



NSDC CONNECT

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Issue - 17

INDIA ON THE MOVE

INTERNATIONAL MOBILITY LANDSCAPE
FOR SKILLED INDIAN YOUTH



**INDIA'S GLOBAL
TALENT MOBILITY**

**PAST, PRESENT AND
FUTURE**

**GLOBAL WORKFORCE
MOBILITY LANDSCAPE**

**OVERCOMING CHALLENGES
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Reimagining
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Editor's Note



Welcome to the seventeenth issue of NSDC Connect!

India is emerging as a global talent powerhouse, providing a skilled workforce that is transforming industries worldwide. With a large and diverse population, India boasts a wealth of talent across various sectors, from technology and engineering to healthcare and finance. This skilled workforce, coupled with a strong emphasis on education and innovation, positions India as a key enabler for businesses seeking to achieve their goals efficiently and effectively.

In this edition of NSDC Connect, we discuss the exciting opportunities for skilled Indian workers worldwide and highlight key international markets such as Japan, Germany, and the Gulf Cooperation Council (GCC) region.

In our Spotlight Interview, we connect with Dr. Dnyaneshwar Manohar Mulay. A decorated foreign services professional and the man responsible for transforming the Indian passport system, Dr. Mulay presents a historical perspective of talent mobility from India and highlights the areas of opportunities and challenges that will shape the future of India's skill development ecosystem. The interview showcases Dr. Mulay's experience of overcoming obstacles to reaffirm the importance of growth mindset, collaboration, and optimism in achieving the mission of *Viksit Bharat*.

For our deep dive article Mr. Alok Kumar, CEO, NSDC International, shares a broader perspective and insights on the evolving global skills landscape and the crucial role of NSDC International in connecting Indian talent with international opportunities.

Further, the issue delves into three International Focus stories taking a closer look at the opportunities, growing demand, and their regional requirements for skilled Indian workers. Through these stories, we analyse market trends, workforce demand and supply, and the evolving immigration policies in Japan, Germany, and in Gulf Cooperation Council (GCC). The focus is on specific skills and qualifications required in each region, highlighting the key sectors with high demand for Indian workers.

As always, the issue covers key events and important news in the world of skills and employment. The NSDC Highlights features latest achievements and initiatives undertaken by NSDC to empower Indian youth with skills that are globally relevant and in high demand.

The global workforce landscape is undergoing a dramatic transformation, driven by Artificial Intelligence, technological advancements, demographic shifts, and evolving economic realities. To navigate this complex terrain, businesses and economies alike require a flexible, adaptable, and highly skilled workforce. India, with its vast pool of talented individuals, is poised to play a pivotal role in addressing this global need. This strategic positioning will not only benefit India but also contribute significantly to global economic growth and development, making India a cornerstone of the world's future success.

Warm regards,

Jai Hind!

Ved Mani Tiwari - CEO, NSDC

NSDC Connect embodies NSDC's values: Integrity, Innovation, Inclusion, and Impact. We aim to provide trustworthy, innovative, and inclusive content that aims to make a positive impact on education and skill development. Join us in reimagining a better future.



REIMAGINE FUTURE



SPOTLIGHT

INDIA'S GLOBAL TALENT MOBILITY: PAST, PRESENT AND FUTURE

Team NSDC in conversation with the Passport Man of India, Dr. Dnyaneshwar Manohar Mulay. A decorated foreign services professional and the man responsible for transforming the Indian passport system, Dr. Mulay presents a historical perspective of talent mobility from India and highlights the areas of opportunities and challenges that will shape the future of India's skill development ecosystem, particularly from a global perspective. In this inspirational interview, Dr. Mulay draws from his own experience of overcoming obstacles to reaffirm the importance of growth mindset, collaboration, and optimism in achieving the mission of *Viksit Bharat*.



Dr. Dnyaneshwar Manohar Mulay

Retd. IFS Officer & Advisor at NSDC

Team NSDC Connect in conversation with Dr. Dnyaneshwar Manohar Mulay. Dr. Mulay, former Member of the National Human Rights Commission, and secretary to the Ministry of External Affairs, is a distinguished diplomat, author, and social reformer. A 1983 Indian Foreign Service officer, he served in Japan, Russia, Maldives, and USA, notably expanding India's passport network and championing distressed overseas Indians. Currently an Advisor to NSDC, he champions skill development efforts for Indian youth. A prolific writer, he has authored over 15 books and received numerous honours, including the Chintamanrao Deshmukh National Award for Public Service.



Ragini: Thanks for taking the time to speak with us! Even though a decorated leader like you needs no introduction, for those who may not know; could you walk us through your incredible journey so far and what attracted you to a life of service to the country?

Dr. Mulay: Well, if I had to sum it up, so far it has been quite exhilarating, and it has not ended yet! My journey started in a small village in western Maharashtra. And, through my selection for the foreign services via UPSC (Union Public Service Commission), I got the opportunity to serve for the specific missions of MEA (Minister of External Affairs) and for the nation at large. Through my years in foreign services, was posted in many countries including Japan, USA, Maldives, Mauritius, Syria, and Russia.

Foreign service is unique in this sense as you get the opportunity to meet and work with the best and most diverse in the world in terms of talent, experience, language, and culture. And if you pay close attention, then it also enables you to see the realities of the world. In this sense, foreign services aid you into the journey of enlightenment. I do feel that to live a good life, a life close to self-actualization, one needs to feel both happy and proud.

The same is also true for the country. If we feel proud and happy about our country, then we are on the right track as a society. Fortunately, I would say that my life has generally been quite good on both aspects.

I also see my selection in the service as a sign of India as a vibrant democracy. I say this because I believe that democracies should enable the devolution of power and resources to the most marginalized sections of society. So, if somebody like me coming from a small village, and educated in Marathi medium could get the opportunity to be in the foreign service and serve in some of the best postings, it indicates that we are a thriving democracy. It also shows that democratizing quality education and opportunities beyond the privileged class, can change lives and society for better.

My own mission through this journey has been to connect people, cultures, languages, and societies. I have been driven by the quest to bring people closer to the embassy. Whether it is the diaspora or the local communities where I am posted, I aim to connect them to India. So, when people ask me about passport reforms, I see it as a manifestation of this mission and of the efforts of many committed professionals. Today, India aspires to become a global power, and the ability of its people to travel abroad freely is crucial to making this dream into a reality. Whether its trade, training, commerce, technology, tourism, or entertainment people should be able get a global exposure. When I hear people say things like 'Bombay ko Shanghai jaise banana hai', I see it as an important symbolic expression. It means that through cultural osmosis, trade, and travel, we are able to draw inspiration and learn from each other.

I am also deeply inspired and influenced by the great reformers of Maharashtra. People like Chhatrapati Shivaji, Mahatma Phule, Dr. Ambedkar, Shahu Ji Maharaj, Agarkar, and Tilak have been great reformers from different walks of society and have had a lasting impact on Indian society as well as polity. So, even when I came to services, it was not entirely about career or money. I wanted to serve the Indian communities wherever they were. And this mindset has always stuck with me in whatever I do, even today.

Ragini: It is great to hear that your leadership journey has been motivated by a sense of service for the country and society. Could you tell us a little bit about what attracted you to the skill development domain and how do you see the role of skill development in India's growth journey?

Dr. Mulay: Well back in the day, I used to see education and employment to be interlinked with no other factors in between. I used to think that education leads to good jobs which in-turn led to betterment of life. This is still true to some extent, but it is not the complete truth. There is another crucial component, which is that you need to have the right skills. And skills are dynamic too, in the sense that we need to continue to upskill, reskill, learn, and unlearn.

My first brush with the skilling ecosystem happened back when I was the secretary at MEA. During that time, we developed the idea of PDOT (Pre-Departure Orientation Training) that has now evolved into a standard practice. NSDC was also part of this initiative, and I got the first-hand experience of going beyond education to equip Indians with the skills to live and work in a different country. This experience re-enforced my belief in the need for appropriate skilling in order to empower our youth for

global careers.

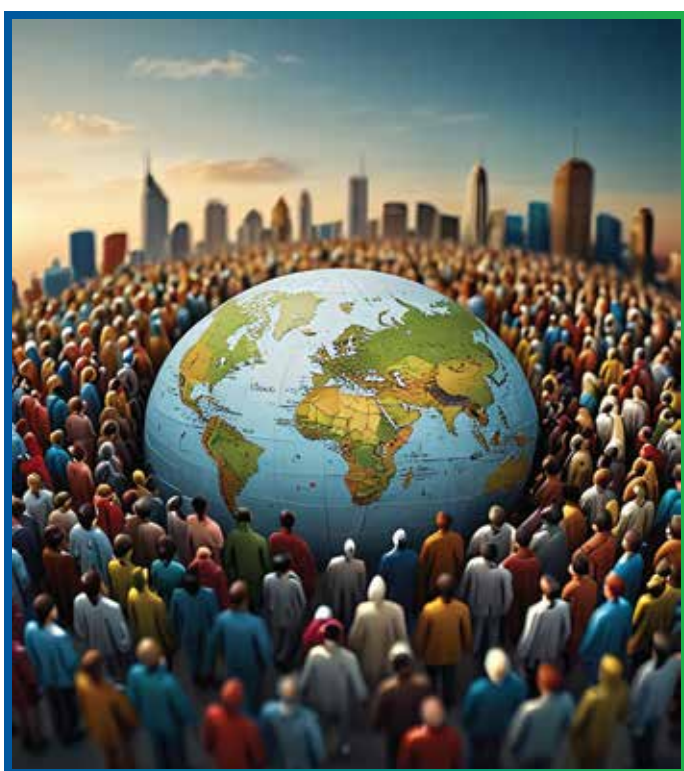
In the last 15-20 years, the world has changed dramatically. Aside from the global disruption caused by COVID-19, the world today faces several risks and challenges including environmental degradation, security threats, terrorism, inequality, and technological disruptions in the world of work. On the one hand, several jobs are likely to become obsolete, and on the other hand, several new jobs will come up that cannot even be predicted today. Additionally, many developed countries are now faced with an ageing population resulting in labour market disruptions and growing dependency on the youth.

Together, these factors have given rise to a very different world that necessitates adaptation. We are living in an increasingly global, interconnected, and complex world, and in this scenario, even employment and skilling needs to be re-imagined. As for India, we are a country of population surplus that currently enjoys demographic advantage. While this young population gives us a comparative advantage, it also presents certain challenges such as improving employability. Appropriate skilling can fix this gap, and therefore, needs to be taken very seriously.

For example, if I go to my village, the MBBS doctors there are very talented. They have graduated from good institutions and have a lot of experience practicing in the local context. But they may not really be fit and qualified to work in another country. One big gap here is the absence of necessary soft skills. Secondly, they have been practising primarily in the local language, so they will need to be upskilled for language and communications. Working in another country also requires you to have the skills for cultural adaptation as each country has different norms, workplace expectations, and behavioural protocols. And it is not easy! It takes time, consistent efforts, and the spirit of lifelong learning to acquire these skills. But it is necessary, in order to fully utilize our opportunity window of demographic advantage and to achieve our collective mission of development.

Ragini: In your long and illustrious career representing India on so many international platforms, what kind of changes have you seen in the perception surrounding the Indian diaspora and talent abroad?

