FUTURE OF WORK - 2024

Balancing Priorities in an AI-driven World

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Foreword

Achyuta Ghosh
Head, Research, nasscom insights

Sashi Kumar
Head of Sales India, Indeed.com

Over the past few years, the world of work as we know it has been undergoing tremendous change. Macroeconomic uncertainties, business downturns, pandemic, geo-political tensions, rapid technology advancements and a lot of other factors continue to impact the how, the who and the where of work. Population demographics are also changing – Gen Z is playing a decisive role in defining trends, Gen Alpha is just around the corner, and organizations are navigating this churn.

Advancements in technologies, esp. AI/ML, is leading job market transformation which in turn is shaping the skills needed, both technical and business/soft skills. With the differing priorities of Gen Z, organizations are seeing a divergence in what they offer versus employee expectations. Technology companies must have policies and processes that are continuously adaptable to these changes. At Nasscom, we have been cognizant of these factors, and have been analyzing the Future of Work (jobs, workforce and workspace) trends to help India's technology industry stay ahead in the game.

The 2024 edition of the report covers the Future of Jobs – how technology and automation are changing existing job roles and creating new roles, and therefore, the existing skills available today may no longer be sufficient. This calls for reskilling of employees @ scale, a lifelong journey that will evolve as newer technologies/advancements emerge. Organizations and their HR leaders will need to ready their systems and processes to be extremely dynamic and agile to respond to these changes. The recent pandemic has also raised questions about where work will be done, with most organizations now preferring three or more days in office. The Future of Workforce section analyses workforce dynamics – the multi-generational workforce, the impact of the Gig economy on team structures & roles. It covers what goes into shaping an ideal job from the perspective of the employer and the employees and highlights the mismatches. The Future of Workspace section focuses on location strategy showcases how companies are making work-in-office an attractive proposition and the importance of ESG initiatives as an anchor to attract and retain relevant talent. In the final section, we propose a change management framework – balancing employee expectations, organizational goals, HR priorities, and leadership priorities.
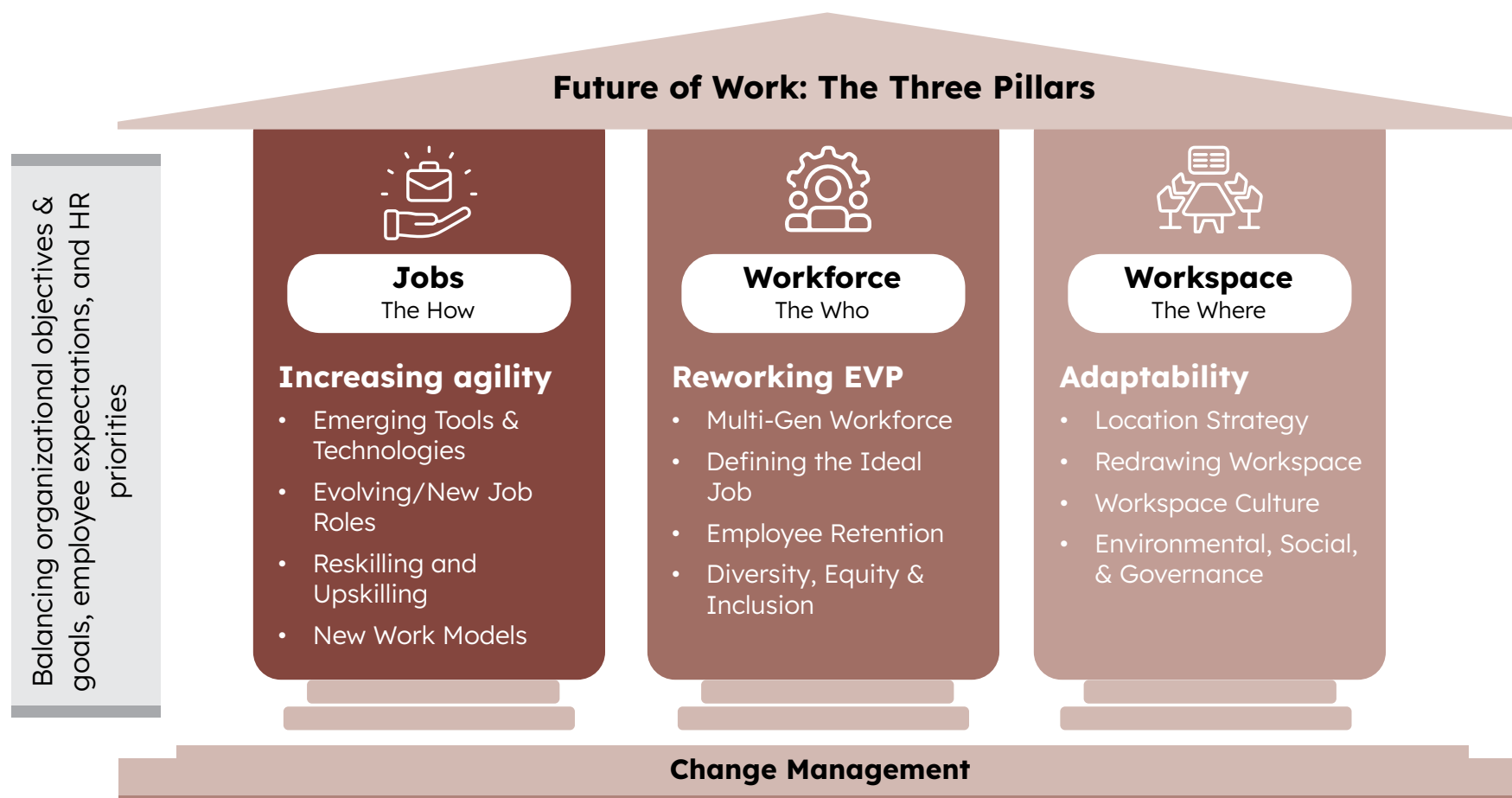
We hope you find the report useful and that it will help you steer your company in the right direction in these ever-changing times.

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Executive Summary

Future of Work - 2024: The transformation continues

Over the past four years, the Future of Work theme has undergone significant transformation influenced by technological advancements, evolving employee expectations, and the aftermath of the COVID-19 pandemic. The fourth edition of the Nasscom-Indeed Future of Work report delves deep into the 3 pillars of Jobs, Workforce and Workspace:

Future of Work: The Three Pillars

Balancing organizational objectives & goals, employee expectations, and HR priorities

Jobs
The How

Increasing agility

- Emerging Tools & Technologies
- Evolving/New Job Roles
- Reskilling and Upskilling
- New Work Models

Workforce
The Who

Reworking EVP

- Multi-Gen Workforce
- Defining the Ideal Job
- Employee Retention
- Diversity, Equity & Inclusion

Workspace
The Where

Adaptability

- Location Strategy
- Redrawing Workspace
- Workspace Culture
- Environmental, Social, & Governance

Change Management

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"Future of Jobs" – What has changed since last year?

		Trends - 2023	Trends - 2024	Change over last year
Emerging Jobs, Technologies and L&D	**In-demand technologies**	1. AI/ML & Analytics 2. Cloud 3. Cybersecurity	1. AI/ML & Analytics 2. Cybersecurity 3. Cloud	• 1.6X increase in demand for AI led job families • Cybersecurity replaces cloud at the second spot
	In-demand job roles	1. Data analyst/Data scientist 2. AI/ML expert 3. Cybersecurity specialist	1. Data analyst/Data scientist 2. AI/ML expert 3. Cybersecurity specialist	• Top job roles remain the same as last year
	Top Skills – HR Leaders	1. Core Technical Skills 2. Professional Competencies: Analytical thinking, Problem-solving and Collaboration	1. Core Technical Skills 2. Learning Attitude 3. Analytical Thinking and Problem solving	• HR leaders consider **Learning Attitude as one of the most essential skills,** while for the current and future workforce, identifying the right skills to learn and applying their learning to real-world projects are the most important asks
			Gen AI usage • Majority of current and future workforce are **frequent users of Gen AI** – use cases range from coding and programming to creating content • They also consider themselves **well prepared for the evolving job roles of the future**	• Use of Gen AI tools has increased over the last year, with this technology breaking out from the proof-of-concept stage and seeing increasing commercial applications
Work Models		• **67%** of the organizations followed the 3+ days/week in office approach • **~84%** of organizations had explored or were willing to explore gig models	• **73%** of the organizations now following 3+ days/week in office approach • **~84%** of organizations have explored or are willing to explore gig models	• **Average time spent in office has increased by 1.2X** due to effective return to work initiatives • Non-traditional work models continue as an alternative - Gig maintains its status quo, primarily leveraged for **on-demand services and access to specialized skills**

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"Future of Workforce" – What has changed since last year?

Trends - 2023

Trends - 2024

Change over last year

Workforce Dynamics

Top Criteria for Selecting an Organization

Gen Z and Millennials constitute majority of the tech workforce - reshaping work and workplace

Millennials
1. Learning and Growth
2. Culture and Ethics
3. Financial Benefits

Gen Z
1. Learning and Growth
2. Culture and Ethics
3. Brand Value/ Financial Benefits

Share of Gen Z increases as more join the tech workforce

Millennials
1. Learning and Growth
2. Brand Value
3. Financial Benefits

Gen Z
1. Learning and Growth
2. Brand Value
3. Culture and Ethics

- Share of Gen Z continues to rise while the tech savvy Gen Alpha will join workforce sooner than past generations leading to increased focus on generational diversity
- Learning and Growth continues to lead with ~50% of current workforce spending an average 3-5 hours per week on learning
- In 2024, **Brand Value gained prominence** as the second most important criteria for selecting an organization

Top Criteria for Staying in an Organization

Millennials
1. Job Security
2. Compensation and Benefits
3. Work Environment

Gen Z
1. Career Growth
2. Learning and Development
3. Compensation and Benefits

Millennials
1. Job Satisfaction
2. Work-Life Balance
3. Job Security

Gen Z
1. Career Growth
2. Job Security
3. Job Satisfaction

- **Job satisfaction takes prevalence over job security** as the top priority for Millennials
- Gen Z continue to value career growth as the top criteria, with an increased focus on leadership development

- **63%** of the Millennials planned to continue in their present job for over two years

- **Over 70%** of current and future workforce plan to continue in their present/first job for over two years

- Job stickiness improves across all categories

HR Priorities

1. Career Growth and Skill Development
2. Flexible Work Environment
3. Purpose-Driven Engagement
4. Transparent Communication
5. Compensation and Benefits
6. Wellness and Mental Health Support

- HR priorities largely aligned with workforce requirements; however, there is a **need to increase focus on health and wellness, and compensation**

DEI Focus

80%+ organizations were focused on DEI initiatives

80% of organizations are focused on DEI initiatives

Though organizations continue to focus on DEI initiatives, only 38% of current workforce see an on-ground impact

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"Future of Workspace" – What has changed since last year?

