

RESEARCH REPORT · TAMIL NADU EMPLOYMENT SERIES · 2026

Tamil Nadu Graduate Employment Analysis

+24%

TN HIRING GROWTH
INDIA #1 · OCT 2024

45/100

GRADUATES NOT
YET JOB-READY

11.19%

REAL GSDP GROWTH
HIGHEST IN INDIA

An independent analysis of graduate employment, hiring market signals, and skill gaps across Tamil Nadu, based on publicly available government and industry data — for students, institutions, employers, and policymakers.

July 2026 · 20 Pages · Coverage: 2022–2025

ABOUT

About This Report

What This Report Is

The Tamil Nadu Graduate Employment Analysis is a research report published by Ascendra™ Institute & Placement Services for the benefit of students, colleges, and employers. It brings together government data, national job surveys, and industry hiring information to give a clear picture of graduate job opportunities across Tamil Nadu's 38 districts.

Ascendra™ has not created any numbers on our own — our role is to read, organise, and explain what the published data means. All original data sources are listed on Pages 17–18.

This is the only edition of this report available to the public. "Public Edition" on the cover simply means it is not an internal draft — there is no separate paid or private version.

Data Scope — Two Types of Data in This Report

- TN DATA

Data specific to Tamil Nadu from state and central government publications. These numbers directly describe Tamil Nadu's economy, workers, and hiring activity. Marked

TN DATA

 throughout.
- NATIONAL

India-wide data from national surveys (ISR 2025, PLFS national figures, Naukri India sector figures). Tamil Nadu graduates apply for jobs in the national market and are measured against these national standards. Tamil Nadu-specific numbers are not published separately by these surveys. Marked

NATIONAL

 throughout.

✓ SOURCE VERIFIED

Every number we cite directly carries a SOURCE VERIFIED mark and comes from a named government body or recognised industry publisher. When we have done our own calculations, they are marked

CALCULATED

 and we show what we used to calculate them. When we have given our own interpretation of source data (for example, classifying a growth trend as "strong" or "moderate"), it is marked

ASCENDRA ANALYSIS

 or

TREND

 — the original data is still from the named source; only the interpretation is ours.

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FOREWORD FROM THE FOUNDER

Every year, thousands of Tamil Nadu graduates leave college and spend months trying to figure out what to do next.

Not because they aren't smart. Not because they didn't work hard. But because nobody gave them a clear picture of what the job market in Tamil Nadu actually looks like, or what employers here are really looking for.

At Ascendra, we speak with students, colleges, and employers every day. The biggest problem we see is not a shortage of talent — it is a gap in information. Students don't know which sectors in Tamil Nadu are hiring. Employers can't find the right people. Colleges are preparing graduates for a job market that has already changed.

This report is our attempt to fix that.

We collected data from 24 verified government and industry sources and put it in one place — which sectors across Tamil Nadu are growing, which skills employers want, what salaries actually look like, and where each stream leads. Every number is sourced. Every source is named.

Use this report to make better decisions — whether you are a student choosing a path, a faculty member advising students, an employer building a team, or a policymaker planning the next skilling initiative for Tamil Nadu.

Transparency note: Ascendra provides paid training and placement services. That has not influenced this data — all statistics come from named government and industry publications.

Sujithkumar Sivakumar

Founder, Ascendra™ Institute & Placement Services · July 2026

FRONT MATTER

01	Cover	
02	About This Report · Disclaimer	
03	Table of Contents	
04	Executive Summary	4 Verified KPIs

ANALYSIS — TAMIL NADU EMPLOYMENT

05	Part I — Economic Context	GSDP · Labour Force · MSME
06	Visual Overview	4 KPIs · 6 Employment Zones · Skill Gap
07	Part II — Regional Landscape	6 Employment Zones
08	Part III — Hiring Signals	Naukri JobSpeak 2024–26
09	Part IV — Sector Opportunity	Sector Growth · Stream Map
10	Part V — Employment Trajectory	ISR Trend · PLFS · Naan Mudhalvan · ASI
11	Part VI — Youth & Gender	Women's Milestone · PLFS
12	Part VII — Readiness & Skill Gap	ISR 2025 Employer Survey
13	Part VIII — Stream Deep Dive	6-Stream Analysis
14	Additional Professional Streams	Medical · Dental · Pharmacy · 4 More
15	Part IX — 2030 Outlook	NSDC · Semiconductor · AI/ML · IT/GCC · EV

REFERENCE & CAREER PATHWAYS

16	Career Pathways & Compensation	IT Salary · Govt (Civil Service) · Career Pathways
17	Sources Register	Sources Register (1 of 2)
18	Sources Register	Sources Register (2 of 2)
19	Methodology Notes & Verification	Data Notes · Limitations · SHA-256
20	Back Cover	

What This Report Answers

- Which sectors in Tamil Nadu are hiring freshers right now — and which are not? (Pages 08–09)
- What skills do Tamil Nadu employers actually want — by graduate stream? (Pages 12–14)
- What salary can you realistically expect — in IT, government, and PSU roles? (Page 16)

Students: Pages 04, 09, 12, 13, 14, 16 · **Faculty:** Pages 04, 08, 09, 12, 13, 14
Employers: Pages 08, 09, 12 · **Policymakers:** Pages 04, 05, 06, 10, 11, 15

54.81%

Graduate Employability — India (ISR 2025)

NATIONAL

✓ SOURCE VERIFIED

India Skills Report 2025 (CII/ETS/AICTE/Taggd/Wheelbox). Up from 47.38% in 2019. Currently, 45 out of every 100 graduates in India are not yet at the level employers expect when hiring.

+24%

Tamil Nadu Hiring Growth — India #1 State (Naukri JobSpeak, Oct 2024)

✓ SOURCE VERIFIED

Naukri JobSpeak October 2024 press release. Tamil Nadu led all Indian states with +24% year-on-year (YoY) hiring growth. National index reached 3,233 (Feb 2026 peak); FY 2025–26 full-year hiring growth +8% — strongest in 3 years.

₹31.19L Cr

Tamil Nadu GSDP (Gross State Domestic Product) 2024–25 — Contributes 9.4% to National GDP

✓ SOURCE VERIFIED

Economic Survey of Tamil Nadu 2025–26. 11.19% real growth — highest in India, first double-digit in 14 years. Per capita income ₹3.62 lakh (approximately 1.77× the national average, per Tamil Nadu's Economic Survey). TN contributes 9.4% to national GDP.

14.68L

Naan Mudhalvan — 2023–24 Student Enrollment

✓ SOURCE VERIFIED

HED, Govt. of Tamil Nadu (DT Next, Jul 2024). In 2023–24, 14.68 lakh students enrolled across 2,085 NM institutions (DT Next, Jul 2024). Of these, 348 engineering colleges were in the NM placement track — 76.4% of their registered engineering students got jobs (DT Next, Nov 2024).

Key Research Observation

Tamil Nadu led India in hiring growth (+24% in one year, Naukri Oct 2024 — #1 state in India). Nationally, graduate employability has improved steadily from 47.38% in 2019 to 54.81% in 2025 (ISR 2025). Yet **45 out of every 100 graduates** in India are not yet at the level employers want — the skilling gap remains a shared challenge for colleges, industry, and the state.

Data Integrity & Scope Note

Three of the four key numbers above are Tamil Nadu-specific **TN DATA**. One is an India-wide number from ISR 2025 **NATIONAL** — overall graduate employability 54.81% — included because Tamil Nadu graduates compete for jobs in the national market. All numbers have SOURCE VERIFIED status from named published sources — see Pages 17–18 for the full list.

