



Building India's Future Workforce

Skill Development Initiatives
by U.S. Companies

DISCLAIMER OF LIABILITY AND WARRANTY

1. **Data Sources and Accuracy:** *All data, statistics, forecasts, and numerical figures contained in this report have been compiled from publicly available sources as of May 7th, 2026. AMCHAM India makes no representation or warranty, express or implied, regarding the accuracy, completeness, timeliness, or reliability of such data. Public sources may contain errors, omissions, or outdated information beyond the authors' control.*
2. **Data Authenticity:** *The figures included herein are subject to refinement as more comprehensive and updated data become available. AMCHAM India does not claim authenticity or statistical precision of the numerical data presented. The report's primary objective is to provide analytical insights and highlight emerging trends in U.S.–India trade and investment, based on the best available information at the time of compilation.*
3. **No Professional Advice:** *This report is provided for informational purposes only and does not constitute professional, financial, legal, investment, or business advice. Recipients should conduct independent verification and consult qualified advisors before making decisions based on this report.*
4. **Analytical Focus:** *The analysis presented in this report emphasizes directional trends and factual insights rather than the exactness of numerical values. The figures should therefore be interpreted as indicative estimates reflecting overall sectoral trajectories and comparative patterns, not as definitive measurements.*
5. **Forward-Looking Statements:** *Any projections, forecasts, or estimates regarding employment, skill development, investments, or economic impacts are based on third-party data and assumptions subject to change. Actual results may differ materially due to economic conditions, policy changes, or other factors.*
6. **No Liability:** *To the maximum extent permitted by law, the authors, publishers, and contributors disclaim all liability (including negligence) for any loss, damage, cost, or expense arising from use of or reliance on this report, including direct, indirect, incidental, special, or consequential damages. This includes but is not limited to errors in data interpretation, changes in underlying source information post-publication, or decisions made by readers.*
7. **No Guarantee of Results:** *The report does not guarantee any specific employment outcomes, investment returns, or skill development impacts. Past performance or historical data does not predict future results.*

Reasonable care has been exercised in compiling this report but AMCHAM India assumes no responsibility for its use.



The American Chamber of Commerce in India

AMCHAM India is the leading apex chamber of U.S. industry in India. Established in 1992, AMCHAM has over 400 U.S. companies as members and plays a pivotal role in fostering strong ties between the U.S. and India. The incumbent U.S. Ambassador to India is the Honorary President of AMCHAM. The chamber enjoys a close relationship with the U.S. Embassy and complete support in fulfilling its objectives. Country Heads of leading U.S. companies constitute the elected national executive board. The chamber's mission is to assist member companies to succeed in India through advocacy, information, networking and business support services. Headquartered in New Delhi, AMCHAM extends its influence through regional chapters in Bengaluru, Chennai, Hyderabad, Kolkata, Mumbai and Pune.

FOREWORD



Ranjana Khanna

Director General CEO
AMCHAM India

India's demographic dividend is a unique opportunity to catalyze the economic empowerment and growth. The potential will be realized on the quality, scale, and relevance of the skills we build into our workforce today.

This report highlights the important role U.S. companies are playing in shaping India's talent ecosystem. Based on secondary research, corporate case studies, and an AMCHAM industry survey conducted, it assesses both the progress made and challenges to be addressed. It underscores the contribution made by U.S. companies to workforce transformation through skilling, upskilling and reskilling efforts by creating gainful employment to more than 10 million people, both directly and indirectly.

As AI continues to transform industries and redefine the future of work, the demand for future-ready skills has never been greater. With deep expertise in AI, cloud computing, cyber security, and advanced manufacturing, U.S. companies are well placed to support India's shift toward an innovation-led economy.

Its recommendations seek to encourage deeper collaboration among industry, government, academia, and civil society, to build inclusive future-ready India.

U.S. industry partnerships have played a significant role in India's inclusive growth journey for over a century, contributing through substantial investments, fostering innovation, and helping build a skilled workforce across sectors.

TABLE OF CONTENTS

Executive Summary.....	7
PART I: Introduction and Perspective.....	9
PART II: U.S. Corporate Engagement in India’s Skilling Ecosystem.....	11
PART III: Impact of Skilling Initiatives of U.S. Firms in India.....	16
PART IV: Case Studies - Leading U.S. Skilling Initiatives in India.....	19
PART V: Survey Insights and Data Analysis.....	32
PART VI: Strategic Way Forward	46
PART VII: Conclusion	49
Annexure	50
Endnotes	51

Executive Summary

India stands at a pivotal moment in its economic and demographic transformation. India's youth cohort (15–29 years) is projected at approximately **367 million** in 2026, according to the Government of India¹, representing a demographic base larger than the total population of most countries and constituting a substantial pipeline for future workforce participation, skill development, and productivity growth. This cohort accounts for roughly one-fourth of India's population, making it one of the largest youth populations globally.

The United Nations Population Fund (UNFPA) also highlights that India's demographic profile presents a major economic opportunity, with nearly half of its population below 25 years of age and around **68% in the working-age group (15–64 years)**². This large and youthful population creates a substantial pool of future workers, making skill development, education, and employment generation critical to realizing India's demographic dividend. Strategic investment in skill development, workforce transformation, and employability enhancement are key enabling factors for the country to move to the next growth orbit.

The advent of artificial intelligence (AI) represents a watershed moment in industrialization, often characterized as the **4th Industrial Revolution**, which is transforming manufacturing and service sectors through smart, autonomous solutions. Similar to how the Industrial Revolution mechanized physical labor, AI is automating cognitive tasks, leading to profound shifts in productivity, labor, and economic structures. AI's integration demands rethinking workforce training, economic models, and policy frameworks to harness innovation while protecting human capital.

In this context, U.S. companies operating in India have emerged as important partners in the country's endeavours to develop future-ready human capital. Their contribution extends beyond investment and innovation to large-scale initiatives focused on next-gen workforce skilling, employability, and talent ecosystem development.

U.S. capital has long been playing a major role in India's economic growth story. During the first nine months of FY 2025–26 (April–December 2025), foreign direct investment (FDI) inflows from the United States nearly doubled to **\$7.8 billion**, compared to \$3.73 billion during the corresponding period of the previous year⁽³⁾. Cumulatively, U.S. investments in India stand at **\$78.46 billion** between April 2000 and December 2025⁽⁴⁾, making the United States the third-largest investor in the country⁵.

A major driver of this engagement has been the rapid expansion of U.S.-led **global capability centers (GCCs)** in India. In a short period of time, these GCCs have evolved from “back-office support units” into integrated “enterprise nerve centers” responsible for high-value functions such as research, innovation, engineering, analytics, and digital transformation. U.S. firms largely dominate the country's GCC space, with nearly 89 Fortune Global 500 companies operating in India. U.S. companies currently employ nearly **2 million people** in India through more than **1,700 GCCs**⁶, generating an estimated **\$64.6 billion** in revenue⁽⁷⁾. Leading corporations such as Microsoft, Google, Amazon, and IBM have played a central role in shaping this ecosystem.

The growth of GCCs and the broader technology sector has had a significant impact on employment creation and wage growth in India. The Indian technology sector, driven substantially by U.S. tech firms, is projected to employ **9.5 million** tech professionals by FY2026, with industry value reaching **\$300 billion**.⁽⁸⁾ Furthermore, GCCs are creating strong demand for advanced digital capabilities, with AI-skilled roles reportedly commanding wage premiums of nearly 28%⁽⁹⁾, as per India Skills Report 2025.

Alongside direct employment generation, U.S. firms have also emerged as key contributors to workforce upskilling. Based on survey responses and publicly disclosed corporate skilling initiatives, U.S. companies are estimated to have reached nearly **10 million** individuals in India through skill development and workforce transformation programs. In this context, U.S. firms have been found to align their long-term skilling strategies with the Government of India's 'Skill India Mission'⁽¹⁰⁾, collectively targeting the training of nearly **10 million** individuals by 2030. These efforts coincide with a broader improvement in India's employability landscape, taking national employability rate to **56.35%**.¹¹

Against this backdrop, this report, prepared by AMCHAM India, examines the impact of skill development initiatives undertaken by U.S.-based companies operating in India on employment creation and income generation. Drawing upon secondary research, corporate case studies, and insights from an AMCHAM industry survey in February 2026, the report provides a comprehensive assessment of how U.S. corporate-led skilling initiatives are contributing to India's workforce transformation and long-term economic prospect. Through this report, we have tried to capture how various initiatives of U.S. companies are helping build future-ready workforce, particularly in emerging fields such as artificial intelligence, cloud computing, cyber security, advanced manufacturing, and digital services.

The findings of AMCHAM's industry survey demonstrate that U.S. companies are implementing diverse and large-scale skill development programs in India. These initiatives span multiple formats, including 'employee upskilling programs' designed to prepare the workforce for evolving technological demands, 'CSR-funded community training initiatives' that provide vocational and digital skills to youth, 'apprenticeship and internship programs' that connect training with employment opportunities and 'partnerships with academic institutions' to modernize curricula and enhance practical training.

The survey results also highlight substantial investment from U.S. firms in skill development, reflecting the growing recognition among companies that workforce capability is a critical driver of competitiveness and innovation. Importantly, many of these programs are found to be directly linked to employment outcomes, including job placements, internships leading to full-time employment, and career advancement opportunities for existing employees.

The report highlights that sustained collaboration among government, industry, educational institutions, and civil society will be essential to addressing India's skill challenge and ensuring inclusive, long-term economic growth.

PART I:

Introduction and Perspective

India’s Skill Development Landscape and the Strategic Role of U.S. Industry

India is at the fulcrum of its surging growth dynamics, with its large and youthful population offering a unique competitive edge over other developing countries. However, successful realization of this demographic dividend largely depends on equipping millions of new entrants to the labor market with industry-relevant skills in an era of rapid technological change and evolving business requirements. Recognizing this, skill development has become a national priority, supported by major government initiatives aimed at strengthening vocational education, enhancing workforce capabilities, and aligning training systems with industry demand. Bridging a persistent gap between academic learning and employable skills is now central to India’s ambition of becoming a ‘global hub’ for innovation, manufacturing, and technology-driven growth.

In this transformation, U.S.-based companies operating in India have emerged as key partners in workforce development. Beyond their role as investors and employers, they are significantly contributing through employee upskilling, academic partnerships, vocational training, CSR-led employability programs, and the expansion of global capability centers (GCCs), which are driving demand for advanced and specialized skills.

Diversity of U.S. Corporate Operations in India

U.S. companies operate extensively in India across multiple sectors of the economy, reflecting both the scale and diversity of their engagement. U.S. corporate activity in India spans several key sectors that play a crucial role in the country’s economic development and integration into global value chains (GVCs).

Table 1: Sectoral Diversity of U.S. Firms in India

Sectors Operations U.S. Companies		
Technology	<i>Research and development centers, data centers, software services</i>	<i>Microsoft, Google, Amazon Web Services, IBM, Apple, Cisco, Oracle, Intel, Adobe, and NVIDIA</i>
Financial Services	<i>Banking, investment, and payment services</i>	<i>JPMorgan Chase, Goldman Sachs, Citigroup, Morgan Stanley, Visa, Mastercard, and American Express</i>
E-commerce and Retail	<i>Online retail and logistics networks</i>	<i>Amazon, Walmart (through its subsidiary Flipkart)</i>
Consumer Goods	<i>Production and distribution of beverages and a wide range of personal care and household items</i>	<i>Coca-Cola, PepsiCo, Procter & Gamble, and Colgate-Palmolive</i>
Automotive	<i>Electric vehicle development, vehicle assembly, and export-oriented manufacturing activities</i>	<i>Ford Motor Company, General Motors, Tesla, and Harley-Davidson</i>
Pharmaceuticals	<i>Research and development, pharmaceutical production within the country</i>	<i>Pfizer, Johnson & Johnson, and Merck & Co.</i>

Emerging Fields of Operation of U.S. Companies in India

- *Global Capability Centers (GCCs)*

Global capability centers (GCCs) play an increasingly important role in the operations of U.S. companies in India, particularly in sectors such as technology and financial services. Many American firms use India-based GCCs to support global operations in areas such as software development, financial analytics, data management, and research.

Several financial institutions—including JPMorgan Chase, Goldman Sachs, Citigroup, Morgan Stanley, Visa, Mastercard, and American Express—operate GCCs in cities such as Mumbai and Bengaluru, where they provide banking, investment, and payment-related services for global markets. These centers allow U.S. firms to leverage India’s skilled talent pool while contributing significantly to employment generation, knowledge transfer, and innovation.

- *Deep Tech Companies and Future Skills*

Many U.S. based deep tech companies have started operation in India. The Government of India has also introduced policy reforms to strengthen the deep-technology innovation ecosystem. In early 2026, New Delhi updated its start-up recognition rules to better support deep tech enterprises, aligning these reforms with the broader Research, Development, and Innovation (RDI) Scheme launched in July 2025.

Table 2: U.S.-Based Deep Tech Firms with Major India Operations

Company	HQ Location	Key India Focus Areas	Presence Details
Intel	<i>California</i>	<i>Chip architecture, AI accelerators, SG/edge computing</i>	<i>Largest design center outside U.S. in Bengaluru</i>
IBM	<i>New York</i>	<i>AI, hybrid cloud, blockchain, quantum computing</i>	<i>GCCs in Bengaluru, Pune, Hyderabad</i>
Nvidia	<i>California</i>	<i>AI, GPUs, semiconductors</i>	<i>Investments and partnerships via alliances</i>
Qualcomm	<i>California</i>	<i>Semiconductors, SG, AI chips</i>	<i>R&D and ventures in India</i>
Microsoft	<i>Washington</i>	<i>AI, cloud (Azure), IoT</i>	<i>R&D hubs in Hyderabad, Bengaluru, Noida</i>
<i>Source: Global Venturing</i>			

PART II:

U.S. Corporate Engagement in India's Skilling Ecosystem

U.S. companies are no longer merely contributors to India's skilling agenda—they have become ecosystem architects, combining capital investment, digital infrastructure, AI capability-building, institutional partnerships, and inclusive outreach to shape a future-ready, globally competitive Indian workforce, U.S. firms have been found to be integrated with the country's skilling ecosystem in three (3) ways:

1. Partnerships with Government Institutions Driving India's Skilling Ecosystem

U.S.-headquartered companies have evolved from conventional CSR contributors into strategic institutional partners in India's national skilling architecture. Their collaborations increasingly focus on curriculum development, vocational modernization, certification systems, and employment linkage mechanisms⁽¹²⁾.

Table 3: Institutional Partnerships and Ecosystem Integration of U.S. Companies in India

Area of Engagement	Nature of Contribution	Major Partners / Examples	Impact / Scale
Strategic Corporate Role	<i>Shift from CSR to "full-stack partnership" model, contributing curriculum, certification, technology, and infrastructure</i>	<i>Broad participation of major U.S. corporations</i>	<i>Deep integration into India's workforce development ecosystem</i>
Partnership with Ministry of Skill Development and Entrepreneurship (MSDE), Government of India	<i>Curriculum design, certification frameworks, industry-aligned vocational training</i>	<i>Multiple U.S. firms working with MSDE</i>	<i>Stronger employability and workforce competitiveness</i>
Collaboration with Directorate General of Training (DGT) & Industrial Training Institutes (ITIs) under MSDE	<i>MoUs under Craft Instructor Training Scheme (CITS) and ITI modernization programs; emerging technology curriculum and laboratory support⁽¹³⁾</i>	<i>IBM, Microsoft, Cisco, Adobe, Amazon Web Services (AWS)</i>	<i>25 lakh+ youth benefited</i>
Future Right Skills Network (FRSN)	<i>Vocational modernization, policy support, digital infrastructure, placement pathways</i>	<i>Cisco, Accenture, J.P. Morgan, LinkedIn, SAP Labs India</i>	<i>3 lakh ITI students modernized.⁽¹⁴⁾; 26,000+ placements.⁽¹⁵⁾</i>
National Skill Development Corporation (NSDC) & Sector Skill Councils	<i>Alignment with occupational standards, certification, and employment-linked skilling</i>	<i>Microsoft, Cisco, IBM, Amazon Web Services (AWS)</i>	<i>1,200+ National Occupational Standards (NOS) co-created; 3 crore+ trained</i>

2. Educational Capacity Building for Digital Transformation

A major pillar of U.S. corporate engagement lies in technology-led skilling infrastructure, particularly through AI integration, cloud enablement, and institutional partnerships with universities and technical institutes.

