



# Skill Gap Study in the Management, Entrepreneurship and Private security sectors



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## List of abbreviations

Abbreviation	Full form
AAY	Antyodaya Anna Yojana
AI	Artificial Intelligence
AIC	Atal Incubation Centre
ASPIRE	A Scheme for Promotion of Innovation, Rural Industries and Entrepreneurship
ATL	Atal Tinkering Labs
ATM	Automated Teller Machine
CAGR	Compound Annual Growth Rate
CoE	Centre of Excellence
CSR	Corporate Social Responsibility
CTS	Craftsmen Training Scheme
DDU- GKY	Deen Dayal Upadhyaya Grameen Kaushalya Yojana
DGT	Directorate General of Training
EDI	Electronic Data Interchange
ESDP	Entrepreneurship Skill Development Programme
ESIC	Employees' State Insurance Corporation
FDI	Foreign Direct Investment
FMCG	Fast Moving Consumer Goods
FY	Financial Year
GDP	Gross Domestic Product
IIE	Indian Institute of Entrepreneurship
ILO	International Labour Organisation
IMF	International Monetary Fund
ITI	Industrial Training Institutes
JEE	Joint Entrance Examination
MBA-PGDM	Master of Business Administration – Post Graduate Diploma in Management
MCA	Ministry of Corporate Affairs
MCQ	Multiple Choice Questions
MDP	Management Development Programme
MEPSC	Management & Entrepreneurship and Professional Skills Council
MHA	Ministry of Home Affairs
ML	Machine Learning
MOMA	Ministry of Minority Affairs
MOTA	Ministry of Tribal Affairs
MSDE	Ministry of Skill Development & Entrepreneurship
MSME	Micro, Small & Medium Enterprises
NAPS	National Apprenticeship Promotion Scheme
NCVET	National Council for Vocational Education & Training
NEDFI	North Eastern Development Finance Corporation Ltd.
NEET	Not in Education, Employment, or Training
NIESBUD	National Institute of Entrepreneurship and Small Business Development
NOSSE	NEDFI Opportunity Scheme for Small Enterprises

Abbreviation	Full form
NSDC	National Skill Development Corporation
NSQF	National Skill Qualification Framework
NSS	National Service Scheme
NSSO	National Sample Survey Office
NSTI	National Skill Training Institute
NULM	National Urban Livelihood Mission
PLFS	Periodic Labour Force Survey
PMEGP	Prime Minister's Employment Generation Programme
PMKVY	Pradhan Mantri Kaushal Vikas Yojana
PMMY	Pradhan Mantri Mudra Yojana
PM SVANidhi	Prime Minister Street Vendor's AtmaNirbhar Nidhi
PRISM	Promoting Innovations in Individual Startups and MSMEs
PSA	Private Security Agency
PSARA	Private Security Agency Regulation Act
PwD	Persons with Disability
RAMP	Raising and Accelerating MSME Productivity
RBI KLEMS Database	Reserve Bank of India Capital (K), Labour (L), Energy (E), Material (M) and services (S) Database
RPL	Recognition of Prior Learning
RSETI	Rural Self-Employment Training Institute
RTL	Rupee Term Loan
SANKALP	Skill Acquisition and Knowledge Awareness for Livelihood Promotion
S&T	Science and Technology
SBIRI	Small Business Innovation Research Initiative
SETU	Self-Employment and Talent Utilization
SIP-EIT	Support for International Protection in Electronics and Information Technology
SMEs	Small And Medium Sized Enterprises
SSC	Sector Skill Councils
SVEP	Start Up Village Entrepreneurship Programme
SRLM	State Rural Livelihood Mission
ToA	Training of Assessors
ToT	Training of Trainers
TREAD	Trade related Entrepreneurship Assistance and Development
TVET	Technical and Vocational Education and Training
UGC NET	University Grants Commission - National Eligibility Test
UN	United Nations
UPIs	Unified Payment Interfaces
UT	Union Territory
WCTL	Working Capital Term Loan
WED	Woman Enterprise Development
WEP	Woman Entrepreneurship Programme



## Chairman & Director, MEPSC



**Mr. R Mukundan**  
MD & CEO, Tata Chemicals

It is my privilege to introduce the launch of the **Skill Gap Study** for the period of 2024-30, a pioneering step by Management and Entrepreneurship and Professional Skills Council (MEPSC) in our ongoing effort to reshape and strengthen the capabilities of India's workforce.

It is with great enthusiasm that I endorse the undertaking of a skill gap study within the realms of Management, Entrepreneurship, and Private Security sectors in India. The gap between the skills we possess and the skills demanded by industries today is a growing concern that requires immediate and strategic action. The launch of **Skill Gap Study** is our commitment to addressing this challenge head-on.

This initiative aims to systematically identify the most critical skills that are lacking across various sectors and then work closely with industry leaders, educators, and policymakers to bridge those gaps. By doing so, we aspire to not only prepare individuals for today's workforce but also ensure they are future-ready, capable of adapting to the rapidly changing landscape of work driven by digital transformation, automation, and global competition.

The **Skill Gap Study** is a call to action for all stakeholders – government, academia, industry and training partners – to come together to align our educational and vocational training systems with the needs of the future. Through collaboration, innovation and the effective delivery of targeted training programs, we aim to empower individuals to achieve sustainable success in their careers. Through this comprehensive skill gap study, we aim to identify specific areas where interventions are needed to bridge the divide between demand and supply of skilled professionals. This initiative will not only enhance the competitiveness and productivity of these sectors but also foster a conducive environment for entrepreneurship, innovation and sustainable growth.

I would like to extend my sincere thanks to everyone involved in bringing this initiative to life, especially our partners and industry leaders who have played a crucial role in defining the scope and direction of **Skill Gap**. Together, we are creating a pathway for growth, opportunity, and excellence that will benefit not only our professionals but also the industries and economy at large.

As Chairman of MEPSC, I am confident that this initiative will mark the beginning of a new era of skill development in India, fostering a workforce that is more agile, capable, and ready for the future.

Thank you for your continued commitment and support.



## CEO, MEPSC



**Col. Anil Kumar Pokhriyal**  
(Retd.), CEO, MEPSC

It is with great pride and excitement that I present the launch of **Skill Gap**, a crucial initiative by the Management and Entrepreneurship and Professional Skills Council (MEPSC). The world of work is evolving faster than ever, with emerging technologies and shifting market demands reshaping industries across the globe. In this dynamic environment, the challenge of equipping individuals with the right skills to succeed has never been more important.

At MEPSC, we are committed to empowering professionals and entrepreneurs with the tools they need to thrive. The **Skill Gap** initiative represents a significant milestone in this mission, offering a targeted approach to identifying and addressing the competencies most needed by employers today. By fostering a deeper understanding of current skill gaps, we aim to close these gaps through innovative training programs, industry partnerships, and upskilling initiatives designed to prepare the workforce for the future.

This initiative is not just about bridging the gap between education and employment but also about creating a culture of lifelong learning, adaptability, and resilience. Together, we will create a workforce that is not only prepared to meet the demands of today but is also equipped to lead in the opportunities of tomorrow.

We would like to express deep gratitude to all those who played a pivotal role in the completion of the Skill Gap Study in the Management, Entrepreneurship and Private Security sectors. Furthermore, we extend our gratitude to various stakeholders, including MEPSC's Directors and Governing board members, educational institutions, training centers and individuals who generously devoted their time, knowledge, and resources to ensure the successful conclusion of this study. Special mention about the energetic team at MEPSC who have put tireless efforts in reviewing and revisiting the report. We would also like to thank PricewaterhouseCoopers Private Limited (PwC) for their efforts for systemically conducting this extensive study.

Thank you for your continued support, and I look forward to witnessing the positive impact this program will have on our professionals, industries, and the nation.

## Executive Director, PwC



**Mr. Prashant Sinha**  
Executive Director, PwC

I am honored to announce our collaboration with the Management & Entrepreneurship and Professional Skills Council in undertaking a comprehensive skill gap study across the Management, Entrepreneurship, and Private Security sectors in India. This collaboration reflects our firm commitment to fostering sustainable economic development by addressing critical challenges in talent development and capacity building within these key sectors.

Our approach to this skill gap study has been comprehensive and multidimensional. We have employed a broad framework that encompasses quantitative analysis, qualitative assessments, stakeholder consultations, and industry benchmarking to identify and prioritize key areas for skill development. Our dedicated team of experts has tirelessly worked to compile and analyze data, conduct field research, and engage with stakeholders from academia, industry, and government to ensure the robustness and relevance of our findings.

Through this collaborative effort, we aim to provide actionable insights and recommendations that will empower stakeholders to address existing skill gaps, drive innovation, and foster inclusive growth within the Management, Entrepreneurship, and Private Security sectors. By leveraging our collective expertise and resources, we are confident that this initiative will contribute to building a skilled workforce, enhancing sectoral competitiveness, and advancing India's socio-economic development goals.



# Executive Summary



# Executive summary

## Context

### Promising growth trajectory

- **Fastest growing economy** - 7.8% growth rate (2023-24)
- **Strong growth projection** in 2024-25 (India - 6.8% & Global growth - 3.2%)

IMF World Economic Data

### Opportunity for reaping demographic dividend

- **> 50% population below 35 years** & high youth unemployment rate
- **Rising population forecasts** (>1.5 bn in 2030)
- 24.3% of global **workforce's incremental growth from India**

United Nations' World Population Prospects 2022

### Tech driven transformations

Growing appetite for entrepreneurship in the country

Expansion of education & skill training ecosystem

Opening of new companies-Demand for management professionals

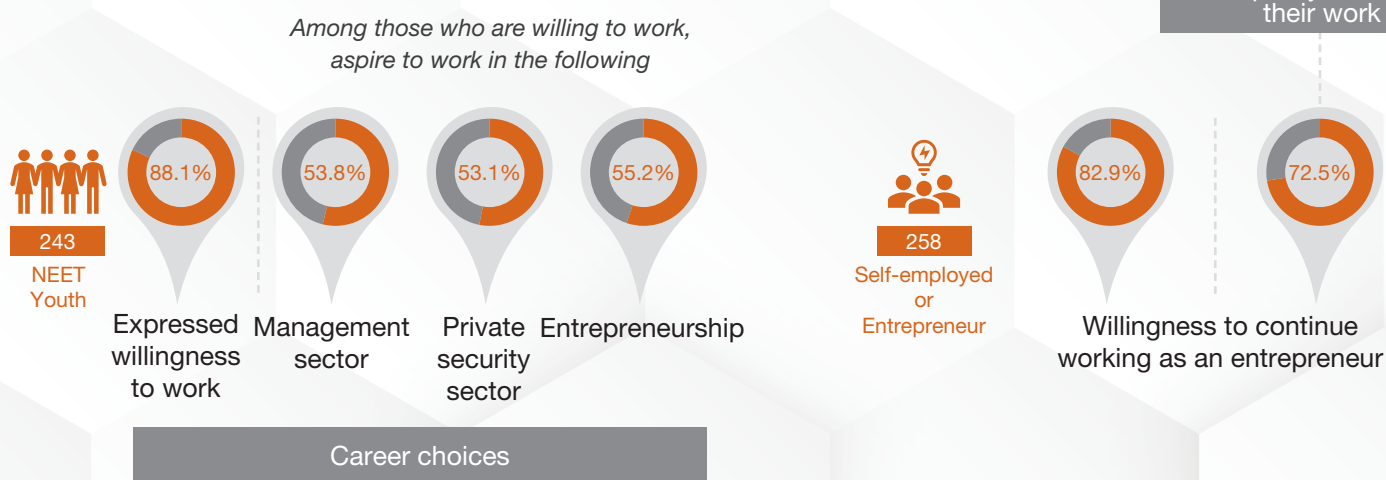
Growing demand of Private security services at national & global level due to urbanization, globalization & focus on cybersecurity

In order to sustain the envisaged economic growth & achieve social advancement, India would have to **harness human capital potential through education and skill development interventions to address skill gaps across sectors** including Management, Entrepreneurship and Private security sector

## We have identified three megatrends shaping the future of work in the focused segments

Segments	Demographic Change	IR4 (Industrial Revolution)	Climate Change
Office management & professional skills	<ul style="list-style-type: none"> <li>• New companies – demand for more professionals</li> <li>• Focus on wellbeing, remote working options</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for continuous learning &amp; upskilling opportunities in tech competencies</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on addressing climate-related challenges, including flexible work arrangements, wellness programs, mental health support, etc.</li> </ul>
Training & assessment skills	<ul style="list-style-type: none"> <li>• Strong emphasis on creativity &amp; personalization in teaching strategy</li> <li>• Focus on competency-based evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for specialized training in innovative pedagogical approach, learning management system &amp; training assessment tools</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for trainers related to climate advocacy, environmental education &amp; sustainability, etc.</li> </ul>
Non-teaching roles in the education sector	<ul style="list-style-type: none"> <li>• New Non-Teaching Roles - e.g. International student advisors, mental health counselors, wellness coordinators, diversity officers, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Training demand in tech tools, data management &amp; analysis, etc. to enhance administration efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Need for skills in emergency preparedness, climate advocacy, safety, etc.</li> </ul>
Entrepreneurship skills	<ul style="list-style-type: none"> <li>• Rising population &amp; expanding consumer market to encourage entrepreneurship &amp; promote diverse options for startups &amp; gig workers</li> </ul>	<ul style="list-style-type: none"> <li>• More tech driven startups &amp; innovative solutions</li> <li>• Focus on adoption of digital technologies &amp; tools</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on entrepreneurship related to green industries, renewable energy, &amp; environmental management, etc.</li> </ul>
Private security	<ul style="list-style-type: none"> <li>• Rise in demand for tailored security solutions</li> <li>• Need for skill training of informal unskilled security workers</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for courses related to home security systems, personal safety apps, &amp; IoT-based security devices, etc</li> </ul>	<ul style="list-style-type: none"> <li>• Private security firms may expand to include environmental security &amp; disaster response</li> </ul>

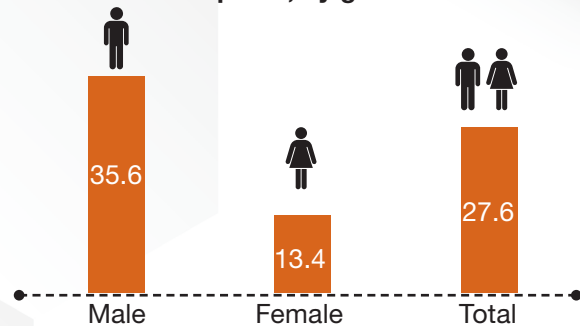
## Strong willingness to work in Management, Entrepreneurship & Private security sector among students and youth in NEET category



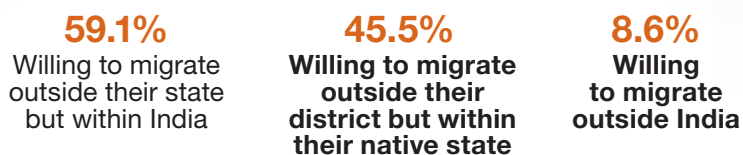
### Higher migration appetite among students and wage/salaried youth

Although the overall desire to migrate is relatively modest, youth are keen to relocate from their native areas in pursuit of better job prospects.

Youth (in %) willing to migrate outside of native place, by gender



Among those willing to migrate



Want to migrate in search of better job opportunities

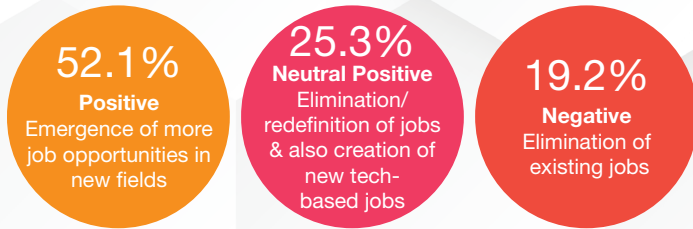
Note: This question was a multiple choice response question and hence, the responses do not add upto 100%

Migration preferences across student categories-

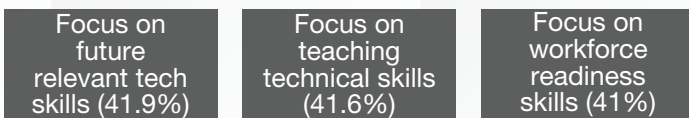


## Majority of the youth optimistic about impact of technology on employment & skilling ecosystem

97.4% youth anticipate changes in employment or skilling due to technology



Youth's perception regarding changes needed in skilling and teaching in response to technological advancements

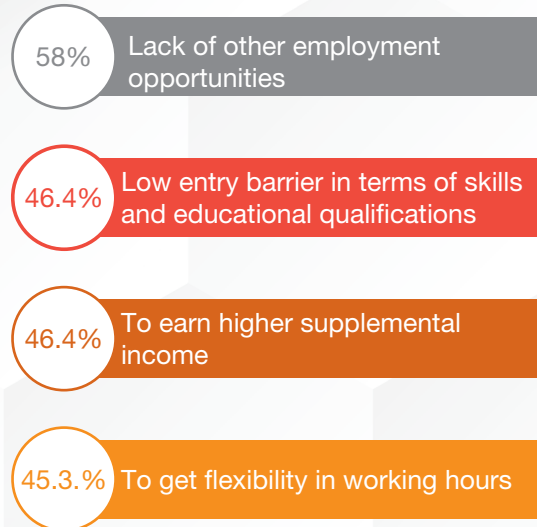


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## Significant youth interested to join gig work particularly due to lack of other employment opportunities

40.6% of the youth is interested in pursuing gig work

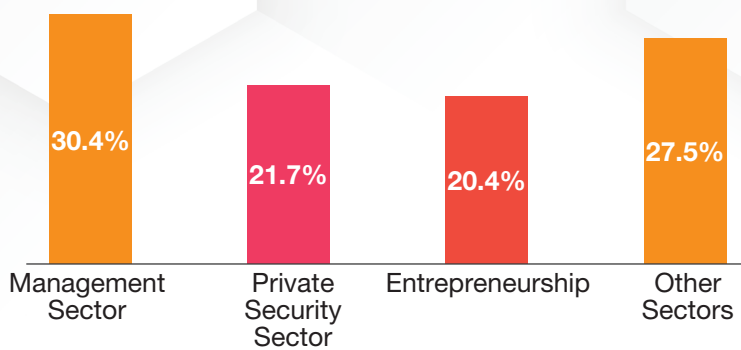
Youth (in %) interested to join gig work because of following perceptions:



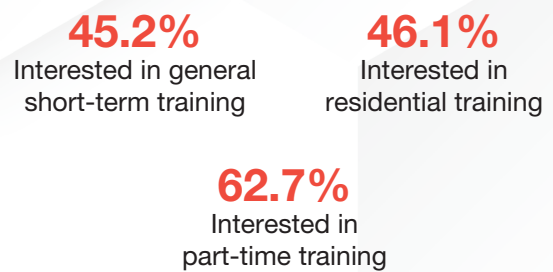
Note: This question was a multiple choice response question and hence, the responses do not add upto 100%

## Youth prefer to undertake part time & short-term training programmes

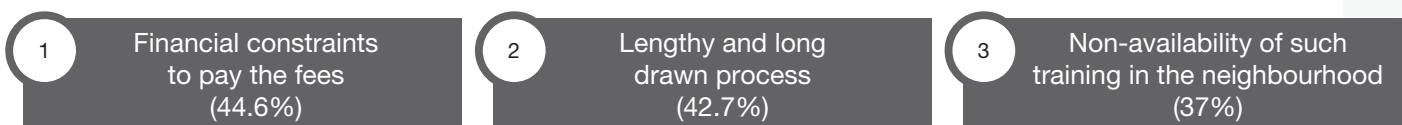
Youth (in %) willing across sectors



Preferred training type and duration



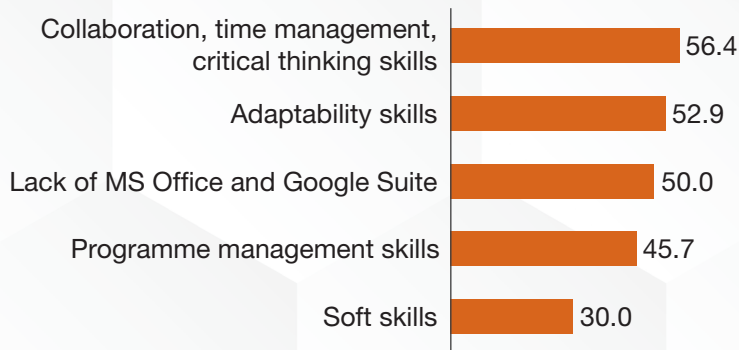
The youth believes that constraints such as financial limitations and the unavailability of training opportunities can impede their ability to undergo training.



## Key findings from employer survey - Management sector

The top employability skills required by the industry for workers are often observed to be lacking among many workers.

Key skills missing among office management professionals (%)



### Skills facilities provided by the employer

64.3% employers have in-house training facilities

41.1% employers spending less than INR 5 lakh annually on training

### Impact of trainings provided by the employer



## Perception regarding impact of technology in the office management sector

57.9% employers confirmed that few processes have been automated in their organisation

### FUTURE

38.5%

of employers perceived **medium automation** (i.e., 25-50% of tasks within jobs to be automated) in next 3 years

50% more efficient processes leading to productivity gains

47.9% process automation will lead to job loss among less skilled

39.3% new job roles with specialized skills

Note: This question was a multiple choice response question and hence, the responses do not add upto 100%

## Impact of technology & emerging job roles

### High Impact

#### Administrative Assistants:

Advanced AI could automate scheduling, correspondence, and document management tasks.

#### Data Entry Clerks:

Automation of repetitive data input tasks with high accuracy and speed.

#### Receptionists:

AI chatbots and virtual assistants capable of managing front-desk duties including greeting and basic customer inquiries.

#### Customer Service Representatives:

AI systems can handle a vast majority of standard customer queries through chatbots and automated systems.

#### Document Control Specialists:

Automation of document sorting, filing, and retrieval processes.

#### Procurement Clerks:

AI could automate supplier selection, purchase ordering, and invoice processing.

#### Telemarketers:

AI and machine learning algorithms can automate outbound marketing calls and messaging.

### Medium Impact

#### Office Managers:

AI can optimize office operations and resources, though strategic and people management will remain human-centric.

#### Human Resources (HR) Coordinators:

Automation of recruitment, onboarding, and basic HR inquiries, with strategic HR elements will require human oversight.

#### Payroll and Benefits Coordinators:

While payroll processing can be automated, strategic compensation management will need human intervention.

#### IT Support Specialists:

AI can diagnose and resolve basic IT issues, but complex problems and strategic IT decisions will require human skills.

#### Event Planners:

AI can assist in logistical planning and attendee management, but creative aspects of event design and high-level coordination will require event planners.

#### Facilities Managers:

Automation can optimize building maintenance schedules, but strategic space planning and emergency management will require human decision-making.

#### Financial and Legal Consultants/Executives:

AI can automate document review and financial and legal research, but drafting complex financial and legal documents and strategy development will require experts.

### Low Impact

#### Executive Leadership (CEOs, CTOs, etc):

AI provides data-driven insights, but strategic decision-making, leadership, and innovation will remain inherently human functions.

#### IT Management Experts:

The evolving nature of cybersecurity threats and strategic IT infrastructure development necessitates deep human expertise, despite AI aiding in threat detection and network management.

#### Training and Development Managers:

AI can customize learning paths and materials, but developing comprehensive training strategies and understanding nuanced employee needs are human-centric tasks.

#### Corporate Communication Specialists:

AI can generate basic communications, but strategic messaging and crisis management require human skills.

#### Marketing Strategists:

While AI can handle data analysis and targeted advertising, creative strategy and brand development need human creativity.

#### Human Resources:

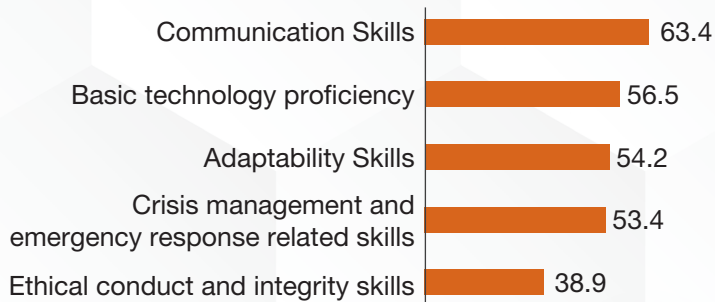
AI for operational tasks, but leadership, policy development, and strategic HR remain human-led.



## Key findings from the employers survey – Private security sector

The top employability skills required by the industry for workers are often observed to be lacking among many workers.

Key skills missing among Private security workforce (%)



### Skills facilities provided by the employer

**71%** employers have in-house training facilities

**49.6%** employers spending less than 5 lakh INR annually on training

### Impact of trainings provided by the employer

**60.6%** Increased awareness of latest technological developments in the sector

**57.4%** Personality development

**57.4%** Enhanced vigilance & presence of mind

## Perception regarding impact of technology in the Private security sector

**46.6% employers** confirmed that various processes have been automated in their organisation

### FUTURE

**34%**

of employers perceived **medium automation** (i.e., 25-50% of tasks within jobs to be automated) in next 3 years

**59.5%** new job roles with specialized skills

**55.7%** process automation will lead to job loss among less skilled

**52.7%** more efficient processes leading to productivity gains

Note: This question was a multiple choice response question and hence, the responses do not add upto 100%

## Impact of technology & emerging job roles

### High Impact

#### Surveillance Operators:

AI can automate monitoring of video feeds, recognizing suspicious behaviours more efficiently than humans.

#### Access Control Clerks:

Biometric and AI-powered access systems can automate entry controls, lowering the need for manual oversight.

#### Alarm Monitoring Technicians:

AI systems can analyze signals from security devices to identify false alarms more accurately than human operators.

#### Data Security Analysts:

Automated systems can monitor for cybersecurity threats and anomalies at a scale and speed unmatched by humans.

#### Patrol Dispatchers:

Routing and dispatching of patrols can be optimized using AI, enhancing efficiency.

#### Incident Report Clerks:

AI can automate the generation of incident reports based on inputs from security devices and personnel.

### Medium Impact

#### Security Analysts:

While AI can process threat intelligence, analysts will be needed for interpreting complex threat landscapes and devising strategies.

#### Fraud Investigators:

AI can detect patterns indicative of fraud, but investigators will be required for complex case investigations and legal proceedings.

#### Physical Security Consultants:

AI can aid in risk assessment and security planning, but human expertise will be essential for tailored security solutions.

#### Security Training Specialists:

AI can customize training programs, but human trainers will be essential for interactive learning experiences and simulations.

#### Emergency Response Coordinators:

AI can optimize response plans, but Coordinators will be required for managing dynamic and unpredictable emergency situations.

#### Cybersecurity Policy Analysts:

AI can help model policy impacts, but developing and implementing security policies relies on human judgement.

### Low Impact

#### Chief Security Officers (CSOs):

Strategic decision-making, leadership, and crisis management in security will remain highly dependent on human expertise.

#### Security Systems Engineers:

Designing and integrating complex security systems will require deep technical knowledge and human creativity.

#### Security Guards:

Demand for security guards will remain steady, however, their role may be enabled by AI

#### VIP Protection Specialists:

Personal protection involves nuances and instincts that AI and robotics cannot replicate.

#### Risk Management Specialists:

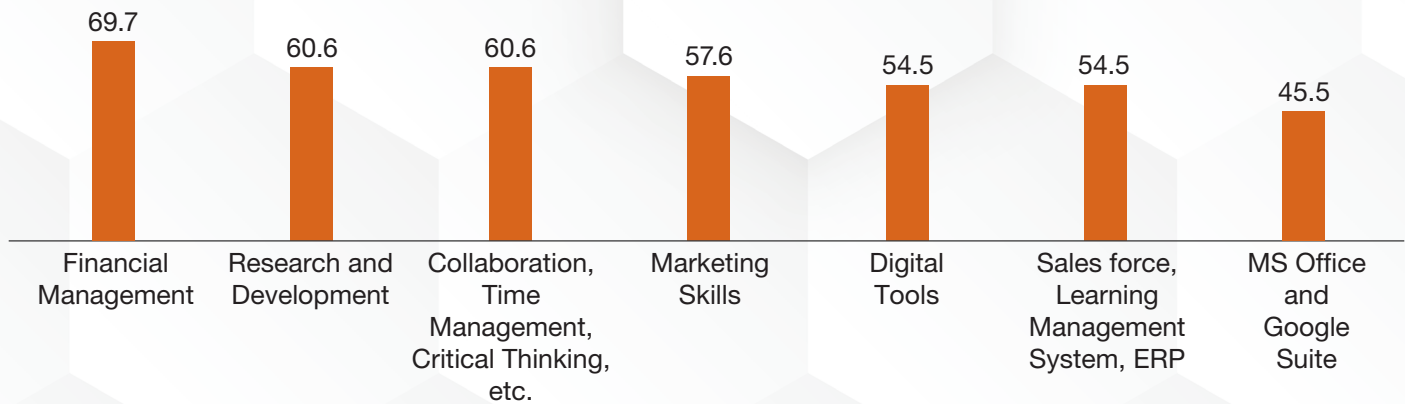
While AI can quantify risks, strategic risk mitigation and management decisions will need human insight.

#### Security Researchers:

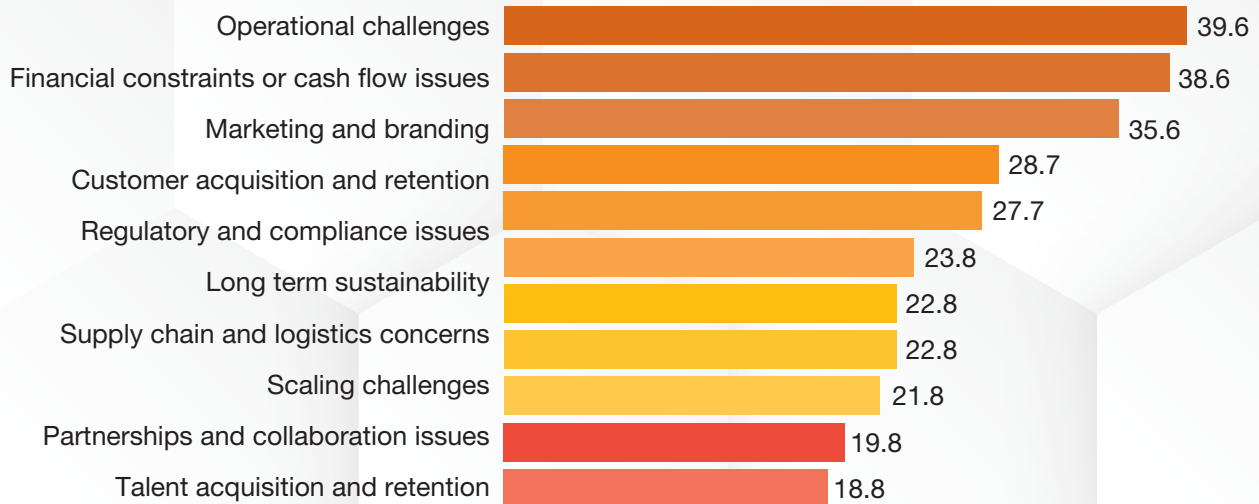
AI aids in data collection and trend analysis, but human researchers will be required for innovative security solutions.

## Key findings from employer survey - Entrepreneurs

### Key skill sets aspiring entrepreneurs are missing at the time of incubation



### Top challenges faced by the startups/ventures/small businesses



Note: This question was a multiple choice response question and hence, the responses do not add upto 100%

### Perception regarding impact of technology by entrepreneurs

**64% employers** confirmed that few **processes have been automated in their organisation**

#### FUTURE

**38.2%**

of entrepreneurs perceived **medium automation** (i.e., 25-50% of tasks within jobs to be automated) in next 3 years

#### Emerging requirements for workforce at startups

1. Digital Marketing Specialist
2. AI and Machine Learning Engineer
3. Data Scientist/Analyst

#### Jobs which may face low demand by startups

1. Data Entry Executives
2. Manual QA Testers
3. Book Keeping Clerks

#### Emerging job requirements by startups

- Digital marketing specialist
- Gig associate
- Fin Tech entrepreneur
- Design thinking expert
- Data analyst
- CSR officer
- AI content developer
- Social media strategist

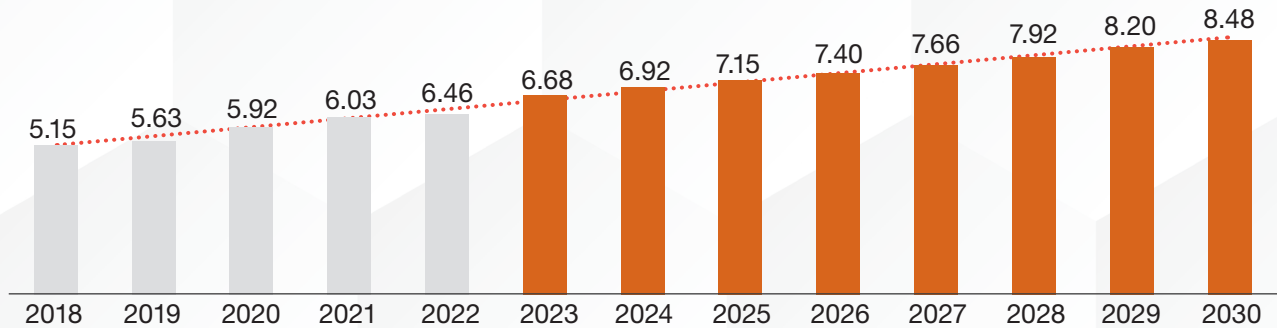
## Demand projections in the Management sector

Future average growth rate of GVA (FY23-30) - 7.4%

Employment potential by 2030 - 8.48 Million

Total incremental demand between 2024-2030 - 1.56 Million

Employment trends (Age 15 & above) (in million)



Bars highlighted in orange are forecasted

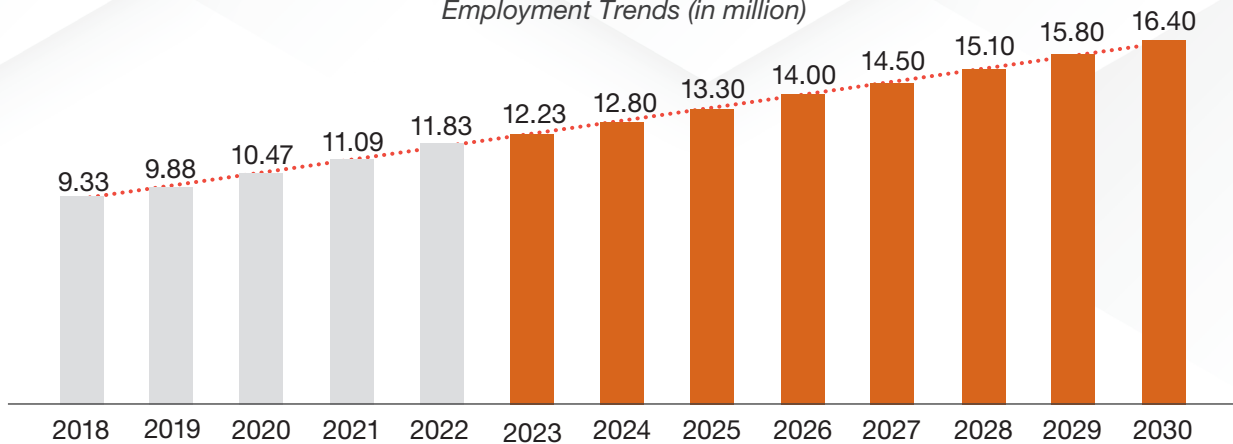
## Demand projections in the Private security sector

Future average growth rate of GVA (FY23-30) - 8%

Employment potential by 2030 - 16.4 Million

Total incremental demand between 2024-2030 - 3.58 Million

Employment Trends (in million)



Bars highlighted in orange are forecasted

For detailed methodology for projections refer Chapter 5

## Recommendations snapshot

Expanding and enhancing training programmes in Management, Entrepreneurship and Private security sectors through governmental support and industry collaboration, integrating digital skills to align with current and future market demands and maintaining global competitiveness.



### Evolving skill requirements & job roles

- MEPSC may collaborate with various Ministries such as MSDE, MoE, MoTA, MSMEs, MoHUA, MoRD, etc.
- Introduce **short-term, diploma and advanced diploma** in consonance with NEP 2020 guidelines, apprenticeship embedded degree programmes with Colleges & Institutes, and/or upskilling/ re-skilling courses.
- MEPSC may enhance focus on developing qualifications on **emerging skills and job roles**.
- MEPSC may directly engage with vocational institutes and industry partners **via webinars, seminars, and workshops to advocate for curriculum changes**.



### Setting up 'Future Skill Institutes'

MEPSC may set up to 10 '**Future Skills Institutes**' in collaboration with Government, industry & academia focusing on AI and other emerging technologies in **Management and Private security sectors**.

#### Key activities which may be undertaken:

- Sector transformation maps
- Skill anticipation
- Qualifications/ Curriculum/ Content
- Trainer development
- State of the art labs
- Fresh skilling/Reskilling/Upskilling



### Unleashing innovation: Pioneering entrepreneurship in India

MEPSC may collaborate with **various Central/State Government Departments and CSR donors for upcoming targeted interventions** e.g. setting up to 5 incubation centers, SHG development, conducting hackathon, capacity building initiatives, etc.

- **SHG development**  
Tribal network  
NULM & SRLM network
- **Schools & Colleges**  
Hackathons  
Entrepreneurship boot camps
- **Incubation**  
Startup mission & State chapters  
MSME & Industry network
- **Collaborate with CSR donors** for entrepreneurship, skilling initiatives for women, PwD, marginalized communities, etc



### International mobility solutions

International mobility CoEs embedded within Government, Skill Universities, Academia, etc.

- Language schools
- Office management roles in HR, Finance, etc
- Funded through State Skill Missions



### Strengthen global ties

Foster collaboration with international organisations to exchange best practices and adopt globally recognised standards in Management, Entrepreneurship and Private security sectors.



### Mobile application for market aggregation

Creation of an app to provide one stop solution to aspiring entrepreneurs and startups. An application that aggregates offerings across sectors to bridge the skills gap, need-based learning, market linkages as well as assist in demand-supply aggregation.



### Introducing courses for soft skills

Prioritize training in soft skills, foreign language training, cultural sensitivity, critical thinking skills & basic digital skills through short term courses and online courses.



### Promotion of apprentices in Private security sector & reforms in PSARA

**NSQF aligned programs** may be considered in the PSARA guidelines to make the Private security sector more aspirational for the guards as well as the Industry.

**PF and ESIC** may be allowed to be paid to the apprentices by the establishments whoever wishes it, through necessary policy guidelines.



Training programmes



Mentorship network-Connect with experts in your geography



Funding/grant related information



Legal compliances support



Market linkage support

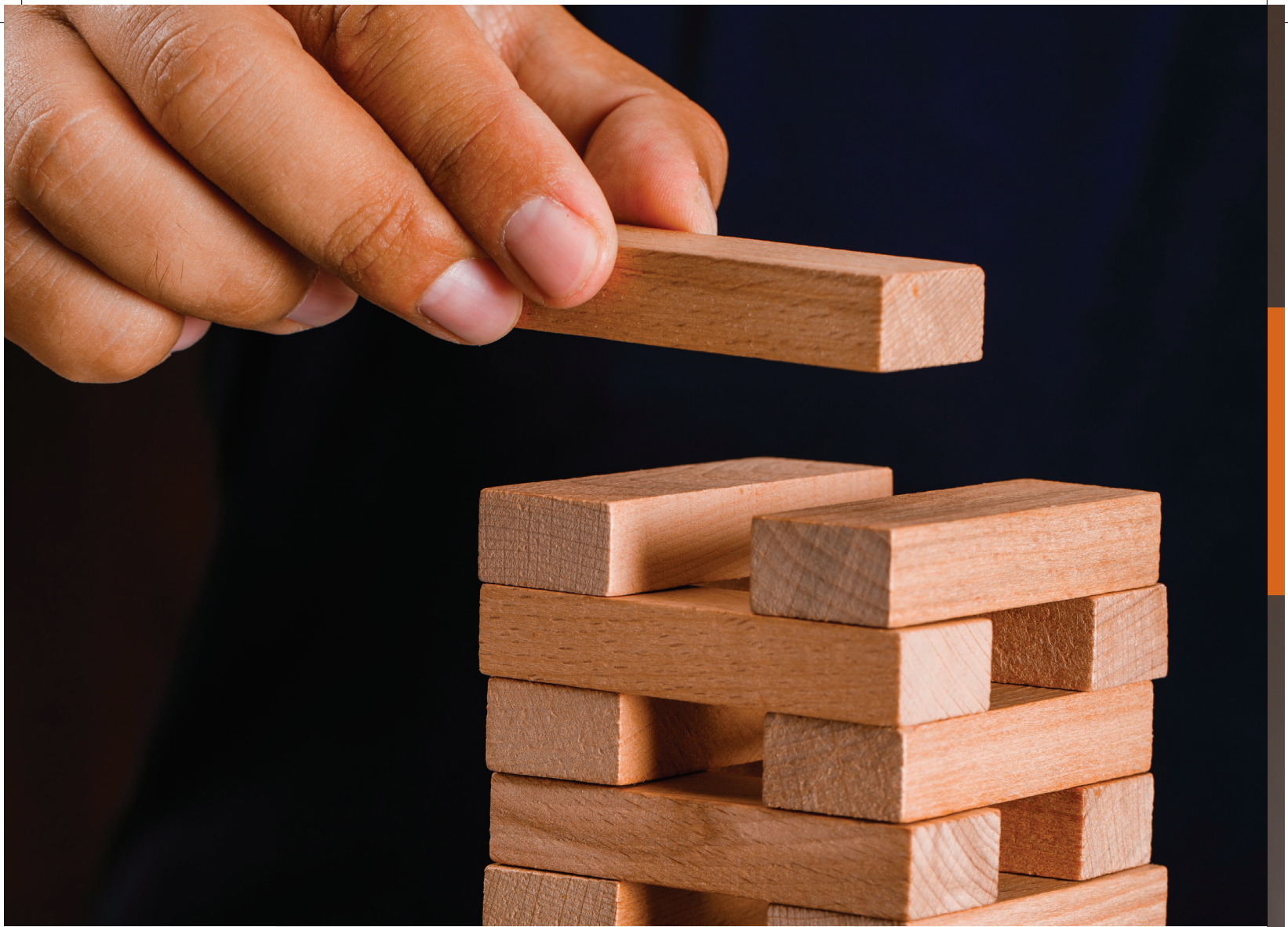
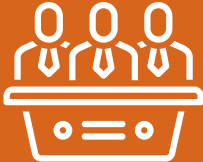




Table 1- New QPs which may be developed by MEPSC in the short run

 <p><b>Management sector</b></p>	 <p><b>Entrepreneurship</b></p>	 <p><b>Private security sector</b></p>
<ul style="list-style-type: none"> <li>• Client Engagement Associate</li> <li>• Community Level - Child Protection Executive</li> <li>• Assistant Preschool and Daycare Facilitator</li> <li>• Office Operations AI</li> <li>• Receptionist AI</li> <li>• AI Content Developer</li> <li>• Import-Export Advisor</li> <li>• Chief ESG Officer</li> </ul> <p><b>Diploma / Advance Diploma</b></p> <ul style="list-style-type: none"> <li>• Digital and Sales Marketing</li> <li>• Digital Productivity Fundamentals with MS Office</li> <li>• Comprehensive Financial Literacy and Career Awareness</li> <li>• Human Resource Management</li> <li>• CSR-Business Analytics and Intelligence</li> <li>• Operations and Supply Management</li> </ul>	<ul style="list-style-type: none"> <li>• Design Thinking</li> <li>• Gig Associate</li> <li>• Women Leadership</li> <li>• FinTech Entrepreneur</li> </ul> <p><b>Advance Diploma</b></p> <ul style="list-style-type: none"> <li>• Entrepreneurship</li> </ul> <p><b>Micro credential</b></p> <ul style="list-style-type: none"> <li>• Generative AI</li> <li>• Business &amp; Professional Communication and Interpersonal Skills</li> <li>• Decision Making</li> <li>• Self-Awareness and Empathy</li> </ul>	<ul style="list-style-type: none"> <li>• Drone Surveillance and Patrolling Operative</li> <li>• AI Surveillance Compliance Officer</li> <li>• Security Training Specialist</li> <li>• AI based Surveillance Operator</li> <li>• AI Incident Report Clerk</li> <li>• VIP Protection Specialist</li> </ul>

# Context & Background



# 1. Introduction

## 1.1. Context and background

India is one of the fastest growing economies in the world with an estimated GDP growth rate (at constant prices) of 7.2 percent<sup>1</sup> during FY 23 and the country is poised to remain strong with GDP growth rate of 7.8 percent in FY 24 and 6.8 percent in FY 25, while global growth is expected to grow by 3.2 percent in 2024 and 2025.<sup>2</sup>

Herein, it becomes pivotal to consider an **opportunity for India in terms of a strong demographic dividend window**, that can be leveraged to create a high-quality skilled workforce for the rest of the world, especially for the nations with ageing or declining national populations. This fact is further accentuated by UN estimates, wherein it is estimated that **24.3 percent of the global workforce's incremental growth over the next decade will come from India.**

### Opportunity for reaping the demographic dividend

**66% of India's total population below the age of 35 years - ILO**

**India's population is set to rise to 1.51 billion in 2030, from 1.42 billion in 2022 – United Nations' World Population Prospects 2022**

**India has a relatively young population with a median age of 27.6 years (Germany- 44.9, France-41.6, UK- 39.6, US- 37.7) - United Nations' World Population Prospects 2022**

However, in contrast to this opportunity, the **unemployment rate** of India's youth population (between 15-29 years of age) is recorded at 10 percent and is three times higher than **India's total unemployment rate of 3.2 percent**<sup>3</sup>. Also, it is observed that the **average monthly salary in India is below Rs 50,000** which is lower than the other 23 countries around the world having average monthly salaries of more than Rs. 1 lakh<sup>4</sup>. While with respect to GDP per-capita (at purchasing power parity) income, the number for India remains low (\$8379) as opposed to the global number of \$20,646<sup>5</sup>.

Furthermore, on the self-employment front, although the proportion of **self-employed individuals has significantly increased from 55 percent in 2016 to 83.8 percent in 2023**<sup>6</sup>, however, these enterprises tend to lack significant financial capital, human capital, or specialised skills.

Therefore, **in order to sustain the envisaged economic growth and achieve social advancement, India would have to harness human capital potential through education and skills development interventions across sectors including Management, Entrepreneurship and Private security sector.** Let's understand the importance of these sectors for the Indian economy, at large:

- **> 15 lakh active companies in India** - 93% Pvt. Ltd Firms & 7% Public Ltd Firms (*Ministry of Corporate Affairs*)
- India is the **3rd largest startup ecosystem in the world**, more than 6.4 lakh jobs reported by ~57,000 startups Annual Report and 77 lakh workers were engaged in the gig economy (*Annual Report DPIIT-2021-22, NITI Aayog*)
- Around **8.9 million Private security guards and supervisors** are employed in more than 22,000 Private Security Agencies (PSAs) in India
- **~1.25 lakh Trainers and Assessors** across sectors in India (*Data retrieved from National Portal for Trainers & Assessors, NSDC - December 2023*)

The management skills play an integral role for overall administrative and structural functioning across the sectors: With the growing number of companies at the national and international level and due to expansion of education and skilling infrastructure, the demand for management sector professionals, master trainers, skill trainers and assessors, counsellors, day care workers etc., will be on a rising trajectory in the coming years. As India is projected to be the fastest growing economy in 2024, according to the IMF this will bolster both domestic and global investment, increasing the demand for skilled management professionals<sup>7</sup>.

1. Information Bureau, P. (2023, May 31). Provisional Estimates Of National Income 2022-23 And Quarterly Estimates Of Gross Domestic Product For The Fourth Quarter (Q4) Of 2022-23. Press Information Bureau. [https://www.mospi.gov.in/sites/default/files/press\\_release/PressNoteQ4\\_FY2022-23\\_31may23.pdf](https://www.mospi.gov.in/sites/default/files/press_release/PressNoteQ4_FY2022-23_31may23.pdf)

2. IMF – World Economic Outlook, April 2024

3. Annual Periodic Labourforce Survey July 2022-June 2023

4. World of Statistics, 1st May 2023 (<https://www.livemint.com/news/india/international-labours-workers-day-average-salary-in-india-countries-with-highest-salaries-in-the-world-11682919492056.html>)

5. <https://data.worldbank.org/indicator/NY.GDP.PCAP.PP.CD>

6. CMIE, January-April 2023 estimates

7. IMF Country chapter - India, <https://www.imf.org/en/Countries/IND>





- **Entrepreneurship will be an essential part of the Indian economy:** Given the **growing appetite for entrepreneurship in the country, and high levels of youth unemployment** (as mentioned in the previous para), start-ups will pave the way for greater employment opportunities in the future.
- **Private security will grow in demand in the future:** As the world becomes more inter-connected and the threats such as environmental threats and a rise in cybercrime persists, the need for private security will increase. According to the Future Market Insights, the market for private security is predicted to increase by a CAGR of 3.7 percent from 2022 to 2032<sup>8</sup>.

Against this landscape, Management & Entrepreneurship and Professional Skills Council (MEPSC) is committed to generate technically and professionally competent workforce, industry professionals, and entrepreneurs for both national and international markets.

With this agenda, MEPSC commissioned the present skill gap study in the Management, Entrepreneurship, and Private security sectors to analyze the current disparities between demand and supply as well as the anticipated job prerequisites and sectoral needs within India’s Management, Entrepreneurship and Private security sectors amid the evolving “Future of Work” landscape (such as impact of AI on workplace) along with impact and scale of non-funded programmes in these sectors. PricewaterhouseCoopers (PwC) was therefore engaged by MEPSC to undertake this study, covering 5 regions across India.

## 1.2 Need of the study

It is observed that MEPSC is presently offering training in 5 sub-sectors viz Office Management and Professional skills, Entrepreneurship skills, Non-Teaching job roles in the education sector, Training & Assessment skills, and Private Security. With the changing dynamics of Management, Entrepreneurship and Private security sectors amidst the “Future of Work” landscape (particularly impact of Artificial Intelligence at workplace) and evolving labour market trends at national and global level and it becomes crucial to ascertain the existing demand-supply gaps and projected job requirements/sectoral demand, which would help in adjusting the trades as well identify new trades in these target sectors. Furthermore, a study was undertaken by MEPSC in the past and thus, would require updation as per the current scenario, as described above.

The said Skill Gap Study will be essential for the efficient development, design, and execution of initiatives and the identification of high-priority areas in pursuit of predefined objectives to fulfill the current and future demands for education, training, and labour supply in the target sectors.

This study involves extensive research, and examination within these specified domains, culminating in **actionable recommendations to address the discerned skill gaps in next 7 years for Management, Entrepreneurship and Private security sectors**. An analysis has been undertaken which will cover probe areas such as current status, future demand (short-term, medium term, and long term), industry requirement and new emerging roles and skills required, occupational standards etc for each of the sectors. Further, in order to accomplish these objectives, a comprehensive grasp of the important players, including youth, employers, policy makers and training service providers, among others is obtained, considering their viewpoints and perception on emerging requirements, aspirations, workforce preferences and labour quality.

8 Verghese, S. (2022). (rep.). Private Security Market Outlook (2022 to 2032) (pp. 6–300). Delhi: Future Market Insights . Retrieved October 30, 2023, from [https://www.futuremarketinsights.com/reports/private-security-market#:~:text=Private%20Security%20Market%20Outlook%20\(2022,the%20years%202022%20to%202032](https://www.futuremarketinsights.com/reports/private-security-market#:~:text=Private%20Security%20Market%20Outlook%20(2022,the%20years%202022%20to%202032)

### 1.3 Scope of the study

The broad scope of the study is as following:

**Target segments** - Office Management and Professional skills, Entrepreneurship skills, Non-Teaching job roles in the education sector, Training & Assessment skills, Private Security sector

#### Study skilling scenario in the Management, Entrepreneurship & Private security sector in India

- I. **AS-IS analysis** for understanding current skilling trends & requirements
- II. **Qualitative & quantitative assessment** of manpower demand, supply side & skill gaps
- III. **Survey across 5 regions**
  - Youth aspirations survey – 1000 candidates
  - Industry survey – 500
  - Stakeholder consultation/workshops

#### Carry out situation analysis for critical success factors of RFP

- I. **Assessment & Certification** capacity, occupation and challenges
- II. **Key skill development initiatives** – Central/ State government, public/ private sector
- III. **Existing mechanism** to encourage training providers for specific occupations
- IV. **Future occupations** anticipated with rapid changes in technology
- V. Avenues for international workforce mobility of skilled manpower

#### Forecast human resource and skill requirement over a period of 2023-2030

Sub-sector wise, education and experience levels

#### Develop strategic road-map

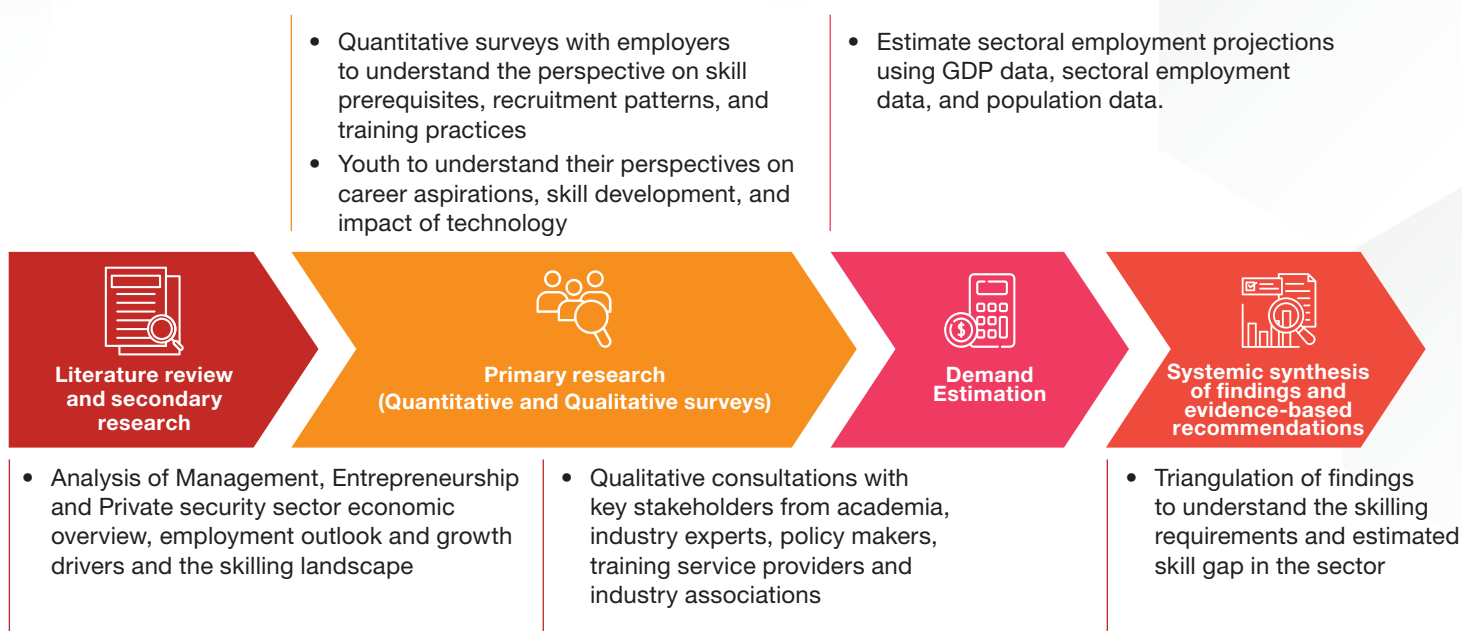
Recommendations for enhancing skilling in Management, Entrepreneurship and Private security sector

### 1.4 Research design

To undertake the skill gap study for the Management, Entrepreneurship, and Private security sectors in India, we adopted a mixed method research design using qualitative and quantitative research tools to collect relevant information from a wide range of stakeholders. Quantitative research was carried out with employers and youth to focus on the sector’s outlook, skilling and training requirements, and their understanding of the impact of technological advancements in the industry across 5 regions of India. Complementing these quantitative surveys, stakeholder consultations were also conducted with a diverse array of stakeholders, including industry associations, policy experts, industries, experts from multilateral organisations, educational institutions, and training service providers. Additionally, we engaged in discussions with senior representatives of MEPSC’s Board Members. Moreover, in order to understand the human capital needs within the industry, we projected the manpower requirements and the incremental manpower demand, and estimated labour demand.

To achieve the outlined scope of the study, we relied on the following approach:

Figure 1-Overall approach of the study



- **Literature review and secondary data analysis :** A comprehensive analysis of the economic and labour market dynamics within the Management, Entrepreneurship, and Private security sectors is crucial for a nuanced understanding of the industry. Our secondary research was dedicated to comprehending overall economic trends, sector-specific indicators (such as employment trends, GDP contribution, growth patterns, employment scenario, and the skilling ecosystem), and the future trajectory of Management, Entrepreneurship, and Private security sectors, including evolving consumer patterns and technological advancements. To conduct this research, our team thoroughly examined peer-reviewed publications and other secondary sources such as the Periodic Labour Force Survey (PLFS) 2017-2023, the Ministry of Statistics and Program Implementation, Census 2011, Reserve Bank of India, Annual Reports of Ministry of Skill Development & Entrepreneurship, Ministry of MSME, Ministry of Corporate Affairs and Ministry of Education, NCVET, DGET, Private Security Agency Licensing Portal, India Brand Equity Foundation, International Labour Organisation, United Nations, World Economic Forum, and others.
- **Primary research :** After completing our secondary research, we conducted thorough primary research, engaging in both qualitative and quantitative surveys with various stakeholders. This approach aimed to grasp stakeholders' perspectives on the evolving skill requirements within the Management, Entrepreneurship, and Private security sectors. The primary research was conducted across 8 States and 1 Union Territory (UT) of India. To select the geographies, the selection criteria were based on:
  - a) Management sector
    - o The number of individuals employed as managers and professionals for each state, utilizing data from the PLFS 2022-23
    - o The number of registered companies for each state utilizing data from Ministry of Corporate Affairs
  - b) Entrepreneurship
    - o The number of MSMEs for each State in 2023 utilizing data from Ministry of MSMEs
  - c) Private security sector
    - o The number of private agencies in each state in 2023 utilizing data from Private Security Agency Licensing Portal
    - o The number of individuals employed in Private security utilizing data from the PLFS 2022-23

These determinants were chosen as they represent crucial aspects of each of the Management, Entrepreneurship, and Private security sectors. After selection of the geographies, we conducted quantitative surveys with employers and youth from these geographies.

### Quantitative surveys

- **Employers survey to understand workforce and skill requirements :** For the employers' survey, we developed a quantitative survey that was administered to 502 employers across Management (sample- 186), Entrepreneurship (sample – 154), and Private security (sample-162) sectors.
- In the process of data collection, PwC utilised a dual approach involving a pre-identified list provided by MEPSC and proactive outreach by the organisation through which the sampling frame of the employers was developed. To ensure adequate representativeness in selection of employers in five regions of India, we covered roughly 2-3 States in each of the five regions to have a total of 502 employers. The employer survey gathered comprehensive information on workforce needs within organisations, recruitment strategies for entry-level positions, perspectives on evolving skill requirements, training dynamics within their establishments and the influence of technological advancements in the Management, Entrepreneurship, and Private security sectors.
- **Youth survey to understand their career aspirations and skilling requirements :** We further developed a quantitative survey that was administered to a total of 1,001 youth across five regions. The youth in the Management, Entrepreneurship, and Private security sectors were covered in four categories in order to consider a) youth who are currently studying or in education (238); b) youth who are currently wage or salaried employed (262), c) youth who are currently self-employed or entrepreneurs (258) and d) youth who are not in education, training nor employed (243).

Within 1,001 youth, we ensured balanced representation across the above four categories. The youth survey also aimed to maintain a gender balance, with males accounting for 64.4 percent of the sample and females accounting for the remaining 35.6 percent.

The youth survey focused on how the aspirations of youth are changing, what types of job roles they seek, what type of skills they consider necessary, what kind of skill training they are aware of and are willing to undergo in the Management, Entrepreneurship, and Private security sectors, their awareness about technological changes, and their



migration preferences.

**Qualitative surveys :** To complement our quantitative findings, we conducted stakeholder consultations and qualitative interviews concurrently with the quantitative surveys. These stakeholder consultations involved key stakeholders identified within the Management, Entrepreneurship, and Private security sectors.

This collaborative approach not only facilitated a rich exchange of ideas but also ensured that multiple perspectives were considered in identifying the most pressing skill needs and in formulating strategic recommendations for addressing them. The insights gathered from these workshops were instrumental in shaping targeted interventions and policies to bridge the skill gaps, thereby enhancing the employability and productivity of the workforce in these key sectors.