PART I

Economic Context — Tamil Nadu

GSDP · MSMEs · Labour Force · Higher Education 2024–25

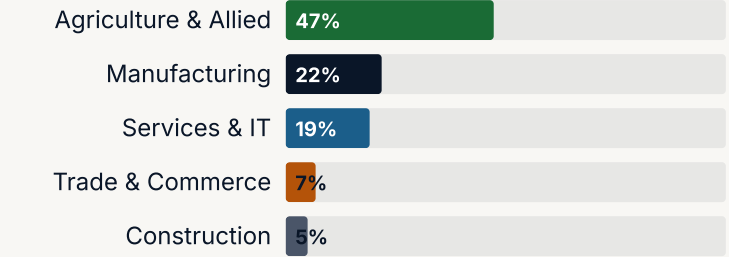
Tamil Nadu Economy at a Glance

Indicator	Value	Status
GSDP 2024–25	₹31.19 lakh crore	✓ SOURCE VERIFIED
GSDP Real Growth 2024–25	11.19%	✓ SOURCE VERIFIED
GSDP Real Growth 2023–24 (prev. year)	8.33%	✓ SOURCE VERIFIED
GSDP Real Growth 2022–23 (baseline)	7.9%	✓ SOURCE VERIFIED
Manufacturing Growth 2024–25	14.74%	✓ SOURCE VERIFIED
Per Capita Income 2024–25	₹3.62 lakh	✓ SOURCE VERIFIED
Total Labour Force (PLFS 2023–24)	3.2 crore	✓ SOURCE VERIFIED
Number of Districts (current)	38	✓ SOURCE VERIFIED
MSME Units (Udyam-registered, 2023–24)	Ranked #3 nationally	✓ SOURCE VERIFIED
Higher Ed Enrollment (AISHE 2021–22)	33.09 lakh	✓ SOURCE VERIFIED
Higher Ed GER (AISHE 2021–22)	47.0% — #1 (5 yrs)	✓ SOURCE VERIFIED
Women LFPR (Labour Force Participation Rate) — TN (2022–23)	40.5%	✓ SOURCE VERIFIED
Overall Unemployment Rate (2022–23)	4.3%	✓ SOURCE VERIFIED

Sources: Economic Survey of Tamil Nadu 2025–26 & 2024–25 (TN State Planning Commission — 2022–23 baseline GSDP from the 2024–25 edition) · PLFS 2023–24 (Periodic Labour Force Survey, MOSPI) · AISHE 2021–22 (All India Survey on Higher Education; enrollment & GER) · MSME Annual Report 2023–24 (Ministry of MSME, GoI) · NITI Aayog (TN Macro & Fiscal Landscape, March 2025). Key terms: GER = Gross Enrolment Ratio · MSME = Micro, Small and Medium Enterprises. · Economic Survey of India 2024–25 (Ministry of Finance, GoI, Source #24) — national skill mismatch and vocational training data.

Labour Force by Sector — Tamil Nadu (2024)

TN DATA



Source: PLFS 2023–24 · MOSPI, Govt. of India

The Graduate Employment Challenge

Tamil Nadu's economy reached ₹31.19 lakh crore in 2024–25, contributing 9.4% to national GDP, with a growing formal sector (organised companies offering regular employment). With 33.09 lakh students in higher education (AISHE 2021–22), the state produces a large number of graduates every year. The challenge is not a shortage of graduates — it is a mismatch between the skills graduates have and the skills employers need. Nationally, 50.3% of degree-holders work in occupations below their qualification level, and only 4.9% of youth (15–29) have formal vocational training (Economic Survey of India 2024–25, Source #24).

The Opportunity Gap

Agriculture, forestry and fishing employs 47% of Tamil Nadu's workforce (PLFS 2023–24) — showing how many people this sector supports. Manufacturing and Services together create 84% of the state's income, but employ only 41% of workers **CALCULATED** (Ascendra calculated from PLFS 2023–24 + Economic Survey TN 2025–26 — not a directly published figure). This means there is a strong opportunity in formal companies and factories for graduates with technical and service skills. Ascendra's analysis shows that closing the gap between what graduates can do and what this sector needs is one of Tamil Nadu's key employment challenges.

VISUAL

Tamil Nadu Employment — At a Glance

4 Verified KPIs · 6 Employment Zones · Skill Gap Snapshot

GRADUATE EMPLOYABILITY

54.81%

India national rate · ISR 2025

NATIONAL

TN HIRING GROWTH

+24%

YoY Oct 2024 · #1 in India

TN DATA

TN ECONOMY (GSDP)

₹31.19L Cr

At current prices · 2024–25

TN DATA

NAAN MUDHALVAN

14.68L

Students enrolled · 2023–24

TN DATA

TAMIL NADU — ZONE LOCATIONS

Illustrative schematic — not to scale

CN

Chennai Metro Zone
Chennai · Chengalpet · Kancheepuram · Tiruvallur

IT & GCC Hub
India's #3 GCC city

WG

Western Growth Zone
Coimbatore · Tiruppur · Erode · Salem · Karur

Manufacturing
Textile export belt

EV

Hosur EV Corridor
Krishnagiri (Hosur) · Dharmapuri

Fast-Growing
EV manufacturing hub

NT

Namakkal Transport Zone
Namakkal · Salem · Tiruchirappalli

Logistics Hub
Road transport cluster

SO

Southern Opportunity Zone
Madurai · Tirunelveli · Thoothukudi · Virudhunagar

Port-Led
V.O.C. Port · Food processing

CA

Coastal Agricultural Zone
Nagapattinam · Thanjavur · Tiruvarur · Cuddalore

Agri-Coastal
Delta farming · Fisheries

45

out of 100 graduates are not yet job-ready

Inverse of 54.81% national employability (ISR 2025, Src #05). 45.19% of graduates do not yet meet basic employer hiring criteria.

50.3%

degree-holders in semi-skilled occupations

National mismatch: graduates in jobs below their qualification. Economic Survey of India 2024–25 (Src #24). NATIONAL

YOUTH UNEMPLOYMENT FALLING — INDIA

NATIONAL

· PERIODIC LABOUR FORCE SURVEY (PLFS, SRC #01)

2022–23

15.9%

Youth unemployment rate (India, 15–29 yrs)

2023–24

10.2%

Youth unemployment rate (India, 15–29 yrs)

2024–25

9.9%

Youth unemployment rate (India, 15–29 yrs)

5.7 percentage-point improvement in 2 years. TN's +24% hiring growth (Naukri Oct 2024) is the state-level signal within this national recovery trend.

NAAN MUDHALVAN — ZONE-WISE ENROLMENT (2023–24)

TN DATA

Western Zone (incl. Namakkal)	96,422
Chennai Zone	70,991
Central Zone	59,680
Northern Zone	32,757

348 colleges registered. Engineering cohort placement rate: 76.4%. Source: Naan Mudhalvan Programme 2023–24 (Src #07).

TN MANUFACTURING STRENGTH

TN DATA

#1

in India by factory employment share

15.24%

of India's factory workers (ASI 2023–24)

Manufacturing GSDP growth 14.74% in 2024–25 — fastest-growing TN sector. TN also #1 in factory count (15.02% of India's 2.6L factories). Sources: ASI 2023–24 (Src #14) · Eco Survey TN 2025–26 (Src #03).

Sources: ISR 2025 (Src #05) · Naukri JobSpeak Oct 2024 (Src #06) · Economic Survey of Tamil Nadu 2025–26 (Src #03) · Naan Mudhalvan Programme 2023–24 (Src #07) · Economic Survey of India 2024–25 (Src #24) · PLFS Annual Reports 2022–23 to 2024–25 (Src #01) · Annual Survey of Industries 2023–24 (Src #14). Zone details: see Page 7.

Chennai Metro Zone

Chennai · Chengalpeta · Kancheepuram · Tiruvallur

Major

GCC Hub — Chennai among India's top GCC cities (NASSCOM, 2024)

India's 3rd largest city for Global Capability Centres (NASSCOM 2024).

Main industries: IT/Software, GCC Analytics, Banking & Finance, Healthcare.

Highest number of formal graduate job opportunities in Tamil Nadu. English and coding skills are in high demand.

IT & GCC Hub

Western Growth Zone

Coimbatore · Tiruppur · Erode · Salem · Namakkal · Karur

Textile Hub

India's Knitwear & Apparel Belt (Tiruppur, Coimbatore, Erode)

India's biggest textile export region.

Strong auto parts, pharma, and small business clusters. Coimbatore is growing as a smaller IT hub. High demand for Polytechnic and Engineering graduates.