Table 4: Digital Skilling Infrastructure and Educational Collaborations

Focus Area	Key Initiatives	Corporate / Institutional Examples	Scale / Outcomes
National Digital Skilling Platforms	AI-enabled job matching, automated resume creation, multilingual employment access	Microsoft integrated Azure OpenAI into e-Shram & National Career Service (NCS) Portal	310 million+ workers served ⁽¹⁶⁾
Public Sector Capacity Building	Cloud infrastructure for digital learning and governance training	Google with Karmayogi Bharat / Integrated Government Online Training (iGOT)	20 million public servants ⁽¹⁷⁾ ; 800+ districts; 18 languages
University / All India Council for Technical Education (AICTE) Collaboration	National AI labs, faculty development, AI learning pathways	IBM National AI Lab at AICTE HQ ⁽¹⁸⁾	Institutional strengthening in advanced technologies
Vocational AI Education	AI certification and employment-focused training for ITI/National Skill Training Institute (NSTI) student	Microsoft Elevate WAVE (Workforce Augmentation with AI Skills in Vocational Education)	2 lakh students; 1,000 ITIs; 33 NSTIs ⁽¹⁹⁾

3. Corporate Capital Commitment and Workforce Development

Alongside institutional partnerships, U.S. firms are making substantial long-term investments in India's AI, cloud, and digital talent ecosystem, supporting both internal workforce transformation and national capability building.

Table 5: Corporate Investment and Workforce Upskilling Commitments

Company / Initiative	Investment / Intervention	Strategic Focus	Scale / Impact
Microsoft	\$17.5 billion (2026–29) ⁽²⁰⁾	Cloud infrastructure, AI skilling, operations expansion	Builds on earlier \$3 billion commitment
Amazon Web Services (AWS)	\$12.7 billion by 2030 ⁽²¹⁾	Local cloud + AI infrastructure and workforce development	Extensive technical skilling ecosystem
Google	\$15 billion ⁽²²⁾	Data center + AI hub in Andhra Pradesh	Student and public-sector training support
Kyndryl	\$2.25 billion through 2028 ⁽²³⁾	AI labs and rural skilling	Expanding inclusive AI access
Overall capital commitment	Combined projected investments (2025–2030)	Major U.S. technology firms	~\$67.5 billion ⁽²⁴⁾

Table 6: Internal Workforce Upskilling at Major U.S. Firms in India

Company	India Headcount (2025)	Internal AI Skilling Focus
Microsoft	22,000+	Azure AI, Copilot, Azure Machine Learning
Amazon/AWS	~120,000	AWS AI/ML, Generative AI, cloud operations
Google	~15,000+	Gemini, cloud AI, DeepMind R&D
IBM	~150,000+	Watsonx, AI Consulting, quantum computing
Cisco	~15,000+	AI Canvas, NetSec, cloud infrastructure
Accenture	~350,000+	Generative AI, digital engineering

Note: Headcount figures are widely reported in business press

Source: Business Standard, U.S. Tech Headcount India 2025; <https://business-standard.com>

Table 7: External Skilling Initiatives – Goals, Reach and Focus Areas

U.S. Company	External Beneficiary Goal (by 2030)	Current Reach / Milestone (2025–2026)	Primary Focus Area
Microsoft	20 million	5.6 million trained by late 2025	Informal workers; AI public infrastructure
Amazon/AWS	4 million students	6.2 million trained since 2017	K-12 AI literacy; cloud
Google	20 million public servants	Training launched for 800+ districts	AI for governance
IBM	5 million	Targeting AI/cyber/quantum by 2030	AICTE-linked technology skills
Kyndryl	30,000 youth annually	Pilots in Varanasi and Ayodhya	Rural AI change-makers
Salesforce	100,000	3.9 million Trailblazers in India already	Agentic AI; Tier-2/3 cities

Note: The “current reach” for Salesforce (3.9 million Trailblazers) is based on company announcements

4. Community Impact, Inclusion, and Rural Outreach

Beyond enterprise and institutional skilling, U.S. companies are significantly shaping India’s inclusive digital workforce agenda, targeting students, women, underserved communities, and rural populations through large-scale outreach initiatives.

Table 8: Community Skilling, Inclusion, and Rural Outreach Initiatives

Program Area	Major Initiatives	Lead Companies	Impact / Reach
Mass community skilling	ADVANTA(I)GE India	Microsoft	5.6 million trained in 2025 ⁽²⁵⁾
	Future Ready 2030	Amazon	4 million students targeted ⁽²⁶⁾
	AI Skills House	Google	10 million learners targeted ⁽²⁷⁾
	Journey to Opportunity	Cisco	50 million lives impacted ⁽²⁸⁾
Women & inclusion	Strong representation of women and non-metro learners	Example: ADVANTA(I)GE India	65% women; 74% from Tier-2/3 cities ⁽²⁹⁾
Rural outreach	Mobile AI labs, teacher skilling, rural AI literacy	Amazon, Kyndryl	Expanding access in underserved and rural regions

5. Sectoral Focus of U.S.-Led Skilling Programs in India

U.S.-company-led skilling initiatives in India are increasingly concentrated in future-oriented, high-growth sectors where India holds strong potential to become a global talent and innovation hub. These programs broadly span advanced digital technologies, cyber security, manufacturing, creative industries, and green workforce development, reflecting evolving industry demand and national economic priorities.

a) Advanced Digital Technologies as the Core Focus of Corporate Skilling

The strongest concentration of U.S.-led skilling initiatives in India is in advanced digital capability development, particularly in artificial intelligence, cloud computing, and cyber security. This reflects both rapid industry demand and India’s growing position as a global digital talent hub.

Table 9: U.S. Corporate Skilling Initiatives in AI, Cloud, and Cyber Security

Domain	Focus Areas	Major Corporate Initiatives	Scale / Impact
Artificial intelligence, data science & cloud technologies	Generative AI, machine learning operations (MLOPs), data analytics, agentic AI systems, cloud computing	Microsoft, IBM, Salesforce launched “Agentblazers” initiatives for enterprise AI deployment; Amazon Web Services (AWS) emphasizes cloud capability building	AI job demand growing ~75% faster than non-AI roles; 76% of digital workers expected to require cloud skills by 2026
Cyber security & digital infrastructure	AI governance, LLM safety, cyber resilience, network automation, digital security	Cisco “Cyber Suraksha” program with NIIT Foundation	~1 million trained; ~40% women participation; target 2.7 million learners by 2028

b) Strengthening Industrial and Creative Economy Capabilities

Beyond core digital skills, U.S. firms are actively supporting India’s ambition to become a global hub for advanced manufacturing, aerospace, and creative-tech industries. These programs combine technical training with innovation-led workforce development.

Table 10: U.S. Corporate Skilling Support for Manufacturing and Creative Industries

Sector	Focus Areas	Major Corporate Initiatives	Scale / Outcomes
Manufacturing, aerospace & advanced engineering	<i>Precision manufacturing, aerospace engineering, sustainability technologies, industrial capability development</i>	<i>Boeing “Kaushal” program; Honeywell Sustainability Skills Center with IIT</i>	<i>100,000 students targeted by 2030; greater inclusion of disadvantaged groups in advanced manufacturing</i>
Creative & digital economy (“Orange Economy”)	<i>Animation, gaming, digital media, AI-powered content creation, creator economy skills</i>	<i>Google + YouTube partnership with IICT using Gemini and Vertex AI⁽³⁰⁾</i>	<i>15,000 scholarships for students and digital creators; expands AI-enabled entrepreneurship</i>

c) Green Skills and Sustainability Workforce Development

An increasingly important dimension of corporate skilling is the transition toward a green economy, where U.S. companies are helping build capabilities in renewable energy, sustainability technologies, and environmentally responsible manufacturing.

Table 11: U.S. Corporate Initiatives in Green Skills and Sustainable Workforce Development

Focus Area	Key Corporate Contributions	Strategic Objective	Scale / Alignment
Sustainability skills training	<i>Honeywell established Center of Excellence for Sustainability Skills with IIT Bombay</i>	<i>Energy efficiency, clean technologies, sustainable industrial practices</i>	<i>100,000 students targeted by 2030</i>
Corporate green skilling integration	<i>Ernst & Young, JPMorgan Chase, and Boeing support green livelihoods and sustainable manufacturing</i>	<i>Green jobs ecosystem development</i>	<i>Supports India’s ₹60,000 crore PM-SETU, enabling 5 lakh green jobs annually</i>

PART III:

Impact of Skilling Initiatives of U.S. Firms in India

Economic Impact

U.S.-company-led skilling initiatives are generating measurable economic gains in India—not only through higher employability and wage premiums, but also by improving productivity, strengthening labor-market signalling, and supporting long-term competitiveness. Their impact is increasingly visible at both the individual workforce level and the broader structural economic level.

➤ Employment Outcomes and Income Gains

One of the clearest impacts of U.S.-supported skilling programs is improved employment readiness, stronger placement outcomes, and higher wage realization, particularly in advanced digital and AI-enabled roles.

Table 12: Employment Creation, Placement Outcomes, and Wage Effects

Impact Area	Key Evidence / Initiative	Economic Outcome
Amazon Web Services (AWS) re/Start program	Industry-linked technical training	~98% graduate job linkage / placement ⁽³¹⁾
Microsoft AI skilling initiatives	AI-focused workforce development	125,000+ secured jobs / entrepreneurial opportunities ⁽³²⁾
Future Right Skills Network (FRSN)	26,000 placed out of 300,000 trained	~8.7% full-time placement rate ⁽³³⁾
Digital learning access (ITI)	Learners using digital platforms	1.4× increase in earning potential ⁽³⁴⁾
AI skill wage premium	Roles requiring AI expertise	~28% higher wages than standard roles ⁽³⁵⁾
Advanced AI / MLOps roles	Specialized high-end digital roles	18%+ YoY salary growth; senior salaries up to ₹80 lakh p.a. ⁽³⁶⁾

Table 13: AI Wage Premium – Salary Ranges and Growth by Role (2026)

Job Role / Experience Level	Salary Range (2026)	Growth / Premium	Source (as cited in report)
Agentic AI Architect (Senior)	₹50–80 LPA ⁽³⁷⁾	New high value niche	
Generative AI Engineer (Mid-Level)	₹15–45 LPA ⁽³⁸⁾	Up to 70% hike	Scaler
Cloud Solutions Architect (Pro)	₹18–40 LPA ⁽³⁹⁾	2.5× higher than non-certified	K21 Academy
AI Focus Role (General)	Variable	28% premium over non-AI roles	World Bank
Entry-Level AI/ML (Fresher)	₹6–12 LPA	40–70% salary jumps after 1–2 years	BuildFastWithAI

Sources: AWS Research (28% premium confirmation); <https://aws.amazon.com/ai-skills-report> and EY India Salary Trends 2026; <https://ey.com/in/ai-salary-trends>

Productivity and Human Capital Deepening

Beyond employment, corporate skilling is materially improving labor productivity and workforce quality, strengthening India's long-term human capital base.

Table 14: Productivity Gains and Human Capital Effects of Corporate Skilling

Dimension	Key Insight	Economic Significance
Human capital deepening	Workforce quality improving through advanced digital skilling	Raises productivity and capability depth
Total factor productivity (TFP) impact	AI-driven productivity gains projected at 0.3–3.0% points over next decade ⁽⁴⁰⁾	Supports long-term GDP and efficiency gains
AI productivity boost	AI tools increase average worker productivity by ~14%	Broad-based operational efficiency
Skill-leveler effect	Lower-skilled workers experience productivity gains of up to 34% ⁽⁴¹⁾	Narrows performance gap between junior and senior staffs
Accelerated early-career productivity	AI-enabled learning reduces time for new hires to become “impact players”	Faster onboarding and improved workforce efficiency

Labor-Market Signalling and Regional Talent Development

U.S. skilling initiatives are also improving credential credibility, while simultaneously broadening the geographic spread of digital talent across India.

Table 15: Certification Effects and Regional Talent Development

Area	Key Development	Impact
Industry credentials & certifications	Certifications from IBM, Amazon Web Services (AWS), Cisco improve employability signals	Helps Tier-2/3 graduates overcome credential disadvantages
PMKVY certification premium	52% of certified candidates reported higher salaries vs uncertified peers ⁽⁴²⁾	Clear monetary return from certification
Vocational training impact	Employment probability rises by ~13% in labor-intensive sectors ⁽⁴³⁾	Improves labor-market participation
Regional talent expansion	Microsoft ADVANTA(I)GE reports 74% learners from Tier-2/3 cities ⁽⁴⁴⁾	Strong spread of digital skilling beyond metros
Spatial mismatch challenge	AI jobs remain concentrated in Bengaluru (~11%) and Hyderabad (~9.57%) ⁽⁴⁵⁾	Underutilization of trained talent outside major hubs

Structural Transformation and Long-Term Competitiveness

The most enduring impact of U.S. corporate skilling lies in how it is reshaping India’s economic structure—from a **service-led economy toward an innovation-led, globally competitive talent ecosystem.**

Table 16: Long-Term Structural and Competitiveness Impact

Strategic Area	Contribution of U.S. Companies	Long-Term Impact
Global capability center (GCC) ecosystem	1,600+ GCCs, employing ~2 million professionals	<i>Created a deep high-skill labor base</i>
Economic value creation	GCC ecosystem generates \$64 billion revenue	<i>Strong multiplier effect on economy</i>
Decentralized innovation	Expansion of hubs in Tier-2/3 cities (e.g., Google regional hub in Visakhapatnam)	<i>Diversifies innovation geography</i>
Large-scale national skilling	3 crore+ trained via NSDC-linked collaborations since 2010	<i>Broad workforce capability expansion</i>
Global competitiveness	Supports Mission 500 (\$500 billion trade goal by 2030)	<i>Positions India as a leading AI and digital talent hub</i>

PART IV:

Case Studies - Leading U.S. Skilling Initiatives in India

U.S. companies in India are emerging as key drivers of workforce transformation by combining technology leadership, institutional partnerships, large-scale skilling programs, and significant capital investments to build a future-ready talent ecosystem. Their initiatives span artificial intelligence, cloud computing, cyber security, digital literacy, entrepreneurship, and green skills, while integrating with public digital infrastructure and expanding employability, innovation, and inclusion. Through targeted company-led interventions and strategic collaborations, some U.S. firms have been found to make considerable impact on strengthening India's talent pipeline and shaping the country's skilling ecosystem. In this section, we will zero in on few highly impactful skill development initiatives by U.S. firms across three broad cases, based on scale and priority areas.

Case 1: Strongest Pillars of U.S. Corporate Skilling Engagement in India

The key strategic pattern of these firms is the 'multi-layered architecture of intervention.' U.S. companies under this case collectively represent the strongest pillars of U.S. corporate skilling engagement in India, demonstrating a shift from isolated CSR-led training programs to 'large-scale, ecosystem-driven workforce transformation.' Their initiatives combine 'mass digital skilling,' institutional partnerships, public digital infrastructure integration, and direct employment linkages, creating a comprehensive pipeline from learning to livelihood.

Amazon / AWS India

Amazon and AWS have built one of India's broadest skilling ecosystems through cloud learning, employability-focused certification, school-level AI literacy, and rural outreach, with strong outcomes in placement and workforce readiness.

