

27-28 NOVEMBER 2025
FLAME UNIVERSITY

India Workforce Index

Project Launch
Summary Report
27–28 November 2025

● ● WageIndicator



विद्याविनियोगादिकामः
INDIAN INSTITUTE of
MANAGEMENT AHMEDABAD



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- FLAME Travel Desk
- FLAME Photography Club

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Michael & Susan Dell Foundation

Conference Co-hosts

- FLAME University
- Indian Institute of Management, Ahmedabad

All the participants who made the kick-off event a huge success!

● • WageIndicator



The WageIndicator Foundation is a global and independent non-profit organisation. It currently operates in 216 countries and territories and aims to contribute to improved labour market transparency worldwide, to equip workers, employers, researchers and policy makers with data for equitable decision making to improve working conditions globally. Since 2000, it has collected and provided data and information about Minimum Wages, Living Wages, Living Income and Living Tariff, Labour Law, Salaries, Collective Agreements, the gig economy and working conditions. This information is aimed to be as accurate and complete as possible, easy to understand and accessible to everyone, including in local languages.

WageIndicator's data is used for academic research, social dialogues and (wage) negotiations, policy making, (non-)financial reporting requirements and implementation of the SDGs. The databases are updated monthly, quarterly or yearly to reflect the latest legal and economic developments. WageIndicator has a core team of 75 people and some 400 associates - specialists in wages, labour law, industrial relations, data science, data collection, statistics - from all over the world.

ABOUT THE PROJECT



The widening gap between workforce skills and labour market needs is a global challenge. In India, where millions of young people enter the labour force each year, this mismatch is even more urgent. To bridge the data and information asymmetry in the Indian economy, WageIndicator Foundation, together with FLAME University and IIM Ahmedabad, launched their latest initiative: India Workforce Index, a Labour Market Index for Grey & Blue Collar Workers in India.