Dr. Mulay: Well, the history of talent migration from India is not new. In fact, there is an old and rich tradition of individuals and communities settling abroad, and over a period of time, doing pretty well! In my own experience, I have worked in, Japan, where I spent about seven years in two different postings. Subsequently, I was posted in Russia, Mauritius, Syria, the Maldives, and the United States of America. Fortunately, in each of these places, I interacted with members of the Indian diaspora and learned about their unique experiences.



For example, in Japan, there were two distinct groups of Indians. The first group consisted of those who had settled there either before or immediately after India's independence. Many of them, like the Sindhis, did not come to India but moved to places like Hong Kong, Singapore, and Japan. The second group emerged from the mid-1980s onwards, as Indian professionals began moving to the United States and, in some cases, were posted to Japan as senior leaders in corporate organization, or in managerial and academic roles. But the number of Indians in Japan and the US at that time was still relatively small.

When I went to Russia, I noticed the unique nature of our close relationship with the country, which remains strong even today. However, the Indian community there was primarily involved in trade to meet Russian demands which were often tied to exports or imports quotas and involved government trade agreements. Unlike Japan or the United States, the Indian presence in Russia was not as prominent or varied.

Mauritius was a particularly fascinating case. Starting in the early 19th century, from the 1820s to the 1920s, Indian plantation labourers were sent to Mauritius. Today, 70% of Mauritius's population is of Indian descent. They speak Bhojpuri, Creole (a mix of Bhojpuri, French, and African languages), English, and French, making them a multilingual population. These labourers, known as Girmityas, also migrated to other places like Fiji, Trinidad & Tobago, Jamaica, Singapore, Malaysia, and Sri Lanka.

After independence, when Pandit Nehru was asked whether about the repatriation of this old Indian diaspora. But India was a new democracy grappling with the traumas of partition, as well as the economic and political instability and this could not happen. But the Indian ethos of adaptation, hard-work, and education, eventually led to this community rising to positions of leadership. Today, there are over 300 government leaders of Indian origin across 20 countries (Source: Indiaspora, 2024), primarily in countries like Suriname, Trinidad & Tobago, Mauritius, and Fiji but also in the UK and USA.

In the United States, the scenario was different. Until the mid-20th century, Indians were classified as part of the broader Asian group. Through significant efforts by Indians, immigration policies were liberalized, and today the Indian population in the U.S. stands at 5.4 million, which is over 1% of the total U.S. population. This means that for every 100 people in the U.S., one is of Indian origin.

Indians in the U.S. have excelled in education and employment. They are the most educated ethnic group, with the highest percentage of doctorates and master's degrees. They also have the highest employment rate and the highest household income levels amongst any minority groups. Additionally, the crime rate among Indians in the U.S. is among the lowest. This reflects positively on the community. Furthermore, 25 top CEOs in the U.S. of Indian origin collectively command an economy

worth around \$5 trillion.

Globally, the Indian diaspora now numbers 35 million people spread across more than 150 countries. India has truly become a global presence. The next opportunity lies in increasing the number of Indians going abroad, as the world needs skilled, adaptable, and technologically proficient individuals. India is uniquely positioned to supply this workforce, making this an important moment for India in the global migration landscape.

Ragini: International talent mobility is emerging a crucial livelihoods pathway for India youth. As a career representative for India across the world, what are some insights that you can share with us regarding global demand for Indian talent?

Image 1: Global Footprint of Government Leaders of Indian Origins



Source: Indiaspora, 2024

Dr. Mulay: Well, the new Future of Jobs Report (WEF, 2025) predicts that over the next 25 years, the world will require additional 1 billion skilled workers. Given our young, dynamic and large population, India stands out as one of the very few countries in a unique position to fulfil this workforce demand and supply labour—whether skilled, semi-skilled, or highly skilled—on a massive scale.

Interestingly, most of this demand is coming from developed countries where the populations are ageing. This means that Indians migrating for jobs abroad have an opportunity to enjoy high standards of living, earn good salaries, and, in turn, contribute to the Indian economy. Historically, India has experienced job-related migration within a regulatory framework. For instance, the Emigration Act, 1983 was created to safeguard the well-being of Indian workers, particularly those going to Gulf countries. Currently, there are 21 countries where 'emigration clearance' is required, reflecting India's cautious approach to ensuring its workers are not exploited abroad. Despite these measures, instances of exploitation and discrimination do occur, but consistent efforts are being made to ensure that the legal provisions of the Emigration Act, 1983 act serve to protect Indians wherever they are.

Given the sweeping changes in the global landscape, particularly in skilling and migration, India must adapt and seize this opportunity. Over the last decade, Prime Minister Modi has consistently emphasized job creation, skilling,

internships, and initiatives like Skill India Centers. Additionally, schemes such as PMKVY (Pradhan Mantri Kaushal Vikas Yojana) and PMVY (Pradhan Mantri Vishwakarma Yojna) offer avenues of learning relevant industry skills along with digital, financial, and entrepreneurship skills. Significant provisions have been made to ensure that Indians can access the training they need and National Skill Development Corporation (NSDC) is an integral part of this ecosystem enabling greater reach and access of skills to meet both international and domestic demands.

Currently, the demand for skilling is exceptionally high. Many multinational companies have shifted their focus away from formal educational qualifications and now prioritize specific skills. This represents a major transformation over the past decade, and India has decided to embrace it fully. NSDC is leading this movement, and as the principal architect of the skilling ecosystem in India, it is helping Indians become job-ready and instilling confidence that they can compete globally. The goal is to supply the world with a reliable, competent, and well-trained workforce.

For example, there is a significant demand for nursing and caregiving professionals in the United States, with 2 million workers required by 2030. Meeting such a high demand will require India to act quickly and establish formal pathways. Currently, Migration and Mobility Partnership Agreements (MMPAs) cover talent mobility with around 20–25 countries. While it is a well-envisioned instrument, it needs to become more dynamic to address emerging challenges and enable greater participation of industry, academia and other stakeholders in facilitating the movement of skilled talent from India. We live in a world transformed by technology and terms like Artificial Intelligence (AI), Robotics, and Big Data have only recently become a part of the mainstream skilling vocabulary. To capitalize on the opportunities now available, India must act swiftly and adapt its policies to align with the needs of the global job market.



Ragini: What are some ways in which the Indian government and its different agencies support India's global talent mobility?

Dr. Mulay: Firstly, given the large and diverse population in India, as well as the complexities of the global labour markets, skilling and talent mobility cannot be envisioned as an easy task to be done by any one institution or agency. Universities, colleges, higher-level schools (grades 10 to 12), industries, civil society organizations, and the entire government machinery need to gear up to address current challenges and create systems that allow people to take advantage of emerging opportunities.

One of the primary challenges is language barriers. While India has a significant English-speaking population, it is often limited to a more privileged section of the society, securing higher-tier jobs domestically or migrating abroad independently without requiring much government intervention. However, a large portion of the population is educated but lacks these language and communication skills. Similarly, graduates from ITIs and polytechnics may have technical education but often lack refinement, updated knowledge about their trade, and language abilities. These skills are essential if one were to work in a foreign country. For instance, individuals wishing to work in Japan must know, at least a basic level of Japanese, while those moving to Germany, Spain, or France require German, Spanish, or French language skills, respectively. Additionally, appropriate cultural education also needs to happen to enable a smooth transition and pleasant work experience in a new country.

These language and soft skill gaps are critical "ecosystem" issues. To exploit global opportunities, individuals must meet the necessary qualifications, including language proficiency. Organizations like NSDC are taking a leading role in addressing these gaps through various initiatives. For example, initiatives like NSDC Academy, Skill Impact Bonds, Social Stock Exchange, NSDC Trust, and SIDH have emerged as innovative solutions to tackle various skilling related challenges in a variety of contexts, both domestic and international. The establishment of Future Skill Centres at universities allows students to access the latest technological advancements on campus without needing to seek training elsewhere. Additionally, Skill India International Centres are emerging as cutting-edge infrastructure to support the end-to-end skilling and mobility preparedness for Indian workforce looking to move abroad for work.

NSDC's efforts have also led to the creation of 36 Sector Skill Councils, a major accomplishment in a short time. This ensures that industries are fully onboard, partnering with NSDC to make Indian workers job ready. Despite these advancements, several challenges remain. Urban and rural populations face distinct issues, such as language and digital literacy barriers, cultural understanding, and a lack of soft skills. Rural unskilled workers, in particular, require targeted interventions. States have a crucial role to play in overcoming these challenges. While some states are actively engaged, others are slower to act or may need to be nudged towards recognizing the existing opportunities.

Ultimately, the challenges—though complex—are not



insurmountable. India has the capacity to address them if all stakeholders work in a coordinated manner. Language training, skilling programs, promoting global recognition of Indian training programmes, and the leadership role played by NSDC are all central to this effort. It is not a matter of generating demand, as global demand already exists; the focus should now be on creating local intellectual and skilled infrastructure to meet this demand effectively.

Ragini: Thanks for being so generous with your time Dr. Mulay! My last question to you is that in this rapidly transforming tech-dominated world, what advice would you like to share with our young readers to stay relevant and achieve professional success?

Dr. Mulay: When I was preparing for the UPSC exam, I had two quotes on each of my notebooks that inspired me deeply. The first was a quote attributed to Bruce Lee: "Not failure, but low aim is the crime." The second was a well-known thought from ancient Indian philosophy, often

reiterated by Swami Vivekananda: "Arise, awake, and stop not till the goal is reached." I believe that a single-minded focus is extremely important. Once you set a goal and begin working toward it, the paths to success start revealing itself. There may be ups and downs along the way, but you will also find mentors and guides who help you navigate through challenges. So, this is something that I would like the young readers to perhaps reflect upon and internalize. This philosophy has shaped my outlook on life and has held me good steady throughout different challenging periods.

I strive to observe the world with alert eyes, listen carefully, and keep my mind open to all kinds of ideas. This approach stems from our ancient Indian teachings, particularly a verse from the Rigveda (1.89.1): आ नो भद्राः क्रतवो यन्तु विश्वतः (Ano Bhadrah Kratavo Yantu Vishwatah), which means, "Let noble thoughts come to us from all directions." This principle encourages embracing diverse ideas, avoiding rigid judgments, and collaborating with others whenever possible.

Coming from a rural background, I initially felt a sense of inferiority when I joined the service. However, over time, I began counting my blessings and realized the unique strengths my upbringing had given me. Growing up in a rural area gave me a deep understanding of the seasons, crops, fields, social structures, and community life—its advantages as well as its challenges. These experiences became valuable assets in my life.

For instance, when I was posted in the Maldives, a nation surrounded by the sea, I discovered that none of my staff knew how to swim except me. This struck me as unfortunate because swimming is such a vital skill in a place like the Maldives, where tsunamis, or other water-related risks are common. This realization reinforced my belief that each of us carries unique strengths and assets shaped by our experiences.

Overcoming my own inhibitions and feelings of inferiority taught me an important life lesson: keep moving toward your goal with sincerity, honesty, and hard work. No matter how daunting the journey may seem, if you stay determined and true to your efforts, you will eventually achieve what you set out to accomplish.



Ultimately, the challenges—though complex—are not insurmountable. India has the capacity to address them if all stakeholders work in a coordinated manner. Language training, skilling programmes, promoting global recognition of Indian training programmes, and the leadership role played by NSDC are all central to this effort. It is not a matter of generating demand, as global demand already exists; the focus should now be on creating local intellectual and skilled infrastructure to meet this demand effectively

DEEP DIVE

**GLOBAL WORKFORCE MOBILITY
LANDSCAPE: OVERCOMING
CHALLENGES AND POSITIONING INDIA
FOR SUCCESS**





Alok Kumar

CEO, NSDC International Ltd.

