

EQUIPMENT TIMES

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BUILDING JOBS, BUILDING THE NATION

EMPLOYMENT GENERATION

in the Construction Equipment Industry



India's infrastructure boom is not just reshaping skylines and highways — it's shaping livelihoods. Behind every rented excavator, crane, or concrete pump lies a network of operators, technicians, drivers, and entrepreneurs whose careers thrive on the growing demand for construction equipment rentals. As the sector expands, so does its role as an engine of employment, generating opportunities across cities, towns, and remote project sites.

Equipment Times Anniversary edition explores how an industry built on machines is, in reality, powered by people.

The construction equipment (CE) industry has long been a silent partner in India's infrastructure revolution—powering highways, metros, airports, mining, irrigation, and urban development. For decades, its story has been told through tonnage moved, kilometres of road laid, and project completion speeds. Yet, there is another equally powerful story running alongside these metrics—the industry's remarkable contribution to employment generation. In an era when job creation is a key priority for policymakers, the CE sector's capacity to produce direct, indirect, and induced employment makes it an indispensable driver of India's socio-economic growth.

As India moves steadily towards its ambition of becoming a \$5 trillion economy, the demand for robust infrastructure has reached unprecedented levels. This has placed the CE industry at the centre of the nation's growth blueprint. But its role goes beyond providing the machines that build roads, bridges, metros, and industrial parks. From bustling manufacturing hubs in Pithampur, Bidadi, and Pune to remote highway projects in the Northeast and mining sites in Jharkhand, the industry is quietly generating millions of livelihoods—offering pathways to skill development, income stability, and upward mobility.

THE SCALE OF EMPLOYMENT: BEYOND THE OBVIOUS

The scale is staggering. The Indian CE industry, valued at over ₹90,000 crore, sells more than 100,000 units annually. This translates into a massive employment ecosystem. Direct jobs include operators, service engineers, R&D specialists, plant workers, design engineers, quality controllers, and sales professionals. Indirect jobs spread across dealerships, spare parts distribution, logistics, component

manufacturing, training institutions, and on-site contract labour. Induced employment emerges in the form of local services, hospitality, transport, and retail that thrive around project sites and industrial clusters.

MANUFACTURING AS A JOB MULTIPLIER

Manufacturing has emerged as one of the biggest job multipliers in this story. What began in the 1980s as limited assembly operations for imported kits has evolved into fully integrated, high-tech manufacturing hubs producing world-class equipment. Caterpillar, JCB, Tata Hitachi, Komatsu, L&T Construction Equipment, and BEML have each invested in advanced plants, employing thousands directly and supporting a vast supplier base. These factories are economic anchors for their regions. In Pithampur, for instance, the establishment of large CE plants has transformed the town's employment profile, pulling in skilled technicians, machine operators, and engineers from across Madhya Pradesh and beyond. In Bidadi, Karnataka, entire families now depend on CE-related employment—from welding and painting on the assembly line to supplying packaging materials to OEMs.

Inside these plants, the range of jobs is wide. Assembly line technicians fit hydraulic systems, engines, and chassis with precision; quality controllers ensure each unit meets international standards; and logistics teams coordinate parts movement across sprawling shop floors. Beyond the plant gates, component suppliers—be they forging units, casting foundries, electronics makers, or hydraulics specialists—operate almost entirely on CE OEM demand. A tier-1 supplier of undercarriage parts in Pune employs 600 people solely for orders linked to

a major excavator manufacturer. R&D centres, once a rarity in India's CE space, now house design engineers, CAD specialists, simulation experts, and materials scientists.

The Construction Equipment (CE) industry in India recorded a turnover of USD 9.5 billion in FY 2023-24, generating employment for over 3 million people. With more than 50 original equipment manufacturers (OEMs) operating in the country, the industry sold approximately 135,000 units during the fiscal year. India now stands as the third-largest construction equipment market globally, as per ICEMA.

THE ROLE OF DEALERS AND SERVICE NETWORKS

The CE industry's reach extends far beyond manufacturing plants, thanks to the dealership and service network spread across India's vast geography. A mid-size dealership can employ 150–200 people, spanning sales, marketing, administration, finance, spare parts, and field service roles. These are stable, formal jobs—often in Tier-III or rural towns where formal employment options are limited. Field service technicians are especially critical; they travel to remote project sites for preventive maintenance, emergency repairs, and operator training. The demand for such technicians has grown exponentially with the increase in machine population. Many of these jobs are entry points for young diploma holders or ITI graduates, who can climb the ladder to managerial positions.