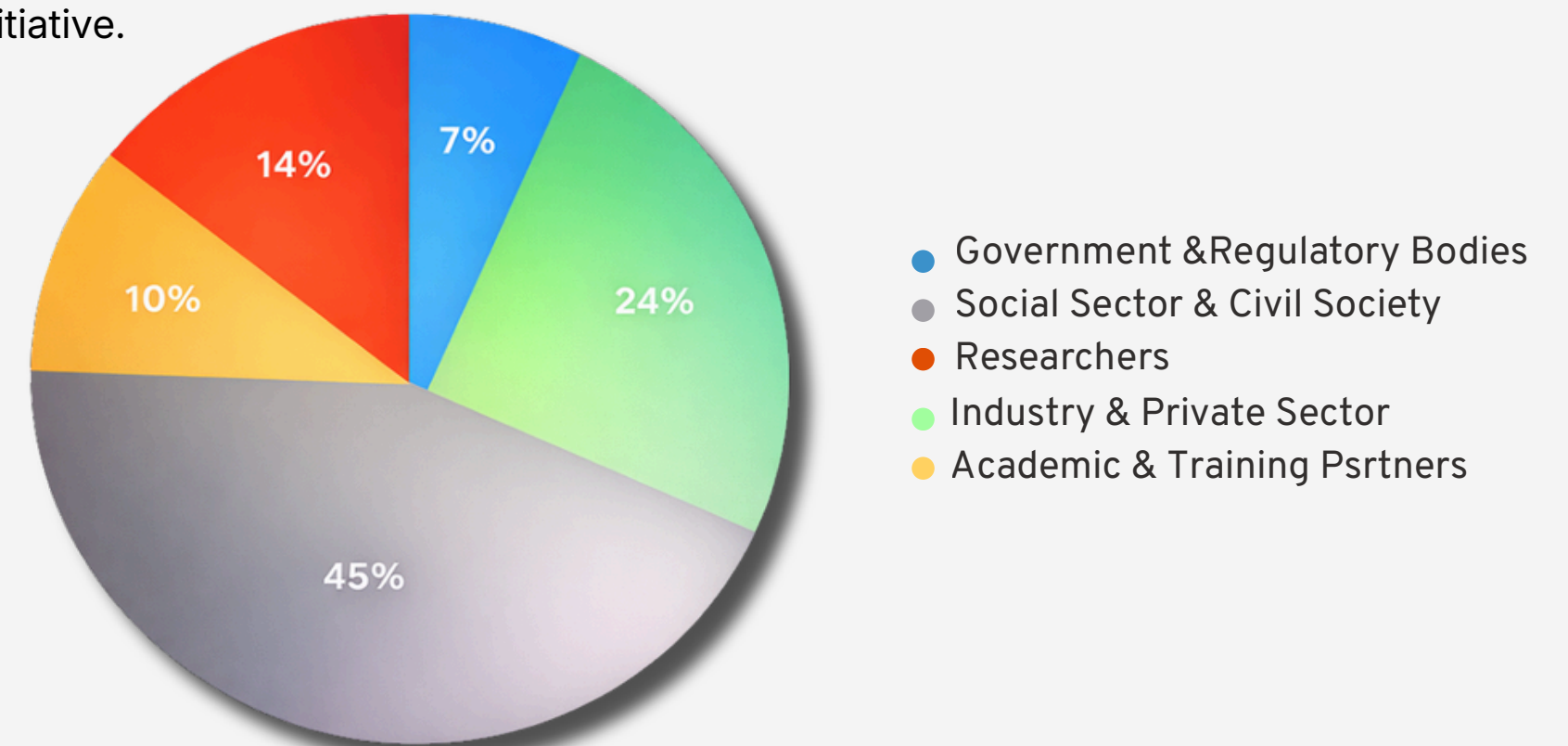


Unlike the well-documented metrics for the white-collar sector on job search, job choice and decision-making processes, there is a real gap when it comes to the rest of the economy. Despite India experiencing a surge in supply of blue and grey-collar workers, matching the jobs with the person with the right skills, along with a decent wage, is a major challenge. There is a need to study the labour market trends for this segment of the Indian workforce. An index is a useful tool to begin tracking these changes in the economy, and serve as a starting point to develop frameworks for further guidance on policies, research and strengthening industrial relations. This is the core motivation behind the India Workforce Initiative.

To kick-off our work, a two-day conference held in November 2025 focused on harnessing diverse stakeholder expertise from within the country to identify project potential, review our assumptions and co-develop strategies to make the Index effective and applicable for a wide range of use cases.

Participants deep-dived into discussing the relevance and timeliness of the project, mapping out reliable data sources for information on labour demand and supply.

Several pertinent questions emerged during these discussions, specifically on key considerations and risks, regarding data sourcing, methodological approach and possible technical hurdles. The consultation conference brought together 68 individuals, with 57 participants joining in-person and 16% engaging online. Please refer to below Figure 1 -Pie chart representing the Conference attendance composition. The diversity in the room and the depth of engagement displayed the high interest level within the Indian skilling and employment ecosystem for this Initiative.



DESIGN CONSIDERATIONS FOR THE INDEX

During the conference, we achieved outlining the different user groups that our Index would cater to and identified design considerations, including, but not limited to, workers and worker representatives, skilling and educational institutions, employers and industry associations, researchers and policy makers. This led to enhanced foundational clarity for the scope of the project, potential use cases and reiterated the need to integrate learnings from past and ongoing efforts in the sector on data initiatives to improve labour market information on blue-and-grey-collar workers.

1. GEOGRAPHY AND SECTOR FOCUS

Participants suggested that the team begin the technical exercise by considering particular states, rather than considering India as a whole. The panellists debated on whether the approach should be sector-based or geography-based. In line with this, the project will draw trends for the country where possible, but focus on a few states and sectors in the first year, which will be decided on the review of literature, scoping the available data and gauge for State-level interests to engage with the project from the start. The Index will be updated quarterly, with continuous feedback from key stakeholders informing regular updates of the Index and methodology. Once the working prototype is published, it will be translated into different languages to ensure visibility and usability across the states.



2. COLLECTION AND METHODOLOGY

There were concerns about harmonising data that are collected at different intervals, and those that are representative at different levels of geographical units. The WageIndicator team will undertake this technical analysis of understanding the scope and adjacent methodology of harmonising such data, through a review of literature, and by learning from the existing initiatives. This means that not all existing data will be integrated into the Index and that it will comprise only such data that would make the Index valid.

An additional concern was about the validity of the self-reported data in the publicly available national representative surveys, which we plan to address at a later stage with additional research and data collection, if possible.

Another challenge discussed is the availability of the secondary data at regular intervals. Although we aim to update the Index quarterly, we need to consider which data points are updated with the newest data and which remain the same, and their implications for the interpretation of the Index. It was stressed that most demand-side data are either proprietary and/or hyper-localised in nature. The team plans to address this by taking utmost care in getting the buy-in from the data-sharing partners and promoting among them the project's overall objective of data transparency. Written formal agreements with the stakeholders to responsibly source and use the data will be undertaken. Additionally, for hyper-local data it will be assessed whether these studies are relevant for the Index in context.