The discussion with the key stakeholders revolved around - 1) key changes and challenges within the Management, Entrepreneurship, and Private security sectors in terms of labour demand and supply gaps; 2) assess the employability of students graduating from industry relevant curriculum; 3) understanding about industry's willingness to participate in skill training; 4) existing schemes, policies and programmatic interventions and their impact(s) ; 5) impact of emerging trends and other factors influencing workforce requirements and how government is responding (or preparing to respond) to the same; and 6) initiatives on upskilling and reskilling to enable a future-ready workforce.

**Demand estimation approach to evaluate the skill gap in Management, Entrepreneurship, and Private security sectors :** To gauge future labour demand in the Management and Private security sectors, we employed the sectoral employment elasticity approach, measuring the percentage change in employment associated with a one percent change in economic growth. Data from sources 68th round of the Employment and Unemployment Survey by the National Sample Survey Organisation (NSSO), World Development Indicators, United Nations Population Fund's Population Projections, various rounds of unit-level data from the Periodic Labour Force Survey (2017-2023), and the latest data from the Reserve Bank of India's KLEMS database were utilised.

**Systematic synthesis of findings and evidence-based suggestions :** The understanding obtained from primary sources was used to substantiate, correlate, and validate the inferences derived out of secondary research to establish the evidence for generating recommendations towards policy direction in the country.

# Sectoral Overview



# 2. Sectoral overview

## 2.1 Management sector

The management sector with its diverse range of industries, large dynamic workforce, and an increased emphasis on globalization, innovation and emerging technologies plays an important role in India's socio-economic, growth and development. India has produced well-recognised elite managers, some of whom have demonstrated their capabilities outside the country, in premier US firms such as Alphabet (Google), Microsoft, MasterCard, and Pepsi, even drawing attention from Chinese policymakers (Singh, 2018).

### Global trends for management sector

There has been a paradigm shift in management trends since 2020 with rapid advancement in technology. The management sector is constantly evolving and has necessitated digital transformation across industries. Studies have estimated that automation could eliminate 9 percent of existing jobs and radically change approximately one-third in the next 15 to 20 years.<sup>9</sup> On the other hand, emerging technologies will also create jobs and enable greater virtual labour mobility through internet-based freelance platforms. As per the demographic trends, the ageing population will promote faster adoption of automation, even with increases in the retirement age.



As per Statista, there were estimated to be more than 376.66 million companies operating worldwide in 2023, of which over 200 million were in Asia, 67 million were in Africa, and 34 million were in Europe.

**The office administrative services market size has grown rapidly in recent years, and Asia Pacific is observed as the largest region in this market in 2023. It will grow from \$241.38 billion in 2023 to \$265.72 billion in 2024 at a compound annual growth rate (CAGR) of 10.1 percent. The growth in this historic period can be attributed to business growth, adoption of technologies, cost efficiency, focus on core activities, globalization and outsourcing trends, and regulatory compliance. Further, it is anticipated that it will grow to \$387.56 billion in 2028 and \$460.45 billion in 2030 at a compound annual growth rate (CAGR) of 9.9 percent.**<sup>10</sup>

MEPSC has further segmented management sector into office management and professional skills, training and assessment, and non-teaching professionals<sup>11</sup>. The trends for each of the sub sectors of Management sector are elaborated below.

9. A Publication of the National Intelligence Council. (2021, March). Global Trends 2040.

10. The Business Research Company. (n.d.). Office Administrative Services Global Market Report 2024.

11. Market Business News. (n.d.). What is management

## National trends for Management sector

The Management sector's contributions to economic growth in India are multifaceted. Through strategic decision-making, efficient resource allocation, innovation, human capital development, and collaboration, Management professionals drive organisational growth, job creation, productivity, and competitiveness, all of which contribute to the overall economic development of the country.<sup>12</sup> The following trends for the Management sector in India encompass various aspects that are shaping the industry:

Figure 2-Trends for the Management sector in India

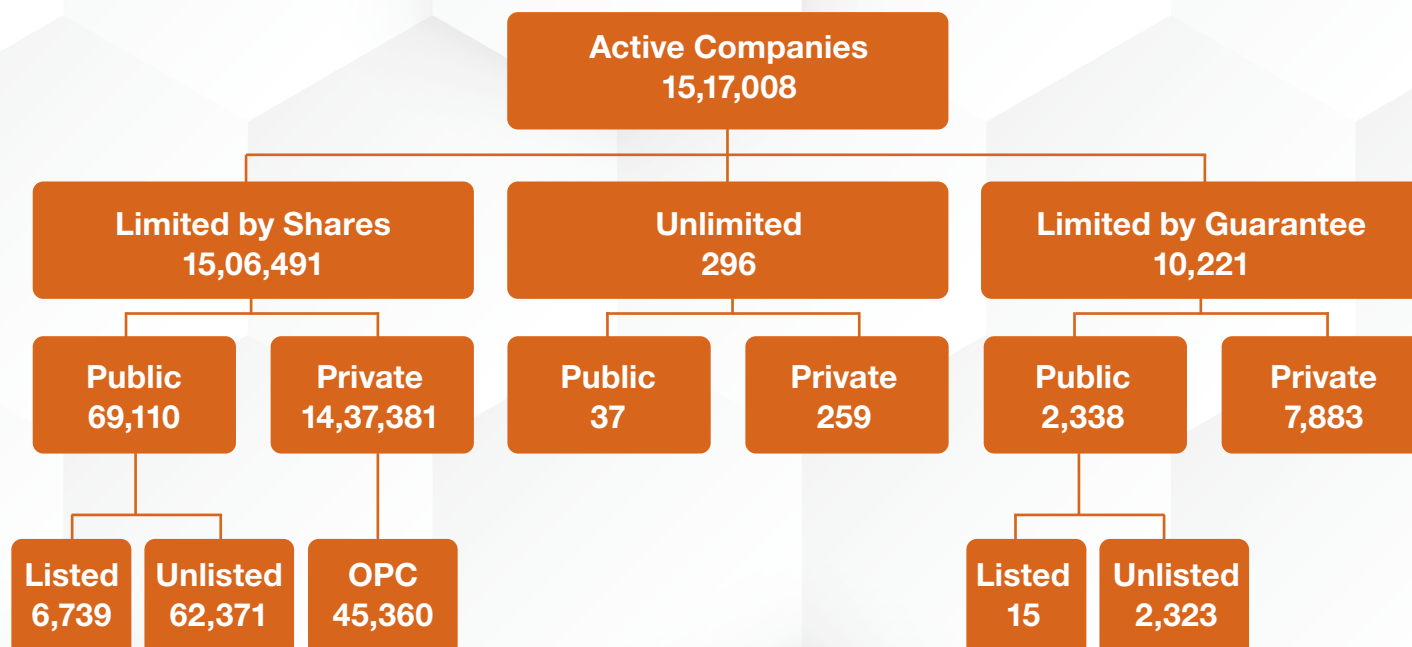


Source: Wheebox. (n.d.). India Skills Report 2024. & Invest India. (n.d.). The Indian Unicorn Landscape. Startup Ecosystem in India.

<sup>12</sup> Trans.info. (2023, February 27). Productivity & Innovation. Management Trends for 2023.

### a) Office management and professional sector

Presently, there are more than **15 lakh active companies**<sup>15</sup> operating in India for both public and private firms. The number of active firms represents a diverse spectrum of companies, ranging from small-scale startups and family-owned businesses to huge global corporations. Within the total number of firms, the highest number of companies (30 percent) operate in business services, followed by manufacturing (21 percent) and trading (13 percent). Among these, the top 5 states/UTs with the highest number of companies are Maharashtra (21.48 percent), Delhi NCR (16.67 percent), West Bengal (9.95 percent), UP (8.28 percent) and Karnataka (7.51 percent)<sup>16</sup>.



Source - Ministry of Corporate Affairs

### b) Non-teaching professionals in education sector

According to All India Survey on Higher Education 2021-22, non-teaching staff are staff other than teaching staff engaged in administrative, secretarial, laboratory, library work etc. of the University/ Institution/ College. Non-teaching professionals generally get absorbed in pre-schools, schools, colleges, universities, day-care facilities, TVET institutions, coaching centres, ed-tech companies, language training institutes, corporate training institutes, research institutes, and distance education institutes under various departments.

**The number of non-teaching staff in higher education institutions in 2021-22 stood at 12,08,446, out of which about 56.3 percent were male and 43.7 percent were female.** The States with highest number of non-teaching staff in higher education institutions include Tamil Nadu (1,54,708), Maharashtra (1,49,766), Karnataka (1,25,137) and Uttar Pradesh (1,19,498). While in schools, the **total non-teaching staff during 2021-22 stood at 15,19,157.** The States with highest number of non-teaching staff in higher education institutions are Uttar Pradesh (2,35,709), Maharashtra (1,81,514), Rajasthan (1,19,350) and Madhya Pradesh (95,438).<sup>17</sup>

### c) Training and assessment

Trainers and assessors play an important role in ensuring quality of training delivery and ensure that the desired learning outcomes are met. National Council for Vocational Education & Training (NCVET) regulates the trainer and assessor ecosystem for skilling ecosystem by laying out guidelines for their capacity building and recognition by the respective awarding bodies. It is pivotal to note that MEPSC has provided platform skill training to these trainers and assessors.

15 It may be noted that this data has changed as the latest data w.r.t state-wise distribution for active companies can only be found until 2021, whereas the total number of companies as of 2023 accounts for almost 15 lakhs (as per Ministry of Corporate Affairs). To provide a comprehensive analysis of state-wise distribution, this report is considering data from MCA as of 2021.

16 Ministry of Corporate Affairs, Government of India. (2021, October 12). State wise distribution of number of active companies - data. Open Government Data (OGD) Platform India.

17 Ministry of Education. Government of India. (n.d.). All India Survey on Higher Education 2021-22. Department of Higher Education & Unified District Information System for Education Plus 2021-22. Department of School Education and Literacy.

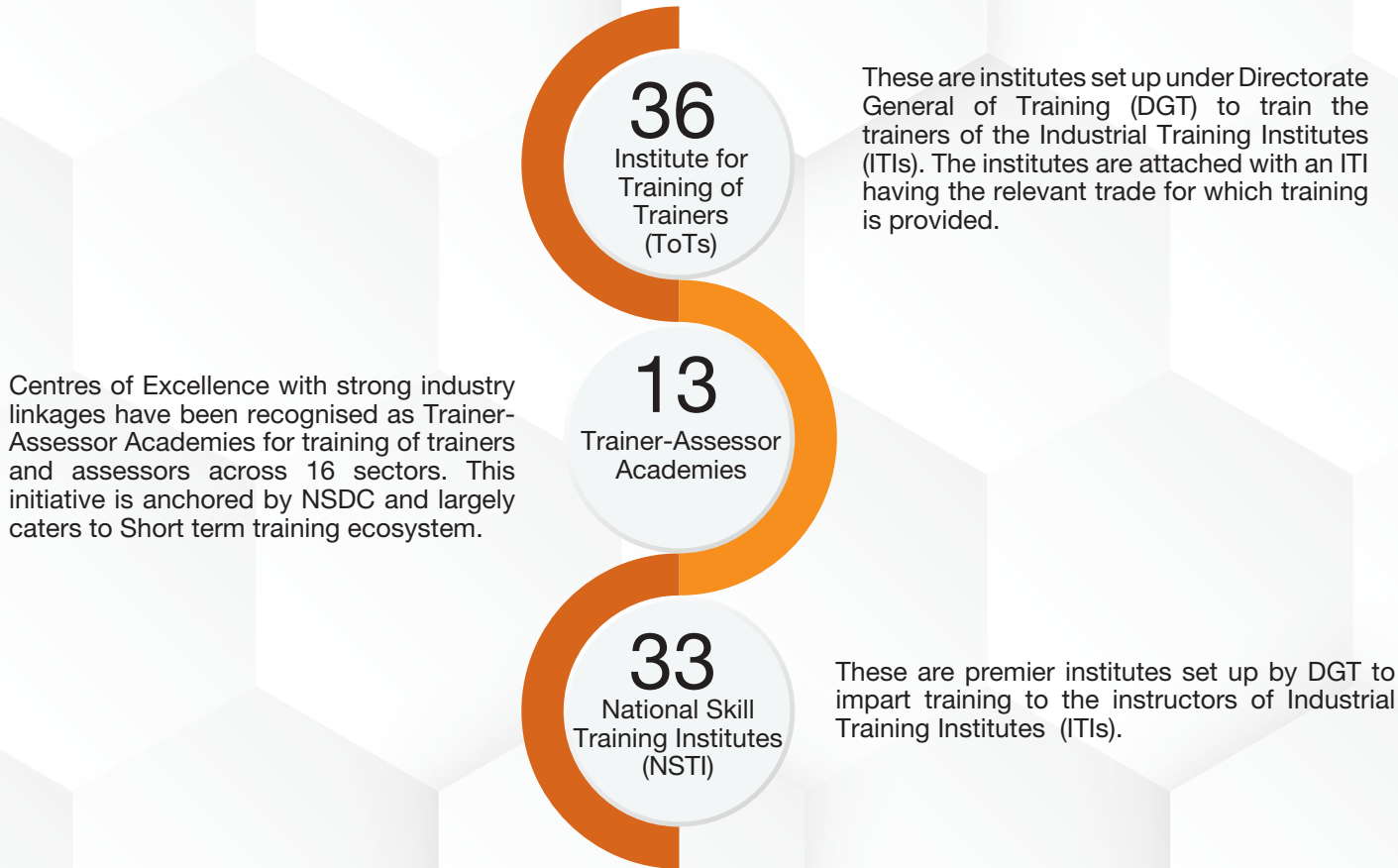


## Trainers' Capacity Building - Key Initiatives

**1,48,960 Total certified trainers across sectors**  
(Trainers, Master Trainers and CITS Trainers)

**57,482 Total certified assessors across sectors**

Source : Total certified trainers and assessors across sectors as per data compiled from NSDC till February 2024



Source: Data compiled from MSDE

The availability of training infrastructure, resources, and trainers affects the overall training capacity and, consequently, the supply of skilled trainers and assessors. At present, the training partner mobilises the trainers and assessment agencies mobilise the assessors. To keep up with industry advancements and evolving skill requirements, continuous skill upgradation of trainers and assessors are required.

This ensures that they possess the latest knowledge and competencies to deliver effective training and assessment. The availability of recognised and certified trainers and assessors enhances the supply side dynamics by instilling confidence in the industry and learners regarding the quality of training and assessment.

## Challenges in the office management sector

Some of the broad challenges in this sector are as following:

- Rapid technological advancements:** Complex and time-consuming technology adoption processes followed by staff training are exhausting both for the organisations and their employees.
- Talent-sourcing:** There is a constant fight to find qualified candidates and retain confident, reliable employees. The gruelling talent-sourcing and inadequacy of the requisite expertise can slow down processes and threaten the balance of the workforce.
- Hybrid and remote team management:** Technologies should be leveraged to connect the teams throughout the entire project development and management process as challenges can arise due to communication gaps, misinterpretations, or language barriers, especially in diverse work environments.
- Workforce diversity:** In today's multicultural workplaces, office management professionals will be required to manage a diverse workforce with varying backgrounds, perspectives, and work styles.
- Professional development:** Limited opportunities for training and development can hinder career growth and skill enhancement. Office professionals need access to relevant training programmes and resources to stay updated and advance in their careers.



## Challenges faced by trainers

### Addressing diverse learner needs:

Trainers in the Management sector often work with a diverse group of learners coming from different parts of India with different levels of experience, educational backgrounds, learning styles and language. Designing and delivering training programmes that effectively cater to these diverse needs can be challenging.

### Adapting to blended mode of training:

With the increasing use of online and virtual training platforms, trainers in the Management sector may face challenges in adapting their training methods to virtual environments.

### Facilitating active engagement:

Engaging learners actively throughout the training process is essential for effective skill development. However, maintaining learner engagement can be a challenge, especially in longer training programmes.

### Continuous professional development:

Finding time for continuous learning, attending workshops or conferences, and staying updated with the latest research and practices can be challenging amidst their teaching responsibilities.



## Challenges faced by assessors

### Keeping pace with industry changes:

Assessors need to stay updated with industry changes to ensure their assessments reflect the current requirements and expectations.

### Managing learner expectations:

Assessors need to manage learner expectations, provide clear guidelines, and create a supportive environment that encourages learners to showcase their skills to the best of their abilities.

### Adapting to different assessment methods:

Assessors need to be proficient in various assessment methods to evaluate different management skills effectively. These methods can include written exams, case studies, presentations, simulations, or role-plays.

### Adapting to remote assessment:

With the increasing use of remote assessment methods, assessors may face challenges in adapting their assessment processes to virtual environments.

Overcoming these challenges, would require trainers and assessors to continuously enhance their knowledge, skills, and teaching and assessment methodologies while remaining adaptable, flexible, and responsive to the evolving needs of learners and the industry.

## Linkages of Management sector with National Education Policy

The Management sector is duly aligned with National Education Policy 2020 and plays a crucial role in fostering professional development by **promoting a holistic approach to education that integrates academic learning with practical skills, industry collaboration, and lifelong learning opportunities** to prepare individuals for successful careers and economic empowerment.

The Management sector promotes the following principles and strategies of National Education Policy:

Figure 3-Linkages of Management sector with National Education Policy 2020

### Holistic Education Approach

Emphasises a holistic approach to education that goes beyond traditional academic learning. It promotes the development of critical thinking, problem-solving, communication, and other 21st-century skills that are essential for lifelong learning.

### Promotion of Lifelong Learning Culture

Aims to create a culture of lifelong learning by fostering a positive attitude towards learning, promoting self-directed learning skills, and encouraging individuals to pursue learning opportunities beyond formal education settings.

### Recognition of Prior Learning

Acknowledges the value of prior learning and work experience and provides mechanisms for recognising and accrediting prior learning to facilitate the seamless transition between different learning pathways.

### Integration of Technology

Encourages the Integration of technology in education to provide access to learning resources and opportunities anytime, anywhere. This enables individuals to engage in lifelong learning through online courses, educational apps, and other digital platforms.

### Continuous Professional Development

Recognises the importance of continuous professional development and provides resources to support teachers in updating their skills and knowledge to meet the evolving needs of learners.

### Flexible Learning Pathways

Encourages flexible learning pathways that cater to the diverse needs and interests of learners at different stages of life. This includes vocational training, online learning, and other traditional forms of education.

### Skilling trends in the Management sector

In India, several skill training programmes are available in the management sector. These programmes are designed to provide individuals with specific management skills and knowledge. **Many institutes and universities offer short-term certificate programmes in various management areas such as finance, marketing, office administration, human resources, operations, supply chain management, and entrepreneurship.** The certificate programmes generally range from a few weeks to a few months and provides focused training on specific management topics.

The Ministry of Skill Development & Entrepreneurship, through its various initiatives like Skill India, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Craftsmen Training Scheme, Apprenticeship Training Scheme, Modular Employable Skills, etc. offers Management skill training programmes. These programmes are aimed at enhancing employability and providing individuals with industry-relevant management skills.

Under the aegis of Ministry of Skill Development & Entrepreneurship, MEPSC provide the following short-term skill training courses in office management and professional skills sub-sector. In the last 5 years, total **1,41,830** people have been assessed by MEPSC in office management sector. Alongside, MEPSC provides short training programmes for the following training and assessment job roles:

Figure 4 - Job roles of MEPSC under Management sector



There are various **executive education programmes available in India**, especially designed for working professionals who want to enhance their management skills and knowledge. These programmes are usually short duration, ranging from a few days to a few weeks, and cover topics such as leadership, strategic management, business analytics, and innovation.

With the **rise of e-learning platforms**, there are numerous online courses available that offer short-term skill training in office management and professional skills sub-sector. Platforms like Coursera, Udemy, upGrad, and edX provide access to courses on various management topics, allowing individuals to learn at their own pace and convenience.

Many business schools and management institutes offer **Management Development Programmes (MDPs)**. These programmes are designed for mid-career professionals and cover a wide range of management topics, providing insights on latest industry trends and best practices.

Further, many **universities/institutes in India conduct online and offline certificate and diploma courses for non-teaching staff, e.g., courses in early childhood and childcare services**. These vocational courses not only prepare individuals for a career; but also equips them to make a profound impact on children’s lives. The benefits of these courses are that they lay a solid foundation for lifelong learning, enhanced social skills, and early identification of learning styles.

## 2.2 Entrepreneurship sector

Traditionally, entrepreneurship is categorised into four main types: small businesses, social startups, scalable startups, adoptive, buyer, producer and hustler entrepreneurship. These models cover the fundamentals of starting business ownership and focus more on the company itself.

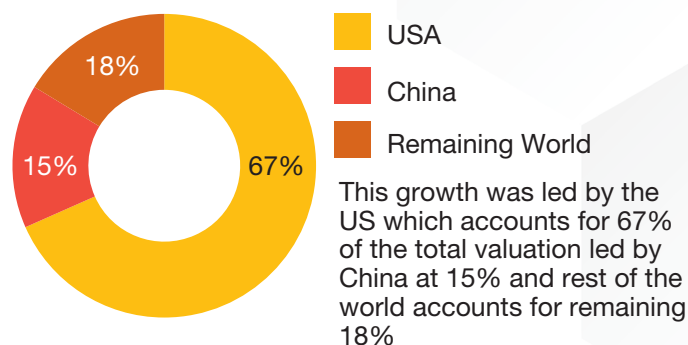
Figure 5 - Key aspects of entrepreneurship



## Global landscape of entrepreneurs and startups

Figure 6-Total valuation of startups globally (2021-22)

Based on the analysis of entrepreneurship related statistics<sup>18</sup>, there were approximately 582 million entrepreneurs in the world by the end of year 2023. In the US alone, there are 31 million entrepreneurs as of the beginning of 2024. 5.2 million new businesses were started in 2022 alone. This number slightly decreased from 2021, when the number was 5.4 million. Further, 20 percent of entrepreneurs manage or own a business with a family member<sup>19</sup>.



**Total Valuation of Startups Globally :  
\$5.15 Trillion (2021-22)**  
22% increase compared to previous year

18 Markinblog Demandsage, earthweb.com

19 Demandsage- Entrepreneurship Statistics, <https://www.demandsage.com/entrepreneurship-statistics/>

The global business landscape is being shaped by technological advancements, shifting consumer demands, and an increasing focus on sustainability and social impact. The value that startups create is nearly on par with the GDP of a G7 economy and the amount of startup funding in 2021 surpassed \$600 billion<sup>20</sup>. The United States remains the leading country for startup funding, accounting for over half of the total investment globally. In 2021, US based startups received \$166 billion in funding, a 25 percent increase compared to the previous year. China and India follow U.S., with \$56 billion and \$17.6 billion respectively<sup>21</sup>.

World Bank mentioned in their report “Improving SMEs’ access to finance and finding innovative solutions to unlock sources of capital” that Small and Medium Enterprises (SMEs) are the backbone of the world economy. 90 percent of world businesses are SMEs and they provide 50 percent of jobs worldwide.<sup>22</sup> Gen X group (which is 39 to 54-year-olds) made about 44 percent of small business owners, according to the Guidant Financial trends index for 2021. Baby boomers (people born between 1946 and 1964) own around 41 percent of small businesses. Millennials currently make up around 12 percent of small business owners, but the number is growing.

### National trends for entrepreneurs and startups

India is witnessing a golden chapter in the history of Indian entrepreneurship and is counted amongst **the 3rd largest startup ecosystems in the world and ranking second in innovation quality among middle-income countries with 111 unicorns with a total valuation of \$349.67 billion and over 1,17,254 DPIIT-recognised startups across the country** (as of 31st December 2023).<sup>23</sup> These recognised startups are reported to have generated over 12.42 lakh direct jobs. Further, it may be noted that there are at least one recognised startup in every State and Union Territory (UT) spread across over 80 percent of the districts across the nation. The State wise scenario is as following:

Table 2 - Number of startups and direct jobs created across States in 2023

Top 10 States in terms of recognised startups in FY 23			Top 10 States in terms of number of direct jobs generated in FY 23		
State	No. of recognised startups	Y-O-Y Growth rate (%)	State	No. of direct jobs created	Y-O-Y Growth rate (%)
Maharashtra	5,801	32.1	Maharashtra	64,974	27.6
Uttar Pradesh	3,426	21.8	Gujarat	48,138	103.9
Gujarat	3,291	34.1	Delhi	38,280	27.8
Delhi	3,150	45.5	Karnataka	35,066	42.9
Karnataka	3,032	23.6	Uttar Pradesh	33,831	49.2
Tamil Nadu	2,810	19.1	Tamil Nadu	30,536	77.6
Telangana	1,757	56.9	Haryana	26,021	90.0
Haryana	1,740	28.2	Telangana	18,378	29.0
Rajasthan	1,443	31.1	Rajasthan	13,724	29.6
Kerala	1294	20.9	Madhya Pradesh	12,070	4.9
<b>Total for 36 States &amp; UTs</b>	<b>34,779</b>	<b>32.1</b>	<b>Total for 36 States &amp; UTs</b>	<b>3,90,512</b>	<b>46.6</b>

Source: Data compiled from PIB (Posted on 2nd February 2024)

20 Information sought from World Economic Forum, <https://www.weforum.org/agenda/2022/05/how-startups-help-drive-economic-recovery-and-growth/#:~:text=Startups%20are%20a%20catalyst%20for%20economic%20growth%20both%20globally%20and,1%2C000%20mark%20and%20growing%20exponentially.>

21 Gaper Report, <https://gaper.io/analyzing-trends-startup-funding-and-valuation/>

22 Brimco, <https://www.brimco.io/business-statistics-to-know/>

23 Data compiled from PIB (Posted on 2nd February 2024) (<https://pib.gov.in/PressReleaseframePage.aspx?PRID=2002100#:~:text=For%20attaining%20speci%EF%AC%81c%20objectives%2C%20various,as%20on%2031st%20December%202023>)

## Promising trend observed for women entrepreneurs in India

There are a total of estimated 1,23,90,523 women owned proprietary MSMEs in the country, accounting 20 percent proprietary MSMEs owned by women (NSS 73rd Round of NSSO). Women entrepreneurs are active in sectors such as e-commerce, fashion, education, healthcare, and technology, bringing new ideas and approaches to traditional industries and creating innovative products and services. "By 2030, it is predicted that over 30 million women-owned companies could generate between 150-170 million jobs, potentially altering the economic landscape. Currently, women contribute 22 percent to India's GDP, which is below the global average of 45 percent. However, their influence in the business sector is a strong driver of economic development<sup>24</sup>."

The pandemic proved an 'empowering opportunity for many of India's striving and ambitious urban women in particular, as many women pushed themselves to be able to take the 'calculated risk' to begin their entrepreneurial journey during the pandemic. According to the World Economic Forum's 2022 Global Gender Gap study, women's entrepreneurship growth rate in India was at its peak during the pandemic years, 2020 and 2021<sup>25</sup>.

## Scenario of street vendors and kirana stores

Street vending is one of the oldest forms of retail in the country. The total number of identified street vendors through survey in the country is 53.7 lakh (the data reported by States/Union Territories, as on 04.08.2023).<sup>26</sup> According to the Ministry of Housing and Urban Affairs, Uttar Pradesh has the maximum at 8.49 lakh, followed by Madhya Pradesh at 7.04 lakh. With more urbanisation likely to happen across India, the number of street vendors are likely to rise substantially. However, street vendors face a myriad of challenges due to a combination of socioeconomic factors, regulatory barriers, and lack of infrastructure as following:

Figure 7 - Challenges faced by street vendors in India and their impact

		Challenges	Impact
1	Regulatory constraints	Permit requirements, zoning restrictions, and licensing fees	Leads to legal challenges, fines, or even confiscation of their merchandise
2	Limited access to resources	Limited access to essential resources such as affordable financing, business training, and marketing support	Leads to legal challenges, fines, or even confiscation of their merchandise
3	Infrastructure challenges	Lack of basic infrastructure like access to electricity, sanitation facilities, and proper storage	Face difficulties in maintaining hygiene standards, protecting their merchandise, or operating efficiently
4	Safety concerns	Vulnerable to theft, harassment, and environmental hazards	Exposure to risks that affect their well-being and livelihood
5	Limited visibility and branding	Struggle to stand out in crowded markets and attract customers	Difficulty in differentiating themselves and build a loyal customer base
6	Limited product variety and innovation	Struggle to offer diverse products or introduce new offerings	Less competitive and susceptible to customer losses
7	Poor hygiene practices	Lack of awareness training in food safety	Contamination risks, health hazards for customers, and damage to the vendor's reputation
8	Inefficient business management	Struggle to manage their finances, track expenses or effectively promote their stalls	Lower profits and business instability
9	Difficulty in adapting to changing markets	Unfamiliarity with digital tools and marketing trends, changing customers demands	Potential business decline
10	Financial challenges	Struggle to secure loans or government aid due to lack of formal training certificates or business qualifications	Hindering their ability to invest in improvements or expand their businesses
11	Exploitation and unfair pricing	Limited knowledge of market rates or negotiation skills lead to exploitation by suppliers or authorities	Unfair pricing and reduced profits
12	Social stigma and marginalization	Perception of street vending as an unskilled occupation	Impacting access to social services and hindering upward mobility

24 [https://www.linkedin.com/pulse/women-entrepreneurs-india-breaking-barriers-facing-zqtvf/?trk=article-ssr-frontend-pulse\\_more-articles\\_related-content-card](https://www.linkedin.com/pulse/women-entrepreneurs-india-breaking-barriers-facing-zqtvf/?trk=article-ssr-frontend-pulse_more-articles_related-content-card)

25 World Economic Forum's 2022 Global Gender Gap study

26 Data compiled from Lok Sabha Starred question np. 318, Answered on August 10, 2023 (<https://sansad.in/getFile/loksabhaquestions/annex/1712/AS318.pdf?source=pqals>)

The above challenges highlight the importance of skill training for street vendors. By providing them with necessary knowledge and skills, they can be empowered to overcome the obstacles, improve their livelihoods, and contribute more effectively to the economy.

On the other hand, kirana stores serve as important nodes of India's informal economy. Forrester Research estimated **India's retail market was worth \$883 billion in 2021, of which grocery retail accounted for \$608 billion**, wherein kirana stores are estimated to form nearly 90 percent of the total market, accounting about 11 million kirana stores in India.

Among the challenges faced by kirana stores, modern retail and e-commerce are attracting customers away from kirana stores, with online platforms offering convenience, competitive pricing, and home delivery. For larger kirana stores, hiring, training, and managing employees while maintaining a team, demands time and effort are major challenges.

In terms of technology adoption, many kirana stores accepted digital payments through paytm and other digital wallets post the pandemic, indicating their willingness to upgrade to modern digital practices. While only 3 percent of kiranas were tech-enabled in 2019. In 2021, 70 percent of kirana stores in urban regions and 37 percent of kirana stores in tier 2 cities were willing to embrace technology to expand their operations. While mobile internet, software solutions, and Unified Payment Interfaces (UPIs) are some of the primary drivers for modern retail, they can also be used to transform kirana stores into an important growth channel.

### Rising gig workers and social media influencers (also known as gig-fluencers)

**There are around 77 lakh workers who were engaged in the gig economy, contributing to 2.6 percent of the non-agricultural workforce, and 1.5 percent of the total workforce of India, from 2020 to 2021<sup>27</sup>.** Moreover, the gig workforce is expected to increase to 2.35 crore workers in the next 6 to 7 years, resulting in a share of 6.7 percent of the total non-agricultural workforce, and 4.1 percent of the total livelihood in India, within the next decade<sup>28</sup>. This expansion of the gig workforce would be extremely beneficial to the growth of MSMEs in the country, as they can be employed on a contractual, part-time or full-time basis by MSMEs, decreasing their overhead costs and provide access to a talent pool flexible in terms of demand<sup>29</sup>.

The creator economy has witnessed exponential growth in the past few years. There are over 637 million smartphone users and 4448 million active social media users in India, spending an average of 4.6 hours per day consuming content with the data consumption per smartphone at 15.7 GB per month, with a low cost of data at just \$0.68 per GB. It is estimated that there will be over 650 million social media users by 2026 in India.

Platforms such as **YouTube, Instagram, TikTok, Facebook, Snapchat, etc.**, have allowed creators to build large, highly engaged fans, overcoming the hurdle of distribution. Indian platforms such as **Moj, MX TakaTak, Josh, Roposo, etc.**, have also lately built a strong user base following the ban on TikTok in India.

There are 80 million online content creators and 200,000 full time professional creators in India. The earning potential of these creators lies between \$200 - \$2,500 per month, depending on their reach and engagement. As of 2022, the influencer marketing industry in India was valued at over INR 12 billion. It was projected to grow at a compound annual growth rate of 25 percent over the next 5 years. The industry's market value was estimated to amount to INR 28 billion by 2026<sup>30</sup>.

**From small to medium to large-scale brands, companies of all sizes invest in social media marketing and partner with leading influencers to promote their products and services.** Though influencers initially relied on brand deals, sponsored posts, network monetization programmes, and affiliate marketing, some well-established ones are stepping into new territories. On the one hand, where beauty and lifestyle creators are trying their luck in bollywood, healthcare and fitness influencers are turning to life and wellness coaching as alternate careers.

27 Khurana, Dr. S., Sasikumar, Dr. S., Abraham, Dr. V., & Padhi, Dr. B. (2022). (rep.). India's Booming Gig and Platform Economy (pp. 1–96). Delhi, Delhi: Niti Aayog. Retrieved from [https://www.niti.gov.in/sites/default/files/2023-02/25th\\_June\\_Final\\_Report\\_27062022.pdf](https://www.niti.gov.in/sites/default/files/2023-02/25th_June_Final_Report_27062022.pdf)

28 Ibid.

29 Jaitly, A. (2023, August 5). Leveraging gig economy to drive growth for India's MSMEs. Leveraging the Gig Economy to Drive Growth for India's MSMEs - SME News | The Financial Express. <https://www.financialexpress.com/business/sme-leveraging-the-gig-economy-to-drive-growth-for-indias-msmes-3200336/>

30 BuzzInContent Bureau- <https://www.buzzincontent.com/story/india-single-s-influencer-marketing-landscape-content-and-creator-synergy/#:~:text=As%20of%202022%2C%20the%20influencer,Rs%2028%20billion%20by%202026.>

## Skilling landscape for entrepreneurs in India

The Government of India's initiatives to foster the entrepreneurship ecosystem covers various ministries and departments at both the Central and State levels, alongside significant contributions from the private sector under Corporate Social Responsibility (CSR) activities.

Figure 8 - List of entrepreneurship focused schemes by Central Ministries

<b>Central Public Sector Undertaking</b>	<ul style="list-style-type: none"> <li>• Venture Capital by SIDBI Venture Capital Ltd. (SVLC)</li> <li>• Samridhi Fund</li> <li>• Pradhan Mantri Mudra Yojana</li> <li>• Stand-Up India</li> <li>• Self-Employment and Talent Utilization (SETU) Scheme</li> <li>• The Women Entrepreneurship Platform (WEP)</li> </ul>
<b>Ministry of Rural Development</b>	<ul style="list-style-type: none"> <li>• Start-up Village Entrepreneurship Programme (SVEP)</li> <li>• Rural Self Employment Training Institutes (RSETIs)</li> </ul>
<b>Ministry of Science and Technology</b>	<ul style="list-style-type: none"> <li>• High Risk - High Reward Research</li> <li>• Promoting Innovations in Individuals, Startups and MSMEs (PRISM)</li> <li>• NewGen Innovation and Entrepreneurship Development Centre</li> <li>• Biotechnology Ignition Grant</li> <li>• Small Business Innovation Research Initiative (SBIRI)</li> </ul>
<b>Ministry of Electronics and Information Technology</b>	<ul style="list-style-type: none"> <li>• Support IPR Awareness Workshop/Seminars in E&amp;IT Sector</li> <li>• Support for International Patent Protection in Electronics &amp; Information Technology (SIP-EIT)</li> </ul>
<b>Ministry of Finance</b>	<ul style="list-style-type: none"> <li>• Sustainable Finance Scheme</li> </ul>
<b>Ministry of Food Processing Industries</b>	<ul style="list-style-type: none"> <li>• Agro Processing Cluster Scheme</li> </ul>
<b>Ministry of Heavy Industries</b>	<ul style="list-style-type: none"> <li>• Enhancement of Competitiveness in the Indian Capital Goods Sector</li> </ul>
<b>Ministry of Housing and Urban Affairs</b>	<ul style="list-style-type: none"> <li>• National Urban Livelihoods Mission (DAY NULM) PM</li> <li>• Street Vendors' Atmanirbhar Nidhi (PM SVANidhi)</li> </ul>
<b>Ministry of Agriculture</b>	<ul style="list-style-type: none"> <li>• Venture Capital Assistance Scheme</li> </ul>
<b>Ministry of Defense</b>	<ul style="list-style-type: none"> <li>• Technology Development Fund</li> </ul>
<b>Ministry of Micro, Small and Medium Enterprises</b>	<ul style="list-style-type: none"> <li>• Raw Material Assistance Scheme</li> <li>• Raising and Accelerating MSME Performance (RAMP) programme</li> <li>• PM Vishwakarma</li> <li>• Prime Minister's Employment Generation Programme (PMEGP)</li> <li>• A Scheme for Promotion of Innovation, Rural Industries and Entrepreneurship (ASPIRE)</li> <li>• Entrepreneurial and Managerial Development of SMEs through Incubators</li> <li>• Science and Technology (S&amp;T) for Coir Institutions</li> <li>• Trade Related Entrepreneurship Assistance and Development (TREAD) Scheme for Women</li> </ul>
<b>Ministry of Development of Northeastern Region</b>	<ul style="list-style-type: none"> <li>• Working Capital Term Loan (WCTL) for Contract Finance</li> <li>• Initiative for Development of Entrepreneurs in Agriculture</li> <li>• Equipment Finance (Northeastern Development Finance Corporation Ltd Schemes)</li> <li>• Women Enterprise Development (WED)</li> <li>• NEDFi Opportunity Scheme for Small Enterprises (NoSSE)</li> <li>• Micro Finance (NEDFL Scheme)</li> <li>• Equity Fund Scheme (NEDFi)</li> <li>• Rupee Term Loan (RTL)</li> </ul>





At the Central Government level, the Ministry of Micro, Small and Medium Enterprises (MSME) offers schemes like the Credit Guarantee Fund Scheme for Micro and Small Enterprises, aiming to provide collateral-free credit to MSMEs. The Ministry of Skill Development and Entrepreneurship (MSDE) runs skill development programmes to enhance employability and entrepreneurial capabilities. The Ministry of Minority Affairs (MoMA) and the Ministry of Tribal Affairs (MoTA) have initiatives focused on empowering minority and tribal communities by facilitating access to funding and training for business ventures. The Ministry of Women and Child Development supports women entrepreneurs through schemes like the Mahila E-Haat, an online marketplace. Another initiatives includes Atal Innovation Mission which aims to establish Atal Tinkering Labs (ATLs) in schools to nurture creativity among students, Atal Incubation Centres (AICs) to assist startups in becoming scalable and sustainable enterprises, and Atal Community Innovation Centres (ACICs) to stimulate community-centric innovation and ideation in underserved regions.

**State governments** contribute through the focused interventions (such as i-Start in Rajasthan, Mission Youth in J&K, T-HUB/W-HUB/ Y-HUB in Telangana, O-Hub in Odisha etc), State specific startup chapter, State focused entrepreneurship programmes, State Rural Livelihood Missions (SRLMs) aims to improve the livelihood options for the rural and urban poor by promoting self-employment and skilled wage employment opportunities.

In the **private sector**, numerous companies undertake CSR initiatives to support startups and small businesses. This includes incubation support, funding, mentorship programmes, and training workshops. Examples include innovation labs and startup challenges sponsored by technology companies, financial literacy, and entrepreneurship training programmes by financial institutions, and sector-specific accelerators run by various corporations to nurture startups in areas like healthcare, agriculture, and technology. As per National CSR portal under Ministry of Corporate Affairs, total amount spent for CSR by organisations in the category related to livelihood development (also, includes education and differently abled livelihood) stands at INR 8,524 crores in FY 22.

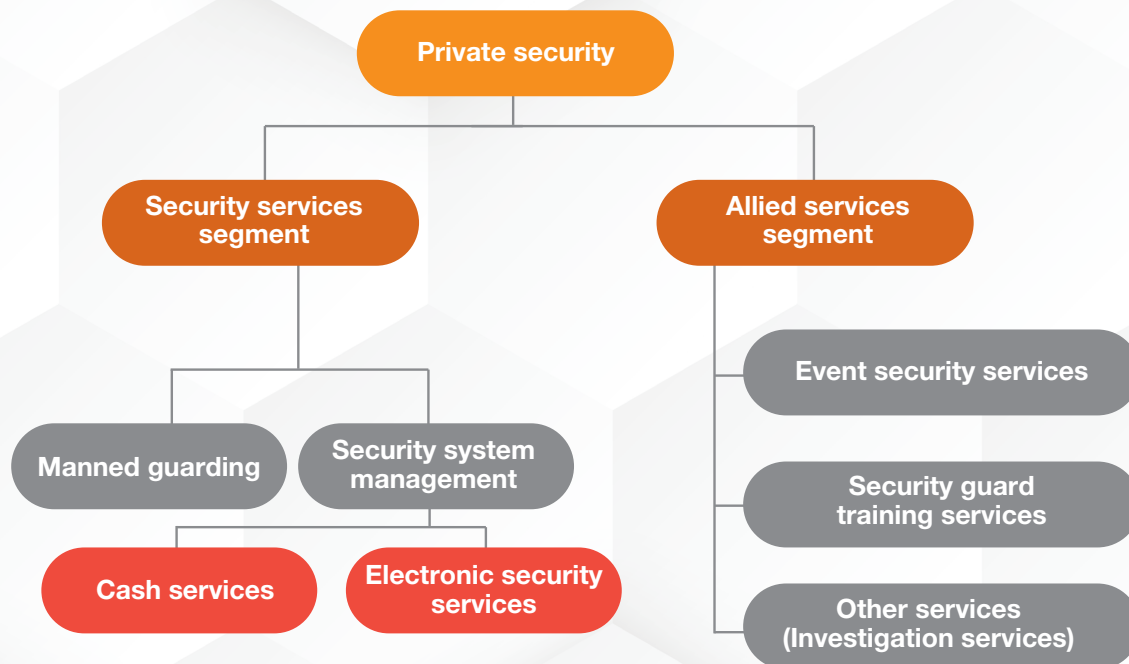
**These multi-tiered efforts, encompassing a range of sectors and stakeholders, collectively aim to create a robust support system for entrepreneurs across India, fostering innovation, job creation, and economic growth.**

Our detailed analysis for skilling opportunities in entrepreneurship ecosystem in India is enclosed in the annexures.

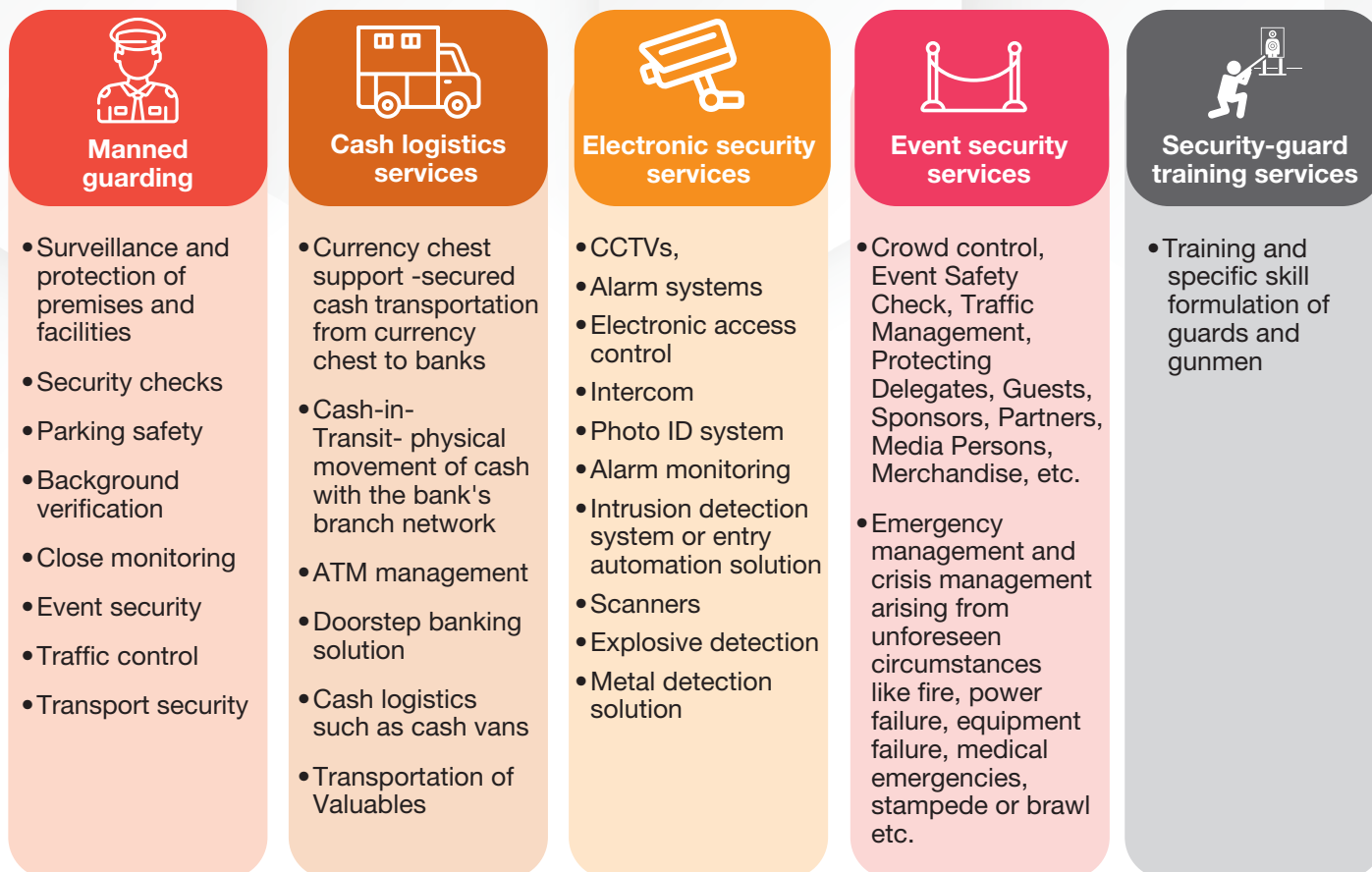
## 2.3 Private security sector

With the growth of Indian economy through growing urbanisation, development of industries and infrastructure facilities, **the need for security arrangements has grown manifold**. The major growth drivers of the then industry include – upsurge in terrorism and crime, low police to people ratio, rise in the number of banks and expanding ATM network, growth in security solutions, institutional and organisational change, Government initiative like smart cities, increased concern on personal safety and others<sup>31</sup>. The diagram illustrated below depicts various segments of Private security service industry.

Figure 9-Private security sector sub segments



### Mainstream Private security services

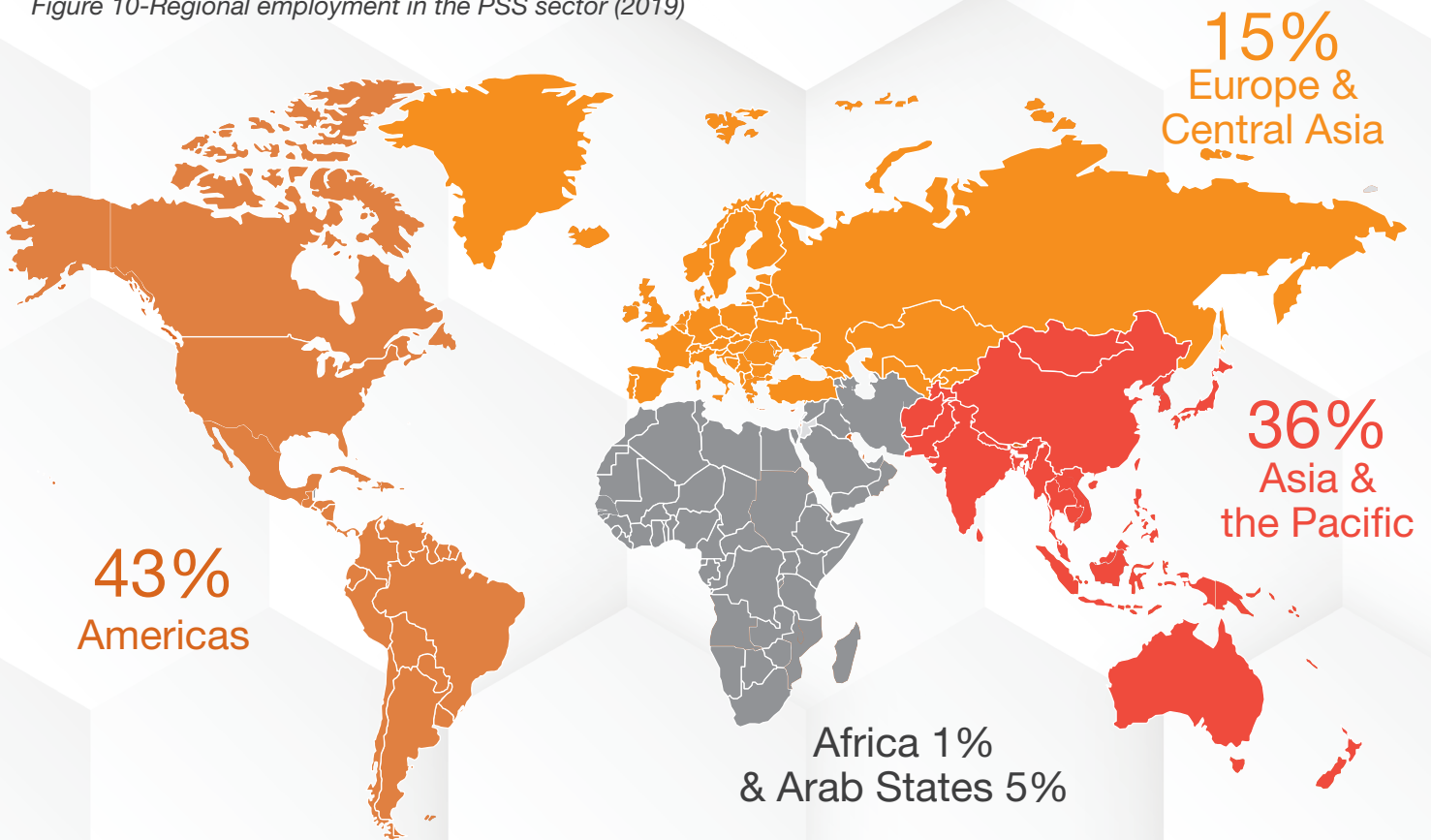


31 Report on Private Security Industry Job Creation and Skill Development by FICCI & BDO India LLP, 2018

## Global trends

Globally, there are over **4.8 million Private Security Services (PSS) workers accounting for 0.4 percent of total workers, according to the latest projections by ILOSTAT in 2019<sup>32</sup>**. Among the regions, America dominates the employment in the PSS sector and accounted for 43 percent of the total workforce in the sector in 2019, while Asia and the Pacific region accounted for 36 percent. Overall, the PSS workforce is largely concentrated in America, Asia and the Pacific regions which collectively accounts for 79 percent of the total PSS workforce. Additionally, Europe and Central Asia accounted for 15 percent of the total PSS workforce by the end of 2019, while Africa and the Arab States accounted for 1 percent and 5 percent respectively<sup>33</sup>.

Figure 10-Regional employment in the PSS sector (2019)



Source: International Labour Organisation. (2022, February 22). Statistical Profile - Private Security Services Sector

In terms of growth, overall employment in the sector increased significantly between 2005 and 2019, averaging 415 percent (**from 943,194 to 4,852,941 jobs**) at a 12 percent compound annual growth rate (CAGR). It must be noted that the main **increase in PSS employment between 2006 to 2019 have been observed in India (21 percent), the United States (19 percent) and Brazil (17 percent), constituting top three shares of workforce in the PSS sector, across a selected few countries in the APAC, Africa, Americas, Arab States, Europe, and Central Asian region.**

Figure 11-Global trends in Private security sector as of 2019



**4.8 million Private security workers**



**Growth in overall employment in the sector increased averaging 415%**



**12% CAGR**



**Increase in PSS employment - India (21%), the United States (19%) and Brazil (17%)**

Source: International Labour Organisation. (2022, February 22). Statistical Profile - Private Security Services Sector

32 International Labour Organisation. (2022, February 22). Statistical Profile - Private Security Services Sector [https://www.ilo.org/global/industries-and-sectors/financial-services-professional-services/WCMS\\_837788/lang--en/index.htm](https://www.ilo.org/global/industries-and-sectors/financial-services-professional-services/WCMS_837788/lang--en/index.htm)

33 Ibid.

The table illustrated below lists the top 20 countries by share of their total PSS employment in 2019 as published by the ILOSTAT. It may be inferred that the PSS sector is largely dominated by few countries mainly from the America and Asia, and Pacific regions. Overall, India has the largest number of PSS workers followed by USA and Brazil.

Table 3-Top 20 Countries by share of total PSS employment (2019)

Country	Region	Share of total PSS employment in 2019
India	Asia & the Pacific	21 percent
USA	Americas	19 percent
Brazil	Americas	17 percent
Philippines	Asia & the Pacific	11 percent
Jordan	Arab States	5 percent
Turkey	Europe & Central Asia	4 percent
United Kingdom	Europe & Central Asia	3 percent
France	Europe & Central Asia	3 percent
Peru	Americas	2 percent
Italy	Europe & Central Asia	2 percent
Thailand	Asia & the Pacific	2 percent
Ecuador	Americas	2 percent
Vietnam	Asia & the Pacific	1 percent
El Salvador	Americas	0.9 percent
Portugal	Europe & Central Asia	0.7 percent
Botswana	Africa	0.7 percent
Honduras	Americas	0.6 percent
Dominican Republic	Americas	0.6 percent
Czech Republic	Europe & Central Asia	0.6 percent
Zimbabwe	Africa	0.5 percent

## National trends

India accounted for the largest share of PSS employment in 2019 i.e., 21 percent. The country's Private security sector industry is driven by manned guarding and cash-in-transit services. Between 2012 and 2019, the sector grew by nearly 84 percent or 8 percent compound annual growth. In Asia and the Pacific region, India accounted for 59 percent of the total regional PSS workforce or over 1.1 million workers<sup>34</sup>.

India's demand for security services is developing gradually owing to factors such as urbanisation, ongoing terrorist threat, the belief that public safety measures are insufficient, and the growing middle class's strong desire to secure their assets. Additionally, factors such as favourable economic environment and improved infrastructure development contribute to the expansion of the security services market. Major attributes of the Private Security Industry in India include the following<sup>35</sup>:



**Increased growth potential** - While the value of the worldwide Private security market stands at around \$250 billion, the Indian Private Security Industry (PSI) is anticipated to grow at a rate of approximately 20% CAGR adapting to the evolving sector landscape



**Significant contribution to National Income** - The industry is a leading contributor of corporate taxes. The sector attracts GST at the rate of 18%



**Vast employment opportunities** - Research suggests that the private security industry is amongst the largest employers in India, employing almost 8.9 million people. It was estimated earlier that the sector hold potential to employ 3.1 million more by 2023

34 International Labour Organisation. (2022, February 22). Statistical Profile - Private Security Services Sector. [https://www.ilo.org/global/industries-and-sectors/financial-services-professional-services/WCMS\\_837788/lang--en/index.htm](https://www.ilo.org/global/industries-and-sectors/financial-services-professional-services/WCMS_837788/lang--en/index.htm)

35 [https://www.researchgate.net/publication/361842608\\_An\\_Overview\\_of\\_Private\\_Security\\_Industry\\_in\\_India](https://www.researchgate.net/publication/361842608_An_Overview_of_Private_Security_Industry_in_India)



**Labour market trends**<sup>36</sup> - 90 percent of the workers in the Private security sector are security guards. They form the base of the pyramid with little or no relevant experience. 10 percent of the workforce is employed in the organised sector, with most of the Private security services industry being unorganised. Other characteristics of the workforce include:

- **Native of workforce** - The Private security workforce mostly hails from northern, central, and eastern parts of India. States like Bihar, Uttar Pradesh, Odisha, Jharkhand, Chhattisgarh, Madhya Pradesh, Rajasthan, and Assam contribute heavily to the workforce in this sector. Additionally, regions having significant population of ex-servicemen, paramilitary personnel and unemployed youth are the biggest contributors to the workforce<sup>37</sup>.
- **Socioeconomic background** - Security guards who constitute 90 percent of the workforce in this sector and form the bottom of the pyramid have little or no relevant expertise. Most of them move to urban areas in search of jobs and resort to working as security guards as a last option.
- **Gender distribution** - The number of women guards is considerably low as compared to their male counterparts.
- **Shift from unorganised to organised sector** - It may be noted that the Private security services industry is mainly unorganised and only 20% workforce is employed in the organised sector<sup>38</sup>. **India has the largest number of workforces in the PSS sector with less than a basic level of education.** Most security guards who are employed by Private security agencies in the organised sector come from rural and semi-rural areas in search of better opportunities to metropolitan cities. Historically, the Private security sector been an unorganised sector, **with organised firms holding about 40 percent of the market share. However, as clients demand for security shifts from simple guard to a professional and skilled guard**, trained for man-and-material mobility, fire accidents, medical emergencies, etc., the business is now moving closer to becoming structured. Therefore, despite a large proportion of business being unorganised, there is a movement in the direction of the industry being more compliant and organised.

**As per re-categorisation notified vide a Gazette notification S.O.191(E). Security guards without arms have been categorised as 'Skilled Workers' and Security guards with arms have been categorised as 'Highly Skilled Workers'.**

**Some of the factors contributing in the shift towards organised sector include**<sup>39</sup>.

- **Impact of GST** - GST eliminates the unfair advantage enjoyed by the unorganised sector by bringing them to organised sector. This imposition has forced businesses to change their business models so that they can compete with organised businesses for customers by becoming legal and compliant businesses.

36 Human Resource And Skill Requirements In The Private Security Services Sector, 2013 - <https://skillsip.nsdcindia.org/sites/default/files/kps-document/Private-Security-Services.pdf>

37 Management, Professional Skills and Entrepreneurship Skills Council – Skills Gap and Demand Aggregation – Interim Report

38 NSDC's report on Human Resource and Skill Requirements in the Private Security Services Sector

39 Report on Private Security Industry Job Creation and Skill Development by FICCI & BDO India LLP, 2018

- **Re-categorisation of workers in the industry** has made room for improved regulatory frameworks (minimum wages, PF requirements, gratuities, insurance, etc.) and improved training standards that organised players can offer to their staff.
- **Entry of global players** in India through own operations and buyouts has led to the expansion of organised segment.
- As organised service providers offer more value-added services, have better-trained staff, use cutting-edge technologies, and offer simpler solutions, customers' **preferences have changed and shifted to organised service providers.**
- **PSARA compliance** – After the introduction of PSARA, the companies must apply for and maintain a licence in order to operate in the industry. Furthermore, the PSARA has mandated training standards and attracted organised players, which has encouraged more private agencies to implement internal training programmes.

### Private Security Agency Regulation Act (PSARA)

India's private security sector is governed by various regulations, the most important of which is the Private Security Agencies Regulation Act (PSARA), 2005, which was created by the Ministry of Home Affairs (MHA), Government of India. The Act specifies training requirements for security personnel as well as specify training requirements for security guards in India. Furthermore, PSARA also mandates several compliance standards for the security agencies, such as staff verification, affidavit for compliance with FDI policy where applicable, keeping statutory records, and commencement of activities etc. The act lays down regulations in terms of the following<sup>40</sup>:

- Powers of the controlling authority
- Licensing of PSAs
- Eligibility for obtaining license
- Application for obtaining license
- Renewal of license
- Training requirements for private security guards and supervisors
- Eligibility criteria for a person to become a private security guard.

#### Provisions under the Act

- **PSARA mandates that security service companies should only employ individuals who have undergone training and certification from Training Partners (TPs), who are recognised by the states under the PSARA. It clearly states the need and requirement to conduct a 160-hour training to employee personnel as a security guard<sup>41</sup>.**
- Following the PSARA's implementation, companies must apply for and maintain a license in order to carry out business in the industry.
- PSARA has **mandated training standards and attracted organised players**, which has encouraged more private agencies to implement internal training programmes. Training institutes are required to conduct the training courses as per the syllabus prescribed by the PSARA Act.
- **Each State is free to create its own regulations for carrying out the Act, as permitted by the PSARA.**

40 PwC Report on Indian private security industry : Preparing for the next leap, 2017

41 Report on Private Security Industry Job Creation and Skill Development by FICCI & BDO India LLP, 2018

Types of training under the PSARA include:

1



Licensee's training

2



Guards (Ex-Servicemen and former police personnel)

3



Guards (Entry Level/ Supervisors)

4



Training for personnel engaged in cash transportation activities

- **Workforce disparity and job creation potential** : Even with its massive workforce, the Indian Private security industry faces a 30 percent shortage of manpower. This shortage offers a significant employment opportunity to the people, both in rural and urban areas. Remarkably, the magnitude of Private security workforce in India beats the combined strength of the Army, Navy, Air Force, and Police. This emphasises the industry's enormous employment generating potential.

The Private security sector is also vital to the Government as it helps in creating employment opportunities as well as reducing the workload of public security framework in India<sup>42</sup>.