PROJECT SITES: GROUND ZERO FOR EMPLOYMENT

At project sites, the employment impact is immediate and visible. Metro construction, highway building, mining operations, irrigation works—all rely heavily on skilled machine operators, site supervisors, and engineers. Operators are the backbone,



controlling complex machines like excavators, motor graders, pavers, and cranes. They earn competitive wages, often surpassing other semi-skilled roles in agriculture or small-scale manufacturing. The National Skill Development Corporation (NSDC) estimates that demand for equipment operators is growing at 8–10% annually.

A key shift in recent years has been the professionalisation of skills in the CE sector. In the past, operators and mechanics often learned informally, resulting in varied skill levels and higher accident risks. Today, structured training is becoming the norm. The Infrastructure Equipment Skill Council (IESC), promoted by ICEMA and supported by NSDC, has developed training standards, certification frameworks, and curricula for operators, mechanics, and supervisors.

WOMEN IN THE WORKFORCE: A QUIET REVOLUTION

Perhaps one of the most significant yet understated changes has been the growing participation of women in the CE workforce. Traditionally male-dominated, the sector is now

opening doors for women as welders, assembly line workers, quality inspectors, and design engineers. Some manufacturing plants report women making up over 30% of shopfloor staff. Skill training centres, both industry-led and government-supported, are actively encouraging female participation.

GOVERNMENT INITIATIVES DRIVING EMPLOYMENT

Policy support has been another critical enabler. The government's ₹111 lakh crore National Infrastructure Pipeline is essentially a long-term employment engine for the CE sector. Every kilometre of road built, every metro line laid, every port expanded creates waves of direct and indirect jobs. The Production Linked Incentive (PLI) scheme is nudging OEMs to localise component production, which in turn fuels supplier-level employment. PM Gati Shakti's integrated infrastructure approach accelerates project timelines, translating into higher CE deployment and, consequently, more operator and service roles. The employment multiplier effect is significant—every ₹1

crore invested in infrastructure is estimated to create 8–10 direct jobs and 30–40 indirect jobs, many linked directly to CE use.

THE GREEN SHIFT: NEW JOB ROLES EMERGING

As the industry embraces sustainability, entirely new job categories are emerging. Electric and hybrid equipment require technicians trained in battery systems, high-voltage safety, and diagnostics. Telematics, now common in CE, generates vast amounts of machine data, creating demand for analysts who can optimise fuel efficiency, predict breakdowns, and schedule preventive maintenance. Recycling and remanufacturing units are opening roles for specialists in material recovery and component refurbishment. These "green jobs" are attracting younger, tech-savvy talent and reshaping the skills landscape.

EMPLOYMENT CHALLENGES THE INDUSTRY FACES

However, there are challenges. Skill gaps remain a pressing issue as machine technology evolves faster than training programs can keep up. Attrition is high in some segments, as trained workers move to other industries or overseas opportunities. Employment remains concentrated in certain regions, leaving some states with limited exposure to CE-linked jobs. Seasonality in infrastructure spending can also lead to fluctuations in site-based employment. Experts stress the need for continuous skill development, better career progression pathways, and regionally balanced industrial policies to fully realise the sector's employment potential.

THE ROAD AHEAD: EMPLOYMENT OUTLOOK 2030

Looking ahead, the employment outlook for the CE sector is strong. With India's infrastructure spend set to rise sharply, projections indicate a 15–20% increase in CE-related

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jobs by 2030. This growth will be driven by mega-projects in road, rail, metro, and port construction, the digitalisation of fleet management, and the expansion of exports, which will require more manufacturing, supply chain, and after-sales roles. To harness this opportunity, the industry must invest further in modular, tech-enabled skill training; expand diversity initiatives; leverage apprenticeships to bridge the education-to-employment gap; and create regional skill clusters to ensure balanced job creation across the country.

In the end, the construction equipment industry is far more than a supplier of machinery—it is a creator of livelihoods, skills, and aspirations. From the welder in a factory in Pithampur to the operator on a remote dam site in Arunachal Pradesh, each job strengthens the social and economic fabric of India. Every piece of equipment is a tool of progress—not just for the project, but for the people who build, operate, and maintain it. In the years ahead, as India's infrastructure ambitions grow bolder, the CE industry's most enduring legacy may well be its contribution to employment generation—an unbreakable link between machines and human potential, quietly but powerfully building the nation, one job at a time.

