



UNLOCK THE POTENTIAL OF INDIA: PART 3

UK INDIA
BUSINESS COUNCIL

TURNING TO INDIA FOR TALENT

India's highly skilled labour force is the answer to the global talent crunch.

STRENGTH IN NUMBERS



By 2030, India will have a talent surplus and a solution to the world's resourcing challenge.

RISE OF INDUSTRY 4.0



India's readiness for the fourth industrial revolution.

READYING THE FUTURE



Arup, Smiths Detection, and Tech Mahindra are exposing Indian workers to global projects.

BOOSTING TRADE & INVESTMENT



A free trade agreement to cement the 'living bridge' between the UK and India.

MISSION UPSKILLING



Pearson and TWI are preparing workers for the digital economy.



UNLOCKING FULL POTENTIAL



Soft skills training is making employees work-ready.

EMBRACING THE GIG ECONOMY



India is rewiring its policies to become the torchbearer of the new employment model.

ADD MORE INDIAN RESOURCES TO YOUR TALENT MIX



India is brimming with talent. Make the right connections and take advantage of its skills.

BEYOND METRO CITIES



Companies are unearthing treasures from lesser-known towns.



FOREWORD: INDIAN CENTURY CREATES HUGE OPPORTUNITY

I've spent the past two decades living and working in India. Much of my energy has been focused on persuading people, and businesses in the UK that the 21st century will be the Indian Century and that this creates huge opportunities. As India's development gains pace year-on-year, that story, or rather the impressive transformation taking place, sells itself.

There's a tangible and tremendous confidence about India and its place in the world.

In the last five years alone, the UK India Business Council has supported more than 350 businesses on their exciting India journeys. That gives us sought-after insights.

UK firms ask us how they can use India to diversify their global supply chains, or to understand the huge consumer market, or to think through how India's digital wizardry will enhance their global R&D. They want help to find them a partner for their advanced manufacturing processes, or a university with whom to exchange faculty and students.

In recent times, more and more businesses want to take advantage of India as a source of talent.

There are two key forces at play:

The first is that India's young population has become increasingly employable and impressively qualified. Businesses regularly report positive surprises when they first engage with Indian partners or set up their own operations with Indian staff. From engineering excellence to digital dynamism, India's workers are at the forefront of global innovation and brilliance.

"AS INDIA'S DEVELOPMENT GAINS PACE YEAR-ON-YEAR THE IMPRESSIVE TRANSFORMATION TAKING PLACE, SELLS ITSELF."

Richard McCallum, Chief Executive Officer, UK India Business Council



The second force is the global skills shortage. This has been made worse by the pandemic. All over the world, countries face hiring challenges. India, with its huge, young, and tech-savvy population, plays a key role in redressing the imbalance of high demand and constrained supply.

This report shares the experiences and insights of companies already taking advantage of India's skillset. We hope it will spark ideas and give you a flavour of the benefits you too could enjoy. ■



STRENGTH IN NUMBERS

Around a million young Indians join the workforce every month. And because of the size and youthful demographics of the population, this driving force of growth will continue for the coming decades. The country will soon be home to the largest workforce in the world. This so-called 'demographic dividend' is not only a boon for India, it can also help other nations whose economies are struggling because companies can't find the skilled workers they need.

Increasingly, the world is looking at India as a source of talent, not solely because of the cost arbitrage, but because it offers skills and quality arbitrage too. India is no longer an afterthought or overflow supplier. For many companies, it's at the heart of their skills-sourcing strategy. Elite institutions such as Indian Institutes of Technology (IIT) and Indian Institutes of Management (IIM) and, more broadly, the abundance of engineering, technology, and architectural colleges attract global organisations to India.

The American technology company Apple, the UK-based Smiths Detection, the Swedish defence firm Saab, and France's Schneider Electric are among a host of companies that have chosen India as a manufacturing destination because it gives them access to huge pools of talent.

By blending talent and technology, India is producing vaccines, medicines, electronics, automobiles, and defence equipment for companies across the globe.

'Make in India, Make for the Globe' is the country's new motto, coined by Prime Minister Narendra Modi. He made the comment at a ceremony to lay the foundation stone of a plant in Gujarat where Tata Advanced Systems Limited, in collaboration with Airbus Defence and Space S.A., Spain, will manufacture the CASA C-295 transport aircraft.