**Additionally, the security providers in India have been observed to have a pan-India presence; Private security services are in high demand in India, particularly in tier II and III cities, as tier III cities continue to develop<sup>43</sup>.**

### Private Security Agency (PSA) scenario in India

As discussed in the previous section, the **Private Security Agencies (Regulation) Act, 2005<sup>44</sup>** has been enacted to regulate Private security agencies to streamline their operations within a legal framework. **As the Private security industry is a labour-intensive industry, the Act provides guidelines for the regulation of the industry.** Several Indian states have laid down guidelines for security services firms such as licensing and training norms of the security guards in tune with the Act. The Act also incorporated provisions of many other Acts related to workers' wages, working hours, and leave etc.

**According to the FICCI Report 2018, "around 8.9 million private security guards and supervisors are employed in more than 22,000 Private Security Agencies (PSAs) in India, mostly are managed and run by Ex Servicemen as their resettlement projects<sup>45</sup>.** As per the Private Security Agency Licensing Portal<sup>46</sup>, 40,400 licenses have been issued, out of which 22,250 licenses are active and remaining 18,150 licenses of Private Security Agencies have expired. Top five States with respect to largest number of active license as on date are Maharashtra (3,847), Gujarat (2,610), Rajasthan (1,875), Uttar Pradesh (1,726), Delhi (1,480), Haryana (1,432) and Tamil Nadu (1,036)<sup>47</sup>.

Private security agencies are densely located in the above states, majorly due to rapid urbanisation and industrialisation in all these states. For instance, Delhi and Haryana have witnessed a surge in migrants, both for skilled and unskilled jobs. As the number of citizens are increasing, so are the gated residential societies, malls, office, and shopping complexes, wherein there is an increased requirement of security guards. Therefore, a greater number of Private security agencies are also being established, to meet the growing demand for these job roles. This data has been represented below:

### Skilling trends in the Private security sector

Given the expansion of the Indian economy due to urbanisation, industry development, and infrastructure development, there has been an increase in demand for security measures such as 24\*7 security personnel, video surveillance and effective visitor management, resulting in an even higher supply of security guards. Some of the schemes and programmes that facilitate skill development in the Private security sector industry are mentioned as following:

- **Pradhan Mantri Kaushal Vikas Yojana (PMKVY)** : PMKVY provides a skill certification to help mobilise Indian youth to take up skill training and make themselves employable to achieve a sustainable livelihood. Under the scheme, trainees are offered a Government certification on successful completion of the course<sup>48</sup>. Courses and job roles under PMKVY include Armed Security Guard, Security Officer, Security Supervisor and Security Guard (NSQF level ranging from 4 to 6).
- **State-sponsored skill development initiatives** : Several State Governments in India have their own skill development initiatives that include programmes for the Private security sector. These programmes often focus

42 Information sought from Business Standard, [https://www.business-standard.com/content/press-releases-ani/private-security-industry-plays-a-vital-role-in-economic-development-of-the-nation-gujarat-cm-123112700841\\_1.html](https://www.business-standard.com/content/press-releases-ani/private-security-industry-plays-a-vital-role-in-economic-development-of-the-nation-gujarat-cm-123112700841_1.html)

43 Ibid.

44 ResearchGate Report, An Overview of Private Security Industry in India, [https://www.researchgate.net/publication/361842608\\_An\\_Overview\\_of\\_Private\\_Security\\_Industry\\_in\\_India](https://www.researchgate.net/publication/361842608_An_Overview_of_Private_Security_Industry_in_India)

45 Report on Private Security Industry Job Creation and Skill Development by FICCI & BDO India LLP, 2018

46 Data captured from Private Security Agency Licensing Portal for capturing State wise PSARA License Status (Data retrieved on 24th January 2024)

47 Data captured from Private Security Agency Licensing Portal for capturing State wise PSARA License Status (Data retrieved on 24th January 2024)

48 Information as per Ministry of Skill Development & Entrepreneurship

on local needs and requirements, providing training and certification to security personnel. Under the PSARA, the trainees have to undergo training and be certified by training partners (TPs), recognised by the states (under the PSARA), and the security service providers are required to employ only the manpower so certified.

- **Corporate training programmes** : Large Private security firms and multinational companies often have their own in-house training programmes designed to meet international standards and corporate policies. These programmes are tailored to the specific needs of the company and include a range of skills from basic security procedures to advanced crisis management.
- **Courses offered by MEPSC** : Occupation verticals under the courses offered for the Private security sector include

Figure 12 - Courses offered by the MEPSC under the Private security sector



Alongside, there are various courses offered by Industry Associations in association with various stakeholders, who regularly organise training programmes and workshops for skill development in the Private security industry.

### Challenges faced by workforce

The Private security sector has enormous potential in terms of market size and employability. However, the industry especially manned security has continued to be largely informal which is a huge concern. The state of the workers, their salary, benefits, and working conditions must all improve in tandem with the industry's growth. The extent to which Private security companies adhere to the Government's primary regulatory guidelines will determine how quickly this industry develops into an organised sector<sup>49</sup>.

#### a) Workforce related challenges

The Private security sector provides employment to a large number of rural youths, who otherwise would have remained outside formal employment. However, difficulties such as adverse weather conditions, irregular working hours, constant need for upskilling and dangerous working conditions are some of the major challenges faced by the workforce in this sector.

49 ResearchGate Report, An Overview of Private Security Industry in India, [https://www.researchgate.net/publication/361842608\\_An\\_Overview\\_of\\_Private\\_Security\\_Industry\\_in\\_India](https://www.researchgate.net/publication/361842608_An_Overview_of_Private_Security_Industry_in_India)



- **Lack of formal recognition of informal or prior on-job learning** : PSARA mandates that obtaining a license requires completion of the necessary training. Nonetheless, the standard guidelines on training are not defined by the act. Most states define the training syllabus along with minimum hours of training to be undergone by security personnel. This however means that, there may be variations in the proficiency and effectiveness between states. Additionally, the current structure lacks formal recognition of informal or prior on-job learning in the Private security industry which leads to these people looking for work with unorganised security players<sup>50</sup> .
- **Low engagement of apprentices in the Private security sector** : Considering the total workforce and as per the mandates of the PSARA, there is a huge scope in terms of engagement of Apprentices as unarmed security guards in Private security industry. Some of the prominent players in the Indian market such as G4S, SIS, Securitas, Peregrine, CISS etc. have kept the apprenticeship program in abeyance and are not enrolling unarmed security guards as apprentices in the shop of their principal employer<sup>51</sup>. **As per Section 18 of the Apprenticeship Act 1961, the apprentices are not workers. Hence, PF and ESIC cannot be considered for the apprentices. However, the principal employer is insisting on paying of PF and ESIC to the security guards, to cover them within the statutory norms.**

Herein, it will be pivotal to allow the PF and ESIC to be paid to the apprentices by the establishments whoever wishes it, with a caveat that these apprentices should be the first-time registrations in PF and ESIC, or necessary policy guidelines through the concerned line ministry may be issued to resolve this long pending issue of one of the largest employment sectors. MEPSC has been advocating the apprenticeship program by conducting seminars as well as conducting webinars on monthly basis to create more awareness amongst the Private security industry.

- **Maintaining professionalism and standards** : The efficacy and reputation of the security sector depend on the trained, ethical, and professional behaviour of its workforce. Therefore, the people employed in this specific sector need to be formally trained and possess certain required behavioral traits. Exhibiting transparency, accountability and professionalism can help the youth acquire jobs in this sector. Additionally, some people also like their security guards to have certain soft skills, such as presentability, mannerism, and English communication skills. This, however, can only be achieved through relevant training at the time of engagement<sup>52</sup>.
- **Need for constant upskilling** : To collaborate efficiently with the changing technologies like metal detectors, explosive detectors, as well as visual and auditory warning devices, manned security professionals need to adapt and upskill constantly as the sector changes. Upskilling needs are especially important for the manned security professionals to provide them with the necessary knowledge and skills required to integrate and collaborate with advanced systems over time<sup>53</sup>.
- **Need for physical fitness and required training** : The common risks faced by the workforce in this sector includes trespassing, robbery, unauthorised access, assault, disruptive behaviour, theft, burglary, and damage to property. Therefore, the security personnels need to be physically fit and well trained, in order to protect themselves as well as their clients. However, most of these personnels in the sector come from the rural areas or are poor and thereby lack access to proper diet and resources to stay fit and get required training<sup>54</sup>.
- **Plight of workforce** : The plight of the workforce, especially those engaged in manned guarding still needs improvement. The job role includes informality and lack of entitlement making this job role a low status occupation accompanied by lack of respect and negative perception of the public towards security personnel. Additionally non-adherence to employee welfare and social security benefits directly impacts the well-being of the security personnel<sup>55</sup>.

50 PwC Report on Indian private security industry : Preparing for the next leap, 2013

51 Ibid.

52 Information sought from Times of India, <https://timesofindia.indiatimes.com/blogs/voices/need-for-the-indian-private-security-industry-to-evolve-to-make-its-personnel-meet-international-standards/>

53 EMIS Database - December 01, 2023, | Publication: Mordor Country Industry Reports (Pestle Analysis)

54 Basic Drill and Defensive Techniques Handbook

55 Private Security Guards In India: The Paradox of A Booming Industry and Burden of A Low Status Occupation by Dr. Samir K Mahajan, Vol-22-Issue-33-December-2019

## b) Skill gap related challenges

Considering that large number of workforce employed in the unorganised sector, there exists huge potential to provide skill training to these workers. Further, utilisation of the security workforce is majorly subjected to urban, semi-urban, rural areas and slums in urban pockets; with a low penetration in deeper rural areas<sup>56</sup>. Second, there is **not enough sector specific training, and this has led to the current security workforce which is deficient in severe critical skills.**

Therefore, it is essential to have **more training programmes for PSS agencies** in India, especially in emerging technologies. However, capacity building of security executives alone is not enough. Also, most of the security workforce migrates from other areas, from multiple clusters, which may pose serious threats because of **poor background check mechanisms**<sup>57</sup>. Moreover, the biggest challenge concerning workforce in this sector has been the absence of social security benefits, and the high rate of attrition due to lack of clearly defined career progression with limited growth.

## Future prospects of the sector

Incorporating technology trends is an important aspect for Private security businesses to achieve a competitive advantage and business success. In the future, advancements in technology, such as home security systems, personal safety apps, and IoT-based security devices, could provide alternative security solutions that might impact the traditional personal security services market. The popularity of virtual security systems (e.g., surveillance cameras) is one of the major trends influencing the Private security services market growth. The adoption of virtual security systems is rising as they are a cost-effective tool for deterring and reducing criminal activities compared instead of deploying a high number of manned guarding personnel. Technology may impact the career pathways of unskilled personnel and it is imperative to provide targeted **training to adopt the new emerging technology trends and meet international standards**<sup>58</sup>.

- **The emergence of AI-powered security** : The integration of Artificial Intelligence (AI) into India's security framework shall transform the future of surveillance in India. AI enables systems to quickly examine large data volumes and identify possible dangers. Advanced facial recognition algorithms demonstrate this efficiency by being able to scan vast crowds, identify individuals of interest, or identify unusual actions. Predictive analytics assists security systems predict possible breaches, fostering a proactive approach. These technological advancements also benefit households in India. AI-enhanced home security systems can distinguish between known faces and possible trespassers, thereby promptly warning owners.

Important aspects of AI-powered security that are influencing the future of the sector include -

- **Advanced surveillance** : Real-time behaviour analysis, object recognition, and anomaly detection are made possible by AI-powered smart cameras. Security systems can proactively identify potential threats, raising alarms immediately.
- **Efficient monitoring** : AI is capable of simultaneously monitoring several camera feeds, guaranteeing persistent data-driven surveillance. Its predictive analytics capacities reduce human error and oversight by anticipating potential threats.
- **Rapid response** : AI is integrated with emergency systems to minimise potential damage by automatically contacting law enforcement or security officials in the case of a breach.
- **User empowerment** : User-friendly mobile applications that enable people to watch live camera feeds, receive instant alerts, and remotely operate security systems from their smartphones are all part of AI-powered security.
- **Use of Internet of Things (IoT) in security systems** : The adoption of AI technology has facilitated the transformation of Internet of Things (IoT) ecosystem. Security systems and equipment are being strengthened with enhanced capabilities like radar, temperature sensing, humidity monitoring, and gas leak detection. A few years ago, different tasks needed different devices to be undertaken, however these new devices in security systems may handle them all now. Security businesses have embraced biometrics and the zero-touch method. Cybersecurity has become a major concern in the industry as more security gadgets are being connected over the internet. The strategic initiative of "Zero Trust" developed on the philosophy of "never trust, always verify" has been widely accepted by the IT industry. This concept is also steadily moving towards the physical security realm as it gradually becomes an integral part of the IoT world<sup>60</sup>.
- **Use of autonomous mobile robots for surveillance** : Owing to the dearth of workers and difficulty in finding qualified personnel, security firms are looking for robot replacements. Robotics brings new surveillance possibilities to the sector along with enhancement of traditional security services thereby improving efficiency and reducing operational costs. Tasks that are automated using these robots include – autonomous patrolling (in predefined areas), real-time monitoring of cameras and sensors, fire detection, collection and analysis of data,

56 Ibid.

57 Ibid.

58 Technavio Market Analysis, <https://www.technavio.com/report/private-security-services-market-size-industry-analysis>

59 Information sought from Financial Express, <https://www.financialexpress.com/business/digital-transformation-ai-powered-security-the-future-of-surveillance-in-india-3253290/>

60 Information sought from Times of India, <https://timesofindia.indiatimes.com/blogs/voices/need-for-the-indian-private-security-industry-to-evolve-to-make-its-personnel-meet-international-standards/>



remote operations and others. Automations offer reduced costs, risk minimization, increase in worker safety as well as facilitates approach to hard-to-reach areas.

- o **Use of mobile applications for workforce management :** The security businesses also work on developing complex mobile applications. These apps include features that are tailored to meet the specific needs of the clients. Thereafter, the security staff are provided with these security apps that are intended to improve their workflow. This facilitates better communication and faster reaction times for all parties involved.
  - Often these apps are also integrated with devices such as CCTVs and sound alarms providing greater situational awareness<sup>61</sup> .
  - **Streamlining business operations using tech** - Private security companies take the help of technology to improve their overall business operations. For example, softwares are used for scheduling and overall guard management to improve productivity, security, and accountability<sup>62</sup> .
  - **Training Learning Management System (LMS)** - Along with the use of technology, Private security companies also take the help of online platforms. This platform come in the form of an LMS. The required workers must attend and finish the courses offered by these online training platforms.

61 Ibid.

62 Ibid.

# Youth Aspirations



### 3. Youth aspirations

To enhance the evolving landscape of the Management, Entrepreneurship, and Private security sectors, and the dynamic skill requirements within the industry, we undertook an aspiration survey with the youth. Our primary goal was to gain insights into the perspectives of youth concerning skill development, their career aspirations, their comprehension of training needs, and their understanding of technological advancements within the Management, Entrepreneurship, and Private security sectors. Covering 5 regions of India across 8 states and 1 Union Territory, we interviewed 1,001 youth (aged between 15-34 years).

The survey included **4 distinct groups of youth**. The first category comprised "students in education/training." The second and third category included young individuals with 0-3 years of work experience in the industry, categorised as either wage-employed (termed as "wage or salaried youth") or self-employed and entrepreneurs (termed as "self-employed youth"). Lastly, the fourth category consisted of youth not currently engaged in education, employment, or training, referred to as "NEET." This segmentation allowed for a comprehensive exploration of the perspectives and experiences within the youth population in the context of the Management, Entrepreneurship, and Private security sectors. To ensure a balanced and representative sample, the survey methodically covered youth participants from all 4 specified categories (as shown below).

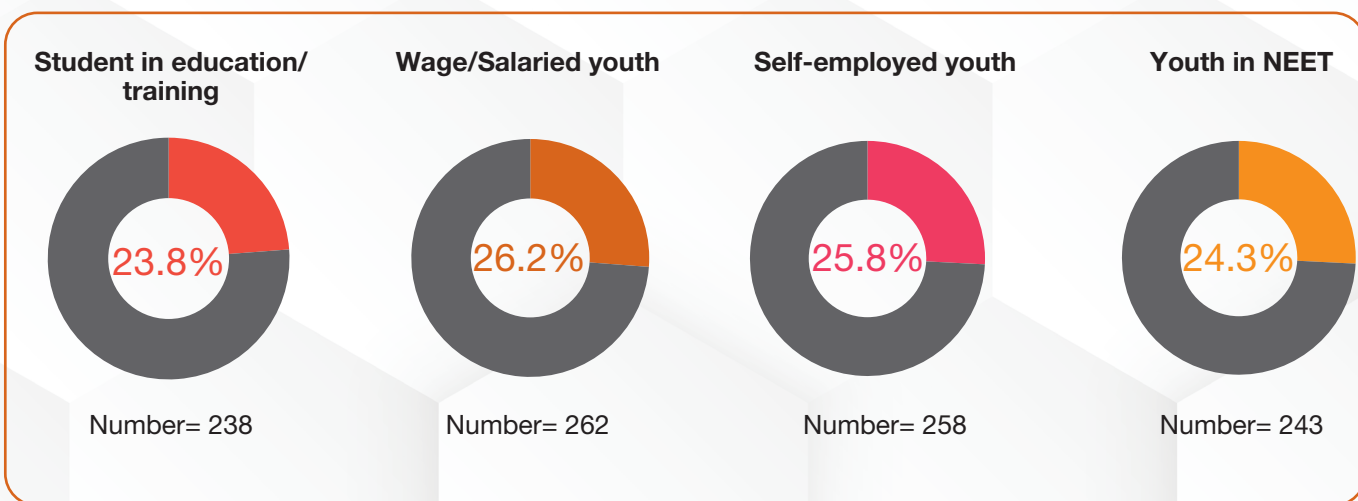
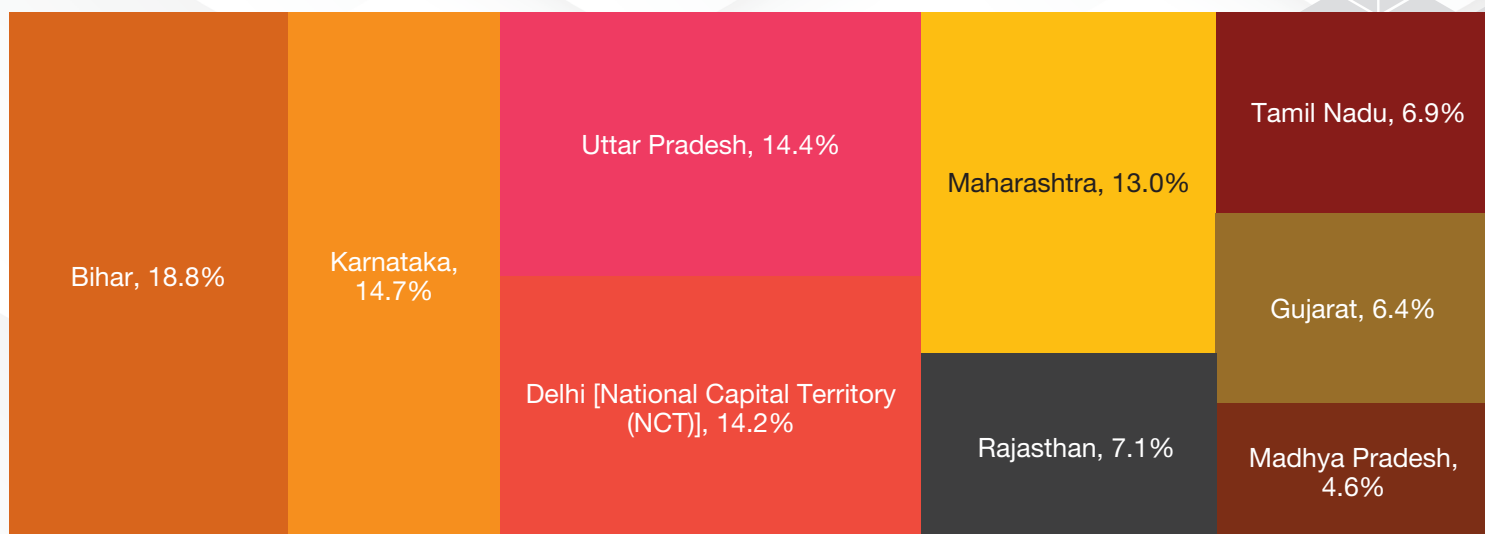


Figure 13 - Geographical distribution of youth across 8 States and 1 Union Territory (%)



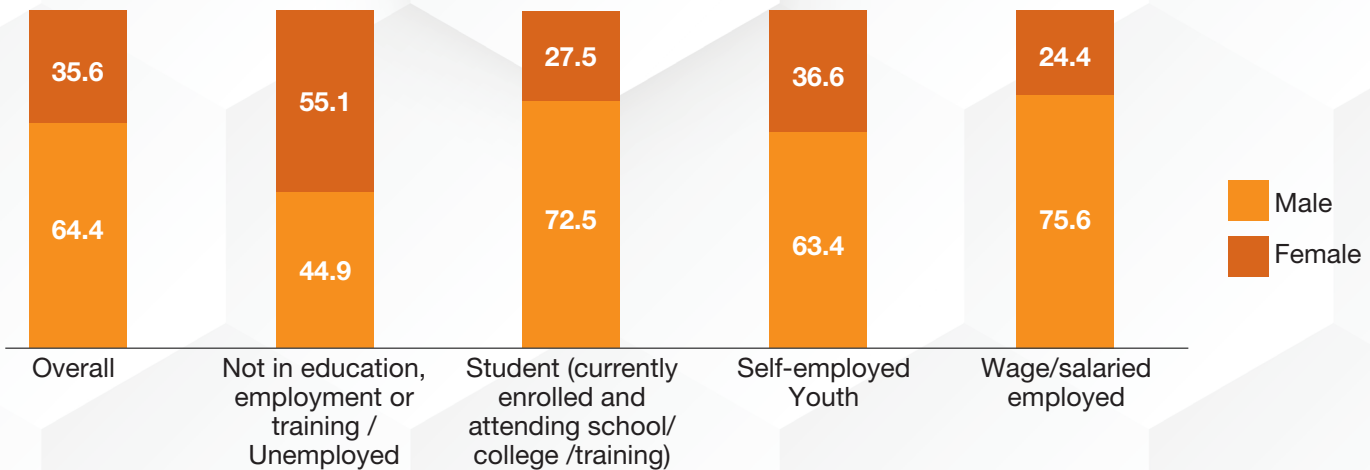
N=1,001

The following sub-section(s) dissect the profile and key findings across the 4 categories of youth, providing a detailed breakdown of the results to capture the distinct responses within each category.

## Profiling of the surveyed youth

Overall, the surveyed youth hail from urban areas. Youths covered in the study are predominantly young, with an average age of 26 years, and 43.7 percent are within the age bracket of 18 years to 25 years. Gender wise analysis shows that 64.4 percent of the youth were males and 35.6 percent were females. This deliberate effort aimed to ensure a balanced representation of both male and female participants across various categories.

Figure 14 - Distribution of youth across their education or employment status (%)



N = 1,001

Question: What is your current economic or educational status?

To gain insights into the **financial backgrounds of the surveyed youth**, we enquired about their monthly household income. Among the 1,001 respondents, 99.2 percent provided information on their household earnings. Within this group, **28.4 percent reported belonging to families with a monthly household income ranging from INR 15,000 to INR 20,000**, followed by 22.6 percent that fell within INR 20,000 to INR 25,000 bracket and 21.6 percent fell within INR 10,000 to INR 15,000 bracket. The remaining 27.4 percent disclosed a monthly household income of INR 25,001 and above.

In terms of economic status of the household, 45.9 percent belonged to the Above Poverty Line (APL) followed by 41.2 percent Below Poverty Line (BPL) and 7.3 percent belonged to the Antyodaya Anna Yojana (AAY Extreme Poverty Line). While remaining 5.7 percent were not aware of their economic status.

## Students in education/training

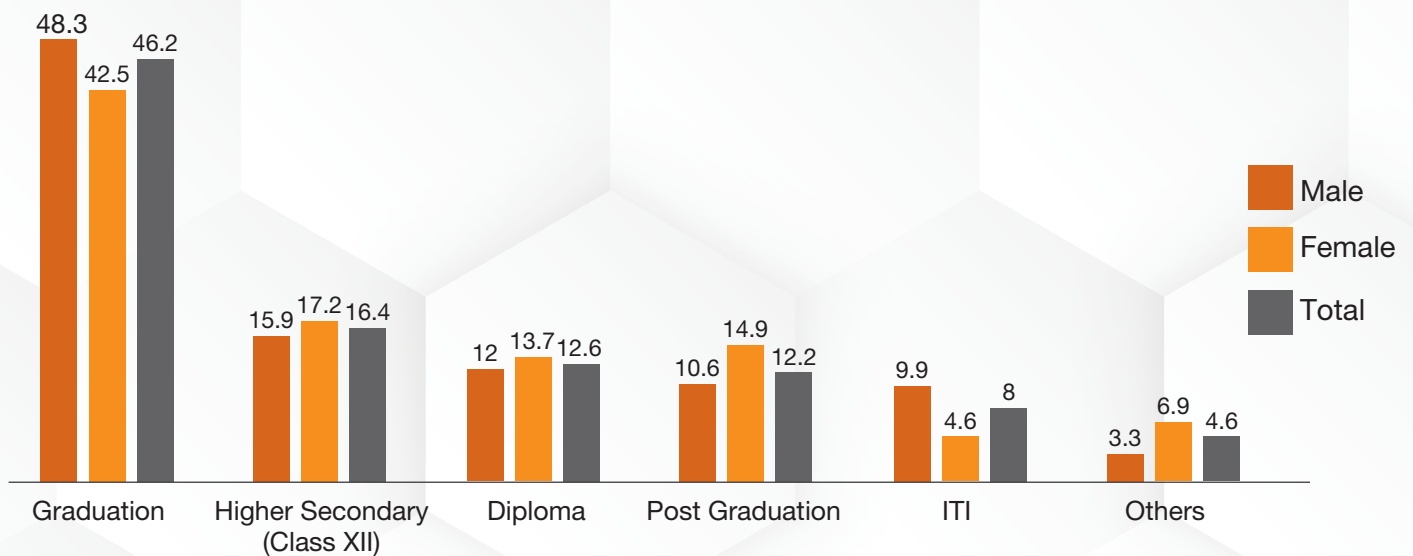
**Educational background** : We outlined the educational and career-related profile of the **23.8 percent (i.e. 238 individuals)** of surveyed students who were actively engaged in education or training during the survey. Further, out of these individuals, 93.8 percent were pursuing education.

Further, to understand whether the students were enrolled in education or vocational and skill training, we enquired about their engagement in either of the 3 segments: school (high secondary), diploma programmes (entrepreneurship, management, polytechnic, security services management), graduate programmes (General, Business Administration, Entrepreneurship, Professional), long-term training (ITI programmes - duration exceeding 1 year), and Post Graduate programmes (General/Business Administration).

The overall distribution revealed that **46.2 percent of the students were enrolled in graduate programmes** (General/Business Administration/Entrepreneurship/Professional), followed by 16.4 percent in higher secondary education, 12.6 percent in diploma programmes (entrepreneurship, management, polytechnic, security services management), 12.2 percent in Post Graduate programmes (General/Business Administration), 8 percent in long term training at ITIs and the remaining 4.6 percent in other programmes such as B.Pharm, B.Ed, etc. A gender-wise analysis indicated that a slightly higher proportion of male students were involved in graduation and long-term training compared to females. Conversely, more females were enrolled in post-graduation compared to males.



Figure 15 - Share of youth in education pursuing type of education/skill training, gender wise (%)

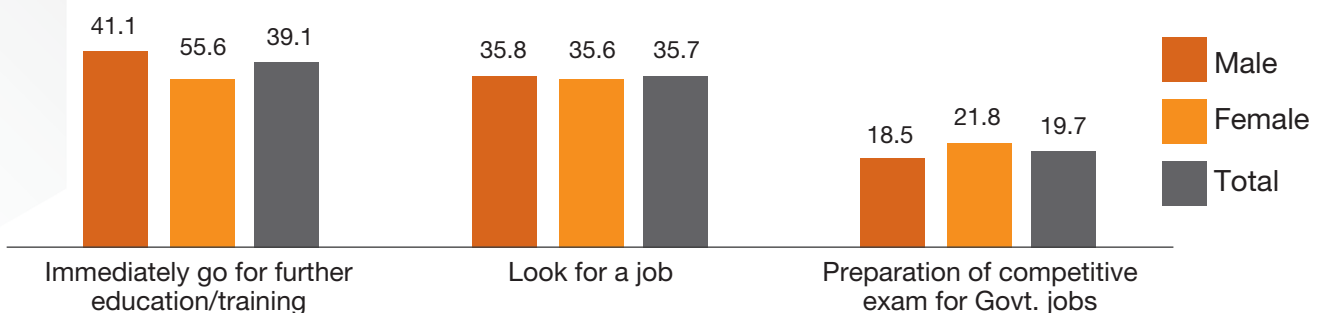


N = 238

Question: Where are you currently enrolled in education or vocational training / skill training?

**Work preferences :** To understand aspirations of students enrolled in education or training, we enquired about their plans after completing their current level of education/training. The findings revealed that **35.7 percent of youth expressed a readiness to enter the workforce after completing their current education and training** while 39.1 percent expressed their aspirations to pursue further education and training and 19.7 percent expressed to prepare for competitive exams. Remaining 3.8 percent expressed to stay at home and 1.3 percent were unsure about their plan. Across gender, same trend is observed for males (35.8 percent) and females (35.6 percent) who are willing to pursue work.

Figure 16 - Share of youth who plan to work/ pursue higher education/prepare for competitive exams after completing their current level of training/education, gender wise (%)



N = 238

Question: What do you plan to do after completing your current education/training programme?

## Employed (wage/salaried) youth

### Management sector

65.3 percent

#### Job roles

Office Assistant, Office Executive, Field Survey Enumerator, Project Management Associates, HR Executive, Executive- Secretarial Services, Office Operations Executive, Pre-School Day Care Facilitators and Trainers among others.

### Private security sector

29 percent

#### Job roles

Security Officer, Assignment Manager, Security Supervisor, Personal Security Officer, CCTV Supervisor, Fire Fighter, Armed Security Guard, CCTV Video Footage Auditor and Security Guard among others.

This section provides a brief overview of the work profile of the surveyed youth currently engaged in wage or salaried job, constituting 26.2 percent of the total surveyed youth (i.e 262 individuals). Within this group, the survey specifically focused on employed youth with 0-3 years of experience. Additionally, the employed youth worked in one of the following sectors: Management and Private security, wherein it was revealed **65.3 percent worked in Management sector followed by 29 percent in Private security and remaining 5.7 percent in other sectors** such as electronic and IT hardware, education and skill development, banking financial services and insurance, auto and auto components, telecom, power and healthcare services among others. In terms of nature of work, 81.3 percent reported to work full time followed by 16 percent part time.

Figure 17- Share of wage and/or salaried youth employed across various job roles in Management sector (%)



N = 262;

Question: Which job-role are you employed in Management sector ?



Figure 18 - Share of wage and/or salaried youth employed across various job roles in Private security sector (%)

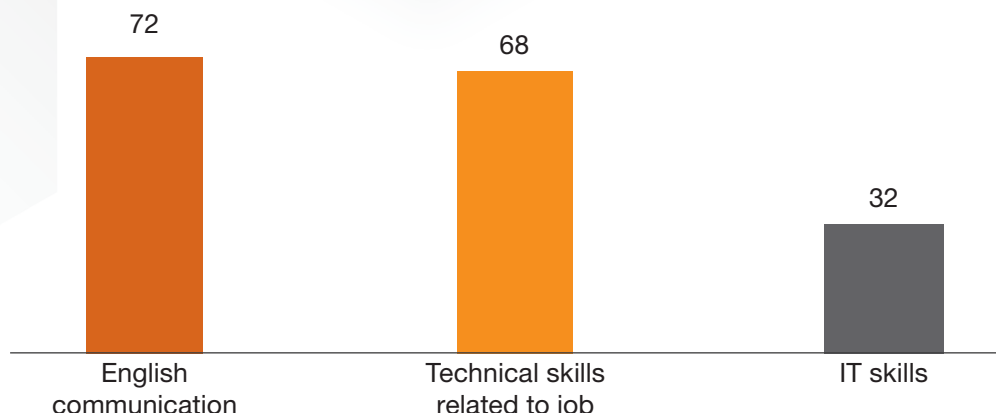


N = 262

Question: Which job-role are you employed in Private security sector ?

**Level of skill sets :** We enquired wage and salaried youth about their perception of their own skill level as adequately skilled or not. We found that majority of wage and salaried youth (90.5 percent) categorise themselves as adequately skilled. Upon further enquiring about the missing skills, majority of the respondents reported (72 percent) soft skills (English communication) is the major skill required for the job, which they lack.

Figure 19 - Missing skills sets as perceived by wage/salaried youth (%)



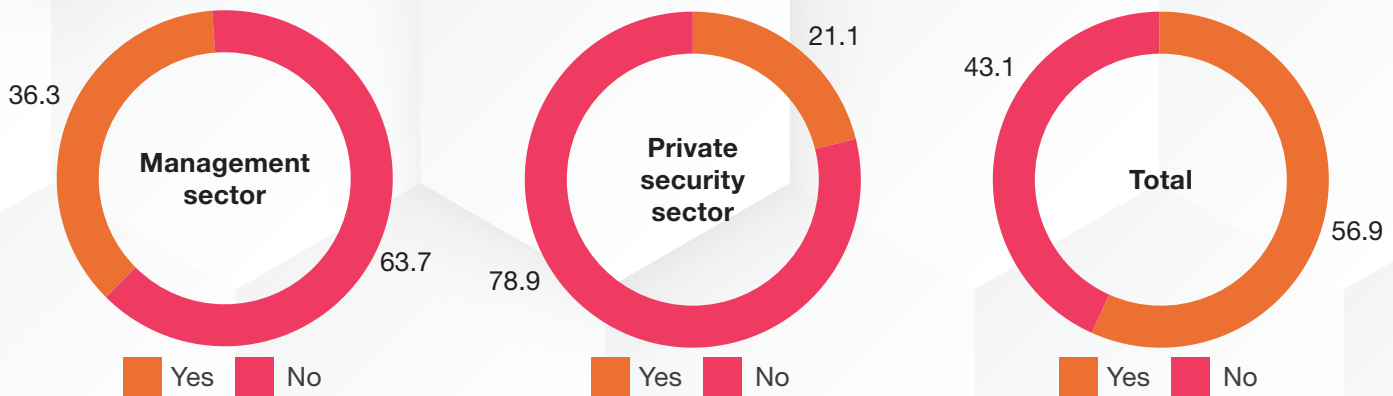
N = 262

Question: What kind of skills you lack for the job ?

Note: The responses may not add upto 100 as this was a multiple-choice question.

Also, we enquired whether the individuals undertook formal training in the same sector they are presently working, wherein 56.9 percent reported to have undertaken formal training, while remaining **43.1 worked in different sectors than the training they undertook**. On further examination of this trend in Management and Private security sector, 36.3 percent and 21.1 percent who undertook formal training in Management sector and Private security sector were working in the same sector respectively.

Figure 20 - Trends of wage/salaried youth undertook formal training in the same sector as the one they are employed (%)



N = 262

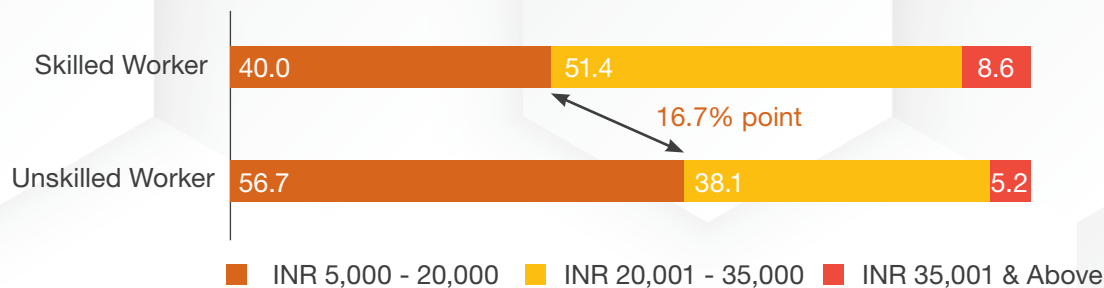
Question: Have you received any formal training in the sector?

The key factor for not working in the sector not related to the field of study/training by the individuals engaged in Management sector (**61.9 percent**) included **low salary** and for the Private security sector (**55 percent**) included **limited jobs**.

**Wages earned :** In our examination of the monthly earnings of wage and salaried workers, we found that among the 99.6 percent of youth willing to disclose their earnings, **43.9 percent earned between INR 5,000 and INR 20,000**, 43.5 percent earned between INR 20,001 and INR 35,000, only 11.8 percent earned above INR 35,000 monthly and 0.4 percent earned less than INR 5,000 monthly. Monthly salaries demonstrate an ascending pattern corresponding to the perceived skill levels of the workers.

Breaking down the findings further, a majority of unskilled workers<sup>63</sup> (56.7 percent) earned between INR 5,000 and INR 20,000, while this share decreases to 40 percent for skilled workers. Similarly, the share of workers earning between INR 20,001 and INR 35,000 increased with an increase in skill level (51.4 percent for skilled and 38.1 percent for unskilled workers).

Figure 21 - Share of wage and salaried workers earning within certain monthly wage bracket, as per their skill level(%)



N = 262

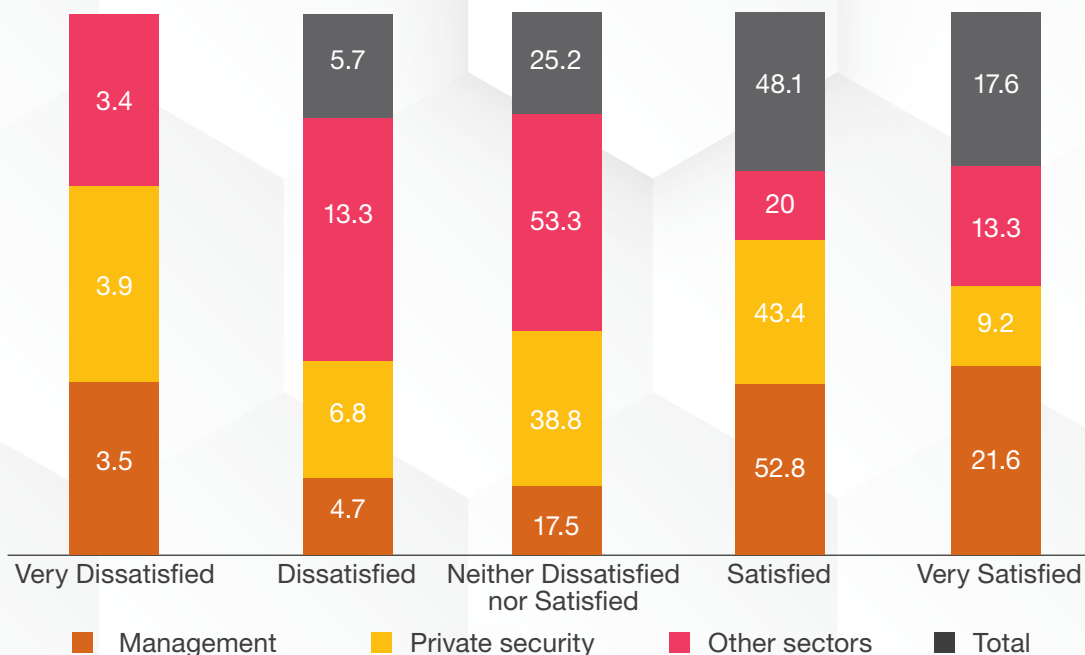
Question: How much do you earn per month from your current job?

**Aspirations to continue the job and job satisfaction :** Upon asking the aspirations to continue with their current jobs, 88.9 percent respondents (also, in both Management and Private security sectors) reported to continue. We further tried to understand the overall job satisfaction among workers. We asked about their work contentment. The findings indicate that **65.6 percent of the workers (Management sector – 74.3 percent and Private security sector – 52.6 percent) expressed satisfaction or high satisfaction with their work**, while 9.2 percent reported (Management sector – 8.2 percent and Private security sector – 10.5 percent) dissatisfaction or significant dissatisfaction with their work and 25.2 percent (Management sector – 17.5 percent and Private security sector – 36.8 percent) reported as neither satisfied nor dissatisfied.

63 Unskilled work is defined as work that requires little or no independent judgement /previous experience although familiar with occupational environment; skilled work is defined as work that requires exercising considerable independent judgement and of discharge of duties with responsibilities.

Within the subset of individuals expressing dissatisfaction with their work and reasons for discontinuing their jobs, low wages and higher salary expectation emerge as a primary factor contributing to their discontent. This underscores the pivotal role that wages play in influencing job satisfaction within the surveyed workers. Similar trends were observed for Management and Private security sectors.

Figure 22 - Share of wage and/or salaried expressing their satisfaction (or dissatisfaction) with their job – sector wise (%)



N = 262

Question: How satisfied are you with the quality and nature of your work?

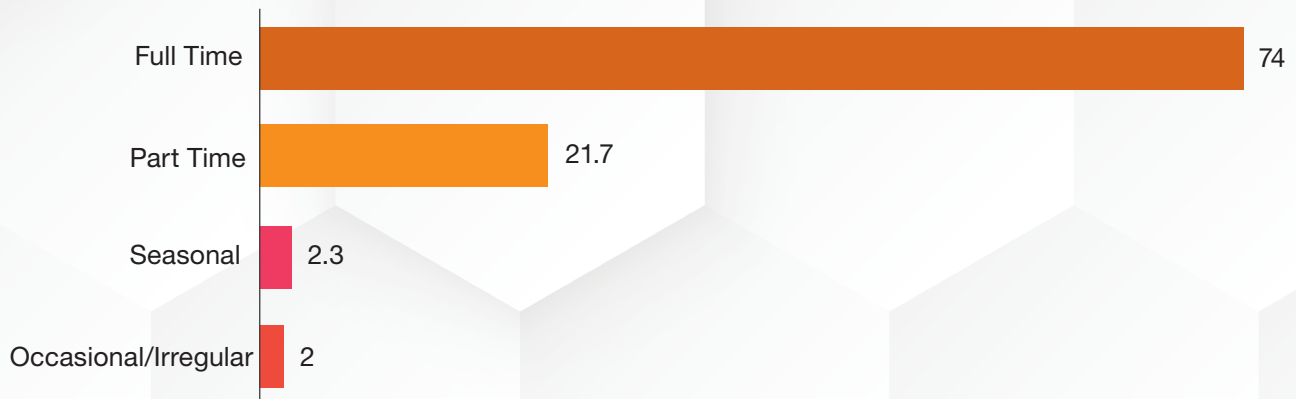
### Self-employed youth

**Basic profile :** This section provides a brief overview of the work profile of the surveyed youth currently engaged as self-employed or in entrepreneurial work, constituting 25.8 percent of the respondents (258 individuals). It is important to note that the survey specifically focused on youth with 0-3 years of experience in the sector to gather the information about entry-level workers.

**Nature of work :** We also found that overall, of the **25.8 percent youth working as self-employed or in entrepreneurial ventures, 86.4 percent were self-employed while only 13.6 percent were entrepreneurs.** We also asked about the nature of work of those involved in self-employment or entrepreneurial ventures. We found that 74 percent of such youth actively participated in full-time self-employment or entrepreneurship, with no significant gender-based variations observed in their pursuit of these endeavours.



Figure 23 - Share of self-employed youth pursuing various types of self-employed work (%)



N = 258

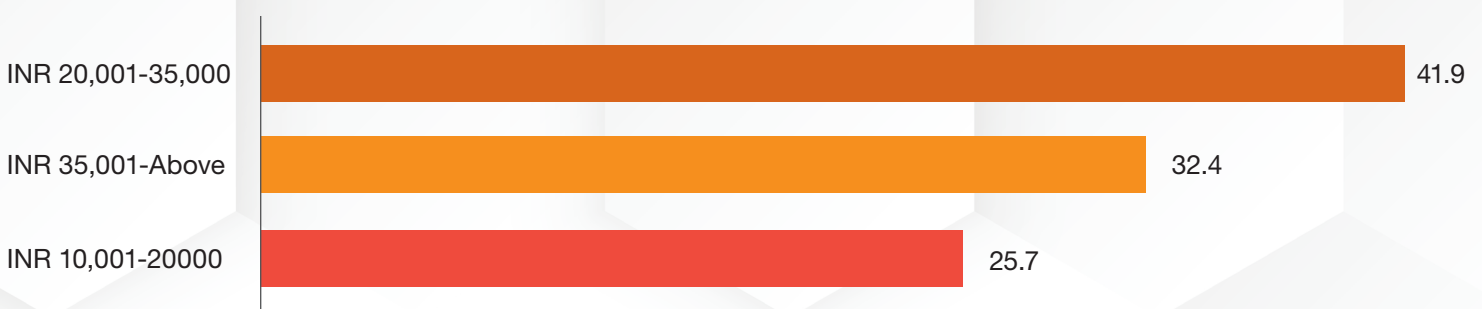
Question: What is the nature of your work?

Around 69 percent reported to be working in major businesses followed by 16.3 percent in trades, 7 percent in manufacturing and remaining 7.8 percent in other type of businesses.

**Work experience and working hours :** On enquiring about youth’s average years of work experience within the sector, we found that on an average, workers within this group have 2.5 years of experience, and they have typically worked for around 25 days on an average in a month.

**Wages earned :** Among self-employed individuals and entrepreneurs, 98.8 percent youth willingly disclosed their earnings. Within this group, overall close to half (i.e. 41.9 percent) reported earning between INR 20,001- – INR 35,000, 32.4 percent with INR 35,001 and above, while 25.7 percent between INR 10,001 – INR 20,000.

Figure 24 - Share of self-employed workers earning within certain monthly wage bracket (%)

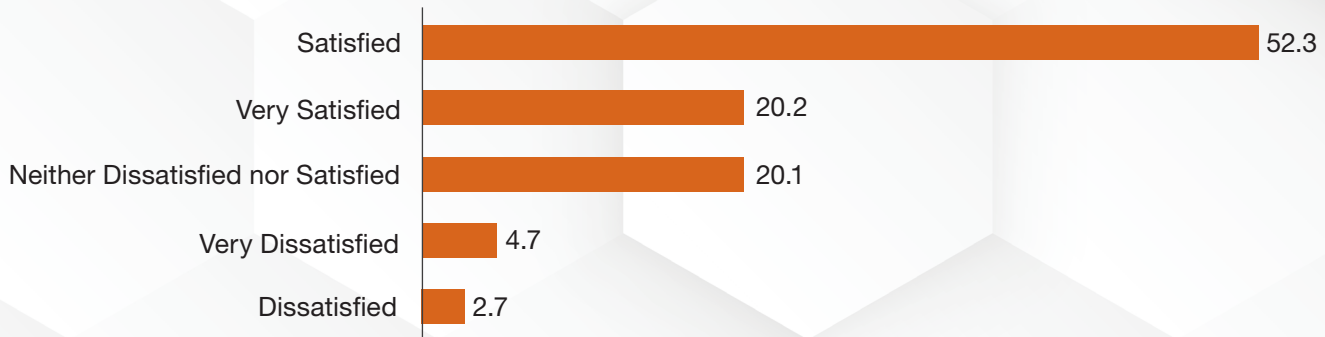


N = 258

Question: How much do you earn per month?

**Aspirations to continue self-employment/entrepreneurship and work satisfaction :** Upon asking the aspirations to continue with self-employment/entrepreneurship, 82.9 percent reported to continue. To understand the overall job satisfaction among workers, we enquired about their contentment with their work. The findings indicated that 72.5 percent of the workers expressed satisfaction or high satisfaction with their work, while 7.4 percent reported dissatisfaction or significant dissatisfaction with their work and 20.1 percent reported neither satisfaction or dissatisfaction. Within the subset of individuals expressing dissatisfaction with their work, lacked entrepreneurial skills and unfavourable conditions for work (40 percent of youth expressed their dissatisfaction) apart from family support, particularly for females, emerged as primary factors contributing to their discontent. This signifies the pivotal role that entrepreneurial skills play in influencing job satisfaction within the surveyed workers.

Figure 25 - Share of self-employed expressing their satisfaction (or dissatisfaction) with their job (%)



N = 258

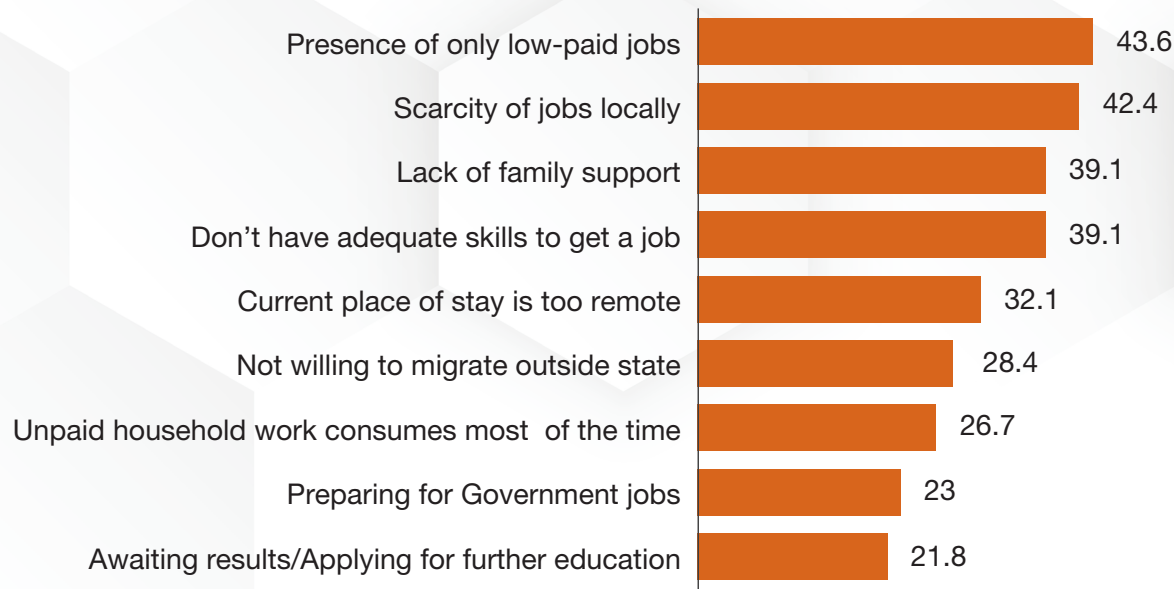
Question: How Satisfied are you with the quantity and nature of your work?

**Youth who are not in Education, Employment, or Training (NEET)**

**Basic profile :** This section provides a brief overview of the work profile of the surveyed youth neither in education, employment nor training, constituting 24.3 percent of the respondents (243 individuals), including 55.2 percent females and 44.8 percent males. We asked this group of individuals about reasons for being in NEET, their past work experience and their willingness to work.

While assessing NEET youth’s reasons for being in this category, we found that 21.8 percent NEET individuals are awaiting results/applying for further education; the primary factor, cited by 43.6 percent of NEET individuals is presence of low paid jobs locally, while 42.4 percent reported scarcity of job and 39.1 percent reported lack of adequate skills to get a job. Additionally, 39.1 percent of NEET youth identified lack of family support as the key reason for their NEET status. There were no significant gender level differences.

Figure 26 - Share of NEET youth citing reasons to be in NEET (%)



N = 243

Question: What is the reason for your status of being NEET?

Note: The responses may not add upto 100 as this was a multiple-choice question.

In our investigation into the duration of NEET status among youth, we discovered that 27.6 percent individuals remained in the NEET category both for a period ranging from 6 months to 1 year and 1 to 2 years. Further, we enquired whether they have taken any steps in the last 4 weeks to get into job/training, wherein only 72.4 percent responded positively.

**Prior work experience :** In our enquiry into the work history of NEET youth, we discovered that only 28.8 percent of NEET youth had prior work experience, among which, 27.6 percent had 1 - 2 years of prior work experience and 27.6 percent between 6 months – 1 year followed by 18.9 percent less than 6 months , 21.4 percent had experience between 2-5 years and 4.5 percent had above 5 years.

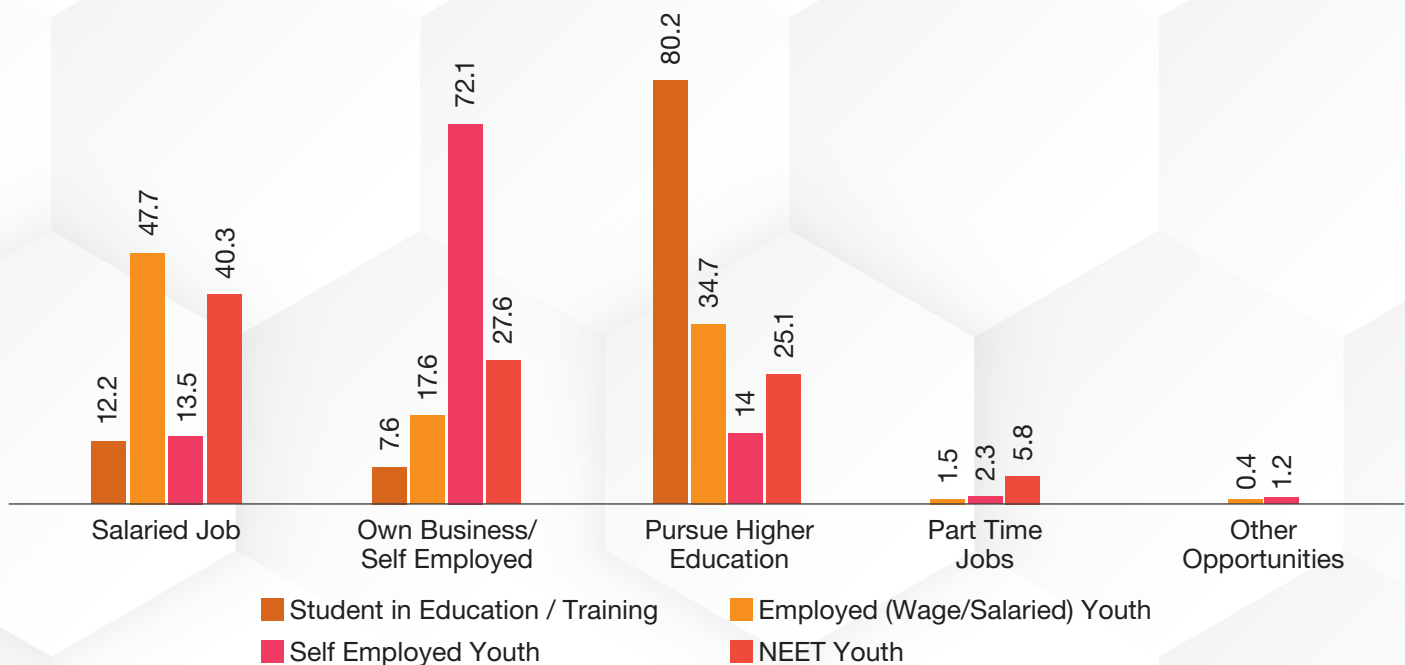
**Willingness to work and job search :** During the survey, we found that 88.1 percent of the NEET youth are willing to work. A gender wise analysis suggests that a large share of NEET males (92.6 percent) were willing to work compared to females (73.1 percent). Among those NEET youth willing to work, we enquired about their active job search efforts. Our findings indicate that 87.9 percent of NEET youth were seeking a wage/salaried job. Within this actively job-seeking group, 24.6 percent had been engaged in the job search for the past 6 months preceding the survey, while 37.7 percent had been actively searching for a year to find job. A gender-wise analysis reveals that 87.9 percent males had been actively seeking employment compared to 59.7 percent females.

Now that we have established a foundational understanding of the basic profiles of the four categories of youth, the next sub-section delves into youth’s career aspirations including a willingness to work in Management, Entrepreneurship and Private security sectors, awareness of counselling services, awareness of skilling requirements, knowledge about technological advancements, and migration preferences.

### Career aspirations of the youth

**Career aspirations in next 6 months :** To gain insights into the future career paths of the surveyed youth, we enquired about their career aspirations for the 6 months succeeding the survey. We break down the findings as per the youth category.

Figure 27 - Share of youth citing their career aspirations in next 6 months succeeding the survey (%)



N = 1,001

Question: What are your career aspirations in next 6 months?

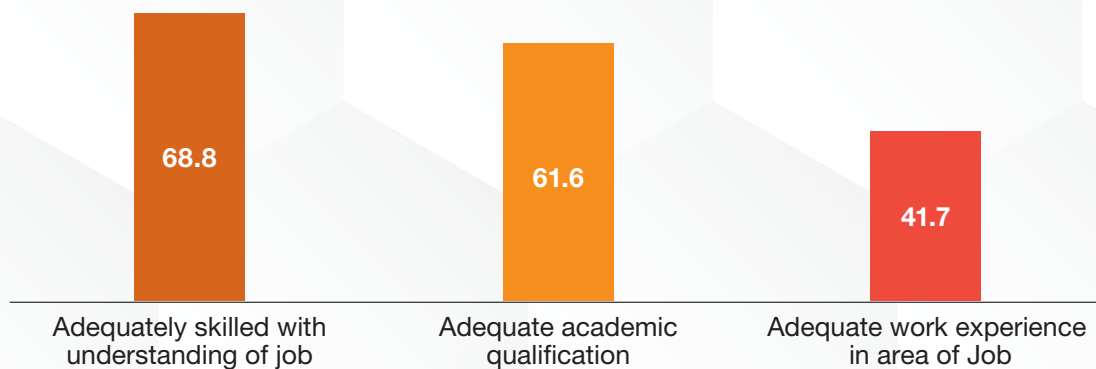
**For students in Education/Training**, we find that 80.2 percent wanted to pursue higher education, followed by 12.2 percent students who aspire for a salaried job (private/public sector) and 7.6 percent for entrepreneurship. On further enquiring about the highest level of education these students wanted to attain, 49.2 percent wanted to pursue post-graduation degree in arts, commerce and business administration, followed by 37.2 percent desired to pursue graduation degree in Business Administration (BBA)/ Entrepreneurship / Professional (B.Tech/BE/MBBS, etc).

While for **NEET youth**, the top three career aspirations included salaried job (reported by 40.3 percent), own business /self employed (reported by 27.6 percent), and pursuit for higher education (reported by 25.1 percent).

In contrast to the students and NEET youth, **wage and salaried youth** exhibited diverse career paths, with 47.7 percent willing to continue in their current jobs, 34.7 percent aspired to pursue higher education and 17.6 percent aspired to venture into entrepreneurship, and 1.5 percent wanted to undertake part time opportunities. Among the **self-employed youth**, 72.1 percent expressed a desire to continue their own businesses, 13.5 percent wanted to secure a job, and 14 percent preferred to pursue higher education in the next six months.

**Preparedness for pursuing their aspirations :** Among the four categories: 49.7 percent salaried youth, 55.5 percent self-employed youth, 37 percent students in education/training and 34.7 NEET youth reported to be completely prepared for pursuing their aspirations. The top reasons for being prepared included being adequately skilled with understanding of jobs (reported by 68.8 percent), followed by having adequate academic qualification (61.6 percent) and adequate work experience in area of job (41.7 percent). Upon further enquiring about the top challenges for finding/doing the ideal work, 35.2 percent mentioned lack of jobs locally, followed by 34.9 percent who mentioned lack of work experience, 32.4 percent reported lack of technical/vocational skills and 30 percent reported lack of guidance/information on appropriate job available for skill levels.

Figure 28 - Share of youth citing their reasons for preparedness for pursuing aspirations (%)



N = 1,001

Question: What are the reasons for feeling prepared in order to pursue your aspirations?

Note: The responses may not add upto 100 as this was a multiple-choice question.

Further, we also enquired the key enablers that will facilitate in achieving their goals. Herein, 49.5 percent individuals mentioned gathering adequate work experience and 45.9 percent reported pursuing vocational/skill training.

**Availability of opportunities :** Upon asking respondents about the adequacy of employment opportunities nowadays, 63.1 percent find that opportunities available were adequate, while 21.2 percent find them inadequate and 14 percent as neither adequate nor inadequate. Also, the top sources of information for looking for job opportunities include internet and online job portals (68.8 percent), friends and peers (65.1 percent) and newspaper/other media (57.6 percent).

**Willingness to pursue career in Management sector :** Upon further enquiry regarding willingness of youth to work in Management sector in particular, we found that within the group of youth not currently engaged in jobs, 53.8 percent NEET youth and 58.6 percent students expressed willingness to work in the sector. Conversely, 79.7 percent wage/salaried youth expressed their intention to continue working in the Management sector.

When exploring the reasons for choosing or not choosing to join the Management sector, those willing to join are primarily motivated by career growth prospects (47.9 percent), availability of job opportunities and stability (47.3 percent), personal interest and passions (43.2 percent) and alignment with educational qualifications (39.6 percent). On the other hand, individuals not willing to join cited preference for a different career path (45.1 percent), lack of alignment with educational qualifications (40 percent), concerns for work life balance (39.5 percent) and unpredictable income and financial stability (36.7 percent) as deterrents.