INDIA'S MINING AND CONSTRUCTION EQUIPMENT SECTOR TO REACH \$45B BY 2030

The trajectory of India's mining equipment and construction machinery sector is shifting from incremental growth to exponential acceleration. As per the latest CII-Kearney report, the industry is projected to reach a market size of \$45 billion by 2030, driven by robust demand dynamics, visionary policy direction, and the country's evolution into a preferred manufacturing hub.

VISION 2030: BLUEPRINT FOR A HIGH-GROWTH ECOSYSTEM

Underpinning this transformation is Vision 2030, a strategic framework charted by the Government of India to reshape the nation's industrial and economic landscape. Infrastructure is at the core of this vision. From mega expressways to metro rail networks and smart cities, the push toward modernization is relentless.

Naturally, the demand for advanced construction machinery and heavy-duty mining equipment has surged, acting as a critical enabler of these projects. But it's more than just machines. It's about capacity building, economic empowerment, and positioning India as a pivotal force in the global MCE (mining & construction equipment) market.

HIGHLIGHTS FROM THE CII-KEARNEY REPORT: A MARKET READY TO TRANSFORM

The CII-Kearney report paints a compelling picture of what lies ahead:

- The Indian MCE sector is expected to double, touching \$45 billion by 2030, up from approximately \$22 billion in 2023.
- This growth is poised to generate over 3 million jobs, directly and indirectly, a significant stride in employment generation.
- The sector's rising scale is projected to contribute substantially to the national GDP, reinforcing its strategic importance.
- Localized manufacturing, spurred by policy support, will reduce import dependency and amplify domestic capabilities.

These findings are not just optimistic projections; they are signals of a sector aligning itself with long-term national priorities.

POLICY REFORMS: LAYING THE GROUNDWORK FOR GROWTH

Key policy reforms have laid the foundation for this

transformation. The Production-Linked Incentive (PLI) scheme, liberalized FDI policies, and an improved ease-of-doing-business environment have been instrumental in attracting global players to the Indian market.

Furthermore, the government's thrust on Make in India and Atmanirbhar Bharat has catalyzed the development of indigenous capabilities. India is no longer just a consumer, it is becoming a producer, exporter, and innovator of next-generation mining and construction machinery.

INFRASTRUCTURE GROWTH AND ECONOMIC SYNERGY

India's ambitious infrastructure agenda is more than just numbers and budgets. It is a catalyst for deep structural change. Each new expressway or freight corridor becomes a node of economic activity. Each power or mining project creates a ripple effect across industries. The India MCE market sits at the epicenter of this momentum.

As the scale and complexity of projects grow, so too does the need for technologically advanced, efficient, and environmentally sustainable equipment. This shift is not just pragmatic, it's imperative.

JOB CREATION AND GDP CONTRIBUTION: TANGIBLE NATIONAL IMPACT

The expansion of the MCE sector holds transformative potential for employment. From equipment manufacturing and maintenance to logistics and engineering services, the entire value chain offers wide-ranging opportunities for both skilled and semi-skilled workers.

Simultaneously, the sector's projected GDP contribution strengthens India's economic resilience and autonomy. It is not merely about equipment, it is about empowerment, capability, and national pride.

FROM VISION TO REALITY

India's march toward a

\$45 billion MCE industry by 2030 is more than a statistical milestone, it is a reflection of intent, innovation, and industrial maturity. Anchored by Vision 2030, and supported by bold reforms, strategic investments, and a swelling tide of infrastructure development, the country is poised to become a global leader in mining equipment and construction machinery.

VOICE OF THE VISIONARIES

Deepak Shetty, President, ICEMA and CEO & MD, JCB India, said, "The CE industry is a key enabler of employment across the infrastructure value chain. From OEMs and component manufacturers to dealers, rental companies, and operators, the industry supports a wide spectrum of livelihoods. At the manufacturing end, large OEMs and a vast network of MSMEs generate employment in design, fabrication, assembly, and quality assurance. The dealer and aftermarket ecosystem adds further opportunities in sales, servicing, logistics, and support. Importantly, the CE industry currently employs 3 to 4 million people (directly & indirectly) including trained equipment operators and mechanics, many of whom are deployed in infrastructure projects across India's heartland. As infrastructure investments continue under national programs like PM Gati Shakti and NIP, the CE industry will remain a catalyst for inclusive job creation, skill development, and sustainable livelihoods—supporting India's vision of becoming a \$30 trillion economy by 2047."

