocrats who are sensitive to the societal needs and Innovators who find solutions to the human problems,

To realise the dream, Karunya has a separate Dept for Value Education which focuses on imbining Professional Ethics, Values, Nurturing life skills and Exposure to the societal problems.

The Karunya Competency Development Centre is the answer to the need of equipping our students with relevant skills to make them market ready and employable. Various industry relevant training programs and mini projects for hands on practical knowledge is part of the regular academics which makes this university special and unique.

Centre of Excellence in partnership with industry leaders from different campaigns are also available in campus which caters to the training needs of the industry as well as building an ongoing industry-academia partnership. We have partnered with Wheebox to conduct employability skill test at our campus which helps us to identify the areas where we can help our students to improve their skills.

About the University

In the year 1981, Late Dr. D.G.S. Dhinakaran received the divine commission to start a Technical University which could bring forth outstanding engineers at the national and global level. The Karunya Institute of Technology was started as a private, self-financing engineering



“ The high rate of functional illiteracy in India is due to a large gap between academic institutions and the needs of the industry. The India Skills Report by Wheebox is a good initiative that helps us understand the gaps and take remedial actions.

~Dr M J Xavier
Vice Chancellor, Karunya University

college on 4th October 1986. In 2004 it was awarded the Deemed-to-University status.

National Institutional Ranking Framework (NIRF), MHRD Govt. of India has ranked Karunya University among top 50 universities; 5th under outreach category, 35th under research professional practice and collaborative performance, 44th under engineering institutional category and 48th under university category. Karunya was identified as the Best University Serving Social Cause in India by the Associated Chambers of Commerce and Industry in India. Karunya was awarded "Best Deemed University in Tamil Nadu" during Asia Education Summit Organized by Worldwide Achievers Pvt. Ltd. Karunya received Guinness Record for participation in largest lessons event organized by the Coimbatore city Municipal

Corporation.

In the past one year there are several notable achievements; 11 patents were filed, 223 papers were presented in conference, symposium and workshops, 225 papers were published in reputed and indexed journals, and received an extramural funding of 745 crores.

Karunya University has entered into agreements with other institutions as well. It has signed a good number of MoUs in establishing collaborative ventures with foreign Universities and Technical Institutions/ Industries/ professional bodies in terms of students' projects, exchange of faculty, twinning/ dual programmes, joint research activities, establishment on Centers for Excellence in advance scientific/ technical areas, etc.



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A-10, Infocity, Sector- 34
Gurgaon, Haryana 122001
www.peoplestrong.com



Confederation of Indian Industry

249-F, Sector 18, Udyog Vihar
Phase IV, Gurgaon, Haryana 122015
www.cii.in



A-10, Infocity, 2nd Floor
Sector- 34, Gurgaon, Haryana 122001
www.wheebox.com

Network Partner



Research Partner



Impact Partner