Management consulting firm Korn Ferry reports that by 2030 there will be a global labour skills shortfall of 85 million workers and US\$ 8.5 trillion in unrealised revenues. India will be the only country in the world to have a talent surplus.

This report looks at international companies that are taking advantage of India's skills, Indian companies delivering services to international companies, and some of the policy initiatives designed to make the UK-India partnership even stronger. ■



Prime Minister Modi is briefed at the Tata Advanced Systems plant in Vadodara, Gujarat. (Photo: Gopi Maniar). Image taken from: [India Today](#)

1 MILLION
Indians join the workforce every month

By 2030, the global labour skills shortage will reach

85 MILLION

India will be the only country with a

TALENT SURPLUS

READYING THE FUTURE

UK-based Smiths Detection, a global leader in threat detection and security screening technologies, has a digital detection team of highly trained software engineers and data scientists in Bengaluru. All are working on the latest technologies as the company adds software solutions to customers, along with the equipment for which it is renowned worldwide. In 2022, it signed an MoU with Bharat Electronics Limited to manufacture high-energy scanning systems in India.

"Despite the pandemic, we now have 1,100 employees in India. As well as a Bangalore office, we have one in New Delhi and have recently expanded to Pune. This shows our commitment to growth in this country," says Kini Pathmanathan, Vice President of Human Resources, Smiths Detection. "We are not using India only to grow in India. We are hiring talent in India to support global initiatives."

India is of particular importance to Smiths Detection since it can offer both technology and service support.

Arup, another global multidisciplinary company, is also investing heavily in Indian talent. The firm offers design, engineering, architectural, planning, and advisory services for the built environment and has been active in India for more than 40 years.

"WE ARE NOT USING INDIA ONLY TO GROW IN INDIA. WE ARE HIRING TALENT IN INDIA TO SUPPORT GLOBAL INITIATIVES."

Kini Pathmanathan, Vice President of Human Resources, Smiths Detection



"India is home to a strong and growing community of Arup technical experts. We invest a lot in their training and give them opportunities to innovate," says Sachin Kumar, India Office Leader, Arup. "We send them to work in other regions to connect with the wider team and bring that connection here. It helps them get a broader perspective. If we just do stuff in India with a very narrow vision, they will not be able to develop their abilities to their full potential." >



Smiths Detection demos biometric checkpoint solution at inter airport Europe 2019. Image taken from: [Biometric](#)

Arup's Indian workers have contributed to large-scale civil infrastructure projects in the UK, Australia, and Singapore. In India, Arup designed the Hyderabad and Mumbai International Airports, and does a lot of work for Indian Railways.

Smiths Detection and Arup are two great examples of UK companies benefiting from Indian workers carrying out highly technical work.

India's indigenous information technology services and consulting companies have been outsourcing talent to international clients for decades. In doing so, they have become multinational companies and part of an export industry valued at US\$ 178 billion.

Tech Mahindra is a leading technology and business services company. Mahindra University, Tech Mahindra's own engineering school is exposing its students to both the fundamentals and advanced topics of AI, blockchain, metaverse, and cyber security technologies.

It also has partnerships with various industry bodies and private training institutes to upskill people in next-generation technologies.

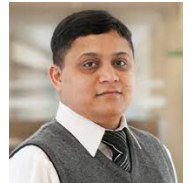
"We have been running a programme on blockchain for the last four years with Idealabs. We have trained over a thousand people," says Rajesh Dhuddu, Global Head, Blockchain & Metaverse Practice, Tech Mahindra.

Tech Mahindra also helps tech startups through its accelerator programme.

"There are many Indian startups in the blockchain and metaverse spaces. They have an excellent technical product creation perspective, but lack market acceleration. We connect these newly formed companies with the decision-makers in industry," says Dhuddu. ■

"INDIA IS HOME TO A STRONG AND GROWING COMMUNITY OF ARUP TECHNICAL EXPERTS. WE INVEST A LOT IN THEIR TRAINING AND GIVE THEM OPPORTUNITIES TO INNOVATE."