		Trends - 2023	Trends - 2024	Change over last year
Geo Expansion		~**80%** of the organizations were planning to expand their geographic presence	~**80%** of organizations plan to expand their geographic presence	Interest in office space expansion continues
	Location Preference for Expansion	1. Emerging cities – 54% 2. Tier-I cities – 43% 3. **Not Sure – 3%**	1. Emerging cities – 37% 2. Tier-I cities – 32% 3. **Not Sure – 32%**	Though focus on emerging cities continues, **location strategy is not definitive this year** due to inconsistent demand environment
		40% of organizations planning to expand were looking to **lease new offices**	**58%** of organizations planning to expand are looking to **lease new offices**	**1.5X growth** in the share of organizations opting to lease new offices
Workspace Design	**Top design aspects implemented**	1. Collaboration spaces 2. Physical and digital security 3. Sustainability features/ initiatives	1. Flexible workspaces 2. Collaboration spaces 3. Fun and recreational facilities	**Flexible workspaces remodeled** as per workforce requirements and more space for fun and recreation have become the focus in office designing
	Top design initiatives for innovation	1. Collaboration spaces 2. Adaptable workspaces 3. Cross-functional collaboration areas	1. Collaboration spaces 2. Informal meeting spots 3. Adaptable workspaces	Informal meeting spots for open communication, and adaptable workspaces for free flow of information and experimentation, the key focus areas aimed at driving innovation
ESG Focus		• **80%** Organizations believed it is very important to incorporate ESG principles into their policies • Employees believed that their organization is actively working on environmentally sustainable practices	• **80%** Organizations believe it is very important to incorporate ESG principles into their policies • Employees believe that their organization is actively working on environmentally sustainable practices	• Like last year, organizations and employees see perfect alignment on ESG in 2024 • **Social Impact Volunteering and Carbon Footprint Reduction** - the most popular programs

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Evolve with change is the only way forward for organizations

Approach for a successful Employee Value Proposition

Foundation of an Effective EVP

3 As to design your EVP

- **A**ttractive - Innovative perks for employees beyond compensation & benefits, make it **people centric;**

- **A**lign with organizational goals; Integrate employer branding, Employer Value Proposition and Employee Experience;

- **A**dapt with the evolving times

F.O.R.C.E. – Framework for a "people-centric" EVP

- **F**lexibility and autonomy to empower employees

- **O**pen Communication - allow for employees' voices to be heard, inculcate a culture of inclusivity

- **R**espect and recognition

- **C**ommon purpose - communicate to employees' how their work contributes to company objectives and goals

- **E**mployee Learning and Growth

Leadership also needs to L.E.A.R.N.

| **L**ead by example | **E**mpower employees | **A**llow for experimentation | **R**espect and trust employees | **N**urture future leaders |

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> **Machine learning expertise is very important because there is a growing need for experts who can build the large language models.**
>
> CHRO of a Tech MNC

Future of Work

2 Future of Workforce

4 Rethinking the Employee Value Proposition

1 Future of Jobs

3 Future of Workspace

Future of Jobs – Key Messages

Tech interventions – Reshaping Job roles and Processes

Automation
- Workflow automation, collaboration tools, project management – top 3 areas seeing high automation
- 54% identify AI/ML & Big Data Analytics as the most in-demand job families. Cybersecurity has replaced Cloud as the second most in-demand job family
- Emerging job roles: Data analyst/scientist, AI/ML expert, cybersecurity specialist

Gen AI Usage
- ~55% of current and future workforce are frequent users of Gen AI tools
- ChatGPT, CoPilot – the most commonly used tools

Learning Attitude – The key ask from HR leaders
- HR Leaders rate Core Technical Skills and Learning Attitude as the two most essential skills
- The current and future workforce's focus is on AI/Gen AI, Creativity and Communication skills
- Learning Attitude – is the key gap that the workforce need to treat as essential to fall in line with the HR leaders' requirements

Being future ready

Being future ready
- ~70% current workforce and >50% of future workforce feel prepared to take on the evolving job roles
- HR is building the relevant skills through continuous learning programs, mentoring/coaching and cross-functional training

L&D Journey

L&D Journey
- Key ask of the workforce - Identifying the right skills to learn; opportunity to work on real-world projects
- Key drivers: Higher pay package, personal growth & development

Tech enabled HR processes
- HR processes are increasingly becoming tech-enabled across the value chain.
- AI, Analytics and Cloud are the holy trinity leading this shift

Work models
- ~60% companies are continuing with the hybrid work model
- Current and future workforce - overwhelming support for the hybrid model
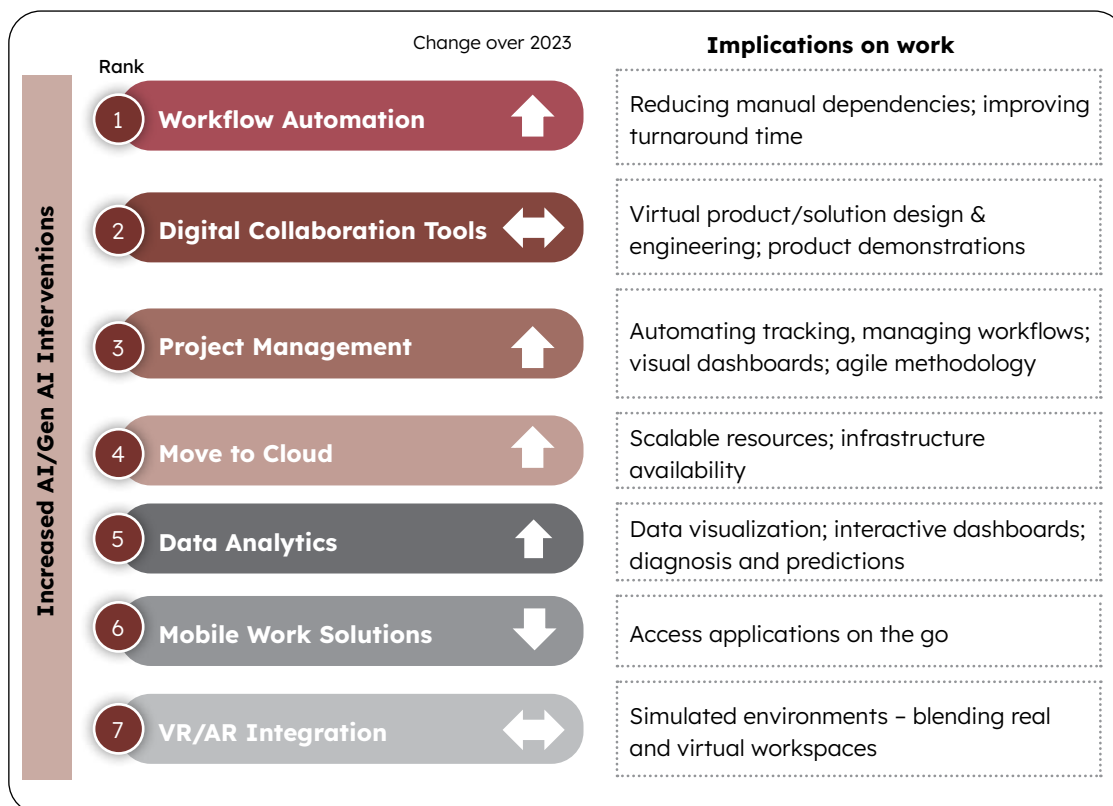- 32% - full return to office

Non-traditional employment
- 84% of the respondents are leveraging the Gig economy
- Use cases include on-demand services, access to specialized skills, flexible resource allocation

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AI-led technology penetration in work streams is altering existing job roles...

Technological intervention for enhanced productivity

Increased AI/Gen AI Interventions

Rank   Change over 2023   **Implications on work**

Rank			Implications on work
1	**Workflow Automation**	↑	Reducing manual dependencies; improving turnaround time
2	**Digital Collaboration Tools**	↔	Virtual product/solution design & engineering; product demonstrations
3	**Project Management**	↑	Automating tracking, managing workflows; visual dashboards; agile methodology
4	**Move to Cloud**	↑	Scalable resources; infrastructure availability
5	**Data Analytics**	↑	Data visualization; interactive dashboards; diagnosis and predictions
6	**Mobile Work Solutions**	↓	Access applications on the go
7	**VR/AR Integration**	↔	Simulated environments – blending real and virtual workspaces

- Digital collaboration tools continue to be one of the top areas of investment amidst the continuity of the hybrid work model
- Investments in cloud are increasing as companies ready their infrastructure for AI

Source: Nasscom

Gen AI: Automation of current job roles

(Illustrative)

BPM
- F&A – Invoice processing, fraud detection, financial forecasting
- Knowledge management – Content creation, data reporting
- SCM – Autonomous sourcing and inventory optimization
- Call center / Customer service – Chatbots

HR
- Career coach – Design career roadmap, match skills to open positions / opportunities
- Workforce planning – Analyze existing skills, identify gaps, develop learning paths; also for office space utilization trends
- Procurement: Compile requirements, identify potential freelancers/contract employees, schedule interviews
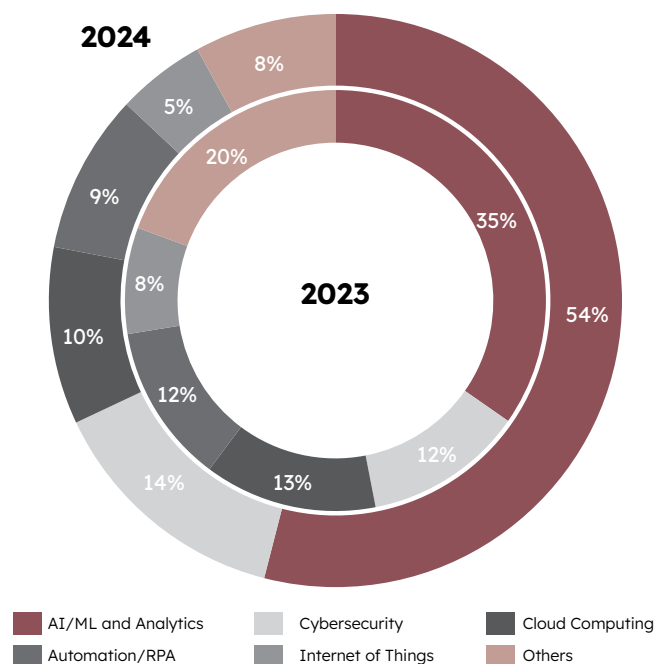
Quality Assurance
- AI for test case generation, test data & test scripts generation, carry out regression testing, user interface testing, identify and resolve bugs, application verification

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...leading to 1.6X increase in the share of AI-led job families

AI/ML continues to lead with Cybersecurity replacing cloud as the second most in demand job family

2024: Top five in-demand job roles remain unchanged over last year

Most In-Demand Job Families
(% respondents)

2024

2023

- 35%
- 54%
- 12%
- 13%
- 14%
- 12%
- 10%
- 8%
- 9%
- 20%
- 5%
- 8%

Legend:
- AI/ML and Analytics
- Automation/RPA
- Cybersecurity
- Internet of Things
- Cloud Computing
- Others

Job roles - 2024

Specific skills

(Illustrative)

Rank

Rank	Job role	Specific skills
1	Data Scientist/Analyst	Database Management, Advanced Data Analytics, Data Modelling & Processing, Data Governance
2	AI/ML Expert	ML-as-a-Service (MLaaS), Data Clustering, Anomaly Detection, Regression and Classification, Data Engineer/ Architect
3	Cybersecurity Specialist	Analyst Operations Technology, Analyst IoT Security, Analyst Compliance & Audit, Privacy Analyst, Analyst Hardware & Network Security, Penetration Tester, Cybersecurity Analyst
4	Cloud Architect/Engineer	Network engineer, Cybersecurity, Operating Systems, Data Storage, Coding languages (Python, Java, C#)
5	DevOps Engineer	Networking Fundamentals, Containerization & orchestration, Cloud Deployment, Infrastructure as Code (IaC)

Note: Others includes 3D Printing, AR/VR/MR, Blockchain, Digital Twin, Edge Computing, Networking, Quantum Computing, etc.
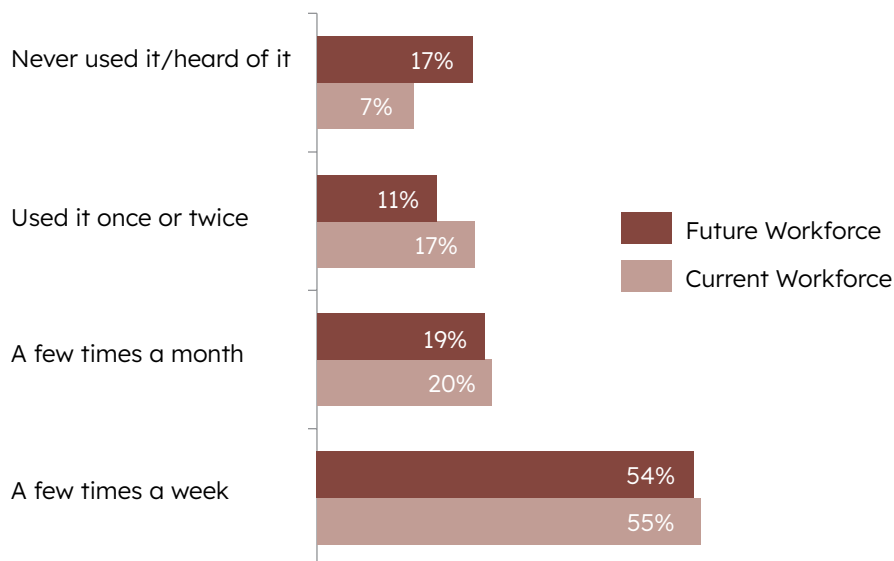
Source: Nasscom

