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Confederation of Indian Industry

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Securing the Future:
Deepening UK-India Technology Security Cooperation

July 2025

Foreword

UK-India tech and trade relations have been continuing to strengthen over the last 5 years.

In 2021, the two countries signed a '2030 Roadmap for India-UK Future Relations'[1], this was followed by the launch of Free Trade Agreement negotiations in January 2022, which were concluded in May 2025. In terms of trade and investment, the total value of trade between the UK and India was £40.9bn in 2024, an increase of 8.6% from 2023 and India has been the second largest source of foreign direct investment (regarding number of projects) into the UK for the last five consecutive years.[2]

In July 2024, the UK and India established the Technology Security Initiative[3] (TSI), a bilateral agreement designed to advance collaboration in critical and emerging technologies that are essential to economic security and development. This initiative focuses on five key technologies: artificial intelligence, telecommunications, semiconductors, quantum computing and biotechnology, as well as the technology-adjacent areas of advanced materials and critical minerals. The TSI represents a concerted effort to develop a secure, robust, and mutually beneficial technological ecosystem, further strengthening the strategic partnership between the UK and India.

This policy paper, brought together by techUK and the Confederation of Indian Industry, seeks to elevate the voice of industry and put forward concrete recommendations for realising the ambitions of the TSI.

Summary

Our core recommendations are aimed at developing the wider UK-India tech partnership and securing a shared competitive edge. These five core policy recommendations cover the following themes:

- **Incentivise Innovation;**
  Create an R&D Roadmap for technology and targeted product segment development under the TSI to give Indian & UK academia and private enterprises opportunities to co-create.
- **Nurture Talent;**
  Build a bridge of innovative talent between the UK and India through HPI visa reform.
- **Promote Trade;**
  Boost high-tech exports and technology transfer to India by expanding the scope of Open General Export Licences and giving India the UK's GEA001 licensing.
- **Jumpstart Collaboration;**
  Explore setting up a deep-tech Catapult-style centre in India to encourage collaboration between innovative British and Indian tech companies.
- **Track Progress;**
  Formalise a Track 1.5 Industry-to-Government Dialogue to ensure mutual accountability on the above actions.

Key recommendations

1. Incentivise Innovation - Create an R&D Roadmap for the TSI with a stronger focus on commercialisation

The Technology Security Initiative includes several explicit commitments to further R&D collaboration across critical areas such as semiconductors, telecoms, and advanced materials, along with a commitment to work together in innovative areas of biotechnology, quantum and artificial intelligence. However, these commitments are directed at IP creation only – we believe a product-development mindset would yield stronger results.