Vijay Kumar, CEO, Infrastructure Equipment Skill Council (IESC), said, "As the infrastructure equipment industry embraces digital transformation, the skillsets required across servicing, sales, and support are undergoing a fundamental shift. digital literacy, data interpretation, and customer-centric



Deepak Shetty,
President, ICEMA and
CEO & MD, JCB India



Vijay Kumar,
CEO,
Infrastructure Equipment
Skill Council (IESC)



Rajesh Nath,
MD - German Engineering
Federation (VDMA India)



Arvind K Garg,
Advisor to the
Chairman and Director,
Larsen & Toubro

communication are emerging as cross-cutting skills that will define the future-readiness of the infrastructure equipment workforce. Infrastructure Equipment Skill Council (IESC) is committed to enhancing skills and employability in the infrastructure equipment sector. It works closely with industry, government, and training partners to design programs aligned with sector needs. Infrastructure Equipment Skill

Council (IESC) collaborates closely with industry players to drive skill development in the construction equipment sector. IESC develops NSQF-aligned Qualification Packs and training content in consultation with OEMs and experts, covering equipment operation, maintenance, repair, and supervision. New job roles in emerging technologies are regularly evaluated and added. IESC supports affiliation of training partners and accreditation of training centres, working with industry, academia, and private institutions to build a responsive skilling ecosystem."

Rajesh Nath, Managing Director - German Engineering Federation (VDMA India), said, "India's construction equipment industry is a critical pillar in the country's infrastructure and economic growth story. It not only catalyzes development but also plays a significant role in employment generation—directly in manufacturing, assembly, and after-sales services, and indirectly across logistics, rentals, and raw material supply chains. German companies, many of whom are VDMA members, have long viewed India as a strategic market for technology and talent. Their collaboration with Indian partners has enabled the localisation of advanced equipment while fostering a strong ecosystem of vendors, technicians, and service engineers. This creates skilled jobs across the value chain—from shop floor workers to design engineers and project managers. Further, with initiatives like Skill India and the Equipment Skill Council of India (ESCI), we are witnessing increased focus on formal skill development. German vocational training models, adapted for Indian needs, are being embedded into many Indo-German joint ventures, ensuring a future-ready workforce for the construction equipment sector."

Arvind K Garg, Advisor to the Chairman and Director, Larsen & Toubro, said, "L&T Construction & Mining Machinery has been at

the core of India's infrastructure growth for eight decades, and our contribution to employee generation is truly significant. Directly, we employ thousands of professionals across assembly, sales, service, training, and support. Every year, we recruit around 100-150 Engineers, train them and depute them in the field either for sales or service. Indirectly, our footprint extends to a wide supplier network, component manufacturers, logistics partners, dealerships, and authorised service providers. Every machine we deliver triggers a chain of jobs, at least four, from skilled technicians who maintain fleets to operators and trainers who keep them productive. Overall, our contribution to livelihoods across India's construction and mining value chain is significant, and it continues to grow in sync with the nation's ambitious growth."

V. G. Sakthikumar, Chairman & Managing Director, Schwing Stetter India, said, "Over the past 26 years, Schwing Stetter India has evolved into far more than a manufacturing company. We have built one of the largest workforces in the country's construction equipment industry, employing more than 3,000 people across our Global Manufacturing Hub, R&D center, service networks and offices.

What I am most proud of is what happens beyond our own workforce. Every batching plant, self-loading mixer or concrete pump that leaves our factory creates a ripple effect of jobs. Welders in component shops, drivers who transport equipment, mechanics in small towns and operators on project sites all find work connected to the machines we produce. For every person directly employed at SCHWING Stetter, five or six more find opportunities in allied areas such as dealerships, logistics and fleet services. This means tens of thousands of livelihoods are linked to the work we do. We do not just make equipment,



V. G. Sakthikumar,
CMD,
Schwing Stetter India



Ramesh Palagiri,
MD & CEO,
Wirtgen India



Shubhabrata Saha,
MD and CEO,
AJAX Engineering

we create pathways for people to earn, grow and contribute to India's infrastructure story."

Ramesh Palagiri, Managing Director & CEO, Wirtgen India, said, "Since the start of its Pune facility, Wirtgen India has been a significant source for job creation in the CE sector, employing hundreds directly in manufacturing sector but also creating a robust ecosystem of local vendors, technicians, and operators. A significant localization effort ensures that about 70% of components are locally sourced, this further fosters jobs in small and midsize enterprises. Wirtgen India has tied up with India Infrastructure Skill Council and undertakes training, skilling for equipment operators. We also have an inhouse operator training school and also encourage ITI students

to join us. At the Wirtgen Group, we have E- learning platforms and micro learning modules for all employees which are relevant to their work areas. There are also virtual trainings with simulators to upskill the work force. Hybrid trainings – Onsite and Classroom is also offered to operators and technicians for skill enhancement. DEI is a topic which is followed at Wirtgen India. At least 15% of the current shopfloor taskforce is females who are equally placed on assembly lines. Having an all India presence naturally brings regional diversity to the employee force. Inclusive hiring and development initiative programs are run to ensure diversity at Wirtgen India."