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Majority of current and future workforce are frequent users of Gen AI

ChatGPT is the most popular AI tool in use across both groups; other Gen AI tools are slowly gaining acceptance
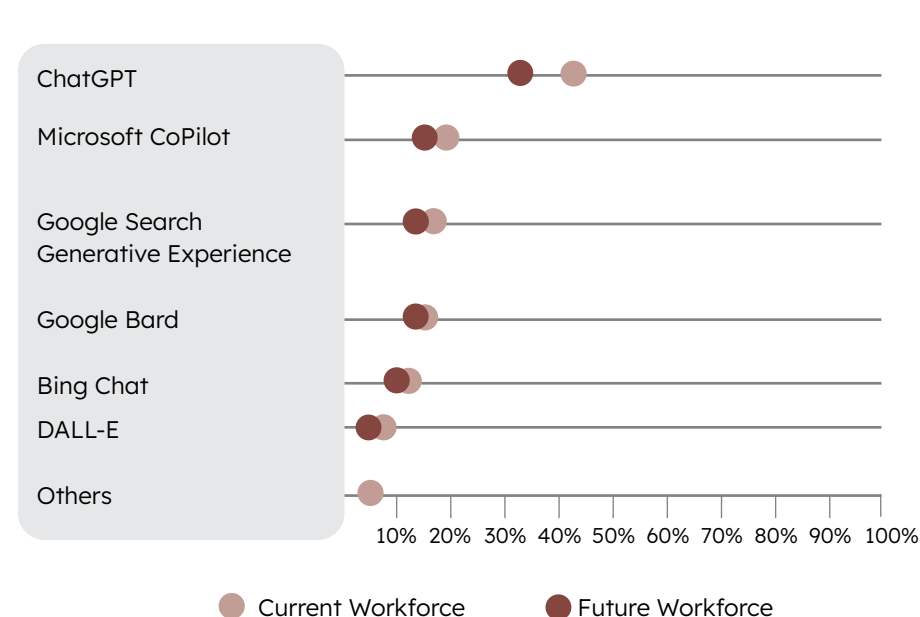
Do you use Gen AI regularly?
(% responses)

	Future Workforce	Current Workforce
Never used it/heard of it	17%	7%
Used it once or twice	11%	17%
A few times a month	19%	20%
A few times a week	54%	55%

- Future Workforce
- Current Workforce

Which tools do you use?
(% responses)

ChatGPT

Microsoft CoPilot

Google Search Generative Experience

Google Bard

Bing Chat

DALL-E

Others

10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Current Workforce   Future Workforce

Why are they using Gen AI?

- Current workforce: Enhance competencies, creativity, written communication, for core R&D, building / improving software programs and for personalized content
- Future workforce: For learning & development, improving their general knowledge and communication skills; also as a mentoring tool and for creating content
- A small set stated using Gen AI to chart out career roadmap and to explore AI's capabilities

Note: Totals may not add up to 100% due to rounding off

Source: Nasscom

16

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Learning Attitude, one of the most essential skills for HR leaders

Top skills evaluated in the Age of AI

HR Leaders

Rank

1. Core Technical Skills
2. Learning Attitude
3. Analytical Thinking / Problem Solving
4. Domain Knowledge
5. Ethics and Integrity
6. Communication Skills

- **Core technical skills** Most relevant in the current age of AI as these form the basis of any new technology
- **Learning Attitude**
  As technologies continue to evolve, learning attitude is a crucial ask. A learning attitude entails not just gaining technical skills but having a curious mindset, self motivated, a team player open to imbibe the organization's culture.

Top skills for a successful career in the next three years workforce

Current Workforce   Future Workforce

Rank

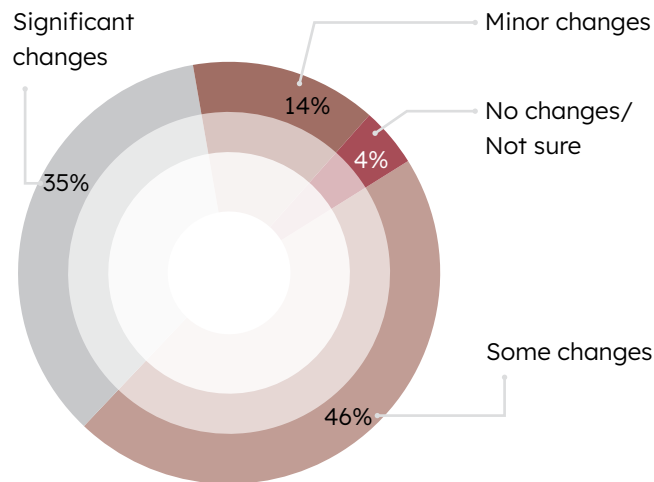| Current Workforce	Rank	Future Workforce
AI/Gen AI Skills	1	AI/Gen AI Skills
Creativity / Innovation	2	Communication Skills
Leadership Skills	3	Analytical Thinking/Problem Solving
Communication Skills	4	Leadership Skills
Analytical Thinking/Problem Solving	5	Creativity / Innovation
Learning Attitude	6	Learning Attitude

Learning Attitude – The key gap to be bridged
- HR leaders rated Learning Attitude as the second most important trait they seek in employees as they look to instill a continuous learning culture
- Current and future workforce, however, indicated their need to learn via hands-on experience (real-world projects)

Source: Nasscom

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The current workforce is confident of facing changes in job roles - reflective of organizations' focus on skilling...

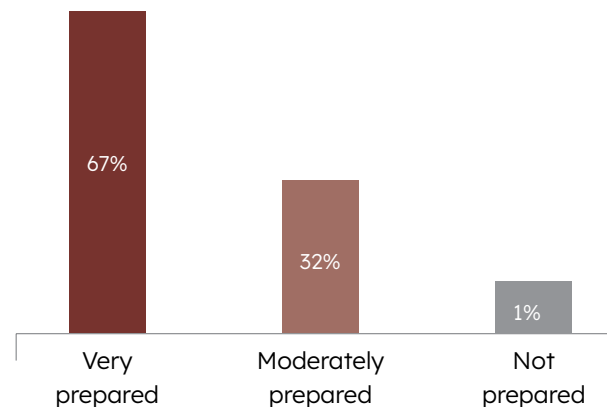### How do you perceive the changing landscape of job roles in the next decade?

(% responses)

Significant changes

Minor changes

14%

No changes/ Not sure

4%

35%

Some changes

46%

How prepared are you for the next 3 years of work?

(% responses)

67% — Very prepared

32% — Moderately prepared

1% — Not prepared

How is your organisation preparing your current workforce for future job roles?

HR Leaders

Rank

1 — **Continuous Learning Programs**

2 — **Mentorship and Coaching**

3 — **Cross-Functional Training**

4 — **Self-Directed Learning Support**
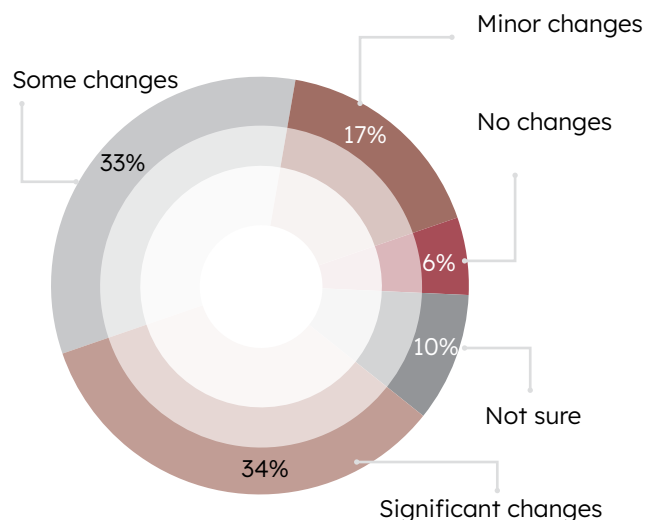
5 — **AI and Tech Integration**

The unprecedented emphasis on learning & development by companies supports current workforces' preparedness towards the changing job landscape

- ~80% of the current workforce anticipate some-to-significant changes in job roles over the next decade
    - ~70% current workforce feel well prepared to take up these changes which is primarily driven by regular skilling/upskilling through mandated organisation programs as well as and self-driven initiatives

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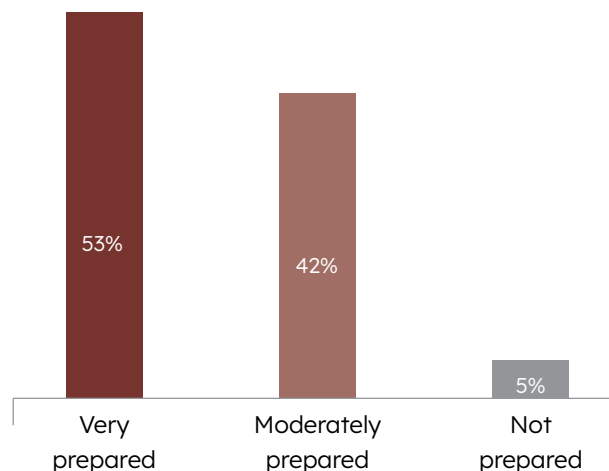# ...The future workforce's confidence in their readiness is driven by a conducive learning environment

How do you perceive the changing landscape of job roles in the next decade?

(% responses)

- Minor changes — 17%
- No changes — 6%
- Not sure — 10%
- Significant changes — 34%
- Some changes — 33%

How prepared are you for the next 3 years of work?

(% responses)

Very prepared	Moderately prepared	Not prepared
53%	42%	5%

Over 60% of the future workforce anticipate some-to-significant changes over the next decade.

- >50% of them state their readiness to take up these challenges

- This increased confidence is reflective of a conducive learning environment which includes increase in opportunities for online learning, greater industry-academia collaboration to train both the students and teachers and revise the curriculum

Online learning platforms – The preferred mode for continuous learning

(Illustrative)

coursera   udemy   Codecademy   UDACITY   NPTEL   Khan Academy   Skillshare

Source: Nasscom

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However, both groups keenly feel the need to identify the right skills to learn; their approach is to apply their learnings to real-world projects

Top learning needs

Rank

1 Better understanding of what skills to learn

2 Better availability of learning programs

3 More support from the employer

- Both current and future workforce recognize the need for a system to identify the right skills to learn
  - >90% of current workforce express their willingness to reskill/upskill, and >60% would choose to skill up only in specific areas (specialize rather than generalize)

Key drivers for skilling:
- Current workforce: Higher pay package and the need to stay relevant
- Future workforce: Personal growth & development and higher pay package

Preferred methods of learning/skilling

Rank

1 Real-world projects

2 Online

3 In-person

4 Community learning

5 SME-led

- Both current and future workforce indicate the need for opportunities to apply their skills to real-life projects (hands-on experience). This approach is fast emerging as the anchor to continuous learning
- Online methods (incl. full/short-form courses, workshops, webinars, etc.) is another popular mode of consuming learning content
- A higher percentage of current workforce prefers Community-based learning (discussion groups, conferences, events, etc.) than future workforce
- Current workforce also shows inclination towards SME-led webinars, virtual mentorship & leadership development programs and cross-functional collaboration projects

Time Spent on Learning

- >40% of current workforce indicated spending 8+ hours per week on learning and another 40% spent between four and seven hours
- ~45% future workforce spent an average of 3-6 hours per week on learning and ~30% spent over 8 hours

Source: Nasscom

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Industry and Government trying to solve for the real-world project experience through internal gig platforms, internships and apprenticeships programs

(Illustrative)

Internal gig platforms solving for real-world project experiences

LTIMindtree   Gig Space

"

Our internal Gig platform called GigSpace is gaining excellent traction from both projects and our enthusiastic workforce. This platform was established with the intent of providing employees with opportunities to practice the new skills they have learned to solve real-life challenging assignments. This also prepares the organization culturally to move towards gig work in a scalable way. It helps in creating strong employee engagement as well.