The Team will make an assessment of the extent to which the job advertisement comprehensively accounts for the demand of each sector after conducting a thorough analysis of the uniquely available jobs across job boards.

3. USE CASES

Participants emphasized the importance of identifying the use cases of the Index to inform the design. Several use cases were outlined, including informing policy about the number of vacant jobs, wage trend information for worker representatives to engage in negotiations and the larger discourse, aiding in the design of skilling programs tightly linked to market demand, enabling better counselling for job seekers to pursue progress and improving job retention in industries.

Once the data infrastructure is ready, the team will ensure that the design of the Index can be tailored to the different needs of stakeholders to what each of the stakeholders requires. This will be validated by presenting the Index to smaller groups and incorporating the feedback after consultations.

4. THE INDEX AS A PUBLIC GOOD

The India Workforce Index is envisioned as a public good. The Index will be built under the Creative Commons license "CC BY-NC-ND 4.0", meaning that different stakeholders can share information from the Index as they see fit as long as they rightly attribute the creators.

The development and implementation of the Index will be driven by this commitment. The team is aware that the Index will make use of a wide array of data sources - both public and private. The team will adhere to all international and national (legal) standards on data privacy and data collection in the creation and use of the Index.

Tracking labour market dynamics at the individual level remains outside the scope of the project. There were some concerns on the reliability of publicly available data from household surveys like NSSO, citing loss of data due to attrition and the same person not being tracked over time. This is however unlikely to affect the nature of the planned Index as the project does not aim to comment on the economic indicator at an individual level.

Another consideration raised by the participants was handling of personal data. Most of the data that the Index will use will be either anonymised and/or aggregated. Hence, no one using the data can trace it back to the person. Given WageIndicator, the lead partner of the project, has extensive experience in conducting surveys and handling personal data for over two decades, one can be rest assured that the national and international standards for data privacy and collection will be complied with.



Insights from the Stakeholder Consultation on Data, Methodology and Ecosystem Mapping.

The session titled 'Connecting the Dots' was conducted to help participants consolidate the key learnings of the two days and contribute to the group discussion on identifying the data, methods and mapping the ecosystem players for this project.

The Index will provide three key metrics on labour supply - (coded by job title, education level, and at a geographical unit (state/ district)) and labour demand - measured as the number of unique job openings across job boards and wages in prevailing wage brackets, minimum wage rates and living wage estimates. While the Index will have a baseline design to appeal to different users, it could also be shaped dynamically, depending on the usage, feedback, and the needs of the stakeholders.



During this session, stakeholders discussed various resources for information on labour demand and supply. They also identified proxy sources that could be used for the validation of demand and supply data. Additionally, they considered market signals such as activity indices, metrics to determine the market dynamics, to be important, including RBI, NCAER, CRISIL and GST data. The full list of identified data sources and their links is presented in Appendix A.

Stakeholders also posed questions such as the steps that need to be taken first while building the Index, and how the classification of work would occur. Suggestions for data collection and research were provided as well. This included gathering rural data through collaboration with panchayats and the Ministry of Rural Development.

The group work on Methodology discussed the potential methodology that could be followed while developing the Index. Suggestions included the need for the Index to build upon the existing frameworks. Participants highlighted that dependence on secondary sources could potentially cause data gaps, as it is difficult to map and pool all the secondary sources together. It was also mentioned that the horizontal and longitudinal comparison of data would be difficult if the Index is based only on secondary data sources. The existing data sources may dissolve, and new secondary data sources may evolve over the period of time. It would be difficult to cover all such data sets, as they vary in the nature of collecting and disseminating the information. The possible variables that could be used to create the Index, their implications and their usability have been discussed in Table 1 below.



Table 1: List of Possible Variables for India Workforce Index and their implication and usage with Demand, Supply and Wage metrics