Alok currently leads NSDC International. Earlier, he held leadership roles in world's largest Staffing companies. He is an expert in global labour markets and workforce management solutions. His views on the topics are widely quoted and published in national and international publications.



Introduction

A pressing crisis is on the horizon for businesses and economies worldwide. By 2030, the demand for skilled workers will far exceed the available supply, leading to a global talent shortage of over 85 million people. Left unchecked, the financial cost of the talent shortage could be staggering around **\$8.45 trillion in lost annual revenue by 2030¹**, which is equivalent to the combined GDP of Germany and Japan. The United States alone could miss out on \$1.75 trillion, or roughly 6% of its entire economy, due to the lack of workers. In case of Japan, the working age population is expected to rapidly decline from 2027 leaving many industries, especially healthcare and manufacturing, critically short-staffed and leading to a shortage of more than 11 million workers by 2040². Meanwhile, Saudi Arabia's expanding vision for economic diversification is hindered by skill gaps in growing sectors like technology and tourism, which rely heavily on skilled foreign workers.

Global labour shortages are affecting economies worldwide, driven by demographic shifts like an aging workforce and a mismatch between job seekers' skills and available positions. India, with its 254 million young workforce, is well-positioned to help address this gap. The country boasts the world's largest youth demographic and is expected to maintain one of the youngest populations through 2030, offering a steady supply of skilled and motivated workers for the global labour market.

For **European Union**, the EURES Report on Labour Market Imbalances 2023³ highlights significant labour shortages across Europe, particularly in sectors such as healthcare, construction, and technology. Over 200 occupations are reported to be facing shortages, with countries like Germany, France, Italy, and Austria experiencing the most acute imbalances. The healthcare sector is particularly affected, grappling with a critical shortage of professionals due to an aging population and rising demand for services. Additionally, a report by the health foundation, UK⁴, indicated that by 2030-31, there will be a demand of around 156,000 health workers in United Kingdom alone. Similarly, the construction industry is struggling to meet the increasing demand for housing and infrastructure projects, leading to higher job vacancy rates compared to other sectors.

As the population across the world ages, India's vast and relatively young population is set to become one of the largest skilled labour forces in the world. Our ability to produce a diverse and skilled workforce (total increase in employment during 2017-18 to 2023-24 was about 168 million⁵) aligns well with the needs of countries experiencing labour shortages due to aging populations and shrinking labour forces. Additionally, with a projected 10% of the global workforce potentially sourced from India, the country is poised to play a vital role in filling

critical roles worldwide, especially in industries such as healthcare, construction, technology, and manufacturing.

Ecosystem Challenges

While India's demographic advantage and skill development initiatives position it well to address the global workforce shortage, several bottlenecks hinder the smooth deployment of Indian talent to European markets. International migration offers significant opportunities for Indian workers to contribute to and benefit from the global economy. These challenges include issues related to awareness, migration costs, policy frameworks, skill certification, and exploitation. Addressing these challenges is crucial for enhancing the global mobility of Indian workers and ensuring that they are well-prepared to compete in international markets.

Awareness

Awareness Among Potential Migrants: One of the primary challenges to international migration from India is the limited awareness among potential migrants about the opportunities available abroad, as well as the requirements for securing such opportunities. Many skilled and semi-skilled workers, particularly in rural and semi-urban areas, are unaware of the demand for their skills in international markets. This lack of awareness extends to understanding the processes involved in migration, including visa requirements, employment contracts, and rights and obligations in the destination country.

Information Asymmetry: Even when information is available, it is often fragmented or difficult to access. Potential migrants may not have reliable sources of information regarding the credibility of recruitment agencies, the legitimacy of job offers, or the cultural and

professional expectations of the destination country. This information asymmetry can lead to suboptimal decisions, including falling prey to fraudulent agents or accepting unfavourable employment terms.



Migration Cost

High Financial Barriers: The cost of migration is a significant barrier for many Indian workers. This includes expenses related to obtaining visas, work permits, and travel, as well as fees charged by recruitment agencies. For workers from economically disadvantaged backgrounds, these costs can be prohibitively high, limiting their ability to pursue international employment opportunities. Additionally, the upfront costs of migration often require workers to take on debt, which can lead to financial vulnerability and exploitation.

Cost of Certification and Skill Upgradation: In many cases, workers must obtain additional certifications or upgrade their skills to meet the requirements of the destination country. These certifications, which are often mandatory, can add to the overall cost of migration. The absence of affordable and accessible training programs that align with international standards exacerbates this issue, making it difficult for workers to achieve the necessary qualifications without incurring significant expenses.

Policy

Fragmented Policy Frameworks: The policy environment governing international migration in India is often fragmented, with multiple agencies involved in regulating different aspects of the process. This can lead to inconsistencies and gaps in policy implementation, making it difficult for workers to navigate the migration process effectively. For example, there may be a lack of coordination between state and central government agencies, leading to delays or obstacles in obtaining necessary documentation.

Regulatory Barriers in Destination Countries: Indian workers also face challenges related to the immigration policies of destination countries. These policies can



include stringent visa requirements, quotas on foreign workers, and barriers to recognition of foreign qualifications. Changes in these policies, which are often influenced by economic or political factors in the destination country, can create uncertainty for potential migrants and impact their ability to secure and retain employment abroad.

Skill and Certification

Mismatch Between Domestic and International Standards: A significant challenge to international migration is the mismatch between the skills and certifications acquired in India and those required in international markets. Many Indian workers possess skills that are not formally recognized or certified according to international standards. This discrepancy can limit their employability in foreign markets, even when they are otherwise qualified.



Lack of Access to Global Certifications: Access to global certifications that are recognized and valued by employers in destination countries is often limited. The training infrastructure in India may not always align with the requirements of these certifications, and there may be a lack of awareness or availability of training centers that offer internationally recognized programs. Without these certifications, Indian workers may find themselves at a disadvantage when competing for jobs abroad.

Exploitation

Vulnerability to Exploitation by Recruitment Agents and Employers: Exploitation is a significant challenge faced by Indian workers seeking international employment. Many potential migrants, particularly those from economically disadvantaged backgrounds, are vulnerable to exploitation by unscrupulous recruitment agents who may charge exorbitant fees, provide misleading information, or even facilitate fraudulent job offers. These agents often take advantage of the lack of awareness and desperation among workers, leading them into situations where they

are financially exploited or coerced into unfavourable conditions.

Labour Rights Violations in Destination Countries: Even after securing employment abroad, Indian workers often face exploitation in the form of poor working conditions, wage theft, and violations of labour rights. In some cases, workers may be subjected to unfair contracts, restricted freedom of movement, or hazardous working environments. The lack of access to legal recourse in destination countries, combined with limited knowledge of their rights, makes these workers particularly vulnerable to exploitation by employers.



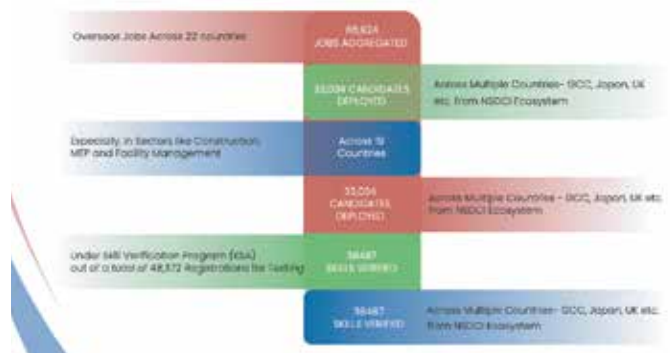
NSDC International Leading The Way

As India continues to assert its position on the global stage, the demand for skilled Indian professionals in international markets is growing. To capitalize on this opportunity NSDC International has been working towards supporting the mobility of skilled Indian workers. Over time, we have made significant strides in mobilizing the workforce to various countries, addressing challenges within the ecosystem.

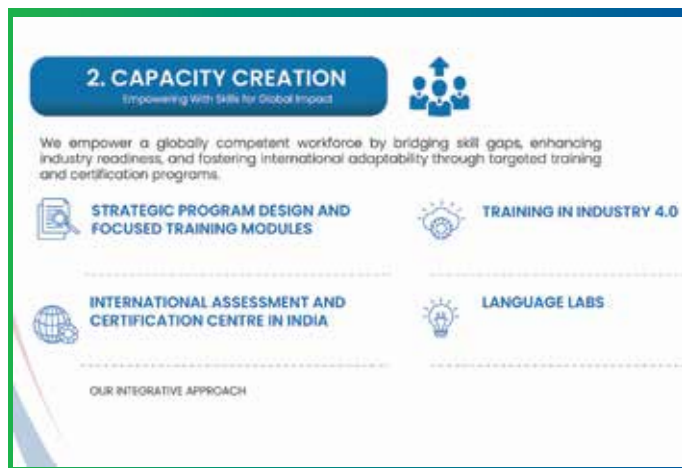
Since its establishment in October 2021, NSDC International has made a remarkable impact. NSDC International has been implementing various interventions aimed at enhancing the international mobility of India's skilled workforce, ensuring equitable opportunities across all states.

Achievements

Since its establishment in October 2021, NSDC International has made a remarkable impact.



NSDC International: Value Proposition



alternative job opportunities abroad, particularly in states where local employment opportunities may be limited. This not only reduces the burden on the domestic labour market but also facilitates the acquisition of new skills and knowledge.

Furthermore, by tailoring skill development programs to specific needs, establishing supportive infrastructure, and fostering public-private partnerships, NSDC International aims to ensure that Indian workers are well-prepared and positioned to thrive in the global market place and significantly enhance India's presence in the international skilled labour market, while also ensuring equitable international opportunities for workers across the nation.



Conclusion

By enabling workers from diverse regions to access global employment opportunities, India can significantly boost its economic development and achieve its vision of *Viksit Bharat@2047*. Job seekers who migrate internationally often earn in stronger currencies, leading to substantial remittances sent back to their home states. These remittances play a crucial role in stimulating local economies, funding essential services such as education and healthcare, and supporting infrastructure projects. The infusion of capital from abroad not only improves the standard of living in these regions but also contributes to broader economic stability and growth.

Additionally, international workforce mobility helps in addressing domestic employment challenges by providing

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INTERNATIONAL
FOCUS

OPPORTUNITIES IN JAPAN: A GROWING
HUB FOR SKILLED INDIAN YOUTH





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Introduction

India, with its young population, has a strategic advantage in addressing the evolving needs of the workforce globally. For example, an estimated 900,000 job opportunities are present in Japan across priority sectors of which, Indian workforce can be engaged across roughly 23,000 opportunities in sectors such as healthcare, wholesale/retail, manufacturing, construction, agriculture, and information and technology in the upcoming years.

NSDC International Limited (NSDCI), a wholly owned subsidiary of the National Skill Development Corporation (NSDC), is transforming the landscape of skilled professional training and recruitment on a global scale.

With an extensive reach spanning across 25+ countries, they create connections between skilled candidates and global employers. The platform facilitates a transparent recruitment journey, catering to diverse industries.

India, Japan signed two Memorandum of Cooperations (MoCs) in 2017 for Technical Intern Training Program (TITP) and in 2021 for Specified Skilled Workers (SSW), to give skilled Indian workers access to Japanese job market. More than 48,000 Indians currently live in Japan. In recent years, the composition of the Indian community has changed with the arrival of more professionals, including in IT, engineering, management, finance, and scientific research¹.