**Willingness to pursue career in Private security sector :** Similarly, we enquired regarding willingness of youth to work in Private security sector, we observed similar trends as Management sector, with 62.9 percent of students and 53.1 percent NEET youth expressed their willingness to make a career in Private security sector. While among the wage and salaried youth, 64.1 percent were optimistic to remain in Private security sector.

Herein, availability of job opportunities and stability (47.3 percent), alignment with educational qualifications (46.2 percent), potential for financial incentives (41.3 percent), personal interest and passion (39.4 percent) and seasonal or flexible work (37.5 percent) were the favourable factors for joining in this sector. Similar deterrents were observed for Private security sector as that of Management sector, with additional concerns about irregular or long working hours and limited opportunities for career growth/advancements.



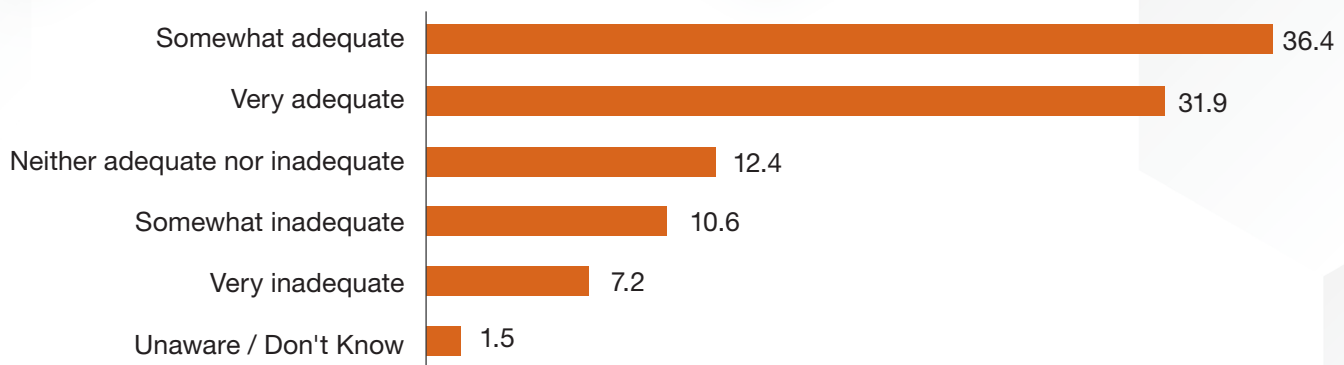
**Willingness to pursue career as an entrepreneur/self-employed youth :** We observed a mixed trend for pursuing a career as an entrepreneur/self-employed youth for students or NEET youth, of whom 55.2 percent NEET youth and 57.6 percent students shared their willingness to pursue this career. However, a strong trend was observed with reference to continuing as self-employed youth, as reported by 88 percent individuals among working class (i.e., wage/salaried or self-employed youth). Top factors for working as an entrepreneur included entrepreneurial ambitions to start a business in this sector (40.8 percent) and family/friends already working (45.2 percent) apart from career growth prospects (49.1 percent) and personal interest (46.2 percent).

### Awareness about career counselling services

After gaining insights into youth's career aspirations, we enquired about awareness of career counselling services, which is crucial to assess their ability to seek guidance to fulfill their career aspirations. **We therefore enquired the youth about awareness of career counselling services in their neighbourhood and found that 98.5 percent are aware.** No significant differences were observed across youth categories.

We further enquired the youth who were aware of career counselling services, about the level of accessibility of these services. Among the **98.5 percent of youth who were aware of career counselling services**, 68.3 percent individuals rated accessibility to career counselling services as very or somewhat adequate while 17.8 percent rated as somewhat inadequate or very inadequate and 12.4 percent rated as neither adequate nor inadequate. The individuals who reported access to career counselling mechanisms mentioned that they have received guidance on applying for desired jobs, training or educational programmes and advice on how to look for a job, with no significant differences across different categories of youth.

Figure 29 - Share of youth who were aware about career counselling services (%)



N = 985

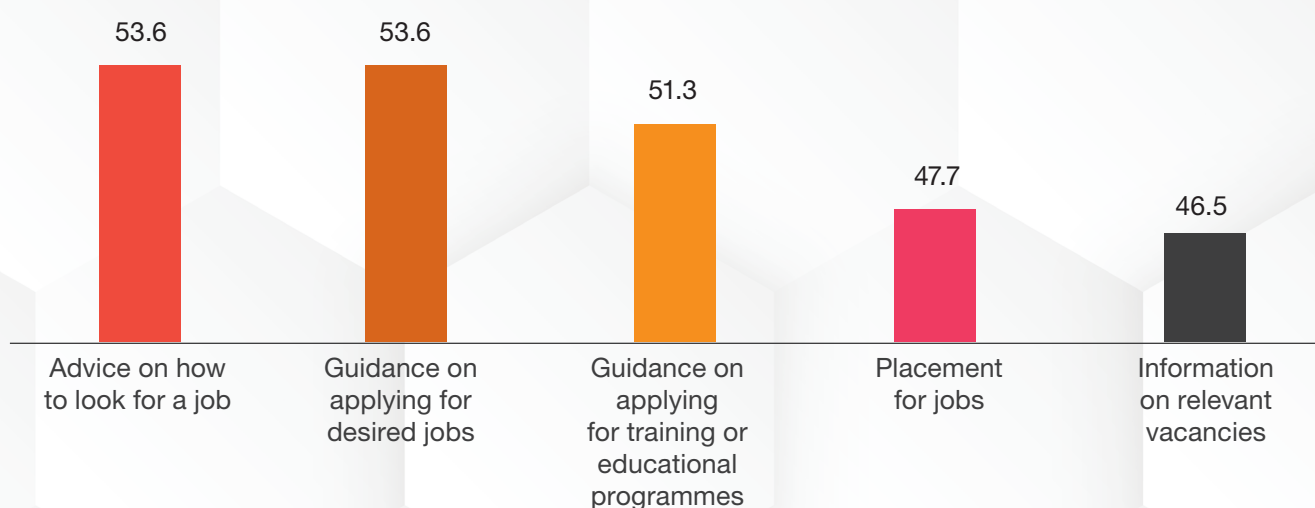
Question: How would you rate the accessibility to career counselling services?

Among the youth utilizing career counselling services, when asked about the types of services provided by the service providers, they identified information on relevant vacancies (46.5 percent), guidance in job applications, including resume building and cover letter writing (53.6 percent), guidance for applying for training or educational programmes (51.3 percent) as the key services offered by their nearby career counselling centres.





Figure 30 - Different types of guidance received from career counselling services (%)



N = 1,001

Question: If you have access to career counselling mechanisms, what guidance have you received/will prefer?

Note: The responses may not add up to 100 as this was a multiple-choice question

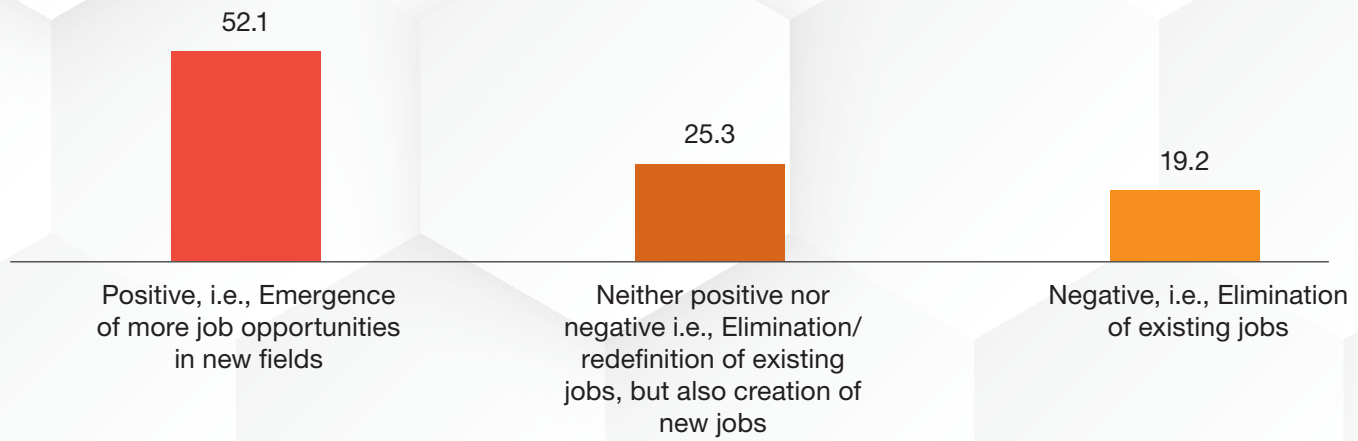
### Awareness about technological advancements

As mentioned in Chapter 2, Management, Entrepreneurship and Private security sectors are undergoing significant changes, emphasizing the importance of assessing youth awareness regarding technological advancements in the industry. We enquired whether the youth anticipate any changes in employment or skilling attributed to technological advancements. The findings revealed that 96 percent were aware of anticipated technological changes in employment or skilling.

Among the 97.4 percent youth anticipating changes, **27.3 percent believed there will be a change in skilling requirements, 23.1 percent perceive a change in employment prospects, and 29.8 percent believe there will be changes in both skilling and employment.** Of those who anticipated changes in skilling or both in skilling and employment, we enquired them about the specific changes they expect in skill development and teaching due to technological advancement.

Similarly, we asked those who anticipated changes in employment or both in skilling and employment, and the specific changes they expected in general employment and their own employment prospects due to technological advancement. We found that within the group anticipating changes in employment or both in skilling and employment, 52.1 percent of youth believe there will be an emergence of more job opportunities across sectors, 19.2 percent believe there will be an elimination of some job opportunities across sectors, and 25.3 percent believe there would be elimination or redefinition of existing jobs, but also the creation of new jobs.

Figure 31 - Share of youth's perception regarding positive/negative impact of technology on employment prospects (%)



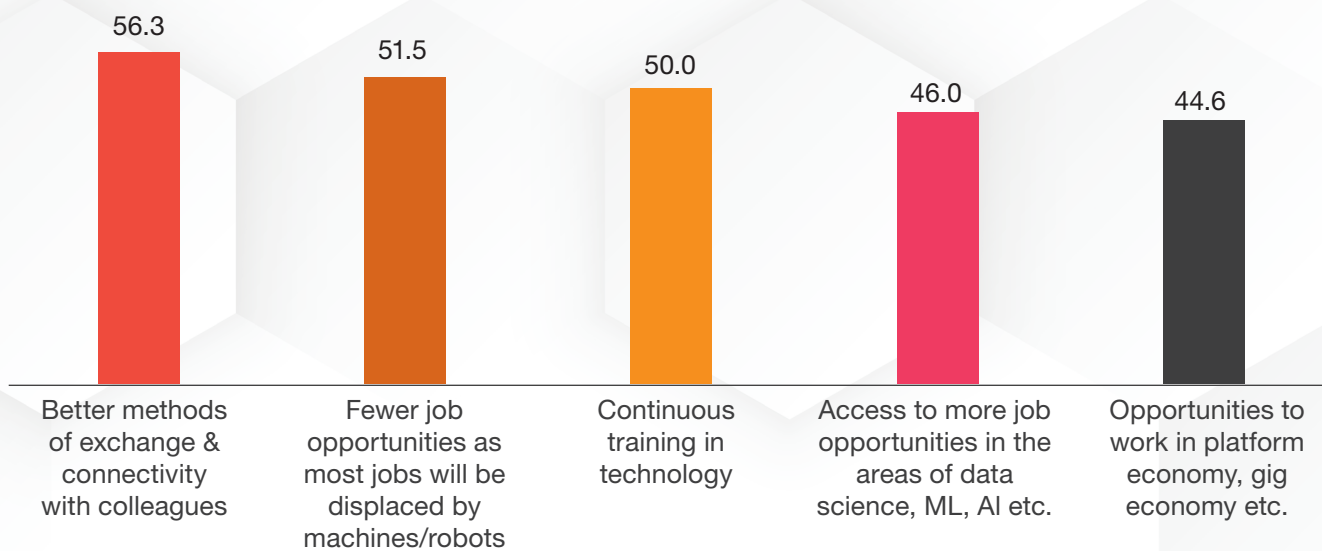
N = 1,001

Question: In general, do you believe these changes (due to technological advancements and others) will positively or negatively affect your employment prospects?

Note: The responses may not add up to 100 as this was a multiple-choice question.

Around 53.6 percent stated that they will have more and better methods of exchange and connectivity with colleagues; 51.5 percent anticipated fewer job opportunities, as most of the jobs will be displaced by machines and robots, 50 percent reported need for continual training in areas or specialties of technology, 46 percent anticipated more job opportunities in the areas of data science, ML, AI etc., and 44.6 percent foresee new opportunities to work in non-standard forms of employment such as platform economy, gig economy etc.

Figure 32 - Share of youth perception regarding impact of technology on employment prospects (%)



N = 1,001

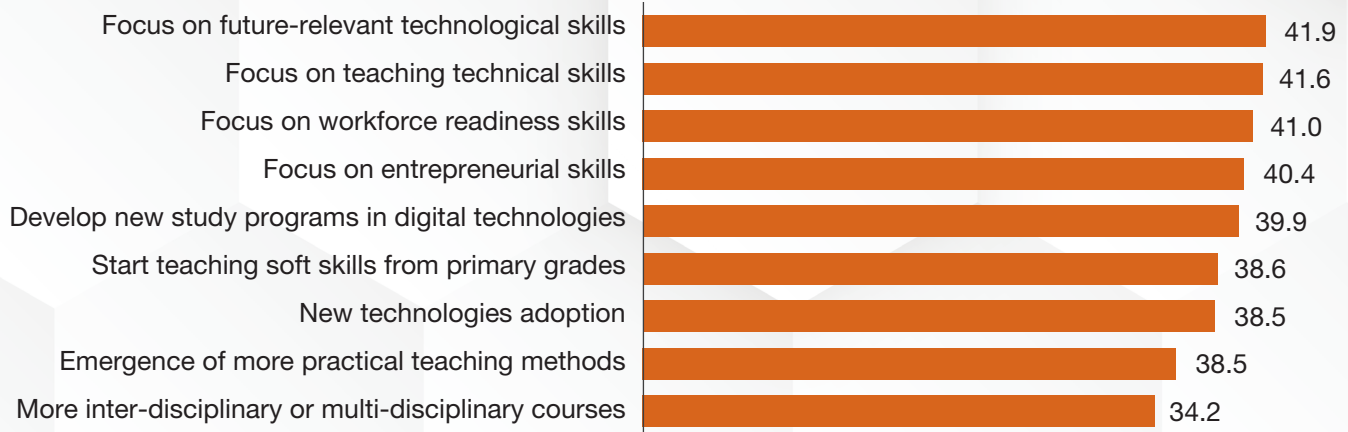
Question: How do you think the changes due to technological advancements, will affect your employment prospects?

Note: The responses may not add up to 100 as this was a multiple-choice question.

We further enquired the **top five job roles** which will be in **demand in coming five years; 18.7 percent anticipate job roles related to digital/IT, followed by 16.9 percent in commercial field, 16.3 percent in direct customer service/customer care, 14.3 percent in data analytics and 13.1 percent in leadership/management.**

We enquired what kind of changes in approach to skill development and teaching is needed due to technological advancements in the sectors. **41.9 percent respondents expected a heightened focus on future-relevant technological skills** such as AI, ML, Data Science, Big Data etc. followed by 41.6 percent anticipated an emphasis on technical skills such as project management, computer programming, financial management etc., while 41 percent expect focus on workforce readiness skills such as digital literacy, resume writing, time management etc and 40.4 percent envisage focus on entrepreneurial skills such as initiative, innovation, creativity, curiosity, business execution etc. Furthermore, 39.9 percent foresaw new study programmes in digital technologies would emerge and 38.6 percent mentioned that soft skills such as communication, adaptability etc. and must be started from schools and may be continued throughout the education lifecycle.

Figure 33 - Share of youth in anticipating any change in skill development and teaching in response to technological advancements (%)



N = 1,001

Question: According to you, in general what kind of changes in approach to skill development and teaching will happen in response to the technological advancements?

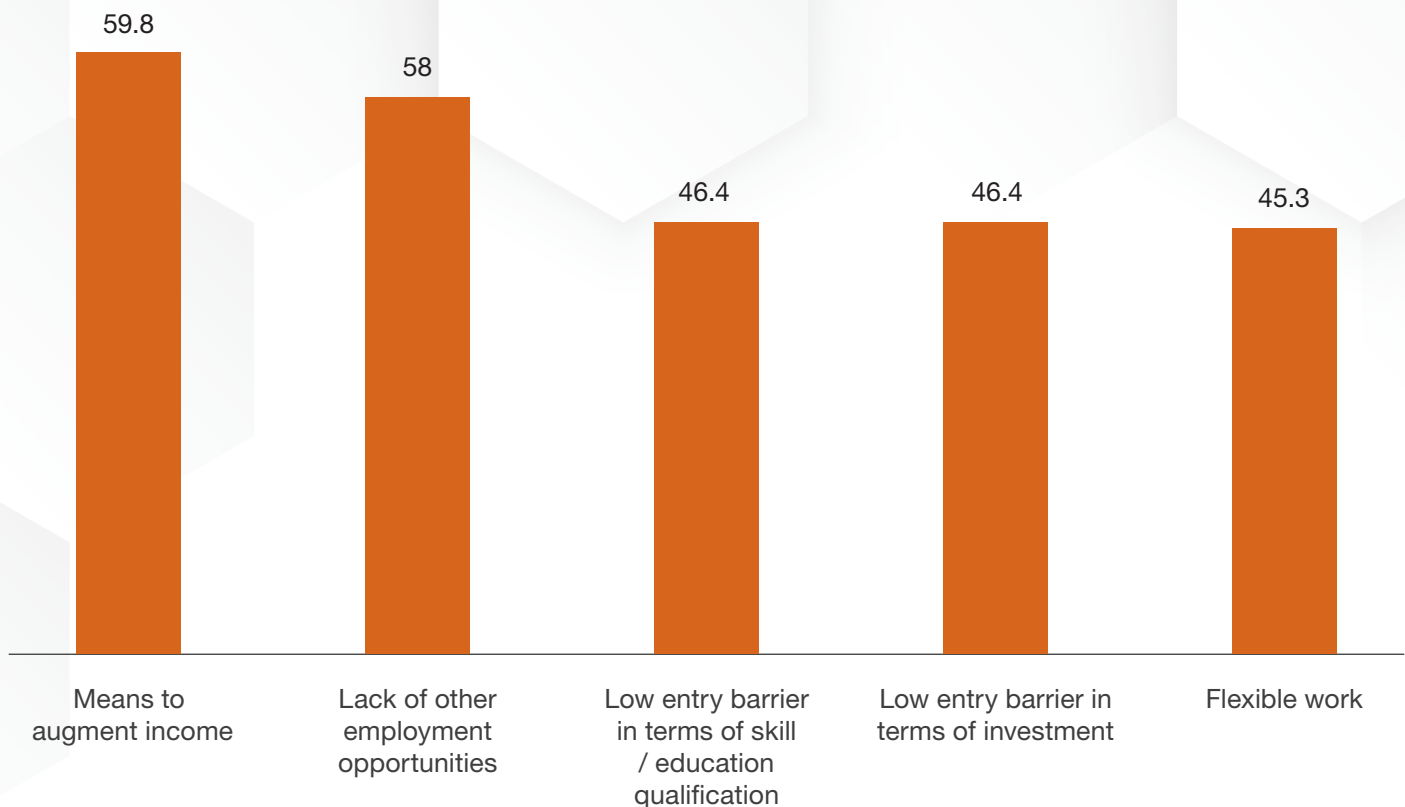
Note: The responses may not add upto 100 as this was a multiple-choice question.

### Willingness to join gig work

Gig work has been emerging as one of the major employment generators in the country. We enquired the individuals about their interest in pursuing opportunities as a gig worker, wherein, we got mixed response as **40.6 percent were somewhat or very interested, while 40.4 percent seemed somewhat or completely disinterested and remaining 19.0 percent were indifferent.**

Upon asking the reasons for finding the gig economy attractive to work, 59.8 percent individuals find gig work as means to augment income, 58 percent report lack of other employment opportunities as a reason for attraction and 46.4 percent perceive low entry barrier in terms of skill/education, while 46.4 percent believe there is low entry barrier in terms of investment and 45.3 percent find gig work flexible.

Figure 34 - Key reasons for finding gig work attractive by youth (%)



N = 1,001

Question: What are the reasons that youth may find the Gig Economy attractive to work in?

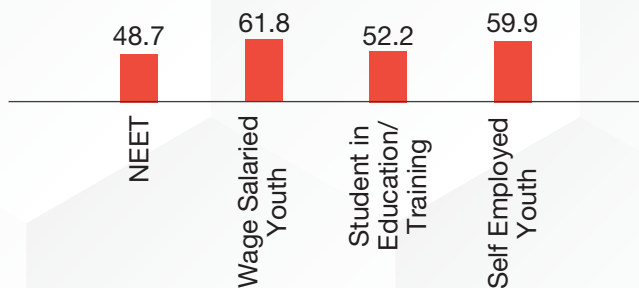
Note: The responses may not add upto 100 as this was a multiple-choice question.

## Awareness about skilling requirements

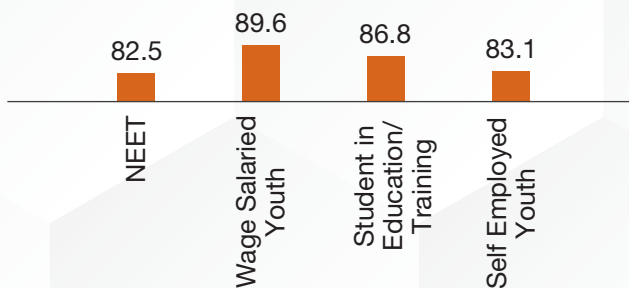
In view of changing skilling requirements, we further assessed youth’s awareness regarding skilling schemes in India: Recognition of Prior Learning (RPL), Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY), Sagarmala, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Craftsmen Training Scheme (CTS), National Apprenticeship Promotion Scheme (NAPS) and Rural Self-Employment Training Institute (RSETI). We found that over **50 percent of the youth were aware about schemes such as RPL, DDU-GKY, PMKVY, CTS, NAPS, and RSETIs**. Youth-wise findings highlight varying awareness levels. For instance, a large share of wage-employed individuals (61.8 percent), self-employed (59.9 percent), students (52.2 percent) and NEET individuals (48.7 percent) were aware of RPL programmes. This pattern was consistent across schemes like DDU-GKY and PMKVY. The awareness of the apprenticeship scheme was observed lower for NEET at 50.9 percent. Similar patterns were observed for RSETIs.

Figure 35 - Share of youth being aware of various skill development schemes in India (%)

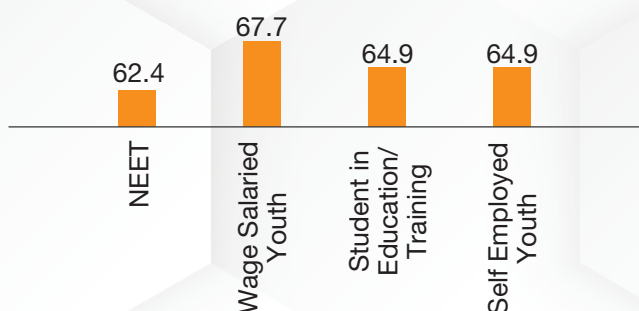
### Recognition of Prior Learning (RPL) Certification



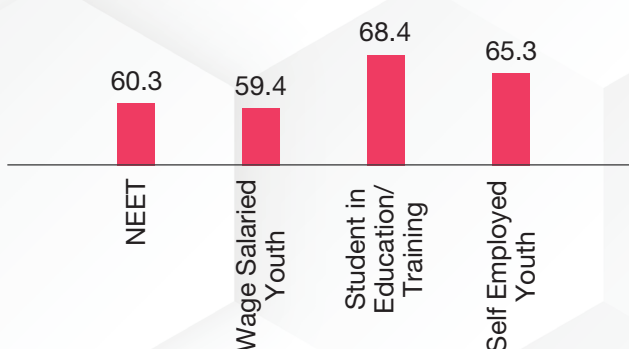
### Pradhan Mantri Kaushal Vikas Yojana (PMKVY)



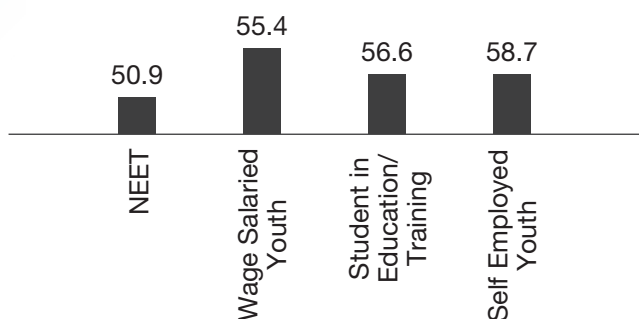
### Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY)



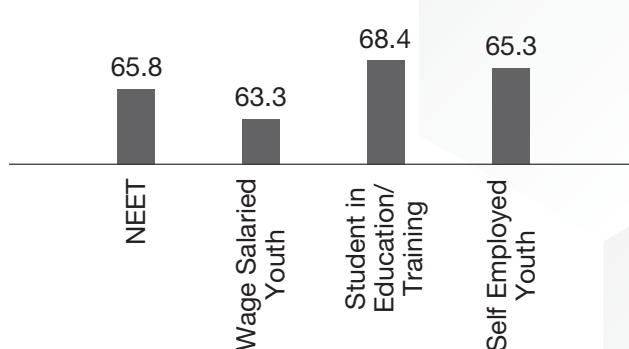
### Rural Self-Employment Training Institutes (RSETIs)



### National Apprenticeship Promotion Scheme (NAPS)



### Craftsmen Training Scheme (CTS)

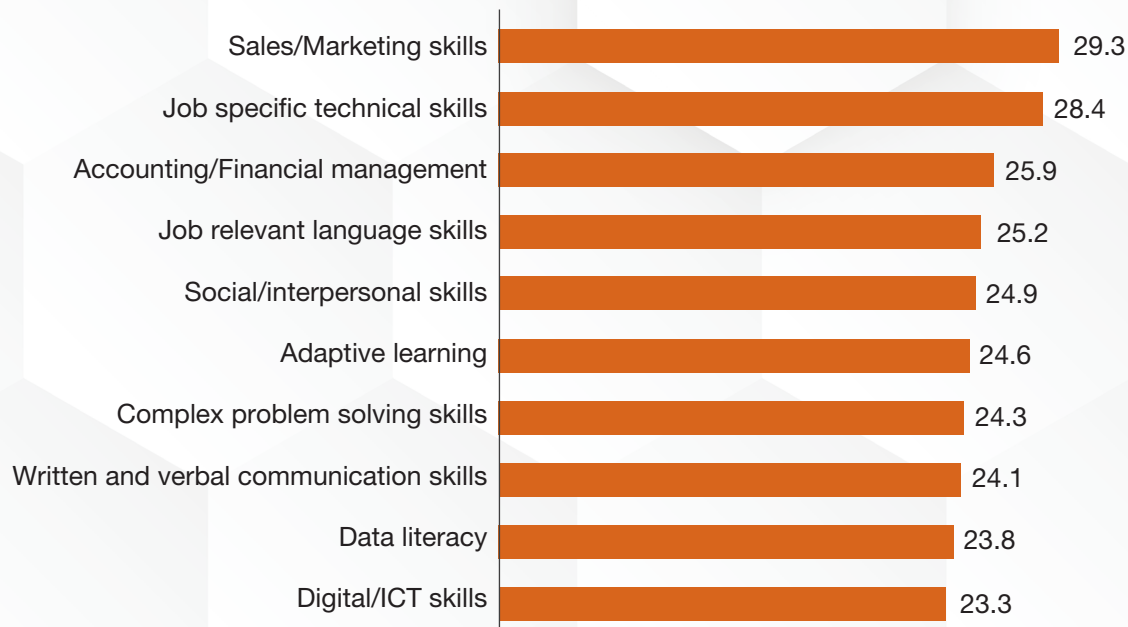


N = 1,001

Question: Are you aware about the skill development schemes?

**Understanding about relevant skills for employment :** We further enquired about the skills which the youth consider important to attain a job or work, to understand the awareness of youth regarding crucial skills valued by employers. 29.3 percent of the youth identified sales and marketing skill as the most essential skill for employment, followed by job specific technical skills cited by 28.4 percent, accounting/financial management skills by 25.9 percent, job relevant language skills by 25.2 percent and social and interpersonal skills at 24.9 percent

Figure 36 - Share of youth citing top 10 relevant skills for a job (%)



N = 1,001

Question: According to you; which 10 skills are most relevant for a job/work?

Note: Only top 10 choices are shown. The responses may not add upto 100 as this was a multiple-choice question.

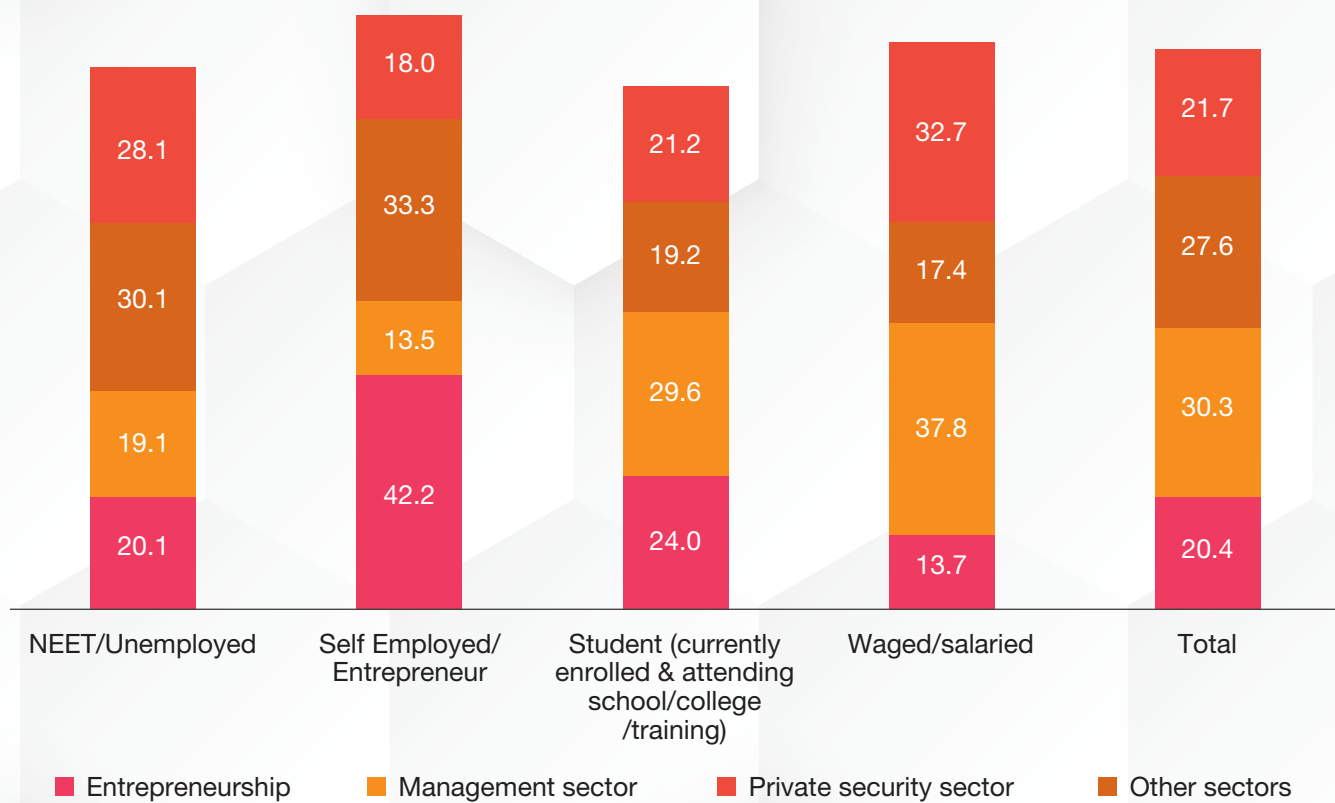
We further assessed whether the youth deemed it necessary to undergo training in these skills. Among those who identified sales and marketing skills as crucial for employment, 29.3 percent expressed willingness to receive training in this skill. Likewise, for those recognizing job specific technical skills as vital, 28.3 percent shared readiness for training in this skill and for those recognizing accounting/financial management, 25.9 percent shared their interest to acquire these skills. We additionally observe that educational institutions acknowledge the significance of the skills identified by youth.

### Willingness for skill development training in Management/Private security/Entrepreneurship

While understanding the youth's perspective on the crucial skills for their training is important, it is equally essential to assess their interest in acquiring skill development within the Management, Entrepreneurship and Private security sectors. Therefore, we asked the youth about their willingness to undergo training within these sectors. Our findings indicate that **30.3 percent of the surveyed youth express a willingness to receive training in Management sector, followed by 21.7 percent in Private security sector, 20.4 percent in Entrepreneurship and 27.6 percent for training in other sectors.**



Figure 37 - Share of youth interested in skill development training in Management, Private security and Entrepreneurship sectors (%)



N = 1,001

Question: Select the sector you will be interested in training.

**Interest in Entrepreneurship :** Interestingly, 24 percent of students in education and training were interested for enhancing their entrepreneurship skills, while 20.1 percent NEET youth and 13.7 percent wage employed youth want to pursue entrepreneurship as career option. Also, 42.2 percent self employed youth wanted to pursue upskilling in entrepreneurship.

During the stakeholder consultation for Entrepreneurship, experts were of the opinion that interest in entrepreneurship has surged in youth, **leading to increase in courses offered by various education institutions on entrepreneurship through virtual mode including** project-based as well as regular courses. Therefore, **educational institutions need to catch up** to cater to the growing interest in entrepreneurship and introduce new courses. Further, expert from ILO supported this statement by citing ILO's 2022 study in Indonesia which revealed that vocational training programmes with business start-up components resulted in higher entrepreneurship rates, prompting the organisation to promote enterprise development in education. Furthermore, ITI diploma and postgraduate institutions are focusing on identifying students with entrepreneurial acumen.

**Interest in Management sector :** An analysis across youth shows that 29.6 percent students exhibited maximum inclination for skill development in Management sector, compared to 13.5 percent self employed, 19.1 percent NEET and 37.8 percent wage employed youth.

Among the total 30.4 percent individuals interested in training in Management sector, **73.7 percent expressed their willingness to pursue training in office management sector**, followed by 41.1 percent in non-teaching job in education sector and 31.6 percent in training and assessment sector.

We also enquired about the preferred type of skill development course, whether they preferred part-time or full-time training, and whether residential or non-residential programmes were more appealing. The results reveal that among the youth willing for skill development training within the Management sector, **42.1 percent favoured short-term courses (i.e., less than 6 months)**, 37.2 percent for diploma courses (1 Year to 2 Year duration) and 35.2 percent leaned towards long term certificate courses (6 months to 1 year duration) followed by 31.9 percent expressed interest in entrepreneurship and self-employment-related courses, 18.8 percent for degree level vocational courses (3 years) and 6.3 percent for PG/PG Diploma level vocational courses.

Herein, majority (63.2 percent) preferred part time courses over full time courses, however, 44.7 percent prefer residential training. Furthermore, upon enquiring willingness to pay for such course, nearly 46.4 percent individuals shared their interest. Among these, 36.2 percent were willing to pay upto INR 5,000 followed by 30.5 percent between INR 10,000 to 25,000, 16.3 percent between INR 5,000 to 10,000 and 9.9 percent between INR 25,000 to 50,000.

**Interest in Private security sector :** Herein, 28.1 percent NEET youth shared their interest for skilling in Private security sector, followed by 21.2 percent students, 18 percent self employed youth and 32.7 percent wage employed youth.

Among the youth willing for skill development training within the Private security sector, 45.2 percent favoured short-term courses (i.e., less than 6 months) followed by 37.2 percent for long term certificate courses (6 months to 1 year duration) and 32.7 percent for entrepreneurship/self-employment specific short-term courses. Additionally, 22.1 percent shared their interest for pursuing diploma courses (1 Year to 2 Year duration), 11.5 percent for degree level vocational courses (3 years) and 1.8 percent for PG/PG Diploma level vocational courses. Here also, majority (62.7 percent) preferred part time courses, while 46.1 percent preferred residential training and 33.6 percent preferred non-residential training. With reference to willingness to pay for the course, only 37.3 percent shared their interest, with willingness to pay between INR 10,000 to 25,000 by 35.8 percent followed by upto INR 5,000 by 34.6 percent and between INR 5,000 to 10,000 by 21 percent.

### Decisive factors for pursuing training programmes

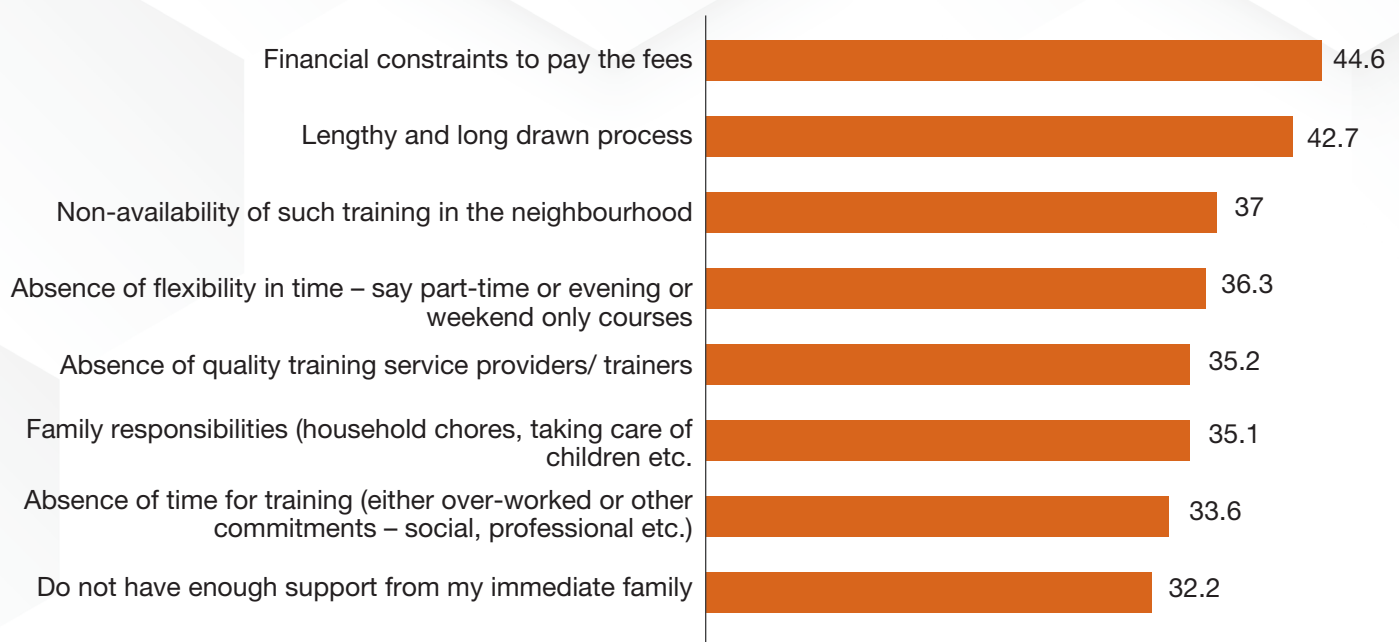
In order to understand the key elements of training for decision-making with respect to opting for the training course by the youth, we asked individuals to rate the following elements in terms of their importance:

Table 4 - Perception of youth for decisive factors for pursuing training programmes (%)

Level of importance	Content of the training	Brand or market standing (reputation) of the Training Service Provider	Brand or market reputation of the certifying body	Quality of the trainer and/ or training delivery methodology	Extent of practical exposure/ experience	Quality of internship/ apprenticeship
Very Important	63.1	52.9	56.9	57.3	58.7	61.3
Important	27.6	34.2	27.6	30.2	28.4	28.4
Somehow Important	7.6	10.7	12.9	11.1	10.2	8.9
Unimportant	1.8	2.2	2.7	1.3	2.7	1.3

Also, upon asking major challenges/constraints that would stop them from undergoing training programme, various reasons were provided by the surveyed youth starting with financial constraints to pay the fees by 44.6 percent, lengthy and long drawn process by 42.7 percent, non-availability of such training by 37 percent, absence of flexibility in time – say part-time or evening or weekend only courses by 36.3 percent among other challenges as highlighted in the graph above.

Figure 38 - Key constraints for not pursuing training (%)



N = 1,001

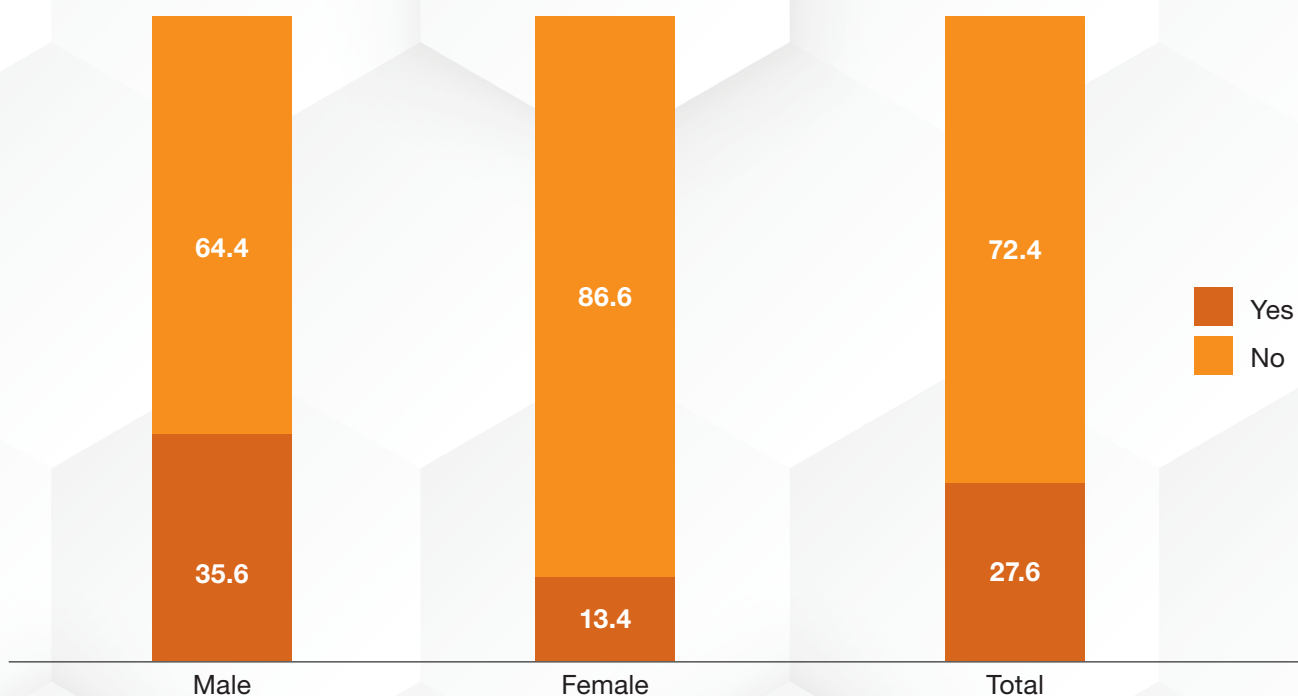
Question: What are the constraints for not pursuing training?

Note: The responses may not add upto 100 as this was a multiple-choice question.

## Migration preferences

We also tried to understand whether the surveyed youth is willing to migrate out of their native place in search of employment. We found that only 27.6 percent of the youth were willing to migrate. A relatively larger share of males (35.6 percent) were willing to migrate than females (13.4 percent).

Figure 39 - Share of youth willing to migrate outside of native place, by gender (%)



N = 1,001

Question: Are you willing to migrate out of your native place for work?

Of the 27.6 percent willing to migrate, **45.5 percent were willing to migrate outside their native district but within the same state that they reside in, 59.1 percent wanted to migrate outside the state they reside in but within India**, and only 8.6 percent wanted to migrate out of India. For those 45.5 percent who were willing to migrate outside their native district but within the same state, migration preferences revealed distinct geographical trends, with certain states and districts standing out as top choices. Of the 59.1 percent youth, 34.8 percent of the interested youth preferred Maharashtra, particularly Mumbai, Solapur and Kolhapur; 28.8 percent of the youth favoured Delhi NCR, 23.5 percent of the interested youth preferred Gujarat including Ahmedabad and Gandhinagar), 22 percent preferred Rajasthan including Jaipur and Kota, 17.4 percent preferred Bihar (Bhagalpur, Gaya and Patna) and 15.9 percent preferred Haryana (particularly Gurugram).

Of those 27.6 percent of youth willing to migrate, the **pursuit of better salary (48.6 percent), better standard of life (43.9 percent), strong connection to their family and native community (33.6 percent) and better work culture (by 32.7 percent)** among other factors motivates individuals to seek regions aligning with their career goals. While the key reasons for not migrating to other States or abroad include willingness to stay close to family (77.7 percent), uncomfortable to adapt to a new environment (53.1 percent), safety issues (53.1 percent), lack of awareness of opportunities (44.6 percent) and language barrier (43.8 percent).

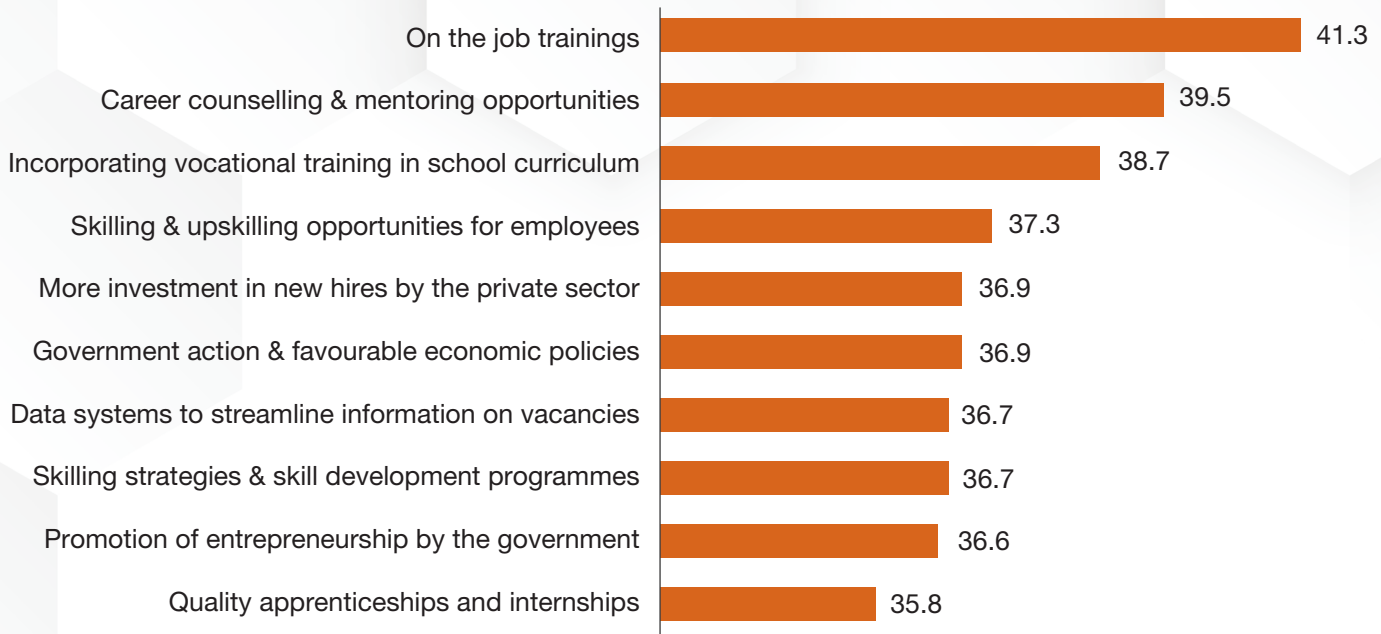
## Steps that can help address the mismatch between youth aspirations and job market realities

We asked the youth to rank the steps that can help address the mismatch between youth aspirations and job market realities, 41.3 percent mentioned need of on the job trainings, followed by incorporation of vocational training and technical skills in school curriculum (38.7 percent), provision of skilling and upskilling opportunities to employees by companies (37.3 percent), and speedy Government action and favourable economic policies (36.9 percent) as key steps. Additionally, introduction of specific skilling strategies and skill development programmes (36.7 percent), revamp of data systems to streamline information on vacancies (36.7 percent), promotion of entrepreneurship by the government (36.6 percent), and promotion of quality apprenticeships and internships (35.8 percent) were mentioned.





Figure 40 - Share of key steps that can help address the mismatch between youth aspirations and job market realities (%)



N = 1,001

Question: According to you, how mismatch between your aspirations and job market can be addressed?

Note: The responses may not add upto 100 as this was a multiple-choice question.



# Employers' Perspective



# 4. Employers' perspective

To gain insights into the workforce engaged in the Management, Entrepreneurship, and Private security sectors, we conducted a primary survey with employers to capture their perspectives. Our focus was to understand employers' viewpoints regarding recruitment practices, required educational qualifications, desired skill sets, training methods within their organisations, job roles for entry-level workers, wages and wage premiums, and the perceived influence of technology on employment and skill development in the respective industry. This chapter presents the key findings and perspectives that emerged from surveying 502 employers across Management, Entrepreneurship (startups and incubators) and Private security sector.

## Profiling of the surveyed employers

Among the three segments surveyed, 37.1 percent of the employers were in office management, and 32.3 percent were in private security. For the entrepreneurship segment, 21.9 percent of the sample included startups, and 8.8 percent consists of incubators.

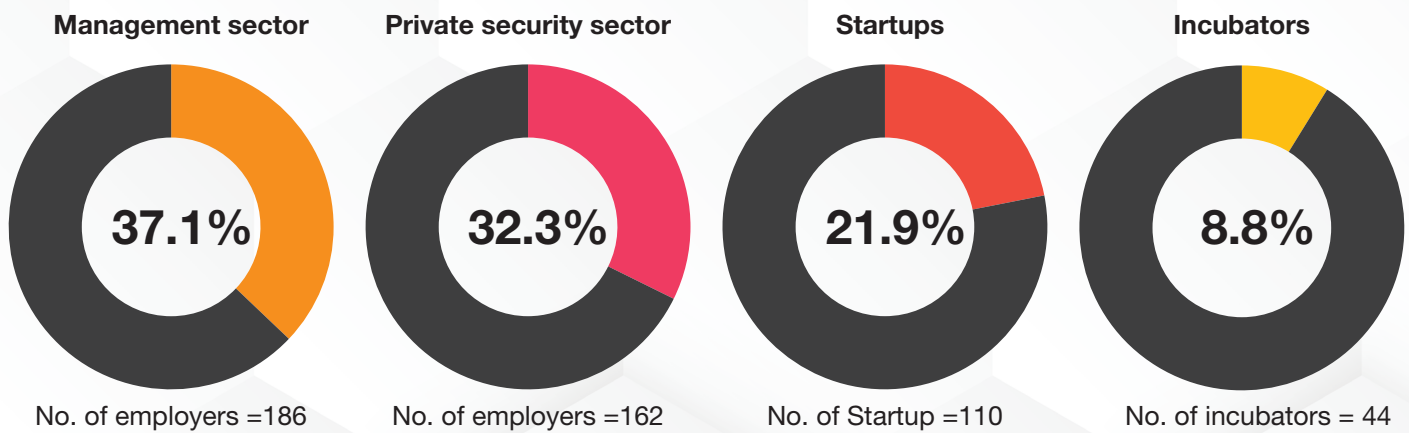
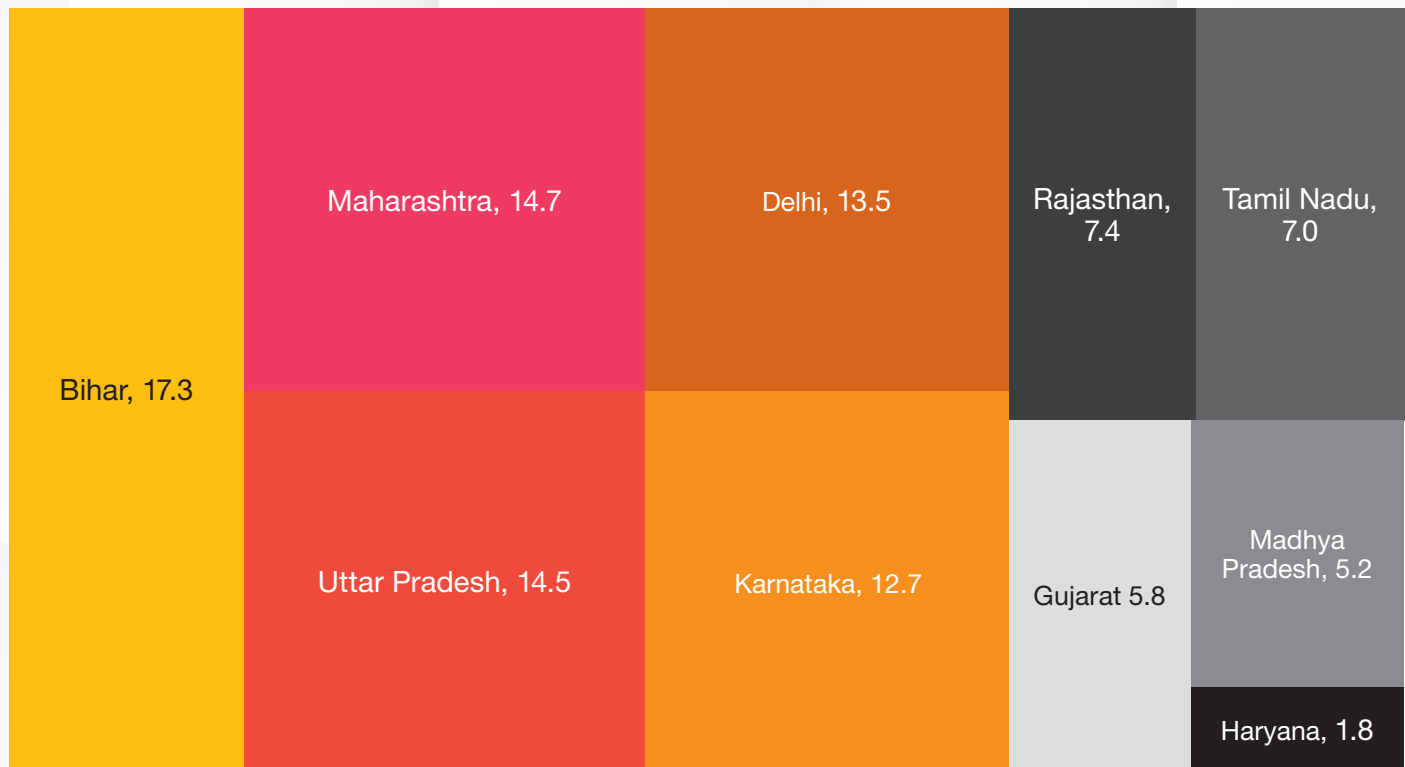


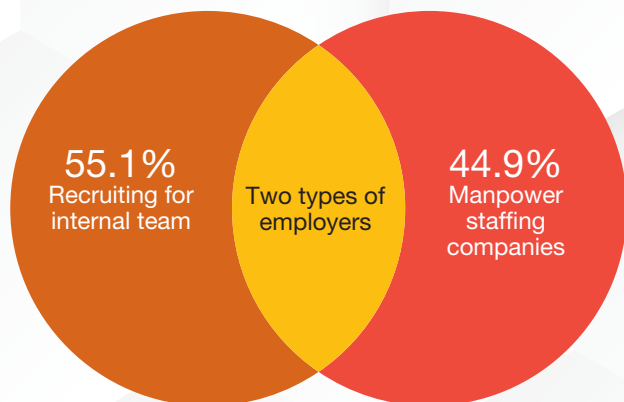
Figure 41 - Geographical distribution of employers across 9 States and 1 Union Territory (%)



## 4.1 Management sector

We considered management companies across 31 sectors: education and skill development, textile and apparel, IT & ITES, real estate, transport, logistics, warehousing & packaging, electronic & IT hardware, telecom, construction industry, tourism, travel, hospitality, auto and auto components, chemical & pharmaceuticals, healthcare services among others.

Figure 42 - Type of employer surveyed in the Management sector



Among these, 81 percent serve private organisations, followed by 36.2 percent serve Educational & TVET Institutions such as schools, universities, colleges, training centres, etc, 33 percent provide manpower to libraries, malls, shopping complexes, gymnasiums, restaurants, clubs and hotels etc, and 15.9 percent to Governmental Bodies such as Central and State Ministries and other Departments.

N = 186

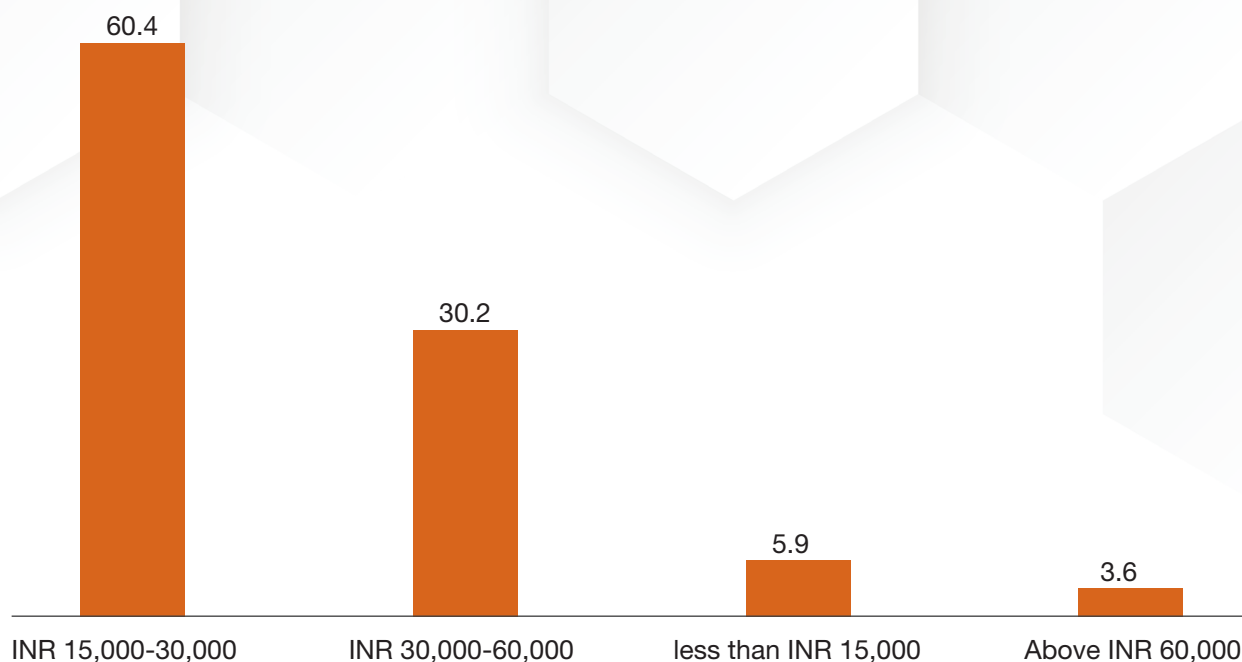
Question: Is your organisation categorised as manpower supply agency?

### Workforce profile

To understand the workforce details of the surveyed employers, we enquired the employers on the share of on roll employees, office management professionals, trainers and their monthly wages offered by the employers. Across the firms surveyed, on an average, **64.7 percent were on- roll employees, of which office management employees formed 36 percent** of the workforce, while trainers constituted 12.5 percent.

Upon further enquiring about the monthly wage offered to office management employees, 60.4 percent were offered between INR 15,000- 30,000 followed by 30.2 percent between INR 30,000 – 60,000, 5.9 percent less than INR 15,000 and 3.6 percent above INR 60,000. Similar trends were observed for trainers also.