VARIABLES	IMPLICATION IN GENERAL	DEMAND SIDE (Y/N)	SUPPLY SIDE (Y/N)	WAGE SIDE (Y/N)
Age	Discrimination/ bias in employment, Identification of fresher worker /experienced worker	Yes	Yes	Yes
Gender	Discrimination / bias / preference in employment	Yes	Yes	Yes
Education	Eligibility form both demand and supply side, establishing thread / commonality while mapping/ matching demand and supply: Level of Education required for the Job	Yes	Yes	Yes
Education type/ nature	General, Vocational, Technical, Professional etc.	Yes	Yes	Yes
Qualifications	Eligibility form both demand and supply side, establishing thread / commonality while mapping/ matching demand and supply; for example: NET/GATE	Yes	Yes	Yes
Skills	Name/area of expertise skills will help in mapping and matching the skills from both demand & supply side, Eligibility form both demand and supply side, establishing thread / commonality while mapping/ matching demand and supply, source of skill, obsolescence and shortage of skills	Yes	Yes	Yes
Level of skills	Low, medium, high (learner, proficient, expert)	Yes	Yes	Yes
Years of experience	Establishing thread / commonality while mapping/ matching demand and supply; Level of experience required for the job	Yes	Yes	Yes
On job training / Apprenticeship	Low, medium, high skills (learner, proficient, expert), Establishing thread / commonality while mapping/ matching demand and supply	Yes	Yes	Yes
Job / Task description	Establishing thread / commonality while mapping/ matching demand and supply	Yes	Yes	Yes
Income or a proxy variable	In order to understand the growth and upward mobility, and also to understand the Quality of life/living standard, trends may provide insights for further expansion			Yes

Formality of the work	Understanding the wage dynamics, decent work dynamics, social security dynamics, working condition dynamics, vulnerability	Yes	Yes	Yes
Employment Status (Fresher / Unemployed, Experienced)	Understanding the nature of jobseeker (first timer or experienced)	Yes	Yes	Yes
Primary and subsidiary jobs	Aggregation of the complete situation of employment, Hardship, Moonlighting, growth aspirations, income, etc.	Yes	Yes	
Full-time or part-time jobs	Gig work, flexible working, aggregate demand and supply of work and workers, preferences	Yes	Yes	
Level of disaggregation	Will help in defining the occupation code and making of dictionary of occupations and classifying by the colour of collar	Yes	Yes	
Job-based requirement data (mobile, helmet, motorcycle, toolkit)	Will help in classification in Colour of Collar (Blue or Grey), Employment enabling condition, preference of employers, better outreach or the service delivery by the workers, cost-effective employment, gig and platform work	Yes	Yes	
Type of employment (wage, self, casual)	Will help in classification into Colour of Collar (Blue or Grey), together with the type of job performed	Yes	Yes	
Wage payment / receipt interval / frequency	Classification in Colour of Collar (Blue or Grey), wage/ earnings frequency viz, daily, weekly, or monthly			Yes
Working Hour	Classification in Colour of Collar (Blue or Grey), gig and platform work	Yes	Yes	Yes
Working Shift	Classification in Colour of Collar (Blue or Grey), Flexibility, Operational capacity of employers, gig and platform work	Yes	Yes	Yes
Migration patterns	Understanding and mapping the flow and stock of workers, impact on demand and supply, Other associated issues of safety, security, living conditions, access to services and associated benefits, stability	Yes	Yes	
Seasonal nature of the job	Understanding and mapping the flow and stock of workers, impact on demand and supply, stability, work/ employment transition	Yes	Yes	
Cost of living	Mapping the source and destination of workers and workplaces, Determination of minimum wage, living wage, actual wage and other associated dynamics			Yes
Socio-cultural factors (Religion, caste, marital status)	Mapping the contextual factors of employment, Preference, bias, discrimination, network, occupational mobility, etc., affecting demand and supply dynamics	Yes	Yes	Yes

Language requirements vs language spoken	Mapping or matching the local skill demand & supply- the Preference/ bias/discrimination, suitability, fulfilling local skill catering needs	Yes	Yes
Investment patterns	Mapping or matching skill availability and requirement planning- based on demand projection and future skill requirement assessment against the investment	Yes	Yes
Location	Mapping the locational data (availability & requirement)- Rural, Urban, Semi Urban, Metros, Tier-2, Tier-3, Cities, District, State, Region, etc. Mapping locational advantage, clusters, and industrial corridors	Yes	Yes
Sector/ Industry	Mapping the blue-collar workers' / gray collar workers' skills according to industry/sector requirements and sector-specific growth	Yes	
R&D and Innovation (Investment)	Firm/establishment-based (Micro) R&D Investment, Macro Level R&D & innovation, mapping the need for skilling and reskilling	Yes	
Skill Obsolescence	Indication towards effective planning and optimum utilisation of resources	Yes	

The team reflected that having an exhaustive list is not possible, and finding an absolute number is difficult. Therefore, indexing helps in solving fragmentation, and it helps in the decision support system. The Index would serve the purpose of policy formulation and effective planning, as it may provide the information at the regional level and would enable policy makers to identify performance of regions. The Index is useful as it would be using the three pillars together, i.e. demand, supply and wages.