Japan Labour Market Outlook

In 2020, the International Monetary Fund predicted that "the ageing and shrinking population will strain Japan's public finances, as age-related spending, such as on healthcare and pensions rises while the tax base shrinks". Echoing this prediction, Japanese Prime Minister Fumio Kishida in January 2023 said, "Japan is standing on the verge of whether we can continue to function as a society," facing as it does the twin threats of falling birth rates and an ever-increasing elderly population.

Japan's total population peaked in 2008 and began to decline, but according to Population Projections for Japan, the number of elderly people aged sixty-five and over is expected to continue to increase until 2044. The global shift towards a more elderly demographic is a transformation that is already shaping government policies and affecting societies and economies around the world and Japan is no exception.

Japan is facing a labour shortage, and by 2040 it could be short of eleven million workers, a recent study done by Recruit Works Institute, independent research centre of Recruit Group².

As Japan was grappling with these ever-growing issues the pandemic pushed the situation to take immediate actions.

The Opportunity

India sends the highest number of migrants abroad and is the top origin country globally for skilled workforce. Mexico is the second most significant source country followed by Russia and China. In 2020, majority of international migrants originated from middle-income countries (63%), around 13% originated from low-income countries, and 19% were from the high-income countries. In 2020, around eighteen million people from India were living outside of their country of birth for work³.

65% of India’s population is below 35 years, making India’s demographic dividend the most favourable in the world. This presents India with an opportunity to create a high-quality skilled workforce pool, not just within but also for rest of the world. India is positioning itself as the preferred workforce supply hub both for high-demand and high-value roles. Healthcare, Manufacturing, and Science Information and Technology emerge as priority sectors for migration.

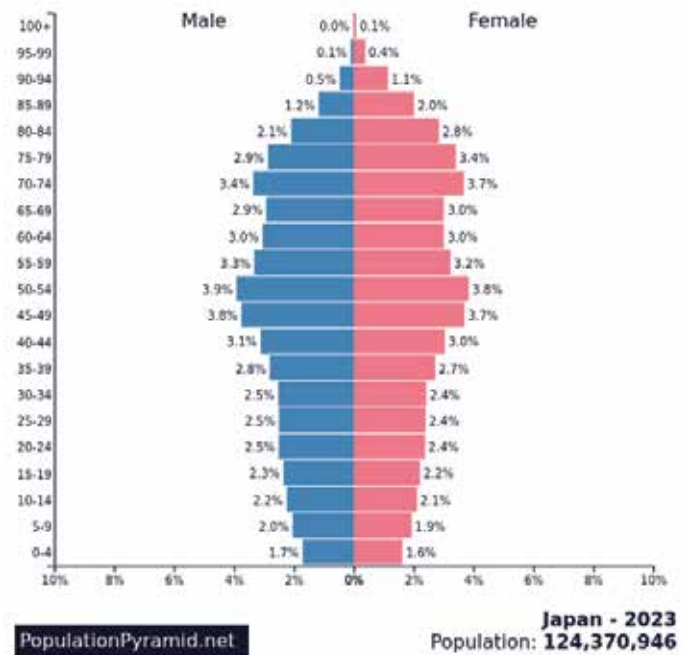


Japan as an Employer

Japan is the fourth largest economy in the world after the US and China. It is also the fourth largest exporter of goods in the world, with foreign trade accounting for 31% of the country’s GDP, while Japan has had a relatively restrictive immigrant policy in past year, in recent years, it has started opening its doors to immigrant workers in order to mitigate the impact of labour shortages brought on by its rapidly ageing population.

Japan has a GDP of \$4.39 trillion in 2025⁴ and has been growing at 1.7% (annual percentage change). With a population of 125.6 million in 2021, Japan is the 11th most populous country in the world. However, with rapid ageing, its population is declining rapidly and is expected to reduce to 88 million by 2065. The Human Development Index (HDI) value for Japan in 2019 was 0.919, resulting in a high ranking of 19 out of 189 countries. Japan’s population is among the oldest in the world, with 28.8% being 65 or older (with women constituting the majority of the aged population). This can be attributed to the

Figure 1: Japan Population Pyramid



Source: population pyramid.net, Japan, 2023

country’s high life expectancy (second highest in the world at 85 years) and low fertility rate. In fact, it is estimated that by the year 2036, people aged 65 or above will have risen to represent a third of the population.

International Mobility Between India and Japan

Indian nationals form only about 1.3% of the international workforce cohort in Japan. The two nations have also held close economic cooperation over the years. India was the 18th largest trading partner for Japan, and Japan was the 12th largest trading partner for India in 2020. India and Japan have also signed agreements to facilitate workforce mobility. The "Technical Intern Training Programme" agreement signed in 2017 allows Indian youth to avail internships in Japan across diverse industry sectors. Similarly, the Memorandum of Cooperation for Specified Skill Workers (SSW) signed in 2021 allows skilled Indian youth to gain employment in Japan. Highly skilled workers in professions including medicine, engineering and ICT can apply for a Blue Card, which allows for easier immigration. The Skilled Immigration Worker Act (2020) allowing fast-track visas to skilled workers.

NSDCI plays a crucial role in verifying candidates’ identity documents and educational certificates prior to admission. NSDCI through its network of International Centres has establish multiple training centre for Japanese language classes and to provide Japanese language and skill training, as per the requirements from Japanese companies. Pre-Departure Orientation Training (PDOT) programmes is also being conducted to familiarize candidates with the culture and work environment in Japan.

With the oldest population in the world, Japan now faces

mounting pressure to bring in more workers to offset the falling labour force. Currently, China, Korea, and Vietnam account for 55% of all migrants in Japan. They have been working on their migrant policies to create a cohesive environment for migrant communities. In 2020, migrants represented 2.2% of the nation's population. To tackle the issue of a rapidly ageing population, the Japanese government initiated a historic immigration reform in 2019, expanding visa programmes to over 345,000 new workers.

Key Sectors and Job Roles in Japan

Japan's manufacturing industry accounted for about 20% of the total GDP in FY 2019-20⁵ led by the food products, basic metals, motor vehicles, repair of equipment and other segments. The sector offers significant opportunities to IWM, being the largest employer of foreign workers in the country now with about 482,000 foreign workers, with potential demand to create demand for additional 91,430 trade workers. The priority sectors contribute significantly to the country's GDP and together employ most of the Japanese workforce. Several migrants are already employed in the healthcare, construction, agriculture and manufacturing sectors, areas with stable growth outlook, indicating openness to non-national workers in those sectors.

exceeding the national GDP growth of 1.7%. The sector is looking to fill over 37,000 openings for nurses and care workers. Driven by COVID and a rapidly ageing population, the healthcare (and nursing) sector is projected to grow, with a likely need for foreign workers to fill the gap.

The number of agricultural workers in Japan is declining sharply at a loss of 50,000 people per year. The Ministry of Agriculture, Forestry, and Fisheries has declared the labour shortage in the agriculture industry as severe, with an estimated 70,000 more farmers required as of 2017. The effects of Japan's ageing population are also observed in this sector.

The demand for IT workers is expected to touch 450,000 by 2030 in Japan. Recruiters have identified Indian students as best suited to meet this demand, in terms of skill and ability. Back in 2018 itself, the Japanese government announced its goal to recruit 200,000 IT professionals from India; the demand might reach 800,000 by 2030. Other sectors Wholesale and retail.

'Wholesale and Retail' is one of the leading economic drivers in Japan, accounting for 12.7% of the country's nominal GDP in 2020. The industry also employs 10.6 million people or 20% of the total employed population. The retail sales segment has been on an upward trend and offers significant opportunity for international talent. Construction During 2019, 5.3% of the nominal GDP in Japan was contributed by business activities in construction and is estimated to grow at an CAGR of 5%.

Japan - Job roles in priority sectors with demand for non-national workforce

Job roles with highest potential for creating vacancies across various job search portals in Japan for national and non-nationals

Manufacturing		
Professional/ technical worker (e.g. engineer, manager)	Craft and related trade workers (casting, welding, painting, finishing, assembling, food manufacturing, etc.)	Manufacturing laborers (casting, welding, painting, finishing, assembling, food manufacturing, etc.)
Healthcare		
Professional (e.g. doctor, nurses)	Caretaker	
Agriculture		
Professional/ technical worker	Craft and related trade workers (general crop and livestock farming)	Labourer
Construction		
Professional/ technical worker	Craft and related trade workers (formwork, construction, plastering, cleaning etc.)	
Wholesale and retail		
Professional/ technical worker (e.g. manager)	Services worker Sales workers (salesperson)	
Information and Communication		
IT professionals		

Source: Analysis done by NSDCI, 2022

Japan has the second largest healthcare market in the world with nearly 180,000 medical facilities including both hospitals and clinics. The sector presents significant opportunities for global mobility with a growth rate of 3%,

Addressing the Gap

Several policy and programme level interventions have already been put in place to facilitate greater skilled workforce mobility between India and Japan. Some of the key initiatives are as follows:

Technical Intern Training Programme (TITP)⁶: This has been an ambitious joint programme between the Governments of India and Japan for over eight years now. The key objective of TITP is to develop and train the skilled workforce of developing nations through the transfer of skills, knowledge, and technology. Under this programme, carefully selected suitable candidates are sent to Japan for on-the-job training, where they acquire new skills and experience. The programme serves the dual purpose of training the skilled workforce of developing countries and addressing the issue of labour shortage in Japan.

Specified Skilled Worker(SSW): 'Specified Skilled Worker'⁷ is a residency status introduced by the Government of Japan in April 2019, allowing aspiring Indian youth to work and reside in Japan. This status was created to address Japan's severe labour shortages by accepting foreign workers with specific skills and expertise. As of July 2022, Japan has signed Specified Skilled Worker Memorandums of Cooperation (MoC) with fifteen countries, including India. The Memorandum of Cooperation between India and Japan for the

implementation of 'Specified Skilled Worker' was signed in January 2021.

Challenges for Indian Workforce

Based on the 'mobility ecosystem analysis' by NSDCI and assessment of potential demand for Indian workforce across sixteen key destination countries, the factors which can be affecting the mobility journey in both the demand and supply ecosystem have been identified.

There are a few demand side challenges and a few supply



side challenges. For demand side challenges, there is a constant need to create an awareness campaign for Japanese recruiters on Indian talent pool and alignment, and to create direct access backed by policy to protect the workforce who is looking at Japan as employer. Regulatory aspects must be addressed especially to increase domain testing for key sectors.

At the supply side, in India, there is a need to create awareness campaigns for youth on, Japanese work opportunity, instil confidence with certificate programmes, and culture nuances understanding. Need to check on number of sufficient quality recruitment agents and their access to address the gap and connect with the local talent. The process of ease of applying for visa and adhering to other regulatory requirements must be simplified. Also, there is a need of extending Japanese language training ecosystem in India. Apart from subsidized Japanese language training and facilitate employer connects, NSDCI has been extending its support to candidates by also assisting them in preparing the

necessary documents for Certificate of Eligibility, and visa applications, for their journey to Japan. Once in Japan, candidates are also receiving continued support ensuring a smooth transition into their new work environment.

Conclusion

Japan has a reputation for its high living costs, especially Tokyo which annually makes it into the lists of the world's top ten most expensive cities. Non-national workers require proficiency in Japanese. The growing partnership between India and Japan presents a unique opportunity for mutual growth. As Japan faces a labour shortage due to its rapidly aging demographic, India's young and skilled workforce can play a vital role in addressing this gap. India has the potential to provide highly skilled workers across various sectors as discussed which are crucial to Japan's economic future.