Figure 43 - Monthly wage range offered to office management employees (%)

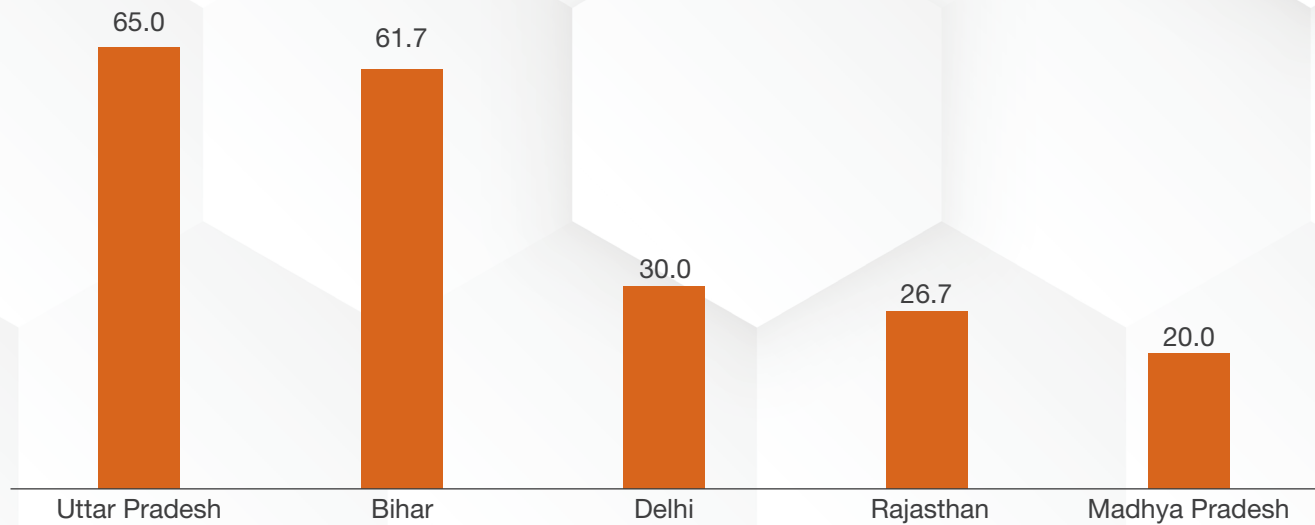


N = 186

Question: What is the monthly average wage offered to office management employees?

A significant focus in our primary survey with employers was to know the share of office management professionals who were **migrants**, and the States where they belong to. Out of the overall sample, **40 percent employers confirmed hiring migrant workers**. On average, 30 percent of on roll workers were migrants. While office management employees accounted for 36 percent of total workforce, and 23.5 percent were migrants on an average.

Figure 44 - Top 5 origin States of migrant employees in organisations (%)



N = 186

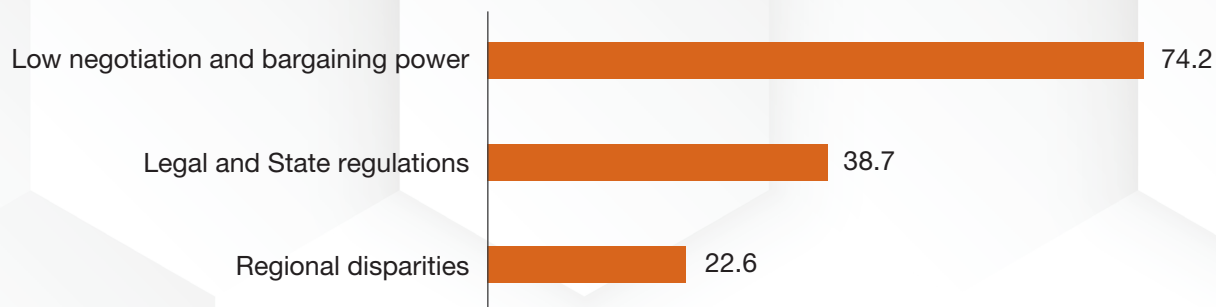
Question: What is the share of your employees who have migrated from other Indian states?

Note: The responses may not add upto 100 as this was a multiple-choice question.

We further enquired with the employers on the state-wise trends vis-à-vis hiring of migrant workers. The top five states from where the migrants belonged to included Uttar Pradesh, Bihar, Delhi, Rajasthan and Madhya Pradesh with 65 percent, 61.7 percent, 30 percent, 26.7 percent and 20 percent respectively as per the data from the survey.

We also enquired if there are difference in wages between the migrant and local workforce, wherein 40.5 percent employers agreed. However, for office management professionals, a huge difference was observed with respect to wages as **63 percent employers reported wage difference of around 50 percent between migrant and local workforce** followed by 30.4 percent reporting difference of about 10-25 percent and 7.4 percent reported between 25-50 percent.

Figure 45 - Key reasons for wage difference between migrant and local workforce (%)



N = 186

Question: On what basis do these wage differences exist, between the migrant and local workforce?

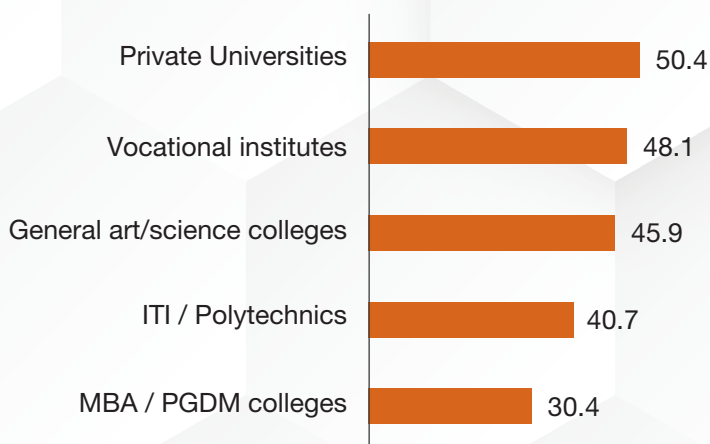
Note: The responses may not add upto 100 as this was a multiple-choice question.

The survey highlights distinct reasons for wage disparities between migrant and local workforce, as perceived by employers. The most significant factor, negotiation and bargaining power, affects 74.2 percent of migrant workers, who often lack the leverage to negotiate for higher wages compared to their local counterparts. Legal and state regulations account for 38.7 percent of the wage differences, suggesting that local legislative frameworks may influence wage structures differently for migrants. Finally, regional disparities contribute to wage variation for 22.6 percent of the workforce, indicating that geographical location can impact wage levels, with certain regions possibly offering more favourable economic conditions than others.

## Recruitment patterns and challenges

We asked the employers about the proportion of office management staff in the total number of employees hired in FY 23, and the employees indicated that it was 12.7 percent.

Figure 46 - Employers preferred source of recruitment (%)



The employer survey attempted to understand the most common modes of recruitment for office management workforce. This medium of recruitment ranged from general arts/science colleges, engineering colleges, private Universities, MBA/PGDBM colleges, Industrial Training Institutes (ITI) /Polytechnics and vocational and short-term training Institutes. The findings revealed that recruiting from the Private colleges was the most frequently used recruitment method, as reported by half (i.e. 50.4 percent) of employers, followed by general arts/science colleges by 45.9 percent and 34.8 percent by MBA/PGDM colleges. Further, recruitment from skill training centres running short-term courses emerged as one of the important recruitment area by employers (reported by 48.1 percent) and ITI/polytechnics by 40.7 percent.

N = 186, Question: From which kind of universities and colleges do you mostly recruit these workers from?

Note: The responses may not add upto 100 as this was a multiple-choice question.

Further, **83 percent employers highlighted that word of mouth or utilizing employee referrals** emerged as significant recruitment channel, followed by advertisements in newspapers, brochures, news channels etc. by 67.4 percent. Online portals also played a crucial role as a typical mode of recruitment adopted by the employers, as 51.1 percent of employers shared using online platforms to source candidates, followed by recruitment agencies as preferred by 43 percent of the surveyed employers.

Figure 47 - Share of employers using various recruitment modes to recruit office management professionals (%)



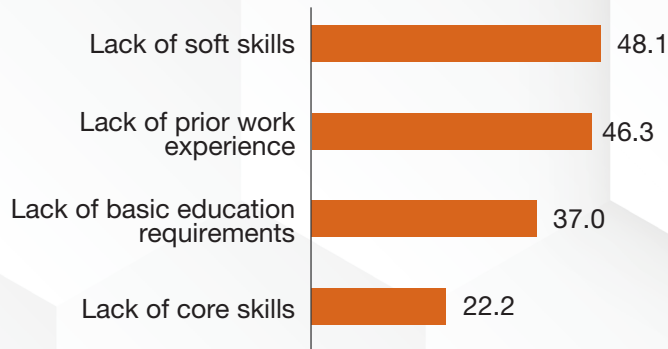
N = 186

Question: What are the most common modes of recruitment for entry level workers?

Note: The responses may not add upto 100 as this was a multiple-choice question.

We also enquired about the **top 5 job roles in office management segment** for which employers have done recruitment in FY22-23. Employers responded that they have done maximum hiring for **receptionist (38.9 percent) followed by office executive (37 percent), office operations executive (35.2 percent), facilities manager (33.3 percent), support executive (33.3 percent) and office assistant (31.5 percent).**

Figure 48 - Key challenges faced in recruitment of office management professionals by employers (%)



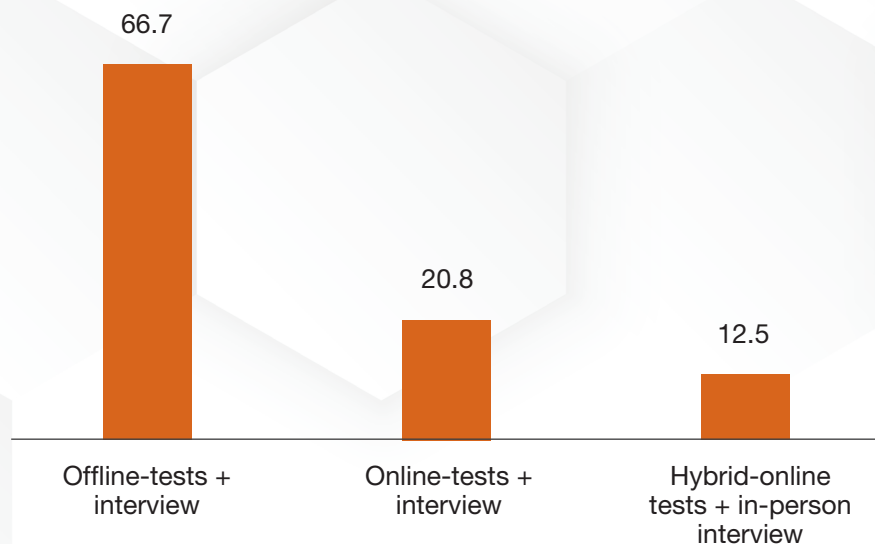
N = 186, Question: What are the challenges you usually face when recruiting office management professional in your organisation?

Note: The responses may not add upto 100 as this was a multiple-choice question.

interpersonal skills, communication, and adaptability are lacking. These findings suggest a multifaceted approach is required to address these issues, focusing on skill development, flexible work arrangements, and enhancing workplace safety and accessibility to reduce attrition and improve recruitment outcomes.

The data reveals a significant inclination towards incorporating tests in the recruitment process, with **74.1 percent affirming their use, compared to 25.9 percent who do not utilise tests**. This trend underscores a majority preference for evaluating candidates through testing, highlighting the importance of assessments in making informed hiring decisions. The disparity suggests that while a substantial number of organisations rely on tests to gauge candidates' abilities and fit, a smaller segment opts for alternative evaluation methods.

Figure 49 - Mode of recruitment test by employers (%)



N = 186

Question : Kindly specify the modes of assessment in the recruitment process

Further, the data highlights that the majority of employers (**66.7 percent**) prefer an offline mode of assessment, combining tests with in-person interviews, indicating a traditional approach in the recruitment process. Online assessments coupled with interviews are utilised by 20.8 percent, reflecting a moderate adoption of digital methods. Interestingly, a smaller fraction (12.5 percent) employs a hybrid approach, blending online tests with in-person interviews, suggesting an emerging trend towards flexible assessment methods.

### Attrition pattern

We enquired the employers on the average attrition rate for office management professionals in their organisation in the FY 23. **The average attrition rate as reported is 61.4 percent.**

The survey sheds light on the multifaceted reasons behind the attrition of office management employees within organisations. Leading cause is the **allure of better job opportunities, cited by 62.8 percent of the respondents**, indicating a significant impact of competitive job markets and the continuous search for better prospects by employees. Close behind, with 53.5 percent, were changes in the candidate's interests and personal issues, such as household changes or lifestyle adjustments involving domestic or childcare responsibilities, reflecting the critical role of personal life circumstances in employment decisions.

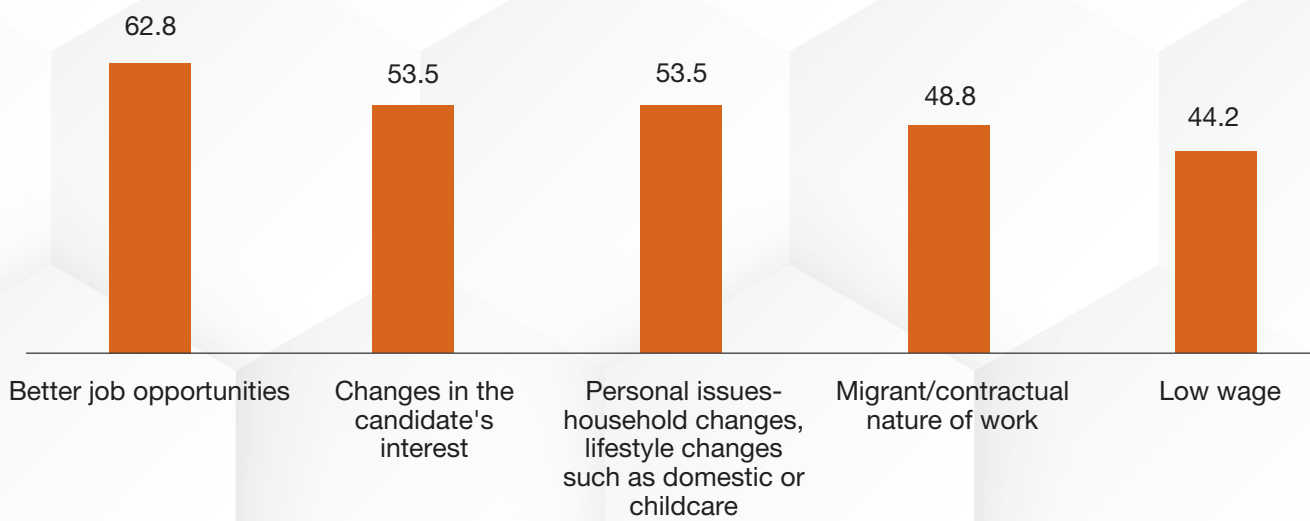
One of the important elements of our employer survey was to **enquire about key challenges the employers faced while recruiting office management professionals for jobs**. The analysis reveals several critical factors influencing employee attrition and recruitment challenges within the organisation. At the base level, **22.2 percent of issues stem from a lack of core skills**, pointing to a gap in essential competencies required for job roles.

Further complicating recruitment efforts is the **lack of basic educational requirements, cited by 37.0 percent of respondents**, indicating a disconnect between the qualifications of potential employees and the needs of the organisation.

Moreover, **the lack of prior work experience is a significant hurdle for 46.3 percent of potential employees**, suggesting the need for more entry-level positions or training programmes. Lastly, the highest reported challenge, at **48.1 percent, is the lack of soft skills**, indicating a broader issue in the workforce where



Figure 50 - Share of employers citing various reasons for attrition among workers (%)



N = 186

Question: Reasons for employee attrition?

Note: The responses may not add up to 100 as this was a multiple-choice question.

The **migrant or contractual nature of work contributes to 48.8 percent of attrition**, suggesting that the instability or temporary terms of employment may deter long-term commitment from employees. **Low wages are a concern for 44.2 percent** of the surveyed employers, highlighting the importance of financial compensation in retaining staff. Lastly, **safety and security concerns account for 40.7 percent of employee turnover**, underscoring the need for a secure and safe working environment as a fundamental expectation of employees.

These findings illustrate the complex interplay of professional aspirations, personal life considerations, employment terms, financial incentives, and workplace safety in influencing office management employee retention. It underscores the necessity for employers to adopt a holistic approach in addressing these concerns to mitigate attrition rates effectively.

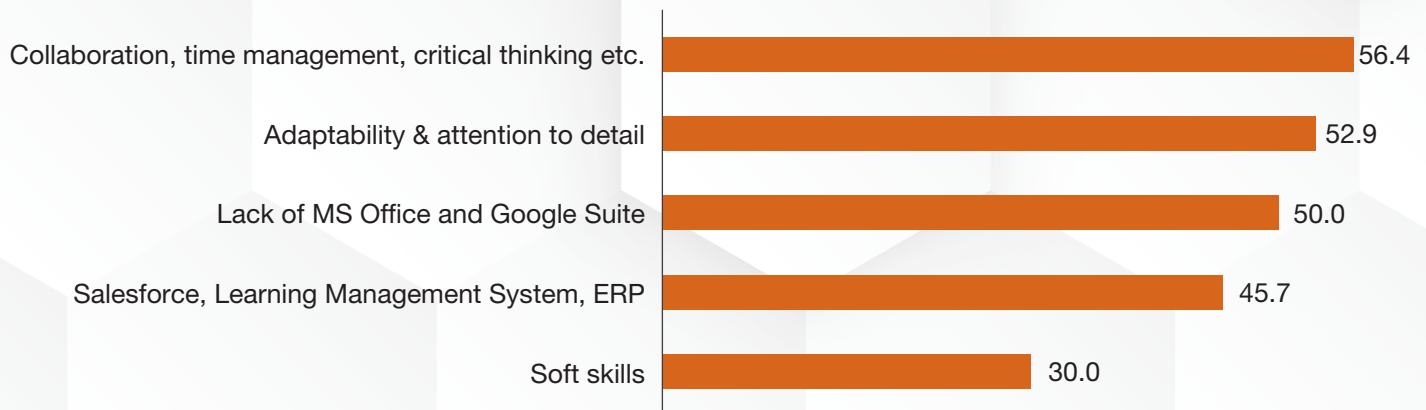
### Skills and training requirements

To understand the skilling scenario of workers across firms, we enquired the employers about the skill sets of the office management employees who they hire. Around 60.7 percent employers reported that the office management employees they hired are extremely skilled while remaining 39.3 percent mentioned as somewhat skilled.

Further, we enquired **the essential skills which are missing among office management employees from the employers' perspective at the time of hiring**. A majority, 56.4 percent, identify a deficit in collaboration, time management, and critical thinking skills, pointing to a need for better foundational skills that facilitate effective work dynamics and decision-making. Adaptability and attention to detail were lacking in 52.9 percent of new hires, indicating a challenge in adjusting to new environments and maintaining precision in work. A significant 50 percent of employers reported a deficiency in proficiency with key office tools like MS Office and Google Suite, essential for daily operations. Furthermore, 45.7 percent of respondents note the absence of specialised skills in using platforms such as Salesforce, Learning Management Systems (LMS), and Enterprise Resource Planning (ERP) software. Lastly, 30 percent of employers highlight a shortfall in soft skills, underscoring the importance of interpersonal and communication abilities in the workplace.



Figure 51 - Identified skill gaps in office management employees at the time of hiring (%)



N = 186

Question: What skills do you think are missing in the office management employees when you hire employees?

Note: The responses may not add up to 100 as this was a multiple-choice question.

Regarding **training facilities provided by the employers**, we enquired the employers whether their organisation provides in-house training facilities to their employees. Overall, **64.3 percent have in-house training facility**. The survey revealed insights into the diverse nature of training programmes these employers offer to office management employees, highlighting a strategic focus on enhancing workplace competencies and well-being. **Safety training emerges as a top priority, with 51.1 percent of employers providing it, reflecting an emphasis on creating a secure working environment followed by technical skill development training by 50 percent respondents.**

Figure 52 - Various types of trainings provided at workplace to office management professionals (%)



N = 186

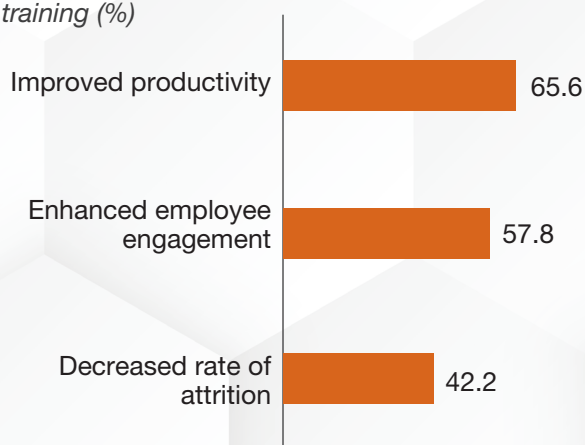
Question: What is the nature of trainings which you are providing to your employees?

Note: The responses may not add up to 100 as this was a multiple-choice question.

Quality management and leadership managerial trainings provided at 42.2 percent and 36.7 percent respectively, suggest an investment in improving operational standards and cultivating leadership capabilities. Project management training, provided by 35.6 percent of employers, underscores the importance of efficient project execution skills. Interestingly, mental health training is offered by 26.7 percent of employers, indicating a growing recognition of the importance of mental well-being in the workplace. Financial management and induction programmes, though less prevalent at 21.1 percent and 20.0 percent respectively, highlight the diverse array of training aimed at empowering employees with a broad skill set for holistic professional development.



Figure 53 - Share of employer's perception for in-house training (%)



N = 186, Question: What has been the result of the in-house training provided to your employees?  
 Note: The responses may not add up to 100 as this was a multiple-choice question

The survey results underscore the **positive impact of in-house training for office management employees, with a notable 65.6 percent of respondents reporting improved productivity as a direct outcome.** This suggests that training initiatives are successfully enhancing employees' abilities to perform their duties more efficiently. Enhanced employee engagement, reported by 57.8 percent, highlights the role of training in fostering a more involved and motivated workforce. However, despite these positive outcomes, a decrease in attrition rates is less pronounced at 42.2 percent, suggesting that while training improves satisfaction and performance, other factors also influence employees' decisions to stay. Interestingly, 24.4 percent of respondents mentioned that there was no change in results post-training, pointing to the possibility of variances in training effectiveness or the impact of external factors.

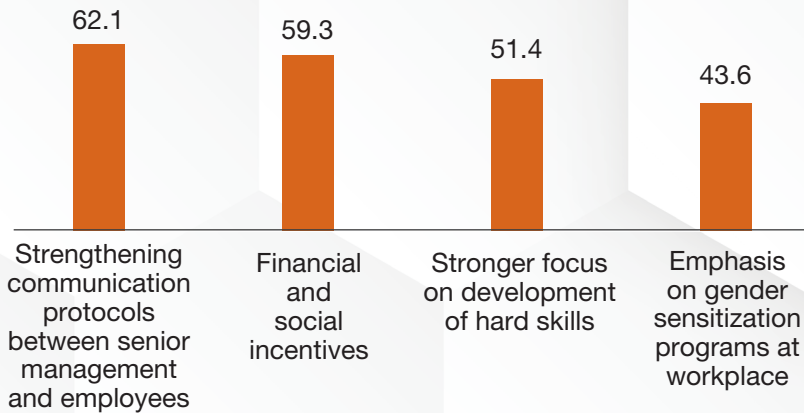
Further, we enquired the **reasons as to why employers forgo in-house training. A significant 46 percent of employers prioritise hiring employees who have already received training, highlighting a strategic choice to minimise internal training efforts.** Another 38 percent expect their employees to undertake training initiatives outside the firm, indicating a reliance on external development opportunities. The sentiment that in-house training is unnecessary is shared by 36 percent of respondents, suggesting confidence in their employees' existing skill sets or a possible undervaluation of training's benefits. Financial constraints and a lack of resources, along with a lack of awareness about how to conduct in-house training, each affect 34 percent of organisations, pointing to practical barriers. Additionally, 26 percent are uncertain about the positive impact such trainings could have, reflecting scepticism about the return on investment in training programmes.

#### Mode of training utilised by employers to provide skill training

The survey highlights a predominant preference for fully offline modes of reskilling and upskilling employees, with 66.7% of employers opting for this traditional approach. In contrast, a smaller segment, 25.6%, have embraced fully online methods, reflecting an openness to leveraging digital platforms for employee development. Hybrid models, which combine offline and online learning experiences, are least favoured, with only 7.8% of employers adopting this approach, suggesting that most organisations prefer a single mode of delivery for training initiatives.

The survey results reveal a significant inclination towards lower expenditure on training for office management employees, with **41.1 percent of employers spending less than INR 5 lakh annually, complementing another 32.2 percent who spend under INR 5 lakh, indicating that a majority prioritise cost-effective training solutions.** Only a small fraction ventures into higher spending brackets, with **5.6 percent allocating INR 15-25 lakh and an even smaller 2.2 percent investing INR 25-35 lakh.** Additionally, a portion of respondents, 16.7 percent, prefer not to disclose their training expenditure, hinting at the sensitivity or strategic nature of training investments among some firms.

Figure 54 - Recommended measures for enhancing the quality of office management employees as per employers (%)



Also, the survey results indicate that enhancing the **quality of office employees hinges significantly on improved communication protocols, with 62.1 percent of employers believing that stronger links between senior management and employees could foster a more efficient and cohesive work environment.** Financial and social incentives are also seen as crucial, cited by 59.3 percent of respondents, suggesting that rewarding optimum performance could motivate employees and elevate their productivity. A stronger focus on the development of hard skills, deemed important by 51.4 percent of employers, underscores the need for technical proficiency in today's competitive landscape. Gender sensitization programmes receive notable attention, with 43.6 percent advocating for their importance both within and outside the workplace, highlighting a push towards more inclusive and respectful work cultures.

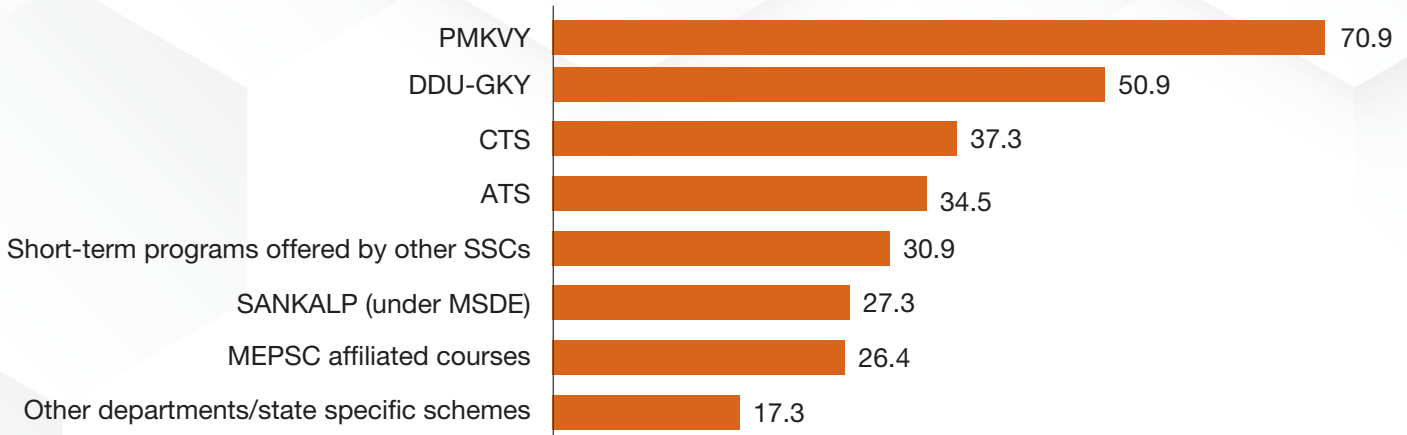
N = 186, Question: What do you think would improve the quality of these employees?  
 Note: The responses may not add upto 100 as this was a multiple-choice question.

Further, **during stakeholder consultations**, experts stressed on enhancing communication and interpersonal skills within management sector programmes, which is crucial for developing effective leaders and managers who can navigate the complexities of modern business environments. These skills are foundational to build strong teams, fostering a positive workplace culture, and driving organisational success. Further, core competency skills like leadership, decision making and problem-solving skills in the office management professionals are missing. Addressing these gaps in core competency skills within the management sector professional environment is essential for enhancing the effectiveness and competitiveness of organisations. Strengthening these skills can lead to better team performance, improved strategic outcomes, and enhanced adaptability in a rapidly changing business landscape.

### Awareness of skill training programmes

Considering the significance of skilling as an opportunity for industry engagement in developing youth skills according to industry/employer requirements, we enquired employers to gauge their awareness of skill training programmes run by the Government. Overall, 78.6 percent of employers were aware and out of these, around 94.5 percent were satisfied with the skilling initiatives administered in the office management segment.

Figure 55 - Level of employers' awareness of Government led skilling programmes (%)



N=186  
 Question: Which of the following skill development programmes are you aware of?  
 Note: The responses may not add upto 100 as this was a multiple-choice question.

Among these, the **PMKVY has the highest awareness rate at 70.9 percent**, followed by the DDU-GKY at 50.9 percent. Awareness levels for the CTS stand at 37.3 percent, while the Apprenticeship Training Scheme (ATS) under the National Apprenticeship Promotion Scheme (NAPS) is known to 34.5 percent of employers. Short-term programmes offered by SSCs other than the MEPSC are recognised by 30.9 percent of respondents. Furthermore, 27.3 percent are aware of programmes under the SANKALP initiative, 26.4 percent for MEPSC affiliated courses, and 17.3 percent are familiar with other department/state-specific schemes.

We enquired the employees who were aware about skill training programmes run by the Government about the **effectiveness of these programmes in enhancing skill sets of office management employees in their organisation, to which 79.1 percent agreed**. Moreover, when enquired about their openness to permitting office management employees to participate in short-term skilling programmes—while also ensured their job positions remained secure after course completion—**60.7 percent of employers expressed their willingness to accommodate such arrangements**.

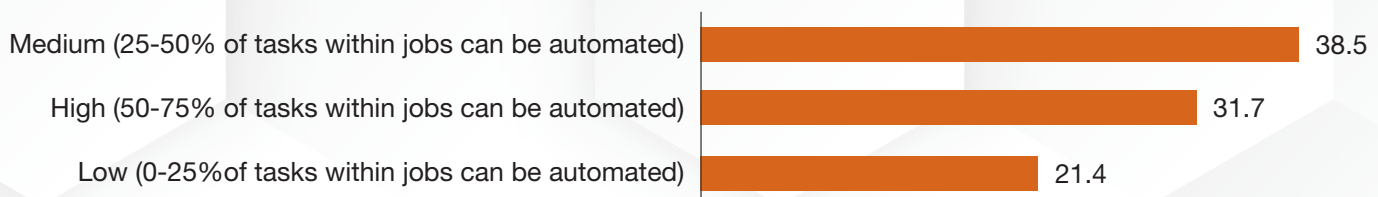
### Future of jobs and automation

Technological progress causes a dual effect, encompassing both positive and negative facets. It is crucial to acknowledge that advancements in technology may displace certain jobs, but it can also give rise to new employment opportunities<sup>64</sup>.

**Current Adoption of Technology** : Firstly, we enquired about the increase in the integration of technology into organisational operations. Overall, **57.9 percent surveyed employers confirmed that various processes have been automated in their organisation**. Further, enquiry into the intention to introduce any new technologies to reduce cost/enhance the quality of services revealed that **67.9 percent of employers are willing to take this initiative**.

Employers were queried on their perceptions regarding the anticipated extent of automation in their organisation's business activities. We found that **38.5 percent employers perceived the extent of technological adoption to be medium (i.e., 25-50 percent of tasks within jobs to get automated) in the coming years**. About 31.7 percent employers expressed that they perceive high extent (50-75 percent of tasks within jobs can be automated) of automation or technology usage, followed by 21.4 percent mentioning low extent (0-25 percent of tasks within jobs can be automated) and 8.4 percent perceive very high (75 -100 percent of tasks within jobs can be automated) possibility in the future.

Figure 56 - Share of employers citing expected extent of automation in the organisation's business activity for next three years (%)



N =186

Question: What is the extent of automation expected in your organisation's business activity say in next 3 years?

**Future outlook** : The survey presents a future outlook for the office management segment, emphasizing a shift towards greater efficiency and automation. Half of the employers anticipate that more efficient processes will drive productivity gains, indicating a move towards streamlining operations. Nearly as many, 47.9 percent, predict that process automation will result in job losses for less-skilled workers, highlighting the impact of technological advancements. The emergence of new job roles requiring specialised skills is foreseen by 39.3 percent of employers, suggesting an evolving demand for more nuanced expertise in the workforce. Similarly, the need for basic digital skills in new job roles is acknowledged by 39.3 percent of respondents, pointing towards a baseline requirement for digital literacy in the future office management landscape. These insights signal a transformative phase where adaptability and skill enhancement become critical for career longevity in office management.

64 Pew research center. (2014). AI, Robotics, and the Future of the Jobs. Retrieved from <https://www.pewresearch.org/internet/2014/08/06/future-of-jobs/>

Figure 57 - Possible ways by which office management sector can be impacted due to technology as per employers (%)



N = 186

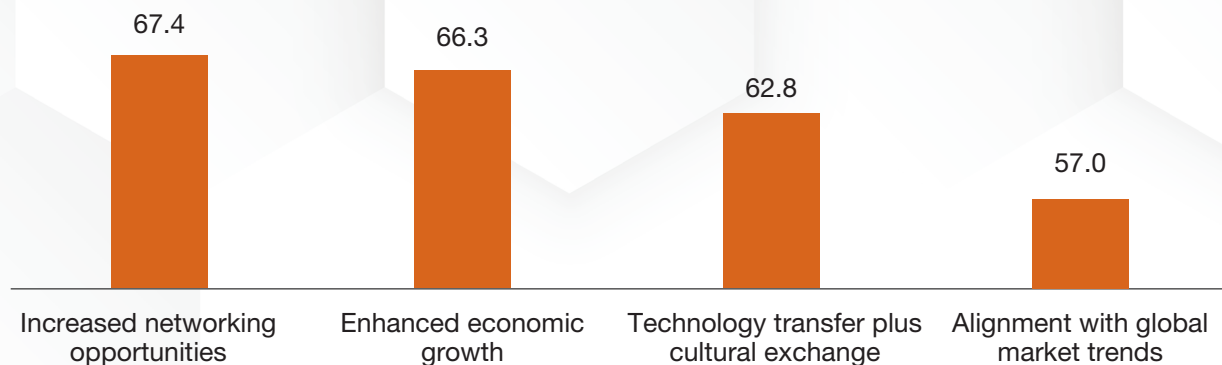
Question: In what ways will office management segment change fundamentally in the future?

Note: The responses may not add upto 100 as this was a multiple-choice question.

**Impact of technology on office management sector :** The survey data reflects a divided perception among employers regarding the impact of automation on workforce size in the office management sector. A majority, 57.9 percent, do not foresee an increase in the workforce due to automation, perhaps anticipating that technology will streamline operations to the point where fewer employees are required. On the other hand, 42.1 percent of employers anticipate that automation could lead to a workforce expansion, possibly due to the creation of new roles overseeing or working alongside automated processes. We also enquired employers to provide an estimate on the increase in workforce in office management segment, to which employers responded; increase by 16.5 percent in the coming years in their organisation.

**Collaboration with international partners :** Around 61.4 percent surveyed employers were willing to collaborate with international training partners for office management segment in the future. Furthermore, surveyed employers show a strong inclination towards international collaboration for workforce training in the wake of automation, with 67.4 percent valuing increased networking opportunities that can arise from such partnerships. They recognise the economic benefits, with 66.3 percent associating international collaborations with enhanced economic growth for India, through upskilling the workforce to meet global industry standards. Moreover, 62.8 percent were interested in the dual benefits of technology transfer and cultural exchange, while 57.0 percent see the adoption of global best practices as essential for keeping the workforce attuned to international market trends.

Figure 58 - Share of employers citing possible benefits of collaboration with international training partners (%)



N =186

Question: Why do you want to collaborate with international training partners?

Note: The responses may not add upto 100 as this was a multiple-choice question.

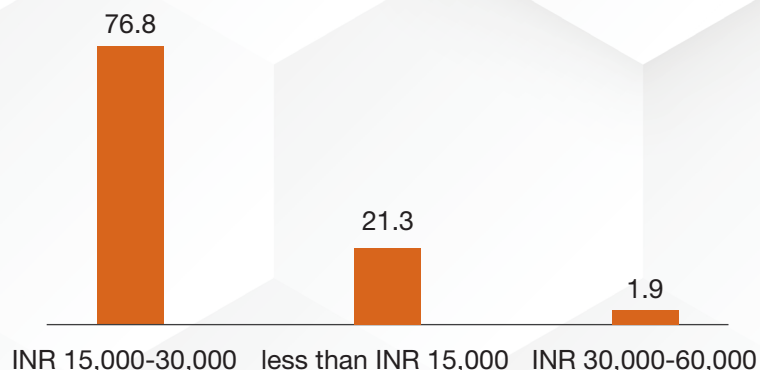
The key job roles in the office management segment that will be in demand in the next five years: Office operations AI, Receptionist AI, Import-export advisor, Digital and sales marketing expert, AI Talent acquisition specialist, Operations and supply management executive, AI Project management advisor, ESG officer, Community level - Child protection executive and Assistant preschool and daycare facilitator.

## 4.2 Private security sector

### Workforce details

To understand the workforce details of the surveyed employers, we enquired with the private security sector employers on the share of female workers, on roll employees, security workers and their monthly wages offered by the employers,

Figure 59 - Monthly wage offered to private security sector workforce (%)



N = 162, Question: What is the monthly average wage offered to private security sector workforce?

A significant focus in our primary survey with employers was to know the number of migrant workers they hire in their respective organisations, and from which states, districts, etc. Out of the overall sample, less than half, **43.8 percent employers confirmed hiring migrant workers in private security segment**. On average, 41.2 percent on roll private security workers were migrants. We further enquired with the employers on the state-wise trends vis-à-vis hiring of migrant workers.

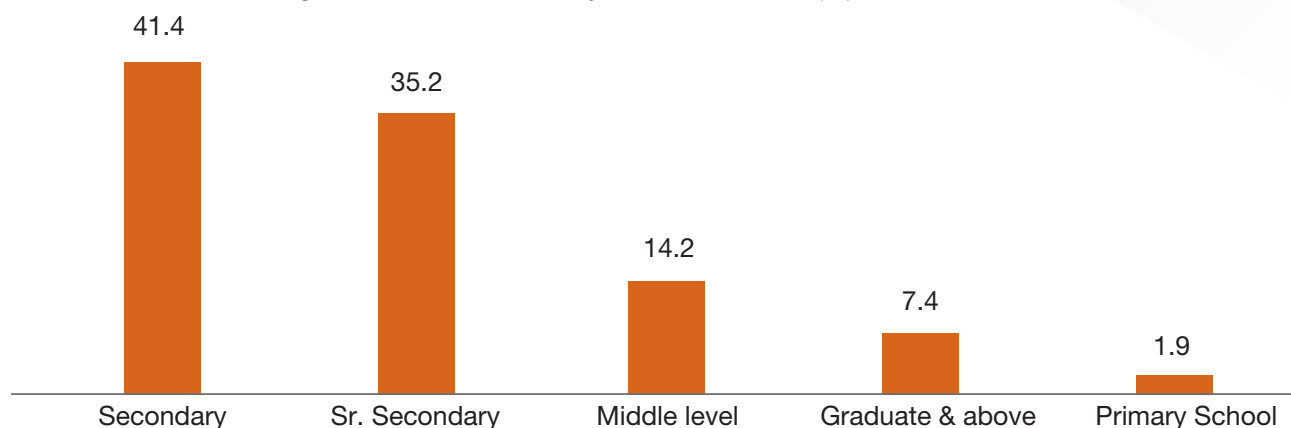
The top five states from which most hiring was rooted included Uttar Pradesh, Bihar, Maharashtra, Assam and Haryana with 70.7 percent, 53.4 percent, 29.3 percent, 24.1 percent and 22.4 percent respectively as per survey results.

We also enquired if there are difference in wages between the migrant and local private security sector workforce, wherein only 9.2 percent employers agreed and reported wage difference of about 15-20 percent. The key reason for wage difference include negotiation and bargaining power wherein migrant workforce is usually not able to negotiate for a higher wage or legal and state regulations effect among others.

### Recruitment patterns and challenges

We asked the employers about the proportion of private security staff in the **total number of employees hired in FY 23, and the employers indicated that it was 5.1 percent**.

Figure 60 - Educational background of Private security sector workforce (%)



N = 162

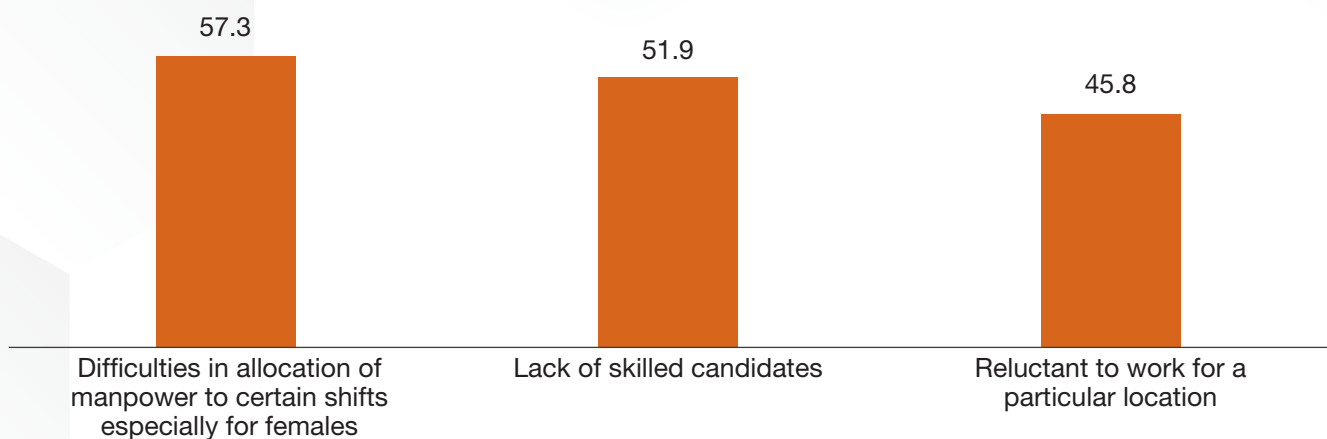
Question: What is the level of education of majority of the private security workers you hire at your business/enterprise?



The survey results reveal that the educational background of private security workers hired by employers predominantly falls within the secondary and senior secondary levels, accounting for 41.4 percent and 35.2 percent respectively. This suggests that the majority of private security workers possess high school education. A smaller proportion, 14.2 percent, have attained middle school education, whereas only 7.4 percent have completed graduation or higher. Primary school level education is the least common among private security workers, with 1.9 percent falling into this category, highlighting a trend towards hiring individuals with at least some secondary education.

The survey exposes **several challenges employers face when recruiting for Private security positions. A notable 57.3 percent of employers encounter difficulties in allocating manpower to specific areas or shifts**, with this issue being particularly pronounced with respect to female candidates, possibly due to safety concerns or social norms. The requirement of long working hours is a deterrent, affecting 53.4 percent of employers, suggesting that the demanding nature of the job may be unappealing to potential candidates. Furthermore, 51.9 percent report a scarcity of skilled candidates, indicating a gap between the available workforce and the specific competencies required for the role.

Figure 61 - Key challenges faced by the employer while recruiting private security sector workforce (%)



N = 162

Question: What are the challenges you usually face when recruiting these candidates?

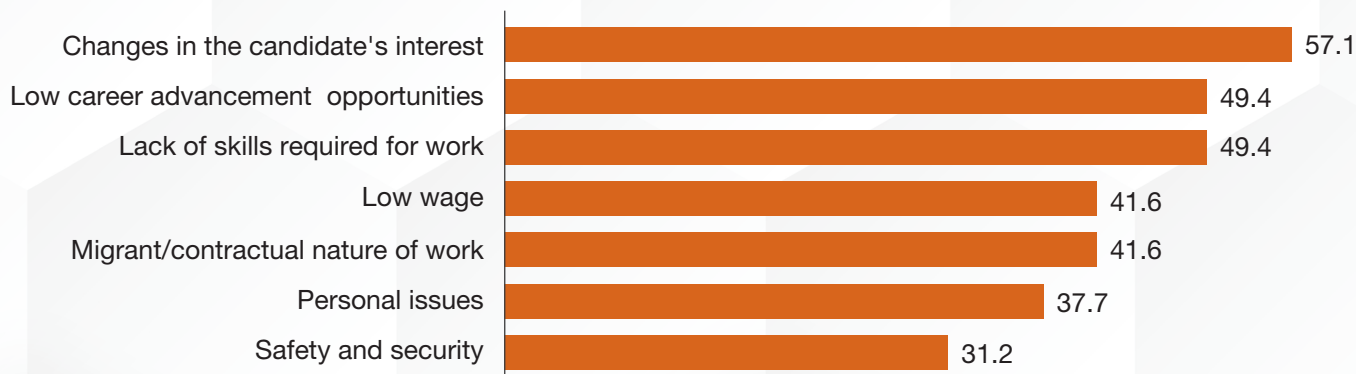
Note: The responses may not add upto 100 as this was a multiple-choice question.

The reluctance of candidates to work in certain locations is another significant hurdle for 45.8 percent of employers, reflecting geographical preferences or perceived disadvantages of certain postings. These challenges highlight the complexity of hiring in the Private security sector, where logistical, personal, and professional factors play critical roles.

## Attrition pattern

We enquired with the employers on the average attrition rate for private security workers in their organisation in the FY 23 wherein **56.8 percent responded high rate of attrition**. The survey from employers elucidates several factors contributing to high attrition rates in the private security sector. **Shifts in candidates' interests are the most cited reason, with 57.1 percent indicating that changing preferences or pursuits lead to turnover, reflecting the dynamic nature of workforce engagement**. Nearly half, 49.4 percent, attribute attrition to a lack of career advancement opportunities and an equal percentage to the lack of necessary skills for the job, suggesting that professional growth and competency development are key retention factors. The issue of low wages is a concern for 41.6 percent of employers, emphasizing the role of financial satisfaction in employee retention. Similarly, 41.6 percent point to the migrant or contractual nature of the work as a contributing factor, which may introduce elements of instability. Personal matters, including changes in household or lifestyle demands like domestic or childcare responsibilities, are significant for 37.7 percent, while safety and security concerns account for 31.2 percent, highlighting personal well-being as a consideration for job continuity.

Figure 62 - Share of employers citing various reasons for attrition among Private security workers (%)



N = 162

Question: Reasons for employee attrition?

Note: The responses may not add up to 100 as this was a multiple-choice question.

## Skills and training requirements

To understand the skilling scenario of workers across firms, we enquired the employers about the skill sets of the private security workers who they hire. **Majority (51.9 percent) employers revealed private security workforce which they hired are somewhat skilled while 45.7 percent mentioned them as extremely skilled, and 2.5 percent mentioned that they were not at all skilled**.

**Skill sets of the private security sector workforce at the time of hiring :** The survey results present a varied landscape of prior training experiences for the private security workforce as reported by employers. A portion of the workforce, **19.8 percent, benefits from a comprehensive training background, having received both on-the-job and off-the-job training, which suggests a segment of well-prepared employees**. However, closely following at **20.6 percent are those who have not received any prior training, indicating a significant entry-level segment** that may require additional training upon employment. Off-the-job informal training is the background for **25.2 percent of the workforce, revealing reliance on less structured training environments**.

Notably, **10.7 percent have undergone formal training programmes off-the-job**, pointing to the presence of certification or structured learning paths prior to employment. **On-the-job informal training accounts for 23.7 percent**, highlighting on-site learning as a key method for skill acquisition in the absence of formal training structures. These insights suggest that while there is a foundation of prior training among some security personnel, there remains a substantial need for formalised training to standardise and elevate the skill set across the sectors.

**Skill sets missing at the time of hiring private security workforce :** The employer survey sheds light on critical skill gaps within the private security sector workforce at the time of hiring. **Communication skills emerge as the most significant deficiency, with 63.4 percent of employers identifying it as a missing competence, underscoring the importance of effective interaction in security roles**. Lack of physical fitness was cited by 58.8 percent of employers, pointing to the essential nature of physical readiness in a profession that often demands stamina and strength. Technology proficiency, specifically in surveillance and security systems, was lacking in 56.5 percent of the workforce, highlighting the growing need for tech-savvy personnel in modern security operations.

Adaptability is another key area where 54.2 percent of employers find their new hires wanting, indicating the importance of flexibility in responding to dynamic security challenges. Additionally, 53.4 percent of employers note a shortfall in crisis management and emergency response skills, critical for effective handling of unexpected situations. Ethical conduct and integrity, although less frequently mentioned, still represent a gap for 38.9 percent of employers,

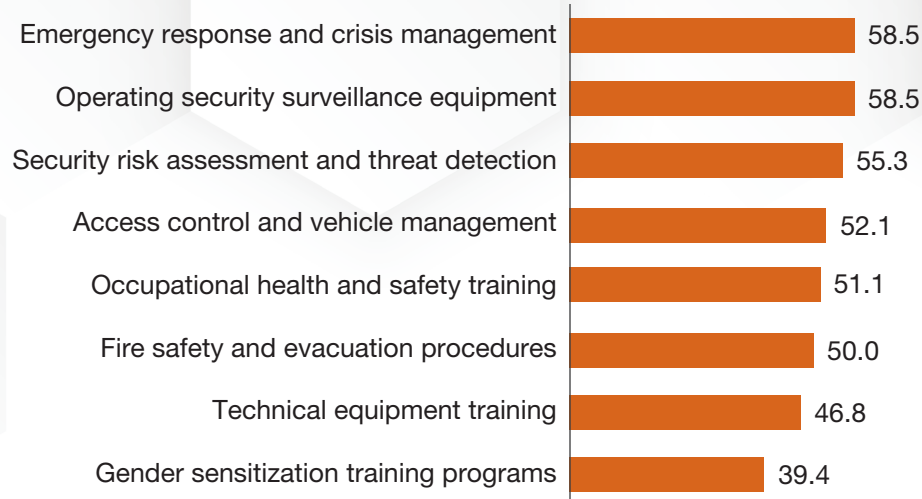




emphasizing the need for trustworthiness and moral judgment in security work. These findings indicate a pressing need for comprehensive training programmes that address these deficiencies to enhance the capability and reliability of the private security workforce.

**Existing training landscape :** Regarding training facilities for the employees, we enquired the employers whether their organisation provides in-house training facilities to their employees. Overall, 71 percent have in-house training facility. The employers' survey reveals a comprehensive suite of trainings provided to private security sector employees, with a focus on practical and emergency skills. A significant 58.5 percent of employers invest in training their security personnel on operating surveillance equipment and in emergency response and crisis management, equipping them to handle critical situations effectively. Security risk assessment and threat detection training were also prominent, with 55.3 percent of employers ensuring their staff can proactively identify and mitigate risks.

Figure 63 - Various types of trainings provided at workplace to Private security sector workforce (%)



N = 162

Question : What is the nature of trainings which you are providing to your employees?

Note: The responses may not add up to 100 as this was a multiple-choice question.

Access control and vehicle management were taught by 52.1 percent of employers, that are essential for maintaining secure entry and transit points. Occupational health and safety, along with fire safety and evacuation procedures, were covered by 51.1 percent and 50.0 percent respectively, reflecting the importance of well-being and preparedness in the workplace. Technical equipment training was provided by 46.8 percent of employers, which is crucial in an increasingly tech-centric security environment. Lastly, 39.4 percent offer gender sensitization training, highlighting efforts to foster a respectful and inclusive work culture. This array of trainings underscores the sector's commitment to developing a multifaceted and skilled workforce capable of addressing a variety of security challenges.

Figure 64 - Share of employers perception of in-house training (%)



N = 162, Question: What has been the result of the in-house training provided to your employees?

Note: The responses may not add upto 100 as this was a multiple-choice question.

Figure 65 - Reasons provided by employers for not providing in-house training facility (%)



N = 162, Question: Why don't you provide in-house training for private security workforce at your business/enterprise?

Note: The responses may not add upto 100 as this was a multiple-choice question.

The employers' survey indicates that in-house training has led to several positive outcomes for the private security workforce. A majority, **60.6 percent, of organisations noted an increased awareness among their workforce regarding latest technological developments within the sector, suggesting that training helps keep the workforce current with tech trends.** Enhanced vigilance and presence of mind, along with personality development, were reported by 57.4 percent of employers, reflecting training's role in improving both cognitive sharpness and the broader aspects of employee character. A notable 53.2 percent saw a rise in professionalism among their security staff, pointing to improved conduct and work ethic.

Additionally, 50.0 percent of employers recognised that their training has raised awareness of gender differences, potentially leading to more respectful and inclusive workplaces. Skills in recognizing dubious activities improved for 48.9 percent of the workforce, which is critical in security roles, while 47.9 percent of employers reported enhanced communication skills among their employees, essential for effective teamwork and interaction with clients or the public. These results affirm that in-house training can substantially benefit the private security sector by fostering skilled, professional, and adaptable workforce.

**Reasons for not providing in-house training :** The survey highlights several reasons why some organisations do not provide in-house training to their private security workforce. Financial limitations are the primary obstacle, with 40.5 percent of employers citing a lack of funds and resources as the key challenge, suggesting budget constraints limit their capability to provide trainings. Uncertainty about how to implement such training programmes were reported by 32.4 percent, indicating a gap in knowledge or expertise in developing in-house training initiatives. A significant 29.7 percent of employers rely on external training, expecting employees to seek their own professional development opportunities. Also, **during stakeholder consultation, experts pointed out that private security is seen as an expense item by companies which makes them not very keen on spending for service improvement despite it being a major segment.** Moreover, 27.0 percent of the surveyed employers do not believe in-house training is necessary, possibly due to satisfaction with current employee performance or a belief in alternative training methods. Some uncertainty regarding the efficacy of in-house training exists for 18.9 percent of employers, reflecting skepticism about its impact. Additionally, the same percentage (18.9 percent) prefer to hire employees who have already been trained, bypassing the need for further in-house training. These results reflect a diverse set of perceptions and economic considerations that influence the provision of in-house training in the private security sector.

**Spending on training by employers :** The survey indicates a conservative spending pattern on training private security workers, with a substantial 49.6 percent of employers allocating less than INR 5 lakh annually. Around 25.2 percent report spending more than the INR 5 lakh threshold, reinforcing the trend of minimal financial investment in training within the sector. A smaller segment, 7.8 percent, indicates a slightly higher budget, between INR 5 to 15 lakh, suggesting a limited but notable willingness to invest more in employee development. Meanwhile, 13.9 percent of employers prefer not to disclose their training expenditure, hinting at a variety of possible spending levels not captured directly in the survey responses. Furthermore, on an average, organisations spend 22.5 percent of their revenue on upskilling and training, as revealed by the surveyed employers.

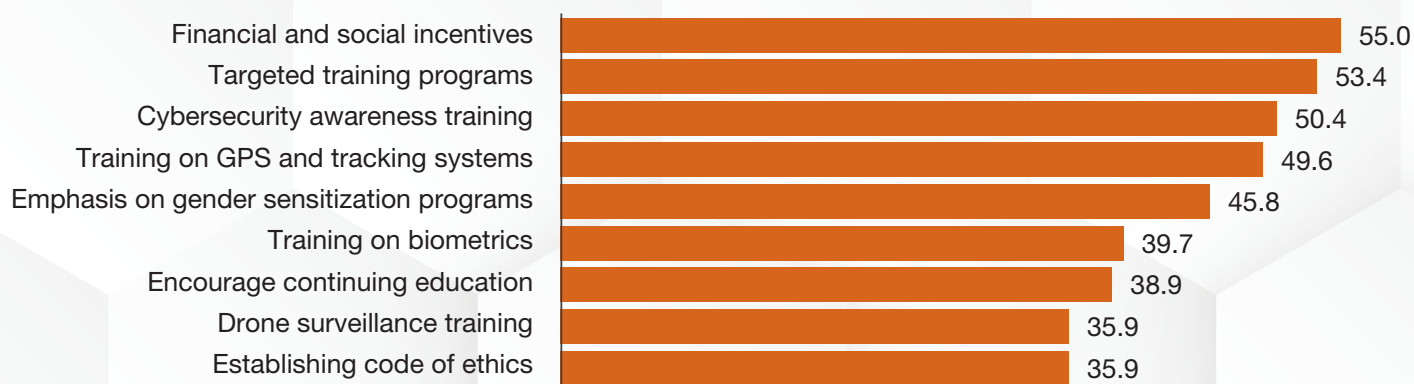
### Mode of training

The survey highlights a predominant preference for fully offline modes of reskilling and upskilling employees, with 87 percent of employers opting for this traditional approach. In contrast, a very smaller segment, 6.1 percent, have embraced fully online methods and hybrid mode.

**Measures to improve skill sets of private security sector employees :** The employer survey reveals several strategies to enhance the quality of private security workers. Financial and social incentives lead the recommendations, with **55 percent of employers who believed that such rewards can significantly boost performance and commitment.** Close behind, 53.4 percent advocate for targeted training programmes, which would address specific skill gaps and elevate overall competence. Cybersecurity awareness training is seen as crucial by 50.4 percent of respondents, reflecting the growing importance of digital security skills in the modern security landscape. Training on GPS and tracking systems, supported by 49.6 percent, highlights the need for technological proficiency in surveillance and monitoring.

Furthermore, 45.8 percent emphasise the importance of gender sensitization programmes, indicating a move towards creating a more inclusive and respectful work environment. Biometrics training and encouraging continuing education are suggested by 39.7 percent and 38.9 percent respectively, pointing to the need for advanced technical skills and lifelong learning. Lastly, establishing a code of ethics and drone surveillance training, each recommended by 35.9 percent, suggest a focus on ethical conduct and the adoption of new surveillance technologies as key areas for development. These insights indicate a comprehensive approach, blending ethical, technological, and interpersonal skill enhancement, as essential for improving the quality of private security personnel.

Figure 66 - Recommended measures for enhancing the quality of Private security sector workers (%)



N = 162

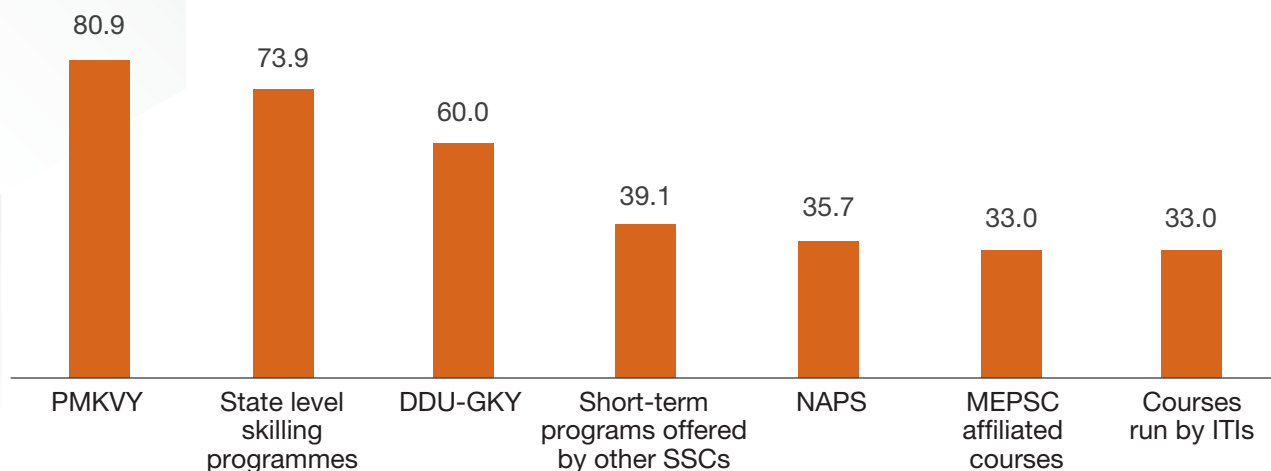
Question: What do you think would improve the quality of Private security sector employees?

Note: The responses may not add upto 100 as this was a multiple-choice question.

### Awareness of skill training programmes

Considering the significance of skilling as an opportunity for industry engagement in developing youth skills according to industry/employer requirements, we enquired employers to gauge their awareness of skill training programmes run by the Government. Overall, 87.8 percent of employers were aware and out of these, around 83.5 percent are satisfied with the skilling initiatives administered in the private security segment.

Figure 67 - Awareness regarding Government led programmes among employers (%)



N=162

Question: Which of the skill development programmes are you aware of?

Note: The responses may not add upto 100 as this was a multiple-choice question.

In terms of awareness of the skilling programmes, **80.9 percent were aware of PMKVY** followed by 73.9 percent for State level skilling schemes, 60 percent for DDU-GKY (private security sector programmes), 39.1 percent for short-term programmes offered by SSCs other than MEPSC, 35.7 percent for NAPS, 33 percent for MEPSC affiliated courses and 33 percent for programmes run by ITIs.

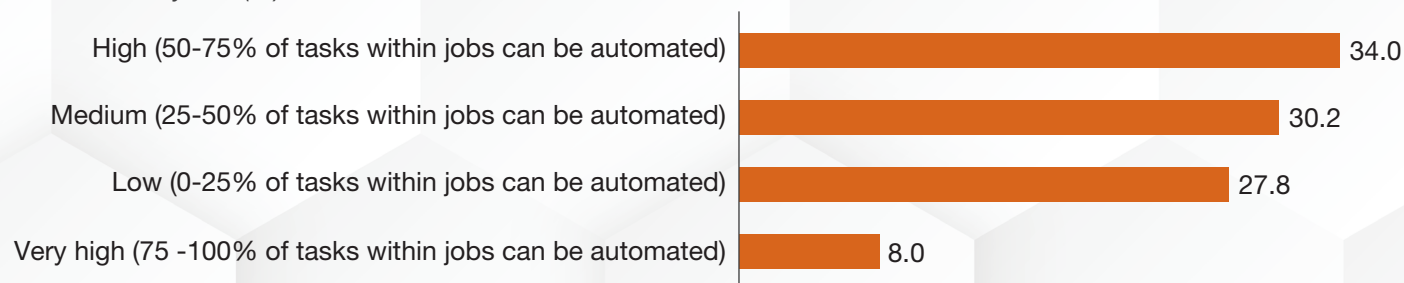
Further, **71.3 percent surveyed employers, who were aware about skill training programmes run by the Government, found these training effective in enhancing skill sets of private security workforce.** Moreover, when enquired about their openness to permit private security workers to participate in short-term skilling programmes—60.9 percent of employers expressed their willingness to accommodate such arrangements.