Skill Development – Strategic Snapshot

Core Focus	: <i>Cloud and AI workforce readiness</i>
Major Investment	: <i>\$12.7 billion</i>
Individuals Trained	: <i>6.2 million since 2017</i>
School AI Commitment	: <i>4 million students by 2030</i>
Small Business Reach	: <i>15 million businesses</i>
Flagship Placement Program	: <i>AWS re/Start</i>

AWS – Core Skilling Platforms

AWS Educate	: <i>Free learning platform</i>
Delivery Model	: <i>Self-paced digital learning</i>
Courses	: <i>Cloud, AI, ML, emerging tech</i>
Talent Access	: <i>AWS Emerging Talent Community</i>
DGT Collaboration	: <i>National educator/student skilling</i>

AWS – Workforce Development & Placement

AWS re/Start	: 12-week cohort model
Placement Connection	: 98% graduates connected to jobs ⁽⁴⁶⁾
Global Reach	: More than 52 cities
India Tech Alliance	: 100 institutions/employers
Learners Connected	: 29,000
Generative AI Learners	: More than 5,000

Social & Inclusion Impact

Think Big AI Skills Vans	: Mobile AI labs
Student Reach	: 9,000 rural students
Teacher Reach	: 100 teachers ⁽⁴⁷⁾
Regions	: Haryana and Delhi NCR
Exposure	: AI, ML and Generative AI

Cisco India

Cisco's skilling model combines technology education, cyber security, vocational modernization, and direct job-market linkage, making it one of the largest and longest-standing digital skilling contributors in India.

Skill Development – Strategic Snapshot

Lives Impacted	: 50 million ⁽⁴⁸⁾
Networking Academy Learners	: 3 million ⁽⁴⁹⁾
Career Platform	: First dedicated Cisco Career Hub outside U.S.
Vocational Reach	: 1,500 ITIs ⁽⁵⁰⁾
Student Reach	: 300,000 ITI students
Earnings Impact	: 2.6 times increase ⁽⁵¹⁾

Cisco – Flagship Learning Platforms

Networking Academy	: Networking, automation, cyber, AI
Global Goal	: 25 million trained by FY2032
Women Initiative	: 50,000 women annually (Indo-Pacific)
Curriculum Cost	: Free for education partners

Cisco – Specialized Programs

Career Hub + Indeed	: Skills-to-jobs linkage
Cyber Suraksha	: More than 1 million targets
Inclusion	: Senior citizens, youth, LGBTQIA and BSF personnel
Quest Alliance	: 300,000 ITI students
APSSDC MoU	: 50,000 students

Social & Inclusion Impact

Total Lives Impacted	: 50 million
Validation	: Third-party verified
Delivery Channels	: Networking Academy, CDA and Cash Grants

Google India

Google's skilling model in India combines mass digital learning, AI-enabled education systems, start-up acceleration, professional certification, and cloud-based capacity building, positioning India as a global AI innovation hub.

Skill Development – Strategic Snapshot

Core Focus	: AI literacy, start-up acceleration, digital education
Flagship Learning Initiative	: AI Skills House
Learner Target	: 10 million Indians
Start-up Platform	: Global AI Start-up Program (with Accel)
Public Education Grants	: ₹85 crore Google.org funding
Strategic Position	: Position India as global deep tech / AI hub

Flagship initiative – Education & AI Learning Initiatives

AI Skills House	: Free mobile-first AI learning
Wadhvani AI Grant	: \$10 million
Student Reach	: 75 million students
Educator Reach	: 1.8 million teachers
Early Career Reach	: 1 million professionals
Delivery Model	: Multilingual, voice-enabled, AI-supported
Government Platforms	: SWAYAM, POSHAN Tracker

Google – Certification & Career Pathways

Google AI Professional Certificate	: 6 courses plus Capstone
Practical Components	: More than 20 hands-on activities
Skills Covered	: Prompting, data analysis, content creation, app-building
Learning Tools	: Gemini, NotebookLM
Hiring Consortium	: More than 150 employers
Central Learning Hub	: Google Skills platform
Additional Learning	: GEAR: 35 free credits monthly

Google – Start-up & Ecosystem Development

AI First Accelerator	: Seed to Series-A start-ups
Focus Areas	: Agentic AI, multimodal AI, GenAI
Support	: Mentorship, cloud and global showcase
Grow with Google	: Free AI/business/digital marketing learning
Cohort Programs	: Higher education, government, non-profits

Microsoft India

Microsoft has emerged as one of the most influential corporate partners in India's digital skilling ecosystem, combining large-scale AI skilling, public digital infrastructure integration, education partnerships, and major capital commitments. Its India strategy reflects a long-term vision of building a 'sovereign-ready AI workforce at scale.'

Skill Development – Strategic Snapshot

Core Focus	: Democratizing AI access and building a sovereign-ready digital workforce
Flagship Initiative	: ADVANTA(I)GE India and Microsoft Elevate
People Trained	: More than 5.6 million by late 2025
2030 Target	: 20 million Indians trained in AI skills
Government Integration	: AI integrated into e-Shram & National Career Service (NCS)
Workers Benefited	: 310 million plus informal workers ⁽⁵²⁾
Educator Initiative	: Elevate for Educators – target 2 million teachers, 200,000 schools ⁽⁵³⁾
Strategic Significance	: India became first Asian country for educator rollout

Flagship Program – ADVANTA(I)GE India (2024–25)

Launch	: February 2024
Initial Target	: 2 million learners by 2025
Achievement	: 2.4 million trained in less than 1 year
Women Participation	: 65%
Tier II / III Representation	: 74%
Rural Reach	: 500,000 students/job seekers across 100 vocational institutes
Women-Focused Technical Training	: 100,000 young women trained
Trainer Ecosystem	: 5,000 trainers
Government Partners	: MSDE and 10 state governments

Investments, Innovation and Job Creation

2025 Investment	: \$3 billion
2026–29 Commitment	: \$17.5 billion
New AI Target	: 20 million by 2030
Job/Enterprise Outcomes	: More than 125,000
AI Programming Assistant	: 1,600-hour curriculum across 33 NSTIs
Startup Ecosystem	: More than 5,000 start-ups, 10,000 entrepreneurs via SaaSBoomi
New Skill Centre	: Chandigarh University – 30,000 students/year
Placement Network	: More than 2,000 partner companies
Infrastructure Expansion	: New cloud region in Hyderabad (mid-2026)

Social & Inclusion Impact

Non-profits Engaged	: 2,500 organizations
Learners Through Nonprofits	: 750,000
Affordable Tech Access	: more than 5,000 non-profits
Non-profit Workforce Upskilled	: More than 20,000 employees
Inclusion Focus	: Youth, women, underserved job seekers

Collectively, companies under Case-1 illustrate five major **structural trends** in India's skilling ecosystem.

Table 17: Five Major Structural Trends Illustrated by Case-1 Companies

Strategic Trend	Observed Corporate Contribution	Implication for India
Skilling at scale	<i>Tens of millions targeted through AI, cloud, and digital programs</i>	<i>Rapid expansion of workforce capability</i>
Government–corporate convergence	<i>Integration with e-Shram, NCS, DGT, ITIs, state governments</i>	<i>Stronger national skilling architecture</i>
Inclusion & regional reach	<i>Strong participation of women, Tier 2/3 cities, rural learners</i>	<i>Broader access to opportunity</i>
Skills-to-Jobs linkage	<i>Career hubs, certifications, employer alliances, placement pipelines</i>	<i>Improved employability outcomes</i>
Capital commitment	<i>Multi-billion-dollar investments in AI/cloud infrastructure & skilling</i>	<i>Long-term institutional strengthening</i>

Case 2: U.S. Firms Driving Next Generation Skilling in India

These U.S. companies collectively represent the next phase of corporate skilling in India—moving beyond mass digital literacy toward specialized, credentialed, sector-focused workforce development spanning AI, cyber security, quantum computing, public-sector innovation, and green industrial skills.

Companies under Case 2 represent the second wave of U.S. corporate skilling in India, shifting the focus from mass digital literacy to **specialized, industry-relevant, and future-ready capability building**. Unlike firms that emphasize scale and digital access, these companies deepen the ecosystem through advanced technical training, institutional strengthening, rural innovation, and green skills development.

Honeywell India

Honeywell represents the advanced manufacturing and sustainability skilling model, combining industry mentorship, academic excellence, and green workforce development to prepare India for the clean-tech and sustainable industrial economy.

Skill Development – Strategic Snapshot

Core Focus	: Sustainability and future industrial skills
Flagship Institution	: IITB–Honeywell Center of Excellence
Launch	: March 2026
Funding Partner	: Honeywell Hometown Solutions India Foundation
2030 Training Target	: More than 100,000 learners
Annual Capacity	: 20,000 students post-pilot
Strategic Theme	: Green economy workforce creation

Honeywell – Center of Excellence Model

Program Format	: 40-hour certificate courses
Delivery Model	: Classroom, projects and mentorship
Pilot Phase	: 250 students (March–May 2026)
Academic Role	: IIT faculty-led curriculum
Outcome	: Industry-ready sustainability professionals

Focus Areas & Strategic Impact

Energy Efficiency	: Industrial productivity, climate goals
Clean Technologies	: Green industrial transition
Sustainable Finance	: ESG-aligned talent creation
Sustainability Infrastructure	: Future-ready workforce pipeline

IBM India

IBM India has positioned itself as a key contributor to India's advanced technology talent pipeline by focusing on AI, cyber security, quantum computing, faculty enablement, and industry-recognized digital credentials. Its strategy combines large-scale free digital learning with institutional partnerships and practical internship pathways.

Skill Development – Strategic Snapshot

Core Focus	: AI, cyber security, quantum computing
Flagship Platform	: IBM SkillsBuild
India Training Commitment	: 5 million learners by 2030 ⁽⁵⁴⁾
Global Commitment	: 30 million learners worldwide by 2030
Learning Repository	: More than 1,000 free courses
Global Learner Base	: More than 16 million
Institutional Anchor	: AICTE, DGT and Edunet Foundation
Inclusion Focus	: Students, educators, ITI trainees, underserved youth

Flagship Program – SkillsBuild India Initiative

Announcement	: December 2025
National Target	: 5 million learners
Priority Domains	: AI, cyber security, quantum computing
Credentialing	: IBM-branded digital badges
Strategic Positioning	: India as a major accelerator of IBM's global skilling mission

Academic & Institutional Partnerships

AICTE Collaboration	: Hands-on AI learning pathways
Faculty Enablement	: Teacher training and curriculum integration
Innovation Programs	: Hackathons, internships, workshops
School-Level AI Curriculum	: AI Project Cookbook, Teacher Handbook
National AI Lab	: Faculty development, student research exposure ⁽⁵⁵⁾

Social & Inclusion Impact

SkillsBuild Virtual Internship	: 4-week intensive program
Seats (2025)	: 4,000 students
Coverage	: AI, ML, cloud, IBM Watson Studio
Learning Mode	: Project-based plus mentorship
Academic Recognition	: AICTE-recognized certificates
Underserved Youth Outreach	: More than 87,000+ marginalized youth reached ⁽⁵⁶⁾

Kyndryl India

Kyndryl's skilling strategy in India is distinct for its focus on rural transformation, AI labs, public-sector capability building, and local innovation, positioning AI as a tool for community development and decentralized digital inclusion.

Skill Development – Strategic Snapshot

Core Focus	: Rural AI skilling + public-sector innovation
Investment Commitment	: \$2.25 billion ⁽⁵⁷⁾
Annual Training Goal	: 30,000 youth per year ⁽⁵⁸⁾
Flagship Model	: “AI Change-makers”
Government Platform Integration	: Karmayogi iGOT ⁽⁵⁸⁾
Strategic Objective	: Local problem-solving through AI

Kyndryl – Program Architecture & Impact

AI Laboratories	: New AI innovation and learning hubs
Youth Development	: Train AI change-makers
Application Areas	: Agriculture, healthcare, community development
Civil Service Upskilling	: AI learning via iGOT
Regional Inclusion	: Strong Tier 2 / 3 and rural focus
Long-Term Outcome	: Distributed grassroots AI ecosystem

Salesforce India

Salesforce's skilling ecosystem in India is centered on Generative AI, agentic AI, CRM technologies, digital credentials, and academic integration, with a strong emphasis on Tier 2 / 3 talent development and employability pathways.

Skill Development – Strategic Snapshot

Core Focus	: Generative AI, Agentic AI, CRM Skills
Flagship Platform	: Trailhead
Trailblazer Community	: 3.9 million in India
Institutional Reach	: More than 3,000 colleges
Flagship Government Program	: Yuva AI Bharat
Target Learners	: 100,000 by 2026 ⁽⁶⁰⁾
Credential Offered	: Agentblazer Digital Credential
Strategic Focus	: Students and young professionals in Tier 2 / 3 cities

Salesforce – Trailhead Ecosystem

Platform Type	: Free online learning ecosystem
Skills Offered	: AI, CRM, automation, enterprise tools
India Community	: 3.9 million Trailblazers
Institutional Adoption	: More than 3,000 colleges

Flagship Program – Yuva AI Bharat Initiative

Launch	: November 2025
Partners	: IndiaAI Mission, MeitY, SmartBridge, MSDE
Learner Target	: 100,000 by 2026
Technology Exposure	: Agentforce (enterprise-grade agentic AI)
National Alignment	: Supports broader IndiaAI Mission

Social & Inclusion Impact – Career Pipeline & Academic Integration

Journey to Salesforce	: Developer training and mentorship
AICTE Internship Program	: 15,750 engineering students enrolled
Credentialing	: AICTE-recognized certificate
Trailblazers in Campus	: More than 150 hours training

Collectively, U.S. firms under Case-2 reveal five important structural shifts in India’s skilling ecosystem:

Table 18: Five Major Structural Trends Illustrated by Case-2 Companies

Strategic Trend	Observed Corporate Contribution	Implication for India
Shift from scale to specialization	<i>Training in AI, cyber security, quantum computing, CRM, and sustainability</i>	<i>Higher-value workforce creation</i>
Institutional capacity building	<i>Deep partnerships with AICTE, DGT, IITs, NSDC, MeitY, and public platforms</i>	<i>Stronger skilling institutions and curriculum modernization</i>
Credential-based employability	<i>Industry-recognized badges, certifications, internships, and digital credentials</i>	<i>Improved labor-market signalling and job readiness</i>
Inclusive regional innovation	<i>Focus on Tier 2/3 cities, rural youth, civil servants, and underserved communities</i>	<i>More geographically distributed talent development</i>
Emergence of new-economy skills	<i>Green jobs, agentic AI, quantum skills, civic-tech AI, and enterprise automation</i>	<i>Alignment with future global labor demand</i>

In essence, this section demonstrates that U.S. corporate skilling in India is evolving from broad-based workforce preparation to strategic capability formation—building not just digital workers, but specialists, innovators, and future industry leaders across both emerging technology and sustainability domains.

Case 3: U.S. Firms Integrating Skills with Employability, Innovation, and Economic Growth

A defining strength of U.S. companies in this category is its focus on market-relevant skilling and workforce transition. These companies represent the diversification phase of U.S.-linked skilling engagement in India—broadening the national skilling architecture beyond technology training into employability alignment, enterprise capability development, digital entrepreneurship, and labor-market connectivity. Unlike previous two cases, which primarily focus on mass digital skilling and advanced technical specialization, companies under Case 3 highlight how corporate skilling is increasingly being integrated with economic productivity, workforce mobility, innovation ecosystems, and sector-specific professional development.

Accenture India

Accenture India has created significant scale in workforce development, having skilled over 300,000 individuals for employment and entrepreneurial opportunities, reflecting substantial contribution to human capital development. Accenture's massive India presence makes it one of the country's largest corporate skill developers, with extensive investments in enterprise software capability, AI readiness, digital transformation skills, and large-scale certification ecosystems.

Skill Development – Strategic Snapshot

Core Focus	: Enterprise software, AI, digital transformation
India Workforce	: More than 350,000 employees
Certification Strength	: 78,000 plus Salesforce certifications
Training Model	: Workforce skilling and client enablement
Primary Value	: Enterprise-grade talent development at scale

Flagship Initiative – Workforce Capability Model

Internal Skilling	: Large-scale workforce capability building
Focus Areas	: Data, AI, enterprise software
Delivery Model	: Structured internal learning pathways
Workforce Scale	: More than 350,000 India employees
Strategic Benefit	: Creates one of India's largest high-skill talent pools

Certification & Ecosystem Leadership

Salesforce Certifications	: More than 78,000+
Industry Position	: Global summit partner
Client Training	: Enterprise transformation enablement
Capability Impact	: Strong digital consulting workforce
Strategic Outcome	: Accelerates enterprise modernization skills

JPMorgan Chase India

JPMorgan Chase's skilling initiatives in India combine vocational investment, employability research, advanced technical training, and innovation-led student engagement. Its approach is distinctive for linking skills development with labor-market alignment, sustainable youth employment, and leadership development in technology careers.