Shubhabrata Saha, MD and CEO of AJAX Engineering, said, "We are committed to building a skilled, future-ready workforce for the concrete equipment industry through our flagship skilling initiative the AJAX School of Concrete. We also take part in training our employees on a regular basis from Ajax School of Concrete. The school currently offers two ongoing apprenticeship programs for operator training and for technician training. These programs are designed to equip participants with the practical and technical expertise required for modern construction environments. All training participants are assessed by the authorized assessment agency of the Infrastructure Equipment Skill Council of India (IESC) and certified by NCVET/NSDC under the National Skill Qualification Framework (Level 4). These programs not only prepare individuals for current industry needs but also position them to adapt to emerging technologies and evolving sector demands. To date, the AJAX School of Concrete has trained 254 operators and 533 technicians, with a strong track record of 79% employability. Students undergoing these programs have successfully secured employment at leading companies, dealerships, and infrastructure development firms.

The curriculum is structured to support growth from the basics to advanced levels, covering engine operation, DC and AC electrical systems, hydraulics, concrete technology, and equipment maintenance and repair. This comprehensive approach ensures that graduates are prepared not only to operate but also to maintain and troubleshoot a wide range of construction equipment.”

Anil Ghegade, Managing Director, Sandvik (Intelligent Manufacturing) India Innovation Hub, said, “As a global leader in engineering solutions, Sandvik has a significant and growing footprint in India. Through our India Innovation Hub for Intelligent Manufacturing Solutions, we are directly creating high-skilled roles in product development, digital engineering, and advanced manufacturing. Indirectly, our innovations drive demand in the broader ecosystem—suppliers, technology partners, and field service networks—contributing meaningfully to employment generation across the value chain. Our innovation-driven approach creates new job opportunities across multiple domains. When we introduce new digital solutions or automation technologies, it often requires new roles in AI, data analytics, software development, and system integration. Plant expansions or localization efforts lead to increased hiring in manufacturing and support services. While based in India, the innovation hub is designed to serve Sandvik and SMF business units globally.”

Anirudh Bhuwalka, CEO, Blue Energy Motors, said, “At Blue Energy Motors, we see employment generation as an outcome of creating sustainable transport solutions. Our operations support a wide network—from in-house manufacturing talent and R&D teams to external logistics, dealerships, and component suppliers. We’ve also upskilled



Anil Ghegade,
Managing Director, Sandvik
(Intelligent Manufacturing)
India Innovation Hub



Anirudh Bhuwalka,
CEO,
Blue Energy Motors



Arunkumar Govindarajan,
President,
Epiroc India



Subhasis Mohanty,
Vice President, India and
Middle East Sales Area,
Normet Group

over 1,500 drivers across the country to handle LNG-powered heavy-duty trucks safely and efficiently—enhancing employability and operational readiness on the ground. Our trucks integrate cutting-edge technologies—from cryogenic fuel systems to predictive telematics—and require an evolved support ecosystem. As a result, we’ve created new roles around vehicle diagnostics, telematics service, and LNG-specific powertrain

maintenance. The growth of our dealer and service networks, including mobile workshops, has also brought skilled job opportunities closer to the customer, especially in transport-intensive industrial clusters.”

Arunkumar Govindarajan, President, Epiroc India, said, “Epiroc has been present in India since 1960. We currently employ over 1,700 individuals directly across our various operations in the country. In addition, we contribute significantly to indirect employment through our extensive network of suppliers and service providers, thereby supporting a broader ecosystem within the construction and mining equipment sector. Epiroc India holds a unique position within the global organization, with two manufacturing facilities, one sales company, and a Global Engineering Center. This robust infrastructure has enabled us to consistently generate new employment opportunities across multiple functions. Over the past two years, we have added more than 100 new positions annually, contributing to sustainable job growth.”