In response, India is investing heavily in skill development programmes aimed at preparing its workforce for opportunities abroad, particularly in Japan. These programmes focus on enhancing language skills, technical expertise, and cultural adaptability to meet the demands of Japanese employers. As the world's fourth-largest economy, Japan needs a skilled labour force to maintain its competitiveness, and India, with its vast pool of talent, is well-positioned to meet this demand. By strengthening educational and vocational training, both countries can ensure that this partnership flourishes, benefiting both nations and contributing to their economic success in the coming decades.

In today's world, skills are more than just abilities; they are like passports to global opportunities. With the power of Enabling Global Careers, NSDC International empowers Indian youth to seize the chances and boost India's standing on the global platform.

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INTERNATIONAL
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TALENT WITHOUT BORDERS: SKILLING
INDIA FOR OPPORTUNITIES IN
GERMANY





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Akhila is a young public policy researcher with close to 4 years of experience in government organisations at both State and Central levels. She has a keen interest in sustainable human development policies. Akhila holds a Master's degree in Economics, with a specialisation in Urban Development, from Symbiosis School of Economics, Pune.

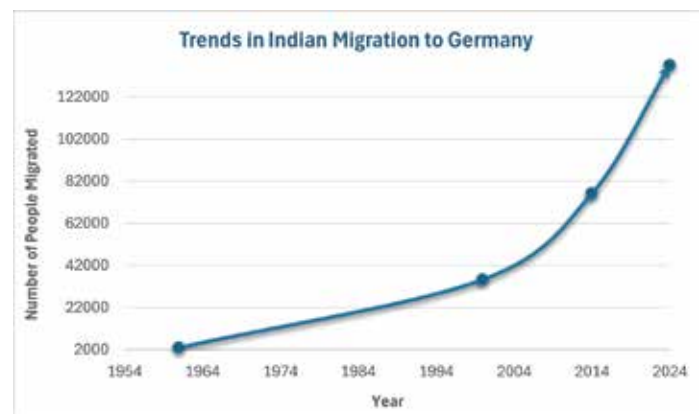


Introduction

Imagine a world where talent knows no borders, where the skills of a young engineer in Bengaluru seamlessly solve challenges in Berlin and where a nurse trained in Trivandrum transforms lives in Frankfurt. This vision of workforce mobility is a testament to India's growing role as a global hub of talent, a powerful force shaping the global economy.

India's migration story with Germany offers an insightful lens into the evolving dynamics of global talent exchange. In 1961, Germany registered only 2,789 Indian citizens. By 2000, this number rose to 35,183 and by 2014, it had reached 76,093.¹ As of February 2024, that figure had soared to 137,000² marking significant increase over the decade. While these numbers demonstrate significant growth, Indians remain a relatively small segment of Germany's foreign population. This signals both the untapped potential and the opportunities for deepening ties in the years ahead.

Figure 1: Migration Trends from India to Germany



Source: Chart prepared by the author based on data from "A History of Indian migration to Germany; retrieved from international-journal-politics-ijep/1147"

India and Germany, two nations rooted in history yet relentlessly forward-looking, are writing a new chapter in this story. Germany, with a median age of 46.8 years in 2024, faces an aging population. As baby boomers retire, the country's labour market will increasingly depend on skilled workers from abroad to sustain its economic performance. In contrast, India, with a youthful median age of 29.8 years, stands ready to meet this demand with a dynamic and skilled workforce. This convergence of demographic realities³ and economic needs is about more than just addressing labour shortages. It represents an opportunity to build bridges of knowledge, innovation, and shared prosperity in an interconnected world.

At the heart of this movement lies a commitment to sustainability and inclusivity. The Sustainable Development Goals (SDGs) challenge us to reimagine mobility not as a privilege for the few but as an opportunity for the many. SDG 8 calls for productive employment and decent work for all, while SDG 10 (Target 10.7) urges us to reduce inequalities by ensuring safe, orderly, and responsible migration. Through skilling programs tailored to international standards, gender-inclusive policies and global certifications, India is empowering its youth to take center stage in the global arena. Every step in

strengthening global economy touches multiple SDGs: from enhancing education (SDG 4) and reducing inequalities (SDG 10) to fostering global partnerships (SDG 17). It is a vision of a world where mobility is a catalyst for sustainable development and mutual growth.

Demography and Socio-Economic Outlook

Germany's population has been shrinking since 2003, standing at 81.7 million residents today, despite cycles of stagnation and growth in prior decades. The Federal Statistical Office projects a decline to 65–70 million by 2060, representing a potential 15–21% population decrease within 50 years. This decline is driven by a persistently low birth rate (1.53 births per woman as of 2022).

The age structure is also shifting dramatically. Currently, children and youth under 20 years account for 20% of the population, roughly the same as the proportion of those aged 65 and above. By 2030, people over 65 will make up 29% of the population, rising to 34% by 2060. This aging trend, coupled with a shrinking working-age population, is creating significant pressure on the labour market and social welfare systems.⁴

Germany has the third largest economy in the world, with a GDP of €4,186 billion in 2023, and is driven by its exports of motor vehicles, chemical products, and industrial machinery. The service sector dominates, contributing 70% of GDP. Germany's record-high employment of 46.1 million as of November 2024 reflects the strength of its economy. However, maintaining this momentum amidst an aging populace requires significant labour market adjustments.⁵

Migration has historically played a critical role in stabilizing Germany's workforce, particularly during events like the 2015 European migration crisis. Skilled migrants are increasingly crucial to fill gaps in sectors like engineering, IT, healthcare, and manufacturing. Proactive migration policies, such as the Skilled Immigration Act and the EU Blue Card, aim to attract and retain talent, providing pathways to permanent residency and citizenship.⁶

Germany's high urban living standards, robust healthcare system, and comprehensive social security programs are key socio-economic strengths. Its dual healthcare system, combining public and private insurance, ensures accessible and high-quality medical care for all residents, making it one of the best globally. Affordability and inclusivity within healthcare add to Germany's appeal for both residents and migrants.

The social security system is among the most extensive in the world, offering protection against a wide range of risks, from unemployment to old age, further contributing to Germany's reputation as a desirable place to live and work.

Female labour force participation has reached 76% (2023), supported by policies promoting work-life balance and childcare. However, wage gaps and underrepresentation in

leadership positions highlight persistent structural inequalities. Germany's progressive stance on diversity and LGBTQ+ rights strengthens its inclusive socio-economic framework, with anti-discrimination laws and social acceptance making it a welcoming environment for all backgrounds.

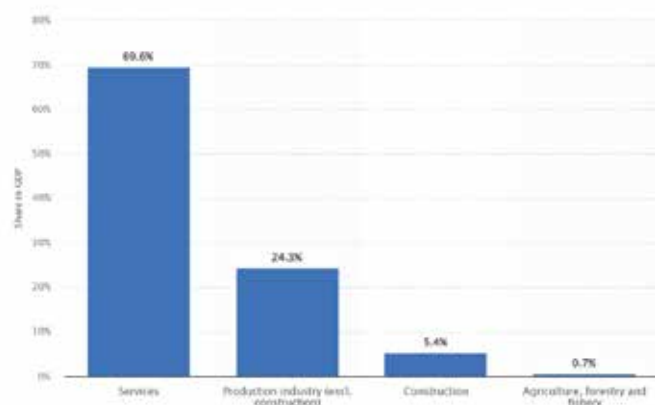
Germany is a global leader in environmental sustainability, with robust commitments to reducing its carbon footprint and promoting renewable energy. These initiatives align with the country's broader socio-economic goals of innovation and sustainable growth.⁷

Sectoral Composition and Emerging Industries

Germany's economic structure is defined by a strong industrial base and a dominant service sector, both of which shape employment and investment trends. The country's manufacturing sector remains a cornerstone of economic output, contributing 26.6% of gross value added in 2021. This is significantly higher than France (16.8%) and the United States (18.4%), but slightly behind Japan (29%). In 2020, German manufacturing companies generated €2,096 billion in turnover, with the automotive industry leading at €459 billion. The sector employed 7.5 million workers, more than Denmark's entire population.

The service sector dominates employment, accounting for 74.3% of jobs. Public services, healthcare and education play a crucial role in driving this growth. Alongside services, four key industries shape Germany's industrial landscape: automotive, mechanical engineering, chemicals, and electrical engineering. Global giants such as Volkswagen, Mercedes-Benz, BMW, BASF, and Siemens reinforce Germany's global economic influence. The mechanical engineering sector, largely composed of small and medium-sized enterprises (SMEs), is the country's largest industrial employer, with 1.1 million workers.⁸

Figure 2: Share of economic sectors in gross domestic product (GDP) in 2023

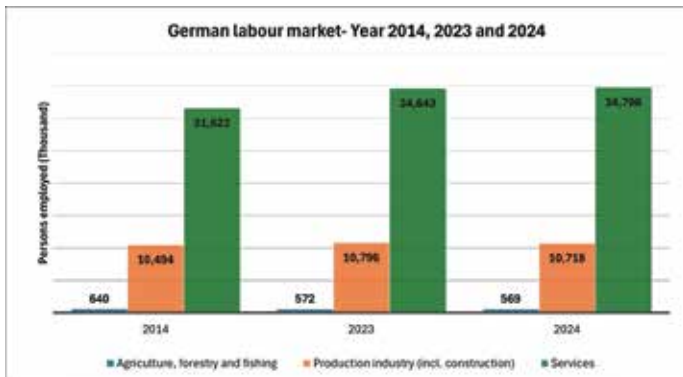


Source: Chart prepared by the author based on data from "A History of Indian migration to Germany; retrieved from international-journal-politics-ijep/1147"

Germany's labour market has undergone a fascinating transformation over the past decade, from 2014 to 2024, the labour force grew by 6.2%, expanding from 44.63 million to 47.40 million. The workforce is bigger, more employed, and increasingly turning away from self-employment in favour of more stable, salaried

positions. And while the production industry and agriculture may not be booming, the services sector has never been stronger.⁹

Figure 3: German Labour Market Overview (2014, 2023, and 2024)



Source: Chart prepared by the author based on data from Information published by Key figures – German Federal Statistical Office

While the overall picture looks bright, what's more striking is the rise in employment, with the number of people in jobs climbing by 7.3%, from 42.69 million to 45.88 million. More and more Germans are finding stable work, contributing to a significant reduction in the unemployment rate, which fell from 4.3% in 2014 to just 3.2% by 2024. Furthermore, the number of self-employed individuals shrank by a hefty 15.1%, dropping from 4.47 million in 2014 to 3.77 million in 2024. This could point to a shift in preferences, as workers increasingly gravitate toward the appeal of regular and stable job positions rather than the uncertainties of running their own businesses.

Looking ahead, emerging industries are reshaping Germany's economic priorities. Renewable energy, information technology, and automation technologies are experiencing rapid expansion, fuelled by the country's commitment to green infrastructure and digital transformation. These trends are creating new demand for skilled professionals, particularly in energy-efficient technologies, AI-driven automation and cybersecurity. As Germany transitions towards a more digital and sustainable economy, these sectors will be critical in defining the future workforce landscape.