Skill Development – Strategic Snapshot

Core Focus	: <i>Youth employability, vocational skilling, software engineering</i>
Skilling Investment	: <i>\$14 million+ since 2018</i>
Flagship Technical Program	: <i>Software Engineer Program (SEP)</i>
Innovation Platform	: <i>Code for Good</i>
Strategic Theme	: <i>Hyper-local, employer-aligned skilling ecosystem</i>
Key Outcome Focus	: <i>Sustainable employment + workforce readiness</i>

Vocational Investment & Partnerships

Vocational Funding	: <i>\$14 million+</i>
Duration	: <i>Since 2018</i>
Target Groups	: <i>Youth, students, job seekers</i>
Strategic Goal	: <i>Long-term workforce inclusion</i>

Research & Labor Market Alignment

JustJobs Network Initiative (2026)	: <i>Landmark youth employment study</i>
Policy Engagement	: <i>Roundtable with Ministry of Education and academic partners</i>
Key Recommendation	: <i>Hyper-local skilling aligned to local employer demand</i>
Risk Highlighted	: <i>\$2 trillion GDP loss risk if mismatch persists</i>
Structural Reform Proposal	: <i>Employability skills embedded in all education pathways</i>

Technical Talent Development

Software Engineer Program (SEP)	: <i>Two-year structured leadership program</i>
Skill Coverage	: <i>Technological, professional, leadership competencies</i>
Practical Exposure	: <i>Real-world innovation projects</i>
Code for Good	: <i>Social innovation hackathon</i>
Career Pipeline	: <i>Entry channel into technology careers</i>

Meta (Facebook) India

Meta's skilling contribution in India is primarily ecosystem-driven—through developer education, AR/VR innovation, online learning resources, and digital workforce expansion in emerging technology roles.

Skill Development – Strategic Snapshot

Core Focus	: Developer ecosystem and digital capability building
Primary Channels	: Meta for Developers, Spark AR, online learning
Technology Focus	: AI/ML, AR/VR, data science, cyber security
Strategic Role	: Ecosystem enabler for future digital creators
Skilling Model	: Platform-led capability building

Learning & Developer Ecosystem

Meta for Developers	: Technical learning ecosystem
Spark AR	: AR creation and immersive tech capability
Online Learning Tools	: Open digital skill development resources
Target Group	: Developers, creators, tech learners
Capability Building	: Emerging digital product skills

Workforce & Strategic Impact

Hiring Wave Contribution	: Major Big Tech expansion in India (2025)
FAAMNG Hiring	: More than 32,000 employees collectively
High-Demand Skills	: AI/ML, data science, cyber security
Economic Role	: Expands advanced digital labor market
Strategic Outcome	: Strengthens India's high-skill tech workforce

Oracle India

Oracle's India skilling ecosystem is anchored in large-scale academic partnerships, computer science training, enterprise technology exposure, and institutional infrastructure, making it a major contributor to India's foundational digital talent pipeline.

Skill Development – Strategic Snapshot

Core Focus	: Computer science, enterprise software, digital skills
Flagship Platform	: Oracle Academy
Annual Learner Reach	: More than 500,000 students
Institutional Network	: More than 2,700 institutions
Infrastructure Anchor	: Bengaluru innovation campus
Strategic Role	: National computer science capability builder

Flagship Initiative – Academic Outreach Model

Oracle Academy Reach	: More than 500,000 learners annually
Institutional Partnerships	: Expanded from 1,800 to more than 2,700+ institutions
Training Focus	: Computer science and digital skills
Learner Segment	: School, college, and technical learners
Strategic Benefit	: Broad foundational digital capacity creation

Oracle – Infrastructure & Ecosystem Contribution

Bengaluru Campus	: 2.8 million sq. ft.
Global Importance	: Largest Oracle campus outside HQ
Function	: Talent development + innovation hub
Government Linkage	: CSR partner of DGT
Strategic Outcome	: Strong academia-industry-government linkage

Together, companies under Case-3 reveal five broader structural themes shaping India’s workforce evolution.

Table 19: Five Major Structural Trends Illustrated by Case-3 Companies

Strategic Trend	Observed Corporate Contribution	Implication for India
Labor-market alignment	<i>Hyper-local skilling models, job platforms, employer-linked certifications</i>	<i>Better matching of skills with actual market demand</i>
Enterprise workforce transformation	<i>Large-scale internal skilling, certifications, leadership development, consulting capability building</i>	<i>Creation of high-productivity professional talent pools</i>
Developer and innovation ecosystems	<i>Star-tup support, developer learning platforms, hackathons, open learning communities</i>	<i>Stronger entrepreneurship and innovation pipelines</i>
Academic and institutional deepening	<i>University partnerships, Oracle Academy, AICTE collaborations, structured internships</i>	<i>Greater integration of industry with formal education</i>
Digital economy expansion	<i>Skills in AI/ML, data science, AR/VR, enterprise software, cloud ecosystems</i>	<i>Strengthened competitiveness in global technology markets</i>

In essence, U.S. companies under Case 3 demonstrate that U.S.-linked skilling engagement in India is no longer limited to workforce preparation—it is increasingly shaping the broader architecture of India’s knowledge economy by connecting education, enterprise capability, employability, innovation, and digital entrepreneurship into a more mature and globally competitive talent ecosystem.

PART V:

Survey Insights and Data Analysis

AMCHAM's Industry Survey on Skill Development

Survey Overview

This section presents the findings from the AMCHAM's industry survey on skill development initiatives by U.S. companies in India, conducted in February 2026. The survey documents the scale, scope, and impact of skill development programs implemented by U.S. companies operating in India, particularly in terms of their contributions to employment generation and income enhancement. The survey findings highlight significant corporate investments in workforce training, extensive program implementation across sectors, and measurable outcomes in India's evolving talent landscape.

Objectives and Importance of the Study

Despite the substantial contributions made by U.S. companies to India's skill development ecosystem, there has historically been limited systematic documentation of this impact. While individual firms frequently publish corporate social responsibility (CSR) reports, case studies, and sustainability disclosures, there has been no comprehensive aggregated assessment of the role played by American private sector in strengthening India's human capital pipeline. This study seeks to address that gap by providing structured evidence based on corporate-led skilling initiatives. The research serves several important objectives outlined here.

Policy Evidence and Advocacy

The findings provide an empirical basis for policy dialogue on private-sector skilling initiatives, while enabling knowledge sharing and best-practice exchange among AMCHAM member companies. The study also establishes a baseline for measuring the long-term impact of corporate skilling programs and highlights the significant contribution of member companies to India's human capital and employment ecosystem.

Survey Design and Methodology

The report is based on an online survey conducted among AMCHAM member companies in February 2026, covering corporate skill development initiatives undertaken during 2023–2025. The questionnaire (*annexure*) comprised of 16 questions across five thematic areas: company profile, skilling initiatives, beneficiary reach, investment levels, and employment outcomes and partnerships. A mix of multiple-choice, multiple-selection, and open-ended questions was used to capture both quantitative data and qualitative insights. The survey was circulated electronically to all member companies, with follow-up reminders to encourage participation. Respondents were assured that findings would be reported only in aggregate form unless explicit consent was provided for attribution or case-study inclusion.

Data Analysis Framework

Survey responses were analyzed using **descriptive statistical techniques**, focusing on **identifying patterns, trends, and key insights** across the dataset. The analytical framework primarily included:

- *Frequency distributions*
- *Percentage analysis*
- *Cross-tabulations across sectors*

Given the limited sample size, the **analysis emphasized pattern recognition and trend identification** rather than applying advanced econometric inference technique. Where relevant, **survey findings were disaggregated by sector** in order to highlight industry-specific trends in corporate skilling initiatives.

Qualitative responses—such as success stories, program descriptions, and partnership models—were reviewed through **thematic analysis**. This process enabled the identification of *common program designs, innovative training approaches, and emerging best practices across companies*.

In addition, survey findings were supplemented with **publicly available information**, including:

- *Government statistics on employment and skill development*
- *Reports from industry associations*
- *Academic research on skills gaps and workforce transformation*
- *International comparative data on digital skills and labor markets*

This process of **data triangulation** strengthens the overall analysis and provides broader context for interpreting the survey findings.

Limitations and Caveats

While the survey provides valuable insights, several limitations should be considered when interpreting the findings.

- **Self-Reported Data:** The analysis relies on information provided directly by participating companies, which may be subject to recall bias or differences in interpretation of certain metrics.
- **Sample Size Constraints:** Although the survey includes companies with significant operations in India, the sample does not capture the entire universe of U.S. companies operating in the country.
- **Time-Bound Snapshot:** The survey reflects activities undertaken during the 2023–2025 period and therefore may not fully capture longer-term trends or very recent developments.
- **Incomplete Data for Certain Metrics:** Some survey questions allowed respondents to select “not tracked” or “prefer not to answer,” which resulted in incomplete information for certain indicators.
- **Limits to Generalization:** Findings should be interpreted with caution when extrapolating results to the broader population of U.S. companies in India.

Despite these limitations, the survey provides valuable empirical insights into how leading U.S. companies are contributing to India's skill development ecosystem, and it offers an important foundation for future, more comprehensive studies.

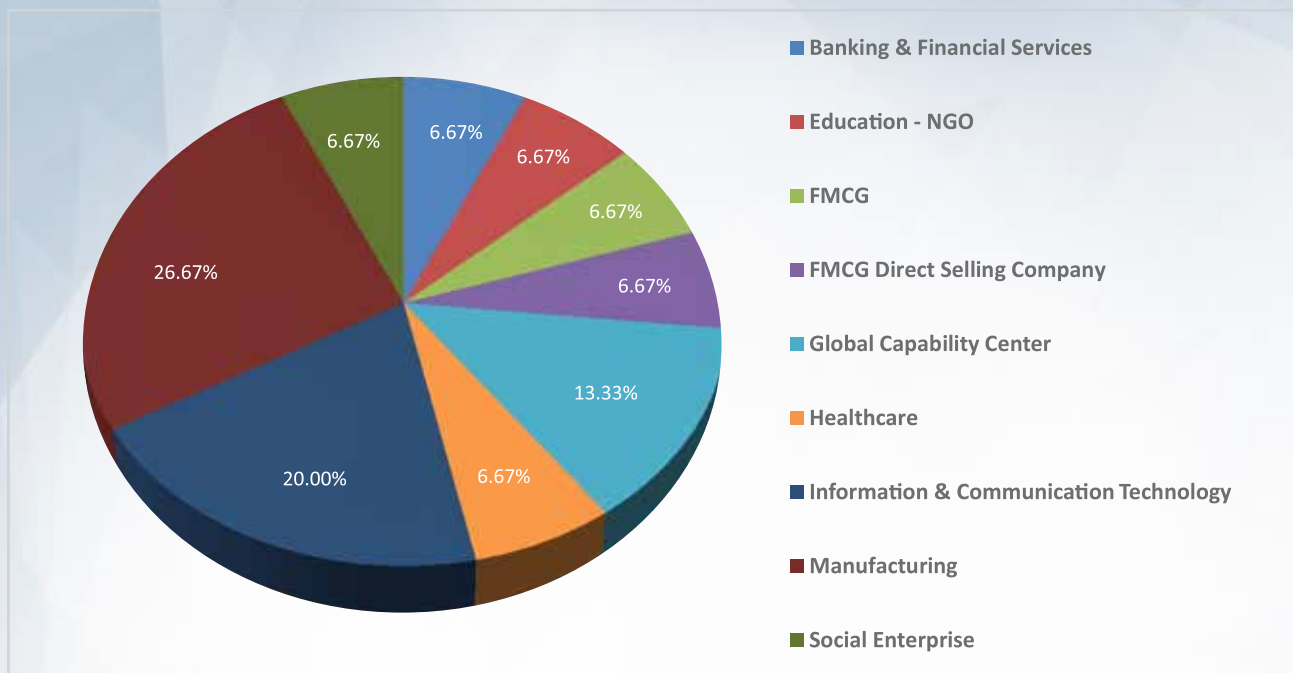
Key Findings from the Survey

The survey findings provide important insights into how U.S. companies in India are designing and implementing skill development initiatives across different sectors. The responses reveal diverse program portfolios, strong internal workforce training commitments, and growing partnerships with academic and vocational institutions.

Finding 1: Profile of Respondent Companies

The survey responses, though modest in number, represent major U.S. employers and significant investors in skill development, making the sample highly relevant to assessing corporate contributions to India's talent ecosystem.

Figure 1: Sectoral Composition of U.S. Companies Surveyed

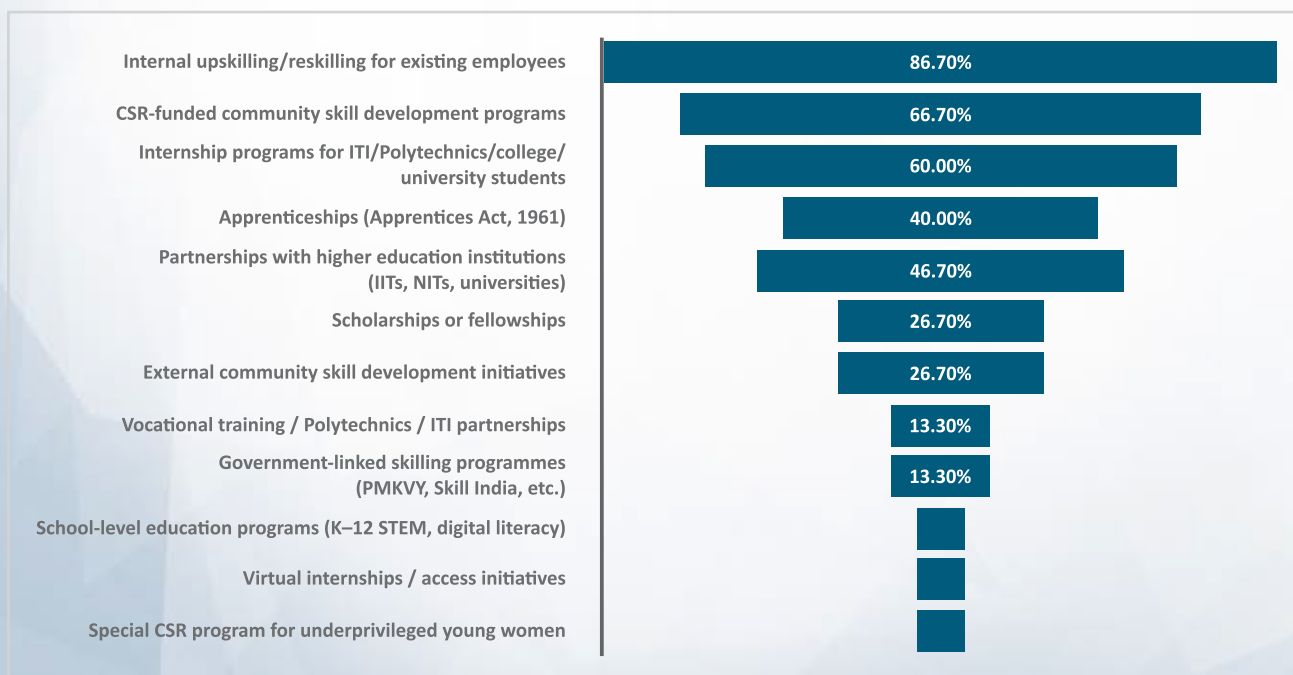


The **diverse sectoral representation** offers broad insights into varying skill needs and training approaches, with strong participation from **manufacturing firms** highlighting vocational and technical skilling, and **IT/GCC organizations** underscoring India’s expanding role in knowledge services and emerging technologies.

Finding 2: Portfolio of Skilling Programs

The survey reveals that U.S. companies are implementing a diverse portfolio of skill development interventions, ranging from internal employee training programs to large-scale community-based initiatives. Most organizations operate multiple program types simultaneously, reflecting a holistic approach to talent ecosystem development.