Subhasis Mohanty, Vice President, India and Middle East Sales Area, Normet Group, said, “Normet India plays a significant role in employment generation across the mining and tunnelling equipment segment. Directly, we employ a growing workforce that spans engineering, manufacturing, service, sales, R&D and other support functions. Indirectly, our operations support thousands more jobs across our supply chain including service vendors, logistics providers and dealer networks. As we continue to localize manufacturing and expand our service footprint, we are committed to generating long-term employment opportunities within India’s evolving construction and mining landscape. Every innovation or plant expansion creates the opportunity towards job creation. For instance, our increasing focus on battery electric vehicles (BEVs) and advancing technology such

as remote monitoring centre, digital solutions, automation has led to new roles within engineering, diagnostics, analytics and safety training. Our manufacturing unit expansion in India has led to increased hiring in operations, quality and logistics.”

Manjunath S, Director, MH Sales, SIOP, Marketing, Doosan Bobcat India, said, “Doosan Bobcat significantly contributes to employment generation in the Indian CE sector directly and indirectly. The company employs skilled workforce in its manufacturing facility in Chennai, covering roles in engineering, operations, quality control, sales, and service, promoting job creation across technical and managerial domains. Indirectly, we support a wide network of dealers, service providers, logistics partners, and component suppliers. Our emphasis on local sourcing and “Make in India” manufacturing strengthens ancillary industries, further promoting regional job markets. Additionally, our operator training programs enhance the employability in rural and semi-urban areas. Through these efforts, we strengthen the employment landscape contributing to the country’s infrastructure development while nurturing skilled labour and entrepreneurial growth in allied sectors. Our strategic initiatives are key drivers of job creation across the Indian CE sector. The recent expansion of our Chennai facility compact excavator production line has created numerous direct employment opportunities.”

Siddharth Chaturvedi, General Manager – Marketing, Tata Hitachi Construction Machinery Company, said, “Tata Hitachi has played a pivotal role in employment generation within the Indian construction and mining equipment sector. Our operations span two major manufacturing facilities—at Dharwad, Karnataka and



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Director, MH Sales,
SIOP, Marketing,
Doosan Bobcat India



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GM – Marketing,
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CEO – Rentals,
Mtandt Group



Sooraj Cherukat,
Head of Sales - Aggregate
Business,
Hailstone Innovations

Kharagpur, West Bengal and Bengaluru corporate office employing a large and diverse workforce directly. These facilities not only generate employment in core manufacturing functions but also in Research & Development, Supply Chain, Product Support, and Corporate Functions. Beyond direct employment, we have a wide-reaching indirect employment footprint through our pan-India dealer network, component vendors, logistics

partners, and service providers. Each of these stakeholders contributes to a large number of sustained jobs across the value chain—from machine assembly to aftermarket support. By maintaining high volumes of localized manufacturing, we actively support India’s industrial ecosystem and play a critical role in nation-building through employment creation.”

Suresh Babu, CEO – Rentals, Mtandt Group, said, “At Mtandt Rentals, we take great pride in being a significant contributor to employment generation within India’s infrastructure and construction ecosystem. As part of the Mtandt Group—an institution with a legacy of over 50 years—we don’t just provide equipment; we provide opportunities. From operators, technicians, and logistics personnel to service engineers, rental coordinators, and safety trainers, our operations directly and indirectly support thousands of livelihoods across the country. Our wet lease model (machine with operator) alone has played a powerful role in creating on-ground employment and skill-based opportunities, especially in tier-II and tier-III cities where access to industrial jobs is still evolving.”

Sooraj Cherukat, Head of Sales - Aggregate Business, Hailstone Innovations, said, “At Hailstone Innovations, we take immense pride in being a catalyst for employment generation across the construction and mining equipment value chain. Our contribution spans both direct and indirect employment, creating opportunities not just within our facilities but also throughout our ecosystem of partners, dealers, service providers, and customers. We have steadily expanded our manufacturing capabilities, R&D, and customer support operations, thereby employing a skilled workforce of engineers, production specialists, service technicians, quality experts, and

administrative professionals. Our state-of-the-art facility in Kerala is a prime example of localized industrial growth and employment generation, especially in southern India. Through our pan-India dealer and distributor network, we support hundreds of jobs in sales, service, logistics, and spare parts management."

Dr. Virender Saroha President – HR & Legal, Action Construction Equipment (ACE), said, "The construction sector plays a vital role in India's economy, contributing nearly 9% to the country's GDP and employing over 71 million people, making it the second-largest employer after agriculture. As a leading homegrown construction and material handling equipment manufacturer, ACE has made a significant contribution to this employment landscape. We employ over 3200+ people across our manufacturing plants, corporate offices, and service network. Beyond our internal workforce, ACE has generated extensive indirect employment through its nationwide dealer ecosystem, supplier networks, logistics partners, and service technicians. Additionally, our focus on indigenously designed and developed products under the 'Make in India' initiative has catalyzed job creation in allied sectors such as component manufacturing, fabrication, training, and on-ground project support—further strengthening our contribution to India's industrial and economic growth story."