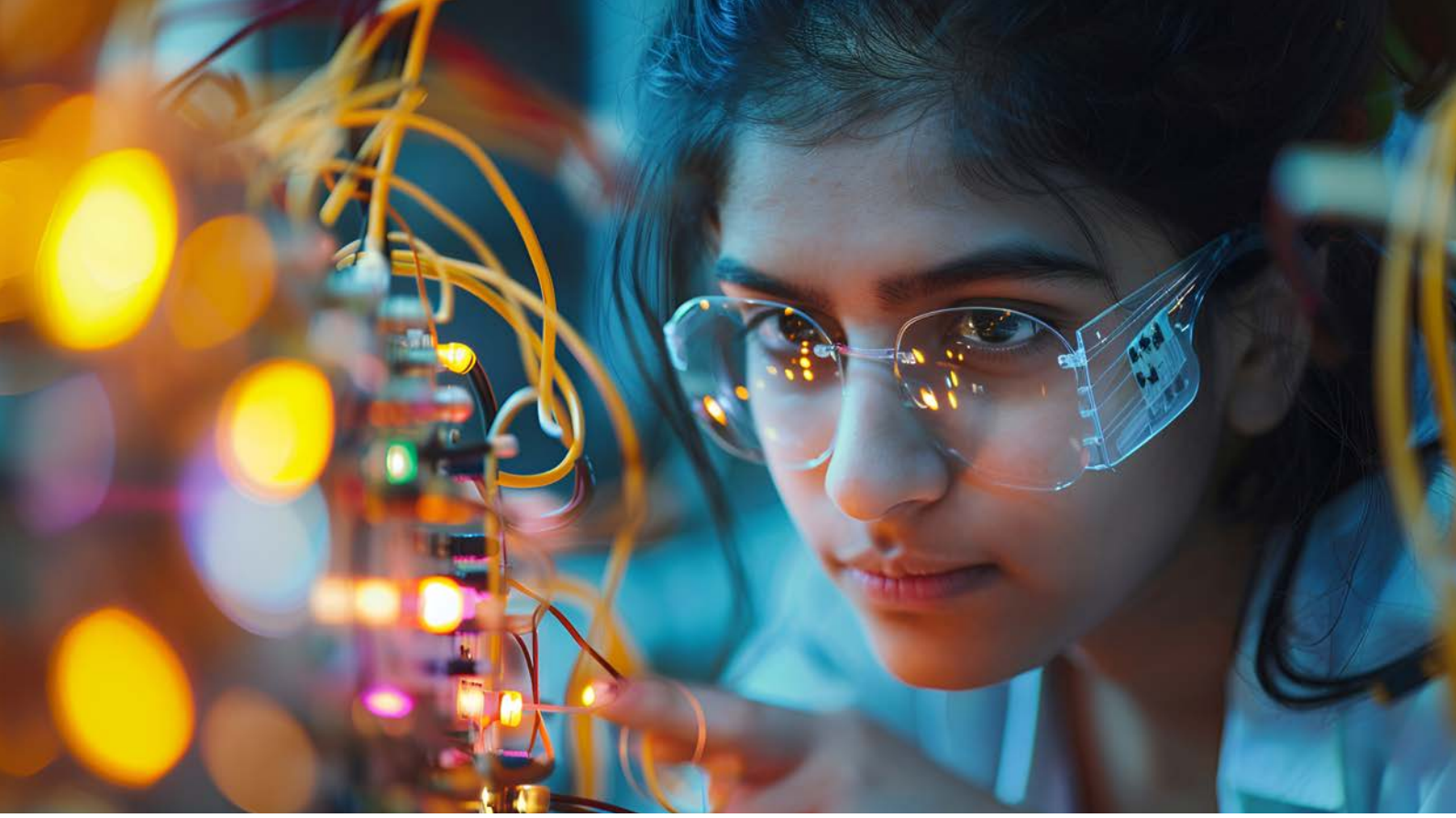
The £7m in UK-India R&D funding for Future Telecoms shows a marked commitment to solving shared challenges. However, this funding was aimed at organisations at the lower level of technology readiness, such as academia, and less at commercial organisations like technology firms. Both governments should be clear and ambitious on the scale of R&D support.

We therefore call for a roadmap for R&D funding and investments which is communicated to commercial organisations to allow for greater awareness and participation. A strong focus on projects that are at a higher Technology Readiness level (TRL) will create the space for the next generation of innovative companies across the UK-India corridor to co-develop and co-manufacture goods across the critical and emerging technology domains of the India-UK TSI.

2. Nurture Talent - Build a bridge of innovative tech talent by ensuring Indian universities are included in the High Potential Individual visa eligibility list

techUK and CII welcome the UK government committing to expanding the High Potential Individual (HPI) route, doubling the number of eligible universities and institutions. Currently, graduates from some of India's top high-tech educational institutions, such as the Indian Institutes of Technology, are not eligible for the UK's High Potential Individual (HPI) visa, due to the restrictive and US-centric nature of the current eligibility list. The current criteria favour graduates from a narrow group of primarily US universities, which inadvertently excludes high-achieving graduates from other prestigious institutions in countries like India. For example, under the current rules, a graduate with a third-class degree from a listed US university may qualify, while a top-performing machine learning or electrical engineering graduate from a top-tier Indian university does not.

Expanding eligibility to include more globally recognised universities in India, or setting thresholds based on subject areas and academic performance, particularly in STEM fields relevant to the TSI, would strengthen the UK's talent pipeline and enable greater UK-India collaboration in science and technology. While the UK government aims to both reduce net migration figures and prevent under-employment among



skilled migrants, a more balanced and evidence-based approach to HPI eligibility could ensure the visa meets its original aim: to attract the world's most promising individuals to contribute to the UK's innovation economy.

In addition, upfront visa application fees (including Immigration Health Surcharge) can act as a barrier for target highly skilled graduates in STEM subjects, especially from countries such as India. As a next step, we encourage a review of the qualifying institutions and specialisms, and options to support high potential visas from India.

Finally complexities in obtaining visas also hinder corporate talent mobility. The new minimum salary for all visas, including the Senior or Specialist Worker visa under the Global Business Mobility scheme (formerly Intra-Company Transfer (ICT)) is significant. From 4 April 2024, the salary threshold rose from the 25th to the 50th percentile of earnings in each occupation, based on ASHE data. For businesses hiring a software engineer from India, they must now offer a minimum salary of £52,500 since the changes to the Immigration Rules on 2 July 2025. Indian businesses report that these changes are making it difficult to bring in talent to address the shortage in tech skills, especially in AI, to the UK.