Manufacturing Heartland

Hosur EV Corridor

Krishnagiri (Hosur) · Dharmapuri

Fast-Growing

EV Sector — Hosur is among India's top EV hubs (ASDC 14th Conclave, 2025)

One of India's fastest-growing electric vehicle (EV) manufacturing areas. Major companies include Ola Electric and Tata Motors (both publicly listed — information from company announcements). There is high demand for EV technicians, battery engineers, and quality specialists — but a notable gap between the skills graduates currently have and what these companies need.

EV Manufacturing

Namakkal Transport Zone

Namakkal · Salem (transport cluster) · Tiruchirappalli

One of India's major road transport and goods-movement hubs. Strong demand for logistics managers, fleet operations staff, and supply chain roles.

Logistics Hub

Southern Opportunity Zone

Madurai · Tirunelveli · Thoothukudi · Virudhunagar · Ramanathapuram

Port-Led

V.O. Chidambaranar Port

Port-based logistics, food processing, fisheries, and retail services. The region has a growing number of graduates and good formal job opportunities ahead. Madurai and Thoothukudi are growing hiring markets — colleges that build employer connections early will find strong hiring interest.

Port & Agri Economy

Coastal Agricultural Zone

Nagapattinam · Thanjavur · Tiruvarur · Cuddalore · Mayiladuthurai

Agri-Coastal

Delta Agriculture · Fisheries · Coastal Tourism Belt

Home to Tamil Nadu's main farming and fishing areas, with growing tourism. AgriTech, food processing, and fisheries offer increasing local job options for graduates — sectors that the Tamil Nadu government is actively supporting and expanding.

Agri & Coastal

These 6 zones are groups of districts organised around their main economic activities — they are not a strict, non-overlapping division of all 38 districts. Some districts (e.g. Salem, Namakkal) appear in more than one zone because they have activity across textile, transport, and manufacturing industries.

Regional Imbalance — The Key Challenge

Chennai Metro Zone has the highest number of job opportunities for graduates in Tamil Nadu. The other 5 zones — covering many of Tamil Nadu's other districts — are the state's next big opportunity for graduate employment, with more industry investment, growing small businesses, and increasing employer interest in hiring from smaller cities. Building stronger job placement networks across these zones is a shared goal for industries, colleges, and the state government — all working toward a stronger skilled workforce for 2030.

Sources: Inductus GCC Compendium 2024 (Chennai Metro GCC) · Economic Survey of Tamil Nadu 2024–25 (Western Growth Zone exports) · Naukri JobSpeak monthly reports 2024–26 (zone hiring growth rates) · ASDC 14th Annual Conclave 2025 (Hosur EV Corridor) · Tamil Nadu Transport Department (Namakkal Transport Zone).

PART III

Hiring Market Signals

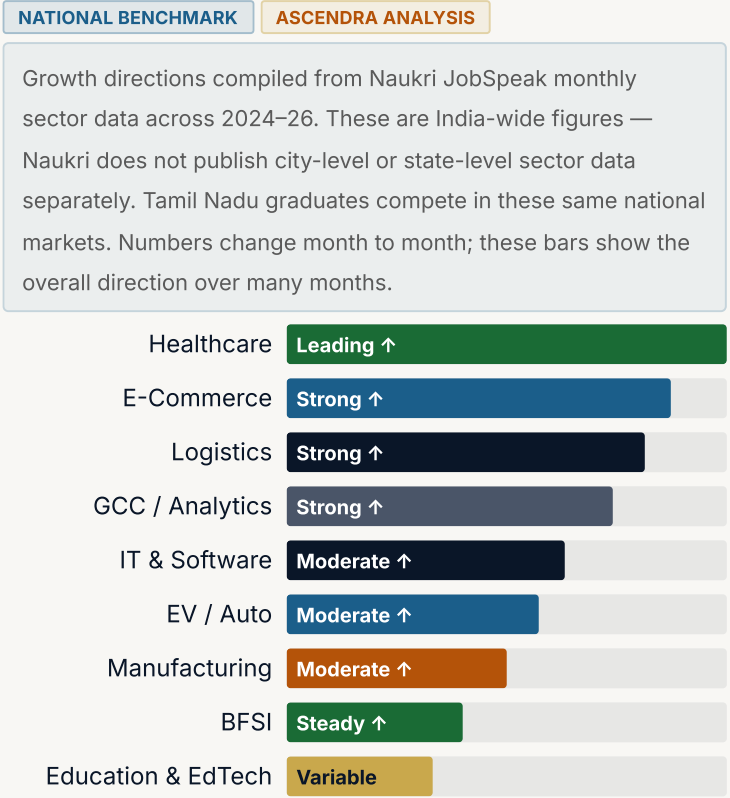
Naukri JobSpeak — National Index & Tamil Nadu State Highlights

Naukri JobSpeak — National Index & Tamil Nadu Highlights

NATIONAL INDEX			
Period	National Index	Tamil Nadu / Key Signal	Status
Oct 2024	2,733	TN +24% YoY — #1 in India (all states)	✓ SOURCE VERIFIED
Feb 2025	2,890	National 12-month high in hiring volume	✓ SOURCE VERIFIED
Dec 2025	3,001	+13% YoY — national 3-year hiring high	✓ SOURCE VERIFIED
Feb 2026	3,233	+12% YoY — FY 2025-26 national index peak	✓ SOURCE VERIFIED
Mar 2026	2,858	+9% YoY; FY 2025-26 full-year growth +8%	✓ SOURCE VERIFIED

Source: Naukri JobSpeak monthly press releases 2024–2026. InfoEdge India Ltd.® The JobSpeak Index is a single all-India national index measuring hiring activity on naukri.com — no city-level or state-level sub-series is separately published. The Oct 2024 row includes the national index value (2,733) for series continuity; the key signal for that period was Tamil Nadu's +24% YoY hiring surge ranking TN #1 among all states, from the JobSpeak October 2024 press release.

India Sector Hiring Trend Direction (Naukri, 2024–26)



Source: Naukri JobSpeak monthly sector analysis, 2024–26 (InfoEdge India Ltd.®). ▲ Trend directions compiled from multiple monthly reports — single-month sector rates vary materially. GCC Analytics separate from IT Software; see Page 8 table. Hosur EV sector context is from ASDC 14th Annual Conclave 2025 (confirmed from saved article PDF; conclave confirmed India's automotive/EV skilling priorities). BFSI = Banking, Financial Services and Insurance.

Signal for Students

Healthcare, E-Commerce, and Logistics are growing faster than IT right now. Yet in Ascendra's experience, much of Tamil Nadu's college placement activity remains focused on IT roles. ASCENDRA ANALYSIS Students with skills in healthcare operations, logistics coordination, or e-commerce will face much less competition when applying for jobs than students going for IT roles.

Trend Reading — Structural Hiring Growth

The national JobSpeak Index rose from 2,890 (Feb 2025) to a peak of 3,233 (Feb 2026), with the full year 2025-26 showing +8% hiring growth — the strongest annual gain in 3 years. Tamil Nadu led all Indian states with +24% growth in one year (Oct 2024). **Ascendra's analysis suggests this is real, long-term hiring growth — not just a short-term recovery from a slow period.** ASCENDRA ANALYSIS

PART IV

Sector Opportunity Analysis

Hiring by Sector · Stream-to-Sector Map · Tamil Nadu 2025

Sector Hiring Trend & Graduate Access — Tamil Nadu 2024–26

Sector	Hiring Trend (2024–26)	Fresher Access	Key Skills Sought	Source
IT & Software	Moderate growth ↑	HIGH ✓	Python, Java, Cloud, Data Structures	Naukri JobSpeak TREND
GCC / Analytics	Strong growth ↑	HIGH ✓	Analytics, AI/ML, Finance, English	Inductus GCC Compendium 2024 · NASSCOM GCC Council 2024
Healthcare	High growth ↑	HIGH ✓	Clinical skills, Patient care, Diagnostics	Naukri JobSpeak TREND
Manufacturing	Moderate growth ↑	MEDIUM	CAD, Quality control, Safety protocols	Naukri JobSpeak TREND
BFSI (Banking, Financial Services & Insurance)	Steady growth ↑	HIGH ✓	Accounting, Insurance, Digital banking	Naukri JobSpeak TREND
Logistics & Supply Chain	Strong growth ↑	MEDIUM	Supply chain, Fleet ops, ERP (Enterprise Resource Planning) systems	Naukri JobSpeak TREND
Education & EdTech	Variable ↕	HIGH ✓	Teaching, Content development, Digital tools	Naukri JobSpeak TREND
E-Commerce & Retail	Strong growth ↑	MEDIUM	Operations, Last-mile, Customer service	Naukri JobSpeak TREND
EV / Automotive	↑ Growing (Hosur)	MEDIUM	EV technology, Battery management, QA/QC (Quality Assurance & Control)	ASDC 14th Annual Conclave 2025
AI / ML / Data Science	35% roles redefined ↑	MEDIUM	Python, ML frameworks, Data engineering, Cloud platforms (AWS/Azure/GCP)	NASSCOM–Indeed AI Talent Inflection Point Report 2025–26