Sheetal Nimbalkar, Head of Human Resources - BOMAG India, said, "At BOMAG India, we are proud to be part of the growing infrastructure journey of the country. Since the beginning of our operations here, we have created direct employment opportunities in areas such as manufacturing, engineering, sales, service, and administration. Our facility in Pune supports assembly, spare parts, and after-sales service, and employs trained engineers, technicians, and



Dr. Virender Saroha
President – HR & Legal,
Action Construction
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Head of Human Resources,
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Director - HR,
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Shamita Nandi,
CHRO,
TIL

support staff. Our local operations are built on strong relationships with allied industries. We source components from Indian manufacturers wherever possible, which supports job creation in the local manufacturing sector.

We also work with third-party logistics companies for machine movement and spare parts distribution. These partnerships help generate employment in transport, warehouse operations, and inventory handling. In addition, our dealership and service networks continue to grow. This creates jobs for service

engineers, sales professionals, mechanics, and support teams in multiple regions of India."

Swapnil Gupta, Director - HR, Putzmeister India, said, "Putzmeister has been proudly rooted in Goa for over 18 years, and in that time, we have grown into more than just a manufacturing presence—we have become a key contributor to the local economy and community. As one of the first multinational companies to invest in Goa, we've created direct and indirect employment opportunities, helping shape the region's industrial landscape. At the heart of it all is our core philosophy: People First—a belief that has guided every step of our journey here. This commitment is reflected in our employee retention—more than 22% of our workforce has been with us for over a decade. Our approach to employment is not just driven by HR, but deeply rooted in our business strategy. Whether it's setting up a sales and service office, warehouse, or service center in any location across India, our priority is to hire locally."

Shamita Nandi, CHRO, TIL, said, "As India accelerates toward becoming a global manufacturing and industrial powerhouse, companies like ours are playing a crucial role in shaping the workforce of tomorrow. Our strategic priorities are not limited to hiring—it's about developing, nurturing, and empowering talent to thrive in a rapidly evolving landscape. Our active fleet of over 3,000 machines serving our customers creates a substantial indirect employment ecosystem. The establishment of TIL Defence as a dedicated Strategic Business Unit further amplifies our employment contribution, driven by projected domestic defence orders worth ₹2,000 crore over the next five years. Our FY25 performance, marked by ₹343.1 crore in revenue, strengthens our capacity to generate significant employment opportunities." ■



At TIL, we have always believed that progress isn't just built by machines—it's driven by people.

SHAMITA NANDI
CHRO, TIL

How would you describe your company's contribution to employment generation within the Indian construction/mining equipment sector (direct and indirect)?

As India accelerates toward becoming a global manufacturing and industrial powerhouse, companies like ours are playing a crucial role in shaping the workforce of tomorrow. Our strategic priorities are not limited to hiring—it's about developing, nurturing, and empowering talent to thrive in a rapidly evolving landscape.

Our active fleet of over 3,000 machines serving our customers creates a substantial indirect employment ecosystem. The establishment of TIL Defence as a dedicated Strategic Business Unit further amplifies our employment contribution, driven by projected domestic defence orders worth ₹2,000 crore over the next five years. Our FY25 performance, marked by ₹343.1 crore in revenue, strengthens our capacity to generate significant employment opportunities. A testament to this is that we currently employ a diverse and skilled

workforce across engineering, manufacturing, R&D, marketing, service, and corporate functions. Over the last year alone, we have added over 100 new colleagues, including roles at the baseline (shopfloor technicians, operators, service personnel) and at the leadership level (functional heads, strategists, and senior managers). This reflects our ongoing investment in both the present and future of the organisation.

How do your product innovations, plant expansions, or service network additions contribute to new job creation in India?

Our product innovation strategy directly translates into employment generation through multiple channels. The production scale-up leading to our 400th Hyster-TIL ReachStacker has driven specialised roles in production, quality control, and technical support. Our plan to develop 5-6 breakthrough products for the non-defence sector will require additional engineering talent, R&D professionals, and manufacturing specialists. Our partnerships with global leaders like Hyster-Yale,

Manitowoc Cranes, and Snorkel Europe facilitate knowledge transfer that creates high-skilled employment opportunities in technology integration, product development, and specialised manufacturing processes across our Kamarhati and Kharagpur facilities.