Sachin Kumar, India Office Leader, Arup



Waterworks: Arup's engineers are upgrading Ulsoor Lake in Bangalore originally built in the 17th century. Image taken from: [Arup](#)

MISSION UPSKILLING

Making sure those million new workers joining the workforce every month have the skills to be job-ready is a gigantic task. Companies such as Pearson and TWI are among those ensuring that Indian workers have the necessary skills to satisfy the demands of companies integrating India into their global supply chains.

Pearson, a British learning company, runs several assessment and training programmes in India. It has partnered with government bodies and top technology companies to build a wealth of resources in the country.

When you look at the global economy, you will notice that sectors such as real estate, automotive, energy, and retail are growing. But technology underpins all these sectors and brings the most opportunities. We have a large pool of talent in India, but it needs to be upskilled, trained, and made job-ready," says Gopinath Rangaswamy, Vice President, Technology, Pearson.

In 2022, Pearson acquired Credly, the world's largest credentialing company, to award learners' digital badges upon completion of training. This move will help organisations to verify employees' skills and build more balanced workforces using trusted information.



"We all should be proud of the versatility that the Indian workforce brings. If our corporations and governments continue to work hard to train our workers and ensure that our students get early exposure to future technologies, we will easily meet the global talent demand," says Rangaswamy.

"WE HAVE A LARGE POOL OF TALENT IN INDIA, BUT IT NEEDS TO BE UPSKILLED, TRAINED, AND MADE JOB-READY."

Gopinath Rangaswamy, Vice President, Technology, Pearson



While Pearson is inclined towards training IT professionals, TWI, a UK-based training organisation with a specialty in welding, is ensuring that Indian engineers and technicians in industries such as power, and oil & gas have relevant skills.

When asked what the biggest challenges are in providing training in India, Chris Wiseman, Industry Sector Manager at TWI, says: "What's lacking is a properly funded mechanism for Indian youth."

"We can't expect individuals to take the lead because it's too scattered. Big corporations should come forward and say that we want to skill our workforce and suppliers in a certain way, and we will help. It's just like paying for technology. It should be a sector-wide training programme."

Wiseman is optimistic about India emerging as a source of talent and leading in the advanced manufacturing sector, in net zero technologies, and in the space industry. ■

"BIG CORPORATIONS SHOULD COME FORWARD AND SAY THAT WE WANT TO SKILL OUR WORKFORCE AND SUPPLIERS IN A CERTAIN WAY, AND WE WILL HELP."

Chris Wiseman, Industry Sector Manager, TWI



EMBRACING THE GIG ECONOMY



By 2030
India will have
23.5
MILLION
gig workers

WeWork, the co-working space provider, occupies a sprawling 15-storey building in Kondapur, one of Hyderabad's busiest business neighbourhoods. On a weekday morning, the campus is teeming with young workers. Those who lack dedicated office spaces wait anxiously to check in and jostle for a workstation. The lucky ones who already have secured a desk will be in front of their laptops coding, designing, or managing data. A swarm of caffeine addicts buzz around the coffee machines, getting ready for a busy day. Executives will be looking for a free phone booth or a meeting room to talk to their clients who are located many thousands of miles away.

The booming gig and platform economy and the 'work from anywhere' model have boosted the demand for co-working space in India. According to the [Financial Express](#), the floor space dedicated to this type of commercial real estate in 2020 was 23 million square feet, and by 2023, it is expected to double and reach 50 million.

India is becoming the torchbearer of the gig and platform economy, thanks to its half-billion-strong labour force, growing urbanisation, and widespread smartphone adoption. The rise of gig platforms is making it easier for companies to find top talent. And it is making it easier for many freelancers to work with renowned companies that were once beyond their reach.

NITI Aayog, the Government of India's think tank, has come out with a report, 'India's Booming Gig and Platform Economy: Perspectives and Recommendations for the Future of Work.' It estimates that the number of gig workers in India will rise from its current 7.7 million to 23.5 million by 2030.

"Rural areas in India now have stable access to the internet and smartphones. This has skyrocketed the gig and platform economies. A lot of people are able to get jobs through various open talent platforms, and it has also become easy for consumers to avail services through these marketplaces," says Sakshi Khurana, Senior Specialist, NITI Aayog.

"WOMEN WHO WANT TO WORK FROM HOME, INDIVIDUALS WITH DISABILITIES, AND OTHER VULNERABLE GROUPS LIKE TRANSGENDER PEOPLE CAN EARN AN INCOME FROM THE GIG AND PLATFORM ECONOMY."