### Future of jobs and automation

Firstly, we enquired about the increase in the integration of technology into organisational operations, wherein 46.6 percent surveyed employers confirmed that various processes have been automated in their organisation. Furthermore, 61.1 percent employers are willing to introduce new technologies to reduce cost/enhance the quality of private security services.

**Impact of technology adoption :** The survey regarding the expected level of automation in the private security sector reveals a diverse outlook among employers. A significant 34 percent of respondents anticipate a high degree of automation, where 50-75 percent of tasks could be automated, indicating a substantial shift towards technology-driven operations. A slightly lower percentage, 30.2 percent, foresee a medium level of automation, suggesting that a quarter to half of the tasks might be handled by technology, which reflects a balanced approach between manual and automated processes. Meanwhile, 27.8 percent of employers expect a low level of automation, envisioning that less than a quarter of tasks would be automated, possibly due to the nature of security work that requires human judgment and presence.

Figure 68 - Share of employers citing expected extent of automation in the Private security sector's business activity for next three years (%)



N=162

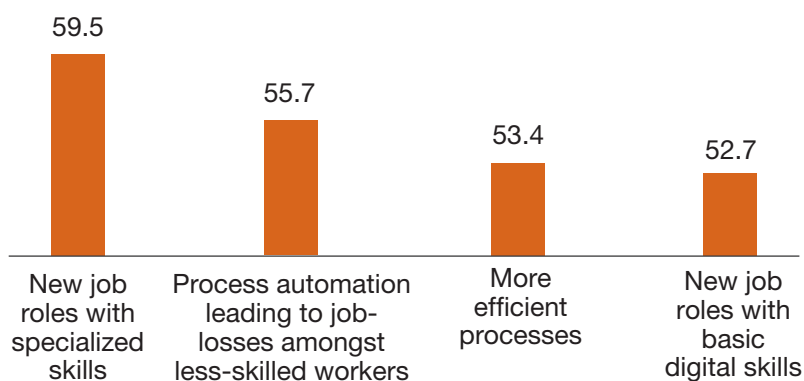
Question: What is the extent of automation expected in your organisation's business activity say in next 3 years?

**Only a small fraction, 8 percent, predict a very high level of automation,** where more than three-quarters of tasks could be automated, hinting at the potential for significant technological advancements to reshape the industry. These responses suggest that while there is a clear trend towards integrating more automation and technology into the private security sector, the extent of this integration varies, with a consensus leaning towards moderate to high automation levels.

### Impact of technology on Private security sector

Majority, **50.6 percent surveyed employers foresee an increase in the workforce due to automation in the private security sector** with an estimated increase by **49.4 percent in the coming years.**

Figure 69 - Possible ways by which Private security sector can be impacted due to technology as per employers (%)



The employer survey reflects a consensus that the private security sector is poised for significant changes, driven by technological advancements and evolving skill requirements. A majority, **59.5 percent, predict the emergence of new job roles requiring specialised skills, indicating a shift towards more complex and nuanced security functions.** The potential for process automation is a concern for 55.7 percent of employers, who anticipate that it could lead to job losses among less-skilled workers, underscoring the importance of upskilling in the face of automation. Additionally, 53.4 percent foresee the creation of roles necessitating basic digital skills, highlighting the increasing digitalization of the sector.

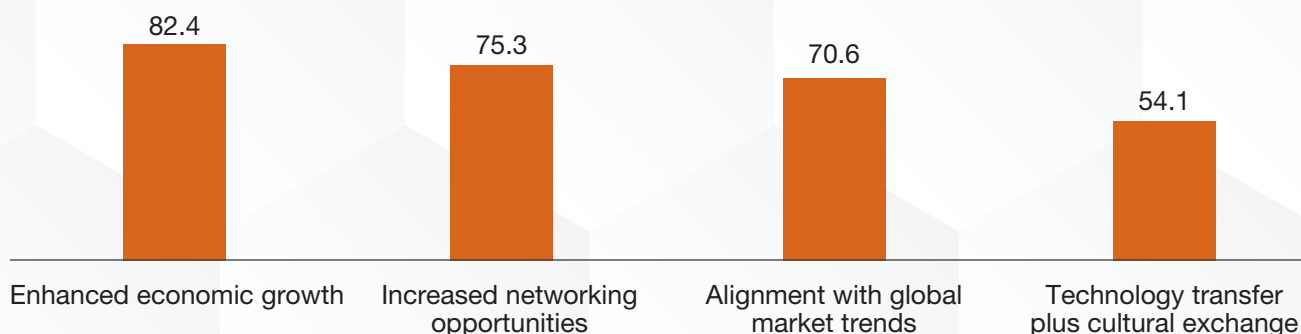
N = 162, Question : In what ways will private security sector will change fundamentally in the future?

Note: The responses may not add upto 100 as this was a multiple-choice question.

Furthermore, 52.7 percent expect processes within the sector to become more efficient as a result of technological integration, suggesting an overall positive impact on productivity and service quality. These perspectives suggest a future where the private security sector is characterised by a blend of advanced technology and a workforce equipped with a broader set of skills, aligning with global trends towards digitization and specialization.

**Collaboration with International partners :** Furthermore, around 60.5 percent surveyed employers are willing to collaborate with international training partners for private security sector in the future. Furthermore, surveyed employers show a strong inclination towards international collaboration for private security workforce training due to automation, with majority, 82.4 percent citing enhanced economic growth as international collaborations can contribute to India's economic development by ensuring that its workforce is competitive and adaptable to the changing needs of industries. Furthermore, 75.3 percent believe this will increase networking opportunities, 70.6 percent anticipate that this will allow private security workers to align with global market trends and 54.1 percent are of the opinion that this will lead to technology transfer plus cultural exchange.

Figure 70 - Share of employers citing possible benefits of collaboration with international training partners (%)



N=162

Question: Why do you want to collaborate with international training partners?

Note: The responses may not add upto 100 as this was a multiple-choice question.

The key job roles in the Private Security sector that will be in demand in the next five years: Drone Surveillance and Patrolling Operative, AI Surveillance Compliance Officer, Security Training Specialist, AI based Surveillance Operator, AI Incident Report Clerk, VIP Protection Specialist and CCTV Surveillance.



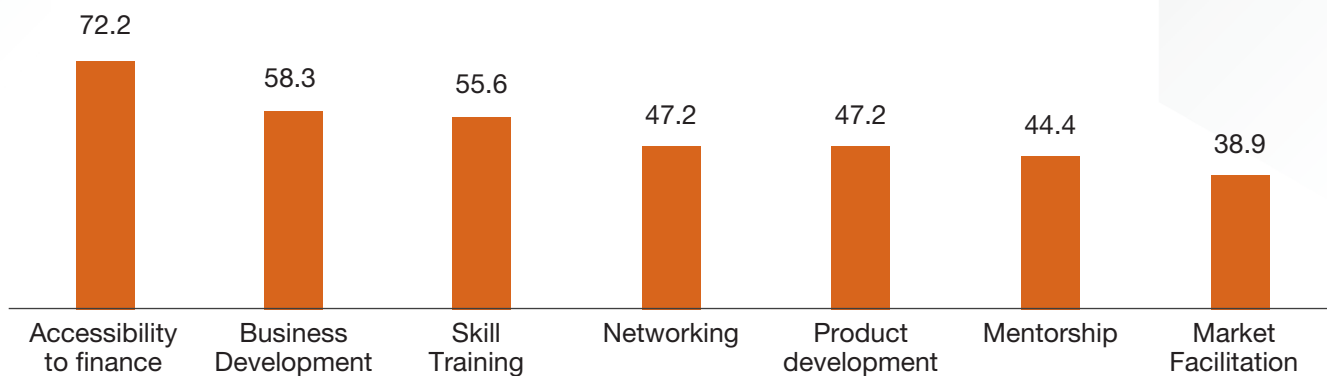


## 4.3 Entrepreneurship

### 4.3.1 Incubators

The incubators survey highlights a range of services provided by surveyed incubators to support emerging businesses and entrepreneurs, with accessibility to finance leading at 72.2 percent, underscoring the critical importance of funding in the early stages of a startup. Business development support and skill training follow closely, with 58.3 percent and 55.6 percent respectively, indicating a strong focus on foundational business skills and competencies. Networking and product development are equally prioritised, each at 47.2 percent, suggesting that connecting with peers and refining product offerings are key services offered by incubators. Mentorship and market facilitation services are also significant, reported by 44.4 percent and 38.9 percent of respondents, highlighting the role of guidance and market access in startup success. These services collectively aim to equip startups with the necessary tools, knowledge, and connections to thrive in competitive markets. Also, around 61.4 percent incubators revealed that they have specific gender / inclusivity focused programmes

Figure 71 - Type of services provided at Incubation Centres (ICs) (%)



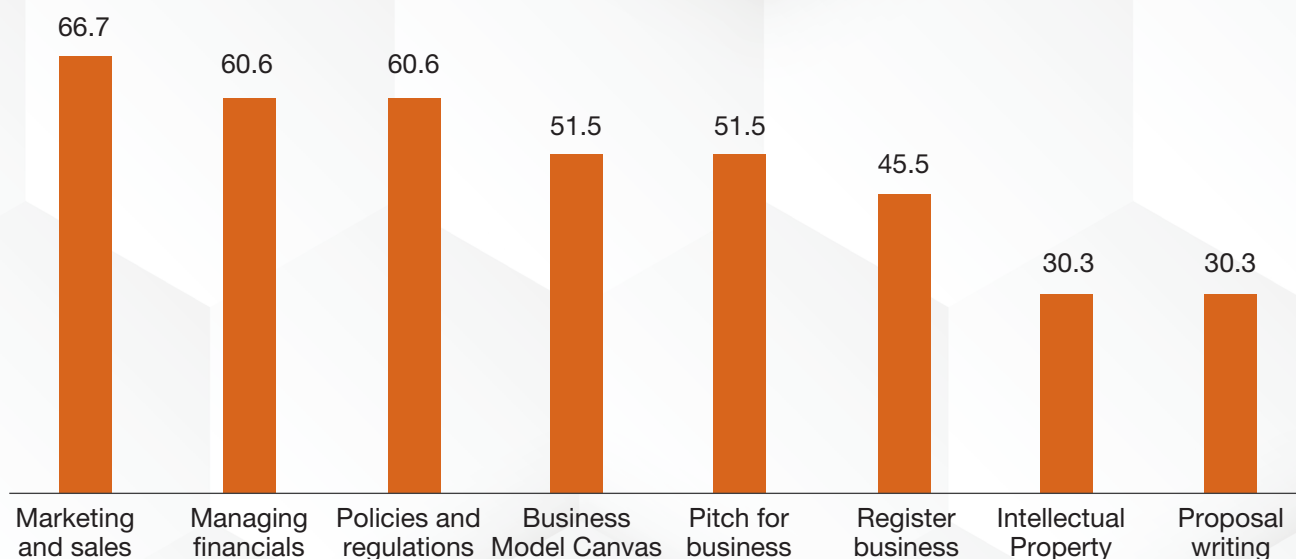
N = 44

Question: Type of services provided at your Incubation Centre

Note: The responses may not add upto 100 as this was a multiple-choice question.

**Type of programmes offered at Incubation Centres (ICs) :** The survey among incubators revealed a tailored approach to training programmes for incubatees, with a strong emphasis on practical and essential business skills. Marketing and sales training tops the list, provided by 66.7 percent of incubation centres, highlighting the critical role of customer acquisition and revenue generation in startup success. Managing financials and understanding policies and regulations are equally prioritised, with 60.6 percent of centres offering training in these areas, reflecting the need for sound financial management and compliance awareness among emerging businesses. Business Model Canvas and Pitching your business, each at 51.5 percent, show a focus on strategic planning and effective communication with potential investors. Training on registering a business is offered by 45.5 percent of incubators, essential for formalizing ventures, while intellectual property and proposal writing, both at 30.3 percent, address the protection of innovations and securing funding or partnerships, indicating a comprehensive training spectrum to equip incubatees with a broad range of entrepreneurial skills.

Figure 72 - Type of training programmes offered at ICs (%)



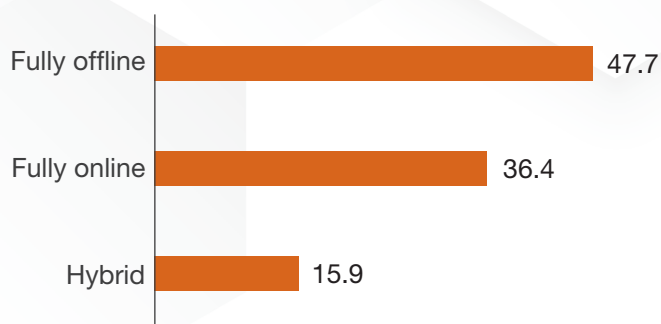
N = 44

Question: Select the training programmes provided at IC to the entrepreneurs

Note: The responses may not add upto 100 as this was a multiple-choice question.

### Mode of training at IC

Figure 73 - Different modes of training at ICs (%)



N = 44

Question: What are the modes employed by you for training of incubatees?

Note: The responses may not add upto 100 as this was a multiple-choice question.

The incubators survey reveals a diverse approach to the **training modes for incubatees, with a slight preference for fully online training methods, accounting for 36.4 percent of the responses.** This indicates a shift towards digital platforms for delivering training content, likely driven by accessibility and scalability considerations. **Fully offline training methods are still significant, however, comprising 47.7 percent of the training modes,** reflecting the ongoing value of in-person interactions and hands-on learning experiences. The hybrid model, which combines online and offline methods, is utilised by 15.9 percent of incubators, showcasing an effort to blend the best of both worlds to cater to different learning preferences and situations. This mix of training modes highlights the adaptability of incubation centres in meeting the varied needs of their incubatees.

## Workshops

**27.3 percent respondents mentioned that regular workshops are offered at their IC**, which are generally of high quality, mostly meet entrepreneurs' needs; while only 6.1 percent mentioned that workshops are systematically offered, consistently high quality in content and delivery, adaptive for business development stage, sector specific competencies as well as capacity building needs of entrepreneurs. However, majority, 63.6 percent mentioned workshops are rarely offered and are delivered by non-experts, limited to the capacity to address entrepreneurs' needs and in 3 percent cases, no workshops are offered at the IC.

## Bootcamps

Also, **only 4.8 percent respondents revealed that they are organizing regular bootcamps**, which are generally high in quality, mostly meet entrepreneurs' needs and 85.7 percent mentioned that they organised bootcamps occasionally and 9.5 percent are not organizing any bootcamps.

## Accelerator programmes

The incubators survey indicates a predominant focus on targeted training programmes within accelerator offerings, **with 59.1 percent of centres providing specialised training accessible to entrepreneurs at any business stage, underscoring a commitment to tailored skill development across various phases of business growth.** A significant 31.8 percent offer more generalised, hands-on training that is also open to all business stages, suggesting a flexible approach to accommodate a wide range of entrepreneurial needs and experiences. However, only a small fraction, 9.1 percent, of programmes are highly specialised, offering targeted training exclusively for entrepreneurs at specific stages of their business development. This demonstrates a predominant inclination towards inclusivity and versatility in accelerator programmes, aiming to meet diverse entrepreneur requirements while still acknowledging the value of focused support for certain business phases.

**Trends for marketing support offered :** The incubators survey underscores the comprehensive support provided to incubatees for market entry, with a significant focus on product strategy, cited by 61.3 percent of incubators, indicating a primary emphasis on defining clear, strategic paths for product positioning and launch. Prototype development and distribution & sales strategy both receive attention from 58.1 percent of incubators, highlighting the importance of tangible product development and effective market distribution planning in the commercialization process. Product/Competitor Benchmarking, provided by 51.6 percent, underscores the need for a competitive analysis in refining product offerings. Additionally, 41.9 percent of incubators offer packaging design services, reflecting the significance of visual and functional aspects of product presentation. Market research support and supply chain sourcing/management are also crucial, reported by 38.7 percent and 16.1 percent respectively, showcasing the breadth of services offered for ensuring the incubatees' products are well-received in the market.

Also, around 51.5 percent respondents revealed that they organise networking events at their IC including networking events with external stakeholders and limited networking events.

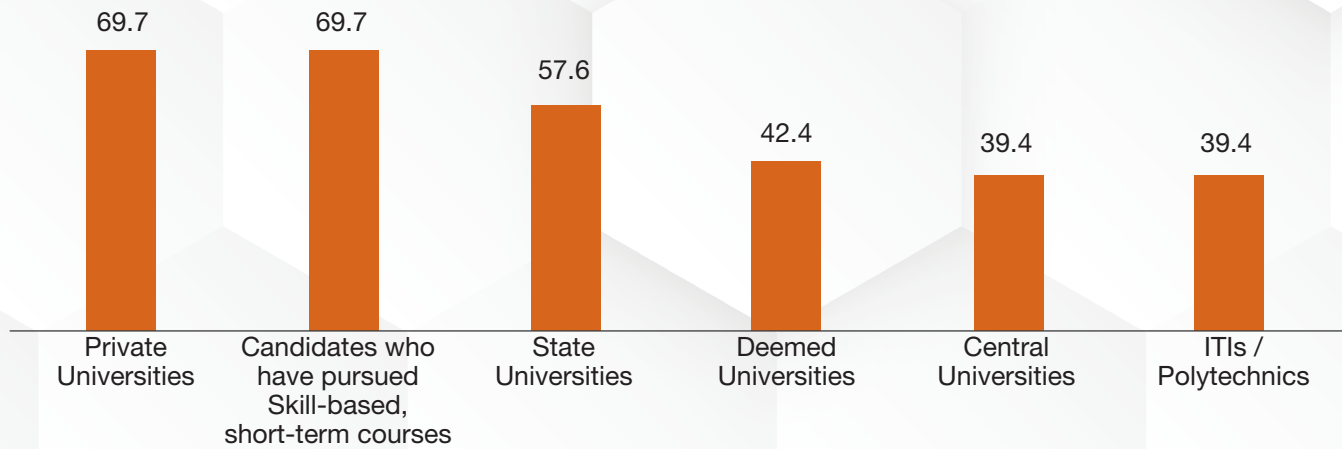
**Financial linkages :** Among the surveyed incubators who are providing financial linkages to the incubatees, 61.5 percent are supporting direct financing (grants, equity, etc) while 38.5 percent are supporting in facilitation of Financing (such as partnership with banks, pitch competition, etc).

## Incubatee profile

**Education background :** The incubators survey indicates a strong presence of incubatees from private universities and those who have pursued **skill-based, short-term courses, each category representing 69.7 percent of the total.** This suggests a high level of entrepreneurial initiative among students from private educational institutions and those who have focused on acquiring specific skills through targeted courses. State universities follow with a notable contribution of 57.6 percent, indicating their significant role in nurturing entrepreneurial talents. Deemed and central universities, along with ITIs/Polytechnics, contribute less, at 42.4 percent and 39.4 percent respectively, highlighting a diverse educational background among incubatees but with a lower representation from these institutions. This diversity underscores the wide range of educational pathways that lead individuals to pursue entrepreneurial ventures within incubators.



Figure 74 - Education profile of incubatees (%)



N = 44

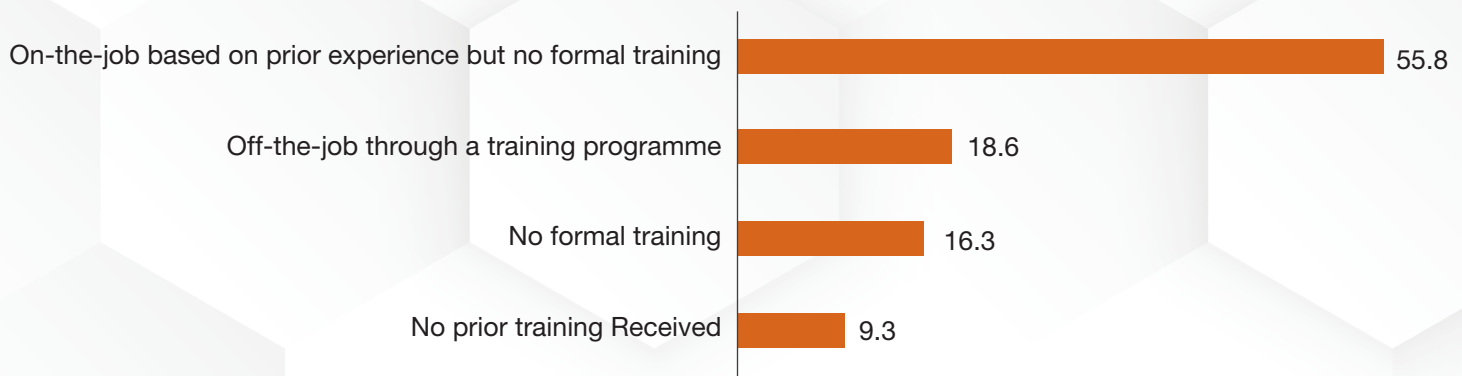
Question: What is the education profile of incubatees?

Note: The responses may not add upto 100 as this was a multiple-choice question.

**Skill sets prior to incubation** : 72.7 percent of surveyed incubators revealed that the incubatees were semi-skilled, while 27.3 percent reported them as skilled at the time of onboarding at their IC. The incubators survey reveals varied prior training experiences among incubatees.

A significant majority, **55.8 percent**, have received on-the-job training based on prior experience, though not formal, indicating a practical but informal background. Those who have participated in off-the-job training programmes account for 18.6 percent, showcasing a segment of incubatees who actively sought skill enhancement outside traditional employment settings. A smaller portion, 16.3 percent, have not received any formal training, reflecting a gap in structured educational opportunities. Lastly, 9.3 percent of incubatees entered the incubation centre without any prior training, highlighting the inclusivity of incubation centres in nurturing raw talent and potential regardless of formal training background.

Figure 75 - Status of prior training received by the incubatee as per Incubators (%)



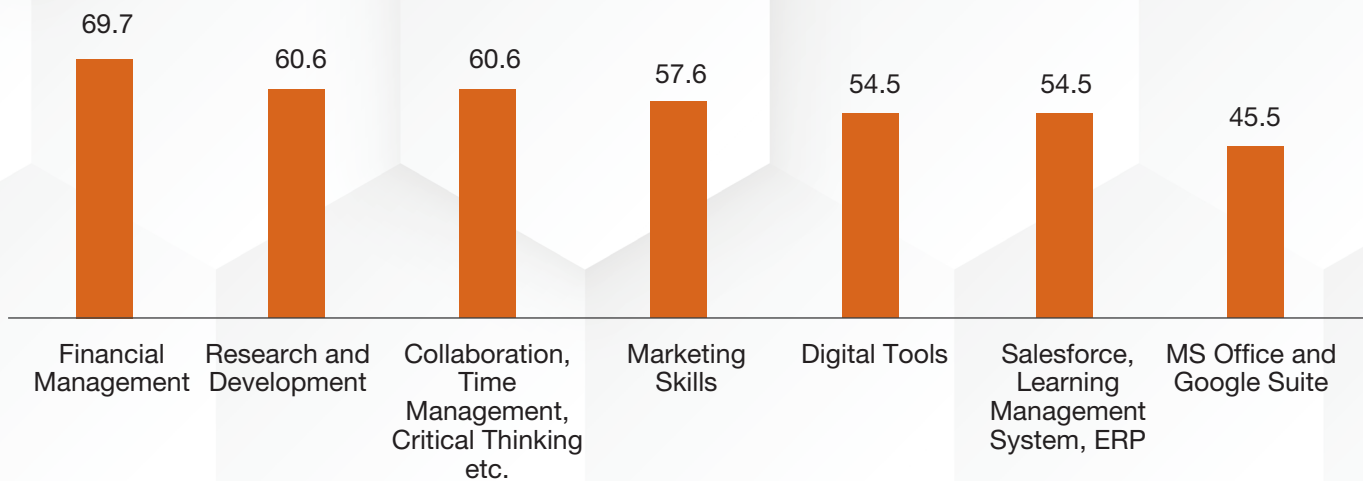
N = 44

Question: Have your current incubatees received any prior training?

Note: The responses may not add upto 100 as this was a multiple-choice question.

The incubators survey points out significant skill gaps in incubatees at the time of their onboarding. **Financial management emerges as the most lacking skill, with 69.7 percent of incubators noting its absence, indicating a crucial need for understanding financial operations in early-stage ventures.** Both Research and Development and foundational skills such as collaboration, time management, and critical thinking are missing in 60.6 percent of the candidates, highlighting the need for both technical and soft skill development. Marketing skills and proficiency in digital tools are also in short supply, reported by 57.6 percent and 54.5 percent respectively, underscoring the importance of effective communication and technology use in today's business environment. Additionally, equal percentages (54.5 percent) of incubatees lack expertise in specific software like Salesforce, LMS, ERP, and basic office productivity tools (45.5 percent), pointing towards a broad spectrum of areas where incubatees require support and training to thrive in the entrepreneurial ecosystem.

Figure 76 - Type of skill sets incubatees lack at the onboarding time (%)



N = 44

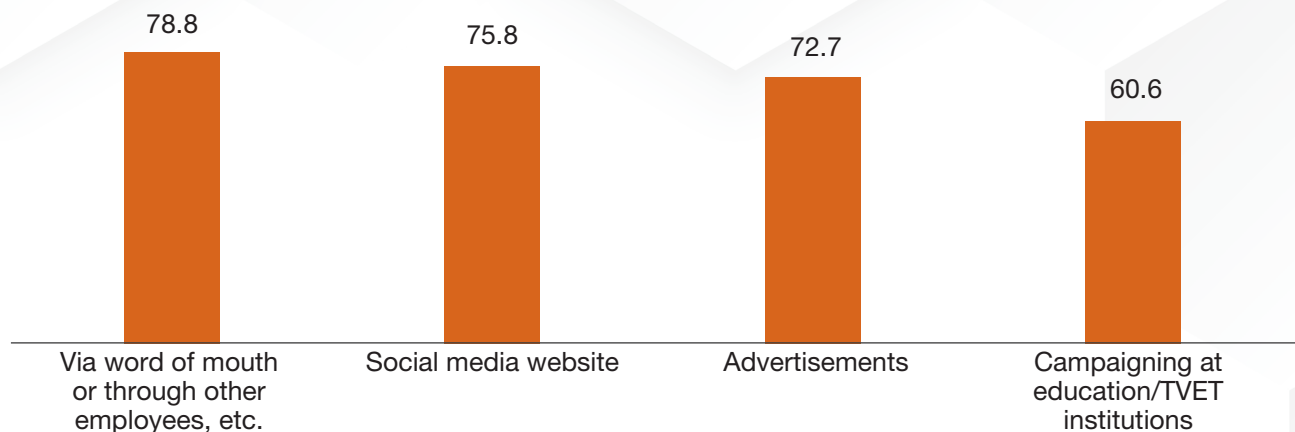
Question: What skills do you think are missing in the incubatees when they were onboarded?

Note: The responses may not add up to 100 as this was a multiple-choice question.

**Process of selection of incubatees :** Upon enquiring whether incubation providers conduct tests in the selection process of incubatees, **86.4 percent confirmed that they conduct assessments before selection.** Out of these, 55.3 percent conduct offline tests and interviews, while 36.8 percent conduct online tests and interviews and 7.9 percent conduct both online tests and in-person interviews.

**Mobilization of incubatees :** The incubator organisations survey reveals a diverse mix of mediums used for mobilization and outreach, with word of mouth or through other employees leading at approximately **78.8 percent, highlighting the power of personal recommendations and internal networks in attracting startups. Social media platforms follow closely at about 75.8 percent,** reflecting their widespread use and effectiveness in reaching a broad audience. Traditional advertisements, including newspapers, brochures, and news channels, are also a significant medium, used by approximately 72.7 percent of incubators, indicating a balanced approach between digital and conventional marketing strategies. Additionally, campaigning at educational and technical/vocational education and training (TVET) institutions is employed by around 60.6 percent, underscoring the importance of engaging with young entrepreneurs and students directly in their learning environments. This mix of mediums suggests a comprehensive strategy to ensure broad and effective outreach to potential incubatees.

Figure 77 - Type of mode utilised for mobilisation of incubatees (%)

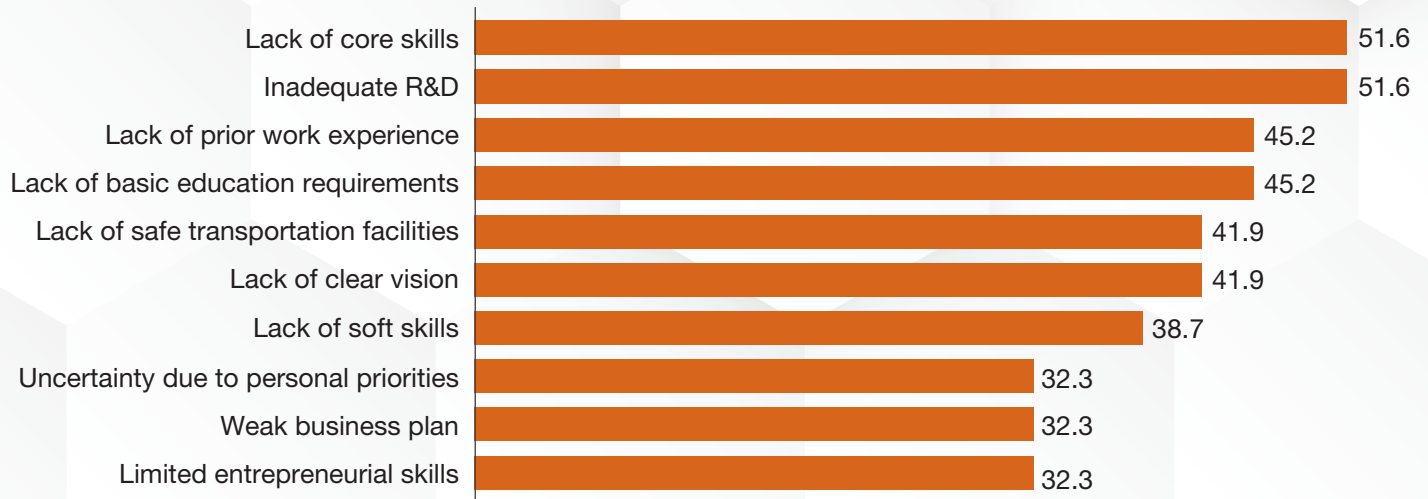


N = 44

Question: What medium did you use for mobilisation of incubators in your organisation?

Note: The responses may not add up to 100 as this was a multiple-choice question.

Figure 78 - Key challenges faced while incubating candidates (%)



N = 44

Question: What are the challenges you usually face when incubating candidates?

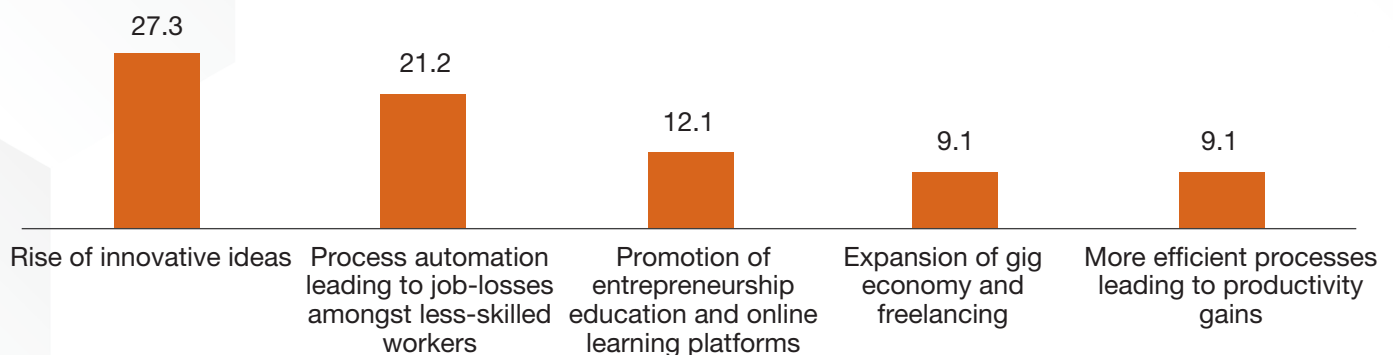
Note: The responses may not add up to 100 as this was a multiple-choice question.

**Challenges faced while incubating candidates :** The survey of incubators highlights several challenges encountered during the incubation of candidates. Equal proportions of respondents, at **51.6 percent, identify the lack of core skills and inadequate Research and Development (R&D) as primary obstacles, underscoring the critical need for technical proficiency and innovation capability in startup success.** The absence of prior work experience and basic educational requirements, each cited by 45.2 percent of incubators, points to the necessity of practical and foundational knowledge in the entrepreneurial journey. Issues such as lack of safe transportation and a clear vision, both at 41.9 percent, further complicate the incubation process, indicating logistical and strategic challenges. Additionally, deficiencies in soft skills reported by 38.7 percent followed by uncertainty due to personal priorities, weak business plans, and limited entrepreneurial skills, each reported by around 32.3 percent, highlight the multifaceted nature of the challenges faced, ranging from personal development to strategic planning.

### Future of jobs and automation

The incubators survey highlights key trends anticipated to reshape the sector in the future. **60.6 percent of surveyed incubators believe that there will be increase in the number of entrepreneurs in the country due to automation, with an estimated increase of 26.3 percent.** A notable 27.3 percent of respondents foresee a rise in innovative ideas as the primary driver of change, suggesting that originality and creativity will become even more valuable in the entrepreneurial landscape. Process automation is identified by 21.2 percent as a significant trend, with implications for job displacement among less-skilled workers, reflecting the dual-edged nature of technological progress. The promotion of entrepreneurship education and online learning platforms, cited by 12.1 percent, indicates an increasing recognition of the role of education in fostering entrepreneurial skills and mindset. Additionally, the expansion of the gig economy and freelancing, along with more efficient processes leading to productivity gains, each garner 9.1 percent, pointing towards a shift in work models and operational efficiencies as key factors influencing the future of entrepreneurship. These insights collectively suggest a future where innovation, education, and technological integration play pivotal roles in defining entrepreneurial success.

Figure 79 - Perception of Incubators regarding impact of automation on entrepreneurship



N = 44

Question: In what ways will entrepreneurship sector will change fundamentally in the future due to automation?

Note: The responses may not add up to 100 as this was a multiple-choice question.

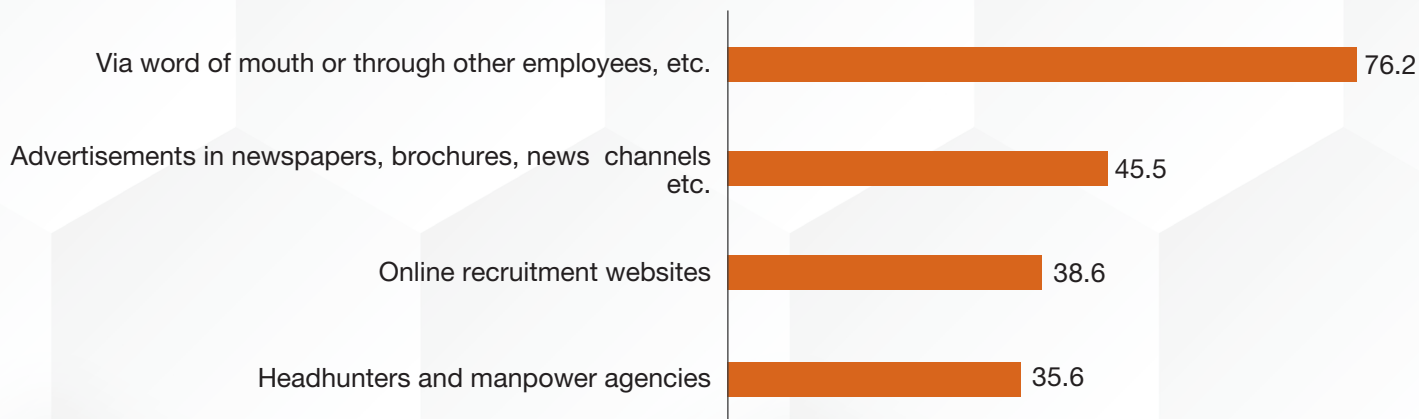
### 4.3.2 Startups

The total number of employees working currently in the startups/entrepreneurial ventures for almost half of the respondents is between **10-30 employees**, wherein the **share of female employees on an average is around 22.6 percent**. With respect to contractual workers hiring status, 45.5 percent respondents revealed that they hire contractual workers for their business/enterprise, and the share of contractual workers on average is 25.6 percent among total workers.

#### Recruitment patterns and challenges

Upon asking the number of employees recruited in office FY2022-23, on average 5 employees are hired on average by the startups/businesses. **The prime mode for hiring includes hiring through word of mouth or through employee referral (reported by 76.2 percent)**, through advertisements in newspapers, brochures, news channels, etc. (reported by 45.5 percent), online recruitment websites (reported by 38.6 percent) and via manpower agencies (reported by 35.6 percent).

Figure 80 - Various recruitment modes utilised by startups/entrepreneurs (%)



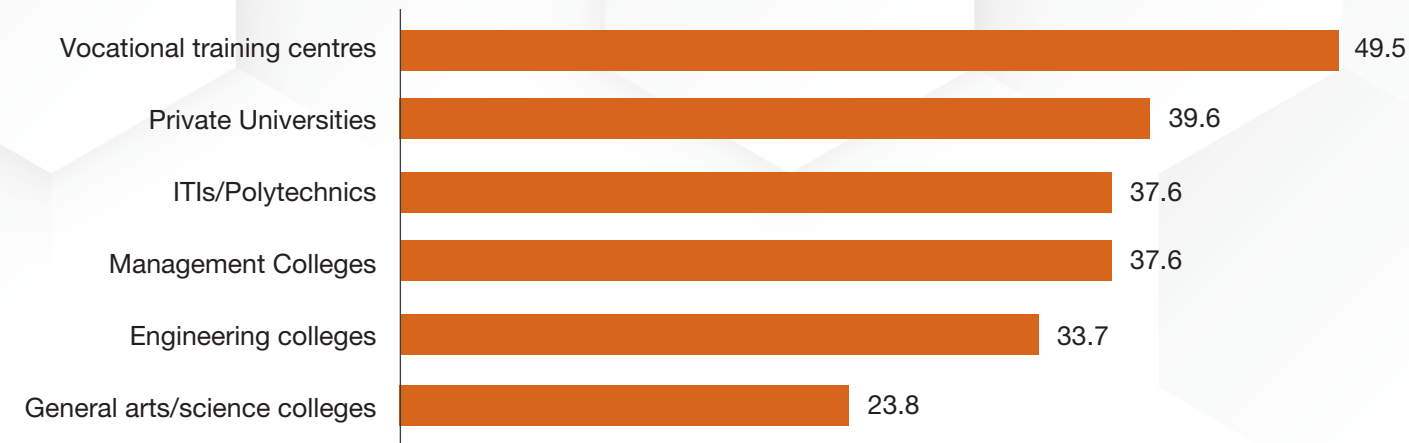
N =110

Question: What are the various recruitment modes utilised by your organisation?

Note: The responses may not add upto 100 as this was a multiple-choice question.

Furthermore, **49.5 percent recruit from vocational training institutes**, followed by 39.6 percent from private Universities, 37.6 percent from MBA/PGDBM colleges, 37.6 percent from ITIs/polytechnics, 33.7 percent from engineering colleges, and 23.8 percent from General arts/science colleges.

Figure 81 - Hiring preference of startups/entrepreneurial ventures with respect to education background (%)



N =110

Question: From which kind of universities and colleges do you mostly recruit workers from?

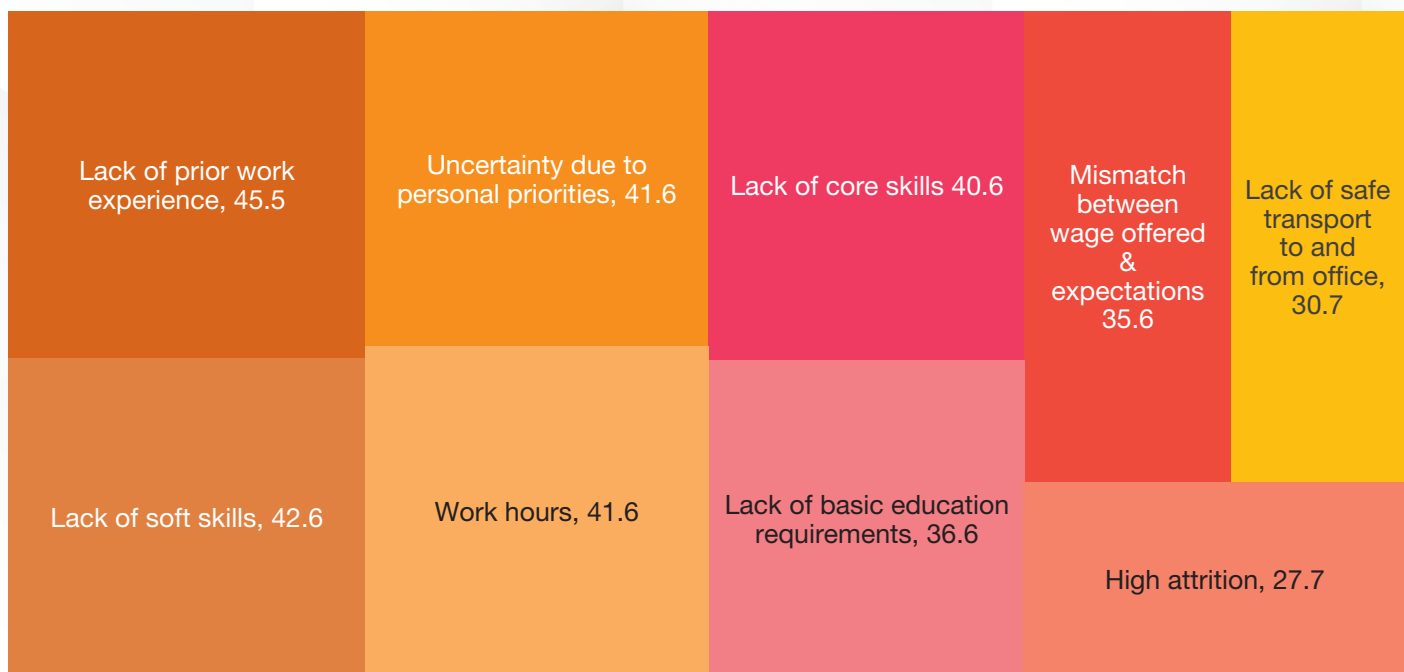
Note: The responses may not add upto 100 as this was a multiple-choice question.

The top five job roles for which recruitment has been undertaken by startups/business in FY22-23 includes marketing specialist (45.5 percent), sales representative (45.5 percent), business development Manager (32.7 percent), operations manager (32.7) and product manager (30.7 percent).



**Challenges in recruiting employees :** The entrepreneurship survey outlines the primary challenges startups and entrepreneurs face when hiring new employees, with a **notable 45.5 percent pointing to the lack of prior work experience as a significant hurdle**. This is closely followed by a lack of soft skills, reported by 42.6 percent of respondents, underscoring the importance of interpersonal abilities in the workplace. The uncertainty due to personal priorities and incompatible work hours, each cited by 41.6 percent, highlighting the difficulties in aligning organisational needs with individual lifestyles and commitments. Moreover, 40.6 percent mention the absence of core skills, while 36.6 percent note the lack of basic education requirements, indicating a gap between job requirements and candidate qualifications. Wage discrepancies and concerns about safe transportation, mentioned by 35.6 percent and 30.7 percent respectively, along with high attrition rates among contractual or temporary employees at 27.7 percent, further compound the recruitment challenges faced by startups, emphasizing the complex dynamics of attracting and retaining quality talent.

Figure 82 - Key Challenges faced by startups/entrepreneurial ventures related to recruitment (%)



N =110

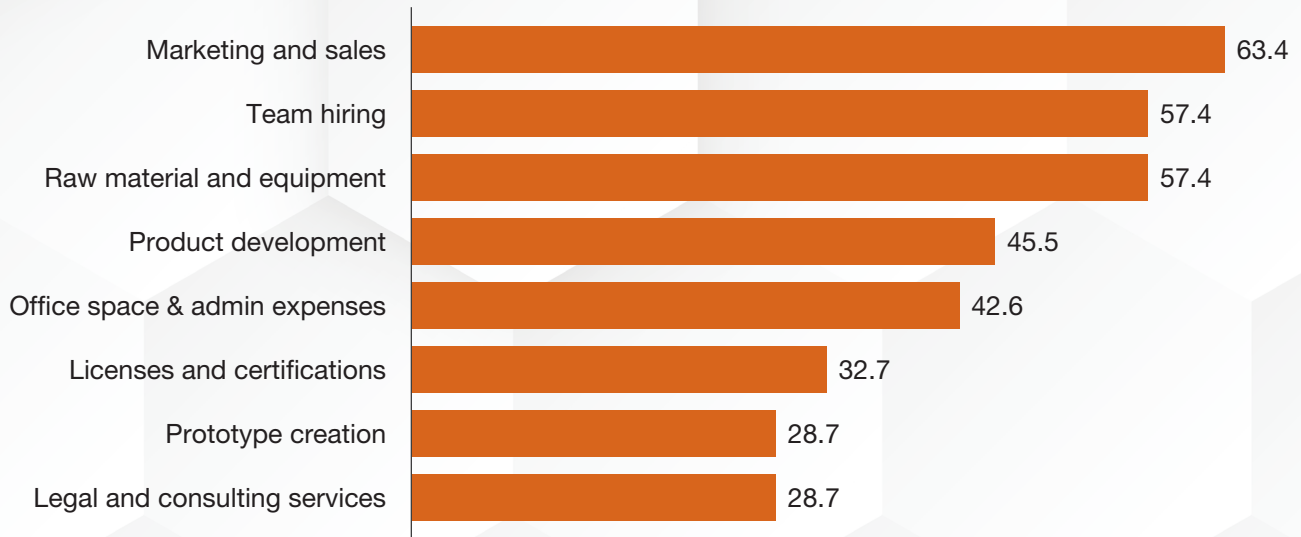
Question: What are the challenges you usually face when recruiting employees in your organisation?

Note: The responses may not add upto 100 as this was a multiple-choice question.

### Funding requirements and utilization by startups/small businesses

The entrepreneurship survey revealed the strategic priorities of startups in terms of fund utilization, with marketing and sales leading at 63.4 percent, underscoring the critical importance of establishing a strong market presence and customer acquisition channels. Team hiring and the procurement of raw materials and equipment each commanded attention from 57.4 percent of respondents, highlighting the necessity of building a competent team and securing essential resources for operation and production. Product development was another key area of investment, cited by 45.5 percent, indicating a focus on innovation and enhancing product offerings to meet market demand. Office space and administrative expenses were considered significant by 42.6 percent, reflecting the operational costs associated with running a startup. Additionally, securing licenses and certifications was a priority for 32.7 percent, essential for compliance and operational legitimacy. Prototype creation and legal and consulting services, both at 28.7 percent, showed a commitment to refining product concepts and ensuring legal and strategic guidance, illustrating a multifaceted approach to fund allocation aimed at comprehensive startup development and growth.

Figure 83 - Strategic priorities for fund utilization by startups/ventures/small businesses (%)

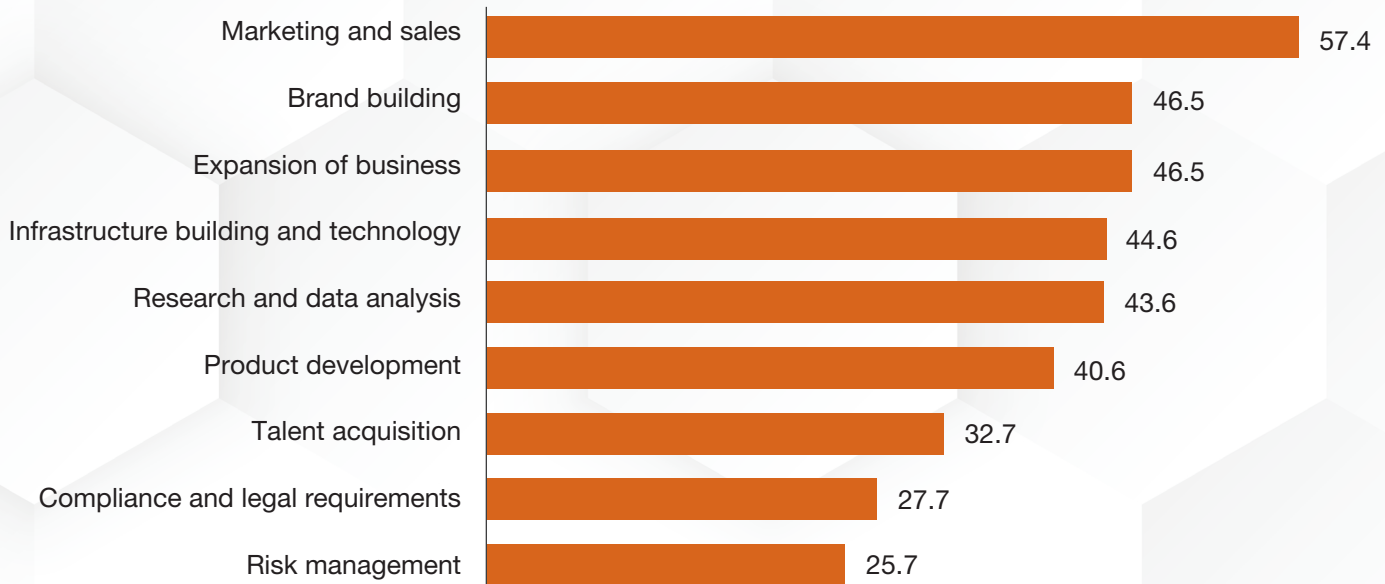


N =110

Question: For what particular uses or initiatives have you used the funds/are you planning to use the funds?

Note: The responses may not add upto 100 as this was a multiple-choice question.

Figure 84 - Contribution of funds in enhancing growth and development of startups/ventures/small businesses (%)



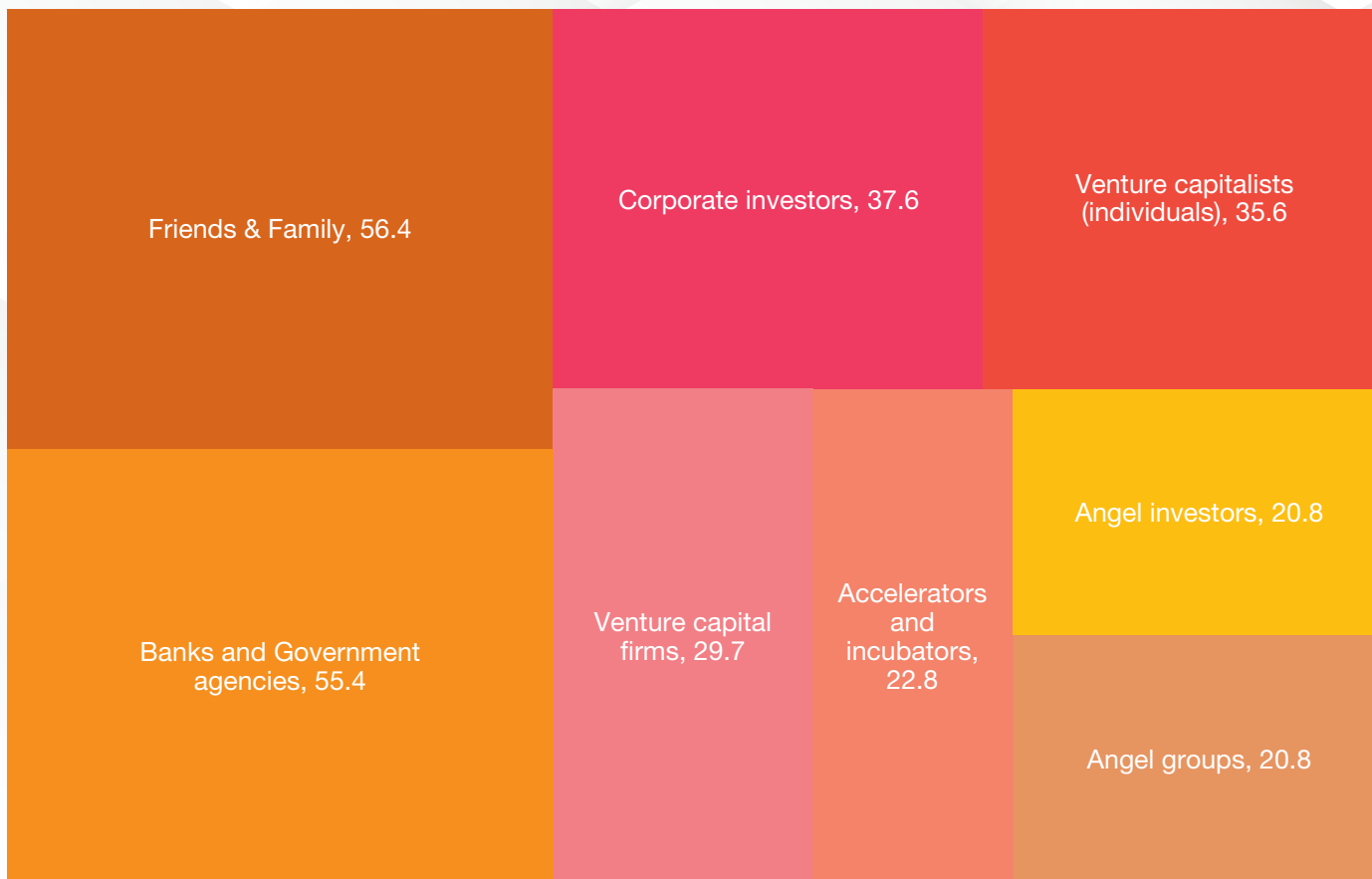
N =110

Question: How will the funds contribute to the growth and development of your startup?

Note: The responses may not add upto 100 as this was a multiple-choice question.

The entrepreneurship survey revealed startups' opinions on how fund allocation would contribute to their growth and development. **Marketing and sales were seen as pivotal, with 57.4 percent of startups believing that funds in this area would significantly drive their business forward, highlighting the essential role of market penetration and revenue generation.** The expansion of business and brand building each received equal importance, at 46.5 percent, indicating a strong focus on scaling operations and enhancing brand visibility. Infrastructure building and technology upgrades were considered crucial by 44.6 percent of respondents, showcasing the need for solid operational foundations and technological advancements. Research and data analysis were valued by 43.6 percent, underlining the importance of informed decision-making. Product development was a priority for 40.6 percent, reflecting innovation as a key growth driver. Lastly, talent acquisition, compliance, and legal requirements, and risk management were also noted for their roles in sustainable growth, receiving 32.7 percent, 27.7 percent, and 25.7 percent respectively, emphasizing the multifaceted approach startups planned to adopt for their development.

Figure 85 - Potential investor pool for Startups/Ventures/Small Businesses (%)



N =110

Question: What type of investors are you looking to attract?

Note: The responses may not add upto 100 as this was a multiple-choice question.

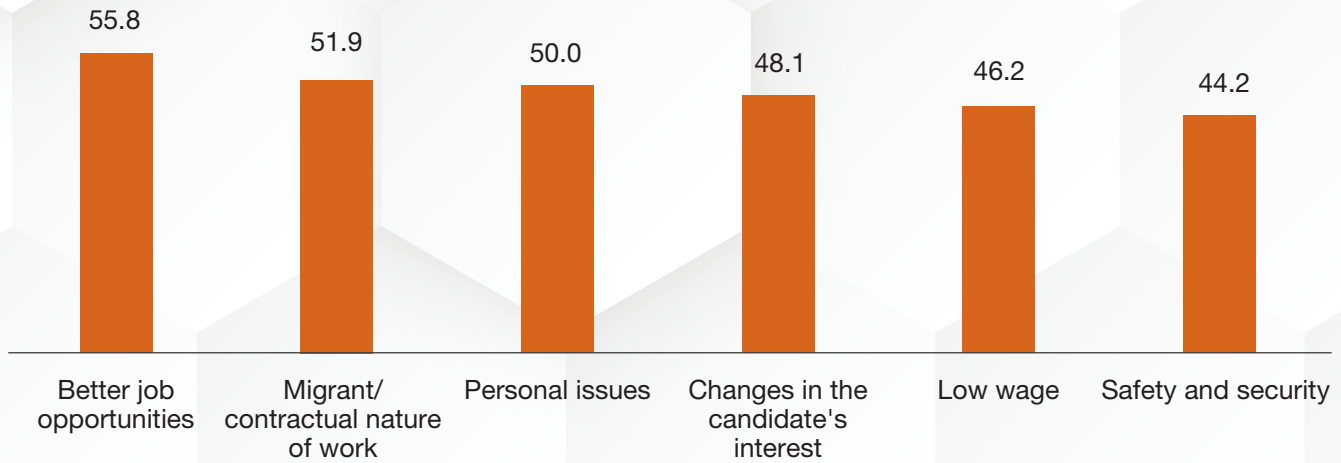
The entrepreneurship survey depicted **startups' preferences in attracting investors, with friends and family leading at 56.4 percent, reflecting the trust and initial support often sought from close networks.** Banks and government agencies were close behind at 55.4 percent, indicating a reliance on traditional financing routes for stability and potential grants. Corporate investors and individual venture capitalists were considered by 37.6 percent and 35.6 percent of startups, respectively, suggesting pursuit of strategic partnerships and significant financial injections for growth. Venture capital firms, accelerators and incubators, and angel investors, including groups, were less prioritised, with their percentages ranging from 29.7 percent to 20.8 percent, showcasing a diverse strategy in seeking financial backers yet with a cautious approach towards more formal investment entities.

### Attrition trends at startups/small businesses

We enquired with the employers on the average attrition rate of employees at startups/business ventures in their organisation in FY22-23. **The average attrition rate as reported was 52.7 percent.**

The entrepreneurship survey sheds light on the primary reasons for attrition within startups, **identifying better job opportunities as the leading cause, with 55.8 percent of entrepreneurs acknowledging this challenge.** This indicates a competitive job market where individuals continuously seek more advantageous positions. The migrant or contractual nature of work is cited by 51.9 percent, reflecting the instability associated with temporary or geographical work conditions. Personal issues, including household changes and lifestyle adjustments like domestic or childcare responsibilities, are reported by 50.0 percent, highlighting the impact of personal life on professional commitments. Changes in the candidate's interests affect 48.1 percent of startups, suggesting a shift in career goals or job preferences. Low wages and concerns over safety and security are also significant, mentioned by 46.2 percent and 44.2 percent respectively, pointing to the importance of competitive compensation and a safe work environment in employee retention.

Figure 86 - Key reasons for attrition at startups/entrepreneurial ventures (%)



N =110

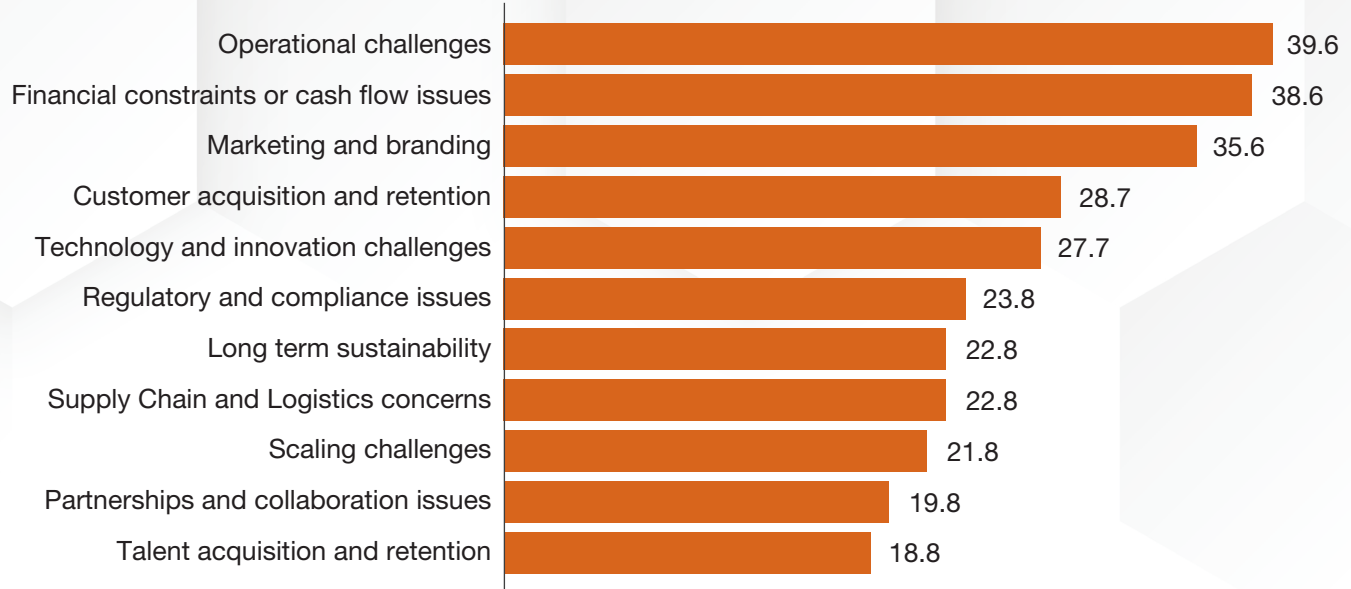
Question: Key reasons for attrition.