Manoj Shikarkhane, as the Chief Human Resource Officer of LTIMindtree, BW Articles, Sep, 23

"

Tech Mahindra   Talex

"

We undertake job rotation and provide Special Niche Skill Allowances, to enable associates to opt for current openings across other departments through the TechM internal job portal Talex. Additionally, associates who upskill and rotate into a role at a higher level can benefit from fast-track promotions.

Tech M Annual Report – FY22-23

"

Government and Industry collaborating on Apprenticeship and Internships

PM Internship Scheme (PMIS)

The government in October 2024 launched a comprehensive scheme for providing internship opportunities in 500 top companies to 10 million youth in 5 years. Participation of the companies is voluntary.

Objective:
Provides an opportunity for the marginalised youth to participate in the organized workforce. It targets youth who are not employed nor studying full time.

Internship
Interns will gain exposure for 12 months to real-life business environment, varied professions and employment opportunities.

National Apprenticeship Promotion Scheme (NAPS)

It is a scheme under the The Apprentices Act, 1961, which was enacted with the objective of regulating the program of training of apprentices in the industry by utilizing the facilities available therein for imparting on-the-job training and employment opportunities.

Leading tech companies have begun enrolling under NAPS – Google, Genpact, WNS, WIPRO, Tech Mahindra, Cyient, Quess Corp, Conneqt, State Street, eClerx, Optum Global etc.

Source: Company Websites, News articles, PM Internship Scheme Website, NAPS website

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Gen AI: HR functions becoming more data driven

HR processes are increasingly becoming tech-enabled across the value chain. AI, Analytics and Cloud are the holy trinity leading this shift

AI use cases in HR

Rank

1. **Recruitment & Hiring**
2. **Knowledge sharing and learning**
3. **Screening new candidates**
4. **Enhancing employee experience**
5. **Onboarding new employees**
6. **Compensation and rewards**

Current use cases

Recruitment

- Automate screening of CVs to identify relevant candidates
- Generate relevant job descriptions esp. gender neutral descriptions
- Based on the job description and the candidate's profile, summarize additional skills that new candidates may need

Background verification

- Counter candidate impersonations
- Helping speed up background verification – cases can be closed in days vs. weeks/ months
- Query handling, automate/ customize communication, transcribe meetings, workforce management, etc.

Emerging use cases

(Illustrative)

Skills intelligence

Automating skills assessment and skill gap analysis on a ongoing basis. Real-time view of the current skills landscape, forecasting future skills & the skills gaps, mapping to and personalizing learning & development

Performance metrics

Help design KRAs/KPIs/OKRs based on roles and identify relevant metrics

Retrieval Augmented Generation (RAG)

Recruitment (Candidate screening), Employee training (Hyper-personalized), Performance evaluation

Compensation modeling

Based on business growth projections and by estimating the employee growth, companies are attempting to forecast future compensation trends

Source: Nasscom

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Return to office: 1.2X growth in average time spent in office

73% of the respondents have implemented the 3 or more days in office approach

Work models across organizations
(% responses)

2024

2023

32%
32%
9%
8%
25%
18%
35%
41%

Completely Remote   **2 or less than 2 days**
Three or more days   **Full return to office**
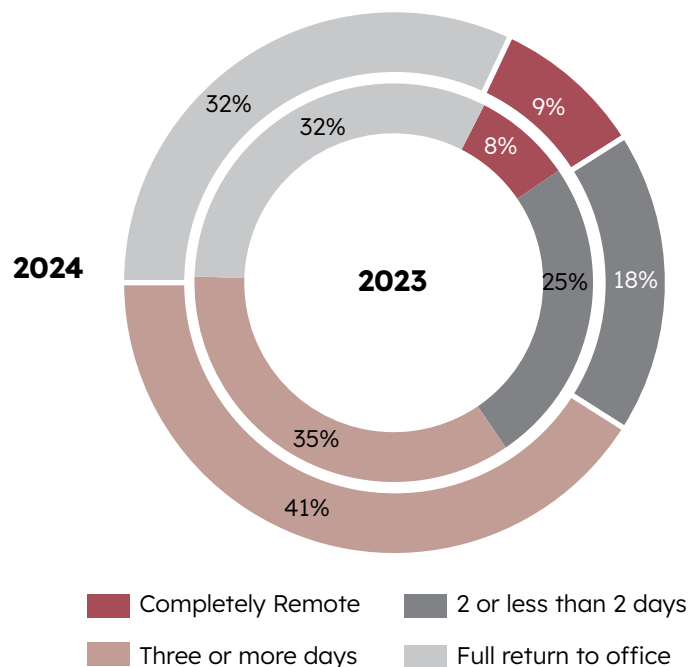
Both extremes - the fully return to office and fully Remote - are led by SMEs

Key drivers for an increased focus on RTO:

- Stronger cultural connections
- Increased cross-collaboration
- Higher employee engagement
- Leadership interactions
- Customer/Role demand
- Better learning and development

70-20-10: One of the many common models of effective learning

- 70%: On-the-job experiences and challenging assignments
- 20%: From informal social interactions and peer-to-peer learning
- 10%: Formal training sessions, like classroom lectures

Current and the future workforce supporting the hybrid approach

- >50% of both current and future workforce have a preference for hybrid work model (3-4 days in office)
- Both groups indicate Career Progression/Professional Development as the main objective for in-office work

Source: Nasscom

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Organizations continue to embrace gig; however, share remains miniscule
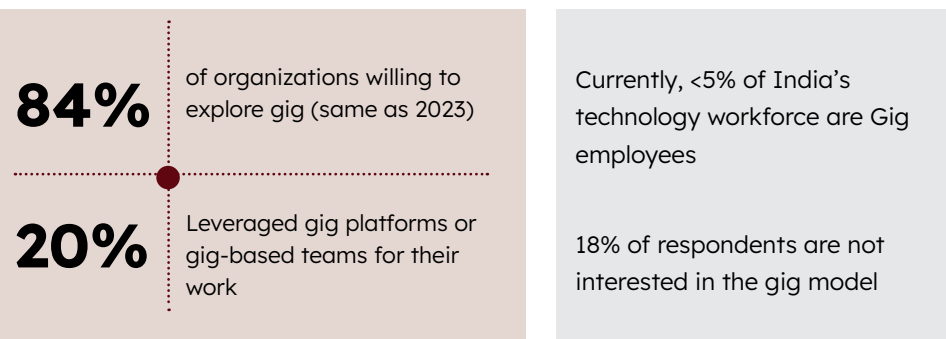
Organizations willing to explore Gig, 2024

(% responses)

84% of organizations willing to explore gig (same as 2023)

20% Leveraged gig platforms or gig-based teams for their work

Currently, <5% of India's technology workforce are Gig employees

18% of respondents are not interested in the gig model

- Flexing It, a professional gig platform, has seen >40% increase y-o-y in the number of projects from the Tech sector during FY2024
- In 2024, utilizing gig talent for AI-driven on-demand services took precedence over specialized skills (which has been the top reason since 2019)
- Internal gig platforms (talent marketplaces) are now a common practice for the current workforce to explore new roles and progress within the organization

For some companies, gig is impacting traditional job roles and organizational structure

Jobs and Skills → Enhanced Skills Diversity and Evolved Role Definitions

Team Composition → Agility in Resource Allocation, Dynamic Team Structures, New Work Hierarchies

Employee Engagement → Skill centric compensation, upskilling initiatives, Redefined Employee-Employer Relationship
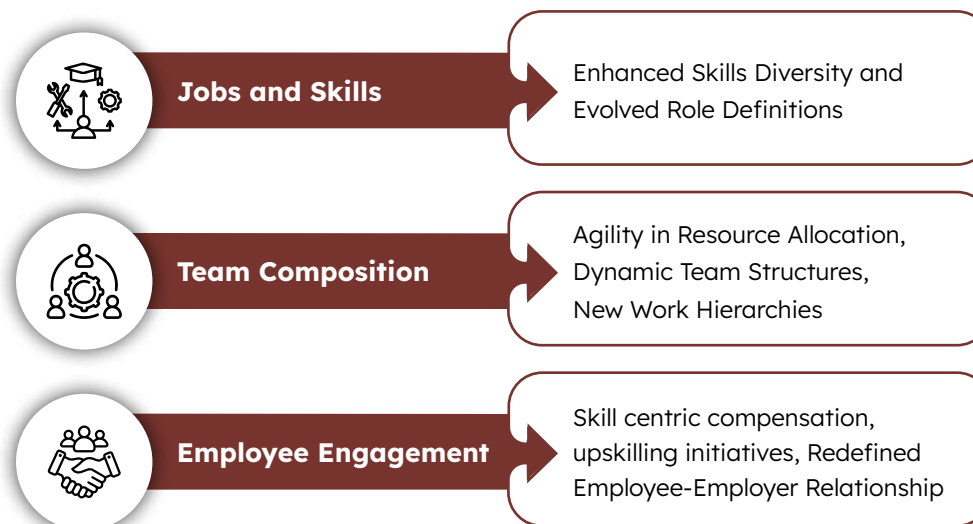
For organizations that have utilized gig:
- One-third of the organizations stated that this has led to flexibility in resource allocations, making team structures more dynamic and agile
- One-fourth respondents indicated changes in role definitions and access to a broader skills spectrum
- One-fifth of the organizations did not see any major impact on existing job roles or organizational structure

Source: Nasscom

indeed nasscom

> " Core technical skills will continue to be relevant. It will upscale and integrate with some of the latest technologies. For example if it was Java earlier, it will be Java++ now

CHRO of a Tech MNC

Future of Work

2

Future of Workforce

4

Rethinking the Employee Value Proposition

1

Future of Jobs

3

Future of Workspace

Future of Workforce – Key Messages

Factors for selecting an organisation
- Learning & Growth opportunities remains the top criteria across generations, followed by Brand Value
- Workforce is also seeking adequate support for mental health and well-being

Gig and DEI
- ~35% each of both current and future workforce are open to considering the gig model
- Companies' DEI focus is on expanding gender diversity and Gen Z representation
- However, only 38% of current workforce indicate seeing any visible impact of these initiatives

Population demographics
- Gen Z and Millennials continue to comprise the majority of today's industry workforce
- The tech savvy Gen Alpha is expected to join the workforce over the next decade

Enhancing job stickiness
- 47% of future workforce plan to retain their existing jobs for the medium term
- Millennials are primarily seeking Work-Life Balance
- Gen Z and the Future Workforce are prioritizing Career Growth

Gaps in employee and HR expectations
- HR is aligned on prioritizing career growth & skill development and flexible work environment
- Mental health and well-being, and Compensation & Benefits – need to move up in the HR order to align with employee expectations

indeed nasscom

Gen Z and Millennials comprise the majority of current workforce, with the digital savvy Gen Alpha rising over the talent horizon

India continues to take advantage of the demographic dividend and will soon be seeing the digital savvy "Gen alpha" as part of the workforce

India Population – 2024
(million nos.)