Sakshi Khurana, Senior Specialist, NITI Aayog



Many platform companies, such as Flipkart, Ola, and WhatsApp, are collaborating with the National Skill Development Corporation (NSDC) to train young Indians. This collaboration is set to benefit various sectors beyond the IT industry, such as mobility, beauty, wellness, plumbing, carpentry, servicing, and repair. >

The gig and platform economy can also be a pathway for people from marginalised communities to enter the workforce. “Women who want to work from home, individuals with disabilities, and other vulnerable groups like transgender people can earn an income from the gig and platform economy,” says Khurana.

While some large companies view the open talent and gig economies with caution, Tech Mahindra has given the green light to its employees to participate. Its external talent platform, called BeGig, connects employers to freelance workers. It has more than 20,000 registered freelancers with a variety of skills. It’s part of what the company calls a ‘moonlighting with boundaries’ policy.

“We are the only IT giant that has publicly told its workers they can participate in the gig economy so long as they do not do anything to jeopardise the interests of Tech Mahindra,” says Rajesh Dhuddu, Global Head, Blockchain & Metaverse Practice, Tech Mahindra.

In addition to having their own proprietary platform, Tech Mahindra also uses other marketplaces such as GitHub and Slack to source skilled freelancers.

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Rajesh Dhuddu, Global Head, Blockchain & Metaverse Practice, Tech Mahindra



The Indian government seems to be embracing the gig economy. In 2020, the Indian tax authority added platform work to the list of permanent, temporary, and apprentice work.

John Winsor, Founder and Chairman, Open Assembly, is an authority on the platform economy. He praises the government’s move. “Many first-world governments and regulatory bodies have taken a scarcity approach to looking at the open and gig economies. They see it as a threat to the status quo. On the other hand, India has taken an abundant view of the emergence of this new employment model,” says Winsor. ■



BEYOND METRO CITIES

Remote work—a trend that had been brewing for a decade or more—was given a significant boost by the pandemic. Perspectives on work have changed. For many it's less a 'place you go' and more a 'thing you do'. Many IT professionals, as well as workers in corporations and, banks, have migrated from metropolises to their hometowns, and are working from their homes. In response, some companies are building a pan-India presence and expanding their footprints into tier-2 towns such as Amravati, Bhubaneswar, and Chandigarh. Tier-2 towns are rapidly growing cities, and real estate costs and wagers are lower here than in the major urban conurbations. High internet penetration and large pools of untapped skilled labour make these regions a talent powerhouse for companies.

Tech Mahindra along with other Indian headquartered IT services companies see the benefit of the abundant resources that are available to them when they look outside the traditional centres. This approach gives them access to millions of workers who would historically have been excluded.

Says Harshvendra Soin, Global Chief People Officer and Head of Marketing, Tech Mahindra: "The Great Resignation caused by the pandemic taught us that

people wanted to be with their families. Now 10 to 12 percent of our workforce lives in tier-2 cities. One of the major benefits of allowing people to work from their hometowns was that the number of individuals who accepted the offer but did not join went down by 30 percent."

"WE INTEND TO KEEP SCALING OUR OPERATIONS OUTSIDE THE METROS."

Harshvendra Soin, Global Chief People Officer and Head of Marketing, Tech Mahindra



This strategy is helped by two factors: lower cost of operations, and the prevalence of great academic institutions. "We have delivery centres in Chandigarh, Indore, Nagpur, Coimbatore, Vijayawada, Thiruvananthapuram, Visakhapatnam, Bhubaneswar, and Warangal, because they are all good education hubs. We intend to keep scaling our operations outside the metros," says Soin.

"One of our strategies is to build and scale centres in tier-2 cities. It's not like we are going into a hundred towns. Right now, we are only targeting 10 to 11 towns and scaling them up sufficiently so that people find opportunities to work there," he adds. ■



RISE OF INDUSTRY 4.0

The fourth industrial revolution has arrived with the rapid adoption of technologies such as Internet of Things (IoT), Artificial Intelligence (AI), Machine Learning (ML), Cloud Services, and 5G by the manufacturing sector. According to [Fortune Business Insights](#), the global industry 4.0 market is projected to grow from US\$ 130.90 billion in 2022 to US\$ 377.30 billion by 2029. The challenge is that there aren't enough trained technicians to support this rate of adoption. Skills gaps hold back economies. ■



INDIA HAS ANSWERS

In 2018, the World Economic Forum set up its **CENTRE FOR THE FOURTH INDUSTRIAL REVOLUTION IN INDIA** in collaboration with the Government of India (GoI).