ECOSYSTEM MAPPING

The group's work on Ecosystem mapping revealed the vast scope and potential impact of the Index. Mapping the ecosystem led us to identify the key influencers within each stakeholder constituency. Categorising the stakeholders based on experience, potential use case, and resource contribution enabled the identification of the type of partners required to be onboarded at different project lifecycle stages. It was communicated to the participants that continuous stakeholder involvement and collective deliberation will be critical to ensuring: (1) the Index stays relevant in the dynamic environment, (2) it is useful and accessible to its diverse stakeholders (with sometimes conflicting interests) and (3) a strong collective ownership among local stakeholders to take it beyond the project timeline. It was highlighted that real-time feedback and validation from end users will be important to ensure that the Index maintains the balance between the macro, systems-level goals of influencing policy thinking and the needs of individual stakeholder groups, especially workers.

Key considerations to determine the level and type of participation of each stakeholder constituency will be:

- **Criticality:** How critical is the stakeholder to the success of the project;
- **Position:** What is the stakeholder's position towards the project; and
- **Effort:** How much effort will it take to engage the stakeholder

Key components and stakeholder constituencies identified during the mapping exercise are shown in the infographic Figure 2.

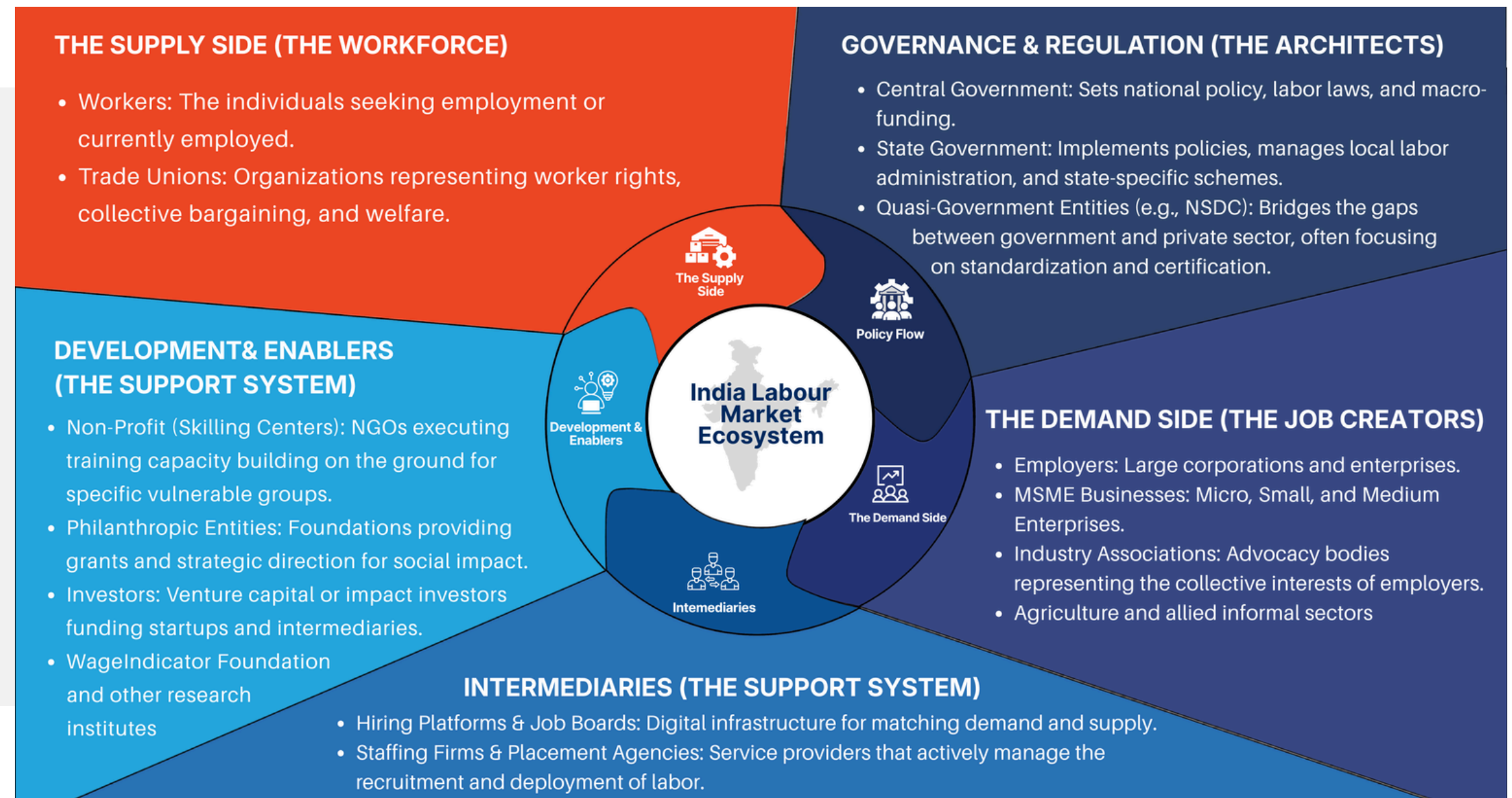


Figure 2. Key Components and stakeholder constituencies identified during the ecosystem map

PROJECT OVERVIEW

Motivation

- The economic growth in India has not generated sufficient job openings
- There is evidence showing a mismatch related to skill levels
- Female labour force participation has not increased despite an increase in human capital for women
- India Skills Report emphasised a dearth of graduates with industry-relevant skills (Weebox, 2022)
 - Lack of awareness among new workers of current job requirements
- India is the world's largest blue-collar recruiting market, yet this economy stays invisible and under-explored
- We aim to develop a **visually engaging and comprehensive job index dashboard**

CONCLUSION

We find it a great advantage and are grateful to have received such rich and insightful stakeholder perspectives from the very beginning, i.e. the design phase of the project. The consultation, or co-designing, conference met its purpose by engaging the participating stakeholders in the iteration and generation of the tool. Given that the Index is intended to be a public good, a strong collective ownership from the ecosystem is quintessential. We foresee continuous stakeholder involvement and collective deliberation to be critical in ensuring the Workforce Index stays relevant in the dynamic environment, and it is useful and accessible to its diverse stakeholders.