Born between		Population (million)
1928 -1945	Silent Gen	159
1946 -1964	Baby Boomers	
1965-1980	Gen X	246
1981-1996	Millennials	356
1997-2012	Gen Z	377
Born 2013 and later	Gen Alpha	304

Born between
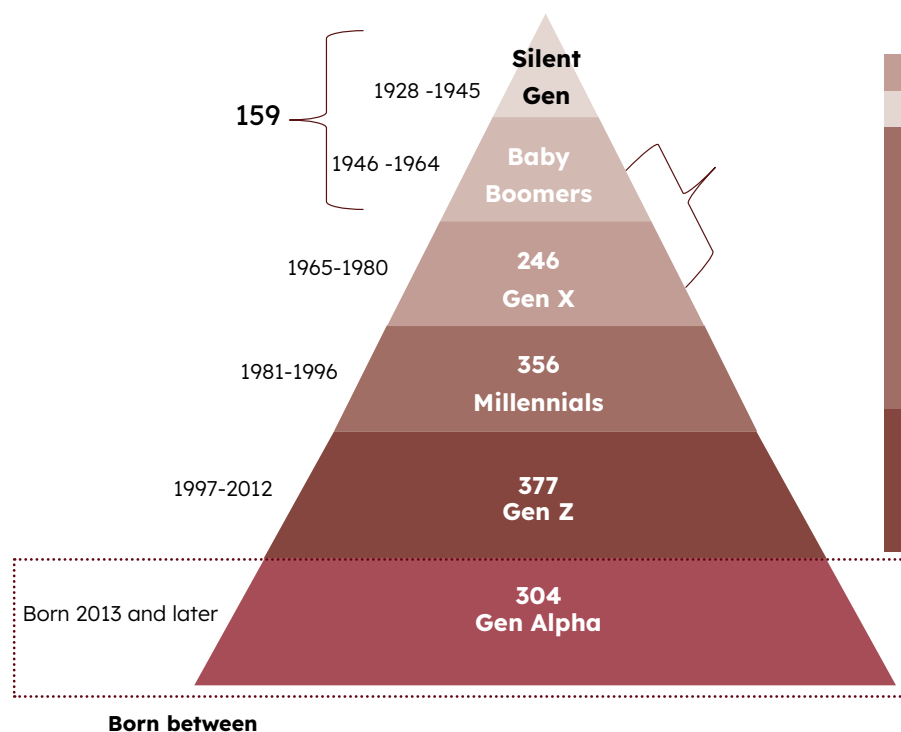
Tech Industry Workforce – 2024
(% share): 100% = 5.4 milllion nos

% share	Generation
~10%	Baby Boomers+Gen X
65-70%	Millennials
20-25%	Gen Z
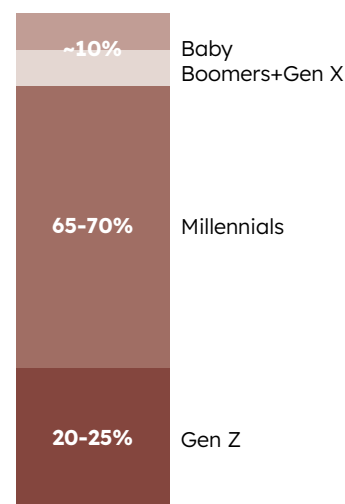
Gen alpha to join workforce by 2030

- Gen Alpha, which is >20% of the population, is expected to join the workforce at an earlier age as compared to past generations, driven by the focus on skills-based hiring and as certifications gain prominence over degrees
- They will be part of a job market ruled by AI and automation, which means adaptive skills and continuous learning will be key essentials for their success
- This will also drive shifts in the tech industry workforce pyramid, which will see an increased share of Gen Z with Baby boomers and Gen X witnessing a decline

What defines Gen Alpha

- Tech-savvy
- AI natives, not just Digital Natives
- Global-minded & Opinionated
- Redefining Education – Prioritizing Skills over Degrees
- Purpose driven

Source: UN, Nasscom

indeed nasscom

Across generations, Brand value saw a significant jump as a criteria for choosing an employer; Learning & Growth retained its top position…

Criteria for Selecting an Organization

Millennials and Gen X

Rank

Rank		
1	Learning and Growth	(no change)
2	Brand Value	↑
3	Financial Benefits	(no change)
4	Culture and Ethics	↓
5	CSR, DEI, & Sustainability Charters	(no change)

Gen Z and Future Workforce

Learning and Growth	(no change)
Brand Value	↑
Culture and Ethics	↓
Financial Benefits	↓
CSR, DEI,& Sustainability Charters	(no change)
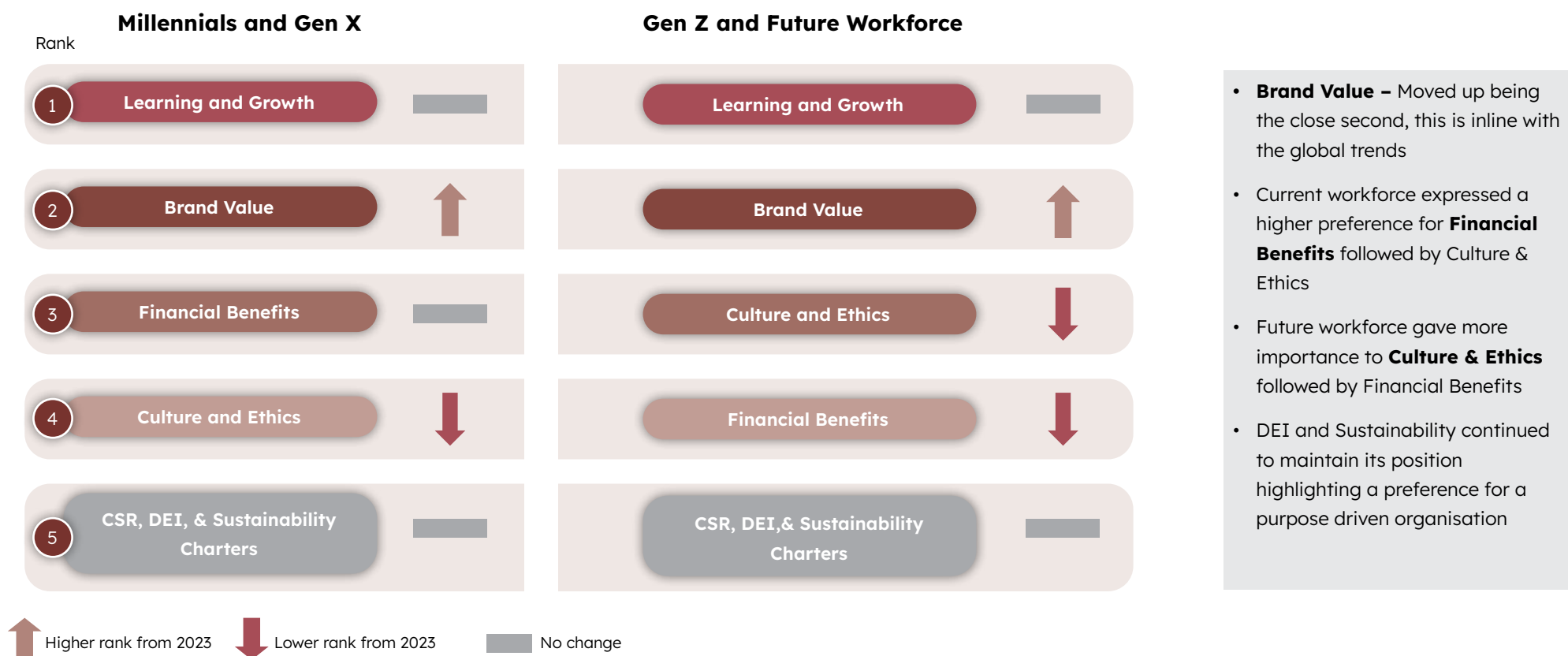
- **Brand Value –** Moved up being the close second, this is inline with the global trends

- Current workforce expressed a higher preference for **Financial Benefits** followed by Culture & Ethics

- Future workforce gave more importance to **Culture & Ethics** followed by Financial Benefits

- DEI and Sustainability continued to maintain its position highlighting a preference for a purpose driven organisation

↑ Higher rank from 2023   ↓ Lower rank from 2023   ▬ No change

Source: Nasscom

indeed nasscom

…Prioritizing job satisfaction (millennials) and career growth (Gen Z) are the anchors to retain employees

Criteria for Staying in an Organization

Rank	Millennials		Gen Zs		Future Workforce	
1	Job Satisfaction	➕	Career Growth	▬ No change	Career Growth	▬ No change
2	Work-Life Balance	➕	Job Security	➕	Job Security	➕
3	Job Security	⬇	Job Satisfaction	⬆	Compensation and Benefits	⬇
4	Compensation and Benefits	⬇	Work-Life Balance	➕	Job Satisfaction	▬ No change
5	Work Environment	⬇	Compensation and Benefits	⬇	Work Environment	▬ No change

Legend:
- ⬆ Higher rank from 2023
- ⬇ Lower rank from 2023
- ▬ No change
- ➕ New Addition

- In 2024, Millennials identified two new reasons for continuing in an organization: Job satisfaction (they are well-entrenched in their jobs and preferred satisfaction over job security) and Work-life balance (driven by the experience of working from home during the pandemic)
- Driven by the uncertain business environment, both Gen Zs (the more recent workforce) and Future workforce chose job security (new entry this year) over job satisfaction
- For Gen Z career growth remained the top ask with a focus on leadership development
- Across the three generations, Fixed salary was the most preferred financial benefit over others (bonus, stock options, etc.)
- Healthy work environment remained important for Millennials and the Future workforce - preference for good work relationships with colleagues and superiors

Source: Nasscom

indeed nasscom

HR leaders are mostly aligned with employee asks; however, compensation and well-being need to move up their EVP order

What factors are so important that they would stand in the way of what would otherwise be an ideal job?

Rank	Current Workforce	Future Workforce
1	Lack of mental health or well-being support	Lack of mental health or well-being support
2	Lack of attractive, family-friendly benefits	Negative impression/bad experience during the recruitment process
3	Lack of sustainability measures or environmental initiatives	Negative impact being created on the society
4	Lack of diverse or inclusive environment	Lack of sustainability measures or environmental initiatives
5	Not being able to work remotely	Lack of attractive, family-friendly benefits

How can firms better accommodate the expectations of the workforce?

Rank	HR Leaders
1	Career Growth and Skill Development
2	Flexible Work Environment
3	Purpose-Driven Engagement
4	Transparent Communication
5	Compensation and Benefits
6	Wellness and Mental Health Support

The non-negotiable asks of employees for selecting and staying in an ideal job

Good compensation and benefits, learning and growth are the hygiene factors for an "Ideal" job.

The pandemic-induced burnout has brought the importance of mental health and well-being, and work-life balance to the fore.

For the future workforce, the recruitment experience plays a decisive role in determining which company to work for

For HR leaders, compensation & benefits and wellness & mental health need to move up the EVP order

Source: Nasscom

indeed nasscom

Job stickiness improves: >70% of the current and future workforce either have no plans to switch or plan to continue in their job for two or more years

By when do you plan to shift your job?