Stream-to-Sector Map — Where Each Graduate Type Can Apply ASCENDRA ANALYSIS

Graduate Stream	Primary Sectors	Secondary Sectors
Engineering & Technology	IT/Software, GCC, EV/Auto, Manufacturing	Logistics (tech roles), Construction
Commerce (B.Com / BBA)	BFSI, Retail, E-Commerce	GCC (Finance/Ops), Logistics (admin)
Arts (BA) / Science (BSc)	Education, Hospitality, Media	Retail, E-Commerce (content), NGO
Polytechnic / Diploma	Manufacturing, EV/Auto, Industrial	Construction, Logistics (operations)
Pharmacy	Healthcare, Pharma manufacturing	R&D support, Medical devices
Agriculture	AgriTech, Food processing, Export	Logistics (agri chain), FMCG (Fast-Moving Consumer Goods)
Medical / Allied Health	Healthcare (hospitals, diagnostics)	Pharma MR, Public health, Wellness
Law	Legal services, BFSI compliance	HR & Labour, Corporate governance

Sources: Naukri JobSpeak monthly sector analysis 2024–26 (InfoEdge India Ltd.) — TREND rows are directional indicators compiled from multiple monthly reports, not a single-point YoY figure; individual months vary. GCC / Analytics: Inductus GCC Compendium 2024 confirms Chennai as a major GCC hub (incl. Ford Global Capability Center); shown as qualitative growth trend (verified from saved PDF). India GCC sector (national): 1,700+ GCCs employing 1.9 million professionals; revenue USD 46 billion in FY24; ~1.5 lakh new jobs added in FY24; 20–25% of GCC workforce are fresh graduates; Chennai ranked #3 in GCC cities (NASSCOM GCC Council Annual Report 2024, Source #23). EV sector: ASDC 14th Annual Conclave 2025 — Hosur corridor EV skilling context confirmed from saved article PDF. AI/ML +35%: NASSCOM AI Talent Inflection Point Report 2025–26 (national job-postings growth, not Tamil Nadu-specific).

Table A — Youth Unemployment Rate (15–29)

NATIONAL BENCHMARK		
Year	Rate	Status
2018–19	17.8%	✓ SOURCE VERIFIED
2020–21	22.9%	✓ SOURCE VERIFIED
2022–23	15.9%	✓ SOURCE VERIFIED
2023–24	10.2%	✓ SOURCE VERIFIED
2024–25	9.9%	✓ SOURCE VERIFIED

Source: PLFS Annual Reports 2018–2025. MOSPI, Govt. of India. 2020–21 peak reflects COVID-19 disruption. 2024–25 from PLFS Annual Report 2025 (PIB PRID:2246009, March 2026). National figures. Note: PLFS shifted to calendar-year reporting from 2025; the 2024–25 row reflects the Jan–Dec 2025 survey period and is not directly comparable to pre-2025 fiscal-year figures.

Table C — Naan Mudhalvan Programme Progress

Period	Students Enrolled	Status
2023–24 Full Year	14.68 lakh	✓ SOURCE VERIFIED
Engineering students enrolled (2024)	3.23 lakh	✓ SOURCE VERIFIED
Placement rate — Engg. 2024	76.4%	✓ SOURCE VERIFIED

Source: TNSDC / HED, Govt. of Tamil Nadu (DT Next, Nov 2024). 348 colleges registered. Zone-wise (2024): Western incl. Namakkal — 96,422 (highest); Chennai — 70,991; Central — 59,680; Northern — 32,757.

Naan Mudhalvan — Scale & Outcome Achieved

14.68 lakh students enrolled in 2023–24; 76.4% of registered engineering students got jobs in 2024 (348 colleges, 3.23 lakh engineering students). The Western Zone including Namakkal district recorded 96,422 placements — the highest of any zone in Tamil Nadu. This confirms that structured career support genuinely converts enrolment into real job placements.

Table B — Graduate Employability Rate — ISR Trend

NATIONAL BENCHMARK		
Year	Employability %	Status
2019	47.38%	✓ SOURCE VERIFIED
2021	45.97%	✓ SOURCE VERIFIED
2022	46.2%	✓ SOURCE VERIFIED
2023	50.03%	✓ SOURCE VERIFIED
2024	51.25%	✓ SOURCE VERIFIED
2025	54.81%	✓ SOURCE VERIFIED

Source: India Skills Report® 2019–2025 (CII/ETS/AICTE/Taggd/Wheelbox). Each row is that calendar year's own ISR edition headline figure (e.g. "2023" = India Skills Report 2023, published Dec 2022) — not a forward-shifted data-year convention. 2020 is not shown as a directly comparable published figure could not be confirmed for this table.

Reading the Four Trajectories Together

Graduate job-readiness is improving (47.38% → 54.81%, ISR). Youth unemployment is falling (22.9% → 9.9%, PLFS 2018–2025). Naan Mudhalvan is producing results (76.4% placement, 14.68 lakh enrolled in 2023–24). Factory employment is growing (TN ranked #1 in factory employment, ASI). Note: each dataset measures a different group (ISR: national graduates; PLFS: youth workforce; Naan Mudhalvan: TN colleges; ASI: factories). All four moving in a positive direction adds confidence to the overall finding. Building a stronger, job-ready workforce by 2030 is the shared goal.

Table D — Factory Employment — Annual Survey of Industries (ASI, MoSPI) TN DATA

Year	TN Status	National Share	Contract Worker %	TN Rank
2022–23	TN #1	15.00%	32%	#1 (15.66% of 2,53,334 factories)
2023–24	TN #1	15.24%	42% ↑	#1 (15.02% of 2,60,061 factories)

Sources: ASI 2022–23 (PIB PRID:2060292) · ASI 2023–24 (PIB PRID:2161192) · MoSPI, Govt. of India. Contract workers (people hired on fixed-term contracts, not on permanent payroll) rose from 32% to 42% of TN's organised factory workforce — a significant structural shift.

PART VI

Youth & Gender Focus

Graduate Employability Context (ISR 2025) · Labour Force Context (PLFS)

Youth Employment, Gender & Employability Context

Indicator	Value	Source	Status
National Youth LFPR (15–29)	39.8%	PLFS 2023–24	✓ SOURCE VERIFIED
National Youth Unemployment	15.9%	PLFS 2022–23	✓ SOURCE VERIFIED
National Women's LFPR	41.7%	PLFS 2023–24	✓ SOURCE VERIFIED
TN Women's LFPR	40.5%	NITI Aayog/PLFS	✓ SOURCE VERIFIED
National Employability (graduates)	54.81%	ISR 2025	✓ SOURCE VERIFIED
Naan Mudhalvan Enrolled (TN, 2023–24)	14.68 lakh	DT Next, Jul 2024	✓ SOURCE VERIFIED

Source: PLFS 2022–24 (MOSPI) · ISR 2025 (CII/ETS/AICTE/Taggd/Wheelbox) · TNSDC (DT Next, Nov 2024) · NITI Aayog (Macro & Fiscal Landscape, March 2025). TN LFPR from NITI Aayog/PLFS 2022–23. National figures unless noted TN.

Tamil Nadu's Position

Tamil Nadu's female workforce participation (40.5%, NITI Aayog/PLFS) is close to the national figure (41.7%, PLFS 2023–24). ISR 2025 confirms India's overall graduate employability reached 54.81% — up from 47.38% in 2019. This positive trend benefits Tamil Nadu's graduates who compete in the same national job market. The state's overall unemployment rate (4.3%, NITI Aayog/PLFS 2022–23) is lower than the national average. Naan Mudhalvan (14.68 lakh students enrolled in 2023–24) is Tamil Nadu's main government programme to improve graduate employability.