Figure 2: Frequency of Skilling Initiatives Reported by Surveyed U.S. Firms

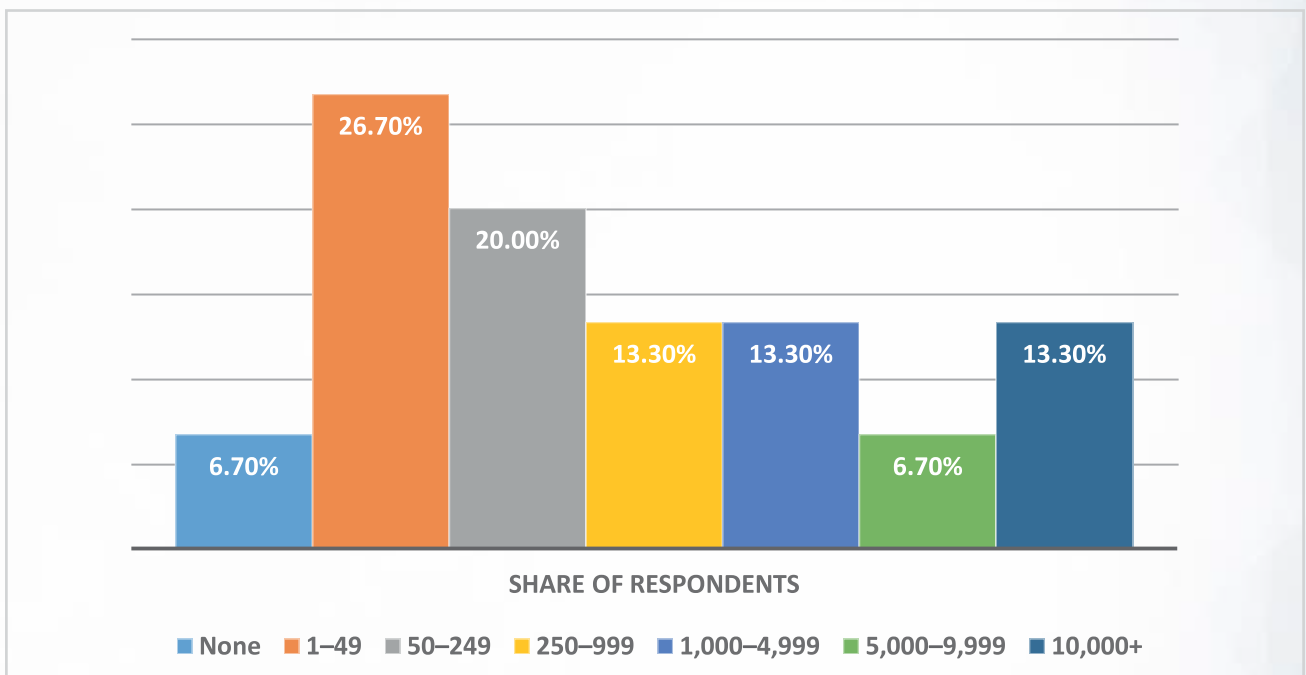


The following **important insights** have been unravelled by the data in **figure 2**:

- | | |
|---|--|
| 1. Strong focus on workforce reskilling | 4. Strong collaboration with higher education |
| 2. CSR-based skill development is highly prominent | 5. Emerging but limited engagement with government schemes |
| 3. Internships are the most common industry–academia bridge | 6. Limited school-level engagement |
| | 7. Targeted social impact programs |

➤ Total Number of Individuals Skilled

Figure 3: Percentage Distribution of Surveyed U.S. Companies by Total Number of Individuals Skilled (2023-2025)



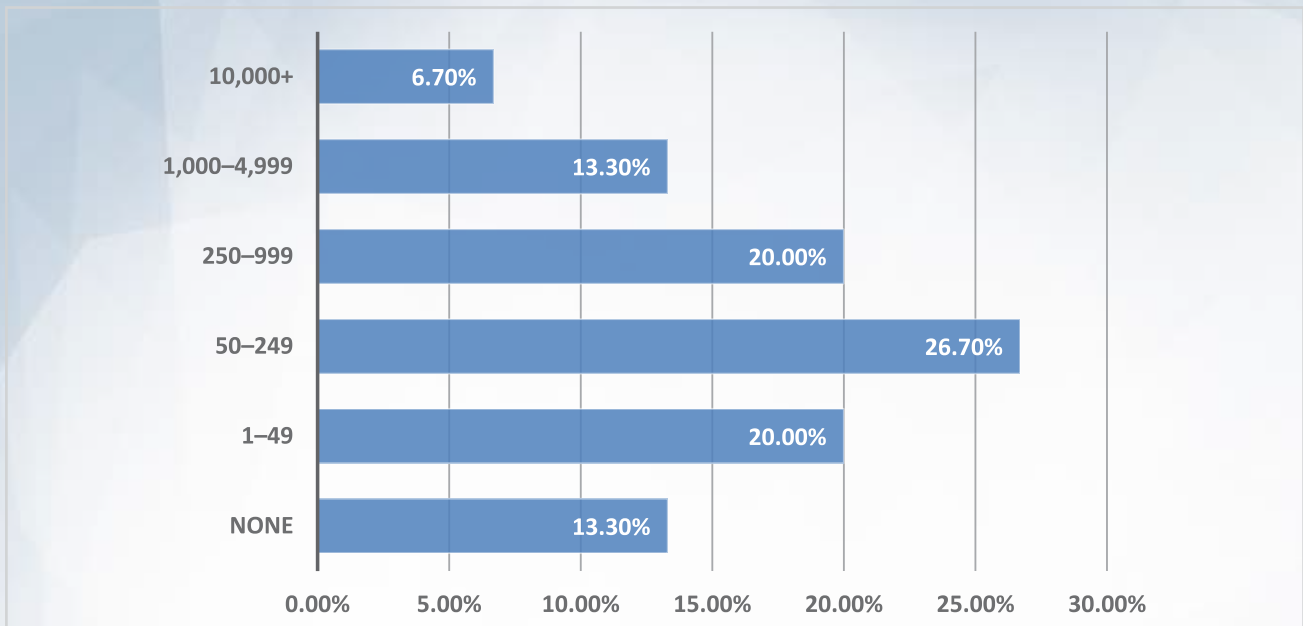
Key Analytical Insights:

1. Most companies run small-to-medium scale skilling programs, indicating a strong focus on targeted, organization-specific workforce development rather than broad outreach initiatives.
2. Mid-scale programs are also significant, largely driven by CSR-led skilling, vocational training partnerships, and structured internship/apprenticeship pipelines.
3. Collectively, surveyed firms likely trained over 30,000–40,000 individuals during 2023–2025.

➤ Internal Upskilling:

Internal employee upskilling emerges as the most prevalent skill development intervention, with 86.70% of respondent companies operating formal programs to upskill or reskill their existing workforce. This high participation rate underscores the importance of continuous learning in maintaining competitiveness, particularly in an environment characterized by rapid technological change.

Figure 4: Distribution of Surveyed Companies by Number of Employees Upskilled/Reskilled Internally (2023-2025)

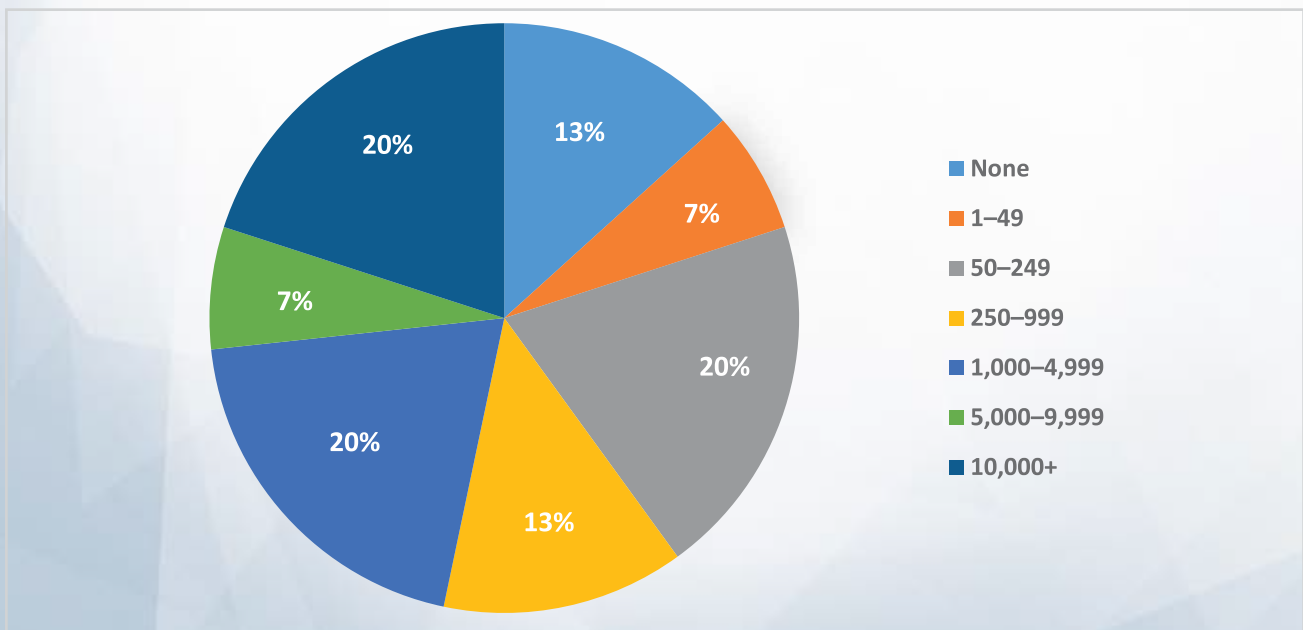


The scale of internal training varies by company size and industry, with some large technology firms training 10,000+ employees (2023–2025), while 26.7% trained 50–249 employees and 20% trained 250–999 employees. Training primarily focuses on emerging technologies (AI, cloud, data analytics), domain-specific technical skills, and soft skills such as leadership and communication, alongside transition programs that help employees adapt to automation and evolving job roles.

➤ Community-Based Skill Development Initiatives

CSR-funded community skilling is the second most common intervention, adopted by 66.7% of companies, reflecting both statutory CSR requirements under the Companies Act, 2013 and a broader commitment to inclusive development. The scale of outreach varies widely, with some firms training 10,000+ beneficiaries, others reaching 1,000–4,999 individuals, and several running focused programs for 50–999 participants.

Figure 5: Percentage of External Beneficiaries Reached through Corporate Skilling Initiatives (2023-2025)



CSR initiatives frequently target specific demographic groups, including:

- Underprivileged youth
- Women seeking livelihood opportunities
- Persons with disabilities
- Rural communities
- School and college dropouts

One company, for example, reported delivering skills development programs for underprivileged young women in fashion design, beauty and wellness, and entrepreneurship, demonstrating the emphasis on economic empowerment and market-relevant skills.

➤ Apprenticeships, Internships, and Academic Partnerships

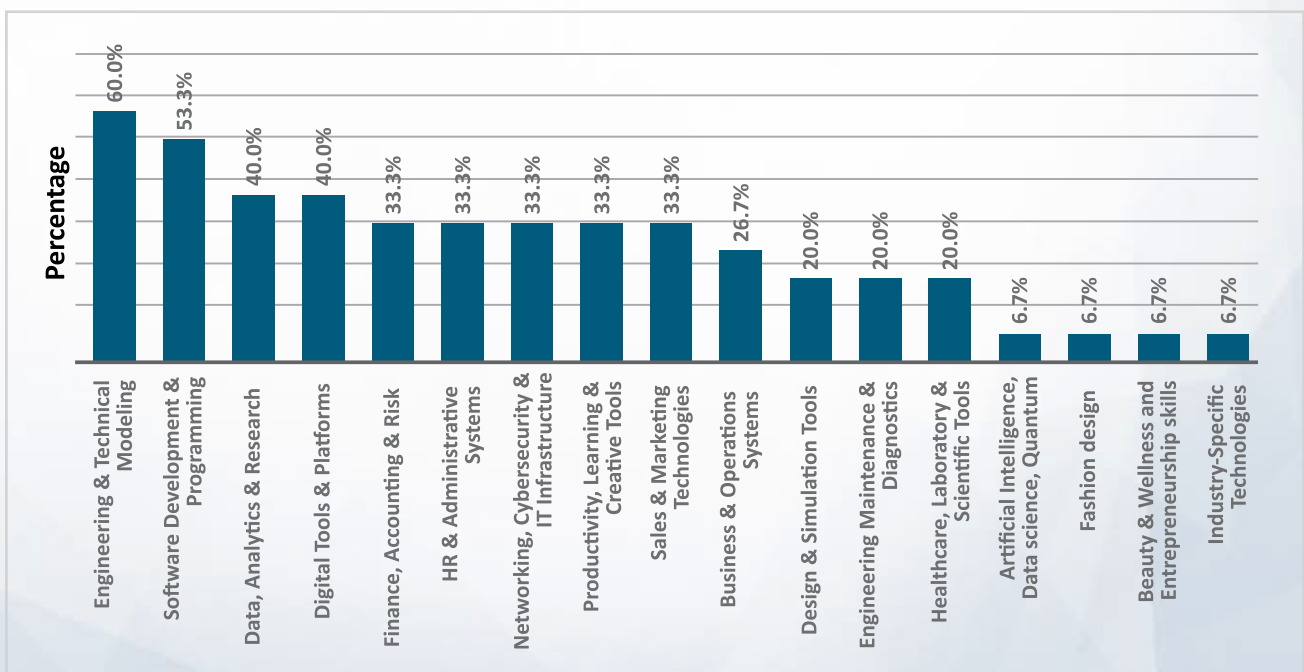
Internships and apprenticeships are key channels for workforce development. Around 60% of surveyed companies offer internships to students from ITIs, polytechnics, colleges, and universities, providing practical industry exposure, mentorship, project-based learning, and strong talent pipelines. Formal apprenticeship programmes are run by 40% of companies, particularly in manufacturing, combining on-the-job training with classroom instruction to build skilled talent in trades such as machining, welding, electrical maintenance, and quality control. However, apprenticeship adoption remains relatively lower due to regulatory requirements, stipend obligations, and limited relevance in service sectors.

Industry-academia collaboration is another major skilling avenue. Nearly 46.7% of companies partner with higher education institutions—including IITs, NITs, universities, and technical institutes—through curriculum advisory, sponsored research, faculty development, infrastructure support, guest lectures, joint programs, and centers of excellence. Additionally, 13.3% collaborate with ITIs and polytechnics to modernize infrastructure, train instructors, and align curricula with industry needs, strengthening both local workforce development and future talent pipelines.

Finding 3: Sector-Wise Skilling Focus Areas

Survey responses reveal alignment between corporate training and emerging technology skill requirements.

Figure 6: Frequency of Focus Areas Mentioned by Respondents



Key insights from **figure 6** include:

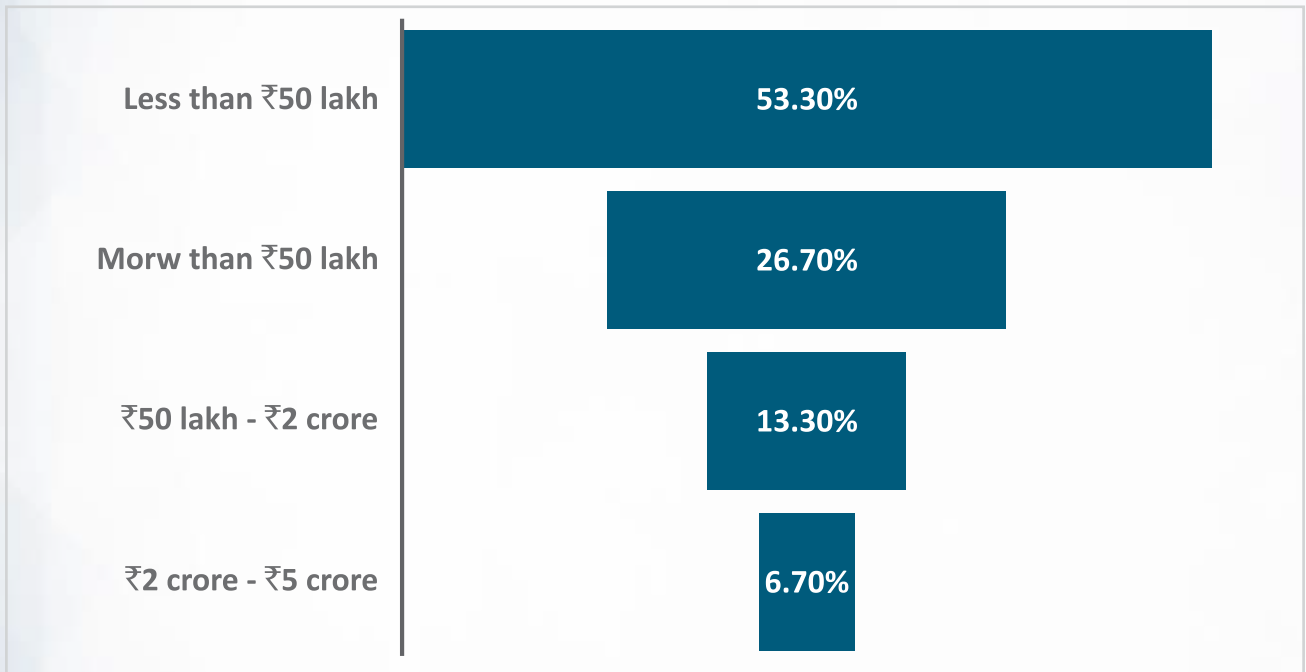
Survey findings show a strong focus on future-ready technical skills. Around 60% of companies prioritize engineering and technical modelling, reflecting India’s strength as a global engineering and R&D hub, while 53% emphasize software development and programming across sectors such as manufacturing, technology, and finance. Overall, U.S. companies are adopting a broad, forward-looking skilling approach that builds technical, digital, and analytical capabilities for a technology-driven economy.