There is, therefore, a need to implement a more flexible and efficient visa system catering to specific skill sets. Skill gaps, high visa costs and high salary threshold impact the ease of doing business adversely.

3. Promote Trade - Reform export control procedures to boost UK-India technology transfer and ensure UK exporters are not at a disadvantage.

While export controls can be a necessary economic tool, we believe that the current UK government regime for India limits UK exporters competitiveness and slows technology transfer to India. techUK member companies that sell dual-use items have highlighted that the process for securing UK export licenses is more challenging than securing comparable permissions from countries such as the United States or Japan.

Given the pace of change in critical and emerging tech, the current state of play places UK exporters at a disadvantage to competitors from these markets when trying to bid for contracts in India.

For example, the USA includes India on their Strategic Trade Authorisation ("STA") Tier 1 list, providing India with the same trade benefits afforded to the United States' closest allies under License Exception STA. By contrast, the UK does not include India within the list of 'low-risk' countries covered by UK GEA001, a General Export Authorisation that permits the export of certain controlled goods from the UK to specific destinations without the need for an individual license for each export.[4]

While the UK does have an Open General Export Licence (OGEL) for India, the set of applicable products is limited. Consequently, UK exporters of controlled goods to India must secure export licences on a case-by-case basis. This involves detailed reviews by the Export Control Joint Unit who aim to review and confirm decisions within 60 days. Competitors in the US or Japan, by contrast, do not incur any delay. We would encourage OGELs for products across the core technologies under the TSI, including for example "Semiconductor Design and Development" (inc. entries PL9013.c, PL9013.d, 3D006, 3E002, 5D002, and 5E002). This process can lead to delays, increased uncertainty, and higher compliance costs relative to the more streamlined US regime. The solution requires expanding the scope of the UK's existing India OGEL or considering including India within future enlargements to GEA 001.

4. Jumpstart Collaboration – Explore setting up a Deep Tech Catapult-style Centre in India

To jumpstart collaboration, we call on the UK and Indian governments, through the Technology Security Initiative (TSI), to work with the Confederation of Indian Industry, techUK, and the Catapult networks to jointly explore the potential of setting up a UK-India Deep Tech Catapult-style Centre in India. Members in the deep tech space who are looking to scale into the Indian market have stated that they struggle to find partners in India. Modelled on the current UK Catapult network, this hub would directly support Indian and UK tech companies by providing access to advanced R&D facilities (including testbeds and cleanroom facilities), backing industry-academia collaboration, and enabling joint pilot projects in critical and emerging technologies across the Tech and Security Initiative. This could ease the exchange of technology between the startups and scaleups and encourage formation of "joint pathfinding" (JPF) exercises. This Centre would accelerate technology commercialisation, boost collaboration between UK and Indian firms, and serve as a platform for knowledge transfer, directly advancing the TSI's objectives of strengthening technology value chains, enhancing supply chain resilience, and driving economic growth and job creation in both countries.

5. Track Progress - Formalise a Track 1.5 UK-India TSI Industry-to-Government Dialogue during each TSI biannual review

To ensure the initiative's success, we advocate for a more structured mechanism for the two governments to hear directly from the industry, including SMEs, about issues they face in each other's markets. We believe that a formalised Track 1.5 UK-India TSI Dialogue with cross-departmental representatives from UK and Indian governments, industry bodies, as well as a selection of UK and Indian companies operating in the technology and security space will help smooth industry-to-government communication and will dramatically improve the implementation and output of the TSI. A set of "Key Performance Indicators" (KPI) have to be jointly agreed at the beginning of each year which will be formally reviewed (and if required goals reset) every quarter. The KPIs should include certain more ambitious goals that would be jointly own by one Principal Investigator (PI) from each of the participating country.

The Dialogue would help in identify trade barriers as well as monitoring some of the successful collaborations between UK and Indian companies. For example, the US-India iCET (now TRUST) agreement has successfully reduced barriers to trade through export control reform following an industry-government Track 1.5 dialogue, which could leave UK exporters at a further disadvantage vis-à-vis American exporters when exporting controlled goods to India. Many UK tech companies, particularly SMEs, continue to face operational challenges and uncertainty in India due to restrictions and regulatory ambiguity around cross-border data flows — a concern they are keen to raise through a structured dialogue to help create a more enabling environment for innovation and collaboration. Furthermore, this Dialogue would enable both governments and industry to take a holistic view of the TSI, ensuring future collaboration combines the various technological fields of the agreement, such as AI, semiconductors, materials science, quantum computing, instead of viewing them in isolation.

Technology-specific recommendations

In addition to the core recommendations listed above, this paper also calls out per-sector opportunities as identified by our members.