Women in the Workforce — Labour Force Context

NATIONAL

54.81%

Overall Graduate Employability — India (ISR 2025)

NATIONAL

✓ SOURCE VERIFIED

India's overall graduate employability reached 54.81% in ISR 2025 — up from 47.38% in 2019. Of all job-ready graduates nationally, 53.47% are male and 46.53% are female (ISR 2025 gender composition data).

Gender Context — ISR 2025 & PLFS 2023–24	Value	Status
Share of Job-Ready Graduates: Male	53.47%	✓ SOURCE VERIFIED
Share of Job-Ready Graduates: Female	46.53%	✓ SOURCE VERIFIED
National Women's LFPR	41.7%	✓ SOURCE VERIFIED
TN Women's LFPR	40.5%	✓ SOURCE VERIFIED

Source: India Skills Report 2025 (ISR 2025) — gender shares show composition of employable graduates pool, not gender-specific pass rates. LFPR from PLFS 2023–24 (MOSPI) and NITI Aayog (PLFS 2022–23 basis).

The Opportunity for Women Graduates

Women graduates account for 46.53% of India's job-ready pool (ISR 2025), with strong upward momentum in workforce participation. Sectors showing the strongest overall hiring growth — Healthcare, GCC Analytics, Banking & Finance, and E-Commerce (Naukri JobSpeak 2024–26) — offer expanding opportunities for women graduates.

ASCENDRA ANALYSIS

Building focused skills in these areas before entering the job market gives the best return for women graduates and for colleges with strong women enrolment.

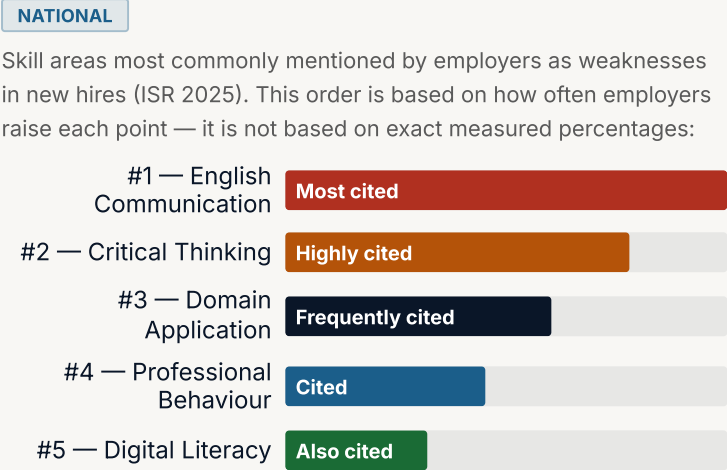
The Workforce Participation Gap

Despite strong employability, the actual share of women in Tamil Nadu who are working or actively seeking work remains 40.5% (NITI Aayog/PLFS 2022–23) vs 41.7% nationally (PLFS 2023–24). Helping women graduates access jobs in IT, GCC, Banking & Finance, and Healthcare — where hiring is growing fastest — is the biggest opportunity for colleges and employers to work on together.

NATIONAL BENCHMARK

All data on this page is from India Skills Report 2025 — a national survey that measures how job-ready graduates are across India. Tamil Nadu graduates are judged against these same national standards when they apply for jobs. Tamil Nadu-specific subject-wise numbers are not published separately by the ISR. These national figures are included because Tamil Nadu students and employers work within this same national framework.

Top 5 Skill Gaps — India Employer Survey (ISR 2025)



Source: India Skills Report 2025. CII/ETS/AICTE/Taggd/Wheelbox.® Ordering reflects the prominence of each skill gap in ISR 2025 employer commentary; the precise #1–#5 sequence and specific employer % are not separately published in public summaries and have not been independently confirmed against the primary report. 72% of employers globally report difficulty finding right-fit candidates (ManpowerGroup 2026 Talent Shortage Survey — 39,000-employer, 41-country global survey, released Feb 2026).

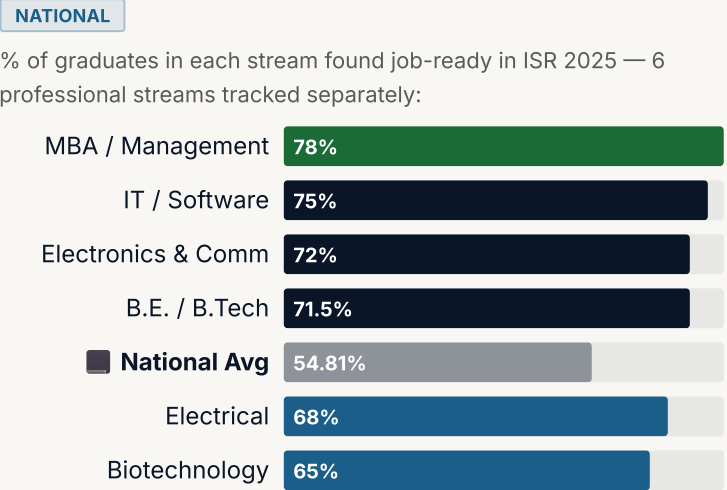
The Communication Skills Priority

English communication is the skill employers in India most often say is missing in new hires (ISR 2025). With 72% of employers globally saying they struggle to find the right candidate (ManpowerGroup 2026 Talent Shortage Survey), your communication skills can directly determine whether you get hired. Employers consistently say this is the most important skill to work on before entering the job market.

What "Domain Application" Means

"Domain Application" means using what you have studied to solve real problems at work. The gap between knowing something in theory and doing it in practice is one of the most common complaints from Indian employers. For example: an Engineering student who practises debugging actual code, or a B.Com student who practises reading real financial statements, is directly closing this gap. The ISR trend shows that as more graduates do this, India's job-readiness rate has risen from 47.38% (2019) to 54.81% (2025).

Stream Employability — India National Benchmark (ISR 2025)



Source: India Skills Report 2025 (ISR 2025). CII/ETS/AICTE/Taggd/Wheelbox.® ISR 2025 tracks 6 professional streams separately; Arts, Commerce, Science, ITI, and Diploma streams contribute to the national average but are not broken out in ISR 2025 published data.

All 6 tracked streams score above the 54.81% national average: MBA (78%), IT (75%), Electronics & Comm (72%), B.E./B.Tech (71.5%), Electrical (68%), and Biotech (65%) all exceed the benchmark. For streams not tracked separately (Arts, Commerce, ITI, Diploma), focused aptitude and communication preparation is the primary lever. Encouragingly, the national average has risen from 47.38% (2019) to 54.81% in 2025.

NATIONAL BENCHMARK

All subject-wise employability data in this table is from India Skills Report 2025 — a national survey across India. These are the most recent ISR edition stream figures available from text extraction of the published report. Tamil Nadu graduates compete in the same national job market — these numbers directly apply to them.

6-Stream Employability Analysis — India National (ISR 2025)

NATIONAL

Stream	Employability	vs National Avg	Primary Gap Identified	Largest Hiring Sector
MBA / Management	78%	+23.19 pp ▲	Practical analytics skills; bridging theory–industry gap	BFSI, GCC, Consulting
IT / Software	75%	+20.19 pp ▲	AI/ML continuous upskilling; staying current with technology	IT, GCC, AI/ML roles
Electronics & Communication	72%	+17.19 pp ▲	EV-specific and VLSI (chip/semiconductor design) readiness; hardware–software integration	IT, Hardware, EV, Telecom
B.E. / B.Tech (Engineering)	71.5%	+16.69 pp ▲	Communication gap; practical industry application skills	IT, GCC, Manufacturing
■ National Average (ISR 2025)	54.81%	—	—	—
Electrical Engineering	68%	+13.19 pp ▲	Industry 4.0 (smart/digital manufacturing) automation skills; smart grid knowledge	Power, EV, Manufacturing
Biotechnology	65%	+10.19 pp ▲	Lab-to-industry translation; regulatory knowledge	Pharma, R&D, Healthcare

Source: India Skills Report 2025 (ISR 2025). CII/ETS/AICTE/Taggd/Wheelbox.® Employability = % of graduates assessed as industry-ready by Wheelbox/ETS assessment tools. pp = percentage points above/below national average. ISR 2025 publishes separate rates for 6 professional/technical streams; Arts, Commerce, Science, ITI, and Diploma streams are not broken out separately in ISR 2025.