Please look forward to receiving regular updates from us as we make progress. We hope to have your continued encouragement and support in making this initiative a success.

As a project, we are keen to continue to engage with a wide range of stakeholders to make this initiative a success. Feel free to reach out to [Komala Rangaswamy](#) or [Leena Bhattacharya](#) to know more about the project and how you can get involved.

Appendix A: Data

Demand Side	Link
Google Jobs	https://www.google.com/about/careers/applications/jobs/results#!t=jo&jid=127025001&
Apna	https://employer.apna.co/
WorkIndia	https://www.workindia.in/
JobHai	https://www.jobhai.com/
Digital Labour Chowk	https://digitallabourchowk.com/
National Career Services	https://betacloud.ncs.gov.in/
Vahan	https://analytics.parivahan.gov.in/analytics/
Urban Company	https://www.urbancompany.com/mumbai
YesMadam	www.yesmadam.com
Employment exchange boards	https://services.india.gov.in/service/listing?cat_id=58&ln=en https://www.data.gov.in/catalog/employment-exchanges-data

Employees' State Insurance Corporation	https://esic.gov.in/
MyJobee	https://myjobee.com/
Indeed	https://in.indeed.com/
Naukri	https://www.naukri.com/ https://www.naukri.com/campus https://www.naukrigulf.com/
EPFO	https://www.epfindia.gov.in/site_en/Estimate_of_Payroll.php https://www.epfindia.gov.in/site_en/Dashboards.php
DevNet Jobs	https://www.devnetjobs.org/
LinkedIn	https://www.linkedin.com/
Jobs near me / Lokal Jobs	https://www.getlokalapp.com/jobs/jobs-near-me
Ministry of Corporate Affairs	https://www.mca.gov.in/content/mca/global/en/data-and-reports/reports/annual-reports/companies-2013.html
SSC reports	https://ssc.nic.in/Portal/AnnualReport

Appendix A: Data

District Industrial Centre	https://pune.gov.in/en/document/district-industries/https://thane.nic.in/en/document-category/statistical-report/https://schemes.industry.kerala.gov.in/public/index.php/public_dashboard
MSME - Udhyam Aadhare Minister Employment Generation Programme (Estimated Employment Generation)	https://www.data.gov.in/resource/list-msme-registered-units-under-udyam https://dashboard.msme.gov.in/
Ministry of Panchayat Raj GPDP	https://gpdp.nic.in/deptAnalysisReport.html https://gpdp.nic.in/staticalreport.html
Chamber of commerce - sector reports	https://chamberindia.org/reports
Jobforher/herkey	https://www.herkey.com/
NSDC JobX	https://www.nsdccjobx.com/
QuantCube	https://www.quant-cube.com/
Quess Corps - Hamara Jobs	https://hamarajobs.ai/