Telecoms

The Technology Security Initiative promises to build a new Future Telecoms Partnership between the UK and India. The agreement promises to focus on building resilience and security while improving telecom network performance and focusing on future-facing technologies such as 6G and Open-RAN. Our recommendations focus on overcoming some of the challenges of integrating two telecoms sectors that have not collaborated extensively in the past.

Challenge 1:

Divergent regulatory frameworks, incompatible testing standards, procurement barriers, fragmented industry ecosystems and limited cross-border collaboration are hindering UK and Indian telecom operators, vendors and regulators from pooling expertise, sharing test-beds and co-developing next-generation telecoms products and services. These are key drivers for accelerating telecoms diversification, resilience and innovation in both countries.

Recommendation 1:

Create an UK-India Telecoms Innovation Forum with government and industry participation to help both deliver and deepen the telecoms aims of the UK-India Technology Security Initiative. This would create a structured platform for engagement and activity among the various stakeholders in the telecoms ecosystems of India and the UK, including service providers, vendors, regulators and start up innovators. This Forum could build workstreams that could tackle existing challenges, such as:

a. Hold workshops and develop research projects across emerging technologies such as Open RAN, 6G development, edge computing, satellite technology, and quantum-safe networking.

b. Coordinate the alignment of testbeds for products and solutions working closely with the UK's SONIC Labs and India's C-DOT.

c. Address challenges felt by companies in terms of data transfer, privacy, and secure data sharing in telecoms networks.

d. Build training and understanding around secure telecoms architecture and develop working groups to exchange best practice on telecoms security and threat detection.

e. Support commercial arrangements to aid business introductions and to help tackle sales and procurement challenges that respective companies face. Aid development of a potential trusted vendor framework.

f. Support skills development through engineer/architect secondments and certifications aligned to security requirements.

g. Promote discussion and cooperation on international standards, spectrum use, sharing and surrender, as well as diversification policies. Work together on avoiding decoupling on international standards. Tackle barriers around existing regulatory pinch points.

h. Share best practices on regulatory, policy developments, including ease of doing business and cost of doing business, through concentrated cross-border dialogues involving industry and policy makers.

Recommendation 2:

The UK Government should explore options for India to collaborate and join various appropriate workstreams of the Global Coalition on Telecoms (GCOT), including on vendor diversity and future telecoms.

Challenge 2:

The UK and India are taking increasingly divergent approaches to certain areas of telecoms policy and regulation such as over-the-top (OTT) services and standard essential patent (SEP) licencing. These divergences reflect differences in national priorities, market maturity, and legal traditions. However, without active dialogue and coordination, such divergence may pose challenges to interoperability, innovation, and investment across both telecoms and digital services ecosystems.

Recommendation 2:

Under the TSI, both countries should look to explore areas of telecoms policy divergence and convene a regulatory innovation workstream to discuss ideas and solutions in contested areas. This could include:

a. Exploring regulatory approaches to OTT communications platforms, focusing on function-based classification and areas to support public interest objectives.

b. Policy alignment on SEP licensing to support transparency, fair competition, and SME access.

c. A structured public-private dialogue to share lessons and explore voluntary and interoperable solutions in other areas of regulatory cooperation such as AI-enhanced telecom services and Open RAN, or cloud-based network functions.

Semiconductors

Semiconductors are a core part of the UK-India Tech Security Initiative, both as a standalone technology but also as a technology which underpins applications in AI, telecoms, and quantum computing. The TSI proposes the development of a broader UK-India Semiconductor Partnership which has a focus on R&D collaboration, skills development, trade missions, and supply chain integration. Our recommendations focus on how progress across areas can be achieved.

Challenge 1:

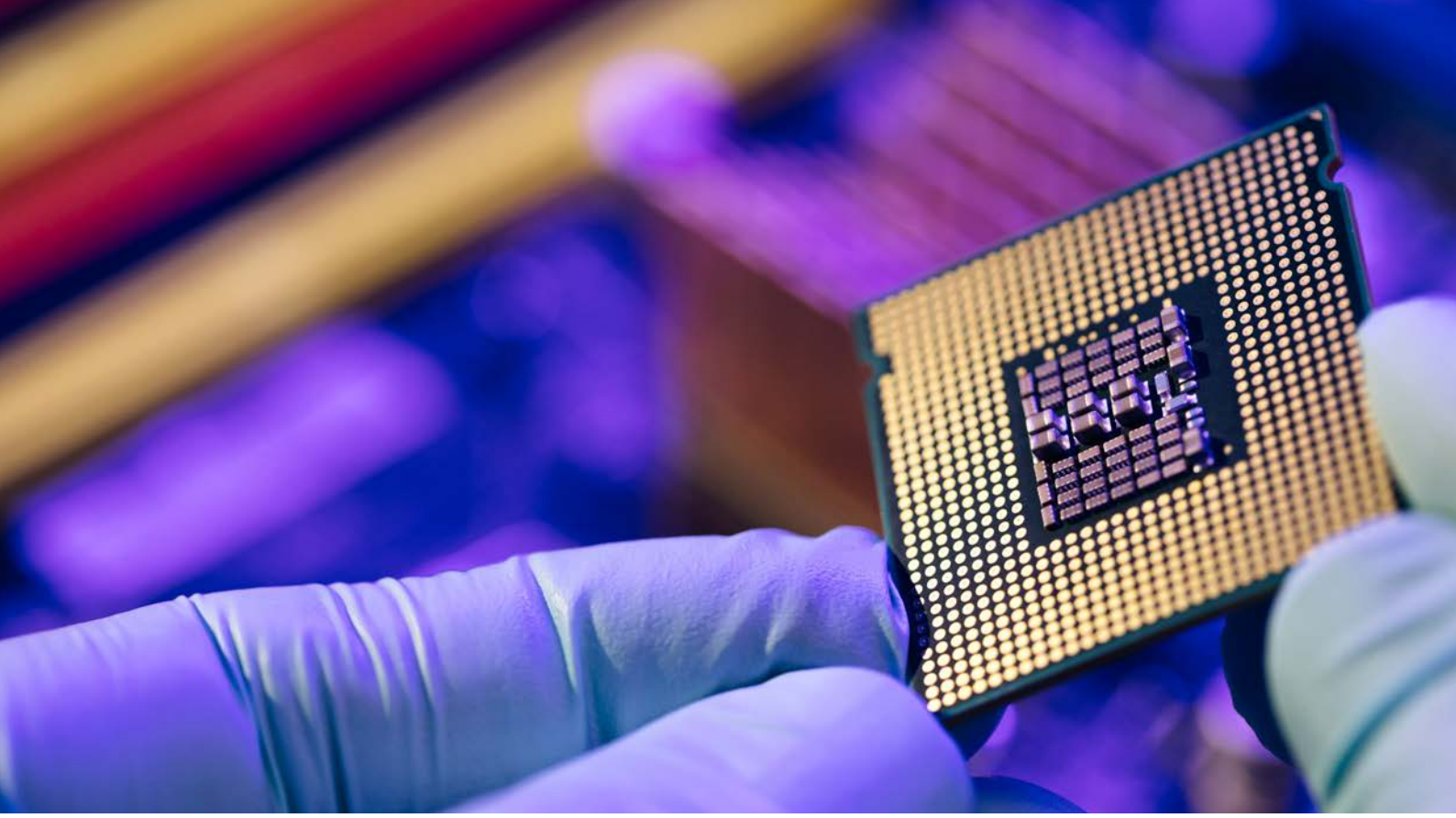
Semiconductors represent a broad policy brief from architecture, design, IP, EDA, fabrication and packaging. The UK and India have existing strengths and also ambitions to experiment and build potentially transformative prototypes later in the supply chain. These strengths must be protected and augmented in an increasingly competitive global environment for semiconductor investment.

Recommendation 1:

Protect the existing successful partnership in design and IP and keep it globally competitive. As referenced in the techUK 'Plan for Chips' , the UK and India have built a globally competitive partnership at the start of this supply chain in the design and verification of IP blocks and compute sub-systems that is then used in the design of advanced chips. Design is estimated to be worth 67% of all the UK's semiconductor industry and 20% of the global semiconductor design workforce is based in India.[5] As the demand for power-efficient compute intensifies with global drives for sovereign AI, and increased inference at the edge, we expect this demand to only grow. However, there is growing competition, and an urgent need for the governments of India and the UK to protect this critical (if under-recognised) sector of global importance. To do this, we encourage a focus on top class talent, cutting edge R&D and supporting efficient trade through the measures above. The focus here should be to go beyond merely developing Intellectual Property (IP) and coming up with commercially viable semiconductor products that can provide an attractive alternative in terms of cost, performance and features to existing 'catalogue products'. These products can be in the domains of industrial automation, networking and connectivity, edge computing, software defined vehicles and should cater to unique challenges posed by Indian and UK markets.

Recommendation 2:

Boost semiconductor skills across the UK and India corridor. Given the existing strong relationship between the UK and India, we advocate that this deepens through the use of freely available teaching materials from the Semiconductor Education Alliance (SEA) that can be used in schools and universities to develop a pipeline of talent, as well as the KSA Framework, aimed to support education institutions with insight on the necessary technical and non-technical skillsets required by new entrants to the industry. A product development focus needs



holistic growth of semiconductor skills starting from product conceptualisation to design to manufacturing and testing. Today, there is deep expertise in certain areas of semiconductor value chain while others like material science, packaging technology, system level design, hardware testing are somewhat neglected – these skills should receive equal, if not additional, support in terms of government funding.