All 6 Tracked Streams Above 54.81% Average

MBA (78%), IT (75%), Electronics & Comm (72%), B.E./B.Tech (71.5%), Electrical (68%), and Biotech (65%) all exceed the national average. Job opportunities exist in these fields — the challenge is ensuring graduates are genuinely industry-ready when they apply. For streams not tracked separately in ISR 2025 (Arts, Commerce, ITI, Diploma), focused aptitude and communication preparation is the primary lever.

ISR 2025 Stream Coverage Note

ISR 2025 tracks 6 professional/technical streams separately. Arts, Commerce, Science, ITI, and Polytechnic/Diploma graduates contribute to the national average (54.81%) but their individual rates are not published separately in ISR 2025. For colleges with predominantly Arts, Commerce, ITI, or Diploma programmes, focused aptitude and communication preparation remains the key lever for improving placement outcomes.

GRADUATE POOL — GENDER COMPOSITION OF ISR 2025 ASSESSMENT

NATIONAL

53.47%

Male

Share of male candidates in the ISR 2025 national employability assessment pool (Src #05). Marginally above female, but the gender gap in assessed candidates is narrowing across ISR editions.

46.53%

Female

Female share of the ISR 2025 assessment pool (Src #05). Higher education enrolment nationally shows 33.09 lakh graduates across streams — women's participation is rising year-on-year (AISHE, Src #02).

PART VIII-B

Additional Professional Streams

Medical · Dental · Pharmacy · Nursing · Hospitality · Agriculture · Social Work & Education

The 6 subject groups on Pages 12–13 have a published national job-readiness percentage from the India Skills Report. The 7 subject groups below do not have such a percentage — the ISR survey does not cover them — but each has clear guidance from government bodies and industry organisations on what skills employers look for. The SOURCE VERIFIED mark here applies to the skills and opportunity guidance, not to an employability percentage.

Stream	Employer-Priority Skills to Build	Tamil Nadu Career Opportunity	Source
Medical (MBBS/MD/MS)	Digital health literacy (EMR/HIS), research methodology, patient communication, telemedicine protocols	Government & private hospitals; rural postings; NEET-PG specialisation pathway	✓ SOURCE VERIFIED
Dental (BDS/MDS)	Digital dentistry (CAD/CAM, CBCT), practice management software, insurance billing & coding	Private clinics; aesthetic dentistry & implantology specialisation	✓ SOURCE VERIFIED
Pharmacy (B.Pharm/M.Pharm/PharmD)	Regulatory affairs (CDSCO/FDA), clinical pharmacology, pharmacovigilance, GMP documentation	Hospital & retail pharmacy; pharma manufacturing QA/QC roles	✓ SOURCE VERIFIED
Nursing (B.Sc/GNM/M.Sc)	EMR/HIS digital systems, ICU/critical care protocols, infection control, English documentation	Corporate hospitals (NABH standards); govt./rural health postings; overseas (NCLEX/IELTS)	✓ SOURCE VERIFIED
Hospitality (BHM/BSc Hospitality)	Customer-facing English, Property Management System software, revenue management, F&B/POS systems	TN tourism circuit (Madurai, Ooty, Mahabalipuram); Chennai 5-star hotels	✓ SOURCE VERIFIED
Agriculture (BSc Ag/AH/Horticulture)	Digital agriculture (drone surveying, precision farming apps), agri-business linkage, export compliance (APEDA)	Delta-district climate-resilient farming; agri-export zones (Krishnagiri, Kancheepuram)	✓ SOURCE VERIFIED
Social Work / Psychology / Education (BSW/MSW/BEd/Psychology)	Research tools (SPSS), NGO/CSR report writing, NEP 2020 classroom methods, counselling certification	Schools (BEd, NEP transition); corporate wellness & counselling roles	✓ SOURCE VERIFIED

Sources: National Medical Commission (NMC) Guidelines 2024 · Dental Council of India (DCI) Course Regulations · Pharmacy Council of India (PCI) Regulations · Indian Nursing Council (INC) Guidelines 2024 · Federation of Hotel & Restaurant Associations of India (FHRAI) Annual Report 2024 · Indian Council of Agricultural Research (ICAR) Tamil Nadu · Tamil Nadu Agricultural University (TNAU) Placement Data · National Council for Teacher Education (NCTE) Regulations 2025 · Rehabilitation Council of India (RCI) Norms & Guidelines · University Grants Commission (UGC) FYUGP Curriculum Framework.

Why These Streams Have No Employability Percentage

The India Skills Report does not measure job-readiness for Medical, Dental, Pharmacy, Nursing, Hospitality, Agriculture, or Social Work/Education graduates — its survey covers only the 6 streams on Pages 11–12. The official bodies for these streams (NMC, DCI, PCI, INC, FHRAI, ICAR, NCTE, RCI, UGC) publish skill guidelines and curriculum requirements rather than a job-readiness percentage. This is a real gap in how national surveys measure these streams — it is not something Ascendra has missed. The guidance in the table above is based on the best publicly available sources for each stream.

Key 2030 Employment Drivers — Tamil Nadu (Verified Sources)

Semiconductor & Electronics

2L+ Jobs

by 2030 target under TN Semiconductor & Advanced Electronics Policy 2024 (Govt. of TN, Source #16)

AI / ML Professionals

1.25M+

India AI talent pool by 2027 (NASSCOM-Deloitte, Aug 2024, Source #17); TN is a top tech hub

IT / GCC Sector

USD 46 Bn

India GCC revenue FY24; 1,700+ GCCs, 1.9M professionals. Projected USD 99–105 Bn by 2030; 2.5M professionals by 2026–27. Chennai #3 in GCC cities (NASSCOM GCC Council 2024, Source #23)

EV / Automotive (Hosur)

Rapid Growth

Hosur corridor among India's fastest-growing EV hubs; Mech, EE, ECE graduates in high demand

Tamil Nadu's Workforce Outlook

With a GSDP growing at 11.19% in real terms in 2024–25 — the highest in India, first double-digit growth in 14 years (Economic Survey TN 2025-26) — and strong momentum across technology, EV, and healthcare sectors, Tamil Nadu's workforce demand is expanding. The state's college system — with 14.68 lakh Naan Mudhalvan enrollments in 2023–24 — is working to match this demand with job-ready graduates.

Skilling Challenge & 2030 Pathway

The EV Skills Gap — An Emerging Priority

The Hosur EV corridor is hiring heavily — creating a strong opportunity for Mechanical, Electrical, and Electronics graduates who learn EV-specific skills to get into one of Tamil Nadu's fastest-growing job markets.

The 2030 Pathway

Tamil Nadu's combined efforts — Naan Mudhalvan at scale, GCC sector growth, and the Hosur EV corridor expansion — are building momentum toward a stronger skilled workforce by 2030. How well training programmes, companies, and industry partnerships work together will determine how close Tamil Nadu gets to meeting growing employer demand.

Emerging Sectors — Additional Growth Drivers

Two high-growth sectors add significant opportunity on top of the core IT/Manufacturing base. Tamil Nadu's Semiconductor & Advanced Electronics Policy 2024 target is supported by two new Electronics Manufacturing Clusters at Pillai Pakkam (Kancheepuram District) and Manallur (announced March 2025). India's AI professional pool — currently around 600,000–650,000 — is on track for rapid growth by 2027 (NASSCOM-Deloitte India AI Talent Report, Aug 2024). The central government — through MeitY (Ministry of Electronics and Information Technology) — is also pushing to grow the AI workforce nationally.

Sources: Tamil Nadu Semiconductor & Advanced Electronics Policy 2024 (Govt. of TN) · Electronics Manufacturing Clusters in Tamil Nadu (Akashvani News, March 2025) · NASSCOM-Deloitte India AI Talent Report, August 2024 · MeitY Digital Workforce & AI Skill Initiatives, 2024

⚠ Note on Future Projections: The 2030 projections are based on NSDC estimates and industry reports available as of July 2026. Actual results may be quite different due to changes in government policy, technology, economic conditions, or updated data. These projections should not be used as the only basis for major investment or business decisions.