Staffing and Payroll Companies	Link
Meraki	https://merakitalent.com/vacancies/?page=1&locations=1704
Quess Corps	https://careers.uesscorp.com/
Meraqui	https://meraqui.com/career/
Sodexo	https://accesshr.in.sodexo.com/#/jobs
Ambe	https://www.ambeinter.com/jobs-in-india.php
Border plus	https://www.borderplus.co/
Tern	https://www.tern-group.com/candidate
Magic Billion	https://magicbillion.in/
AamdhanE	https://aamdhanE.com/
TeamLease Foundation	https://www.teamlease.com/
Edujobs	https://edujobsacademy.com/
Aspireforher	https://aspireforher.com/
Indiaworks	https://india-works.de/en/

Appendix A: Data

Sector Specific Resources	Link
Consulting firm reports	http://indianchamber.org/page/publication/knowledge-reports
Administrative Data	Link
Data from forms filled by companies	https://labourbureau.gov.in/reports-on-indian-labour-statistics
Karnataka gig worker welfare data	https://swdservices.karnataka.gov.in/petccoaching/GIGWorkers/GIGStatistics.aspx
Data Lake Platform	https://datalakeg.nhai.gov.in/nhai/MISC/ProjectDetailsAdvance

Supply Side - Secondary Labour Surveys	Link
Periodic Labour Force Surveys	https://microdata.gov.in/NADA/index.php/catalog/PLFS/
Annual Survey of Unincorporated Sector Enterprises	https://microdata.gov.in/NADA/index.php/catalog/238
Annual Survey of Industries	https://microdata.gov.in/NADA/index.php/catalog/ASI
Consumer Pyramids Household Survey	https://consumerpyramidsdx.cmie.com/
World Bank Surveys	https://data.worldbank.org/indicator/SL.TLF.TOTL.IN
Open Data ONDC	https://opendata.ondc.org/
Disability data (Census of India 2011)	https://www.data.gov.in/dataset-group-name/disability
National Centre for Promotion of Employment for Disabled People	https://ncpedp.org/

Appendix A: Data

Worker Skill Training Data	Link
NSSO Surveys	https://www.mospi.gov.in/national-sample-survey-office
PMKY Dashboard	https://www.skillindiadigital.gov.in/pmkyv-dash-board
NAPS Dashboard	https://app.powerbi.com/view
Skill India Digital Hub Job Portal	https://www.skillindiadigital.gov.in/opportunities
Datasets on Employment and Labour	https://ndap.niti.gov.in/catalogue
Migration	Link
MIS (2 digit - NCO codes)	https://microdata.gov.in/NADA/index.php/catalog/218/study-description
SWADES (International return migrants data)	https://www.gfmd.org/pfp/ppd/19751
Census data	https://censusindia.gov.in/census.website/data/census-tables
MSME data	https://dashboard.msme.gov.in/

Gig and App-Based Worker Supply	Link
Uber, Zomato, Swiggy, Rapido, Ola, etc.	Data from reports
ESG reports	Respective webpages
Vahaan	https://vahan.parivahan.gov.in/vahan4/dashboard/
Just dial	https://www.justdial.com/Mumbai/Contractors/fil-312
Worker registration platforms	Link
Naukri	https://www.naukri.com/
Indeed	https://in.indeed.com/
NCS	https://www.ncs.gov.in/pages/search.aspx
eShram	https://eshram.gov.in//dashboard
Monster - Now FoundIt	https://www.monster.com/
MNREGA	https://nreganarep.nic.in/netnrega/nrega_ataglance/At_a_glance.aspx

Appendix A: Data

Informal worker / NGO/ Research	Link
Azim Premji University Reports	https://azimpremjiuniversity.edu.in/the-indian-economy/
Reports - ILO	https://www.ilo.org/publications/
Aajevika bureau - Work Fair and Free	https://aajeevika.org/
India Labour Line	https://indialabourline.org/
Jan Sahas	https://jansahas.org/
Samadhan	https://samadhan.labour.gov.in/
Janpahal	https://www.janpahal.com/
PAIGAM	https://www.paigam.net/
CLRA	https://clra.in/
Dattopant Thengadi Foundation	https://dtforg.in/?p=2876

Private and non-profit skilling centres/ Govt skilling centres	Link
Pratham Skilling	https://www.prathamskilling.org/
Tata Strive	https://tatastrive.com/
Step Academy	https://www.stepacademy.org.in/
Quest alliance	https://www.questalliance.net/
Wadhvani Foundation	https://wadhwanifoundation.org/
IBM Skills Build	https://skillsbuild.org/
CISCO	https://www.netacad.com/
TCS iON	https://www.tcsion.com/
SWAYAM	https://swayam.gov.in/