Finding 4: Investment and Program Scale

➤ **Corporate Investment in Skill Development**

The survey data reveals a bimodal distribution, with a large cluster of companies making relatively modest investments and a smaller group committing substantial financial resources.

Figure 7: Percentage Distribution of Companies by Annual Skill Development Investment (Two Year Average)



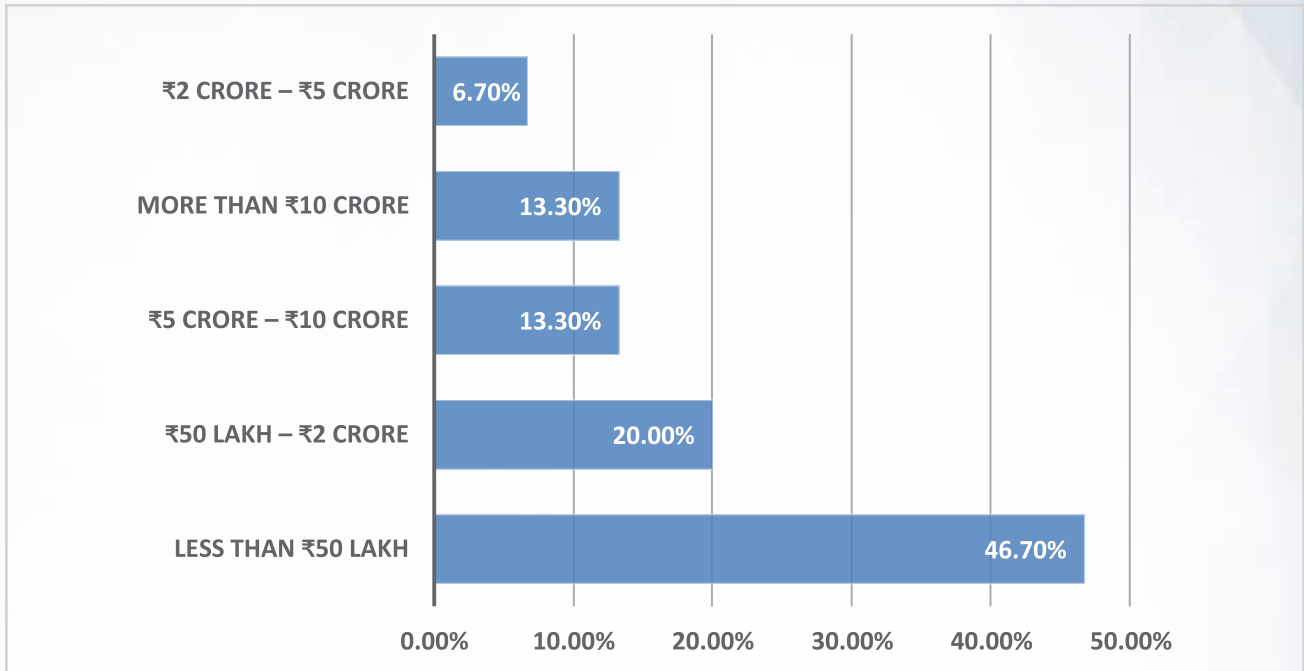
Key insights from **Figure 7** include:

Corporate skilling investment is polarized between small-scale and large strategic commitments. While over half of programs operate at modest funding levels, indicating a broad base of low-cost or pilot initiatives, 26.7% of companies invest more than ₹10 crore annually, led mainly by large manufacturers, technology firms, and GCCs. This split reflects differing organizational capacities and program scales, while the presence of high-value investments underscores the strategic importance U.S. companies place on long-term talent development and workforce competitiveness in India.

➤ Planned Investments for 2025–2026

Looking ahead to FY 2025–26, the survey indicates some shifts in planned investment patterns. While the overall aggregate investment level appears broadly stable, the pattern suggests a redistribution of investment levels across companies. Some organizations appear to be increasing their commitments, moving from smaller investment brackets to medium-scale investment ranges. At the same time, a few of the largest investors may be moderating their expenditure after substantial investments in earlier years.

Figure 8: Percentage Distribution of U.S. Companies by Planned Investment for 2025-26



Key insights from **Figure 8** include:

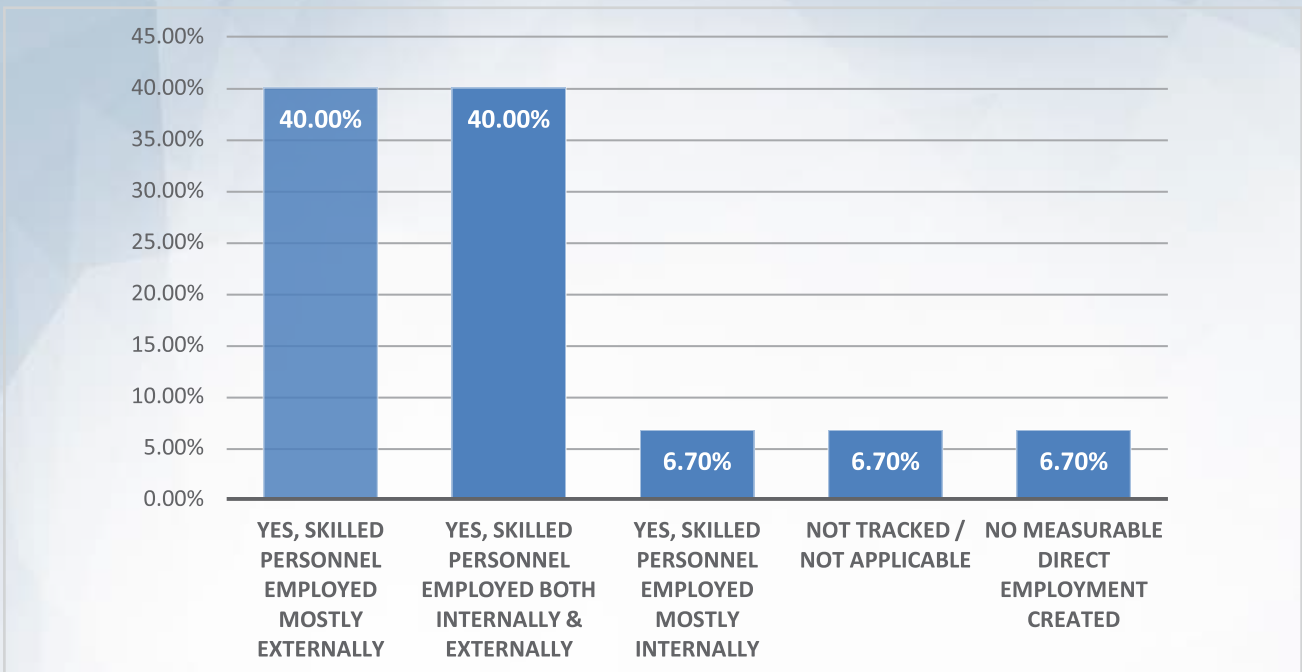
Planned skilling investment for 2025–26 reflects cautious expansion, with funding still concentrated in lower-budget programs but showing a clear shift toward larger investments, particularly in the ₹5 crore+ range. The balanced spread across funding bands suggests a portfolio approach—maintaining numerous lean initiatives while selectively scaling high-impact programs—underscoring continued strong corporate commitment to workforce development and talent pipeline building.

Finding 5: Employment Outcomes

➤ Direct Employment Creation

A critical measure of skill development program effectiveness is their employment impact, particularly in terms of direct job creation through the hiring of trained individuals. An **overwhelming 86.7% of surveyed companies** reported that their skilling investments resulted in direct employment creation in India. The distribution of employment patterns provides further insights into how trained individuals are absorbed into the labor market.

Figure 9: Percentage Distribution of U.S. Companies in Terms of Direct Employment Creation



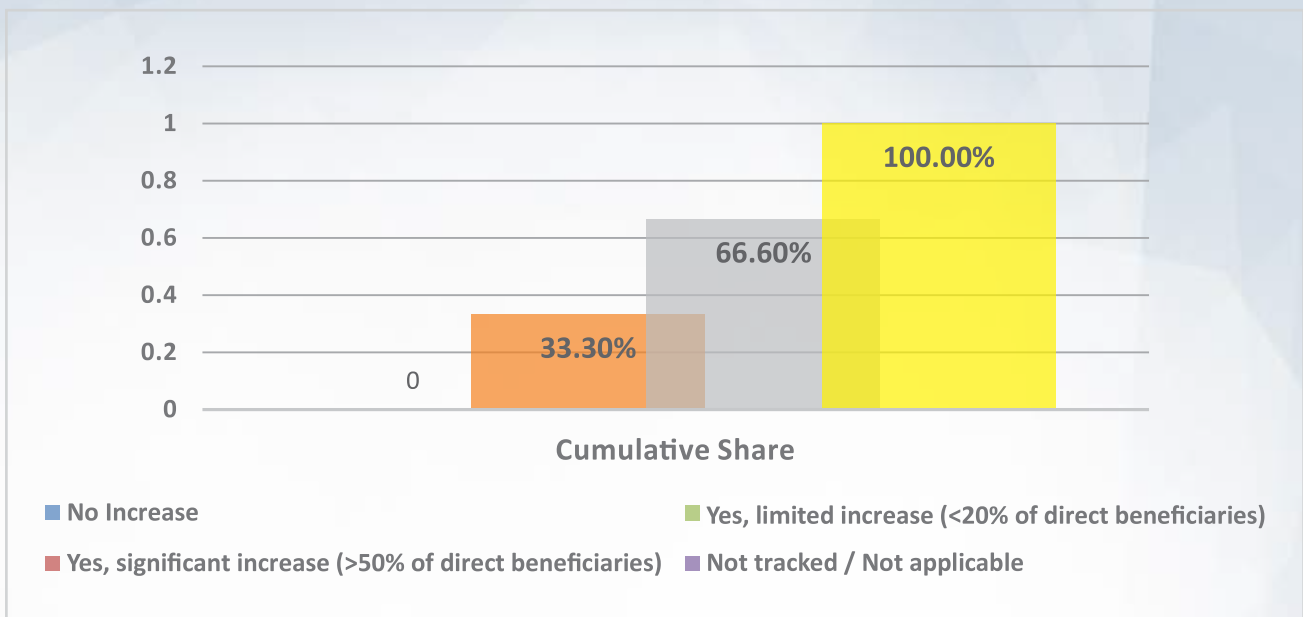
Key insights from **Figure 9** include:

Survey findings indicate that corporate skilling investments are translating into tangible labor-market outcomes, not just training activity. With 80% of companies reporting employment generation beyond their own organizations—either largely external or both internal and external—U.S. firms are clearly contributing to the broader talent ecosystem while also building in-house capacity. This highlights their meaningful role in expanding employability, supporting labor-market development, and strengthening India’s wider economic ecosystem, while underscoring the need for more consistent outcome measurement.

➤ Indirect Employment Through Ecosystems

Companies that strengthen supplier capabilities, support small business partners, or enable start-up ecosystems often generate employment opportunities that extend well beyond the direct beneficiaries of training programs. Beyond direct employment, companies were asked to assess the indirect employment generated through their vendor ecosystems, supply chains, and supported start-up networks.

Figure 10: Cumulative Share of U.S. Companies in Terms of Indirect Employment Creation



Key insights from **Figure 10** include:

Survey results indicate that 66.6% of companies reported limited to significant growth in indirect employment from their skilling initiatives, highlighting strong multiplier effects on the wider economy. However, 33.3% do not track this metric, pointing to a measurement gap that may understate the full indirect employment impact of U.S. corporate skilling in India.

Finding 6: Employment Absorption Rates

What is Employment Absorption Rate?

Employment Absorption Rate measures how well a company or industry turns its growth (like higher sales or output) into new jobs. It shows a firm's or sector's ability to "absorb" or hire more workers as business expands, often due to rising demand, production boosts, or investments.

*In our case, a high absorption rate means that the growth in output of the respondent firms—resulting from their investment in **overall skill development initiatives**—is translating into increased employment, either within the same firm or in other firms.*

Simple Formula:

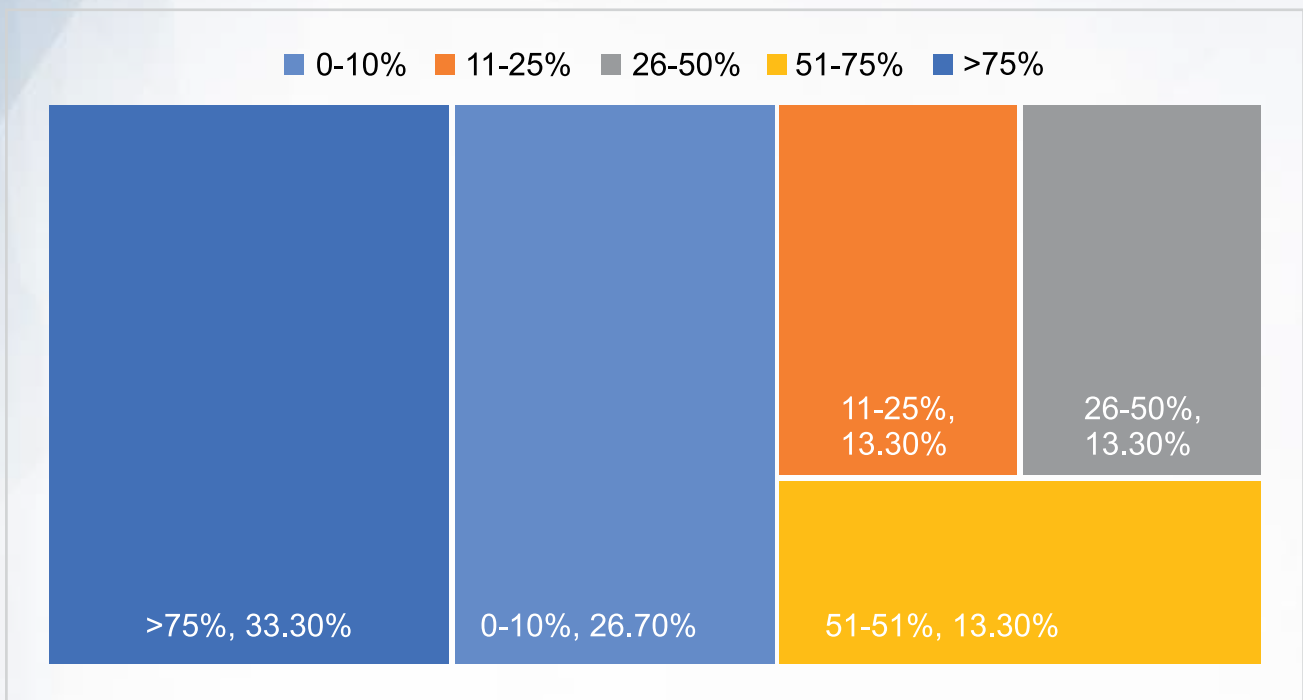
$$\text{Absorption Rate} = \frac{\text{Growth Rate of Employment}}{\text{Growth Rate of Output (or Sales)}}$$

For example, if employment grows 5% while output grows 10%, due to its investment in a certain skill development program, the rate is 0.5 (or 50%), meaning strong job creation [RSIS International].