IT / Software — India Salary Benchmarks (2025)

NATIONAL

Role / Experience Level	Avg. Annual CTC (India 2025)
Entry Level SE (1–3 yrs)	₹4.2 LPA
Software Engineer (avg. all exp.)	₹5.8 LPA
Mid-Level SE (4–8 yrs)	₹7.3 LPA
Technical Lead (8+ yrs)	₹8.4 – 13.4 LPA

Source: Naukri.com / AmbitionBox India Salary Report (Sep 2024, Source #11) — national averages, not TN-specific; TN/Chennai freshers may differ. Major company averages (all experience levels): TCS ≈₹5.5, Infosys ≈₹9.5, Wipro ≈₹5.5, Accenture ≈₹5.8 LPA.

The IT/Tech Pathway — GCCs & Private Sector

NATIONAL

GCCs (Global Capability Centres) are one of the highest-quality entry points for fresh IT graduates — 20–25% of GCC hires are freshers (NASSCOM 2024, Src #23), and Chennai is India's #3 GCC city with ~1.5 lakh new GCC jobs in FY24. IT salaries grow sharply with experience: mid-level engineers average ₹7.3 LPA, technical leads ₹8.4–13.4 LPA. Skills that accelerate growth: cloud platforms, data analytics, DevOps, and AI/ML tooling.

Government (Civil Service) — Entry Compensation (2024–26)

Employment Type	Approx. Annual CTC*
UPSC — IAS / IPS (Level 10 on joining)	₹9.0 – 12.0 LPA
SSC CGL — Asst. Section Officer (Level 7)	₹8.0 – 10.0 LPA
TNPSC Group II — Section Officer (TN State)	₹8.5 – 10.5 LPA
TNPSC Group IIA — Assistant (TN State)	₹6.5 – 8.0 LPA
TNPSC Group IV — Junior Asst. (TN State)	₹4.5 – 5.5 LPA

Sources: 7th Central Pay Commission (Govt. of India, Source #12) — UPSC/SSC Central entries. TN Pay Fixation GO Ms. No. 88 (Finance, Pay Cell, 01.06.2017, Source #22) — TNPSC TN State entries.
*Annual CTC (Cost to Company) = Basic pay + DA (Dearness Allowance — a government cost-of-living supplement, revised twice yearly) + HRA (House Rent Allowance) + transport allowance. LPA = Lakhs per annum (total annual salary). Pension and long-term benefits are additional. These figures are indicative estimates only, not guaranteed outcomes — approximate and subject to DA revisions.

The Government Pathway — Outside ISR's Measurement

Government and PSU jobs are not measured by the ISR employability survey — they are a completely separate, structured career path. **Top PSU and SSC CGL entry jobs pay ₹8–12 LPA — higher than the national average IT engineer salary of ₹5.8 LPA (AmbitionBox 2024, all experience levels).** For Arts/BA, ITI, Polytechnic, Law, and Agriculture graduates, TNPSC, SSC, IBPS, and RRB exams offer respected, stable careers with clear promotions and pension benefits. Preparation for these exams typically takes 18–36 months after graduation.

Stream × Employment Pathway — Which Path Fits Which Graduate

ASCENDRA ANALYSIS

Graduate Stream	Strongest Private Sector Path	Strongest Government / PSU Path — Key Exam
CS / IT & Engineering	IT · GCC · AI/ML · EV / Auto	NTPC / BHEL / TANGEDCO via GATE · RRB JE · SSC CGL
MBA / Management	BFSI · GCC Analytics · Consulting	Banking PO — IBPS PO / SBI PO · SSC CGL
Commerce (B.Com / BBA)	BFSI · GCC Finance · E-Commerce	Banking — IBPS PO / Clerk · SSC CGL
Arts (BA) & Science (BSc)	Education · EdTech · Healthcare support	TNPSC Gr. II / IV · SSC CHSL · RRB NTPC
ITI / Vocational & Polytechnic	Manufacturing · EV / Auto · Construction	RRB JE · TANGEDCO JE · TNPSC Technical roles
Law	BFSI Compliance · Corporate Legal	Judicial Services — TNPSC Group I
Pharmacy / Medical / Agriculture	Healthcare · Pharma Mfg. · AgriTech · FMCG	Drug Inspector · Agri Officer — TNPSC · UPSC · NABARD

Based on published eligibility criteria from TNPSC, SSC, IBPS, UPSC, and GATE notifications (2024–26). A government job is not a backup plan — for graduates in streams below the ISR national average, it is often a stronger, better-paying, and more stable career path.

SOURCES

Sources Register

Key Sources — Register of 24 Cited Publications (1 of 2)

This report draws from verified government publications, national industry surveys, and sector reports. Key sources are listed below. The full source register is available from Ascendra™ on written request (info@ascendrainstitute.in).

#	Source	Publisher	Data Used	Status
01	Periodic Labour Force Survey (PLFS) 2022–23, 2023–24, Annual Report 2025 (PIB PRID:2246009)	MoSPI / NSO, Govt. of India	Youth UR: 15.9% (2022-23), 10.2% (2023-24), 9.9% (2024-25); women LFPR; national employment data. 2024-25 from PLFS Annual Report 2025, March 2026.	✓ SOURCE VERIFIED
02	AISHE Reports 2020–21, 2021–22	Ministry of Education, GoI	Enrolment (33.09 lakh), women's participation in higher education	✓ SOURCE VERIFIED
03	Economic Survey of Tamil Nadu 2024–25 & 2025–26	TN State Planning Commission	2024–25: Real GSDP growth 2023–24: 8.33%; Per capita ₹3,13,329; MSMEs: TN ranked #3 nationally in Udyam registrations · 2025–26: GSDP 2024–25: ₹31.19L Cr · Real growth 11.19% (highest in India, first double-digit in 14 years) · Manufacturing growth 14.74% · Per capita income ₹3,61,619 (₹3.62 lakh) · TN contributes 9.4% to national GDP	✓ SOURCE VERIFIED
04	MSME Annual Report 2023–24	Ministry of MSME, GoI	Tamil Nadu ranked #3 nationally in Udyam-registered MSMEs (2023–24). Specific state count is in an image-format table in the report and cannot be independently text-verified.	✓ SOURCE VERIFIED
05	India Skills Report 2025 (ISR 2025)	CII / ETS / AICTE / Tagg'd / Wheebox®	ISR 2025 (primary): 54.81% national employability; 6-stream rates (MBA 78%, IT 75%, Electronics & Comm 72%, B.E./B.Tech 71.5%, Electrical 68%, Biotech 65%); gender composition (Male 53.47%, Female 46.53%). ISR 2019, 2021, 2022, 2023, 2024 editions: historical national employability rates used in Page 10 Table B trend (each year cites that calendar year's own ISR edition).	✓ SOURCE VERIFIED
06	Naukri JobSpeak Monthly Press Releases 2024–2026	InfoEdge India Ltd.® (naukri.com)	All-India national index. TN +24% YoY Oct 2024 (#1 state); national index 2,890 (Feb 2025) → 3,233 (Feb 2026 peak) → 2,858 (Mar 2026). FY 2025-26 full-year +8%. Directional sector hiring trends (Page 8 right column) — compiled indicators, not single-point YoY rates.	✓ SOURCE VERIFIED
07	Naan Mudhalvan Programme Dashboard 2022–24 · HED/TNSDC Data (DT Next, Nov 2024)	TNSDC / HED, Tamil Nadu Govt.	14.68 lakh students enrolled (2023–24, DT Next Jul 2024); 348 colleges registered; 3.23 lakh engineering students enrolled (2024); 76.4% placement rate among registered engineering students (2024, DT Next Nov 2024); Zone-wise: Western (incl. Namakkal) 96,422; Chennai 70,991; Central 59,680; Northern 32,757	✓ SOURCE VERIFIED
08	NITI Aayog — Macro & Fiscal Landscape of TN	NITI Aayog, GoI (March 2025)	TN economic positioning, GSDP rank, sectoral growth context	✓ SOURCE VERIFIED
09	Inductus GCC Compendium 2024 (GCC Industry Reference) · inductusgcc.com	Inductus Limited	Chennai hosts major GCC operations including Ford Global Capability Center (confirmed from saved Inductus GCC Compendium 2024, text-extractable). Used for Chennai GCC sector context (Pages 7, 9, 15).	✓ SOURCE VERIFIED
10	ASDC 14th Annual Conclave 2025 · asdc.org.in	Automotive Skills Development Council	14th Annual Conclave confirmed from saved article PDF: theme "Stronger Together, Transform Tomorrow"; EV & automotive skilling focus; MoUs with Hero MotoCorp, Bajaj Auto, Bosch India. Used for Hosur EV corridor sector context (Pages 7, 8, 9).	✓ SOURCE VERIFIED
11	Naukri Salary Insights 2024–26 · AmbitionBox India Salary Report 2024–25	InfoEdge India Ltd. · AmbitionBox	National IT salary benchmarks cited for Page 16: Entry Level SE (1–3 yrs) ₹4.2 LPA; avg. SE ₹5.8 LPA; Mid-Level SE (4–8 yrs) ₹7.3 LPA; Technical Lead ₹8.4–13.4 LPA. Major company averages: TCS ₹5.5, Infosys ₹9.5, Wipro ₹5.5, Accenture ₹5.8 LPA (national averages, all experience levels). Source: Naukri_SoftwareEngineer_Salary_India_2025.pdf (AmbitionBox data via Naukri article, Sep 2024).	✓ SOURCE VERIFIED