Recommendation 3:

Once the UK National Semiconductor Centre is up and running, both governments should set up a structured cooperation between the leading semiconductor and technology research institutes of both countries which fosters and facilitates the set up of cooperation research programs in the development of new materials, technologies or standards. This would help encourage the further integration of semiconductor supply chains as set out in the TSI.

Challenge 2:

Before semiconductors can be produced in mass volume, an extensive R&D phase is undertaken, involving the designing, testing and prototyping of the chip. Companies across both the UK and India, especially SMEs and scale-ups, face high R&D and testing costs. A key challenge for both the British and Indian semiconductor ecosystems is therefore to ensure that R&D funding goes to the right areas.

Recommendation 4:

DSIT and MEITY should organise a bilateral semiconductor workshop, to identify areas for joint R&D funding. This would propel objectives within both the UK's National Semiconductor Strategy, and India's Semiconductor Mission of facilitating global partnerships in R&D. The UK's expertise in design, advanced packaging, and on the development on compound semiconductors is complimentary to the objectives and incentives of the India Semiconductor Mission (ISM) to

become trusted global hub for semiconductor fabrication. The strengths between the UK and India partnership lay in design, but also the R&D partnerships in material science and their application in compound semiconductors. A joint 'action committee' should be formulated in the lines of "Chips Joint Undertaking" (CHIPS JU) of European Union which can oversee creation of a 'design enablement' platform and two to three variants of 'reference silicon platforms' that together can accelerate the product development.

Challenge 3:

Early-stage semiconductor companies face challenges in attracting investment, as many investors lack understanding of the sector's complexities and capital needs. Moreover, there is a gap in the scaling ecosystem, with most funding secured by a small number of firms.

Recommendation 5:

The UK and Indian Governments should facilitate opportunities for international connections, R&D, mentorship and investment through consistent yearly trade missions. The UK AI and Semiconductor delegation to India in November 2024 is a great example and governments should commit to supporting more of these both ways. They must also have a longer and earlier sign-up period to ensure industry can plan for these opportunities. A governing council formed with industry leaders, who have firsthand experience in managing product development and distribution, should review all investments provided to product startups and track 'progress' against 'plan' on a regular basis. A joint "accelerator" sponsored by Indian and UK government can be formed to accelerate cross-country collaboration.

Recommendation 6: In order to integrate and strengthen both countries semiconductor ecosystems, both governments propose to create a yearly fair sponsored by the governments to bring together companies of both countries, with the purpose of making visible both ecosystems and enable cooperation to companies across the semiconductor spectrum. This could be set-up with each country hosting the event alternatively. With the right marketing and communication this could be a success.

Artificial Intelligence (AI)

The AI section of the TSI commits both countries to continue to work towards safe, responsible, human-centric and trustworthy AI, including through the development of a joint Centre for Responsible AI composed of British and Indian experts in academia and industry, as well as boosting opportunities for UK-India AI collaboration through research partnerships, skills development, and knowledge exchange. Our recommendations aim to translate these ambitions into actionable next steps:

Challenge 1:

Divergent approaches to AI governance impede cross-border development and deployment of AI solutions. Without mutually recognised AI assurance mechanisms, businesses face uncertainty about how to demonstrate AI systems are reliable, safe, and compliant when operating across the UK-India corridor.

Recommendation 1:

Task the eventual UK-India Centre for Responsible AI, in collaboration with existing Responsible and Trustworthy AI Working Group and a select group of leading industry experts and academic representatives convened by the UK High Commission in India, to develop interoperable approaches to AI governance

based on the principles of (1) scaling risk mitigation tactics to address harms presented by relevant AI use cases; (2) focusing on the preventing demonstrated and systemic AI harms; and (3) ensuring appropriate distribution of responsibility in the AI value chain based on intended and reasonably expected, with accountability assigned to those most capable of managing risks. A focused effort on international standards cooperation (including in areas across the TSI such as standard for AI in connectivity infrastructure) would support the UK's pursuit to develop the AI assurance ecosystem while enabling businesses to confidently deploy AI solutions across both markets, knowing they meet agreed ethics and performance protocols. This could include support for responsible AI practitioners and guidance for industry on how to comply with local rules and regulations that are recognised by both countries. Organising cross-border dialogues that involving industry and policy makers are crucial for developing an interoperable approach AI governance, aligning regulatory frameworks where appropriate, benchmarking global best practices, without compromising on innovation.