Millennials
% responses

- Not planning: 39%
- Long term (>5 years): 5%
- Medium term (2-5 years): 27%
- Short-term (1-2 years): 28%

Gen Z
% responses

- Not planning: 35%
- Long term (>5 years): 5%
- Medium term (2-5 years): 32%
- Short-term (1-2 years): 28%

Future Workforce
% responses

- Not planning: 24%
- Long term (>5 years): 5%
- Medium term (2-5 years): 47%
- Short-term (1-2 years): 25%
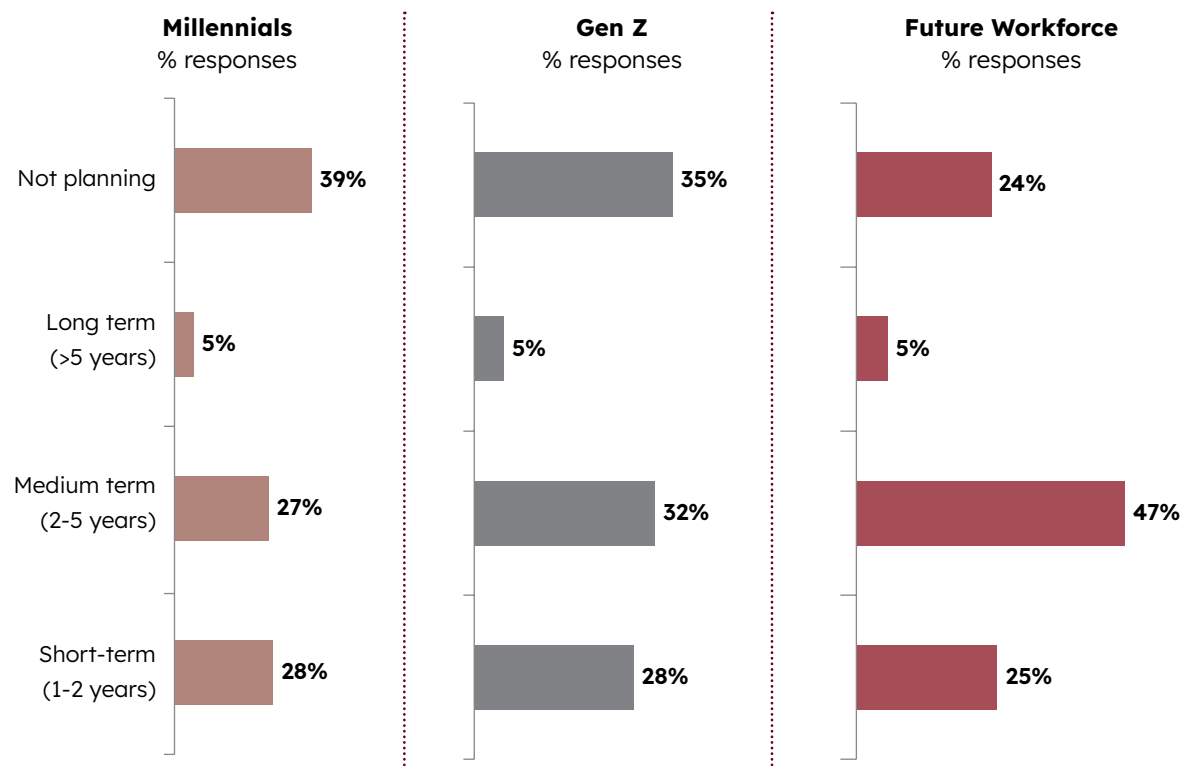
Current workforce:

- On average, 35% respondents (Millennials & Gen Z) expect to continue with their existing employer for the medium- to long-term, while 37% have no plans to switch jobs

Future workforce:

- Their intention to stay with their first job has improved with 47% of the respondents planning to shift only over medium term (2-5 years), an increase from 29% respondents in 2023
    - With ongoing business uncertainties and the muted job market, their preference for job security has increased
- 25% expect to change their first job within the first two years and an almost equal number have no plans to switch

Key Drivers for the Shift

Better Financial Benefits and a **lack of Learning opportunities** (Current–75%; Future- 66%) are the key drivers for a job change

Cultural Misalignment another reason to seek other job opportunities (~10% each)

Notes: Total may not add up to 100% due to rounding off effect
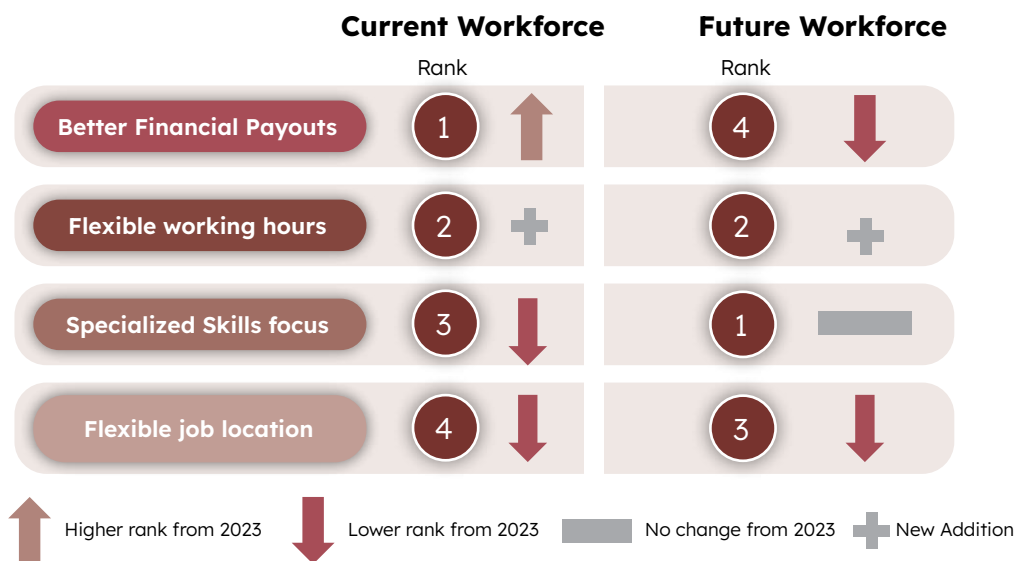
Source: Nasscom

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Increased willingness across both current and future workforce towards the Gig model

Increasing Preference for Gig Models

~35% each of both current and future workforce expressed their openness to take up gig, higher than last year 23% for current and 28% for future workforce
- For future workforce, this is a way to gain experience across diverse projects/ industries

Key drivers for the workforce to adopt the Gig model

	Current Workforce		Future Workforce	
	Rank		Rank	
Better Financial Payouts	1	⬆	4	⬇
Flexible working hours	2	➕	2	➕
Specialized Skills focus	3	⬇	1	▬
Flexible job location	4	⬇	3	⬇

⬆ Higher rank from 2023   ⬇ Lower rank from 2023   ▬ No change from 2023   ➕ New Addition

Source: Flexing It, Nasscom

Also reflective in increased registrations on Gig platforms

As per the Flexing It platform:
- **184%** increase in total registrations of independent consultants on the platform over the last two years
- **Top Skills -** The platform has witnessed higher growth for specialized areas such as AI, Cybersecurity, IT governance, Digital & supply chain transformation, D2C, ESG, Sustainability, Performance Marketing
- **Metros dominate both the demand and the supply -** Demand for gig talent is more concentrated in metros with 90%+ of the demand coming from the Tier-I cities. While nearly 70% of the total registrations in India are from metro cities with the remaining 30% are from emerging cities

Emerging skills for Gig roles - Technology sector

- Generative AI & Automation
- Information and Cyber Security
- Digital Transformation
- Solution Architect
- Data Engineering

- IT Recruitment
- Business Intelligence & Market Research
- Product Marketing
- Content Marketing
- Finance Controller

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DEI remains a key focus for 80% of organizations; however, only 38% of the workforce see its impact on the ground

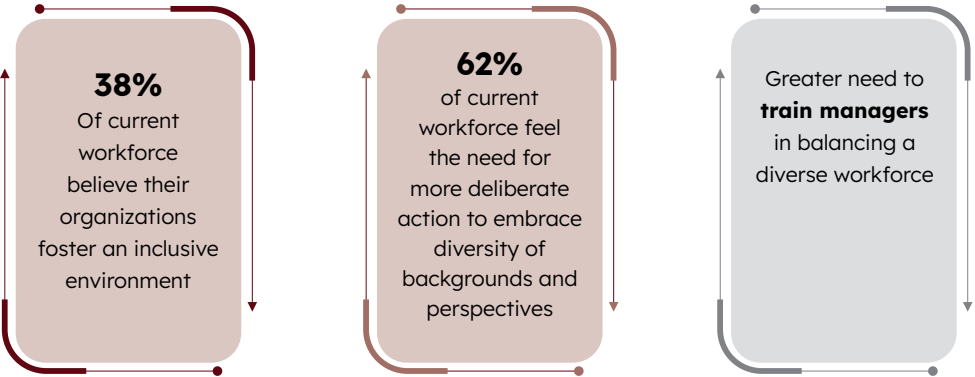## Gender Diversity and Gen Zs – Top 2 areas of focus for HR leaders of Tech companies

Top DEI Focus Areas

Rank

1 Gender Diversity

2 Gen Z (<25 yrs. of age)

3 Economically weak Groups

4 PwDs / LGBTQIA+

5 Older workers/ retired professionals

Key Initiatives to incorporate DEI in Workforce Planning

Inclusive Leadership Development

Diversity-Centric Talent Acquisition

Regular Diversity Metrics Review

Diversity in Succession Planning

Continuous Diversity Education

DEI initiatives bring in diverse perspectives and help break stereotyping

Current Workforce

1 Equal Opportunities

2 Enhance Creativity

3 Strengthen Team Dynamics

4 Varied Perspectives

5 Encourage Empathy

Future Workforce

1 Enhance Creativity

2 Varied Perspectives

3 Encourage Empathy

4 Equal Opportunities

5 Challenging Stereotypes

DEI Best practices - Examples:

- Enabling talent development through Mentoring, Sponsorship, Coaching & Leadership Development
- Talent sourcing of PwDs through job fairs, specialized agencies, etc.
- LGBTQIA+ - Spreading awareness, acceptance, and sensitization through trainings & programs, creating a safe space to self-declare, extending counseling and support to families of LGBTQIA+, etc.

38% Of current workforce believe their organizations foster an inclusive environment

62% of current workforce feel the need for more deliberate action to embrace diversity of backgrounds and perspectives

Greater need to **train managers** in balancing a diverse workforce

Source: Nasscom

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> As per our corporate guidance we have people who work 2 days, 3 days and at times even 5 days based on what the project engagement merits. Customer expectation will override any other corporate guidance.

CHRO of a Tech MNC

Future of Work

2

Future of Workforce

4

Rethinking the Employee Value Proposition

3

Future of Workspace

1

Future of Jobs

Future of Workspace – Key Messages

ESG
- **Social impact volunteering and Carbon footprint reduction – the most popular programs**
- **80%+ of organizations** consider it important to incorporate ESG principles
- 80%+ of current workforce believe that their organization is actively working on environmentally sustainable practices

Geographic strategy
- **~1.5X growth** over 2023 in the share of companies opting to lease new offices
- Current and future workforce are willing to work out of emerging cities
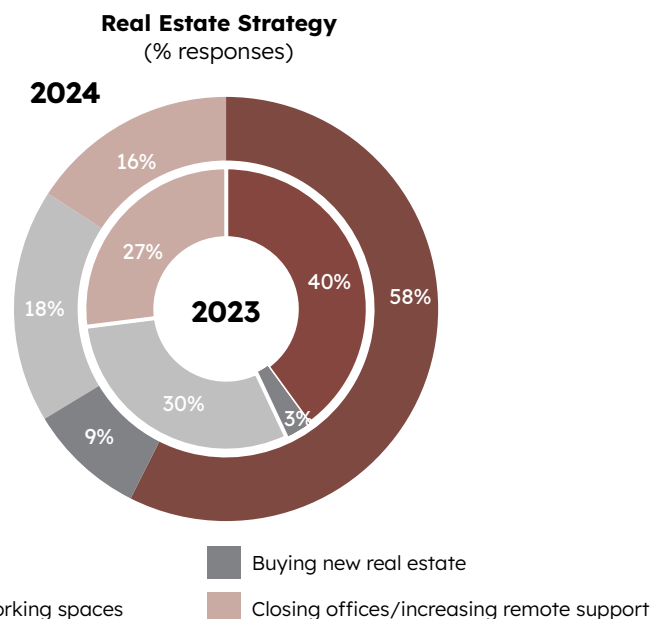
Office Redesign
- Office peacocking – an attempt to make the office a magnet rather than a mandate
- Collaboration spaces, informal meeting spots and quiet zones – key design initiatives to foster innovation

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# Location strategy: Tech organizations focusing on return to office prefer to lease new offices

Expansion Strategy: Leasing new offices gained prominence

Real Estate Strategy
(% responses)

2024

2023: 40%, 3%, 30%, 9%, 18%, 27%
2024: 58%, 3%, 16%

- **Leasing new offices**
- **Buying new real estate**
- **Shared office/ Co-Working spaces**
- **Closing offices/increasing remote support**

- Nearly 80% of the companies surveyed shown interest towards expansion, similar to last year
- For expansion companies have an increased preference for leasing offices and buying new real estate, while preference for shared offices spaces is down

Uncertainty on where to expand seems to be a growing challenge across organizations, though preference for Emerging cities remains

Location preference for organizations looking for expansion
(% responses)

2024

2023: 54%, 32%, 43%, 3%
2024: 37%, 32%, 32%

- **Emerging cities**
- **Tier 1**
- **Not Sure**
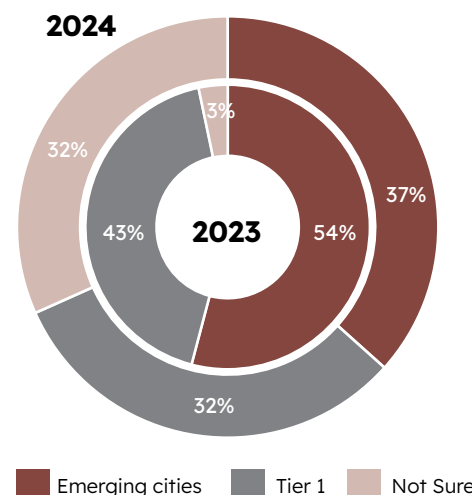
Why Emerging Cities?