SOURCES

Sources Register

Key Sources — Register of 24 Cited Publications (2 of 2)

#	Source	Publisher	Data Used	Status
12	7th Central Pay Commission Report (Govt. of India)	Gol	Central govt. entry pay levels used for Page 16 — Level 7 (SSC CGL) and Level 10 (UPSC). CTC estimates include current DA rate. TNPSC salary entries sourced from TN Pay Fixation GO 2017 (Source #22).	✓ SOURCE VERIFIED
13	Annual Survey of Industries (ASI) 2022–23 · pib.gov.in (PRID:2060292)	MoSPI / NSO, Govt. of India	TN #1 in factory employment — 15.00% of India's factory workers; contract workers 32%; TN #1 in factory count (15.66% of 2,53,334 factories)	✓ SOURCE VERIFIED
14	Annual Survey of Industries (ASI) 2023–24 · pib.gov.in (PRID:2161192)	MoSPI / NSO, Govt. of India	TN #1 in factory employment — 15.24% of India's factory workers; contract workers rose to 42%; TN #1 factory count (15.02% of 2,60,061 factories)	✓ SOURCE VERIFIED
15	ManpowerGroup 2026 Talent Shortage Survey · manpowergroup.com (released Feb 2026)	ManpowerGroup	72% of employers globally report difficulty finding right-fit candidates (39,000-employer, 41-country global survey, released Feb 2026)	✓ SOURCE VERIFIED
16	Tamil Nadu Semiconductor & Advanced Electronics Policy 2024 · Electronics Manufacturing Clusters in Tamil Nadu (Akashvani News, March 2025)	Industries Dept., Govt. of Tamil Nadu · Akashvani News	2 lakh skilled jobs targeted by 2030; 2 new Electronics Manufacturing Clusters (Pillai Pakkam, Manallur) — Page 15	✓ SOURCE VERIFIED
17	NASSCOM–Deloitte India AI Talent Report, Aug 2024	NASSCOM / Deloitte India	India AI talent pool projected to grow to 1.25 million by 2027, up from ~600–650K — Page 15	✓ SOURCE VERIFIED
18	MeitY Digital Workforce & AI Skill Initiatives, 2024	Ministry of Electronics & Information Technology, Gol	National AI workforce development priorities — Page 15	✓ SOURCE VERIFIED
19	NASSCOM–Indeed AI Talent Inflection Point Report 2025–26	NASSCOM / Indeed	35% of employers report significant AI-driven role redefinition — Page 9	✓ SOURCE VERIFIED
20	National Medical Commission Guidelines 2024 · Dental Council of India Course Regulations · Pharmacy Council of India Regulations · Indian Nursing Council Guidelines 2024	NMC · DCI · PCI · INC (Govt. of India statutory bodies)	Employer-priority skills for Medical, Dental, Pharmacy, Nursing streams — Page 14	✓ SOURCE VERIFIED
21	FHRAI Annual Report 2024 · ICAR Tamil Nadu · TNAU Placement Data · NCTE Regulations 2025 · RCI Norms & Guidelines · UGC FYUGP Curriculum Framework	FHRAI · ICAR · TNAU · NCTE · RCI · UGC	Employer-priority skills for Hospitality, Agriculture, Social Work/Education streams — Page 14	✓ SOURCE VERIFIED
22	TN Pay Fixation GO Ms. No. 88 (Finance, Pay Cell Dept., dated 01.06.2017)	Finance Dept., Govt. of Tamil Nadu	Tamil Nadu State Government Pay Matrix — used to calculate approx. CTC for TNPSC Group II (Level 7 basic ₹44,900), Group IIA (Level 6 basic ₹35,400), Group IV (Level 4 basic ₹25,500) on Page 16. HRA 16% (Chennai Y-city); DA as per current TN State revision; annual increment 3% of basic.	✓ SOURCE VERIFIED
23	NASSCOM GCC Council Annual Report 2024	NASSCOM GCC Council, India	India: 1,700+ GCCs employing 1.9 million professionals; GCC revenue USD 46 billion in FY24; projected USD 99–105 billion by 2030; 2.5 million professionals by 2026–27; ~1.5 lakh new jobs added in FY24; 20–25% of GCC workforce are fresh graduates; Chennai ranked #3 in GCC cities nationally — Pages 9 and 15.	✓ SOURCE VERIFIED
24	Economic Survey of India 2024–25 (Annual Economic Survey)	Ministry of Finance, Govt. of India (Jan 2025)	50.3% of graduate-degree workers in semi-skilled occupations (national skill mismatch) — Page 5; only 4.9% of Indian youth (15–29) have formal vocational or technical training — Page 5.	✓ SOURCE VERIFIED

Data Notes

ISR Stream Data (Pages 12–13): Stream-wise employability rates are cited from India Skills Report 2025 (CII, ETS, AICTE, Taggd, Wheebox) for public awareness purposes. For complete data, see indiaskillsreport.com.

MSME Ranking (Page 5, Source #03): The "#3 nationally" MSME ranking (Udyam-registered MSMEs, 2023–24) reflects the cited MSME Annual Report 2023–24. National MSME registration data continues to evolve; Tamil Nadu's rank may differ in more recent registries. Confirm against the latest Udyam Registration data before citing.

ISR Employability Trend (Page 10, Table B): Each year shown is that calendar year's own India Skills Report edition (e.g. "2023" = India Skills Report 2023, published Dec 2022) — not a forward-shifted data-year convention.

Publication Year vs. Data Coverage: This report's core data coverage is 2022–2025. Some cited sources carry a later publication or edition year (e.g. India Skills Report 2025, Economic Survey of Tamil Nadu 2025–26, ManpowerGroup 2026 Talent Shortage Survey) because that is the source's own naming convention — a report can be named for its publication year while measuring data from the year(s) immediately preceding it. These were the most current verified data available on each subject at time of writing.

Data Standard: No estimates. Derived figures (e.g. year-on-year calculations) are explicitly tagged CALCULATED in the report. Every primary figure is sourced directly from the named publications listed in the source register on Pages 17–18. Third-party trademarks and fair-dealing notices are declared below and on the Back Cover (Page 20).

Limitations of This Analysis

This report synthesises publicly available national and state-level data; it does not present primary research. ISR 2025 employability figures (54.81% overall, 6 stream rates) are based on a national sample and may not precisely reflect Tamil Nadu's graduate distribution. Naan Mudhalvan placement rates are sourced from programme dashboards and institutional reporting, which may include self-reported outcomes not independently audited. Naukri JobSpeak sector indicators reflect hiring activity on one platform and should not be read as a census of all-India hiring. Workforce demand data is based on sector-level signals from government policy documents and industry reports; all trend figures should be treated as directional indicators, not precise forecasts.

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