Challenge 2:

Restrictions on cross-border data flows and data localisation requirements have proved a challenge for UK SMEs operating in India. The UK has numerous companies offering enterprise AI solutions that could be beneficial to India's AI adoption strategy, and vice-versa.

Recommendation 2:

Industry and government can play a key role in facilitating reverse pitching events where tech SMEs connect with larger Indian corporates, especially in areas such as enterprise AI solutions. These sessions allow contracts and partnerships to be agreed before entering the market, essentially derisking expansion into India for UK tech SMEs. Through reverse pitching, UK tech SMEs and their large Indian partners can negotiate contract terms that clearly delineate responsibilities for compliance with local data regulations. Reverse pitching should also be facilitated between Indian tech SMEs and UK-based larger corporates, especially during inward delegations to the UK. Separately, Innovate UK have been working with Indian corporates on

Open Innovation challenges to be solved by British innovative companies. Further government support for this initiative could produce some export wins for innovative UK tech companies.

Challenge 3:

To enhancing cross-border industry collaboration and knowledge exchange in AI

to maximise the potential of AI-driven innovation and foster a vibrant ecosystem, both countries need to facilitate increased engagement among UK and Indian industry stakeholders. Strengthening channels for dialogue, joint pilot projects, and collaborative industry-led initiatives can accelerate the adoption and deployment of AI solutions across sectors.

Recommendation 3:

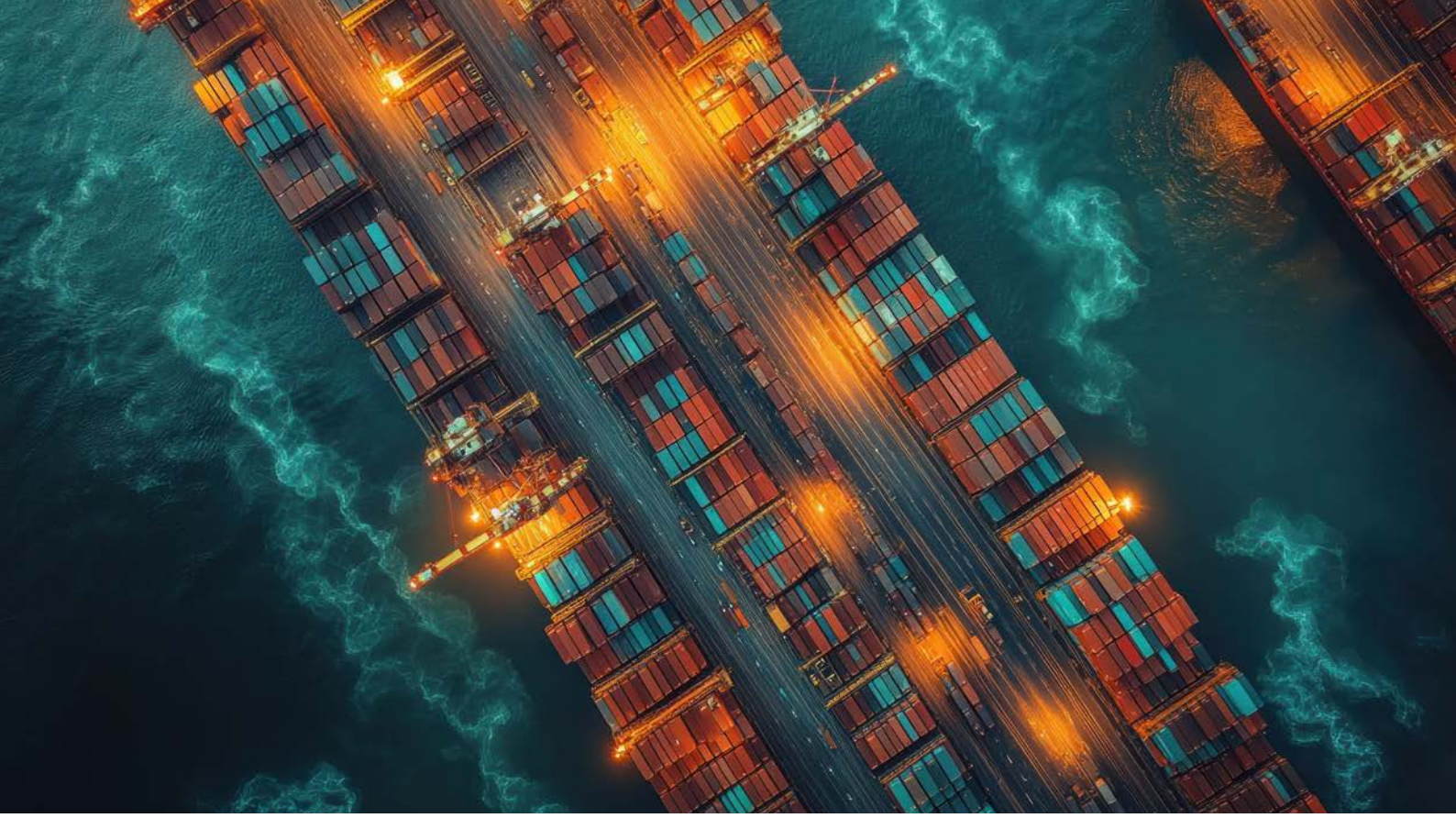
To ensure collaborative industry engagement and innovation, both government and industry bodies should support the creation of bilateral platforms, such as innovation hubs, joint accelerators, and industry consortia, to promote knowledge exchange, co-creation, and pilot testing of AI solutions. The TSI promised the development of a platform for co-developing and testing solutions for bias mitigation in AI models. We would welcome this being implemented with the consultation of industry and academia. These platforms can enable UK and Indian companies, including SMEs and large enterprises, to explore partnership opportunities, share best practices, and co-develop AI applications tailored to regional and global needs. Facilitating industry-led showcases, hackathons, and challenge competitions can also stimulate innovation, demonstrate successful use cases, and build trust among stakeholders from both countries.