The GoI has already created the enabling policy framework and set up **INCENTIVES FOR INFRASTRUCTURE DEVELOPMENT** on a Public Private Partnership model.

SAMARTH UDYOG BHARAT 4.0, an initiative of the Indian Ministry of Heavy Industry & Public Enterprises, is promoting technological solutions to manufacturing units through campaigns, training, and demos.

LTIMINDTREE, an Indian MNC, has invested heavily to build IP in fields such as IoT, analytics, and AI/ML. It emerged as a major force in Everest Group's Industry 4.0 Services [PEAK MatrixSM Assessment 2022*](#).

*The PEAK Matrix is a framework for assessing the relative market success and overall capability of service providers based on performance, experiences, ability, and knowledge.

BOOSTING TRADE & INVESTMENT

Kemi Badenoch, the Trade Secretary of the UK, visited India in December 2022 to initiate the sixth round of Free Trade Agreement (FTA) bilateral talks. She met with the Commerce and Industry Minister of India, Piyush Goyal. The two leaders were optimistic about reaching an agreement that will stimulate the economies of both countries. While the FTA may still be under negotiation, there's evidence that businesses and local governments are already working hard behind the scenes to further strengthen what's become known as the 'living bridge' between the UK and India.

Before Badenoch's visit, Andy Street, the Mayor of the West Midlands region of the UK, led a delegation to India in November 2022. The West Midlands, famous for its heritage of heavy industry, is home to a sizable South Asian community, which may explain why it's a future host of the Kabaddi World Cup. Many Indian companies, including Ola, Mahindra & Mahindra and Tata-owned Jaguar Land

Rover, have invested in the region. The delegation's goal was to increase the number of partnerships between India and the region, which positions itself as a lower cost alternative to London and, importantly, a source of technology and talent through the many great academic institutions across the region. These include universities in Birmingham, Coventry, Wolverhampton, and Warwick, which have long been a hotbed for industry/academic partnerships and engineering innovation.

Concrete action has also been announced. On the sidelines of the G20 summit in Bali in November 2022, prime ministers Modi and Sunak announced a new UK-India Young Professionals Scheme. It offers 3,000 places annually to 18- to 30-year-old degree-educated Indian nationals to live and work in the UK for up to two years. The scheme will be reciprocal, so young Brits can take the opportunity to explore one of the world's fastest growing and most dynamic markets. ■



Piyush Goyal (4th from left), with Kemi Badenoch (5th from left), and Richard McCallum, CEO of the UK-India Business Council (1st from the far right), during 'India-UK Industry Engagement' in New Delhi, December 2022.

UNLOCKING FULL POTENTIAL

Thanks to its huge population of skilled youth, academic institutions, and a well-established IT sector, India is already renowned as a talent hub. But unlocking the full potential requires further action. Strong technical competence must be matched with communication skills if young Indians are to fully participate in global supply chains. "No doubt that Indians possess great tech skills, but a lack of communication skills often overshadows their talent," says Tech Mahindra's Soin.

The Indian government has an active skills development programme, and there's plenty of private sector activity too.

Hardskills is an online training platform. It has clients across the world and has a very strong focus on India. It works with Indian companies and global enterprises with large numbers of Indian workers, to train employees at scale in a range of critical business skills.

"THE SKILLSETS THAT ARE REALLY IN DEMAND ARE COMMUNICATIONS, PLANNING, AND CRITICAL THINKING."

Shoba Purushothaman, Co-Founder, Hardskills



"We see growing demand from companies building high performance teams that slot into global supply chains. There's no shortage of folks with great technical skills in India and there is plenty of demand for those resources. The skillsets that are really in demand are communications, planning, and critical thinking. It's these human skills, we call them global business skills, that are too often missing. But the great thing is they can be taught," says Shoba Purushothaman, Co-Founder, Hardskills. ■

FINDING THE RIGHT TALENT

With more than 6,000 engineering and technology institutes, India has the world's largest technical infrastructure. These institutions annually produce more than 1.5 million technical graduates. The numbers are big, but the quality is not evenly distributed.