➤ Sector Specific Employment Absorption Rates from Skill Development Initiatives

For individuals trained through external skilling initiatives (excluding employee upskilling), employment absorption varied across firms: 40% reported absorption rates of 0–10%, while 60% achieved rates above 10%, including 33.3% reporting absorption above 50%.

Figure 11: Percentage Distribution of Surveyed U.S. Companies in Terms of Sector Specific Employment Absorption Rates from Skill Development Initiatives

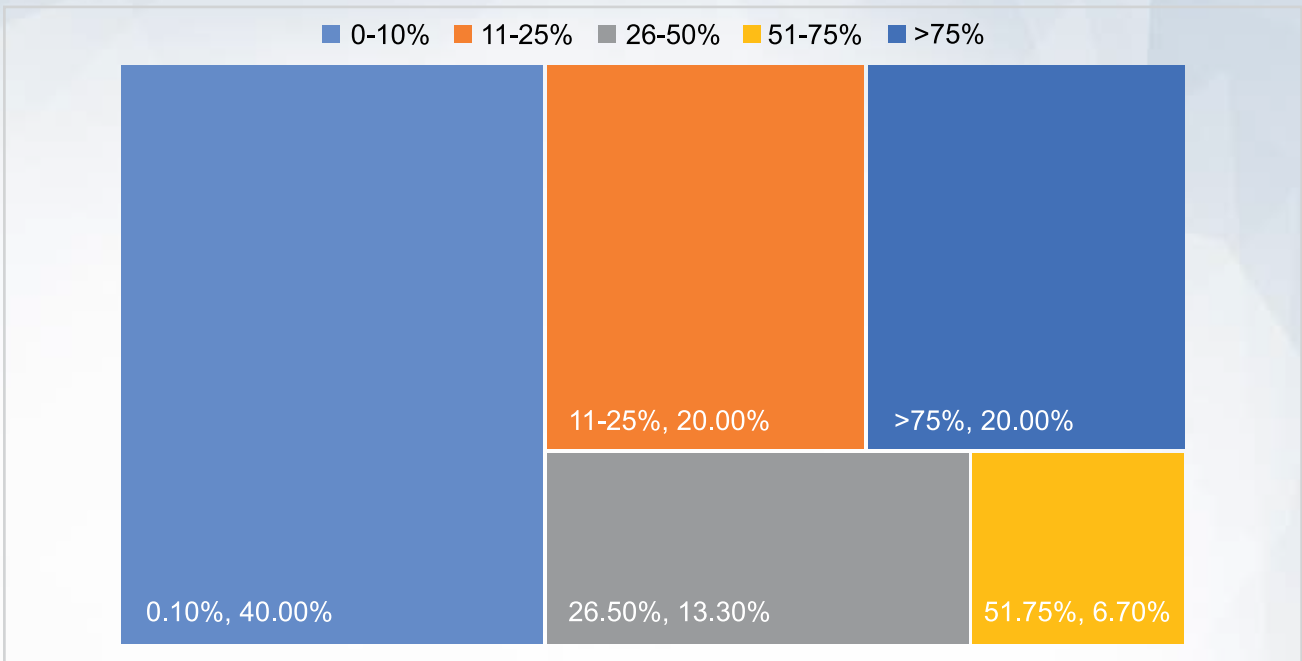


Employment absorption rates vary widely across companies, with some achieving strong placement outcomes while many remain in the 0–10% range, reflecting sector-specific employability and market conditions. This highlights the need for stronger industry partnerships, better labor-market assessment, improved placement support, and more targeted beneficiary selection to enhance skilling outcomes and guide sectoral policy priorities.

➤ Program Specific Employment Absorption Rates from Skill Development Initiatives

A high absorption rate indicates that skilling-led output growth is translating into employment within or beyond the firm. Reported outcomes vary: 40% of programs show 0–10% absorption, while 60% exceed 10%, including 26.7% achieving over 50% absorption.

Figure 12: Percentage Distribution of Surveyed U.S. Companies in Terms of Program Specific Employment Absorption Rates from their Skilling Initiatives



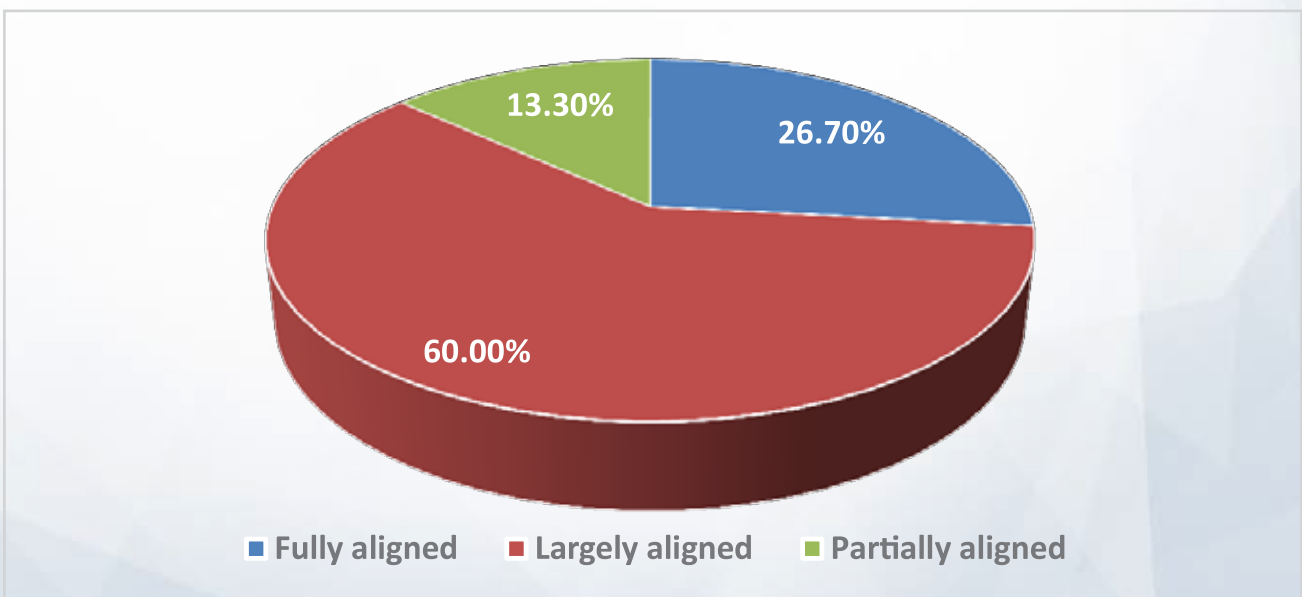
Important insights unravelled by the feedback from AMCHAM members include:

- Identifying skilling programs with the strongest employment outcomes is essential for aligning future initiatives with market demand.
- Programs that connect trainees to jobs—within firms or in the wider labor market—significantly enhance workforce participation and economic mobility.

Finding 7: Government Alignment and Partnerships

➤ **Alignment with National Skilling Policies**

Figure 13: Percentage Distribution of Respondent U.S. Companies in Terms of Their Alignment Level with Skill Development Policies of Government of India

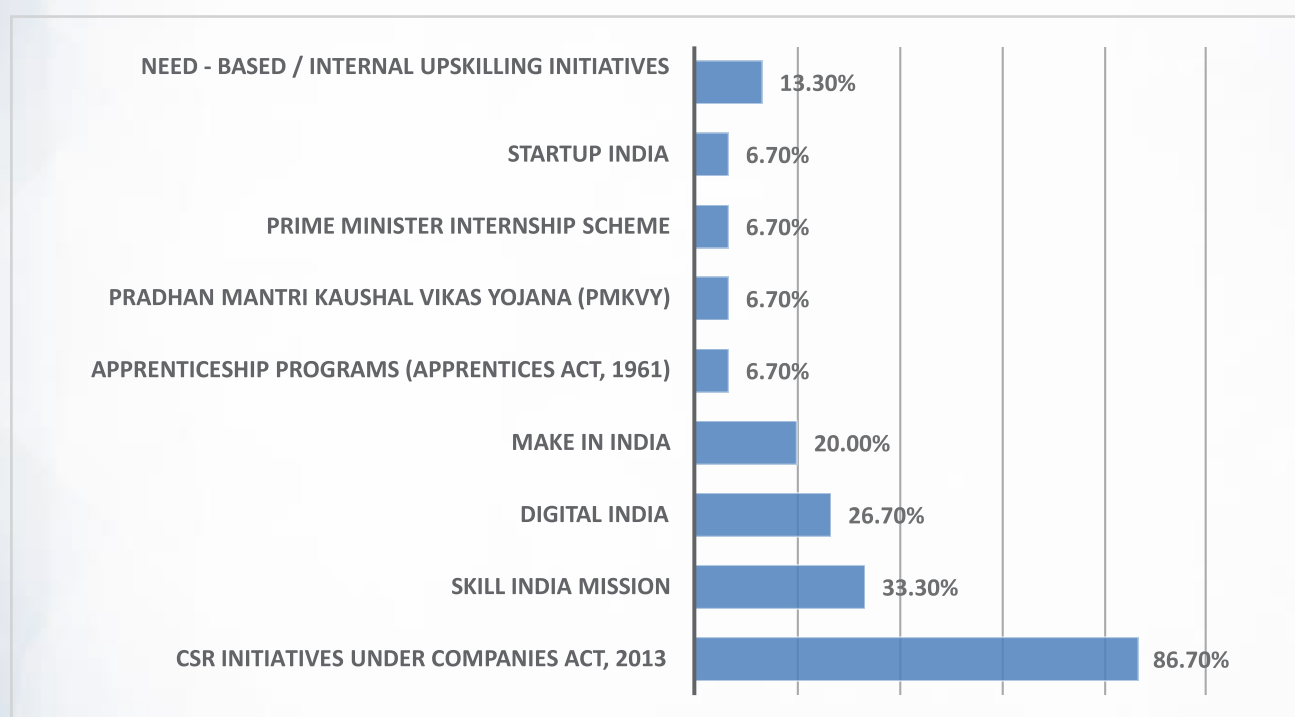


A key survey finding is the strong alignment between U.S. corporate skilling initiatives and Government of India policies, reflecting effective public–private convergence in workforce development. All surveyed companies reported some level of alignment, with 26.7% fully aligned, 60% largely aligned, and 13.3% partially aligned—meaning 86.7% are fully or largely aligned with national priorities such as the Skill India Mission and NEP 2020. This underscores how U.S. companies are closely calibrating their skilling efforts to support India’s broader workforce development agenda.

➤ Participation in Government Skill Initiatives

U.S. companies actively engage with key Government of India skilling initiatives, including the *Pradhan Mantri Kaushal Vikas Yojana*, *Skill India Mission*, *National Apprenticeship Promotion Scheme*, and various state-level programs. This reflects strong private-sector alignment with public frameworks, enabling companies to access skilled talent while strengthening government programs through industry expertise, investment, and scalable implementation support.

Figure 14: Percentage Distribution of Surveyed U.S. Companies in Terms of Their Support to Government Initiatives



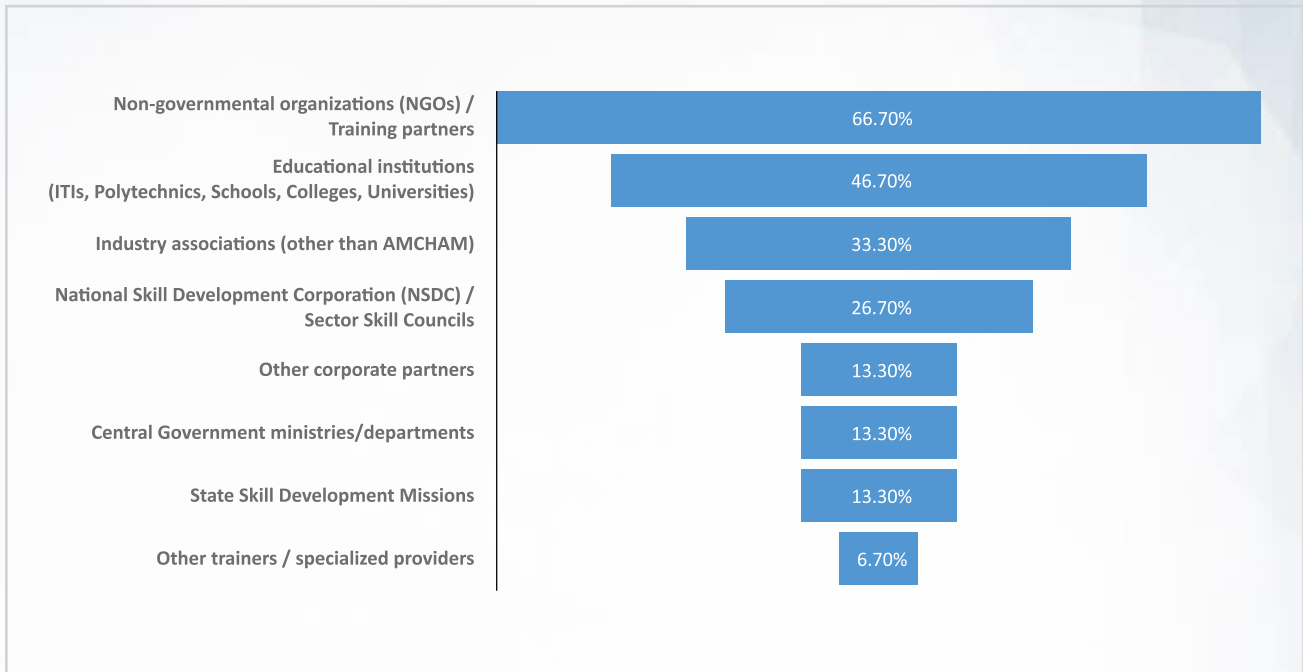
Key insights from the **figure 14** include:

- CSR is the dominant engagement channel (86.7%), making it the primary mechanism through which U.S. companies contribute to India’s skilling ecosystem and broader human capital development.
- Corporate skilling is strongly aligned with national missions such as Skill India, Digital India, and Make in India, supporting workforce capability, digital skills, and industrial competitiveness.
- Skilling initiatives increasingly emphasize inclusion and social impact, including women’s empowerment, livelihood creation, entrepreneurship, and broader economic mobility.
- Engagement with formal government employability pipelines (e.g., Apprenticeships, PMKVY, Internship Scheme, Start-up India) remains comparatively limited, indicating scope for deeper industry participation.

Finding 8: Multi-Stakeholder Partnerships

Companies also collaborate with a broad ecosystem of stakeholders for skilling initiatives, with educational institutions (universities, colleges, ITIs) being the most common partners. Other key collaborators include NGOs for community-based training, industry associations and peer firms for knowledge sharing and consortium efforts, and Sector Skill Councils and skilling bodies for setting standards, certifications, and industry benchmarks.

Figure 15: Percentage Distribution of Surveyed U.S. Companies in Terms of Partnership Ecosystem



The U.S. companies' skilling ecosystem in India is broad, diversified, and highly collaborative. NGOs and training partners are the primary delivery channel (66.7%), followed by strong engagement with educational institutions (46.7%) such as ITIs, colleges, and universities. There is also meaningful alignment with the national skilling framework, with 26.7% partnering with NSDC/Sector Skill Councils and some working with government missions, while corporate-to-corporate collaboration remains limited but emerging. Overall, the model reflects a shared, multi-stakeholder approach to skill development across public, private, academic, and civil society actors.

Strategic Insights from the Survey

U.S. companies in India are adopting a holistic, long-term approach to skill development, integrating employee upskilling, CSR-led community training, apprenticeships, and academic partnerships to build talent pipelines across all workforce levels. Skilling is increasingly viewed as a strategic investment in growth and competitiveness, with technology firms focusing on AI, cloud, cyber security, and data analytics, while manufacturing firms emphasize vocational and industry-specific training.