Note: The responses may not add upto 100 as this was a multiple-choice question.

### Challenges faced by the startups

The entrepreneurship survey highlights a spectrum of challenges entrepreneurs currently face, with operational challenges and financial constraints or cash flow issues at the forefront, cited by **39.6 percent and 38.6 percent of respondents, respectively. These findings emphasise the complexities of managing day-to-day operations efficiently and ensuring financial stability.** Marketing and branding, alongside customer acquisition and retention, are also significant hurdles, identified by 35.6 percent and 28.7 percent, underlining the importance of building a strong market presence and loyal customer base respectively. Furthermore, technology and innovation challenges, regulatory and compliance issues, and supply chain and logistics concerns, reported by 27.7 percent, 23.8 percent, and 22.8 percent respectively, reflect the multifaceted nature of obstacles that impact startup growth and operational efficiency. These challenges underscore the need for strategic planning, financial management, and innovative solutions to navigate the entrepreneurial landscape successfully.

Figure 87 - Type of challenges faced by the startups/ventures/small businesses (%)



N =110

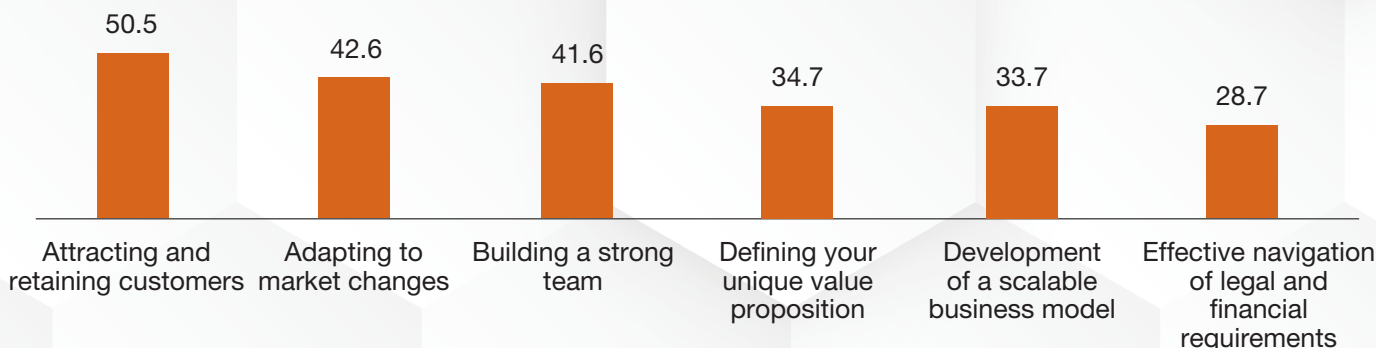
Question: What are the challenges currently facing your startup?

Note: The responses may not add upto 100 as this was a multiple-choice question.

Upon asking the **strategic plans of surveyed startups and entrepreneurs to overcome their challenges, 50.5 percent mentioned attracting and retaining customers taking precedence at 50.5 percent.** This underscores the critical importance of customer engagement and loyalty in business success. Adapting to market changes is identified by 42.6 percent of respondents as essential, highlighting the need for agility and responsiveness in today's rapidly evolving market landscape. Building a strong team is a priority for 41.6 percent, emphasizing the role of human capital in driving market growth and innovation. Furthermore, defining a unique value proposition and developing a scalable business model are crucial steps for 34.7 percent and 33.7 percent of entrepreneurs, respectively, pointing towards the significance of differentiation and long-term viability. Additionally, 28.7 percent see effective navigation of legal and financial requirements as vital, reflecting the complexity of regulatory and financial landscapes that startups must manage.



Figure 88 - Top strategies to overcome challenges (%)



N =110

Question: How do you plan to overcome challenges?

Note: The responses may not add upto 100 as this was a multiple-choice question

### Challenges faced by small business owners, shop keepers, and street vendors

During our qualitative discussions with street vendors and shopkeepers in Delhi NCR regarding the multifaceted challenges they face in navigating the entrepreneurial ecosystem. They mentioned that starting an entrepreneurship journey requires a foundational understanding of business principles, yet many entrepreneurs struggle with where to begin. This is exacerbated by a lack of awareness about necessary compliances, a gap that can lead to significant financial losses, as some have unfortunately experienced.

Further, it was revealed that Government policies designed to support small businesses remain underutilised due to a lack of awareness among entrepreneurs about how these policies can benefit them. Writing a project report, or applying for loan, a critical step in securing startup capital, poses another challenge for those unfamiliar with the technicalities of financial documentation.

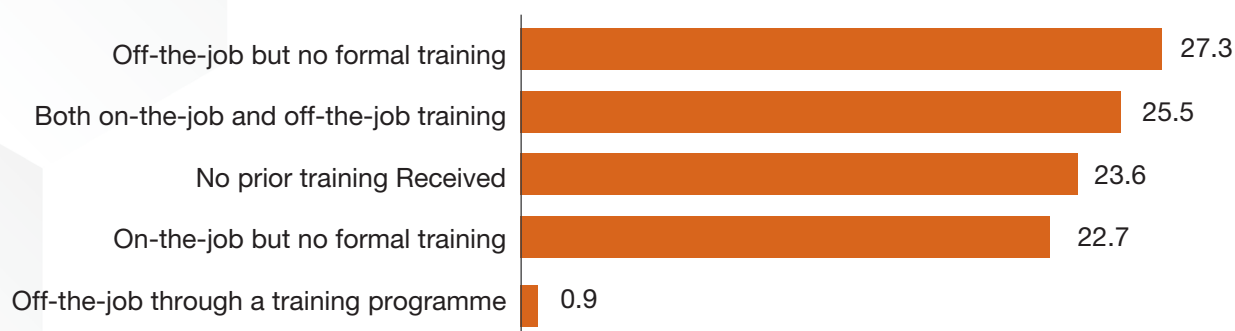
Another challenge highlighted particularly by shop owners was the role of associations in providing financial support, which underscores the importance of networking and community resources in the entrepreneurial ecosystem. However, finding these resources can be daunting for new entrants. Moreover, practical skills such as product packaging, display, negotiation, lead generation, and client acquisition are essential for the market success of any business but are not inherently known to all entrepreneurs.

We also noted that the digitalization of business processes has made knowledge of new software for inventory management indispensable, yet access to such information is not always straightforward. Succession and continuity planning are critical for the sustainable growth of self-help groups (SHGs), highlighting the need for strategic planning skills. Lastly, a comprehensive understanding of financial and compliance skills is crucial for any business to thrive and avoid legal and operational pitfalls, as revealed by small businesses.

### Skills and training requirements

To understand the skilling scenario of workers across startups/entrepreneurial ventures, we enquired the employers about the skill sets of the employees when they were hired. Around **38.2 percent employees reported that the employees who they hired are extremely skilled while remaining 61.8 percent mentioned employees are somewhat skilled.**

Figure 89 - Prior training experience of workforce at startups/ventures (%)



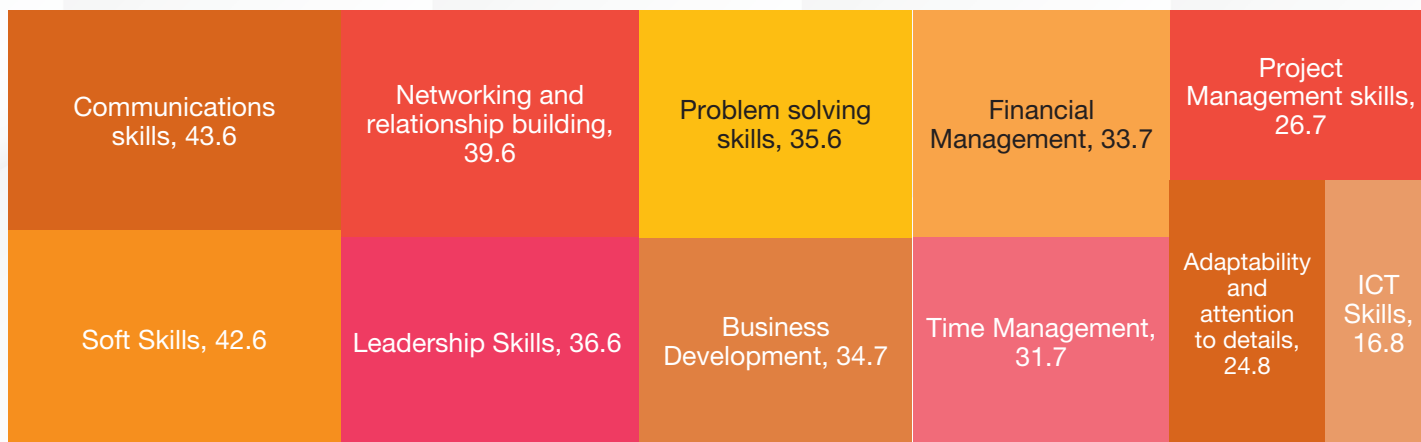
N =110

Question: Have you/your current employees received any prior training?

The entrepreneurship survey indicates a relatively balanced distribution of prior training experiences among current employees of startups and entrepreneurial ventures. Around 25.5 percent have benefited from both on-the-job and off-the-job training, suggesting a well-rounded preparation before their current roles. A close 23.6 percent have received no prior training, which presents a potential area for investment in workforce development. Meanwhile, **27.3 percent have received off-the-job informal training, and a similar segment at 22.7 percent has on-the-job experience but no formal training**, highlighting on-site learning as a key method for skill acquisition. Notably, only 0.9 percent have undergone formal off-the-job training through a specific program, indicating a minor reliance on structured training initiatives outside the workplace.

**Startups and entrepreneurial ventures reported through this entrepreneurship survey that the most significant skill gap they encounter when hiring is in communication skills, with 43.6 percent citing it as deficit, highlighting its critical importance in business operations.** Close behind, soft skills are lacking in 42.6 percent of new hires, underlining the need for effective interpersonal relations at the workplace. Networking and relationship-building skills are missing in 39.6 percent of potential employees, pointing to the importance of connections and collaboration in business growth. Leadership skills are absent in 36.6 percent of candidates, suggesting a gap in driving teams and initiatives. Problem-solving abilities and business development skills are also in short supply, noted by 35.6 percent, and 34.7 percent respectively, indicating the need for strategic and operational acumen. Financial management and time management skills, essential for efficiency and fiscal responsibility, are lacking according to 33.7 percent and 31.7 percent of the respondents. Project management and adaptability & attention to detail, although less frequently mentioned, still pose a concern for 26.7 percent and 24.8 percent, respectively. Lastly, ICT skills are a missing component for 16.8 percent of the workforce, which may impact the integration of technology in business processes. Further, during stakeholder consultations, experts strongly pointed out that opportunity identification, digital skills, enterprise development, and core managerial skills are crucial for scaling up and succeeding in businesses.

Figure 90 - Identified skill gaps among employees at the time of hiring (%)



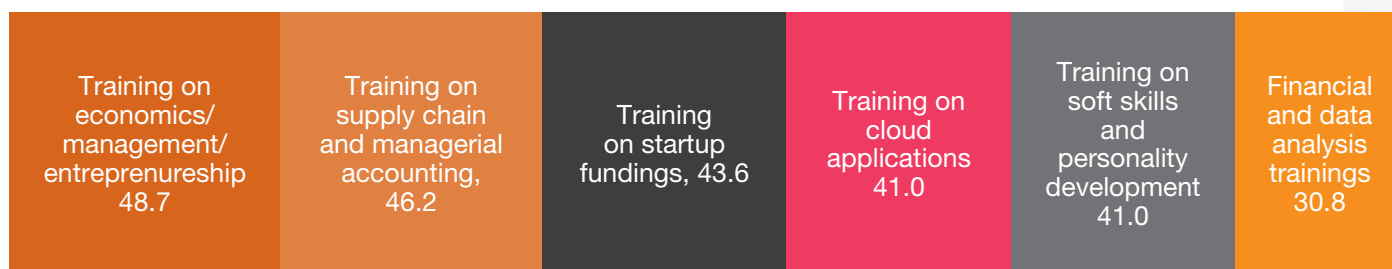
N =110

Question: What skills do you think are missing when you hire employees?

Note: The responses may not add upto 100 as this was a multiple-choice question.

Nearly **67.3 percent of employers are providing in-house training facilities to their employees. The entrepreneurship survey unveils the types of training startups and entrepreneurial ventures provide to their employees.** Nearly half, at 48.7 percent, offer training in economics, management, and entrepreneurship, reflecting the priority placed on foundational business acumen. Training focused on supply chain and managerial accounting are provided by 46.2 percent of ventures, indicating the importance of operational and financial oversight within startup environments. A significant 43.6 percent conduct training on startup funding, highlighting the critical role of capital in launching and sustaining a business. Moreover, 41.0 percent of ventures offer training on cloud applications and soft skills and personality development, underscoring the dual emphasis on technological proficiency and effective interpersonal relations. Financial and data analysis training are also a key focus for 30.8 percent of the companies, demonstrating the value placed on analytical skills in decision-making processes.

Figure 91 - Various types of trainings provided at startups/ventures to employees (%)

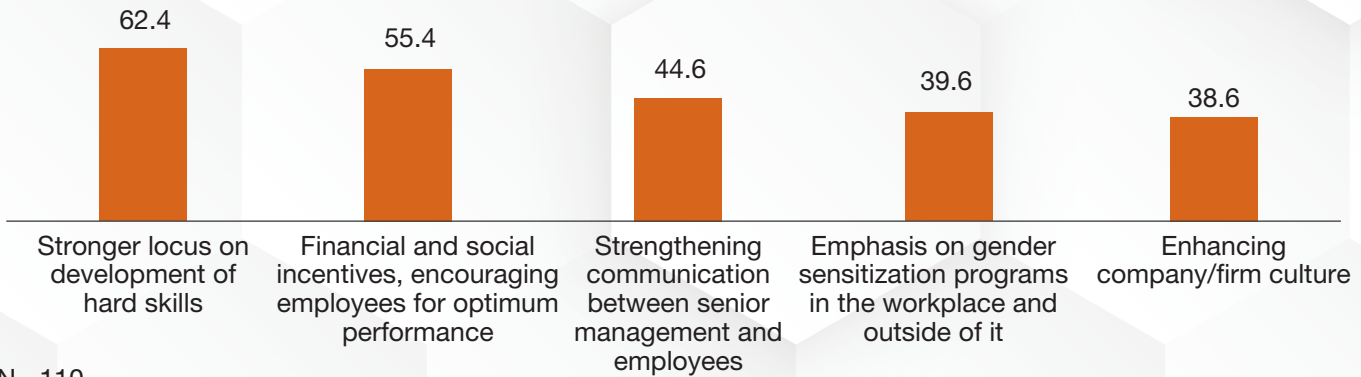


N =110

Question: What is the nature of trainings which you are providing to your employees?

Note: The responses may not add upto 100 as this was a multiple-choice question

Figure 92 - Recommended measures for enhancing the quality of employees at startups/ventures (%)



N =110

Question: What do you think would improve the quality of their employees?

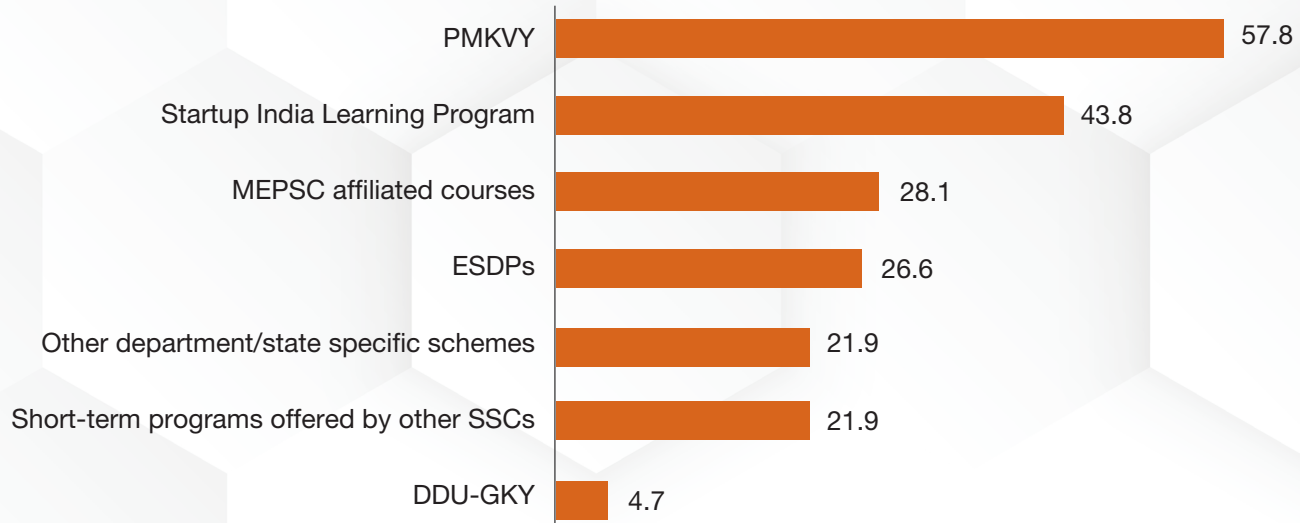
Note: The responses may not add upto 100 as this was a multiple-choice question.

### Awareness of skill training programmes

We enquired startups/entrepreneurial ventures to gauge their awareness of skill training programmes run by the Government. Overall, 63.4 percent of employers were aware and out of these, 73.44 percent were satisfied with the skilling initiatives for enhancing entrepreneurship in the country.

In terms of awareness of the Government run programmes, 57.8 percent were aware of Pradhan Mantri Kaushal Vikas Yojana (PMKVY), 43.8 percent for Startup India Learning Program – Entrepreneurship Program by Startup India, 28.1 percent for MEPSC affiliated courses, 26.6 percent for entrepreneurship skill Development Programme (ESDP), 21.9 percent for short-term programmes offered by SSCs other than MEPSC, 21.9 percent for any other department/state specific scheme and 4.7 for DDU-GKY.

Figure 93 - Startups/Ventures/Small businesses employers aware of Government led programmes (%)



N =110

Question: Which of the following skill development programmes are you aware of?

Note: The responses may not add upto 100 as this was a multiple-choice question.

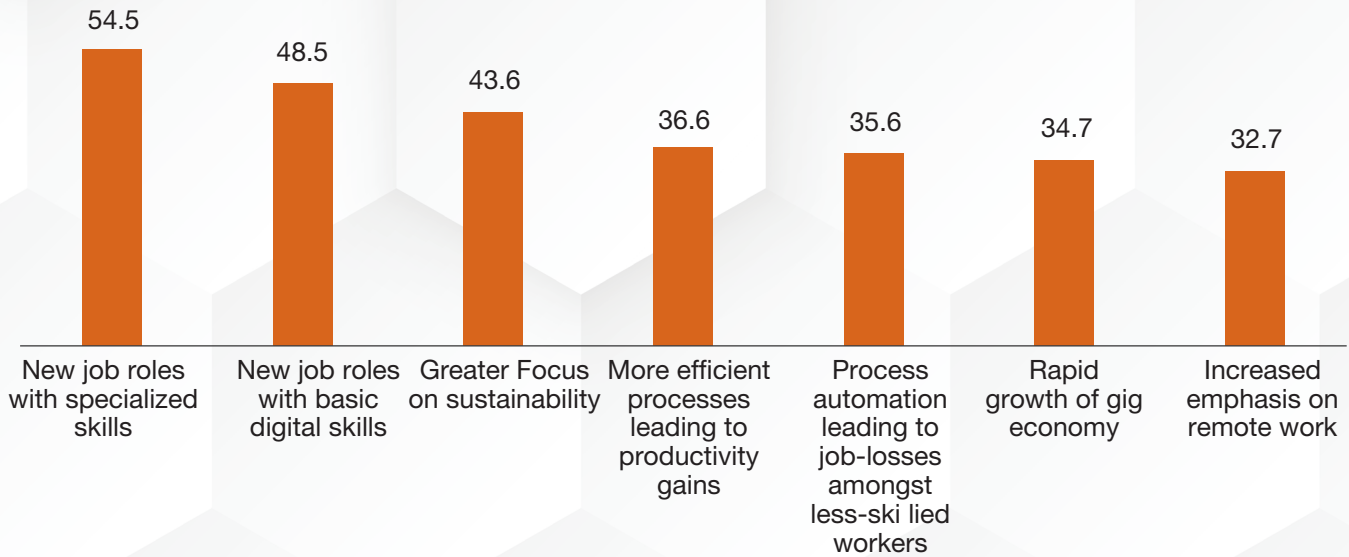
Further, 72.8 percent of surveyed employers, who were aware of skill training programmes run by the Government, found them effective in enhancing their and their employee’s skill sets for entrepreneurship. Moreover, when enquired about their openness to enroll themselves or their employees in short-term skilling programmes for entrepreneurship, 48 percent shared their agreement for programmes related to marketing, soft skill program and business development, leadership development, time management, digital skills, etc.

### Future of jobs and automation

Firstly, we enquired about the increase in the integration of technology into organisational operations, wherein 64 percent of surveyed startups/entrepreneurial ventures confirmed that various processes have been automated in their organisation. Furthermore, 60.2 percent employers are willing to introduce new technologies to reduce costs/enhance the quality of their services/products.

A majority of ventures, 54.5 percent, anticipate the emergence of new job roles demanding specialised skills, suggesting a trend towards more niche and advanced expertise in the workforce. Alongside this, 48.5 percent foresee the creation of positions requiring basic digital competencies, underscoring the integral role of digital literacy. The growing prominence of sustainability is expected by 43.6 percent of respondents, indicating a shift towards environmentally and socially responsible business practices. More efficient processes are predicted by 36.6 percent to lead to productivity gains, reflecting the ongoing drive for optimization and lean operations.

Figure 94 - Possible ways by which entrepreneurship space can be impacted due to technology as per startups/entrepreneurs (%)



N = 186

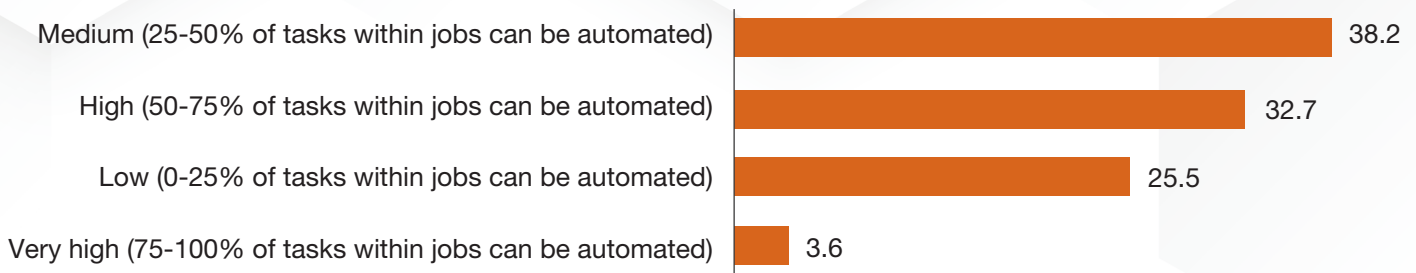
Question: In what ways will entrepreneurship will change fundamentally in the next five years?

Note: The responses may not add upto 100 as this was a multiple-choice question.

Concerns about process automation displacing less-skilled workers are shared by 35.6 percent, highlighting the urgent need for workforce re-skilling and upskilling. The gig economy is projected to continue its expansion, as noted by 34.7 percent, pointing to a more flexible and freelance-oriented job market. Finally, an increased emphasis on remote work, identified by 32.7 percent, suggests a continued move away from traditional office environments, accelerated by technological advancements and changing work preferences. These trends collectively paint a picture of a dynamic startup landscape that is technologically driven, skill-focused, and adaptable to global challenges and changes in work culture.

With respect to the extent of automation expectation in business activity, **38.2 percent foresee a medium level of automation (25-50 percent of tasks within jobs can be automated)** while 32.7 anticipate a high automation rate (50-75 percent of tasks within jobs can be automated). Additionally, 25.5 percent expect low automation (0-25 percent of tasks within jobs can be automated) and 3.6 percent very high levels of automation (75-100 percent of tasks within jobs can be automated).

Figure 95 - Share of startups/ventures citing expected extent of automation in their business activity for next three years (%)



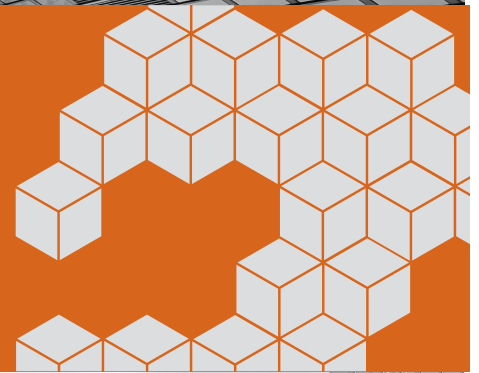
N = 110

Question: What is the extent of automation expected in your organisation's business activity say in next 3 years?

The key job roles which will be in the demand by startups/entrepreneurs in the next five years, include: Digital Marketing Specialist, CSR Officer, Gig Associate, FinTech Entrepreneur, Social Media Strategist, Design Thinking Expert, Data Analyst and AI Content Developer.



# Future Manpower Requirement Estimation



# 5. Future manpower requirement estimation

## Methodology

To understand the overall manpower demand in the Management, Private security, and Entrepreneurship sectors for 2024-2030, we adopted a sectoral employment elasticity approach, where employment elasticity measures the percentage change in employment associated with a one percentage point change in economic growth, i.e., gross value added (GVA). To forecast future manpower demand, we utilised the employment and GVA data available between 2011-12 and 2022-23.

The main sources of data on sector-specific employment and GVA included the 68th round of the Employment and Unemployment Survey by the National Sample Survey Organisation (NSSO), World Development Indicators, United Nations Population Fund's Population Projections, various rounds of unit-level data from the Periodic Labour Force Survey (2017-2023), and the latest data from the Reserve Bank of India's KLEMS database. To project future demand, it was essential to understand the average growth rate of GVA from 2024 to 2028 and the changes in employment and GVA from 2019 to 2011. We deliberately excluded the year 2020, affected by the pandemic, from all calculations to avoid underestimating GVA and employment estimates.

## Management sector manpower requirements

Using PLFS 2022-23 data, we estimate that the Management sector employed 6.46 million individuals aged 15 years and above in 2022, generating a GVA of INR 1,538 million<sup>65</sup>. Based on these calculations, we estimated an employment elasticity of 0.48, i.e., for every one percentage point change in GVA within the Management sector, employment is expected to change by 0.48 percentage points in the same direction. By extrapolating the Ministry of Statistics and Programme Implementation's GVA data, **we projected the future (2023-2030) average growth rate of GVA for the Management industry to be 7.4 percent.**

Using the described methodology, our estimates indicate that the **Management sector employed 6.68 million persons in 2023 and will further require a total workforce of 6.92 million individuals (aged 15 years and above) in 2024. This figure is anticipated to increase to 8.48 million by 2030.** In terms of incremental demand, we estimate that the total incremental demand between 2024-2030 is projected to be 1.56 million.

The table below provides a forecast for employment and incremental labour demand within the overall Management sector and the identified sub sectors between 2024-2030.

Table 5 - Projected labour demand (aged 15+ years) in millions

Sector	2023	2024	2025	2026	2027	2028	2029	2030
Projected labour demand (aged 15+ years) in millions	6.68	6.92	7.15	7.40	7.66	7.92	8.20	8.48

## Private security sector manpower requirements

Using the data for sector growth and employment trends provided in the NSDC's report on human resource requirements in the private security services, which was conducted in 2013. As per the report, the sector was envisaged to generate 11.83 million employments by 2022.

Using PLFS 2022-23 data, Private security sector was estimated to grow at 6.3% with an employment elasticity of 0.5 during 2011-2022. The growth in Private security sector was also estimated to grow at a higher rate of 8%. Further, using the data for the workforce employed in the Private security sector in the NSDC report, our estimate indicates that the sector will require a total workforce of 12.8 million by 2024 and 16.4 million workforce by 2030 with an incremental demand of 3.58 million in the future (2024-2030).

The table below provides a forecast for employment and incremental labour demand within the overall Private security sector and the identified subsectors between 2023-2030.

Table 6 - Projected labour demand in millions in private security sector

Sector	2023	2024	2025	2026	2027	2028	2029	2030
Projected labour demand in millions	12.2	12.8	13.3	14	14.5	15.1	15.8	16.4

Note: The sub-sector employment and incremental demand numbers have been rounded off to two-decimal places and therefore do not add up exactly to the total of the 'Management and Private security sectors.

Source: Authors' calculation using data from World Development Indicators, United Nations Population Fund's Population Projections, various rounds of unit-level data from the Periodic Labour Force Survey (2017-2023), and NSDC's report on Human Resource and Skill Requirements in the Private Security Services Sector

65 [ Ministry of Statistics and Programme Implementation. (n.d.). Retrieved from: <https://mospi.gov.in/data> ]



The following definition of the sector and sub-sectors has been used

### **NIC Codes considered for the Management sector**

(NIC 6611 Administration of financial markets) Operation and supervision of financial markets other than by public authorities, such as commodity contracts exchanges, futures commodity contracts exchanges, securities exchanges, stock exchanges, stock or commodity options exchanges

(NIC 6612 Security and commodity contracts brokerage) Dealing in financial markets on behalf of others (e.g. stock broking) and related activities, securities brokerage, commodity contracts brokerage, activities of bureaux de change etc.

(NIC 6619 Activities auxiliary to financial service activities n.e.c.) Activities of investment advisors, mortgage advisors and brokers, financial transaction processing and settlement activities, trustee, fiduciary and custody services on a fee or contract basis

(NIC 6621 Risk and damage evaluation) Provision of administration services of insurance, such as assessing and settling insurance claims

(NIC 6622 Activities of insurance agents and brokers) Activities of insurance agents and brokers (insurance intermediaries) in selling, negotiating or soliciting, of annuities and insurance and reinsurance policies.

(NIC 6629 Other activities auxiliary to insurance and pension funding) Activities involved in or closely related to insurance and pension funding (except claims adjusting and activities of insurance agents)

(NIC 6630 Fund management activities)

(NIC 6910 Legal activities) Legal representation of one party's interest against another party, whether or not before courts or other judicial bodies by, or under supervision of, persons who are members of the bar, other activities of notaries public, civil law notaries, bailiffs, arbitrators, examiners and referees

(NIC 6920 Accounting, bookkeeping and auditing activities; tax consultancy)

(NIC code 7010) Activities of Head office include the overseeing and managing of other units of the company or enterprise; undertaking the strategic or organisational planning and decision making role of the company or enterprise.

(NIC code 7020) Management consultancy activities include the provision of advice, guidance and operational assistance to businesses and other organisations on management issues, such as strategic and organisational planning; decision

areas that are financial in nature; marketing objectives and policies; human resource policies, practices and planning; production scheduling and control planning.

(NIC 7810 Activities of employment placement agencies) Listing employment vacancies and referring or placing applicants for employment, where the individuals referred or placed are not employees of the employment agencies. This also includes on-line employment placement agencies.

(NIC 7820 Temporary employment agency activities) Activities of supplying workers to clients' businesses for limited periods of time to supplement the working force of the client, where the individuals provided are employees of the temporary help service unit. However, units classified here do not provide direct supervision of their employees at the clients' work sites.

(NIC 7830 Human resources provision and management of human resources functions) Activities of providing human resources and human resource management services for client businesses. They are specialized in performing a wide range of human resource and personnel management duties. They represent the employer of record for the employees on matters relating to payroll, taxes, and other fiscal and human resource issues, but they are not responsible for direction and supervision of employees.

(NIC code 8211) Office administrative and support services include the provision of a combination of day to day office administrative services, such as reception, financial planning, billing and record keeping, personnel and mail services etc. for others on a contract or fee basis.

(NIC 8220 Activities of call centres)

(NIC 8230 Organization of conventions and trade shows)

(NIC 8299 Other business support service activities n.e.c.)

(NIC code 8530) Higher education in management courses leading to a degree or equivalent.

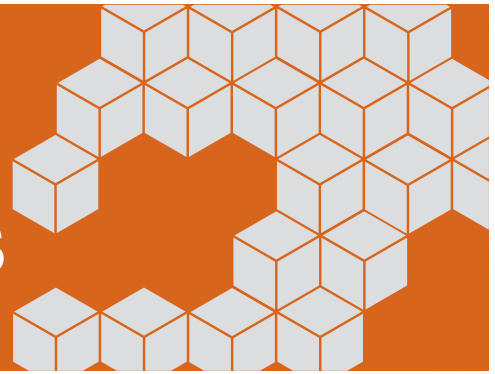
(NIC code 8550) Education support services include the provision of non-instructional services that support educational processes or systems such as educational consulting, guidance counseling services, testing evaluation services etc.

### **NIC Codes considered for the Private security sector**

(NIC code 8010) Private security activities includes armored car services, bodyguard services, security guard services, polygraph services, finger printing services and other private security services; (NIC code 8020) Security systems service activities includes monitoring or remote monitoring of electronic security alarm systems, such as burglar and fire alarms, including their maintenance. Installing, repairing, rebuilding, and adjusting mechanical or electronic locking devices and selling of such security system and Security Consulting (7490).



# Conclusion & Recommendations



## 6. Conclusion and recommendations

In India, the sectors of Management, Entrepreneurship, and Private security play pivotal roles in shaping the economy's landscape and addressing its burgeoning skill gap. As the country strides towards becoming a global economic powerhouse, the demand for skilled professionals in these sectors has never been more critical. The Management sector, with its vast array of operational, strategic, and leadership roles, is essential for the efficient functioning and growth of businesses across industries. Entrepreneurship, on the other hand, drives innovation, job creation, and economic diversification, making it a key pillar for sustainable development. The Private security sector, often underestimated, is crucial for safeguarding assets, people, and businesses, reflecting the growing need for security in a dynamic socio-economic context. In this report, we explored the current and changing skill needs based on insights from both youths and industry experts in these segments. We explored their opinions on training needs and how they foresee technology impacting these segments. Additionally, we estimated the future workforce needs within Private security and Office Management professionals.



### Our multifaceted methodology to undertake the skill gap study

The study followed a **four-step analysis process**, starting with a review of existing literature on economic trends, sector-specific indicators (such as GDP contribution, growth patterns, and employment), and the skilling ecosystem. Secondary research focused on understanding the changing nature of the management, entrepreneurship, and private security sectors. Primary research involved engaging with 502 employers to understand their perspectives on skill requirements and draw the aspirations of 1001 young individuals entering or already in the workforce. In-depth qualitative consultation with a diverse group of stakeholders, including industry leaders, academic experts, training providers, and policy experts, from across the management, entrepreneurship, and private security sectors were also conducted. Finally, data from periodic labour force surveys, Census 2011, World Development Indicators, United Nations Fund for Population Projections data were analyzed to forecast manpower needs within the sectors. The synthesis of these findings resulted in this comprehensive skill gap report.



### Findings from Youth survey

Youth interest in entrepreneurship is surging, with a notable percentage across various demographics seeking to enhance their skills in this area. Similarly, the management sector attracts a wide interests, with a preference for short-term, part-time, and residential training programs, reflecting a readiness to invest in professional development. The private security sector also sees diverse interest, with preferences again leaning towards short-term and part-time courses, indicating a significant willingness among youths to pay for education and training. These trends highlight a growing demand for specialized training and the importance of practical skills, showcasing the youth's commitment to professional growth in entrepreneurship, management, and private security sectors. Decisive factors for pursuing these training programs underscore the importance of training content, the reputation of the training provider, the quality of trainers, practical exposure, and the quality of internships or apprenticeships, highlighting a comprehensive approach toward skill development and training preferences among the youth.



### Findings from Employers survey

Consequently, **for employers**, the pursuit of better job opportunities emerges as a primary cause for attrition in office management, reflecting the competitive nature of job markets and employees' continuous search for improvement. Personal life circumstances, such as changes in interests and household dynamics, also play a significant role in employment decisions. In the private security sector, changing career interests, lack of career advancement opportunities, and insufficient skills are prominent reasons for high attrition rates, underscoring the importance of professional growth and competency development for retention. Additionally, financial satisfaction, the transient nature of contractual work, and personal well-being, including safety concerns especially for females and domestic responsibilities, are highlighted as critical factors affecting employee retention across both sectors. This points to a complex interplay of professional aspirations, personal circumstances, and job satisfaction in influencing employment longevity.



### Perceptions about missing skill sets in employees as per employers

The **key skills that are missing in office management professionals** as per employers include deficiency in collaboration, time management, and critical thinking skills, pointing to a need for better foundational skills that facilitate effective work dynamics and decision-making adaptability. A significant portion of employers report a deficiency in proficiency with key office tools like MS Office and Google Suite, essential for daily operations. While for **private security workforce**, communication skills have emerged as the most significant deficiency, followed by low physical fitness, pointing to the essential nature of physical readiness in a profession that often demands stamina and strength. Further, technology proficiency, specifically in surveillance and security systems, is lacking in majority of the private security workforce, highlighting the growing need for tech-savvy personnel in modern security operations. During our discussion with **incubators to understand the key skills aspiring entrepreneurs are missing**, we noted that financial management emerges as the most lacking skill, indicating a crucial need for understanding financial operations in early-stage ventures. Foundation skills such as collaboration, time management, and critical thinking are missing highlighting the need for both technical and soft skill development. Marketing skills and proficiency in digital tools are also in short supply, underscoring the importance of effective communication and technology use in today's business environment.



### Perceptions about impact of technology in future

In view of **technological advancements**, there is a significant expectation of **high automation, with up to three-quarters of tasks potentially being automated in the private security sector**. While in the office management and entrepreneurship domain, a similar diversity in automation expectations exists, with a plurality of employers anticipating medium to high automation levels in the near future. Furthermore, in the private security sector, the anticipation of new, specialized job roles by a majority reflects a move towards more sophisticated security functions, alongside concerns about job losses due to process automation, emphasizing the urgency for upskilling. The expectation of roles requiring basic digital skills further underlines the sector's digitalization. For office management, a similar trend towards efficiency and automation is noted, with employers predicting productivity gains from streamlined operations and potential job losses for the less-skilled due to automation. The forecasted emergence of roles demanding specialized and basic digital skills indicate a shift in workforce requirements, signaling an evolving landscape that prioritizes adaptability and digital literacy. These insights reveal a future where continuous learning and skill development are pivotal for maintaining relevance and securing career longevity in these evolving sectors.



### Demand projections in Management & Private security sector

Secondary research suggests that the management and private security sector is projected to experience a significant growth, accompanied by an increase in rising demand for manpower. **We projected the future average growth rate of GVA for the management industry to be 7.7 percent between 2022-2030. Also, as per estimation, management sector will further require a total workforce of 2.86 million individuals (aged 15 years and above) in 2024, which is anticipated to increase to 3.52 million by 2030.** In terms of incremental demand, we estimated that the total incremental demand between 2024-2030 is projected to be **0.66 million**.

For private security sector, we projected the **future growth in Private security sector at a higher rate of 8% by 2030**. Further, using the data for workforce employed in the private security sector as per NSDC report, our estimate indicate that the sector will require a total workforce of 12.8 million by 2024 and 16.4 million work force by 2030 with an incremental demand to be **3.58 million in the future (2024-2030)**.

## Our recommendations

Given the identified issues, challenges, and context of this report, below are the recommendations where we suggest that the Management & Entrepreneurship Professional Skills Council (MEPSC) strengthen its training and skilling ecosystem. These recommendations are based on consultations, in-depth insights and interviews with key stakeholders such as employers, training service providers, industry associations, workers and youth. The recommendations are also grounded in an assessment of the technology and future of work in the management, entrepreneurship and private security sector in India.



### Context

As the Management, Entrepreneurship and Private security industries expand, there is an anticipated increase in the demand for workforce and entrepreneurs in the future. This growth will be driven by India's expanding economy and its increasing emphasis on technological integration and security services. Moreover, technology plays a pivotal role in every sector, equipping the younger population with relevant skills becomes essential. This will require translation to a focused push towards vocational training and educational programmes that are aligned with the demands of these industries.

### Solution

- The industry may acknowledge the benefits of training young people and take active steps to offer and expand formal training programmes in the management and private security sectors. These programmes should be conducted primarily by trainers from the Management and Entrepreneurship and Professional Skills Council (MEPSC), with regular input from industry experts, to ensure that the training content and QPs align with real-world industry demands. Based on the insights from the demand estimation by MEPSC, state governments may be informed, and industry associations within each State and sub-sector may be encouraged to improve their training initiatives.
- To support youths interested in entering the management, entrepreneurship and private security sectors, or those looking to become self-employed, MEPSC can take this initiative to enhance training infrastructure **through the setting up of Centre of Excellence/Future Skill Institutes/Innovative Incubation Centres in collaboration with Central/State Government and industries by targeting to set up 10 such Centres/Institutes till 2030.**
- Furthermore, **with digital advancements**, there's an imperative need to integrate digital literacy and technological competencies across these fields. In security, for instance, the rise of digital surveillance systems, biometric security, and cyber protection measures necessitates training in IT and cybersecurity. For entrepreneurship and management, skills in digital marketing, e-commerce, and business analytics are becoming indispensable.
- This strategy not only prepares the youth for current job markets but also aligns them with future technological trends, ensuring that India's sectors remain competitive and innovative on a global scale.



### Context

Despite the ongoing efforts of educational and training institutions to equip students for employment, management and private security sector continue to experience skill shortages among the workers they recruit from these institutions.

### Solution

- To ensure quality placements, and strengthen academia-industry linkages, MEPSC already plays an active role in advisory boards, offers its own courses, curriculum, and career support. Additionally, it is suggested that **MEPSC may directly engage with private and government educational institutes and industry partners through webinars, seminars, and workshops to communicate industry needs and advocate for necessary changes in the delivery of education curricula.**
- Facilitating dialogue on evolving skilling needs, emerging job roles, and industry changes is crucial, and MEPSC, as a mediator, can inform educational institutions and industries about necessary adjustments to enhance the overall quality of placements.



### Context

NSQF aligned programs may be considered in the PSARA guidelines to make the Private security sector more aspirational for the guards as well as the industry.

Low engagement of the Apprentices in Security Sector. The big players in the Private Security Industry have kept the Apprenticeship Program in abeyance and are not enrolling Unarmed Security Guards as Apprentices in the shop of their Principal Employer. As per Section 18 of the Apprenticeship Act 1961, the Apprentices are not workers. Hence PF and ESIC cannot be considered for the Apprentices. However, the Principal Employer is insisting on paying PF and ESIC to the Security guards, to cover them with the statutory norms.

### Solution

- The concern over the uncertainty of candidate tenure in the Private security sector, especially when training and development expenses are borne by private agencies, calls for strategic approaches to mitigate risks and ensure that investments in personnel development deliver value.
- Since PSARA is an act of national importance, **the Department may consider formulating the required measures and help the private security industry create more opportunities with standardisation, validation, and certification.** If a person is expected to be trained in multiple roles in order to perform his work efficiently, then PSARA may have security guards at different levels with different AI levels of expertise and knowledge.
- Further, considering the total workforce and as per the mandates of the Act, there is a huge scope in terms of engagement of Apprentices as Unarmed Security Guards in the Private security industry. It is suggested to **allow the PF and ESIC to be paid to the Apprentices by the Establishments whoever wishes it**, with a caveat that these Apprentices should be the first-time registrations in PF and ESIC, or, necessary policy guidelines through the concerned line ministry may be issued to resolve this long pending issue of one of the largest employment sectors



### Context

It is observed that there are high attrition rates in the Management and Private security sector which further contribute to a lack of motivation and sustained interest in the sector for workers shortages among the workers they recruit from these institutions.

### Solution

- To foster positive sentiment within the industry, MEPSC can address information asymmetries by conducting periodic industry awareness sessions and collaborating with key stakeholders such as MSDE, NSDC and employers from various firms. Platforms like webinars, seminars, and sessions can facilitate effective communication and problem-solving.
- Industry should be encouraged to consider standardizing and enhancing workers' working hours and wage rates to prevent workforce attrition, in which MEPSC may support via active backing and real-time suggestions to industries for implementing their sub-sectors specific improvements, fostering a mutually beneficial environment for both employers and workers



### Context

In India, where entrepreneurship is booming across various sectors, the need for a market aggregator app is becoming increasingly evident.

### Solution

- MEPSC in collaboration with the Ministry of Skill Development and Entrepreneurship (MSDE) and the Ministry of Micro, Small, and Medium Enterprises (MSME) may develop this app. By leveraging their resources and networks, MEPSC could ensure the app meets the varied needs of Indian entrepreneurs, training requirements, facilitating connections to vetted service providers and fostering an ecosystem conducive to business growth. This partnership could significantly enhance entrepreneurial efficiency and competitiveness in India's dynamic market environment.



### Context

Despite the availability of courses catering to crucial technical, digital, and soft skills, employers across management as well as startups express concerns about the apparent gap in these essential skill competencies among workforce they hire.

### Solution

- For the Management sector, **MEPSC may collaborate with the Ministry of Skill Development and Entrepreneurship and Ministry of Education to encourage premier institutions to offer short term (3-6 months) management programmes for fresh skilling and/or upskilling/re-skilling.** These courses could be an e-learning type of certificate course around the essential skills such as project management, MIS, communication, complex problem solving, relevant language skills, and data analysis. These courses may have a component for mandatory internships during the course and provide opportunities for internships.
- Post-completion, similar short term training programmes may also be introduced for budding entrepreneurs.
- Regarding these e-learning short term trainings, MEPSC can encourage the service providers to provide curricula in multiple languages, including mother tongue, local languages and English so that students can learn the courses with ease.
- Furthermore, given the demand of management professionals globally, **MEPSC may introduce language training programmes which will facilitate in the mobility of the candidates overseas.** This facility may also be encouraged to be availed across SSCs for language training of their candidates.
- MEPSC may increase their focus on new qualification packs which cater to the emerging job roles in the management, entrepreneurship and private security sector (specified in the previous chapters).



### Context

Although youth may opt for gig work or aspire to become social media influencers, there is a lack of formal training programmes tailored for such workers.

### Solution

- Specific type of workers within the gig economy along with budding social media influencers may receive training support for their skill improvement through skill training programmes by the Government particularly in enhancing digital skills.
- Prioritizing specialised training for workers in various segments, including understanding and using various social media platforms is fundamental. Knowledge of algorithms, SEO (Search Engine Optimization), and analytics tools is crucial for optimizing content and reaching target audiences. Furthermore, **digital marketing skills and developing a social media strategy is required. Herein, collaborative efforts of MEPSC, educational and training institutions, industry and the National Skill Development Corporation (NSDC) and the Ministry of Skill Development and Entrepreneurship (MSDE) may help in customizing the training program.**



### Context

Disparity in the provision of training programmes exists for informal firms and small sized firms. While larger companies often provide comprehensive training and certification processes, smaller players frequently lack such resources and opportunities for their workforce across management, private security sectors, and startups.

### Solution

- MEPSC must encourage small sized firms and informal sector employers to provide either in-house training or outsourced training to their workers.

- Support for small players, constrained by costs, can be facilitated through collaborations between MEPSC and industry stakeholders. This collaboration can involve disseminating information about freely available online training courses or assisting them in collaborating with training providers who offer affordable solutions. Moreover, incentivizing participation by offering certificate benefits and recognizing firms through features on MEPSC'S social media platforms can serve as rewards for expanding their training facilities for their workers.



### Context

With a vision to make India, the Skill Capital of the World and to fulfill the supply gaps emerging in the developed as well as aging economies, it becomes pivotal to accelerate interventions in the skilled mobility sphere. Herein, MEPSC can facilitate to promote overseas mobility in the management and private security sector, particularly through skill harmonization, introduction of the language training programme, etc.

### Solution

- Foster **collaboration with international organisations to exchange best practices and adopt globally recognised standards** in management and private security sector.
- Embrace and implement international standards in training and certification processes to ensure personnel are well-prepared to tackle security concerns

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# Annexures

## List of experts invited in the stakeholder consultations

Sector	Key Experts
Entrepreneurship sector	Mr. Sunil Bhaskaran, Director, Air India Aviation Academy
	Mr. Sunil Dahiya, Executive Vice President, Wadhvani Foundation
	Prof. Rakesh Basant, Former Professor, Indian Institute of Management, Ahmedabad, Founder member CIIE – IIM Ahmedabad
	Mr. Gabriel Bordado, Skills & Employability Specialist, ILO
	Ms. Anita Sharma, Independent Expert/Ex- ILO and GIZ
	Mr. Nirmal Kumar – Entrepreneur (G-Auto)
	Mr. Erik Azulay, Director, ACIR
	Ms. Jui Joshi, Partner, Climate Connective
	Ms. Aishwarya Kulkarni, Program Manager, DeAsra Foundation
Management sector	Dr. Bhimaraya Metri, Director, IIM Nagpur
	Syed Afsar, Head - Business Development, All India Management Association
	Mr. Abhishek Pandit, Director, Eduvantage
	Ms. Shalaka Yadav, Manager- Skills Business, Mercer Mettl
Private Security sector	Dr. DK Shami, Fire Advisor- Government of India, Ministry of Home Affairs & Fellow IE and IFE
	Mr. Gautam Goradia, CEO, Comsur India
	Dr. Rajkumar Tyagi, Senior Vice President, CISS India

## Probe areas for survey tools

This section covers the probe areas for designing survey tools for employer surveys, youth aspiration surveys and consultation workshops.

### Probe areas – employer survey

This document details the probe areas for developing survey tool for conducting employers survey to understand their views on **skill gap pertaining to the management, entrepreneurship and private security sectors, to gather information about the industry's details, about its working and hiring processes, it's future aspirations, willingness to participate in skills training programmes, migration and skill training preferences.** The survey tools will be customised as per the three sectors as per the scope of work.

#### 1. Employer identification details

- State where employer is present
- Industry scale (Micro, Medium, Small, etc.)
- Sector focused

#### 2. Respondent and employer profile

- General details (name, position, year of incorporation)
- Online presence of the employer
- Awareness about programmes offered by MEPSC

### 3. Details about the workforce

- a. Number of existing employees in the organisation
- b. Share of skilled/unskilled workforce
- c. Total number of managerial positions
- d. Share of temporary and permanent workforce
- e. Minimum and maximum wage of staff (estimate)

### 4. Job profiles and recruitment in management/private security sector

- a. Job roles in the select sector
- b. Modes of recruitment (online/offline/channels such as Engineering colleges/polytechnics/ITIs)
- c. Challenges faced in recruiting
- d. Tests while recruitment (yes/no)
- e. Modes of assessment while recruitment
- f. Number of new recruits in the current year
- g. Number of new recruits on average every year (estimate)
- h. Attrition percentage in the organisation/Reasons for attrition
- i. What is the top-5 job roles that are in demand?
- j. Will these roles in your sector that will become redundant in the future?

### 5. Skills and training

- a. Are the previously trained employees hired?
- b. How skilled are the employees that you hire?
- c. What skills do you think are missing in the workforce when you hire (soft/hard skills list)?
- d. How much does the employer spend on training employees each year?
- e. Modes of upskilling/re-skilling?
- f. How can quality of employees improve?
- g. Are you aware of skill development programmes run by the government? (If yes, what are your opinions on the same?)
- h. Are you satisfied with the skilling initiatives being administered in your sector?
- i. Questions regarding Recognition of Prior Learning (RPL)
- j. Will you allow employees in your firm to take a break to attend short-term skilling programmes (and retain their employment)?

### 6. Migration

- a. What percentage of the workforce is from a State other than where employers' head office is located?
- b. Percentage of skilled and unskilled migrant workers
- c. Primary state of migration (percentage from each state)
- d. Are migrant employees working in different roles as compared to the local workforce?

### 7. Future of work

- a. In what ways will your sector change fundamentally in the future?
- b. Extent of automation expected in organisation's business activity
- c. Difference in automation that will be observed in the future.
- d. In what ways AI will impact your sector in the future?
- e. Top job roles in your organisation that will be redundant in the future due to automation
- f. Top job roles in your organisation that will be in demand in the future due to automation
- g. Number of employees foresee to hire in future in the identified sector
- h. Willingness to collaborate with international partners for skill training in future

**Note: For entrepreneurship sector, we have also undertaken survey of incubators. Some of the probe areas are as follows:**

- Number of incubatees registered in the incubation centre
- Methods and approach for identifying potential candidates for incubation
- Key support required by incubatee from the incubator (eg. Business planning, financial management, legal knowledge, marketing, and product development, etc.)
- Perception of knowledge and skills in incubatees in key areas such as essential for setting up an enterprise
- Ability of incubatees to build and maintain network with the industry and potential investors and partners for seed funding
- Challenges in accessing funding for their business by incubatees
- Success rate of incubatees getting funding for starting their enterprises
- Challenges faced by incubatees in their entrepreneurial journey
- Incubatees ability to adopt new technologies and innovative approaches to setup/improve business processes
- Support provided for ensuring sustainability of incubatees in the future

### **Probe areas – youth aspiration tool**

The probe areas for developing survey tool for conducting youth aspirations survey focuses on gathering information about the youth's educational and employment aspirations in the management/entrepreneurship and private security sectors, willingness to participate in skills training programmes, migration, motivation, aspirations and sectoral knowledge.

#### **1. Details about the respondent**

- a. Name
- b. Location- State, District, Block, Village, Urban/Rural locality
- c. Gender
- d. Age (in years)
- e. Marital status
- f. Religion
- g. Community (General, OBC, etc.)
- h. Socio-economic background of household
- i. Information about head of household
- j. Members in the household
- k. Monthly expenditure of household
- l. Education details (highest qualification)
- m. Having a bank account or not
- n. Details regarding education loans (if any)

#### **2. Respondent currently enrolled in education or training**

- a. Type of education/training (university, ITI, etc.)
- b. Subject being studied (engineering, economics, etc.)
- c. Job search (duration, where have you applied)
- d. Mode of job search (online/offline)

#### **3. Respondent currently in job/salaried**

- a. Sector of employment
- b. Segment of employment
- c. Type of engagement (full-time/part-time)
- d. Monthly salary or monthly consumption expenditure
- e. Type of education/training received
- f. Total years of work experience
- g. Current job satisfaction
- h. If not satisfied with current job – reasons
- i. Current skills that the respondent can improve to perform better in their present job

#### 4. Respondent currently self-employed

- a. Sector of business
- b. Type of training received in the sector (if any)
- c. Reasons for pursuing entrepreneurship
- d. Type of engagement (full-time/part-time)
- e. Work satisfaction (Yes/No)
- f. Reason for satisfaction/dissatisfaction
- g. How can you improve skills in your present work?
- h. Challenges faced in running the business

#### 5. Respondent who are categorised as NEET

- a. Reason for NEET
- b. Work experience (if worked before)
- c. Future plans (If any)
- d. Willingness to work (Yes/No)
- e. Duration of job search

#### 6. Career aspirations of respondent

- a. Aspiration (short-term and long-term)
- b. Highest level of education that the respondent want to attain
- c. Subject that you want to study
- d. Factors determining career aspiration
- e. Sector where the respondent wants to be employed in the future
- f. Access to career counselling services (Yes/No)
- g. Aspirational salary

#### 7. Motivation (not for NEET)

- a. Reasons for pursuing current education/job/self-employment
- b. Does the respondent want to pursue higher studies
- c. If yes, in which field
- d. Reasons for pursuing higher studies

#### 8. Migration

- a. Willingness to migrate to another state for work
- b. Reasons why respondent is not willing to migrate
- c. Preferences for city/country of migration
- d. Reason for preference

### Stakeholder consultation flow - Entrepreneurship

#### Perceptions/insights for entrepreneurship sector in India and impact of megatrends

- How do global trends influence India's entrepreneurship sector, and what role does the ILO see for itself in this context (ILO's role in supporting governments and organisations in developing skills for entrepreneurship?)
- What are the major megatrends you see impacting the entrepreneurship sector in India?
- What sectors in India do you foresee experiencing the most growth due to these trends?
- How do current educational trends and societal changes in India impact entrepreneurship?
- How does India's educational system need to evolve to support these trends?
- How have megatrends such as digitalization and globalization affected your entrepreneurial journey in India?
- What unique opportunities and challenges do these trends present for Indian entrepreneurs?
- How do you adapt your business strategies to align with these evolving trends?
- How do you see the role of NGOs in shaping India's entrepreneurship sector amidst these megatrends?
- What are the key challenges faced by grassroots entrepreneurs in India?
- How are NGOs adapting their strategies to support entrepreneurs in this changing landscape?

### Exploring skill gaps in the entrepreneurship sector

- From an academic perspective, what are the most significant skill gaps in India's entrepreneurship sector?
- How effectively are current academic programmes preparing students for entrepreneurial careers?
- How do these skill gaps in entrepreneurship sector affect the industry's growth and innovation?
- What skills are in highest demand in the current market for entrepreneurship?
- What role your organisation has played in bridging the skill gap in the entrepreneurial sector, especially for underprivileged communities?
- From ILO's perspective, what are the most critical skill gaps in the global entrepreneurship sector? Are there any global best practices that can be applied to the Indian context?
- As an entrepreneur, what skill gaps have you personally experienced or observed in the sector?

### Identifying solutions for boosting entrepreneurship sector

- How can academia contribute to fostering an entrepreneurial mindset among students?
- What future trends do you foresee in the entrepreneurial labour market, and how should entrepreneurs prepare for these?
- What future trends should entrepreneurs in India be prepared for, and how can they gear up for these changes?
- What are the emerging skills that future entrepreneurs must possess to be successful in the industry?
- What are some successful models of NGO involvement in boosting entrepreneurship in India?
- What are the future plans of your Foundation in supporting the entrepreneurship ecosystem in India?
- What strategies should be adopted at the national and international levels to boost entrepreneurship in India?
- How can the ILO facilitate more robust entrepreneurship ecosystems in developing countries?
- What practical steps can entrepreneurs take to overcome these challenges and succeed?
- What advice would you give to aspiring entrepreneurs in India to prepare for a successful future?

### Stakeholder consultation flow - Management sector

#### Insights on India's management sector: Overview, key challenges, and impact of megatrends

- How has the landscape of management sector in India evolved in recent years?
- How do global and national trends influence our approach to management education?
- How does your curriculum align with the current trends and demands of the management sector?
- Based on AIMA's experience, what are the predominant challenges faced by organisations in the office management sector today?
- What are the key courses demanded by organisations and students in the office management sector?
- Your experience of projects with MSDE
- What are the benefits of pursuing industry certifications or professional qualifications for management sector?
- How does your organisation assess the ability of management professionals to adapt to changing business environments and navigate challenges?

#### Exploring skill gaps in the management sector

- How does India's management educational system need to evolve to support these trends?
- What feedback do you receive from employers regarding the preparedness of your students?
- What are the most sought-after skills in management candidates that are currently hard to find?
- In your experience, what are the common gaps in soft skills among management professionals?

- How do you assess the demand-supply dynamics for management professionals in the market?
- How do these skill gaps vary across different management levels (entry-level, mid-level, senior-level)?
- Are there any specific areas where the current management education/training is falling short?

Identifying solutions to address the key challenges and needs of the workforce engaged in office management sector across various demographics, organisations, and geographical locations

- What future trends do you foresee in the management labour market?
- How can industry associations facilitate collaboration between businesses and educational institutions?
- What new courses may be introduced in this sector?
- How do your organisation ensure ongoing skill development and capacity building of the trainers and the assessors?

## **Stakeholder consultation flow - Private security sector**

### **Perceptions / Insights for private security sector in India & impact of megatrends**

- How do you currently perceive the private security sector in India in terms of its growth, challenges, and opportunities?
- Which megatrends (such as technological advancements, socio-economic shifts, regulatory changes) do you believe are most significantly impacting the private security sector in India?
- Can you share examples of how these megatrends have directly affected your operations or strategies?
- In your opinion, what are the key strengths of the private security sector in India, and how can these be leveraged in the face of these megatrends?
- What do you perceive as the biggest threats or challenges to the private security sector in India due to these megatrends?

### **Exploring Skill Gaps**

- What specific skills do you believe are currently lacking in the private security workforce in India?
- How have these skill gaps impacted the effectiveness or competitiveness of your business?
- In the context of evolving technology and market demands, what new skills will be essential for the future workforce in the private security sector?
- What challenges have you faced in training and upskilling your staff to meet these emerging skill requirements?
- How do you assess the current training and educational infrastructure's capability in India to meet these skill demands?