Skills Demand in the German Labour Market

Germany, Europe's largest economy, is undergoing a transformation, with industries evolving to meet sustainability goals, digital advancements, and demographic shifts. This rapid change has created a pressing demand for skilled professionals across various sectors. Whether you're a tech innovator, a healthcare expert, or a trades specialist, Germany offers abundant career opportunities if the right skills are matched.

Germany's workforce demand extends across multiple industries with certain sectors experiencing acute labour shortages. Job opportunities are primarily concentrated in the following key areas:

1. Professionals in high-level occupations, such as

engineers, IT specialists, healthcare workers, and business consultants, account for 25% of total job opportunities. As of 2024, over 137,000 IT positions remained unfilled, marking a 21% increase since 2022. Government initiatives such as the "Digitalpakt Schule" have further intensified the need for IT support staff, creating significant opportunities for skilled professionals in this domain. Additionally, technicians and associate professionals who apply scientific, artistic, and operational concepts in engineering, healthcare, and business make up another 17%. These roles require specialized skills and often a high level of qualification (ISCED 97 levels 5 and 6). The key skills in demand are: Mechanical, electrical, and civil engineers particularly in areas like energy technology, production, and manufacturing. Software developers, AI specialists, cybersecurity experts, and data analysts for expanding digital economy. Scientists in fields like biotechnology, pharmaceuticals and environmental sciences for research and innovation. Business analysts, financial advisors, and logistics professionals for strengthening industrial base.

- Germany's aging population has put immense pressure on its healthcare system. The country urgently requires skilled workers in hospitals, elder care, and rehabilitation services. With an estimated need for 300,000 additional caregivers by 2030, nurses and elderly care professionals are among the most in-demand workers. In 2023 alone, healthcare job openings grew by 15%, with one in six positions remaining vacant for over six months. Radiologists, physiotherapists, and medical technicians are highly sought after in hospitals and diagnostic centres.



- Germany's industrial and skilled trade sectors are struggling with acute worker shortages. The need for skilled workers in the construction industry alone

faced a shortfall of 65,000 workers and over 200,000 vacancies in technical trades remained unfilled. Carpenters, surveyors, and building technicians are needed for sustainable housing and urban renewal projects. Electricians are crucial for solar panel and wind turbine installations, as well as modernizing heating systems to meet green energy standards. Skilled workers in raw material extraction, automotive production, and precision manufacturing to maintain industrial competitiveness.

Germany's evolving labour landscape creates opportunities for foreign talent, particularly for skilled workers from India. However, while demand is high, several key competencies and prerequisites must be met to successfully integrate into the German workforce. Recognized vocational training, either completed in Germany or aligned with German standards, is one of the most effective pathways to employment. Additionally, pursuing higher education in Germany opens extensive career opportunities across various sectors.

For Indian workers, overcoming qualification recognition, language proficiency and cultural adaptation remains a challenge. Recognized qualifications are essential for employment in regulated professions. Proficiency in the German language is often a mandatory requirement, particularly in healthcare, skilled trades, and public-facing roles, yet remains a major hurdle for many Indian aspirants. Furthermore, familiarity with workplace norms, labour laws and cultural expectations is crucial for seamless integration into Germany's professional environment. Addressing these gaps through structured training, language programs and targeted upskilling initiatives will be essential to ensure that Indian talent can effectively access opportunities and contribute to Germany's evolving economy. Institutions like NSDC-International plays a critical role in facilitating this transition, bridging skill gaps, and fostering sustainable workforce mobility between the two nations.

India-Germany Efforts for International Mobility

While India faces challenges of unemployment, underemployment, and wage disparities, prompting many to seek global opportunities. The India-Germany talent exchange is shaped by structured migration pathways, skill partnerships and institutional collaborations to address these workforce dynamics.

Recognizing the need for internationally aligned training, NSDC-International has been working with government agencies, industry associations and training institutions to establish a robust skill mobility framework. A major focus has been on language training, as proficiency in German language (B1/B2 level) is a key requirement in many professions, especially healthcare and customer-facing roles.

To address this, NSDCI has set up specialized German language training programs at its International Skill Centers, with one such facility in Greater Noida offering

state-of-the-art training infrastructure. The center features modern classrooms, interactive learning tools and immersive language instruction, ensuring candidates not only gain linguistic proficiency but also cultural familiarity. The program's structured approach has led to high success rates, with over 90% of participants clearing language certification exams such as Goethe, TELC, or OSD on their first attempt.



Beyond language training, NSDCI has been actively working on skill alignment and certification recognition to ease Indian professionals' transition into Germany's workforce. A key milestone in this effort has been the partnership with leading German staffing firms, which has already facilitated the rapid training of Indian healthcare professionals. For example, a joint initiative successfully trained 30 Indian nurses to B1-level German proficiency within just 60 days through an intensive boot camp conducted by native German trainers. Similar partnerships are being expanded in industries such as hospitality, logistics, renewable energy, welding, mechatronics, and heavy vehicle operation, ensuring a steady pipeline of skilled professionals ready to meet Germany's workforce demands.

To further enhance India's positioning as a key talent hub, NSDCI is developing sector-specific training modules aligned with Germany's industry standards. These include practical hands-on training, certification preparation and

simulated work environments that reflect German workplace expectations. The organization is also exploring collaborative models for dual training programs, where Indian workers can receive pre-departure training in India before completing final skill assessments and apprenticeships in Germany. Additionally, efforts are underway to expand training capacity, with NSDCI working on establishing dedicated skill centers that will not only train workers but also develop a cadre of German language trainers to support long-term workforce mobility.

Conclusion

Germany's workforce shortages are projected to reach 3.6 million skilled workers by 2030, creating a significant demand for talent across key sectors. Through a comprehensive approach encompassing skill development, language training, industry partnerships and policy collaboration, NSDC International is positioning India as a vital talent hub to bridge this gap. The organization's Skill India International initiative provides high-quality training programs aligned with international standards, equipping Indian professionals with the skills, certifications, and cultural adaptability required for overseas employment.

A key milestone in this effort was the recent felicitation of



32 healthcare professionals who successfully completed the B1 level of German language training through TELC. This training aims to empower Indian nurses with the necessary language skills for successful careers in Germany, opening doors to global opportunities. Upon

placement with leading hospitals and employers, these nurses will earn between 2,300 and 2,700 Euros per month (over Rs. 2 lakh), with B2-level training included. After completing their B2 training in Germany, their salaries will increase to approximately Rs. 3 to 4 lakhs. The two- to three-month comprehensive residential training program, part of the Skill India International initiative, was offered to candidates who have completed either their B.Sc. Nursing or General Nursing and Midwifery (GNM) programs¹⁰.

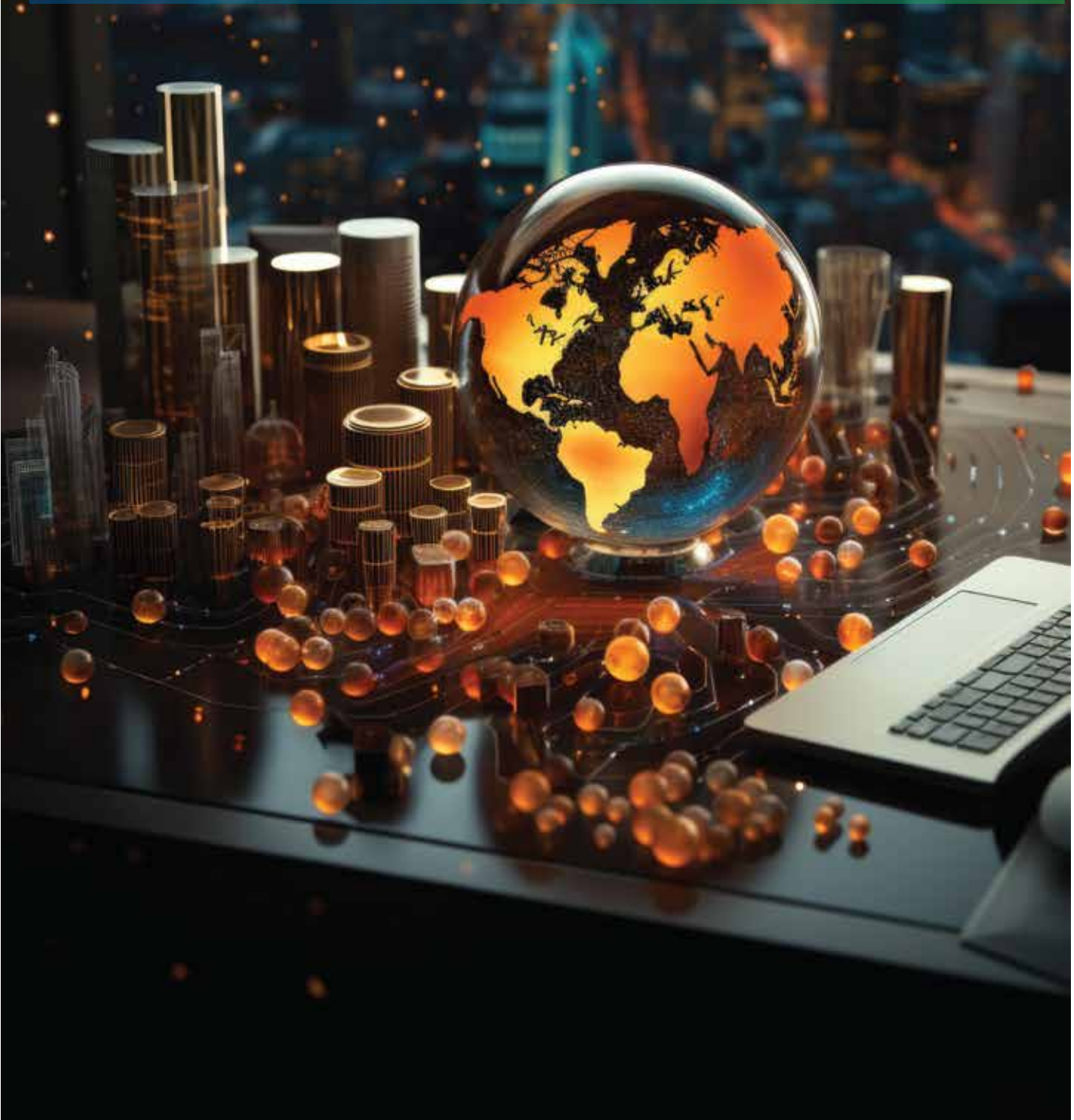
NSDC-International's vision extends beyond migration facilitation, NSDC International is committed to ensuring that Indian professionals are fully equipped, culturally integrated, and seamlessly aligned with Germany's evolving labour market needs. By creating a structured and sustainable talent pipeline, the organization is not only strengthening workforce mobility but also reinforcing India-Germany collaboration, driving mutual economic growth through enhanced employment, remittances, and knowledge exchange.

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INDIA-GCC WORKFORCE SYNERGY:
UNLOCKING OPPORTUNITIES
THROUGH SKILLS AND MOBILITY





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Introduction

India and the Arabian Peninsula, particularly the Gulf area, have historically maintained strong and significant relations rooted in millennia-old trade and cultural exchanges. Over 5,000 years ago, as documents and historical relics show¹, the Indus Valley civilization engaged in maritime trade with ancient Gulf societies, exchanging textiles and spices for dates, pearls, and semi-precious stones.

In the 19th and early 20th centuries², the British administration of the Trucial States (now the UAE) from India fostered closer economic ties. Indian merchants played pivotal roles in the Gulf's trade sectors, especially in pearls and textiles. The Indian Rupee was even used as currency in several Gulf states until the mid-20th century.