Challenge 4:

There is insufficient pooling of AI research resources and talent between the UK and India, despite complementary strengths in AI capabilities. The UK excels in foundational AI research and governance frameworks, while India has extensive implementation expertise and a large talent pool of AI engineers and data scientists.

Recommendation 4:

Establish initiatives that align with the priorities in the UK AI Opportunities Action Plan to attract, train, and retain AI talent, and with India's AI Mission to upskill its population in AI skills. This programme should include joint PhD programmes between leading UK and Indian universities in AI, industry-sponsored research fellowships enabling researchers to work across both countries, and a streamlined visa pathway for AI professionals working on TSI-related projects. Priority should be given to applied AI research in areas of strategic interest to both nations, such as healthcare, climate technology, and critical infrastructure security. The AI Action Plan highlights the importance of international collaboration and expanded talent pipelines, which joint PhD programmes would directly support. Industry-sponsored fellowships allowing researchers to work across both countries would promote innovation and accelerate AI solution development in priority sectors, aligning with the Action Plan's vision for AI Growth Zones, where academia, industry, and government collaborate to commercialise cutting-edge research.



Challenge 5:

Currently, Innovate UK grants are designed primarily for organisations operating within the UK or in close partnership with select international collaborators. While these programs have contributed to significant advances in critical and emerging technologies, they limit the ability of R&D labs and academic institutions to tap into the broad spectrum of global expertise particularly from countries like India, which has a vast pool of high-quality scientific and technical talent. India offers a strong foundation in STEM disciplines, a thriving startup ecosystem, and rapidly advancing research in areas such as AI, telecom, semiconductors, and quantum technologies. Yet, without access to UK grant programs, much of this talent and infrastructure remains under-leveraged in UK-India joint initiatives. Other innovation-driven economies, like the US, are increasingly opening their funding programs and research ecosystems to global partners. If the UK wants to ensure the TSI creates a mutually beneficial tech ecosystem, especially in strategic tech sectors, it must also broaden its collaborative scope. Innovate UK's Investor Partnership programme has successfully pooled in private funding by working with a myriad of vetted investors in the UK, Europe, and US, but there is potential for this programme to be expanded further to help innovation across the UK-India corridor.

Recommendation 5:

Expand the Investor Partnerships Programme to included vetted private sector investors from India. Once this has been expanded, public-private finance that incorporates approved Indian VCs should be expanded to include all companies operating across the UK-India corridor. Both governments should look develop a funding mechanism that is similar to the previous Global Innovation and Technology Alliance (GITA) which was developed by the Indian Government to develop the next generation of tech companies across the UK-India corridor.

Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society through advisory and consultative processes.

For 130 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with the Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialised services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

In the journey of India's economic resurgence, CII facilitates the multifaceted contributions of the Indian Industry, charting a path towards a prosperous and sustainable future. With this backdrop, CII has identified "Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, Trust" as its theme for 2025-26, prioritising five key pillars. During the year, CII will align its initiatives to drive strategic action aimed at enhancing India's competitiveness by promoting global engagement, inclusive growth, sustainable practices, and a foundation of trust.

With 70 offices, including 12 Centres of Excellence, in India, and 9 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with about 250 counterpart organisations in almost 100 countries, CII serves as a reference point for Indian industry and the international business community.

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