When you are scouting for talent in India, it is important that you understand what you are looking for. Profiling is key. It will help you focus on the correct pool of resources. For example, not all technical institutes offer a practical approach to learning. And your options will be limited if you are looking for fresh graduates with applied knowledge. But some polytechnics produce better candidates in comparison to established engineering colleges. The trick is to know where and what to look for.

"Clients have come to us after hiring the wrong talent, despite engaging with renowned recruiters and interviewing candidates with the right technical knowledge and industry experience. What mistakes are they making in such instances? It is the inability to sift through the achievements in the resume versus the candidate's actual profile. Analysing technical education, past company portfolios, and relevancy helps determine true potential," says Gunjan Sharma, Associate Director, UKIBC.

India's technical talent pool is vast and layered. Working with the right individuals takes a bit of effort, experience, and support from the right people.

"ANALYSING TECHNICAL EDUCATION, PAST COMPANY PORTFOLIOS, AND RELEVANCY HELPS DETERMINE TRUE POTENTIAL."

Gunjan Sharma, Associate Director, UK India Business Council



THANKS TO ITS HUGE POPULATION OF SKILLED YOUTH, ACADEMIC INSTITUTIONS, AND A WELL-ESTABLISHED IT SECTOR, INDIA IS ALREADY RENOWNED AS A TALENT HUB.



ADD MORE INDIAN RESOURCES TO YOUR TALENT MIX

A BRIGHT MOVE

Albright International, a British maker of DC contactors and emergency disconnects, set up a unit in Pune. This move was already planned but sped up by the months-long holdup of tens of thousands of switches in Shanghai during the lockdown. India is now integral to Albright International's strategy, and the country's appeal goes beyond wage arbitrage. India has got talent.

Kevin Holland, who heads the firm's global operations, is impressed by the quality of work done in India. "To test the waters, I bought a machine made in India and was so impressed I ordered a second one." He is surprised that it took so long to discover India's incredible workforce. "Despite spending 30 years as an engineer, I was not aware of India's engineering capabilities. But thanks to UKIBC, who pointed me to the right places and the right people, we now have a plant in Pune. Surrounded by top-class engineering colleges and automotive companies, Pune is a perfect place to be," he says.

Holland is excited about the commercial gain that the Indian unit will bring to his firm. India's supply of skilled labourers is one of the reasons for his optimism. "I am positive about India's growth in the advanced manufacturing sector. The time is near when India will be the number one source of talent for companies across the globe," says Holland.



Source: Albright International

As we have seen in this report, big global companies are already drawn toward India's business ecosystem and skilled workers. They are setting up centres, investing in start-ups, and giving people the training they need.

Smiths Detection is making high-energy scanning systems in India with the help of Bharat Electronics Limited. Arup is giving Indian workers the chance to work on large-scale civil infrastructure projects in the UK, Australia, and Singapore. Tech Mahindra is setting up offices in tier-2 towns and training people who live there. Pearson has teamed up with the government and tech companies to run upskilling programs in India. TWI is delivering globally accredited training for Indian engineers across different sectors, both 'in country' and indirectly from the UK. India, with active government support, is embracing Industry 4.0 technologies and the gig economy.

The FTA, when signed and ratified, will further tighten the working relationship between the UK and India, and unlock new opportunities. For UK companies this offers both access to new markets and the ability to tap into deep talent pools. Even as politicians and technocrats finish their deliberations, there's a plethora of untapped skills in India to take advantage of already.

UK India Business Council can help you make the connections and add resources from India to boost your talent strategy. ■

UK INDIA

BUSINESS COUNCIL

WHO ARE WE?

The UK India Business Council is a strategic advisory and policy advocacy organisation with a mission to support businesses with insights, networks, policy advocacy, services, and facilities needed to succeed in the UK and India. We believe passionately that the UK-India partnership creates jobs and growth in both countries, and that UK and Indian businesses have ideas, technology, services and products that can succeed in India and the UK respectively.

GET IN TOUCH

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UNLOCK THE POTENTIAL OF INDIA



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