The discovery of oil in the mid-20th century transformed the Gulf economies, leading to a surge in infrastructure projects and a demand for labour. South Asian countries became a primary source of this labour, with millions of labourers migrating to the Gulf for employment.

India and Gulf Cooperation Council (GCC)

In recent decades, India and the Gulf Cooperation Council (GCC) countries have deepened their strategic partnerships. The GCC³, comprising Saudi Arabia, the UAE, Qatar, Kuwait, Oman, and Bahrain, has become one of India's biggest commercial partners, with a sizable Indian expat population, and significant oil and gas reserves that are essential to India's energy security. The GCC is a political and economic alliance and was established in Riyadh, Saudi Arabia, in May 1981.

In 2023, India was also the largest recipient of remittances in the world, receiving around US\$125 billion⁴. As per Ministry of External Affairs (India), there are approximately 9 million Indian expats residing in GCC countries which is ~66% of non-resident Indians⁵.

The Indian diaspora in the GCC countries has been recognized for their contribution to the development of the region and are also appreciated for their hard working, law-abiding and peaceful nature. Bilateral trade in services between India and the GCC was valued at ~ USD 14 billion in FY 2021-22, with exports valued at USD 5.5 Billion and imports at USD 8.3 Billion⁶.

During FY 2023-24⁷, India-GCC bilateral trade stood at USD 161.59 billion. According to DGFT figures, in FY 2023-24, India's exports were USD 56.3 billion in FY 2023-24, India's imports were USD 105.3 billion.

With the resumption of India-GCC Free Trade Agreement (FTA) negotiations (that were first started in 2004) in 2022⁸, the ties have now entered an era of better future that promise creation of new jobs, rising living standards, and proliferation of social as well as economic opportunities not only in India but all the GCC countries.

Figure 1: Map of GCC Countries



Source: Encyclopaedia Britannica, Inc.

Growth Trajectory in GCC for the Next Decade

According to the World Bank's Gulf economic update⁹, released in December 2024, growth trajectory in the region will largely be fuelled by the non-oil sector, with a growth rate of 3.7 percent. The country wise outlook as per the update is as follows:

Bahrain: The hydrocarbon sector is expected to expand but far below the non-hydrocarbon sectors' supported by the recovery in tourism and the service sectors, in addition to the continuation of infrastructure projects.

Kuwait: While reform progress in Kuwait has been limited, the government approved US\$614 million for the development of Mubarak Al-Kabeer Port on Bubiyan Island to improve maritime infrastructure.

Oman: Oman's economic outlook remains favourable, with real growth driven by increased gas production and diversification. These include improving the business environment, support the role of SMEs, and accelerate investments in renewable energy and green hydrogen.

Qatar: Qatar is set to expand its North Field, aiming to increase liquefied natural gas production by the end of 2030, enhancing its global energy standing.

Saudi Arabia: KSA intensified its economic transformation with strategic initiatives led by the Public Investment Fund (PIF) and other key agencies. The PIF launched Dan Company for agritourism which aims at contributing to the development of the tourism sector. Key domestic projects include the expansion of electronic visa services and the launch of innovative companies in NEOM, such as Topian for sustainable food production and Utamo for arts and entertainment.

United Arab Emirates: Non-oil output will remain robust and continue to support economic growth driven by strong performance in the tourism, real estate, construction, transportation, and manufacturing sectors.

An Opportunity for India

Such remarkable economic expansion in the GCC will drive an increase in demand for labour. India, owing to its already strong hold in the region, may potentialize on this growing need in GCC and provide a capable skilled workforce.

Strengthening India's position in global workforce mobility, especially in the GCC nations, will also be essential to achieving the golden vision of our Hon'ble Prime Minister of India, of establishing India as the 'skill capital of the world'.

The Ministry of Skill Development and Entrepreneurship (MSDE) of India has, over the years, formalized partnerships with Gulf nations through several Memoranda of Understanding (MoUs). Notably, with Qatar and the United Arab Emirates (UAE) to promote skill development and vocational education. These agreements aimed to harmonize skill qualifications, ensure mutual recognition of certifications, and facilitate the accreditation of training providers, thereby streamlining the mobility of skilled Indian workers to the Gulf region. India can further solidify its position as the world's skill capital by improving skill development initiatives that are in line with industry demands and international norms. Government programmes, industry partnerships, and strategic alliances will be essential in enabling the transfer of qualified workers to the GCC's high-demand industries.

The region's rapid economic expansion, attractive tax-free status, and competitive salaries have also made it a favourable destination for expatriates seeking employment opportunities. Moreover, certain physically demanding and lower-paying jobs have remained unpopular among local workers, further amplifying the reliance on migrant labour. Key sectors such as construction, retail, healthcare, and hospitality are heavily dependent on foreign workers, who form the backbone of these industries.

NSDC, being the architect of skill ecosystem in India, has been undertaking groundwork to identify the overseas demand for Indian skilled manpower across these countries. A 2020 study¹⁰ by NSDC titled, 'Global Skill Gap Report: Assessing Overseas Opportunities for Skilled Manpower from India' indicated an international job potential of 26,34,000 jobs across sectors in GCC countries in next five years. Sector wise, construction in the GCC countries was the largest opportunity for Indians followed by service sectors like wholesale and retail trade, repair of motor vehicles & motorcycles, real estate, transport storage & communication, financial & insurance activities, manufacturing and community, social and

personal services.

Another recent study conducted by NSDC International on workforce demand by countries, highlighted the potential for Indian jobseekers in GCC countries for the next five years. The country wise demand potential for Indian workforce is shown in the Table 1.

Table 1 Country-wise Demand for Indian Workforce

Country Name	Demand Potential for India workforce (2022-2027)	Key sectors of demand for Indian workforce
Kingdom of Saudi Arabia	10,00,000	Travel & Tourism, Wholesale & Retail Trade, Construction, Manufacturing, Mining & Quarrying, ICT etc.
United Arab Emirates (UAE)	10,00,000	Construction, Wholesale & Retail Trade, Travel & Tourism, Human Health & Social Work, Transportation & Warehousing, Emerging technology etc.
Qatar	3,20,000	Construction, Mining & Quarrying, Wholesale & Retail Trade, Transportation & Storage, and Professional, Scientific & Technical Activities
Kuwait	2,23,000	Wholesale & Retail Trade, Construction & Manufacturing, Transport & Communication, Accommodation & Food services, Real Estate & Business, Mining & Quarrying

Oman	1,01,000	Construction, Wholesale & Retail Trade, HealthCare, Manufacturing, Accommodation, Food Services, Education and Private Household sector
Bahrain	65,000	Wholesale & Retail Trade, Construction, Manufacturing, Transport & Communication, Accommodation, Food Service, Real Estate & Business Activities, Mining & Quarrying

Source: Analysis done by NSDC International, 2022

NSDC International Paving The Way Forward

NSDC International has been actively working in the GCC countries with its office in the UAE. It has actively been forming partnerships and fulfilling demand across sectors including Healthcare, Automotive, Electronics, Construction, Tourism & Hospitality, and Logistics. NSDC International has collaborated with Takamol Holdings, under the Kingdom of Saudi Arabia's Ministry of Human Resources and Social Development, to implement the Skills Verification Programme (SVP)¹¹, which, aims to verify that professional workers possess the required qualifications and skills to perform their professions in the KSA. Through a competency-based exam (theoretical and practical) in their respective fields of specialisation, this programme contributes to raising their quality of skill levels.

NSDCI has also been working to fulfil Government's vision to establish India as the skill hub for the world, by establishing and operating Skill India International Centres (SIICs). The centres will train Indian youth as per international standards with an aim to enhance overseas opportunities. As on date two SIICs—one at Varanasi and another one at SDI Bhubaneswar—have been operational and another five have been approved.

No Growth is Without its Challenges

Now while foreign skilled labour can be seen as a driving force behind the economic growth of Gulf Cooperation Council (GCC) countries, and that there is an increasing demand, it is essential to recognize that shifting socio-political dynamics can impact the long-term demand for migrant workers. Several factors¹², including



the emphasis on strengthening and recruiting the local workforce, increasing participation of women in the labour market, nationalization policies, and stricter immigration controls, are reshaping the region's labour landscape. In such a case, ensuring migrant workers' rights and security becomes a pressing issue. An ILO report, titled, 'Social protection for migrant workers in countries of the Cooperation Council for the Arab States of the Gulf (GCC)', published in 2023, has provide a comprehensive analysis of the legal (de jure) and actual (de facto) access to social protection for migrant workers across the GCC nations. The study examined nine key areas of social protection and identified factors that facilitate or hinder the extension of such coverage.

The study highlighted how labour rights protections in GCC countries vary, and migrant workers often encounter several challenges. Concerns related to workplace safety and timely wage payments remained prevalent. While labour laws exist in such countries, they do not always extend to all migrant workers, particularly domestic workers, who are primarily women and among the most vulnerable.

The Kafala (sponsorship) system also places significant dependency on employers, limiting workers' ability to seek alternative employment even in cases of dissatisfaction or mistreatment. Additionally, protections against job loss or

employer retaliation remain a concern. In several GCC countries, domestic workers can have their residence permits revoked by employers outside of standard legal procedures, often based on allegations of absconding.

Migrant workers may also hesitate to report labour violations due to concerns over their visa status. Those who are undocumented or have unintentionally breached visa conditions may fear legal consequences, including detention, criminal prosecution, or deportation. Furthermore, once workers return to their home country, pursuing unpaid wage claims or seeking legal recourse in the host country becomes exceptionally challenging.

Addressing these issues through strengthened labour protections, accessible legal mechanisms, and fair employment policies would enhance the welfare of migrant workers while benefiting both employees and employers in the long term. This will enable and attract a more skilled workforce to GCC which will, in turn, provide India a promising gateway for its aspiring skilled labour force.

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Hon'ble PM Modi Inaugurates Utkarsh Odisha-Make in Odisha Conclave 2025, Highlights State's Limitless Opportunities

Addressing over 5,000 investors at the Utkarsh Odisha-Make in Odisha Conclave 2025, Prime Minister Shri Narendra Modi emphasized Odisha's potential to become India's economic gateway. He highlighted the state's strengths in IT, chemicals, tourism, textiles, and manufacturing, while drawing on its historic maritime legacy. Prominent business leaders and over 7,500 delegates from 12 countries participated in this landmark event.



Hon'ble Minister Jayant Chaudhary Represented India at WEF 2025: Championing Skills, Innovation, and Sustainable Growth:

At the World Economic Forum (WEF) Annual Meeting 2025 in Davos, Switzerland, held from January 20 to 24, Shri Jayant Chaudhary, Union Minister of State (Independent Charge) for Skill Development and Entrepreneurship, and Minister of State for Education, represented India as part of a high-level delegation. During the event, he shared India's vision for fostering a skilled workforce, driving innovation, and promoting sustainable development. He participated in various panel discussions, Government-to-Government (G2G) and Government-to-Business (G2B) engagements, emphasizing India's commitment to global collaboration in addressing emerging challenges.



Hon'ble Shri Atul Kumar Tiwari Highlights the Need for Aligning Education with Skilling

In an engaging discussion with BW Businessworld, Shri Atul Kumar Tiwari, Secretary, Ministry of Skill Development and Entrepreneurship (MSDE), emphasized the urgent need to align education with skilling and foster stronger industry collaborations. He highlighted how this synergy is crucial to prepare India's youth for an evolving global economy and ensure a seamless transition from learning to earning.