- Cost advantage
- Talent pool availability
- Better employee retention due to lower attrition
- Government focus on infrastructure development

- IT Services and BPM organizations continue to expand in emerging cities; GCCs and product organizations are exploring these locations
- Current workforce (~70%) and the Future workforce (60%) are open to exploring these locations considering job opportunities in emerging cities

Note: Emerging cities include Tier II/III/IV cities; Totals may not add up to 100% due to rounding off
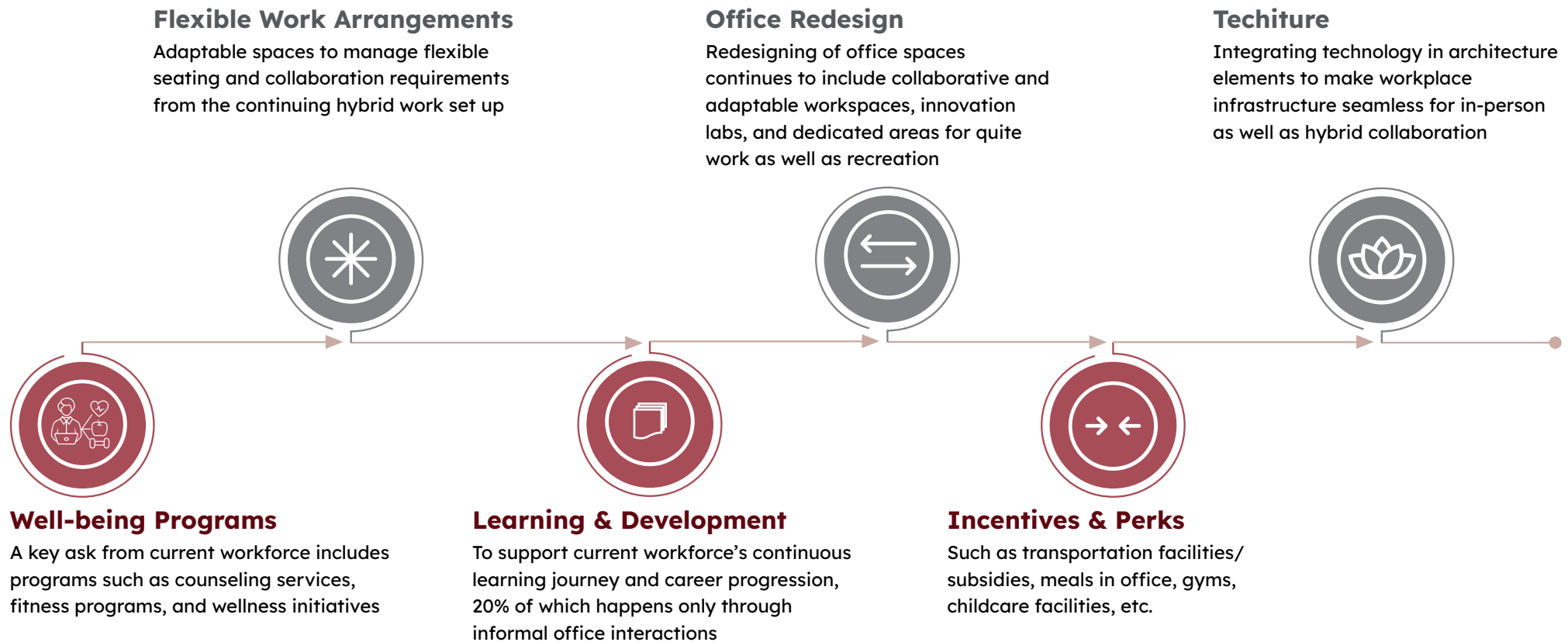Source: Nasscom

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Expansions to Emerging Cities in 2024

Illustrative

Cognizant
Opened a new centre **Bhubaneswar.** Ravi Kumar, CEO Cognizant, said "Bhubaneswar which has emerged as an education hub with highly skilled talent and robust infrastructure. Odisha's 200 tech colleges will act as feeders for the company. Odisha will be a mega-hub for the company.

GlobalLogic A Hitachi Group Company
Launched a new facility in **Ahmedabad.** This move aligns with the company's hub-and-spoke model, aimed at strengthening its workforce, expanding its reach, and leveraging local talent for growth in regional markets.

HCLTech
Announced the launch of its global delivery center in **Patna.** The center will focus on delivery of IT and engineering services for Hi-Tech and Semiconductor companies

IBM
Opened GenAI innovation centre in **Kochi,** which will feature a new system that caters to the company's international customers.

IBM India vice president Vishal Chahal said, "Higher education institutions and students can conduct product prototypes and experiments at the Gen-AI lab free of cost".

COLRUYT GROUP
Expanded its footprint in India with its second IT Global Capability Center in **Coimbatore.** The addition of Coimbatore location underpins Colruyt Group India's strategy to support the business continuity of the IT operations & services to the Group.

CRM IT Customer Success Partner
Announced expansion of its GCC services in India and opening of a new office in **Jaipur.** This strategic move is a part of CRMIT's ongoing commitment to providing data and AI-powered capabilities. The Jaipur office will serve as a key hub for delivering ASVP services, including Salesforce implementation, integration, customization, and managed services.

zelite
Announced opening of a new office in **Indore,** further strengthening its presence in India. This expansion reflects its commitment to growth, innovation, and delivering exceptional services to our clients.

Source: News articles

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Office peacocking: Return to Office as a magnet, not a mandate

Flexible Work Arrangements
Adaptable spaces to manage flexible seating and collaboration requirements from the continuing hybrid work set up

Office Redesign
Redesigning of office spaces continues to include collaborative and adaptable workspaces, innovation labs, and dedicated areas for quite work as well as recreation

Techiture
Integrating technology in architecture elements to make workplace infrastructure seamless for in-person as well as hybrid collaboration

Well-being Programs
A key ask from current workforce includes programs such as counseling services, fitness programs, and wellness initiatives

Learning & Development
To support current workforce's continuous learning journey and career progression, 20% of which happens only through informal office interactions

Incentives & Perks
Such as transportation facilities/ subsidies, meals in office, gyms, childcare facilities, etc.

Key elements of a modern office	Modular	Embedded Tech	Social spaces	Retreat areas
	Informal auditorium seating	Green spaces	Wellbeing focused spaces and offerings	Vibrant

Source: Nasscom

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Office, a collaboration and networking platform, and the main anchor of innovation

Design initiatives organizations are adopting	Workforce Expectations	Design initiatives focused on increasing a culture of innovation and creativity

Rank

1 Flexible workspaces	✓ Flexible seating arrangements	1 Collaboration spaces
2 Increased collaboration spaces	✓ Implementing technology for seamless hybrid meetings	2 Informal meeting spots
3 More fun & recreational facilities	✓ More collaboration spaces	3 Adaptable workspaces
4 Techiture (Tech in architecture design)	✓ Greater focus on health & well-being	4 Quiet zones, Innovation labs
	✓ More efforts towards sustainability	

Sustainability and security (physical/digital) are non-negotiable factors and were taken up on priority when offices re re-opened last year. Thus, they are lower in the order this year

Technology companies are investing in creating an office environment of open communication, free flow of information and experimentation – all factors crucial for innovation

Source: Nasscom

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Employees see the impact of their organization's ESG efforts, which remains a key focus for today's purpose-driven workforce

Like last year, organizations and employees see perfect alignment on ESG in 2024

80%+

Organizations believe it is very important to incorporate ESG principles into their policies and processes

Employees believe that their organization is actively working on environmentally sustainable practices

Most popular and effective ESG initiatives across organizations, 2024

Large Organizations
1. Social Impact Volunteering
2. Carbon Footprint Reduction
3. ESG Reporting and Transparency

Small Organizations
1. Social Impact Volunteering
2. Carbon Footprint Reduction
3. Green Workspace Design

GCCs
1. Social Impact Volunteering
2. Carbon Footprint Reduction
3. Green Workspace Design

Diversity Hiring and Social Impact Volunteering are the leading ESG initiatives for technology companies

Rank

1 **Social Impact Volunteering**

2 **Carbon Footprint Reduction**

3 **Green Workspace Design**

Key Areas of Focus
- Gender & generational diversity, underrepresented/economically weak groups, inclusive job descriptions
- Creating volunteer programs, skill-based volunteering, community service programs, employee volunteer grants, social impact sabbaticals, volunteer recognition program
- Optimizing energy & water usage, Green commuting, waste reduction and recycling, sustainable sourcing, green building certification, paperless office, tracking & reporting ESG metrics
- Workspace design going green, with a focus on creating a healthy environment, conserving energy and reducing pollution and waste

- Social Impact Volunteering has jumped two places (vs. 2023) to be the No. 1 initiative along with Diversity Hiring
- Carbon Footprint Reduction has jumped from No. 4 last year to No.2 this year
  - Both Gen Zs and Millennials prioritized Energy Efficiency and Waste Reduction & Recycling initiatives in 2024
- Green Workspace Design debuted at No. 3 signifying its growing importance amidst increased focus on leasing new offices for expansion

Source: Nasscom

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"

Creating a favourable 'Candidate experience' during the recruitment process is a key differentiator for organizations.

CHRO of a Tech MNC

Future of Work

2 Future of Workforce

4 Rethinking the Employee Value Proposition

3 Future of Workspace

1 Future of Jobs

Rethinking the Employee Value Proposition – Key Messages

3 As

Offer a differentiated value proposition to employees and future workforce:

Attractive – Think beyond compensation & benefits, make it people centric

Aligned – with organizational culture and goals; Integrate employer branding, Employer Value Proposition and Employee Experience

Adaptable – Evolve in line with organization strategy and employee lifecycle

F.O.R.C.E.

Flexibility – Help employees feel autonomous by providing flexibility in all aspects of work

Open communication – Allow for employees' voices to be heard; effectively communicate EVP

Respect & Recognition – Culture of inclusivity and respect; Reward good work

Common purpose – Communicate to employees how their work contributes to company objectives

Employee learning - Continuous learning and career advancement opportunities

L.E.A.R.N.