Appendix A: Data

Data Collected by Unions	Link
Worker info exchange	https://www.workerinfoexchange.org/
All India Gig Workers' Union	https://aigpwu.in/
ITF, New Delhi	https://www.itfglobal.org/en/region/asia-pacific
IFAT, India	https://ifat.org.in/
TGPWU, Telangana	https://tgpwu.org/
GIPSWU / Gig Worker Webpages	https://www.gigworker.org.in/
INTUC	https://www.intuc.net/
SEWA	https://www.sewa.org/

Others	Link
Pradhan Mantri Internship scheme	https://pminternship.mca.gov.in/
School education data	https://www.education.gov.in/statistics-new
National Infrastructure Pipeline	https://indiainvestmentgrid.gov.in/national-infrastructure-pipeline
GST/Eway	https://docs.ewaybillgst.gov.in/Documents/ewaybill4yearJourney.pdf
CMIE Cap ex	https://capex.cmie.com/
Gati Shakti	https://www.nsws.gov.in/portal/scheme/pmgatishakti
Nightlight data	https://bhuvan-app1.nrsc.gov.in/bhuvan_ntl/
How India Lives	https://howindialives.com/gram/search.php
Satellite data	https://mausam.imd.gov.in/imd_latest/contents/satellite.php

Appendix B: List of Participants

Name	Organisation
In-person	
Chander Shekhar	Digital Labour Chowk
Santosh Abraham	Sattva Consulting
Sneha Nawage	Dasra - Social Compact team
Neha Sinha	GATI Foundation
Mark Taylor	Issara Institute
Philip Mathew K M	Magic Bus India Foundation
Naveena Pradeep	Prosperiti
Nandita Sebastian	Generation
Harsh Doshi	Field
Rekha Menon	IPE Global
Abhishek	National Skill Development Corporation
Mansi Kasliwal	STEP Foundation - TCF
Saumya Jain	BCG (Social Impact Incubator)

Sanjana Misra	CIFF
Hansa Sharma	Fairwinds Capital
Anil Prem DSouza	Fairwinds Capital
Shivangi Amba	The Convergence Foundation
Shriya Sethi	The Convergence Foundation
Jaya Luhana	Tech Mahindra Foundation
Pradyumna Bhattacharjee	The World Bank Group
Benedicte de la Briere	The World Bank Group
Ambarish Ambuj	The World Bank Group
Radhika Talekar	NITI Aayog
Ritvik Gupta	Aapti Institute
Abhishek Waghmare	Data For India
Aasheerwad Dwivedi	FMS, DU and FICCI
Biju Varkkey	Indian Institute of Management - Ahmedabad

Name	Organisation
In-person	
Rajgopal D Chandra Shekar	Indian National Trade Union Congress (INTUC)
Dnyaneshwar Khandear	Lighthouse Communities Foundation (LCF)
Sarfaraz Antuli	Lighthouse Communities Foundation (LCF)
Rupa Korde	FLAME University
Prasad Pathak	FLAME University
Sajith Narayan	FLAME University
Barun Kumar Thakur	FLAME University
Anwasha Basu	FLAME University
Manasvi Sharma	FLAME University
Ankur Kushwala	FLAME University
Kaustubh	FLAME University
Neha Bailwal	FLAME University
Arun Kaushik	FLAME University
Santosh Kumar	FLAME University

Naman Dubey	FLAME University
Samar Bajaj	Michael & Susan Dell Foundation
Sharvi Dublish	Michael & Susan Dell Foundation
Garima Manocha	Michael & Susan Dell Foundation
Fiona Dragstra	WageIndicator Foundation
Paulien Osse	WageIndicator Foundation
Leena Bhattacharya	WageIndicator Foundation
Shailja Tripathi	WageIndicator Foundation
Mehr Kalra	WageIndicator Foundation
Gunjan Pandya	WageIndicator Foundation
Sidharth Rath	WageIndicator Foundation
Abhishek Patil	WageIndicator Foundation
Mekhala Kumar	WageIndicator Foundation
Puneet Kumar Shrivastav	WageIndicator Foundation
Komala Rangaswamy	WageIndicator Foundation
Kulvinder Singh	WageIndicator Foundation

Online	
Ankur Dalal	International Labour Organisation
Ekta Verma	Partners in Change
Vinoj Abraham	Centre For Development Studies
Bornali Bhandari	NCAER
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