Mr. Tiwari underscored the importance of modernizing skilling curricula to keep pace with emerging technologies and market trends. He also stressed the need to raise awareness about opportunities in the gig economy, green jobs, and digital domains. Through the Skill India Mission, the MSDE remains committed to addressing education gaps, promoting lifelong learning, and building a future-ready workforce capable of driving innovation and contributing meaningfully to the nation's growth.

UGC Drafts Guidelines for Skill-Based Courses and Micro-Credits in HEIs

The UGC's guidelines for skill-based courses and micro-credentials aim to enhance professional growth, workplace productivity, and economic development. Aligned with NEP's vision, these courses integrate practical training, internships, and industry collaboration, enabling multidisciplinary learning, fostering adaptability, and preparing a future-ready workforce through innovative educational practices and flexible credit transfer systems.

NSDC International signs MoU with IDP India for IELTS certification of 'exportable' skilled workers

NSDC International Limited (NSDCI), a wholly owned subsidiary of the National Skill Development Corporation (NSDC), has entered into a strategic partnership with IDP India, the sole distributor of IELTS examination in India, through a Memorandum of Understanding (MoU) to enhance the global employability of skilled Indian professionals by bridging critical gaps in skills and language proficiency. It will also benefit professionals across sectors such as healthcare, information technology, engineering, hospitality, among others.

Gujarat gets India's first district startup & innovation hub to boost employment

National Skill Development Corporation (NSDC), Medhavi Skills University and Amrit Mehsana Start-up Innovation Mission have together signed a strategic MoU to set up India's first district startup and innovation hub to boost sustainable employment in Gujarat. The Centre of Excellence (CoE) – NaMoiHUB- in Mehsana, Gujarat will serve as the nodal body for building industry-ready manpower and create Industry cluster in the district.

Andhra Pradesh Launches SEEDAP Skilling Program for Minority Youths

Andhra Pradesh has introduced a three-month residential training program under the Skill Enhancement and Employment Development for Andhra Pradesh (SEEDAP) initiative, aiming to create skilled workforce and enhance self-employment opportunities for minority youths.

The program invites youths aged 18-35 from minority communities, the program provides industry-oriented training, free transportation, accommodation, meals, study materials, and NSDC certification.

New QS future skills report ranks India 2nd in job market readiness, 25th overall

India was ranked second in terms of preparedness for jobs of the future including artificial intelligence (AI) and green skills, only behind the United States, as per the QS World Future Skills Index 2025. Overall, though, India ranked 25th across all indicators, which also include the alignment between skills and employer needs, academic readiness, and economic transformation. India's overall ranking puts it as a "future skills contender," as per the report. Countries like the USA, UK, Germany, Australia, and Canada, among others in the top ten have been categorised as "future skills pioneers."

Karnataka Inaugurates New Centre of Excellence for Skill Development in Vijayapura

Karnataka Minister M B Patil emphasized the importance of skill development centers in nurturing grassroots talent and promoting self-reliance at the inauguration of the district's 26th Centre of Excellence (CoE) for Skill Development in Vijayapura.

The collaboration between BLDEA's Vachana Pitamaha P G Halakatti College of Engineering and Technology and Toyota Kirloskar Motor aims to equip students with hands-on training in automotive technology. Toyota's innovative educational models, aligned with its global ethos of excellence, are expected to enhance practical learning, driving Karnataka's push for skill empowerment and national self-reliance.

NSDC and NAS College Launch Skill Development Centre in Meerut

NSDC and Nanak Chand Anglo Sanskrit College, Meerut, have partnered to establish a skill development centre aimed at equipping students with industry-relevant skills in BFSI and Tourism & Hospitality sectors. NAS College will provide infrastructure, while NSDC will manage program design and certification. Rajya Sabha MP Dr. Laxmikant Bajpai highlighted the initiative's potential to empower youth and reduce unemployment. District Magistrate Dr. Vijay Kumar Singh encouraged women to enrol, emphasizing skilling as a tool for empowerment and employment.

CBSE to Appoint District Skill Coordinators to Boost Skill-Based Learning

CBSE has announced the appointment of district skill coordinators to enhance the implementation of skill-based subjects in affiliated schools. With 22 skill subjects introduced for Classes IX-X, 43 for Classes XI-XII, and 34 skill modules from Class VI onwards, the board aims to bridge the gap between academics and real-world applications.

Aligned with the National Skill Qualification Framework (NSQF), schools are required to integrate these subjects into their curriculum and develop composite skill labs within three years. Experts and industry leaders welcome the move, highlighting its potential to make students job-ready and align education with market demands.

Sikkim Launches Green Skill Development Programme for Sustainable Livelihoods

Sikkim Minister Raju Basnett inaugurated the Green Skill Development Programme (GSDP), an initiative by the Sikkim State Council of Science & Technology, in collaboration with the Ministry of Environment, Forest, and Climate Change. The programme aims to promote sustainable livelihoods and ecological conservation by equipping individuals with specialized green skills. It offers training in nature conservation and ecotourism, apiculture with a focus on wild bees and non-timber forest products (NTFP), as well as micro-entrepreneurship in bamboo crafts. Minister Basnett emphasized the programme's role in empowering youth and fostering green entrepreneurship, aligning with Sikkim's commitment to environmental sustainability.

Meghalaya Partners with NSE for BFSI Skilling Program

The Meghalaya government, in partnership with National Stock Exchange (NSE) India Limited, has initiated a student skilling program in the Banking, Financial Services, and Insurance (BFSI) sector across the state. The program began with a Faculty Development Programme (FDP) at Shillong College organized by the Directorate of Higher and Technical Education, the initiative aims to enhance financial literacy, employability, and market awareness among students.

NSDC Partners with Dell Technologies to Launch Solar Community Hubs for Bridging Skill Gaps and Empowering Underserved Communities

The Minister of State (I/C), Ministry of Skill Development and Entrepreneurship (MSDE) and the Minister of State, Ministry of Education Shri Jayant Chaudhary flagged off the Solar Community Hub Mobile Van Training Units at Kaushal Bhawan. This transformative initiative is a collaborative effort between the National Skill Development Corporation (NSDC), Learning Links Foundation, Dell Technologies, and local stakeholders. The event was also graced by Shri Atul Kumar Tiwari, Secretary, Ministry of Skill Development and Entrepreneurship (MSDE); and Shri Ved Mani Tiwari, CEO of NSDC and MD of NSDC International.

The Solar Community Hubs are state-of-the-art mobile training units powered by solar energy, designed to deliver impactful skilling solutions to underserved communities. The event marks the beginning of a nationwide deployment of these hubs, with seven vans set to operate across districts in Sikkim, Andhra Pradesh, Jharkhand, Rajasthan, Madhya Pradesh, Karnataka, and Maharashtra. In FY25, the programme will extend to seven new districts and is expected to impact an additional 5.8 million beneficiaries, including community youth, students, women, and veterans.



NSDC awarded Great Place to Work Certificate again!

National Skill Development Corporation (NSDC) has been recognized with the Great Place to Work® Certification for the second time in a row, affirming its commitment to fostering an exceptional workplace culture for its employees. Awarded in the Non-Profit and Charity category, this certification reflects NSDC's continuous dedication to employee satisfaction and organizational excellence. Ved Mani Tiwari, CEO of NSDC and Managing Director of NSDC International, stated, "This is a testament to NSDC's core values of integrity, inclusion, innovation and impact, which makes it an inspiration for every member of NSDC to excel. We are committed to nurturing an environment that promotes learning, innovation, and equitable opportunities for all."



SANKALAN: A Spectacular Fashion Showcase Celebrating Creativity and Skill

January 6, 2025: National Skill Development Corporation (NSDC), in collaboration with Bharat Cooking Coal India (BCCL), organized SANKALAN, a grand fashion showcase that celebrated the creativity, skill, and hard work of 33 talented trainees from the MSDI (Multi Skill Development Institute) Fashionpreneur programme under Coal India CSR Project.

As part of the event, two stalls were set up to showcase the trainees' creations. These stalls featured exquisite costumes and artwork developed during their training at the MSDI Centre in Belgaria. Another stall highlighted the handmade crochet items created by local women from Belgaria, Dhanbad giving attendees a glimpse into the artistry and craftsmanship of the community.



NSDC Academy partners with Collearn Education Technologies Pvt Ltd and Da One Sports Pvt Ltd to launch a Cricket Coach Education Programme.

NSDC Academy, in strategic partnership with Collearn Education Technologies and Da One Sports, an initiative led by Shikhar Dhawan, has launched the Cricket Coach Education Programme. This groundbreaking initiative is designed to empower and develop the next generation of cricket coaches, equipping them with the skills and knowledge necessary to foster young talent and create endless opportunities. This marks NSDC's first initiative in the world of sports, with many more to come as we continue to invest in talent and elevate sporting standards across the nation.



NSDC Academy launched Hospital Management eMBA programme in collaboration with IIM Sirmaur Emversity.

NSDC Academy launched one year PG Diploma in Healthcare Management in collaboration with IIM Sirmaur and Emversity. It is a fast-paced programme designed to equip professionals and graduates with the skills needed to succeed in the evolving healthcare sector. It offers specialized training in healthcare management, HealthTech, marketing, consulting, and more. The curriculum integrates essential management principles with advanced training in healthcare innovation, analytics, and technology, fostering strategic thinking, leadership, and practical expertise. This programme prepares graduates for diverse roles, from optimizing hospital operations to leading tech-driven healthcare startups, positioning them as versatile professionals ready for both traditional and emerging healthcare opportunities.



NSDC Academy launched HR Analytics and AI in partnership with IIM Sirmaur and Masaai School

NSDC launched a course in HR Analytics and AI in collaboration of IIM Sirmaur and Masaai School. The HR industry is being revolutionized by AI and analytics, reshaping recruitment, employee engagement, and workforce planning. To meet the growing demand for tech-savvy HR professionals, the IIM Sirmaur Programme in AI and Analytics for Smarter HR Practices offers a comprehensive curriculum designed for both beginners and experienced professionals. Participants will gain in-depth knowledge of talent acquisition, workforce analytics, employee engagement, and strategic decision-making. This programme empowers individuals to leverage AI and analytics to optimize HR processes and excel in today's evolving professional landscape.



NSDC on panel in a National Seminar on MSME Exports for Building 'Viksit Bharat' hosted by IIFT

The Indian Institute of Foreign Trade (IIFT) organized a National Seminar on "Role of MSME Exports in Building Viksit Bharat", bringing together key stakeholders, including Export Promotion Councils, MSME associations, corporates, start-ups, and research scholars. Dr. Debdeep De representing NSDC addressed a panel on "Potential of MSMEs in Boosting Exports from India". He addressed policy frameworks, technology upgradation, credit access, and skill-building initiatives. The panel was moderated by Prof. Biswajit Nag, Head (EMPD), IIFT while other panelists included Smt. Mercy Epao (Ministry of MSME), Prof. Sunitha Raju (IIFT), and Smt. Seema Srivastava (SBI).



National Youth Day celebration by Symbiosis Institute of Business Management, Noida

January 13, 2025: Dr. Debdeep De delivered a lecture on National Youth Day celebration organized by Symbiosis Institute of Business Management, Noida. This National Youth Day celebration marked the 162nd birth anniversary of Swami Vivekananda. Dr. De emphasized the importance of skilling and how it was implicitly related to and can help achieve the aspirations of the students.





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