Lead by example

Empower employees to take responsibilities

Allow for experimentation – deal with mistakes in a constructive manner

Respect and trust employees

Nurture future leaders – Build the succession pipeline

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Change is the only constant factor, making it crucial for organizations to focus on the 3As – Attractive, Aligned and Adaptable while designing their EVP

The EVP needs to be "People-Centric" while also being aligned to business objectives and adaptable with the changing times

Attractive

- **Addresses the needs of the current and future workforce**
- Differentiated to give the organisation an edge over competition specially for niche talent
  - **Go beyond compensation and benefits to include innovative offerings** – performance/skills-based bonuses, flexible work arrangements, training and skilling
- **Make it "People-Centric" and not just "Employee-Centric"**
- Think about **complete "well being" of the employee** as a person who has a family, belongs to a community, has a life beyond work
- Add benefits/features which make them feel better. Employees who report positive feelings are 65% more likely to be satisfied with their EVP
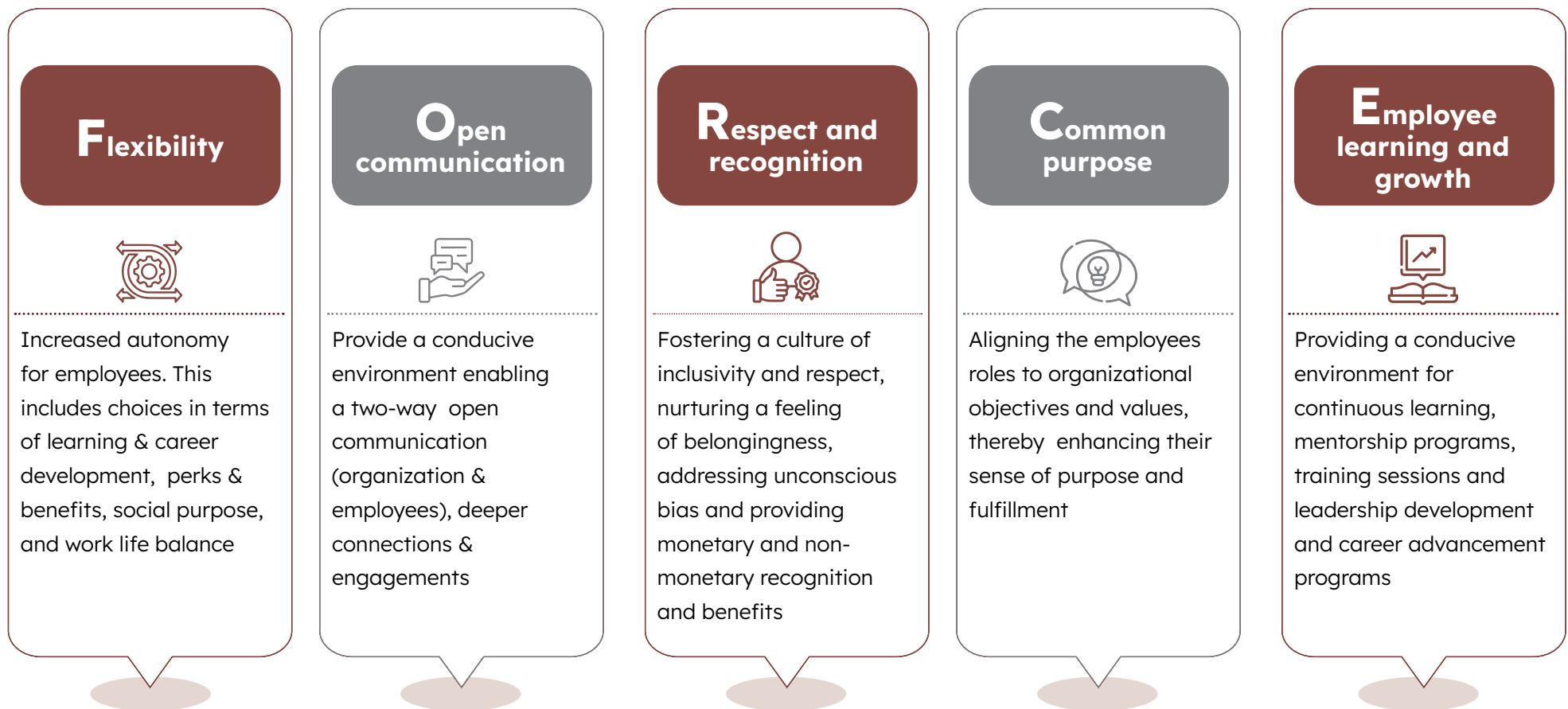- **Capitalizes on organization's strength to provide a differentiated value**

Aligned

- **Aligned with the organization's brand, values and culture**
  - Highlight the company's values, support employee development and growth to foster a shared sense of purpose
  - Deliver what you promise
- **In line with the organizational goals and what people want**
  - Align it with the overall business goals
  - Should suit the needs and requirements of employees
- **Integrate employer branding, Employer Value Proposition and Employee Experience**

Adaptable

- **Adaptable to the changing organizational strategy,** with the ever-evolving business environment
- **Also employee needs** at various stages of life, across different generations, skills requirements, etc.

Source: Gartner, Nasscom

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"F.O.R.C.E." framework, the basis for designing the EVP, touches upon all key factors of the "People-first" approach

Flexibility

Increased autonomy for employees. This includes choices in terms of learning & career development, perks & benefits, social purpose, and work life balance

Open communication

Provide a conducive environment enabling a two-way open communication (organization & employees), deeper connections & engagements

Respect and recognition

Fostering a culture of inclusivity and respect, nurturing a feeling of belongingness, addressing unconscious bias and providing monetary and non-monetary recognition and benefits

Common purpose

Aligning the employees roles to organizational objectives and values, thereby enhancing their sense of purpose and fulfillment

Employee learning and growth

Providing a conducive environment for continuous learning, mentorship programs, training sessions and leadership development and career advancement programs

Source: Nasscom

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Leaders also need to "L.E.A.R.N." new ways of managing today's diverse talent pool with the ever-evolving times

For leadership success "People Management" is taking centerstage as emerging technologies continue to reshape job roles. Aligning employees' expectations with the organizational strategy and goals is the most critical ask from managers today.

Lead by example

Todays' employees especially Gen Z will not follow what you say, they will do what you do!

This helps in:
- Creating positive work environment
- Resolving disagreements
- Gaining respect
- Building an open and collaborative work culture
- Empathetic adaptability

Empower

Empowering employees to make decisions and take responsibility of their work. This keeps them motivated for business success.

This leads to:
- Improved morale
- Enhanced creativity
- Increased productivity
- Better organizational performance

Allow experimentation

With newer technologies taking centerstage leaders need to create a conducive environment for experimentation, in line with organizational objectives

Leaders need to:
- Encourage employees to take initiative
- Provide regular feedback and deal with mistakes in a constructive manner
- Provide the right resources/ skilling

Respect and trust

Trust and respect are the core principles to get employee buy-in for reinvention as organizations embrace new technologies and ways of working.

Leaders need to:
- Set clear expectations
- Encourage open communication
- Provide flexibility
- Create a learning environment
- Appreciate individuality

Nurture future leaders

To nurture future leaders, Leaders should "Lead to Inspire"

Leaders need to:
- Identify potential leaders
- Tailor mentorship and coaching
- Support on soft skills development
- Provide real world experience by shadowing existing leaders
- Focus on effective communication and feedback
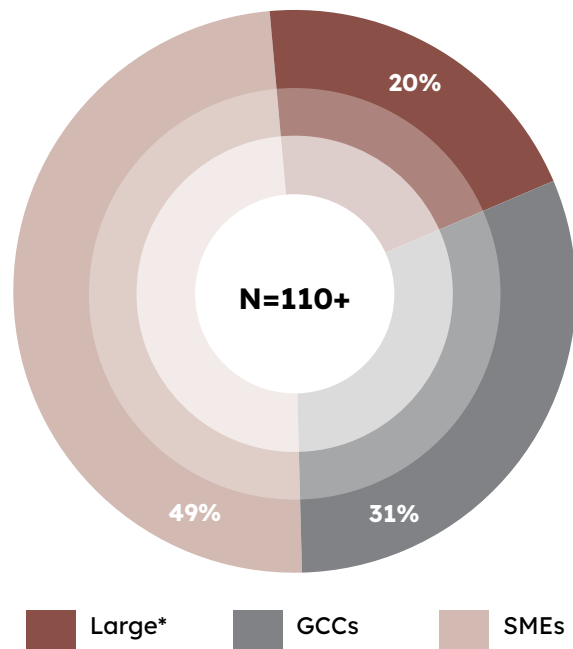
Source: Nasscom

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Appendix

Research Methodology

The report analysis is based on 10+ CHRO interviews, Nasscom Future of Work survey with 1250+ participation across technology organisations, tech employees (current workforce) and college students (future workforce)
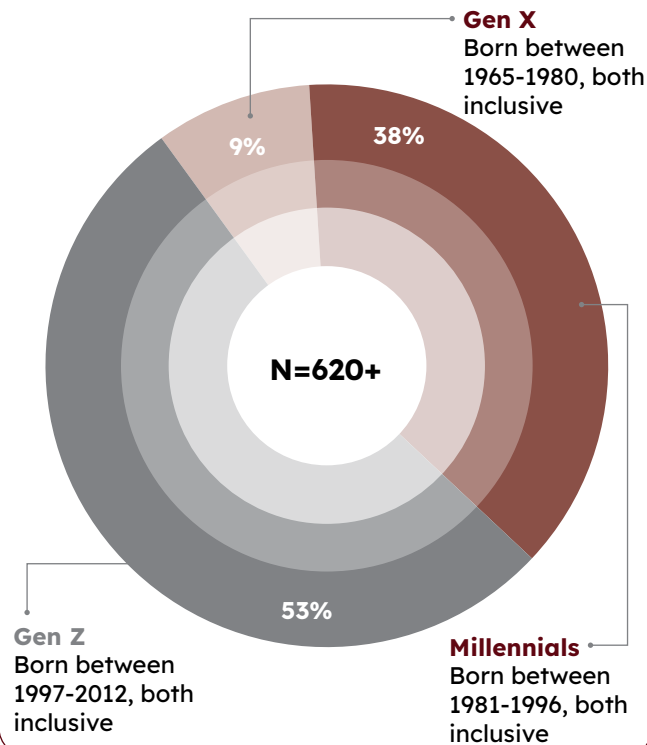
Participant Demographics

Participating Organizations
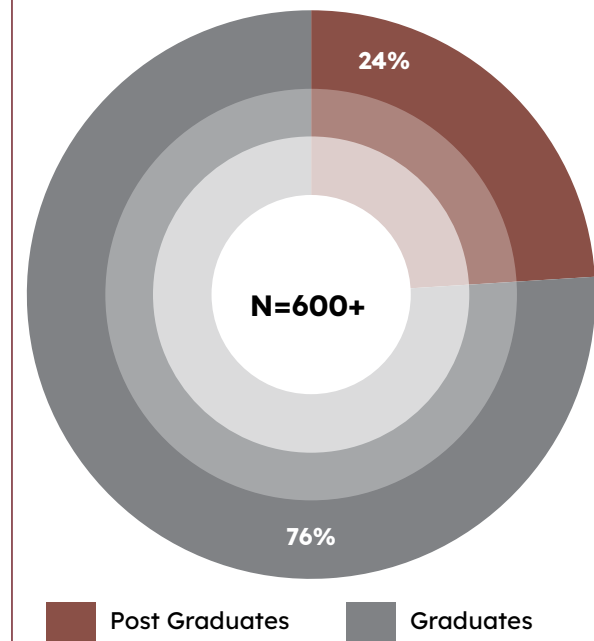
Split of organizations by revenue size

N=110+

- 20%
- 31%
- 49%

Legend:
- **Large***
- **GCCs**
- **SMEs**

Current Workforce Participants

Split of organizations by revenue size

N=620+

- 9%
- 38%
- 53%

Gen X
Born between 1965-1980, both inclusive

Gen Z
Born between 1997-2012, both inclusive

Millennials
Born between 1981-1996, both inclusive

Future Workforce Participants

Graduates and Post Graduates

N=600+

- 24%
- 76%

Legend:
- **Post Graduates**
- **Graduates**

Note: *Large includes Indian and Global MNCs

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Acknowledgement

We would like to express our sincere gratitude to all the contributors and stakeholders whose valuable insights and inputs have significantly enriched the report.

We extend our appreciation to the nasscom member organizations for their insights on various industry trends and developments. Additionally, we acknowledge the invaluable inputs and insights from our research partners and various government bodies, whose collaborative efforts have added depth and credibility to the findings presented in the report.

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Authors

Nasscom Team

Achyuta Ghosh

Neha Jain

Nirmala Balakrishnan

Indeed Team

Sashi Kumar

Saumitra Ranjan Chand

Survey Partner

Dynata

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About

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