How have your operations in India helped in creating employment in allied sectors like component manufacturing, logistics, dealerships, or services?

As a heritage brand in India's construction and mining equipment space, TIL has played a meaningful role in employment generation—both directly within the organisation and indirectly through our extended value chain via a robust pan-India presence through strategically located regional offices in Kolkata, Chennai, Mumbai, Delhi, and Singrauli.

TIL supports a wide network of channel partners, service associates, suppliers, and logistics providers, all of whom contribute to the broader construction and mining equipment ecosystem. Through these indirect channels, we help sustain thousands of jobs across India, especially in infrastructure-intensive zones.

The manufacturing of our diverse product portfolio, from rough terrain cranes to ReachStackers, creates demand for specialised component suppliers, contributing to the growth of India's component manufacturing sector. Our dealer network and aftermarket support services



employ skilled technicians, service engineers, and support staff across the country, with service teams trained to provide localised support even in remote areas.

What kind of training or skill development programs do you conduct internally or in partnership with external institutions (e.g., ICEMA, ITIs, NSDC, industry associations)?

We actively run training programs for employees and technicians to promote continuous skill enhancement, ensuring our workforce remains agile and future-ready. From machine diagnostics to digitization, we are equipping individuals not just for today's needs but for the evolving demands of the sector.

Our commitment to skill development is embedded in our strategic partnerships and operational excellence framework. The renewed Dealer Sales and Service Agreement with Hyster-Yale Asia-Pacific emphasises continuous training and skill development for TIL's teams, ensuring our workforce stays current with global technological advancements. Maintaining ISO 9001:2015 and ISO 3834 certifications requires continuous skill enhancement programs to maintain stringent quality standards. Our defence manufacturing expertise, spanning nearly four decades, involves specialised training for handling complex systems operating in extreme conditions. As we expand our TIL Defence operations and launch new products, we invest in comprehensive training programs that enhance technical competencies, safety protocols, and operational efficiency while building capabilities in emerging technologies like IoT integration and AI-driven analytics.

Are you aligned with any government-led skill development initiatives such as the Skill India Mission, Make in India, or the PLI Scheme?

As a proud Indian manufacturer with decades of legacy, we fully support the Make in India initiative. Our product lines—especially in material handling, port equipment, and defence applications—are designed, engineered, and assembled in India, with increasing localisation.

We strongly believe that sustainable growth stems from a skilled, agile, and future-ready workforce. That's why we invest significantly in structured training programs, technical certifications, and on-the-job learning for employees across levels—from shopfloor workers to engineering professionals. Our association with government initiatives like Skill India, NAPS (National Apprenticeship Promotion Scheme), and NATS (National Apprenticeship Training Scheme) helps us provide real-world industrial exposure to young talent and support the national skill-building mission.

How do you leverage digital tools and technology to upskill your workforce and enhance productivity?

We are rapidly embracing Industry 4.0, transforming our operations with smart manufacturing, real-time data intelligence, and IoT integration. At the heart of this shift is a strong focus on reskilling our workforce—empowering teams to work with advanced digital platforms, connected machines, and analytics-driven decision-making. Our new-generation ReachStackers come equipped with intelligent cabins and telematics monitoring systems, requiring a higher level of technical expertise. These innovations not only boost equipment uptime and customer responsiveness, but also drive the evolution of our talent—creating high-value roles in predictive maintenance, digital diagnostics, and remote support. This is not just about adopting technology; it's about building a future-ready



workforce that delivers excellence through innovation.

What is your company's approach to building a diverse and inclusive workforce?

At TIL, we've always believed that progress isn't just built by machines—it's driven by people. That's why we're proud to support and grow the role of women across all levels of our organisation. From young women DETs taking their first steps on the shop floor, to experienced leaders in senior management roles, we're actively building a workplace where talent thrives regardless of gender. We've also set internal diversity targets to ensure that inclusion isn't just a value—it's a measurable goal. Our approach to diversity and inclusion is guided by our core values of Integrity, Excellence, Entrepreneurship, Caring, Collaboration, and Customer Centricity. Our 80-year legacy of manufacturing excellence has been built on recognising talent across diverse backgrounds and promoting inclusive growth. The integration into the Gainwell Group in 2024 has further strengthened our commitment to building a diverse workforce that reflects India's rich cultural and regional diversity. We strongly believe that genuine workplace inclusion transcends mere policy. Thus, we aim for a holistic, long-term strategy that empowers employees to bring their authentic selves to work ■