### **Identifying Solutions**

- What strategies do you suggest for effectively bridging the identified skill gaps in the private security sector?
- How can collaboration between private security companies, educational institutions, and government bodies be improved to address these skill gaps?
- What role do you think technology can play in addressing some of these challenges and skill gaps?
- Can you suggest any innovative practices or models (from India or globally) that could be adopted to enhance the capabilities of the private security sector?
- How can the private security sector be more effectively integrated into the broader public safety and security framework in India?

## Occupational Map- Career progression

Office Management & Professional Skills																	
As per NCrF	NCrF Level (1-8)	Office Support (02)	Human Resource Management (07)	Customer Service (03)	Marketing (04)	Sales (09)	Advertising, Communication & PR (06)	Business Strategy, Planning and Management (05)	Printing and Publishing (08)	Legal and Compliance (12)	Materials Management (14)	Operations (15)	Health and Safety (13)	Research (10)	Social Welfare (11)	Finance (Managed by BFSI SSC)	IT Support (Managed by IT-TeS SSC)
Chairperson / Managing Director / Executive Director / Board Member																	
Level 8	Level 7	Chief Executive Officer	Development Coach	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer
		Chief Learning/Knowledge Officer	Head - Talent Acquisition	Chief Operating Officer	Chief Marketing Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer
Level 6.5	Level 6.5	Chief Human Resource Officer	Organizational Psychologist	Chief Operating Officer	Chief Sales Officer	Chief Executive Officer	Chief Executive Officer	Chief Finance Officer	Chief Operating Officer	Partner - Law Firm	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Scientific Officer Head R&D	Chief Operating Officer	Chief Finance Officer	Chief Information Officer
		Consultant/Expert - Organisational Development	Professional Counsellor	Head Customer Service	Director- Sales & Marketing	Sales Head	Chief Executive Officer	Chief Executive Officer	Chief Strategy Officer	Chief Operating Officer	Chief Compliance Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Scientific Officer Head R&D	Chief Operating Officer	Chief Finance Officer
		Executive Assistant to MD	Consultant - Human Resource Management (Self Employed)	Head Customer Service	Head Marketing	Head Sales	Creative Director Art Director	Transformation Agent	Chief Editor	Process Auditor	Business Unit Head - Supply Chain Management	Operations Head	Business Unit Head - EHS	Suicide Prevention Counsellors	Counsellor, sexual assault	Abused Child Counsellor	Principal Scientist
		Head Administration & Facilities	Business Unit Head - HR & Admin	Head Customer Service	Head Marketing	Sales Consultant	Director MIS & Strategy	Treasurer	Subsidiary Controller	Management Auditor	Quality Assurance Auditor	Director MIS & Strategy	Director MIS & Strategy	Transformation Agent	Transformation Agent	Transformation Agent	Transformation Agent
		Head Administration & Facilities	Consultant - L&D / Learning & Development Expert (Self Employed)	Head Customer Service	Head Marketing	Sales Consultant	Director MIS & Strategy	Subsidiary Controller	Director MIS & Strategy	Quality Assurance Auditor	Quality Assurance Auditor	Director MIS & Strategy	Director MIS & Strategy	Transformation Agent	Transformation Agent	Transformation Agent	Transformation Agent
		Head Administration & Facilities	Head - Compensation and Benefits	Head Customer Service	Head Marketing	Sales Consultant	Director MIS & Strategy	Subsidiary Controller	Director MIS & Strategy	Quality Assurance Auditor	Quality Assurance Auditor	Director MIS & Strategy	Director MIS & Strategy	Transformation Agent	Transformation Agent	Transformation Agent	Transformation Agent
		Head Administration & Facilities	Head - Talent Management & Development	Head Customer Service	Head Marketing	Sales Consultant	Director MIS & Strategy	Subsidiary Controller	Director MIS & Strategy	Quality Assurance Auditor	Quality Assurance Auditor	Director MIS & Strategy	Director MIS & Strategy	Transformation Agent	Transformation Agent	Transformation Agent	Transformation Agent
		Head Administration & Facilities	Head - Employee Experience/ Shared Services	Head Customer Service	Head Marketing	Sales Consultant	Director MIS & Strategy	Subsidiary Controller	Director MIS & Strategy	Quality Assurance Auditor	Quality Assurance Auditor	Director MIS & Strategy	Director MIS & Strategy	Transformation Agent	Transformation Agent	Transformation Agent	Transformation Agent

Office Management & Professional Skills																
As per NCrF	Office Support (02)	Human Resource Management (07)	Customer Service (03)	Marketing (04)	Sales (09)	Advertising, Communication & PR (06)	Business Strategy, Planning and Management (05)	Printing and Publishing (08)	Legal and Compliance (12)	Materials Management (14)	Operations (15)	Health and Safety (13)	Research (10)	Social Welfare (11)	Finance (Managed by BFSI) (SSC)	IT Support (Managed by IT-ITES) (SSC)
Level 6	Executive Assistant to CXO	Manager - Resource Deployment & Management Manager - Talent Management & Organizational Development	Collections Manager	Manager-Product Management Brand Manager	Manager - (Multi Channel)	Manager, Advertising and Promotion	Business/Management Consultant Project Manager Manager, budgeting Manager, policy development Risk Manager	E-filing Trainer Manager -Business Support Practices Quality Assurance Manager	Compliance Manager	Manager - Purchases Supply Chain Manager	Programme Manager	Manager EHS	Senior Research Fellow/ Research Scholar/ Research Scientist	Counselor Addictions Counsellor- Bereavement Counsellor- Child and youth Counsellor- Family Counsellor- Marriage Fund Raising Specialist Proposal Writer CSR and Sustainability Head		
	Manager Travel and Accommodation operations Manager HR & Admin Manager - HR and Admin Facilities and Infrastructure	Manager - Talent Acquisition Manager - Industrial Relations, Statutory and Compliance Manager - HR and Admin	Customer Service Manager	Strategist- Digital Marketing Marketing Manager - Multi Channel	Sales Manager - (Multi Channel)	Account Planner - Communication and advertising Manager Communications	Strategic Planner Competitive Intelligence Analyst	Managing Editor	Import Export Advisor Associate - Law Firm Company Secretary - Corporate Affairs / Legal Consultant	Manager - Stores and Supplies	Project Manager	Waste Processing Manager	Junior Research Scientist Junior Research Scholar Research Fellow	Expert - CSR & Sustainability Projects (Self Employed)		
Level 5.5	Manager - Vendor Management Admin Incharge - New facilities and Infrastructure Executive Assistant	Specialist Training & Development Specialist Talent Management & Development Specialist - Talent Acquisition Specialist - Compensation and Benefits Specialist - Statutory Compliance and Industrial Relations	Expert cum Trainer- Customer Service	Associate Manager- Branding Manager - Digital Marketing/ Social Media Promotion Analyst- Market Intelligence Specialist- Product Portfolio Management	Sales Call Centre Manager Sales Manager - International Market	Sales Manager - Domestic Market	Competitive Intelligence Analyst	Sponsoring Editors Copyedit Editor Commissioning Editors	Import Export Advisor Associate - Law Firm Company Secretary - Corporate Affairs / Legal Consultant	Manager - Stores and Supplies	Project Manager	Waste Processing Manager	Junior Research Scientist Junior Research Scholar Research Fellow	Expert - CSR & Sustainability Projects (Self Employed)		



Office Management & Professional Skills																	
As per NCrF	Office Support (02)	Human Resource Management (07)	Customer Service (03)	Marketing (04)	Sales (09)	Advertising, Communication & PR (06)	Business Strategy, Planning and Management (05)	Printing and Publishing (08)	Legal and Compliance (12)	Materials Management (14)	Operations (15)	Health and Safety (13)	Research (10)	Social Welfare (11)	Finance (Managed by BFSI) (SSC)	IT Support (Managed by IT-ITES) (SSC)	
Level 5	Survey Supervisor	Labour Relations Specialist	Customer Service Quality Assurance Executive	Marketing researcher	Sales Officer - Exports	Copywriter Digital Advertisement Designer	Decision Making (MCr)	Graphic Designer	Lead Practitioner- Business Support	Inventory Incharge	Project Manager	Engineer - Health and safety	Research Analyst	CSR and Sustainability Manager			
	Travel Desk Incharge - Domestic and International	Head-Hunter					Competitive Intelligence Associate			Supervisor - Legal Corporate Affairs		Occupational Health and Safety Officer	Research Tools Developer				Engineer - Hygiene and sanitation
Level 4.5	Vendor Management Executive	Asst Manager - HR Projects (Improvement /Innovation)	Self Awareness & Empathy (MCr)	Proposal writer	Sales Analyst	Associate-Product Management	Creative Thinking & Innovation (MCr)	Service Quality Auditor	Product Quality Auditor	Procurement Executive	Operations manager	First Aid Officer	Market Research Analyst				
	Supervisor - Record keeping and Documentation Personal Assistant	Multi-Functional HR executive		Design Thinking Specialist			Critical Thinking & Problem Solving (MCr)					Business Support Practitioner - Taxation and Import Compliance / Statutory Compliance	Goods Receipt and Dispatch Supervisor				Demographer Statistician
	Office up-keep Supervisor	HR support Executive	Technical Support Customer Care	E-Commerce Marketing Coordinator	Independent Sales Agent	Media Buyer	Business Planning Assistant	Sales and Relationships Manager	Business Support Practitioner - Taxation and Import Compliance / Statutory Compliance	Income tax Consultant	Operations supervisor	First Aid Officer		Palliative and Hospice Social Worker	Mental Health Social Worker	Patient carer/ care giver	Case worker
	Multifunctional Office Executive	Recruitment Executive	Business Communication & Professional Skills (MCr)		Team Leader - Tele Sales	Media Planner	Creative Artist- Printing and Publishing										
	Daily staff transportation Supervisor	HR Executive- Payroll and Employee Data Management	Customer Service Executive		Sales Coordinator	Advertising Operations Co-ordinator (Digital)											

Office Management & Professional Skills																
As per NCrF	Office Support (02)	Human Resource Management (07)	Customer Service (03)	Marketing (04)	Sales (09)	Advertising, Communication & PR (06)	Business Strategy, Planning and Management (05)	Printing and Publishing (08)	Legal and Compliance (12)	Materials Management (14)	Operations (15)	Health and Safety (13)	Research (10)	Social Welfare (11)	Finance (Managed by BFSI) (SSC)	IT Support (Managed by IT-ITES) (SSC)
NCrF Level (1-8)	Office Assistant- Virtual (MCR)	Executive- Employee Welfare & IR	Customer Service Executive- Call Centre	Marketing Executive	Sales Representative B2B	Advertising Operations Co-ordinator (Digital)	Management Trainee	Print Machine Operator Offset Printing Peer Review Associate	Paralegal - Paraphraser	Supply Chain Field Executive Storekeeper	Project Management Associate	Waste Management Executive- General	Online Research Executive Field Research Executive	Village Level Mobilizer	Finance (Managed by BFSI) (SSC)	IT Support (Managed by IT-ITES) (SSC)
	Executive-Secretarial Services			Digital Marketing / Social Media Executive	Sales Representative B2C				Start-up Support Executive					Paralegal Associate - Legal Documentation		
Level 4	Hindi Typist								Sole Proprietorship Associate							
	Field Survey Enumerator								Office Executive- Legal Corporate Affairs							
	Data Quality Assurance Executive								Law Clerk- Law Firm							
	Office Executive								Quality Assurance Executive							
	Office Operations Executive	HR Executive- MIS	Document Checking and Processing Executive	Marketing Content Writer	Sales and Post Sales Support Executive Wholeseller	Public Relations Representative										
	Field Executive- Data & Document								Paralegal- Proofreader							

Office Management & Professional Skills																
As per NCrF	Office Support (02)	Human Resource Management (07)	Customer Service (03)	Marketing (04)	Sales (09)	Advertising, Communication & PR (06)	Business Strategy, Planning and Management (05)	Printing and Publishing (08)	Legal and Compliance (12)	Materials Management (14)	Operations (15)	Health and Safety (13)	Research (10)	Social Welfare (11)	Finance (Managed by BFSI SSC)	IT Support (Managed by IT-ITES SSC)
Level 3.5	Office Travel Coordinator - Domestic & International	Field Executive - Background Verification	Field Collection Agent cum Collections Coordinator	SMS/ Email Marketer	Door-to-Door Salesman			Offset Printing Manager	Payroll consultant	Store Assistant	Operations analyst	Medical Assistant	Data Entry Executive	Aanganwadi Assistant		
	Housekeeping Executive	HR Trainee			Tele-Caller - Pre-sales				Tax Return preparer					Day Care Helper		
Level 3	Daily Staff Transportation Coordinator								GST practitioner					Out reach worker		
	Data Entry Executive	Attendance and Rostering Assistant	Client Engagement Associate	Marketing Support Assistant				Inking Man Feeder Man								
Level 2.5	Executive - Front Office															
	Office Assistant															
Level 2	Receptionist															
	Operations Assistant															
Level 1	Basics of Financial Literacy(MCr)															
	Fundamentals of Digital Productivity (Office Applications) (MCr)															
Level 1	Officer Housekeeping															
	Attendant-Office Pantry															
Level 1	Office Attendant															
	Hand Delivery Person															
	Labourer/Odd Job															

## Training and Assessment

As per NCrF	Training and Assessment				
NCrF Level (1-8)	Training Delivery (26)	Assessment (27)	Training & Assessment Support (28)	Instructional Design (29)	Training and Assessments Quality (30)
Level 8	Chairperson Managing Director Executive Director Board Member Board Member				
Level 7	Chief Executive Officer Chief Learning/Knowledge Officer Chief Operating Officer				
Level 6.5		Head- Assessment Services	Head- Assessment Services Head of Training/ Skill Development	Head- Research & Development- Assessment Design Head- Research & Development- Vocational Education	Head- Quality Assurance (VET/ Skills)
Level 6	L&D Consultant	Manager Assessments	Manager- Learning Management System	Sr. Manager Training Design and Delivery	Manager QA (VET and Skills) Manager QA (Assessment)
	Manager Academics	Lead Assessor(VET and Skills)	Manager- Corporate Relations and Collaboration	Instructional Designer (VET and Skills)	
	Early Child Development Specialist				
	Teacher Trainer		Manager Assessment Support	Designer- Assessment Methods (VET and Skills)	
	Academic Head - Pre School				
Master Trainer (VET & Skills)					
Level 5.5	Training Consultant	Proctor (VET & Skill Assessment)	Lead- Corporate Collaboration Consultant/ Expert-Learning Management System	Junior Instructional Design (VET & Skill) Manager - E-Content Creation Junior Instructional Design (VET & Skill)	Auditor- Quality Assurance (VET & Skill Assessment) Auditor- Quality Assurance (VET & Skill Development)
Level 5	Trainer (VET & Skills)	Assessor (VET & Skills)	Placement Incharge	Training Materials Developer	Lead - Data Analyst- Quality Assurance (VET & Skills) Lead - Data Analyst- Quality Assurance (Assessment)
	Training Center Manager			Assessment Tools Developer (SME)	
	Home Tutor/ Tutition Class Tutor Research Associate			Training Content Researcher (SME)	
	Trainer- English, Employability and Entrepreneurship (Basic)		Lead Practitioner - Learning Management System	Pre-school Curriculum Designer	
			Programmer- VR Simulation Development		
Level 4.5	Lead Instructor - Skill / Practice Lab	Assessor- Language	LMS Executive	Content Curation Analyst Animation Artist- E Content	Data Analyst- Quality Assurance (VET & Skills) Data Analyst- Quality Assurance (Assessment)
	Special Educator/ Facilitator Learning – Visual Impairment Disability	Assessor - Psychometric and Aptitude Test	Placement Executive	Content Curation Analyst	
				AI Content Developer	

As per NCrF	Training and Assessment				
NCrF Level (1-8)	Training Delivery (26)	Assessment (27)	Training & Assessment Support (28)	Instructional Design (29)	Training and Assessments Quality (30)
Level 4	Demonstrator Cum Instructor	Lead- Assessment Helpdesk (Voice/ Non Voice)	Training Coordinator(VET and Skills)	Associate Content Development (Story Board)	
	Pre School and Day Care Facilitator		Assessment Coordinator	Proof-Reader- Publishing Tool	
			Course Conseller	Gnerative AI (MCR)	
Level 3.5	Pre School and Day Care Assistant	Associate- Assessment Helpdesk (Voice/ Non Voice)	Campaign Associate - Online	Content Writer- Publishing Tool	
	Early Childhood Care Giver Baby Sitter/ Nanny- Day Care/ Pre School/ Creche				
	Lab Coordinator - Skill / Practice Lab				
Level 3	Pre-School Assistant				
	Technician - Infrastructure Support (On Site)				
Level 2.5	Child Care Worker				
	Assistant- Logistics and Mobilization Support (Field)				
Level 2					
Level 1					

## Entrepreneurship & Enterprise Development

As per NCrF	Entrepreneurship & Enterprise Development	
NCrF Level (1-8)	Entrepreneurial Skills (51)	Innovation and Entrepreneurship Centre (47)
Level 8	Chairperson Managing Director Executive Director Board Member	
Level 7	Chief Executive Officer	
Level 6.5	Women leader	
	Multinational Entrepreneur	Innovation & Transformation Lead
Level 6	Public Accountant	Manager - Entrepreneurship and Innovation
	Entrepreneur - Manufacturing/ Technology	
Level 5.5	Fintech Entrepreneur	Research Fellow Lead Practitioner- Business Support
	Lead Practitioner - Taxation, Accounts and Finance	
	Incubatee Entrepreneur (Innovation Startup- Manufacturing/ Technology)	
Level 5	Consultant (Chartered Tax Practitioner)	Research Associate
	Entrepreneur (Electives: Women Entrepreneur/ Gender Sensitivity)	
Level 4.5	Micro Entrepreneur	Research Assistant
	Income Tax Consultant	
Level 4	Incubated Entrepreneur (Startup)	Assistant Public Relations Officer
Level 3.5	Franchisee Entrepreneur	
Level 3	Nano Entrepreneur (Street Vendor)	
Level 2.5		
Level 2		
Level 1		

## Education Sector - Non-Teaching Segment

Education Sector - Non-Teaching Segment									
As per NCrF	NCrF Level (1-8)	Educational Institute Office Management (42)	Education (41)	Examination (43)	Counselling (44)	Education- al Institute Placements and Alumni (45)	Hostel Man- agement (48)	Laboratories (49)	Library (50)
Level 8		Chancellor / Vice Chancellor							
Level 7		Dean University Registrar Chief Warden Director - Pre-School Director - Pre-School Director Day Care							
Level 6.5		Day Care Principal Pre-School Principal Parent Counsellor Assistant Registrar/ Deputy Registrar	Centre Head	Controller of Examination	Head Counsellor	Head Placements Head- Corporate Relations and Collaboration	Chief Hostel In-charge Hostel Superintendent	Head of Department/ Practice Faculty	Assistant Director Library

Education Sector - Non-Teaching Segment								
As per NCrF	Education Sector - Non-Teaching Segment	Education Sector - Non-Teaching Segment	Education Sector - Non-Teaching Segment	Education Sector - Non-Teaching Segment	Education Sector - Non-Teaching Segment	Education Sector - Non-Teaching Segment		
NCrF Level (1-8)	Educational Institute Management (42)	Education (41)	Examination (43)	Counselling (44)	Education-Placements and Alumni (45)	Hostel Management (48)	Laboratories (49)	Library (50)
		Office Manager - Educational Institute	Manager Academics	Deputy Controller of Examination	Educational Psychologist/ Manager-Student Counselling Centre/ Education Consultant/ Institution Development Expert/ Counseling Psychologist & Wellness Consultant/ Special Educator & Counseling Psychologist	Manager-Corporate Relations and Collaboration	Hostel Operations Manager	Manager - Laboratory/ Consultant - Laboratory
Level 6	Day Care Incharge / Centre Manager	Early Child Development Specialist				Property Manager		
	Grievance Manager	Teacher Trainer			Manager Placement			
Level 5.5	Pre-School Floor Manager							
	Early Childhood Manager	Academic Head - Pre School				Manger - Guest Relations	Manager - Laboratory/ Consultant - Laboratory	Library In-charge Senior Librarian
Level 5	School Inspector		Proctor-Education Institute/ Examination Manager	Student Counsellor/ Admission Counsellor/ School Counselor	Lead-Corporate Collaboration	Assistant Manager Housing & Hostel	Laboratory In-charge/ Laboratory chemist	Librarian
	Training Centre Manager	Home Tutor/ Tutition Class Tutor Research Associate	Examination In-charge	Career and Education Counsellor Course Specialist	SDG Educator Placement Consultant (Self-Employed)	Hostel Representative	Laboratory Technologist	Library Editorial Associate



As per NCrF		Education Sector - Non-Teaching Segment							
NCrF Level (1-8)		Library (50)	Laboratories (49)	Hostel Management (48)	Education- Institute Placements and Alumni (45)	Counselling (44)	Examination (43)	Education (41)	Educational Institute Office Management (42)
Level 4.5		Library Executive Digital Librarian	Research Assistant	Senior Warden	Placement Executive	Public Relation Officer	Assistant Examination In-charge	Academic Skills Officer	Pre-School - Internal Coordinator Day Care Executive / Co-ordinator
Level 4		Bibliographer Cataloguer	Executive - Laboratory Instrumentation	Warden	Alumni Relations Officer	Assistant Public Relations Officer Course Counsellor	Examination Officer		Executive- Institution Administration (MultiSkill) - Admission, Examination, Documentation
Level 3.5		Library Assistant	Laboratory Technician	Guest Relations Executive Reservations Executive Hostel Assistant/ Deputy Warden	Executive Relations & Alumni Engagement		Examination Assistant	Professional Assistant	Early Childhood Care Giver Baby Sitter/ Nanny- Day Care/ Pre School/Creche
Level 3		Library Attendant	Laboratory Assistant		Alumni Relations Associate			Projectionist	
Level 2.5		Library Information Executive							Child Care Worker
Level 2		Library Trainee							
Level 1									

As per NCrF	Security				
NCrF Level (1-8)	Personal Security (72)	Private security (71)	Fire-Fighting (73)	Disaster/Crisis Management (46)	Investigation (74)
Level 8	Chairperson Managing Director Executive Director Board Member				
Level 7	Chief Executive Officer (CEO) Chief Operating Officer (COO)				
Level 6.5		Site Head- Private Security	Head- Fire Prevention and Emergency Management Services	Chief Disaster and Crisis Management	Head- Investigation Services (Private Security and Fire)
Level 6		Manager- Security and Surveillance	Manager - Fire Prevention and Emergency Response	Disaster Management Strategist/ Expert - Crisis & Resilience	Manager - Investigation Services (Private Security and Fire)
			Consultant/ Assessor- Fire Prevention System and Infrastructure		Manager -Forensic Lab
Level 5.5		Consultant/ Expert- Security and Surveillance System	Trainer- Fire Prevention Education	Trainer- Disaster Management and Prevention Education	Lead Forensic Analyst- (Fire Incident and Private security breach Investigation)
			Captain- Fire Prevention and Emergency Response		Chief Investigator- Fire Incident
Level 5		Security Officer	Supervisor- Fire Prevention and Emergency Response	Disaster Risk Reduction Professional	Chief Investigator- General Incident/ Security Breach
		Licensee - Security Services (MCr)			Fire Investigator
		Assignment Manager			Forensic Analyst- (Fire Incident and Private Security Breach Investigation)
Level 4.5		Lead - Security and Site Surveillance	Lead- Firefighter and Emergency Response	Lead- Firefighter and Emergency Response	Lead Analyst- Site Investigation (General Incident and Security Breach)
		Technician - CCTV and Drone Surveillance System			Investigator - General Incident/ Security Breach

As per NCrF	Security				
NCrF Level (1-8)	Personal Security (72)	Private security (71)	Fire-Fighting (73)	Disaster/Crisis Management (46)	Investigation (74)
Level 4	Personal Security Officer	CCTV Video-footage Auditor	Fire fighter	Executive - Fire & Safety	Analyst- Site Investigation (General Incident and Security Breach)
		Armed Security Guard		Disaster Management Officer	
		Security Supervisor			
		CCTV Supervisor			
		Supervisor-Drone Surveillance & Monitoring			
Level 3.5		Drone Surveillance & Patrolling Operative	Volunteer-Emergency Response and Fire Prevention	Associate Emergency management	Photographer - Site Investigation
Level 3		Security Guard		Coordinator-Disaster Management Support	
Level 2.5		Guard - Cash Logistics			
Level 2		General Duty Guard cum Watchman			
Level 1					

## Snapshot of State wise startup policies

State Policy Name & Year	Nodal Agency	Focus Sectors	Existing Startups	Existing Women-led Startups	State Institution	Focus Areas
Andhra Pradesh Innovation & Startup Policy 2014	Department of Information Technology, Electronics & Communication, Govt. of AP	Construction & Engineering	1837	870	Andhra Pradesh Innovation Society	Institutional Support, Mentorship, Partnerships, Accelerators
Arunachal Pradesh Startup Policy 2022	Investment					
Division, Department of Finance, Planning & Investment, Govt. of Arunachal Pradesh	Agriculture, Art & Crafts, Weaving, Cane and Bamboo, Horticulture, Power and Mineral-based industry	25	10	Entrepreneurship Cell	Seed Fund, Innovation Fund, Capacity Building Support, Recruitment Incentive for Women/PwD, Mentorship, Incubator	
Assam Startup Policy 2017	Department of Industries & Commerce, Govt. of Assam	Construction & Engineering, Food Processing, Oil & Gas, Healthcare, Agriculture-Horticulture	1080	460	Assam Startup-the nest	Fiscal & Non-Fiscal Incentives, Venture Capital Funding, Angel Investor Fund, Incubator
Bihar Startup Policy 2022	Department of Industries, Govt. of Bihar	Food Processing, Agri-Tech, Construction & Engineering, Oil & Gas, Healthcare	2225	1022	Start-up Support Unit	
B-Hub	Seed Grant, Venture Capital & Angel Investor Funding, Incentive for women/SC/ST, Mentorship, Incubator					
Chhattisgarh Startup Policy 2019	Department of Commerce & Industries, Govt. of Chhattisgarh	Food Processing, Agri-Tech, Construction & Engineering, Education, Renewable Solar Energy	1205	484	-	Incubator, Mentorship, IP Support, Funding, Partnerships
Goa Startup Policy 2021	Department of Information Technology, Govt. of Goa	Product Development, Food Processing, Construction & Engineering, Application Development	437	202	Goa State Innovation Council	Incubators, Mentorship, Partnerships, Accelerators, Grants, Financial Assistance, IP Support

State Policy Name & Year	Nodal Agency	Focus Sectors	Existing Startups	Existing Women-led Startups	State Institution	Focus Areas
Startups/ Innovation – Gujarat Industrial Policy 2020	Industries Commissionerate, Government of Gujarat	Manufacturing, Food Processing, Construction & Engineering, Agri-Tech, Pharmaceutical, Health & Wellness	9216	4000	Gujarat Startup Cell	Fiscal & Non-Fiscal Incentives, Incubator, Accelerators, Mentorship, Partnership
Haryana Entrepreneur & Startup Policy 2017	Department of Information Technology Electronics & Communication, Haryana	Education Technology, IT Consulting, Construction & Engineering, Agri-Tech, Pharmaceutical, Healthcare	6170	3017	Haryana Startup Cell	Fiscal & Non-Fiscal Incentives, Incubator, Accelerators Mentorship, Regulatory Support
Chief Minister's Startup/Innovation/ Projects/ New Industries Scheme 2016	Department of Industries, Himachal Pradesh	Clean technology, Agriculture, Horticulture, Food Processing, Retail, Tourism and Hospitality, Mobile, IT and ITes including hardware, Biotechnology, Handicrafts	402	172	HP Centre for Entrepreneurship Development	Incubators, Fiscal & Non-Fiscal Incentives, Venture Capital Funding
Jharkhand Startup Policy 2016	Department of Information Technology and E-Governance	Construction & Engineering, Food Processing, IT Consulting, Agri-Tech, Electronics Manufacturing and Automation, Rural Tourism, Water & Sanitation, Education, Renewable Energy, Healthcare, Life Sciences	1079	514	Atal Bihari Vajpayee Innovation Lab	Fiscal & Non-Fiscal Incentives, Awards for Business Plan, Idea & Seed Stage Funding
Karnataka Startup Policy 2022	Department of Information Technology, Biotechnology and Science & Technology, Government of Karnataka	Product Development, IT Consulting, Food Processing, Education Technology, Agri-Tech, Application Development, Horticulture	15000	5847	Karnataka Innovation and Technology Society	Acceleration program, Grant-in-aid Fund, Incubation Support, Loan Assistance
Kerala Startup Policy 2017	Kerala Startup Mission	Application Development, Product Development, Food Processing, IT Consulting, Health & Wellness, E-Learning, Education	4100	1950	Innovation and Entrepreneurship Development Centres (IEDC)	
Construction Innovation Hub (CIH)	Innovation Grant, Loan Assistance, Patent Reimbursement, R&D Support, Accelerator Programmes, Cross-sell Platforms, Incubators					

State Policy Name & Year	Nodal Agency	Focus Sectors	Existing Startups	Existing Women-led Startups	State Institution	Focus Areas
Kerala Startup Policy 2017	Kerala Startup Mission	Application Development, Product Development, Food Processing, IT Consulting, Health & Wellness, E-Learning, Education	4100	1950	Innovation and Entrepreneurship Development Centres (IEDC)	
Construction Innovation Hub (CIH)	Innovation Grant, Loan Assistance, Patent Reimbursement, R&D Support, Accelerator Programmes, Cross-sell Platforms, Incubators					
Madhya Pradesh Startup Policy 2022	Department of MSME, Govt. of Madhya Pradesh	Construction & Engineering, Food Processing, IT Consulting, Agri-Tech, Electronics Manufacturing, Automation, Rural Tourism, Water & Sanitation, Education, Renewable Energy, Healthcare, Life Sciences	3721	1710	Madhya Pradesh Startup Center	Institutional Support, Promotion of product-based/innovative startups, Marketing Support, Fiscal & Non-Fiscal Incentives
Maharashtra State Innovative Start-up Policy 2018	Maharashtra State Innovation Society	Food Processing, Agro Process, Electronics, Auto, FinTech, Renewable Energy, Healthcare	20971	10341	Maharashtra State Innovation Society	Fiscal & Non-Fiscal Incentives, E-connect Ecosystem, Augment Infrastructure, Capacity Building
Manipur Startup 2.0 Policy 2022	Planning Department, Deptt. of Commerce & Industries, Govt. of Manipur	Food Processing, IT, ESDM, Waste Management, Healthcare, Sanitation, Agri & Horticulture, Hi-Tech Farming, Fisheries/ Veterinary, Textiles, Tourism, Energy, Education, Biotechnology, Oil & Gas	112	46	All Manipur Entrepreneurs Association	Incubators, Fiscal & Non-Fiscal Incentives, Venture Capital Funding, Grants

State Policy Name & Year	Nodal Agency	Focus Sectors	Existing Startups	Existing Women-led Startups	State Institution	Focus Areas
Madhya Pradesh Startup Policy 2022	Department of MSME, Govt. of Madhya Pradesh	Construction & Engineering, Food Processing, IT Consulting, Agri-Tech, Electronics Manufacturing, Automation, Rural Tourism, Water & Sanitation, Education, Renewable Energy, Healthcare, Life Sciences	3721	1710	Madhya Pradesh Startup Center	Institutional Support, Promotion of product-based/innovative startups, Marketing Support, Fiscal & Non-Fiscal Incentives
Maharashtra State Innovative Start-up Policy 2018	Maharashtra State Innovation Society	Food Processing, Agro Process, Electronics, Auto, FinTech, Renewable Energy, Healthcare	20971	10341	Maharashtra State Innovation Society	Fiscal & Non-Fiscal Incentives, E-connect Ecosystem, Augment Infrastructure, Capacity Building
Manipur Startup 2.0 Policy 2022	Planning Department, Deptt. of Commerce & Industries, Govt. of Manipur	Food Processing, IT, ESDM, Waste Management, Healthcare, Sanitation, Agri & Horticulture, Hi-Tech Farming, Fisheries/Veterinary, Textiles, Tourism, Energy, Education, Biotechnology, Oil & Gas	112	46	All Manipur Entrepreneurs Association	Incubators, Fiscal & Non-Fiscal Incentives, Venture Capital Funding, Grants
Meghalaya Startup Policy 2018	Department of Planning & Finance, Commerce & Industries Deptt. Govt. of Meghalaya	IT, ESDM, Healthcare, Sanitation, Agriculture, Horticulture, Food Processing, Hi-Tech farming, Tourism, Textiles, Chemical & Petrochemicals	41	19	Promotion and Incubation of Market Driven Enterprises (PRIME)	Incubators, Fiscal & Non-Fiscal Incentives, Knowledge Portal, Student Engagement
Mizoram Entrepreneurship & Start-up Policy 2019	Entrepreneurship Development Centre, Planning & Programme Implementation Department, Government of Mizoram	Food Processing, Freight & Logistics, Construction & Engineering, Oil & Gas Transportation, Business Support.	24	11	Startup Hub under Entrepreneurship Development Centre	Incubator, Capacity Building, Acceleration Programmes, Micro Finance, Need based Assistance
Nagaland Startup Policy 2019	Department of Industries & Commerce, Government of Nagaland	Food Processing, Freight & Logistics, Construction & Engineering, Oil & Gas	261	25	Nagaland Innovation Society	Infrastructure Support, Partnerships, Sustainable Funding Models, Capacity Building, Mentorship

State Policy Name & Year	Nodal Agency	Focus Sectors	Existing Startups	Existing Women-led Startups	State Institution	Focus Areas
Odisha Startup Policy 2016	Department of Micro, Small & Medium Enterprises, Govt. of Odisha	Food Processing, Construction & Engineering, Agri-Tech, IT Consulting, Education Technology	2079	1035	O-Hub	Institutional Support, Marketing Support, Fiscal & Non-Fiscal Incentives, Capacity Building, Public Procurement Support
Industrial & Business Development Policy 2017	Department of Industries & Commerce, Government of Punjab	Food Processing, Agriculture, Healthcare, Textile, Oil & Gas, AI/Data Analytics, IoT & AVG, Construction & Engineering, Application Development, Beauty, Tourism	1276	640	NEURON: Punjab Startup Hub at Software Technology Park of India	Incubators, Mentorship, Funding Support, IPR Support, Partnerships, Marketing
Rajasthan Startup Policy 2015	Department of Information Technology & Communication, Govt. of Rajasthan	Healthcare, Construction & Engineering, Application Development, Food Processing, IT, Education	4192	1924	iStart Rajasthan	Financial Incentive, Mentorship, Accelerator, Incubator, Procurement Support, IPR Support
Chief Ministers Startup Scheme, Sikkim	Department of Commerce & Industries, Govt. of Sikkim	Oil & Gas, Construction & Engineering, Jewellery, IT Consulting, Clean Tech, Network Technology Solutions, Food Processing, Agriculture, Automobile	10	4	-	Financial Incentive, Incubator
Tamil Nadu Startup & Innovation Policy						
2018	Department of MSME, Govt. of Tamil Nadu	Transportation & Logistics, Electrical & Electronics, Health Care &				
Bio-tech, Agriculture, Renewable energy, Climate change, Fintech, Textile,						
IT, IoT, AI, Machine Learning & Software-as-a-Service (SaaS).	7516	3663	Start-up TN under Entrepreneurship Development and Innovation Institute	Financial Incentive, Mentorship, Accelerator, Incubator, Procurement Support, IPR Support		



State Policy Name & Year	Nodal Agency	Focus Sectors	Existing Startups	Existing Women-led Startups	State Institution	Focus Areas
Telangana Innovation Policy 2016	Information Technology, Electronics & Communications Department, Govt. of Telangana	Application Development, IT, Food Processing, Agriculture, Health	6660	3047	T-Hub	
We-Hub						
Y-Hub	Infrastructure Support, Partnerships, Sustainable Funding Models, Capacity Building, Mentorship					
IT Startup Scheme 2019	Directorate of Information Technology, Gov. of Tripura	Construction & Engineering, Food Processing, Freight & Logistics, Oil & Gas Transportation Services	83	34	IT Startup Cell	Financial Incentive, Incubator, Capacity Building, Mentorship, Management Support
Uttar Pradesh Startup Policy 2020	Department of IT & Electronics, Government of Uttar Pradesh.	Construction & Engineering, IT Consulting, Food Processing, Application Development	10942	5520	Confederation of Research Entrepreneurship and Technology Enablement (CREATE)	Financial Incentive, Mentorship, Accelerator, Incubator, Procurement Support
Uttarakhand State Startup Policy 2023	Department of MSME, Govt. of Uttarakhand	Pharmaceuticals, IT, Healthcare, Travel & Tourism, AI, Energy, AYUSH, Biotechnology, Food Processing, Agriculture, Education	955	458	Startup Cell Uttarakhand	Need Based Assistance, Market Assistance, IPR Support, Financial Support, Incubator, Grants,

## Some of the State wise entrepreneurship initiatives

### Maharashtra

The institutional framework for entrepreneurship under 'Skills, Employment, Entrepreneurship, and Innovation Department' (SEEID) comprises of the Maharashtra State Innovation Society (MSInS) and Annasaheb Patil Financial Backward Development Corporation (APFBDC).

Maharashtra State Innovation Society aims to foster innovative approaches and create conducive environment for innovative businesses and entrepreneurial ecosystem in the state by bringing academia, entrepreneurs, researchers, and government entities together. MSInS, through its Women Entrepreneurship Cell (WEC), fosters and supports women's entrepreneurship by strategic efforts like establishing a dedicated incubator at SNDT Women's University to offer mentoring, investor connections, and market access to women entrepreneurs. MSInS has also collaborated with Global Alliance for Mass Entrepreneurship (GAME) to launch the Maharashtra State Entrepreneurship Mission (MSEM).

#### Unique Component:

Conducted district business plan competitions to address problems faced by local communities and districts.

- Provides mentorship and financial support to women entrepreneurs working under Self Help Groups to transform their innovative ideas to scalable and sustainable businesses.
- Encouraged participation of individuals from 13 years of age in Maharashtra Health Hackathon (MH2), to promote and nurture entrepreneurial mindset among the youth.

#### Scope of Collaboration:

- Internationalization offerings building partnership i.e., Academia-Industry, Corporate-Startup, Government-Startup Innovation and Cocreation
- Development of Industry Specific Management Development Programs (MDPs) : Industry sponsored Professionals, Interested Individuals
- Espoused for Entrepreneurial Mindset Curriculum (EMC) in schools and ITIs and providing skill training to women and youth.
- Setting up of innovation hubs and incubation centers, to provide advanced training in high-demand trades such as the Internet of Things (IoT), Augmented Reality/ Virtual Reality (AR/VR), robotics, and blockchain.

### Rajasthan

The State introduced the iStart Rajasthan program to foster innovation and support startups. Focus areas include disruptive technology, online financial services, renewable energy and rural infrastructure. It has conducted more than 5 acceleration programs like Launch-n-Zoom 2.0 by IIM Udaipur; Her-n-now and Innocity Build Accelerator through which startups have received support like mentoring, capacity building, technical support, and corporate innovation.



'Her & Now' is an Incubation and acceleration programme funded by German Federal Ministry for Economic Cooperation and Development in partnership Ministry of Skill Development and Entrepreneurship to create a cohesive learning environment for women entrepreneurs .

Frontier Markets evolved from a high-touch to a high-tech digital platform working rural women influencers across multiple slates in India, adding vital services based on market demand.

#### Unique Component:

Large and indispensable set of features to support student entrepreneurship activities such as classroom learning, online workshops, and development of skills.

#### Scope of Collaboration:

1. Help women entrepreneurs unlock funding potential
2. Support in developing a grievance redressal system

## Odisha

O-Hub is the centralized maiden incubator, wholly owned and operated by State Government. It is equipped with state-of-the-art, plug-n-play infrastructure to facilitate 'Startup' Incubation.

Sector specific and agnostic programs gets commissioned in collaboration with global incubator and accelerator partners. The overall goal of O-Hub' Odisha is to drive economic growth, job creation, and innovation in the state by nurturing a thriving startup ecosystem.

Some of the significant facilities/provisions of O-Hub are as follows:

- Shared Infrastructure: Co-working Space, Cabins, Meeting-Halls, Testing Labs, Modular Manufacturing Space. Conference halls for Community events. Internet etc.
- Enterprise Services: Cloud Credits. IP and Firm Registration. Taxation, Other statutory & regulatory compliance at subsidized price.
- Capacity Building: Mentor Connects, Boot-camps, Workshops, Seminars. Hackathons etc.
- Funding & Incentives: Investor Connects, Startup Grants and Loans etc.

### Unique Component:

- Startups other than incubates of O-Hub are also eligible for funding and can apply for the same on State Startup Portal.
- Investor connects, and Elevator Pitching shall be organized once in every 3 months, providing ample opportunities for prospective startups to secure funding

### Scope of Collaboration:

- Internationalization offerings building partnership i.e., Academia-Industry, Corporate-Startup. Government-Startup Innovation and Cocreation
- Industry Specific Management Development Programs (MDPs): Industry sponsored Professionals, Interested Individuals

## Telangana

T-Hub (Technology Hub) incorporated in 2015, is a premier innovation hub and ecosystem enabler based out of Hyderabad to provide startups access to superior technology, talent, mentors, customers, corporates, investors and government agencies. The Government of Telangana has taken the path of "Innovation and Entrepreneurship" to make Telangana the most preferred investment destination.

We-Hub is a platform dedicated to foster and empower women-led startups and businesses. It includes the TRICOR Incubation Program and Dalit Bandhu, which provide financial and entrepreneurial support to women.

Lab32: Flagship program for 'seed-accelerator stage' startups is focused on enabling them to self-sustain and grow.

RubriX: Aiming to support early-stage technology startups with ready prototypes in hardware and software, this program will enable them to reach the Minimum Viable Product (MVP) stage with reduced turnaround time and costs.

T-Works: Largest product designing & development, prototyping and business modeling centre for trades like medical devices, industrial machines, furniture.

### Unique Component:

Y-Hub platform designed to encourage and support children and youth in entrepreneurship. It provides a space of about 10,000 sqft under T-Hub 2.0 offering exposure to new age entrepreneurs, influencers, and mentors.

### Scope of Collaboration:

- Develop strategic programs to elevate innovation for outcome-driven results for T-Hub 2.0. and support other ecosystem enablers-Telangana State Innovation Cell (TSIC), T-Works, WE Hub. RICH. Telangana Academy of Skill & Knowledge (TASK) in incubation and acceleration
- Internationalisation and capacity building with new foreign partnerships like Bangladesh and Uzbekistan
- Support in social impact programs in schools and colleges



## Jharkhand

Atal Bihari Vajpayee Innovation Lab. (ABVIL) is an initiative by Govt, of Jharkhand in association with Ahmedabad to build a world-class! innovation and entrepreneurship eco-system in the State. ABVIL is envisaged to work closely with all the key stakeholders (students entrepreneurs, investors, academic institutes, government) and act as a bridge between them. Its vision is aspirational. inclusive, relevant invigorating, futuristic, progressive, vibrant, and efficient. Provide a Central Incubation Lab (CIL) as hub in a Hub and Spoke model fo incubation.

419  
Startups Registered

22  
Seed Funded Startups

43  
No of Incubatees

### Unique Component:

- Conducted virtual mentorship session on business models, funding, taxation, and legal compliances.
- Conducted communication training for entrepreneurs
- Support of up to INR 50 lacs annually to private incubators for first five years from the start of operations in state

### Scope of Collaboration:

- Virtual incubation platform development
- Assistance to academic institutions for development government supported industry academia incubation centers

## Kerala

Kerala Startup Mission (KSUM) is the nodal agency of Govt, of Kerala to promote technology-based entrepreneurship activities, and create infrastructure and ecosystem required to support high-end technology-based startup businesses.

To support startups in their entrepreneurial joinery Kerala Startup Mission has introduced various schemes like soft loan schemes for women, marketing support, innovation grants to rural innovators, seed fund assistance, R&D arants. technoloav transfer & commercialization auDoort. oatent reimbursement, etc.



4100+  
Startups

22 Cr  
Grants Disbursed

61Cr  
Fund of Fund

63+  
Incubators

10L  
Sq Ft offline Space

### Unique Component:

- Platforms like 'Innovation and Entrepreneurship Development Centres (IEDC)' set up in Engineering, Management. Arts & Science Colleges and Polytechnics with an aim to provide students an opportunity to experiment and innovate with access to cutting edge technology, world class infrastructure, high quality mentorship, early risk capital and global exposure.
- International exchange program
- Green Innovation Fund (GIF) program exclusively for Impact startups working inline with Sustainable Development Goals and looking to pilot and scale up their product with expertise from UNDP and KSUM.

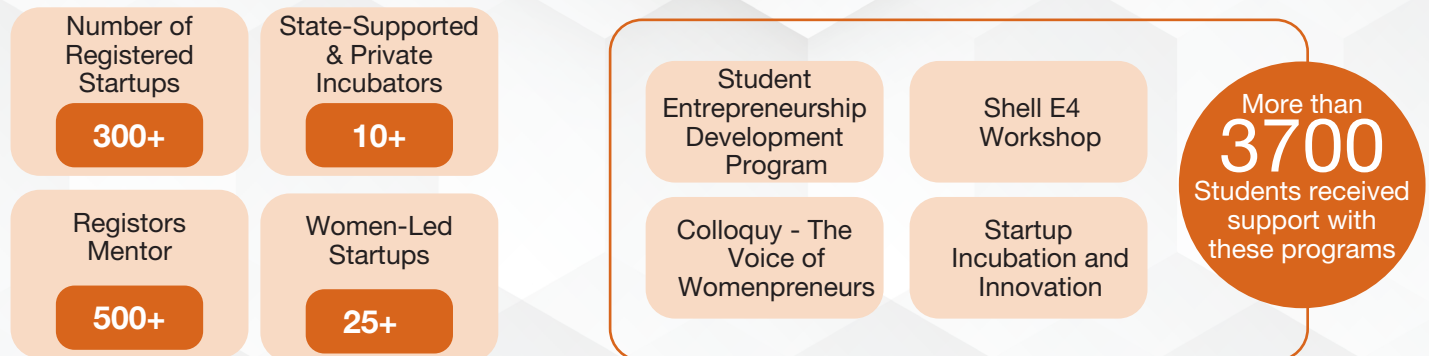
### Scope of Collaboration:

- To encourage students for entrepreneurship by providing support as a fellowship for pursuing a promising technology business idea.

## Uttarakhand

Uttarakhand has a robust startup ecosystem, and has extended immense opportunities, incentives and support to startups through various initiatives.

- Udhyan is a rural entrepreneurship program designed to support entrepreneurs through business loans, innovation encouragement, strategic planning, and personalized mentoring.
- Devbhoomi Udyamita Yojana (DUY) under Department of Higher Education, Govt, of Uttarakhand, focuses on strengthening entrepreneurship development and startup creation.
- Startup Uttarakhand facilitate access to seed capital, venture funding, mentoring, and other necessary resources for startups. Yuva Mahostav
- Saksham is an incubation program for startups from Minimum Viable Product or scalable stage.



### Unique Component:

- 'Startup Boot Camp' in selected educational institutions across the State.
- Entrepreneurship Development Programme (EDP) by Uttarakhand State Council for Science & Technology (UCOST) to develop high technology-driven entrepreneurship in areas such as nanotechnology, genetic engineering, high tech aquaculture, sericulture, and technology incubation. The program also focuses on intellectual property rights management and commercialization of technology.
- Colloquy - The Voice of Womenpreneurs programme revolved around sexism in the sphere of entrepreneurship and concept of gender specific investors.

### Scope of Collaboration:

- "Digital Upscaling Subsidy" to facilitate startups with the adoption of disruptive technologies.
- Conduct district-wise sensitization programs to channelize investment from local communities to support local innovators using local resources in a sustainable manner.
- Separate parameter for "Social Impact", to promote a product that relates to State's ethnicity or is based in a rural area.

## Karnataka

**Karnataka Innovation and Technology Society (KITS)** helps to create an enabling ecosystem for the development of the Information Technology, Electronics and Biotechnology industry in the state through policy facilitation and investment promotion. It promotes startups and entrepreneurs to encourage innovation and use of technology to propagate solutions in multiple sectors like healthcare, food, security, clean environment and education.

Generates employment for the state's youth by taking up-skilling and re-skilling people to create a pool of talent for the industry. It is an Interface to connect with industry, academia, and R&D institutes on various matters of interest, new technology areas, and collaboration with other countries/cities

**Karnataka Startup Cell** provides a unified platform for startups. Karnataka has vast tech ecosystem comprising Innovation Hubs, Incubators, Centres of Excellence, Technology & Business Incubators, Common Instrumentation Facilities, New Age Innovation Network Institutions.

### Scope of Collaboration:

- Fostering strong partnerships between Academia and Industry by establishing Technology-based Incubator' beyond Bengaluru
- Assist globally and nationally renowned incubators and accelerators to set up new and strengthen existing infrastructure in the State
- Explore new tech-driven business models and disruptive innovation technologies by encouraging startups/ young entrepreneurs to solve social impact issues pertaining to ESG framework and SDGs.

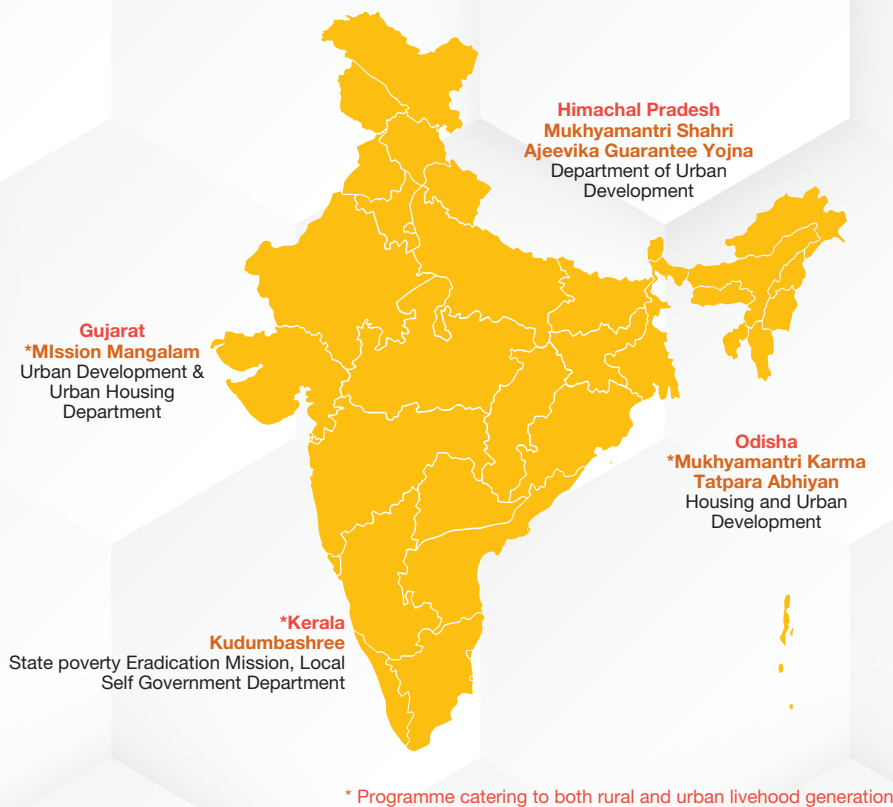
## Snapshot of State Rural Development Departments



States with Gol Network Schemes	State Departments
Punjab	Punjab State Rural Livelihood Mission
Himachal Pradesh	Himachal Pradesh State Rural Livelihood Mission
Uttar Pradesh	Uttar Pradesh State Rural Livelihood Mission
Madhya Pradesh	Panchayat & Rural Development Department
Haryana	Rural Development Department
Ladakh	Ladakh Rural Livelihood Mission
Maharashtra	Maharashtra State Rural Livelihood Mission
Karnataka	Karnataka State Rural Livelihood Mission
West Bengal	Department of Panchayats & Rural Development
Arunachal Pradesh	State Institute of Rural Development
Nagaland	Department of Rural Development
Manipur	Rural Development & Panchayati Raj Department
Tripura	Rural Development Department
Mizoram	Rural Development Department
Delhi	Rural Development Unit
Andaman & Nicobar Islands	The Directorate of Rural Development
Lakshadweep	Rural Development Department

Name of the Scheme	Deendayal Antyodaya Yojana- National Rural Livelihoods Mission (DAY-NRLM)
Key Features	<ul style="list-style-type: none"> <li>• Universal social mobilization</li> <li>• Participatory identification of poor</li> <li>• Financial inclusion</li> <li>• Vulnerability reduction &amp; livelihoods enhancement- through expanding existing livelihoods and tapping new livelihood opportunities in both the farm and non-farm sectors</li> <li>• Convergence and partnerships with other government schemes of the Rural Development Ministry.</li> </ul>
Name of the Sub-Scheme	Start-up Village Entrepreneurship Program (SVEP)
Ministry	Ministry of Rural Development
Geography	Pan India
Beneficiaries	Any rural poor who is willing to be entrepreneurial and self reliant is eligible to be part of this programme, highly vulnerable beneficiaries, marginalized sections, women, SC and ST communities and rural artisans
Focus Areas	SVEP focuses on giving self-employment prospects with financial support and training in soft skills and business management, as well as creating localised community-based cadres for entrepreneurship promotion, with the goal of helping the rural poor get out of poverty by assisting them in setting up businesses and providing support until the businesses stabilise.
Impact	About 2.08 lakh enterprises have been formed across 29 States/UTs and 1750 enterprises have been formed under SVEP in Punjab so far.
Opportunities	<ul style="list-style-type: none"> <li>• Handholding support and mentorship</li> <li>• Capacity Building</li> <li>• Access financial support</li> <li>• End to end entrepreneurship support</li> </ul>

## Snapshot of State Urban Development Departments



States with Gol Network Schemes	Departments
Jammu& Kashmir	Housing & Urban Development Department
Punjab	Regional Directorate of Skill Development and Entrepreneurship (RDSDE) Local Self Government
Rajasthan	Department
Uttar Pradesh	State Urban Development Agency
Gujarat	Gujarat Urban Livelihood Mission
Haryana	State Urban Development Authority
Bihar	Bihar Urban Livelihood Mission under Urban Development & Housing Department
Maharashtra	Maharashtra State Skill Development Society
Karnataka	Urban Development Department
Tamil Nadu	Tamil Nadu Urban Livelihood Mission
Tripura	Urban Development Department Directorate of Urban
Mizoram	Developments. Poverty Alleviation Municipal Administration and Urban Development Department
Andhra Pradesh	Urban Developments. Housing Department
Jharkhand	Assam State Urban Livelihood Mission
Assam	State Urban Development Agency
West Bengal	Telangana State Mission for Elimination of Poverty
Telangana	Chhattisgarh State Urban Livelihood Mission
Chhattisgarh	State Urban Development Agency
Nagaland	Manipur Urban Development Agency
Manipur	

<b>Name of the Scheme</b>	National Urban Livelihood Mission 2.0
<b>Ministry</b>	Ministry of Housing and Urban Affairs
<b>Geography</b>	Pan India
<b>Beneficiaries</b>	Women, street vendors, SHGs, construction workers, rickshaw-drivers and other unorganized sector workers
<b>Focus Areas</b>	<ul style="list-style-type: none"> <li>• Focus entrepreneurial eco-system.</li> <li>• Customized training programs</li> <li>• Enhanced access to finance</li> <li>• Credit-plus approach to existing beneficiaries</li> <li>• Robust monitoring &amp; evaluation framework</li> <li>• Convergence &amp; collaboration with other Ministries schemes.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Provide skill training and capacity building to access credit and finance for starting a business.</li> <li>• Explore opportunities in urban value chain for collaboration.</li> <li>• Strengthen enterprises of existing beneficiaries for job creation.</li> <li>• Just in time support for formalization of business.</li> <li>• Develop a mentorship network for migrant workers.</li> <li>• Incubation of producer companies for migrant workers.</li> <li>• Design welfare models with gig platforms</li> </ul>



## Snapshot of State Tribal, Scheduled Caste & Backward Class Development Departments



TRIFED - GOI Network States
Andhra Pradesh
Arunachal Pradesh
Assam
Bihar
Chhattisgarh
Goa
Gujarat
Himachal Pradesh
Jammu and Kashmir
Jharkhand
Karnataka
Kerala
Ladakh
Madhya Pradesh
Maharashtra
Manipur
Meghalaya
Mizoram
Nagaland
Odisha
Rajasthan
Sikkim
Tamil Nadu
Telangana
Tripura
Uttar Pradesh
Uttarakhand
West Bengal

<b>Name of the Scheme</b>	Tribal Co-operative Marketing Federation of India (TRIFED)
<b>Ministry</b>	Ministry of Tribal Affairs
<b>Geography</b>	Pan India
<b>Beneficiaries</b>	Scheduled Tribes
<b>Focus Areas</b>	<ul style="list-style-type: none"> <li>Socio-economic development through capacity building, training, and marketing development for tribal communities</li> <li>Enhancing marketing avenues by focusing on tribal products and income enhancement</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>Training &amp; upskilling for standardization of tribal products</li> <li>TRIFED is looking for a digital platform to promote tribal products. An E-market place with collaborations and enrolment of Van Dhan Vikas Kendra products</li> <li>Build robust supply chain and market linkage by Buyer Connect, Price discovery for International Agencies for demand generation in export markets</li> <li>Capacity building for awareness and processing of MFPs, sustainable agricultural practices</li> <li>Support in B2B connects, and brand building</li> <li>Knowledge Partner for select number of Van Dhan Vikas Kendras</li> <li>Identification of new product lines for MFP &amp; traditional arts &amp; crafts</li> <li>Cluster development support to TRIFED</li> <li>Interventions in collaboration with aggregator platforms &amp; impact start ups</li> <li>Learning &amp; capacity building</li> </ul>

<b>Name of the Scheme</b>	Pradhan Mantri Dakshta Aur Kushalta Sampann Hitgrahi Yojana (PM DAKSH)
<b>Ministry</b>	Ministry of Social Justice and Empowerment
<b>Geography</b>	Pan India
<b>Beneficiaries</b>	SC/STs, OBC, Economically Backward Class, Safai Karamcharis, De-notified tribes, Artisans, etc.
<b>Focus Areas</b>	<ul style="list-style-type: none"> <li>• Focus on wage/self employment with long &amp; short-term skilling, upskilling, reskilling &amp; entrepreneurship development programme</li> <li>• The scheme targets to skill around 2,71,000 SC/OBC/EBC/DNT persons, Safai Karamcharis for respectable livelihood. The training programs under the PM Daksh scheme are designed to align with the requirements of the industry and focus on sectors with high demand for skilled workers. By equipping beneficiaries with relevant skills, the scheme aims to increase their chances of securing wage &amp; self-employment and contribute to the country's economic growth.</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Mentorship</li> <li>• Capacity Building</li> <li>• End-to-end value-chain model</li> <li>• Market linkage</li> <li>• Branding</li> </ul>

## Snapshot of Women & Child Development Departments

States with Gol Network Schemes	State Departments
Punjab	Department of Social Security and Development of Women and Children
Himachal Pradesh	Department of Women and Child Development
Uttar Pradesh	Department of Women Welfare
Gujarat	Department of Women and Child Development
Madhya Pradesh	Department of Women and Child Development
Haryana	Department of Women and Child Development
Maharashtra	Department of Women and Child Development
Karnataka	Department of Women and Child Development
Andhra Pradesh	Department of Women Development and Child Welfare
Rajasthan	Department of Women and Child Development
Odisha	Department of Women and Child Development and Mission Shakti
West Bengal	Department of Women and Child Development and Social Welfare
Assam	Women & Child Development, Directorate of Social Welfare
Bihar	Women & Child Development Corporation, Department of Social Welfare
Jharkhand	Department of Women, Child Developments Social Security
Uttarakhand	Department of Women Empowerment and Child Development
Chhattisgarh	Department of Women and Child Development
Kerala	The Women and Child Development
Telangana	Department of Women Development and Child Welfare
Delhi	Department of Women and Child Development
Tamil Nadu	Department of Social Welfare and Nutritious Meal Programme



<b>Name of the Scheme</b>	Mission Shakti
<b>Ministry</b>	Ministry of Women & Child Development
<b>Geography</b>	Pan India
<b>Beneficiaries</b>	Women & Children
<b>Focus Areas</b>	<p>An integrated women empowerment programme, for the safety, security and empowerment of women. The Umbrella Scheme of Mission Shakti has two sub-schemes namely "Sambal" for safety and security of women and "Samarthya" for empowerment of women.</p> <p>Under 'Samarthya' sub-scheme, a new component i.e., <b>Hub for Empowerment of Women (HEW)</b> has been included with the aim to facilitate inter-sectoral convergence of schemes and programs meant for women at the Central, State/ UT and District levels for creating an environment in which women are able to realize their full potential. The support under the HEW provides for guiding, linking and hand holding women to various institutional and schematic set ups for their empowerment and development including access to healthcare, quality education, career and vocational counselling/ training, financial inclusion, entrepreneurship, backward and forward linkages, health and safety for workers, social security and digital literacy at districts/ Blocks/Gram Panchayats level across the country.</p>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Mentorship</li> <li>• Market linkage</li> </ul>