Beyond firms, these initiatives are strengthening India's broader ecosystem by supporting institutions, communities, and underserved groups, with most companies reporting a clear link between skilling and job creation. Overall, U.S. companies are contributing not only to internal workforce readiness but also to **India's inclusive growth, employment generation, and economic resilience.**

PART VI:

Strategic Way Forward

Opportunities for Scaling Impact

The survey findings highlight the significant role that U.S. companies are already playing in strengthening India's skill development ecosystem. At the same time, the analysis identifies several opportunities where the impact of corporate skilling initiatives could be further expanded and deepened.

Improving Employment Outcomes

While most companies report job creation from skilling initiatives, employment absorption varies significantly, with nearly half of programs showing below 10% placement rates. This suggests that the training-to-employment transition needs strengthening. Key improvements include better labor-market alignment, stronger employer linkages, enhanced placement support, and improved trainee readiness. Strengthening these areas can significantly improve the effectiveness and impact of skilling programs.

Strengthening Impact Measurement Frameworks

The survey underscores the need for stronger monitoring and evaluation systems to fully capture skilling impacts. Some companies do not systematically track indirect employment or report incomplete program data, limiting visibility of outcomes. Strengthened impact frameworks would help assess effectiveness, demonstrate results, identify best practices, and improve evidence-based decision-making, while enhancing the overall economic impact of corporate skilling initiatives.

Scaling Best Practices Across Industry

The survey shows wide variation in skilling program design, scale, and outcomes across companies, with some delivering strong employment results while others are still maturing. This highlights the need for systematic knowledge sharing and peer learning to scale effective models. Key mechanisms include industry forums, collaborative pilots, sharing of curricula and evaluation frameworks, and partnerships with Sector Skill Councils and educational institutions. These efforts can help replicate best practices and improve overall skilling effectiveness.

Expanding Geographic Reach

There is scope to expand the geographic reach of skilling initiatives, which appear concentrated largely in metro and Tier 1 cities. Extending programs to Tier 2, Tier 3, and rural areas would help reduce regional skill gaps, support emerging industrial hubs, and improve access for underserved communities. This diversification would also enable companies to tap into new talent pools beyond traditional urban centers.

Future Skills and Emerging Technologies

As technological change accelerates, skilling must shift from current gaps to future-ready capabilities. Companies will need greater focus on AI/ML, cloud computing, data science, cyber security, and green/sustainability skills. Aligning training with these emerging areas will help keep India's workforce globally competitive and support its transition to a technology and knowledge-driven economy.

Strategic Perspective

The survey demonstrates that U.S. companies in India are already making **substantial contributions to the country's skill development ecosystem**, with strong investments, diverse programs, and measurable employment outcomes.

However, further strengthening employment linkages, impact measurement, collaboration, geographic reach, and future skill orientation will allow these initiatives to scale their impact and play an even greater role in shaping India's workforce transformation in the coming decade.

Policy and Strategic Recommendations

The following recommendations are designed to strengthen the synergy between India's human capital development architecture and the technological, financial, and managerial resources of U.S. companies operating in India. By aligning corporate initiatives, public policy, and educational systems, India can accelerate workforce development, enhance employment outcomes, and prepare its workforce for emerging technologies and future economic opportunities.

Recommendations to U.S. Companies and Industry

1. **Adopt outcome-based measurement systems:** Shift from input metrics (trainees trained, funds spent) to outcome metrics such as employment, wage growth, job retention, and career progression. Track results at defined intervals (e.g., 90-day placement and wage tracking) and use validated employment outcomes to improve transparency and align programs with workforce needs.
2. **Build industry-led skill consortia and certification frameworks:** Form sectoral consortia to co-develop skill standards, certifications, and training programs aligned with industry demand. Industry bodies can enable coordination, while collaboration with NCVET/NSQF can ensure recognition of global certifications (e.g., cloud, software, AI) within India's formal system.
3. **Strengthen faculty and trainer capability:** Focus on train-the-trainer models, especially for ITI and technical faculty, through partnerships with universities and AICTE-linked institutions. Enhancing trainer quality—not just content—will improve scalability, keep faculty updated on emerging technologies, and boost graduate employability.
4. **Integrate skilling into supply chains and future-tech ecosystems:** Extend skilling beyond employees to vendors, SMEs, and supply-chain partners, embedding digital, AI, and productivity skills into value chains. Leverage India's expanding GCC ecosystem to scale workforce development, in collaboration with industry, state governments, and NSDC, while also emphasizing AI, cloud, data, and green skills for future readiness.

Recommendations to Government of India

1. **Strengthen incentives for corporate skilling investment:** Provide additional tax benefits and fiscal incentives for corporate training investments beyond CSR requirements to encourage higher private sector participation and support national skilling goals.
2. **Create a National AI Skilling Credit Framework:** Work with NCVET to integrate industry certifications (e.g., cloud, AI, enterprise software) into the NSQF as stackable credits, enabling formal recognition of corporate training.
3. **Expand and simplify apprenticeship programs:** Scale apprenticeships under NAPS by simplifying compliance, increasing stipends, and offering stronger incentives to improve industry participation in structured, job-linked training.

4. **Strengthen placement and employer linkages:** Improve employment outcomes in government programs (e.g., PMKVY) by embedding structured placement mechanisms, employer partnerships, and interview pipelines within training frameworks.
5. **Build national employment outcome tracking systems:** Establish a unified platform to track job placement, wage growth, and long-term employability, improving transparency, coordination, and evidence-based policymaking.
6. **Scale AI-driven job matching systems:** Expand digital job-matching platforms like e-Shram using AI under the IndiaAI Mission to improve labor-market matching, especially for informal and rural workers.
7. **Develop Tier-2 and Tier-3 skilling ecosystems:** Promote balanced regional development through industry–academia collaboration, incentives for firms in underserved regions, and tax/infrastructure support for IT and AI investments outside metros.

Recommendations to Educational Institutions

1. **Align curriculum with industry needs:** Set up industry advisory boards with corporate partners to regularly update curricula in line with emerging skills such as AI, cloud computing, and advanced manufacturing.
2. **Embed internships and experiential learning:** Make internships, projects, and applied learning mandatory to improve practical exposure and enhance graduate employability.
3. **Strengthen faculty–industry collaboration:** Promote faculty training, industry immersion, and joint research to ensure teaching reflects current technologies and workplace practices.
4. **Enable lifelong and flexible learning pathways:** Offer modular courses, certifications, and online programs for working professionals, aligned with frameworks like the NSQF, alongside stronger career and placement support.

PART VII:

Conclusion

Closing Perspective

U.S. Companies as Strategic Partners in India's Human Capital Development

- U.S. companies in India are making significant contributions to workforce development, supporting skills, employability, and economic growth through investments, programs, partnerships, and measurable employment outcomes across sectors.
- When aligned with national priorities and enabling policies, private sector engagement creates strong synergies, bringing in global best practices, advanced technologies, and industry-relevant training linked to employment.
- Partnerships with government, academia, and training institutions are strengthening India's skilling ecosystem by scaling effective models and improving alignment with industry needs.
- Going forward, priorities include scaling successful models, improving outcome measurement, expanding reach beyond metros, and focusing on future skills such as AI, digital technologies, advanced manufacturing, and sustainability.
- AMCHAM India and its member companies can play a key leadership role in driving collaboration, evidence-based practices, and knowledge sharing across industries.
- Overall, the report highlights U.S. companies as strategic partners in India's human capital development, contributing to economic competitiveness and unlocking the potential of India's workforce.

Annexure

Survey Questionnaire

The survey conducted for this report comprised 16 structured questions designed to capture the scale, scope, and impact of skill development initiatives undertaken by U.S. companies operating in India. The questionnaire was organized into five thematic sections covering company characteristics, skill development activities, employment outcomes, government alignment, and future investment plans.

Section 1: Company Profile

This section collected basic information about participating companies to understand the sectoral distribution and organizational background of survey respondents.

- 1) *Organization Name*
- 2) *Primary Industry Sector in India*

Section 2: Skill Development Programs

This section examined the nature, scale, and focus areas of skill development initiatives undertaken by companies over the past two years.

- 3) *Types of Skilling Initiatives Undertaken (Past Two Years: 2023–2025)*
- 4) *Total Number of Individuals Skilled – Internal Employees (Upskilled/Reskilled)*
- 5) *Total Number of Individuals Skilled – CSR/External Beneficiaries*
- 6) *Sector-wise Skilling Focus Areas*
- 7) *Annual Investment in Skill Development Programs (Average of Past Two Years)*

Section 3: Employment Outcomes

This section assessed the measurable labor market impact of corporate skill development initiatives.

- 8) *Industry Absorption Rate – Percentage of Skilled Individuals Who Gained Employment*
- 9) *Estimated Percentage Increase in Income/Employability of Beneficiaries*
- 10) *Direct Employment Creation (Internal/External)*
- 11) *Indirect Employment Creation Through Vendor Ecosystems*

Section 4: Government Alignment and Partnerships

This section explored the extent to which corporate skill initiatives align with national policies and involve partnerships with public institutions and other stakeholders.

- 12) *Alignment with Government of India Skilling Policies*
- 13) *Government Initiatives Supported*
- 14) *Partners Engaged (NGOs, Educational Institutions, Training Organizations, etc.)*

Section 5: Future Plans

This section captured companies' forward-looking commitments and qualitative insights related to skill development programs.

- 15) *Planned Annual Investment in Skill Development Programs for 2025–26*
- 16) *Notable Impact or Success Story (Optional Text Response)*

Endnotes

- (1) Ministry of Statistics & Programme Implementation (MoSPI), Government of India. Youth in India 2022. <https://www.mospi.gov.in/publication/youth-india-2022>
- (2) UNFPA India – Youth and Adolescents; https://india.unfpa.org/en/topics/youth-and-adolescents?utm_source=chatgpt.com and UNFPA India – Population Dynamics and Research; https://india.unfpa.org/en/topics/population-dynamics-and-research?utm_source=chatgpt.com
- (3) <https://www.dpiit.gov.in/static/uploads/2025/12/7b947761f3bb819d1092c7a189f37834.pdf>
- (4) <https://www.ibef.org/economy/foreign-direct-investment>
- (5) Quarterly Fact Sheet on Foreign Direct Investment (Fdi) Inflow, From April 2000 To December, 2025; DPIIT
- (6) MeitY data via Analytics India Magazine (Dec 2025)
- (7) MeitY/ TeamLease FY24-FY25
- (8) <https://taggd.in/blogs/it-hiring-trends/>
- (9) https://wheebox.com/assets/pdf/ISR_Report_2025.pdf
- (10) Ministry of Skill Development Annual Report 2023-24: <https://msde.gov.in/sites/default/files/2024-11/Annual%20Report%2023-24%20Eng.pdf>
- (11) India Skill Report 2025
- (12) *Same as 22*
- (13) *Directorate General of Training (DGT), MoUs with Industry; <https://dgt.gov.in>*
- (14) *Future Right Skills Network (FRSN) Annual Report 2025; <https://frsn.org.in>*
- (15) *Quest Alliance & DGT Partnership Report; <https://questalliance.org>*
- (16) *Ministry of Labour & Employment, e-Shram Dashboard; <https://eshram.gov.in>*
- (17) *Karmayogi Bharat, iGOT Platform Metrics; <https://igotkarmayogi.gov.in>*
- (18) *All India Council for Technical Education (AICTE); <https://aicte-india.org>*
- (19) *Microsoft India Newsroom, Elevate WAVE; <https://news.microsoft.com/en-in>*
- (20) *Microsoft India Investment Announcement; <https://news.microsoft.com/en-in>*
- (21) *<https://www.investmentmonitor.ai/news/aws-12-7bn-india-2030/?cf-view>; Amazon Web Services India Investment Pledge; <https://aws.amazon.com/about-aws>*
- (22) *<https://blog.google/intl/en-in/company-news/our-first-ai-hub-in-india-powered-by-a-15-billion-investment/>; Google Cloud India Data Centre Announcement; <https://cloud.google.com/blog>*
- (23) *<https://www.kyndryl.com/us/en/about-us/news/2025/08/invests-in-india-over-three-years>; Kyndryl India Investment Press Release; <https://www.kyndryl.com/in-en>*
- (24) *<https://finance.yahoo.com/news/tech-giants-unveil-major-investment-130000928.html>;*
- (25) *Microsoft ADVANTA(I)GE India Progress Report; <https://microsoft.com/en-in>*
- (26) *Amazon Future Ready 2030 Initiative; <https://amazon.in/futureready>*
- (27) *Google AI Skills House India; <https://grow.google/ai-skills-house>*
- (28) *Cisco Networking Academy Impact Report; https://www.cisco.com/c/en_in*

- (29) Microsoft CSR India Annual Report 2025; <https://microsoft.com/en-in/csr>
- (30) Google for India 2025 Announcements; <https://google-india.blogspot.com>
- (31) Same as 50
- (32) Same as 50
- (33) Same as 42
- (34) NASSCOM-Deloitte Digital Skilling Study 2025; <https://nasscom.in/digital-skilling-study>
- (35) World Bank, “AI Premiums in Emerging Markets 2026”; <https://worldbank.org/ai-premiums-india>
- (36) Same as 31
- (37) Taggd India, Agentic AI Salary Benchmark 2026; <https://taggd.in/agentic-ai-report>
- (38) Scaler, Generative AI Engineering Salaries 2026; <https://scaler.com/genai-salary-report>
- (39) K21 Academy, Cloud Architect Salary Trends; <https://k21academy.com/cloud-salary-report>
- (40) NITI Aayog, “AI Economic Impact Assessment 2025”; <https://niti.gov.in/ai-impact-report>
- (41) McKinsey Global Institute, “AI Productivity Frontier India 2026”; <https://mckinsey.com/ai-india-productivity>
- (42) NITI Aayog, PMKVY Evaluation Report October 2025; <https://niti.gov.in/pmkvy-evaluation>
- (43) Same as 46
- (44) Microsoft CSR India Annual Report 2025; <https://microsoft.com/en-in/csr-reports>
- (45) Same as 42
- (46) AWS Impact Report, “re/Start India Employment Outcomes 2025”; <https://aws.amazon.com/impact/restart-india>
- (47) Same as 31
- (48) Cisco CSR India Annual Report 2025; https://www.cisco.com/c/en_in/about/csr/india-impact.html
- (49) Cisco Networking Academy India Metrics 2026; <https://www.netacad.com/india>
- (50) Future Right Skills Network (FRSN) Annual Report; <https://frsn.org.in/annual-report-2025>
- (51) NASSCOM-DGT Partnership Impact Assessment; <https://nasscom.in/frsn-impact>
- (52) Ministry of Labour & Employment, e-Shram Dashboard & NCS Integration Report; <https://eshram.gov.in> & <https://ncs.gov.in>
- (53) Microsoft India Newsroom, “ADVANTA(I)GE India Progress Report 2025”; <https://news.microsoft.com/en-in/advantage-india-2025>
- (54) IBM SkillsBuild India Commitment Announcement; <https://skillsbuild.org/india>
- (55) All India Council for Technical Education (AICTE), IBM AI Lab MoU; <https://aicte-india.org/ibm-ai-lab>
- (56) Same as 37
- (57) Kyndryl India Press Release, “\$2.25B Investment Announcement”; <https://www.kyndryl.com/in-en/news/2026/ai-investment>
- (58) Kyndryl CSR Report, “AI Change-makers Program”; <https://www.kyndryl.com/in-en/csr/ai-change-makers>
- (59) iGOT Karmayogi Platform, Kyndryl AI Integration; <https://igotkarmayogi.gov.in/ai-modules> & Kyndryl Varanasi/Ayodhya Pilot; <https://www.kyndryl.com/in-en/news/varanasi-ai-pilot>
- (60) Salesforce India Newsroom, “Yuva AI Bharat Launch”; <https://www.salesforce.com/in/news/yuva-ai-bharat>



AMERICAN CHAMBER OF COMMERCE IN INDIA

PHD House, 4th Floor, 4/2, Siri Institutional Area, August Kranti Marg
New Delhi, Delhi - 110016, INDIA

Tel: +91-11-3548 0630 • Fax: +91-11-3548 0631

Email: amcham@amchamindia.com • Web: www.amchamindia.com